Every child will become a self-sufficient productive adult.
# Update on the Maryland Department of Juvenile Justice Reforms

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Section I - Organization

**Vision**

Every child will become a self-sufficient productive adult.

**Mission**

The Department of Juvenile Justice embraces a balanced and restorative justice philosophy. DJJ seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

In carrying out our mission of a “balanced and restorative justice system,” the Department of Juvenile Justice is committed to continuous quality improvement and managing for results. In its efforts to achieve measurable goals, strategies and performance outcomes, every employee must be prepared for meaningful change. However, our actions must be guided by core values which form the principles and beliefs that enable us to fulfill our mission. The following are our core values:

**Core Values**

**Organizational Focus** - The Department of Juvenile Justice operates one integrated system of results-based, restorative services delivered in communities and places of residence to meet the individual and particular needs of youth and their families, without compromising public safety.

**Respect for the Individual** - We will conduct our business affairs with full regard and respect for every individual.

**Honesty and Integrity** - We adhere to the highest standards of ethical behavior.

**Our Employees** - We recognize that our employees are our most important resource. We are committed to the personal well being and professional development of all employees. We encourage creativity and we reward superior performance.

**Responsibility and Accountability** - We are responsible for the health, safety, care, and humane treatment of all youth under our jurisdiction, and are accountable to the people of Maryland. Our behavior is guided by standards of conduct supported by appropriate corrective disciplinary action.

**Accessibility** - We communicate with the public in an open and truthful manner. We actively seek external opinion and are responsive to requests for information and access to our facilities.
without compromising lawful confidentiality.

**Collaboration** - To achieve mutual goals, we actively seek partnerships, wherever appropriate, to help youth and their families.
Facility for juveniles defined as “Place of Confinement” in Article 83C, § 2-117(a) (2), Annotated Code of Md.
Section II - Executive Summary

In accordance with the request by the Chairmen of the Senate Budget and Taxation Committee and the House Committee on Appropriations, this report was compiled to address specific areas of reform within the Maryland Department of Juvenile Justice (DJJ). This report will address those areas.

In April, 2000, the Department of Juvenile Justice was re-organized to align with major business functions. Guiding principles were developed and disseminated to the members of DJJ contained in the Vision, Mission, and Core Values of the Department. These principles direct the members of the agency in their day-to-day duties. This has resulted in a more efficient department in terms of members understanding what is expected of them and then holding them accountable for the performance of their duties. It has also resulted in a more effective department in terms of how services are provided to those youth who are placed in the care and custody of the Department. Reforms efforts are now showing solid and tangible results, but we cannot afford to lose the momentum. This report will provide, in detail, information on major projects and initiatives either planned or currently underway that will allow for the reforms to continue and will provide the Citizens of Maryland with a Department of Juvenile Justice that will be the model for the Nation.

The Information Technology Master Plan is a plan for the future of the agency’s technology needs. It provides the agency with the necessary designs to meet its legislative mandate for the “development, implementation, and maintenance of a comprehensive client information system.” Constant developments in technology, as well as the ever changing needs of the youth we serve require that this process be evaluated and adjusted accordingly.

Another legislative mandate that the Department will meet will be the creation of the Office of Research and Program Development (ORPD). The ORPD will ensure DJJ programs and services incorporate a comprehensive evaluation component consisting of process and outcome evaluations. The office will also assist the Department to achieve and sustain results-based management in accordance with the Department’s Managing for Results (MFR) plan and Continuous Quality Improvement (CQI) practices. The ORPD will incorporate results-based research and evaluation to ensure that Departmental programs maximize results.

A major initiative recently completed by the Department was the Maryland Department of Juvenile Justice Facilities Master Plan Update 2000. The information contained in this Facilities Master Plan Update serves various purposes. It affords the Department a written reference that can be used to facilitate communication within the Department of Juvenile Justice community and with representatives of the State’s review agencies. This document provides the rationale for physical improvements and serves as the basis for a long-range capital development program for DJJ.

Through the development and implementation of the Managing for Results submission, the Department of Juvenile Justice is committed to meeting it’s obligation to increase accountability to the Citizens of Maryland by more effectively and efficiently meeting the needs of the youth we
serve. A series of meetings and planning sessions involving every level of the Department were held to ensure that the most comprehensive *Managing for Results* document was developed.

Progress continues on the implementation of the *Maryland Standards for Juvenile Detention Facilities*. These standards are the first ever for Juvenile Detention Facilities in Maryland. The *Standards* are goals for excellence in juvenile detention, which the Department will pursue and attain in the very near future.

Changes in the Department’s emergency detention policy have also yielded impressive results. As a result of a new policy directive, only youth who are determined to be a risk to public safety are detained. Those youth who do not pose a threat to public safety are placed in *Secure Detention Alternatives* where their particular needs can be addressed while receiving much needed services. Levels of this continuum are graduated to meet the needs of the youth while providing options for increasing supervision. This has resulted in a lower average daily population of youth in detention. It has also provided an important opportunity for the youth to maintain the link with the community that they come from and where they will return once their commitment is completed. This will facilitate future service provision should the need occur.

The Intensive Aftercare Pilot began March 1, 2001. Initially, three teams were deployed, two to Baltimore City and one to Wicomico County. A third team was deployed to Baltimore City on May 1, 2001. The September 2001 expansion of the Intensive Aftercare Program included three additional teams in Baltimore City (Area I); three teams in Baltimore County (Area II); one team each in Washington, Montgomery, and Frederick Counties (Area III); one team for Caroline and Queen Anne’s Counties and one team for Wicomico County (Area IV); and four teams in Prince Georges County, one in Anne Arundel, and one in Charles County (Area V). The total number of intensive aftercare teams statewide in September 2001 is twenty teams with the capacity to serve 600 youth. This capacity should enable the Department to provide service to all of its high risk aftercare youth.

The Department of Juvenile Justice (DJJ) is taking decisive steps to address the issue of Disproportionate Minority Confinement (DMC). To address this issue, the Department is reviewing at the confined and detained population to properly identify those youth that are low or moderate risk and therefore, on the basis of risk alone, may be inappropriately placed. There are several strategies for addressing DMC currently underway or being refined within the Department. These strategies are:

- Detention and Shelter Care Policy
- Legislative Proposal
- Confinement Review Unit
- Early Probation Placement
- Formalization of Cases
- Request for Research Proposals

DJJ has initiated a review of procedures used in Maryland and elsewhere to link youth who pose
low and moderate-level public safety risk with community-based alternative programs and service in an effort to reduce the secure detention and pending placement populations. To assist in this effort, the Department has begun the development of a central repository of programs and services. The kind and intensity of services that programs provide, according to the Early Periodic Screening Diagnosis and Treatment (EPSDT) protocol, to five domain areas in which youth are screened and assessed (mental health, substance abuse, education, somatic health and family functioning) will characterize programs in the repository. When completed, youth will be placed in programs that best match the risk and needs that they present.

Beginning in January, 2002 and ongoing, the Department will evaluate the effectiveness of new screening and assessment procedures and will make necessary revisions, with a continuing emphasis on reducing unnecessary use of detention and the provision of services to meet the individual youth’s particular needs. The Department with the assistance of Johns Hopkins University, Johns Hopkins Medical Institutions, and University of Maryland researchers will survey intake officers and community supervision case managers’ use of revised risk and assessment instruments, monitor trends in the use of detention and secure placement, and track recidivism outcomes of youth administered the revised tools.

Beginning in September 2001 and ongoing, the Department is monitoring the use of screening and assessment procedures and the linkage of youth (and their families) with case management & services as articulated in the ISPs. This will be done by supervisory review with the process periodically audited by the Department’s Office of Professional Responsibility and Accountability. A directive regarding the use of the Individual Service Plan (ISP) is being developed and will be distributed to DJJ staff upon finalization. Supervisors will approve all ISP’s and they will be forwarded to the court, when possible pre-disposition, and at all times prior to a youth’s discharge.

DJJ understands that collaboration with other State agencies, local providers, families and other stakeholders is necessary to develop model programs for the provision of health, mental health, substance abuse, educational and family services for youth under the jurisdiction of DJJ and to develop procedures for the monitoring of the implementation and outcomes of these efforts. To that end, DJJ with GOCCP will be soliciting proposals from Local Management Boards (LMBs) to build community capacity by providing programs and services to DJJ youth and their families. DJJ and DHMH, with GOCCP and other stakeholders have also been collaborating in the development of the Mental Health and Substance Abuse Programming Enhancements in the Juvenile Justice System: A Three Year Planning and Budget Strategy to address the substance abuse and mental health needs of the DJJ population. The Department has joined together with other State agencies to create the “Youth Strategies Five Year Consolidated Grant Process”, which provides an opportunity for local jurisdictions, through their Local Management Boards, Prevention Coordinators, Safe and Drug Free Schools Coordinators, Local Department of Juvenile Justice representative, Local Law Enforcement and Hot Spots Lead Coordinator(s) to jointly work with key stakeholders to assess community needs, develop a strategic plan and identify specific research-based proven or promising strategies to:
• Prevent adolescent substance abuse,
• Prevent juvenile delinquency,
• Reduce adolescent substance abuse,
• Reduce juvenile delinquency,
• Provide early intervention programs,
• Provide delinquency intervention programs and/or
• Create, expand or enhance community-based programs and aftercare for youth in the juvenile justice system.

The Department has contributed $2 million in general funds to support the Youth Strategies Five Year Consolidated Grant process. In addition, due to this new process, the Department will no longer directly apply to GOCCP for federal funding of programs. In previous years the Department was awarded approximately $2.5 million dollars in federal funding to support both local and statewide initiatives. This money will now be redirected and made available to LMB’s. The Department, through the use of a local DJJ representative, will ensure that the needs of the youth under our supervision are made known to the LMB’s and thus met within their area.

DJJ has implemented, as required by the Maryland Correctional Training Commission regulations, selection standards for appointment which include criminal and general background checks, and mental and physical health screening to insure that applicants are fit for the duties of the mandated positions. Selection and training of new staff continues to a priority to ensure that the best candidates are selected as we build a competent and qualified workforce for the future.

Through a Memorandum of Agreement between DJJ and the other members of the Subcabinet Partnership, the Office of Children, Youth and Families (OCYF), established Independent Monitors for DJJ facilities and programs who report directly to the Special Secretary, OCYF. The Independent Monitors make scheduled as well as unannounced site visits to all 23 of the facilities and programs which are either State-owned and operated, or State-owned and privately-operated (through vendors under contract to DJJ). DJJ facilities are open to all interested parties. Since December, 1999, 63 groups have visited DJJ facilities.

A balanced mix of programs and services, operated by both the public and the private sector, across the continuum from early intervention and diversion, through supervision and treatment programs, to placement and aftercare, is necessary for an effective and competent system. The Department, however, will continue to attempt to maintain a mix that ad. Both of these initiatives demonstrate interagency efforts to address the complex issues confronting the DJJ population, recidivism reduction and reintegration into community life.
Section III – Update on Department of Juvenile Justice Reforms

The Secretary is responsible for the development, implementation, and maintenance of a comprehensive client information system, including an individual current record on each child, that is integrated in and accessible to the various segments of the Department. The Secretary shall undertake efforts to link the system to the Department of Health and Mental Hygiene and the Department of Human Resources for the purpose of allowing the exchange of information on clients being served by each department. Employees using the information shall protect the confidentiality of client records.” Article 83C, §2-104.

In order to meet this legislative mandate, the Department has developed the 2001 Maryland Department of Juvenile Justice Information Technology Master Plan (see Appendix 1).

The essence of the IT Master Plan is the Client Based Information Tracking System and the supporting hardware/software/networking systems. All of these systems utilize current and standard IT hardware and software to support the operational requirements of the Department. The system will track juveniles from intake to release.

On an annual basis, the Department receives approximately thirty-nine thousand youth who are associated with more than fifty-five thousand cases. This creates a tremendous demand for an automated system to input, maintain, and utilize the information associated with each youth and/or case.

Accurate Identification of Youth

Biometric Identification is the process of positively identifying youth who are referred to DJJ using fingerprint identification. Juvenile delinquents and adults posing as juveniles often provide false names, family data and other information thus avoiding true identity. The same youth may be entered in the system several times, or youth that should be detained may be released, thus compromising public safety. Live scan readers will be used because of their speed and accuracy in positively identifying individuals. Included in our IT Master Plan is the integration of Biometric Identification of juveniles in the Client Based Information Tracking System.
**Current Offense and Delinquency Records**

Current offense and delinquency records must be maintained to develop a comprehensive client information system. Empirical statistical data will be available for research. Utilizing historical repository data will support enhanced public safety awareness via trend analysis, enabling the design of effective restorative strategies with support from data.

**Needs Matching Program**

Matching youth needs with provider services.

**Screening, Assessment, Diagnosis, and Treatment**

Proper screening, assessment, and diagnosis of youth offenders along with risk assessment will identify youth who are a risk to public safety and identify their individual treatment needs. DJJ will be able to assess if emergency detention, informal supervision, or shelter care is indicated. This results in Individual Service Plans and appropriate treatment options that are tracked and monitored.

The projects listed in the 2001 Maryland Department of Juvenile Justice Information Technology Master Plan are fundamental to our mission. The operational functions of the Department are directly linked to the program strategies of the Department.

<table>
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<tr>
<th>Information Technology Master Plan Summary</th>
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<td><strong>CURRENT SERVICES BUDGET</strong></td>
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<th>NEW PROJECTS</th>
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<tr>
<td>Network Replacements</td>
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<tr>
<td>$256,062</td>
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| Connecting to Outside Agencies         |
| $166,560 | $166,560 | $166,560 | $166,560 | $166,560 |

| Workstation Replacements               |
| $2,163,436 | $2,163,436 | $2,163,436 | $2,163,436 | $2,163,436 |

| Network Monitoring Systems             |
| $1,031,846 | $1,073,120 | $1,116,045 | $1,160,687 |

| File Server Upgrades                   |
| $193,650 | $201,939 | $209,451 |

| Internet/Intranet Solutions            |
| $40,000 | $40,000 | $40,000 | $40,000 | $40,000 |

| Customer Service and Help Desk         |
| $202,248 | $202,248 | $202,248 | $202,248 |

| Disaster Protection                    |
| $89,489 | $89,489 | $89,489 | $89,489 |

| GIS Electronic Mapping                 |
| $153,235 | $153,235 | $153,235 | $153,235 |

| Telecommunications                     |
| $444,339 | $444,339 | $444,339 | $444,339 |

| Youth Needs Matching/Cost Management  |
| $110,000 | $42,452 | $44,150 | $45,916 | $47,752 |

| Administrative Support                 |
| $422,622 | $4,893,317 | $4,834,578 | $4,886,781 | $4,723,808 |

| Subtotal                               |
| $7,630,723 | $12,101,418 | $12,042,679 | $12,094,882 | $11,931,909 |
FY 02 Deficiency Requests consist of $250,242 for ASSIST Platform Conversion and $429,360 for the Baltimore City Juvenile Justice Center workstations and telecommunications needs.

- **Recommendations to bolster the research and evaluation capacity in the department.**

  Joint Chairmen’s Report, Page 312

Consistent with the provisions of Article 83C, § 2-115, the Department of Juvenile Justice (DJJ) hereby establishes the **Office of Research and Program Development (ORPD)**. The ORPD is charged with directing the efforts of three units:

  *Program Development;*
  *Grants Management & Administration; and*
  *Research*

The purpose of the Office of Research and Program Development is to ensure DJJ programs and services incorporate a comprehensive evaluation component consisting of process and outcome evaluations. The office will also assist the department to achieve and sustain results-based management.

The ORPD is a component of the DJJ organization that ensures that all DJJ programs yield desired results. By embracing the goals established in the Department’s *Managing for Results (MFR)* plan and *Continuous Quality Improvement (CQI)* practices, the ORPD will incorporate results-based research and evaluation to ensure that Departmental programs maximize results.

A Director of the Office of Research and Program Development, who reports directly to the Secretary, will head the ORPD to ensure results-based management. The Director will assess current departmental programs and services to recommend the appropriate mix of private versus state operated programs. The Director will also ensure that the Department maximizes the receipt of appropriate external funding from various federal, state, private and foundation sources for the enhancement of programs, program evaluation and operations. Under the direction of the Secretary, the Director of the ORPD will identify specific program areas to be evaluated and ensure fair and impartial process and outcome evaluation results of various projects operated by or funded through DJJ.

The principal function of each unit is summarized as follows:

**Program Development Unit:**

The Program Development Unit (PDU) will examine Departmental needs, explore best and promising practices and design both residential and nonresidential programming within the framework of balanced and restorative justice in order to fulfill the Department’s mission.
PDU will be responsible for assessing the effectiveness and viability of existing contractual programs through an internal review process, known as the “sunset process”. The sunset process brings together staff from program and services areas to examine formal and informal inputs from Title IV reviews, OPRA audit findings, Research Unit reports, Area forums, SMAP focus groups etc. for periodic reviews of each contractual program during the contract period. The PDU will amass all pertinent data in order to recommend the program’s continuation or termination. PDU will assist the Office of Procurement Services in preparing the solicitations (RFP’s, IFB’s, Intergovernmental Agreements and Written Solicitations) with which services and programs are procured. PDU will prepare the evaluation tools and chair the evaluation teams for all contractual program services. During this work phase, PDU will interface with the Procurement Officer and Fair Practices Administrator to ensure that the Department’s Minority Business Enterprise subcontracting goals are met.

**Grants Management & Administration Unit:**

The Grants Management & Administration Unit (GMAU) will expend good faith efforts to assist the Department in implementing best practices through grant funding. The GMAU will ensure that the Department’s grant applications meet the requirements as sited in published Requests for Proposals. Consultants may be engaged as necessary to support the Department in this process. The GMAU will identify eligible grants, which are achieving results, and recommend continuance with available state funds.

The GMAU will be responsible for monitoring grants to ensure that all general and special conditions are met as stated in the grant award. The GMAU will monitor the grants and report performance exceptions and/or deficiencies to the Office of Professional Responsibility and Accountability (OPRA).

To confirm that the Department is implementing programs that meet professional standards and practices, the GMAU will track and review quarterly commentary overviews, progress reports, and special performance indicators. The GMAU will monitor and assess the program to determine if it is meeting the stated goals and objectives in compliance with program requirements. In addition, the GMAU, in accordance with Fiscal Planning and Management will verify all financial and accounting records and report all grant expenditures to the Secretary monthly. This will ensure that all grant funds are obligated prior to the end of the period of the award and appropriately liquidated within ninety days thereafter.

**Research Unit**

It will be the responsibility of the Research Unit (RU) to ensure Department programs and contracts incorporate a comprehensive evaluation component consisting of process and outcome evaluation. The Unit is responsible for identifying independent research groups to conduct program evaluations as necessary. As appropriate, the RU will perform in-house process and outcome evaluations consistent with the Department’s MFR submission.
It will be the responsibility of the Unit to oversee research and evaluative efforts that can enhance statistical output. The RU will compile and collect data on all programs including necessary data to support the MFR submission. The RU will be responsible for developing data collection reports to strengthen information gathering and DJJ statistical output. The RU will also evaluate current data collection techniques in order to identify deficiencies and ensure that the Department maximizes its ability to collect data and to report accurate and timely statistics. Ultimately, the Department will be able to compile statistics and reliable information on all aspects of juvenile programs within the state while assessing existing programs and monitoring current developments in the field of juvenile justice.

The Office of Research and Program Development will be operational by the end of the current fiscal year.

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<th>Office of Research and Program Development (ORPD)</th>
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*The comprehensive facilities master plan and the capital expenditure implications of that plan, including specific detail on the future of the Cheltenham Youth Facility.*

*Joint Chairmen’s Report, Page 313*

The following is an excerpt from the Foreword of the *Maryland Department of Juvenile Justice Facilities Master Plan Update 2000* which is included as Appendix 2.

“As a compendium of information concerning restorative justice operations and physical facilities, this *Facilities Master Plan Update* provides guidance to the Department of Juvenile Justice in preparing specific projects for three of its major facilities and a more general framework for the rest of its physical resources. This document serves as a planning tool that can be used to guide physical growth and determine capital improvement priorities. Due to the inevitable unforeseen changes in programs, priorities, policies and funding, this *Plan Update*
should be viewed as a fluid document that is a conceptual tool and comprehensive guide for making decisions regarding DJJ’s physical resources. The principles underlying this document are of greater importance than are specific locations, sizes, and phasing of particular buildings and other structures. As facility and site development needs change or are newly identified, they must be incorporated into subsequent plan updates.

The information contained in this *Facilities Master Plan Update* serves various purposes. It affords the Department a written reference that can be used to facilitate communication within the Department of Juvenile Justice community and with representatives of the State’s review agencies. This document provides the rationale for physical improvements and serves as the basis for a long-range capital development program for DJJ.

Alternative actions to deliver improved facilities are presented. Recommendations are provided for renovation, replacement, and/or new construction as necessary; and priorities are suggested for the recommended facilities actions. In brief, this document identifies current and future facility capacity needs of the Department of Juvenile Justice and its various sites, and then provides a framework for achieving the required additional facilities.

This facilities master planning effort is undertaken to update the Department of Juvenile Justice’s *10 Year Facilities Master Plan*, dated July 1997. The 1997 facilities master plan provided for the continuing refinement of Maryland’s juvenile justice system by emphasizing placement of youth in community treatment rather than custodial confinement without compromising public safety.

The emphasis of the current update continues to focus on residential facilities needed to assist DJJ in meeting its mission. There is special attention on the conversion of the Alfred D. Noyes Center into a 24-bed, normative, single-room occupancy, regional detention center; demolition and limited reuse of the existing Cheltenham Youth Facility; and the development of a Young Women’s Center.”
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<td>TOTAL FUNDS</td>
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The Department of Juvenile Justice’s *Managing for Results* (MFR) submission is attached in its entirety as Appendix 3.

- A completed Managing for Results submission for fiscal 2002, including baseline data used as the basis for all goals and objectives.

  *Joint Chairmen’s Report, Page 313*

- The implementation status of reforms in detention standards, intake and assessment and aftercare.

  *Joint Chairmen’s Report, Page 313*

**Detention Reforms**

On November 1, 2000, the Department of Juvenile Justice published the *Maryland Standards for Juvenile Detention Facilities* (included as Appendix 4). These standards are the first ever for Juvenile Detention Facilities in Maryland. They are goals for excellence in juvenile detention, which the Department will pursue and attain in the very near future.

Detention is the temporary care of youth who, pending court disposition, require secure custody for the protection of themselves or the community in physically restricting facilities. The goals of detention include the protection of the public, the provision of a safe, humane, caring environment and access to required services for youth. These goals are the basis for the Maryland Juvenile Justice Standards, and will guide the design, programming and operation of all detention programs the Department either administers or purchases.

There are a total of four facilities designed for secure detention which are state-owned and operated and one which is state-owned and privately operated. They are as follows:

1. Alfred D. Noyes Children’s Center
2. J. DeWeese Carter Youth Facility
3. Cheltenham Youth Facility
4. Thomas J.S. Waxter Young Women’s Facility; and
5. Charles H. Hickey, Jr. School, which is privately operated.

One new detention facility, the Baltimore City Juvenile Justice Center, is planned to be completed in Spring 2002. Two other detention facilities are planned to open on the Eastern
Shore and Washington County in FY 2003.

Efforts to meet the standards began immediately following the publication of the document. Training was provided to the administrative staff of the detention facilities to ensure that the goals and objectives were clear. In April 2001, a survey of each facility, for each standard, was conducted. This survey generated action plans being developed to achieve 100% compliance over the next two years.

Compliance with the *Detention Standards* will be monitored by DJJ’s Office of Professional Responsibility and Accountability and the Independent Monitors of the Governor’s Office of Children, Youth, and Families to ensure acceptable compliance levels as well as continuous quality improvement.

Other areas addressed in the *Standards* have resulted in additional changes as well. Case management services in detention have been enhanced as part of the Department integrated case management plan. Health services, including but not limited to substance abuse and mental health services to youth, have been enhanced. Also, as a result of a new policy directive, only youth who are determined to be a risk to public safety are detained. Those youth who do not pose a threat to public safety are placed in **Secure Detention Alternatives Continuum** (included as *Appendix 5*) where their particular needs can be addressed while receiving services. Levels are graduated to meet the needs of the youth while providing options for increasing supervision. These levels are:

- **Pre-Dispositional:**
  - Informal Community Supervision

- **Post-Dispositional:**
  - Home Confinement
  - Evening Reporting Centers
  - Electronic Monitoring
  - Staff Secure Shelter

- **Both Pre- and Post-Dispositional:**
  - Probation
  - Intensive Probation

This has resulted in a lower average daily population in detention (See Table 1). It has also provided an important opportunity for the youth to maintain the link with the community that they come from and where they will return once their commitment is completed. This will help to facilitate future service provision, should the need occur.
Table 1 - Average Daily Detention Population for Fiscal Years 1999, 2000, 2001, and First Quarter of 2002

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hickey</td>
<td>30</td>
<td>30</td>
<td>25</td>
<td>53</td>
</tr>
<tr>
<td>Cheltenham</td>
<td>212</td>
<td>184</td>
<td>160</td>
<td>118</td>
</tr>
<tr>
<td>Carter</td>
<td>25</td>
<td>26</td>
<td>21</td>
<td>17</td>
</tr>
<tr>
<td>Noyes</td>
<td>61</td>
<td>47</td>
<td>43</td>
<td>34</td>
</tr>
<tr>
<td>Waxter (Girls)</td>
<td>72</td>
<td>54</td>
<td>33</td>
<td>32</td>
</tr>
<tr>
<td>Holdover</td>
<td>7</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total Secure Detention</strong></td>
<td><strong>407</strong></td>
<td><strong>345</strong></td>
<td><strong>284</strong></td>
<td><strong>255</strong></td>
</tr>
</tbody>
</table>

Additionally, the Department is currently reviewing the *Standards* to determine if there is a need for modification and to ensure the standards are measurable. The Maryland State Bar Association Correctional Reform Section has reviewed these standards and have provided useful comments to the Department. The Department will consider these comments, as well as other comments as revisions and changes are made to the current document.

**Intake and Assessment**

The admissions process is guided by Early Periodic Screening Diagnosis and Treatment (EPSDT). It addresses a youth’s risk to community and particular needs.

A principle task of the Admissions Division is to develop screening and assessment instruments that can be used statewide by DJJ to identify the risk to public safety, and the health, mental health, substance abuse, educational and family service needs of youth entering DJJ and being served by DJJ.

In March 2001, DJJ in collaboration with DHMH, the University of Maryland, and Johns Hopkins University and Medical Institutions began a review of procedures currently being used at intake and detention to assess need for services and risk to public safety. This activity began with an observation of Intake activities and procedures in Baltimore City, Anne Arundel County, Baltimore County, Wicomico County and in Montgomery County. This preliminary review was completed in June 2001 and revealed the need for standardization in approach.

Screening and assessment instruments and clinical evaluation protocols for DJJ youth, are being developed in five domains (mental health, somatic health, substance abuse, education, and family functioning). This activity began in March 2001, with continuing refinements to be made through June 2002. Researchers at Hopkins and the University of Maryland have identified elements thought to be indicative of risk to public safety and need in the five domain areas. These elements have been consolidated into an instrument that is being tested in Baltimore City, Baltimore County, Washington County and Worcester County. When the elements have been validated, they will be incorporated into the Intake screening instrument. Hopkins researchers are examining existing assessment instruments to determine which are appropriate for use with DJJ youth. Currently, the Massachusetts Adolescent Youth Screening Inventory (MAYSI), the
Problem Oriented Screening Instrument for Teenagers (POSIT) and the Substance Abuse Subtle Screening Inventory (SASSI) are among those being examined. From March 2001 through September 2001, DJJ and DHMH, with these researchers, tested the utility of screening instruments by analyzing existing data and collection of additional data.

From June 2001 through December 2001, newly developed screening and assessment instruments and clinical evaluation protocols at intake will be pilot tested within two DJJ detention centers, and with a sample of youth being served in the community. One hundred youth who were screened at Intake will be targeted to receive comprehensive evaluations to test for reliability and validity of the screening instruments. Procedures for the assessment of risk and need will be modified based on results of reliability and validity studies from December 2001 through June 2003. Beginning in December 2001 and through March 2002, successful instruments and protocols will be integrated into the activities of the new Baltimore City Juvenile Justice Center and other DJJ facilities.

DJJ will also continue to collaborate with researchers from the University of Maryland to test and refine public safety risk assessment tools, and the Johns Hopkins University and Medical Institutions to test and refine youth needs assessment tools. The process will continue with an evaluation of the effectiveness of screening and assessment procedures for identifying risk, and modifying procedures for assessing risk for public safety from June 2001 ongoing.
### Table 2 - Development of Assessment Systems

<table>
<thead>
<tr>
<th>Activity Area and Tasks</th>
<th>Funding Source</th>
<th>Deliverable(s)</th>
<th>Dates and Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Validation study of existing DJJ assessment and classification tools for placement</td>
<td>DJJ</td>
<td>Final scientific report, numerous presentations</td>
<td>Sept. 2000 – March 2001 Completed</td>
</tr>
<tr>
<td>2) Construct pilot assessment tool based on validation study; use tool to help identify high risk youth recommended for new Intensive Aftercare Program (IAP) pilot in Baltimore City</td>
<td>GOCCP</td>
<td>Pilot risk measure; administration and scoring protocols; lists of IAP-targeted youth</td>
<td>March 2001 – June 2001 Completed</td>
</tr>
<tr>
<td>3) Pilot test assessment tool on youth eligible for IAP pilot and youth in other selected commitment facilities</td>
<td>GOCCP</td>
<td>Numerous presentations to DJJ staff; brief report</td>
<td>March 2001 – June 2001 Completed</td>
</tr>
<tr>
<td>4) Administer assessment tool on additional committed youth to establish a complete, representative sample of youth in all major DJJ commitment facilities and programs; analyze results for policy and program development</td>
<td>DJJ</td>
<td>Presentations, tables, final report</td>
<td>September 2001 – February 2002</td>
</tr>
<tr>
<td>5) Administer assessment tool on stratified, representative sample of DJJ probation youth in Baltimore City, and 2-3 other selected counties</td>
<td>DJJ</td>
<td>Presentations, tables, final report</td>
<td>October 2001 – April 2002</td>
</tr>
<tr>
<td>6) Advise and train DJJ in use of assessment tool to help identify youth for IAP in other regions of state as aftercare program is implemented statewide</td>
<td>GOCCP</td>
<td>Updated administration and scoring protocols</td>
<td>August 2001 – February 2002</td>
</tr>
<tr>
<td>7) Continue development of assessment tool to increase its utility for individualized service planning and testing impacts of interventions; advise IAP case management staff in use of tool</td>
<td>GOCCP</td>
<td>Updated tool</td>
<td>August 2001 – June 2002</td>
</tr>
<tr>
<td>8) Collaborate with JHU and JHH on development of screening and assessment tools for use with DJJ youth at intake; train DJJ staff on use of risk factors in screening tool</td>
<td>GOCCP</td>
<td>Screening and assessment measures; scoring; administration protocols; training</td>
<td>July 2000 – March 2002</td>
</tr>
<tr>
<td>9) Analyze results of screening assessments done in feasibility studies of youth in Baltimore City, Baltimore County, Eastern Shore, and Hagerstown</td>
<td>GOCCP</td>
<td>Presentations, results incorporated in other reports</td>
<td>August 2001 – September 2001 Completed</td>
</tr>
<tr>
<td>10) Validity study of pilot assessment tools through tracking of recidivism, other outcomes of youth completing assessments</td>
<td>GOCCP</td>
<td>Presentations, report; final assessment measure, scoring and administration protocols</td>
<td>October 2001 – June 2003</td>
</tr>
</tbody>
</table>
Additional Funding for Screening and Assessment Development

<table>
<thead>
<tr>
<th></th>
<th>Fiscal Year 2002</th>
<th>Fiscal Year 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johns Hopkins/UM</td>
<td>$600,000</td>
<td>$600,000</td>
</tr>
<tr>
<td>DJJ</td>
<td></td>
<td>$323,029</td>
</tr>
</tbody>
</table>

**Aftercare**

With consultation from Dr. David Altschuler from the Johns Hopkins University, the Department has developed an Intensive Aftercare Model to serve high risk youth placed in a residential facility. The model adopts a team approach in which wrap around services are provided by a team of DJJ case managers with different roles and responsibilities. Aftercare teams work non-traditional hours, including evenings and weekends, and work in collaboration with community service providers in providing optimum service. Intensive Aftercare teams are comprised of two case managers supervising thirty youth (2:30 ratio) with additional support from an institutional liaison (in some jurisdictions) and a family interventionist specialist (mental health professional). The Intensive Aftercare Pilot began March 1, 2001. Two teams were deployed to Baltimore City and one to Wicomico County. A third team was deployed to Baltimore City on May 1, 2001. Currently, the Department has four Intensive Aftercare Teams with the capacity to serve 120 high risk youth.

A September 2001 expansion of the Intensive Aftercare Program included three additional teams in Baltimore City (Area I); three teams in Baltimore County (Area II); one team each in Washington, Montgomery, and Frederick Counties (Area III); one team for Caroline and Queen Anne’s Counties and one team for Wicomico County (Area IV); and four teams in Prince Georges County, one in Anne Arundel, and one in Charles County (Area V). The total number of intensive aftercare teams statewide in September 2001 is twenty teams with the capacity to serve 600 youth. This capacity should enable the Department to provide service to all of its high risk aftercare youth (See Table 3).
In collaboration with DJJ, the University of Maryland, Bureau of Governmental Research has developed a prototype risk assessment instrument to determine those youth eligible for placement in the Intensive Aftercare Program. The risk assessment instrument was provided to the Department for pilot use in June 2001. The Johns Hopkins University School of Hygiene and Public Health is currently developing needs assessment tools to be used at different stages of the juvenile justice process. Risk/needs assessment instrument tools will assist the development of Individual Service Plans for aftercare youth.

The ISP includes references to six domains: (1) education, (2) mental health, (3) substance abuse, (4) family functioning, (5) life skills, and (6) physical health. Additionally, the ISP allows case managers to record data for assessments, identified needs, reporting, and graduated sanctions.

In FY 2002, 1.5 million dollars has been allocated for mental health support for Aftercare youth. Based on this figure, the Department will deploy approximately 22 Family Intervention Specialist (Masters level Social Workers) to work with aftercare youth and their families. The Department has drafted an agreement with the Department of Health and Mental Hygiene to facilitate the hiring of the personnel. The Mental Health Administration will in turn collaborate with local Core Service Agencies who will hire and provide clinical supervision for the positions. They will deploy the Family Intervention Specialist to local DJJ offices to work directly with the Intensive Aftercare Teams. The Family Intervention Specialists will receive operational supervision from DJJ supervisors.

### Table 3 - Intensive Aftercare Program

<table>
<thead>
<tr>
<th>Area</th>
<th>Implementation Date</th>
<th>Number of Teams</th>
<th>IAP Capacity Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>I (Baltimore City)</td>
<td>3/1/01 5/1/01 9/1/01</td>
<td>2 1 3</td>
<td>180 youth</td>
</tr>
<tr>
<td>II (Baltimore County)</td>
<td>9/1/01</td>
<td>3</td>
<td>90 youth</td>
</tr>
<tr>
<td>III (Frederick, Montgomery, Washington)</td>
<td>9/1/01</td>
<td>1</td>
<td>90 youth</td>
</tr>
<tr>
<td>IV (Wicomico Caroline/Queen Anne's)</td>
<td>3/1/01 9/1/01</td>
<td>1</td>
<td>60 youth</td>
</tr>
<tr>
<td>V (Prince Georges, Anne Arundel, Charles)</td>
<td>9/1/01</td>
<td>4</td>
<td>180 youth</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>20</td>
<td>600</td>
</tr>
</tbody>
</table>
DJJ area directors will be linked with local Core Service representatives to establish positive relationships. The first in a series of meetings was held in July 2001.

The University of Maryland, Bureau of Governmental Research is working to develop an automated process evaluation tracking system for aftercare and community supervision.

*The Maryland Department of Juvenile Justice Aftercare Plan 2001-2002* is included as Appendix 6.

**Additional Funding for Intensive Aftercare Positions to be filled utilizing existing vacancies**

<table>
<thead>
<tr>
<th>Services</th>
<th>Fiscal Year 2002</th>
<th>Fiscal Year 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intensive Aftercare</td>
<td>$1,597,138</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Add'l Pos’s Funded</td>
<td>45</td>
<td>57</td>
</tr>
</tbody>
</table>

- Minority over-representation in the juvenile justice system. In developing its response concerning minority over-representation in the juvenile justice system, the department should work together with the Judiciary. The report should identify issues which contribute to the problem of minority over-representation that are unique to the department and the Judiciary, as well as those that they share.

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The Department of Juvenile Justice (DJJ) is taking decisive steps to address the issue of Disproportionate Minority Confinement (DMC). A report prepared by the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention, titled Juvenile Offenders and Victims: 1999 National Report, verifies that in nearly all states a disproportionate number of minorities were in residential placement in 1997. In addition, this report stated that minority youth in Maryland accounted for 73% of the juveniles detained in facilities, which is nearly double their proportion in the population.

A report prepared by the University of Maryland, Bureau of Governmental Research (BGR) in October 2001 sampled youth in six different DJJ facilities (Cheltenham, Hickey, Victor Cullen, O’Farrell, Youth Centers and Waxter) who were aftercare eligible. Complete data was collected from 397 youth. BGR administered the risk assessment tool to two youth cohorts between March and October 2001. Data was collected and recorded from facility staff, file reviews and interviews with the youth. Scoring was based on nineteen items found to be predictive of re-offending.

Findings indicated that 78% of the youth scored in the moderate to low risk category. In
addition, 74% of the youth in the six DJJ facilities were African American. It is the recommendation of BGR that risk assessment and classification of facilities by level of security and treatment services provided should drive policy to ensure that youth are placed in the most appropriate and least restrictive setting.

The Department of Juvenile Justice collected data for FY 2000 to review the percentage of breakdown by race for; total intake; case closed; informal; formalized; secure detention; secure commitment; residential commitment; probation; and aftercare. The 2000 census information was used as a cross reference to help understand the racial breakdown of the state. According to the 2000 census results, African Americans represent 32% of the total population and Caucasians represent 59%.

Additionally, the Department found that African Americans account for 16% of the total violent offense cases (as defined in the Detention and Shelter Care Policy), 18% of the total felony cases and 66% of the total misdemeanor cases.
YOUTH COUNT - FY 2000 DATA AT VARIOUS DECISION POINTS BY RACE
SAMPLE DATA – UNDER REVIEW AND ANALYSIS

<table>
<thead>
<tr>
<th>10-17 Years Population (2000 Census)</th>
<th>African American</th>
<th>% African American</th>
<th>White</th>
<th>% White</th>
<th>Other</th>
<th>% Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>195908</td>
<td>32%</td>
<td>362263</td>
<td>59%</td>
<td>53290</td>
<td>9%</td>
<td>611,461</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>55850</td>
<td>77%</td>
<td>14359</td>
<td>20%</td>
<td>2482</td>
<td>3%</td>
<td>72,691</td>
</tr>
<tr>
<td>Prince George's</td>
<td>65723</td>
<td>71%</td>
<td>17362</td>
<td>19%</td>
<td>9474</td>
<td>10%</td>
<td>92,559</td>
</tr>
<tr>
<td><strong>Intake</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>17,498</td>
<td>49%</td>
<td>17,298</td>
<td>48%</td>
<td>1,114</td>
<td>3%</td>
<td>35,910</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>6,058</td>
<td>88%</td>
<td>757</td>
<td>11%</td>
<td>91</td>
<td>1%</td>
<td>6,906</td>
</tr>
<tr>
<td>Prince George's</td>
<td>3,230</td>
<td>82%</td>
<td>550</td>
<td>14%</td>
<td>175</td>
<td>4%</td>
<td>3,955</td>
</tr>
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<td><strong>Case Closed</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>3,020</td>
<td>42%</td>
<td>3,958</td>
<td>55%</td>
<td>251</td>
<td>3%</td>
<td>7,229</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>285</td>
<td>84%</td>
<td>52</td>
<td>15%</td>
<td>1</td>
<td>0%</td>
<td>338</td>
</tr>
<tr>
<td>Prince George's</td>
<td>1,064</td>
<td>86%</td>
<td>173</td>
<td>14%</td>
<td>4</td>
<td>0%</td>
<td>1,241</td>
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<tr>
<td><strong>Informal</strong></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>State</td>
<td>3,568</td>
<td>35%</td>
<td>6,201</td>
<td>61%</td>
<td>337</td>
<td>3%</td>
<td>10,106</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>945</td>
<td>77%</td>
<td>272</td>
<td>22%</td>
<td>12</td>
<td>1%</td>
<td>1,229</td>
</tr>
<tr>
<td>Prince George's</td>
<td>879</td>
<td>77%</td>
<td>250</td>
<td>22%</td>
<td>15</td>
<td>1%</td>
<td>1,144</td>
</tr>
<tr>
<td><strong>Formalized</strong></td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>State</td>
<td>9,653</td>
<td>62%</td>
<td>5,530</td>
<td>35%</td>
<td>462</td>
<td>3%</td>
<td>15,645</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>4,521</td>
<td>90%</td>
<td>490</td>
<td>10%</td>
<td>4</td>
<td>0%</td>
<td>5,015</td>
</tr>
<tr>
<td>Prince George's</td>
<td>1,275</td>
<td>86%</td>
<td>155</td>
<td>11%</td>
<td>45</td>
<td>3%</td>
<td>1,475</td>
</tr>
<tr>
<td><strong>Secure Detention</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>3524</td>
<td>68%</td>
<td>1563</td>
<td>30%</td>
<td>122</td>
<td>2%</td>
<td>5,209</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>1556</td>
<td>93%</td>
<td>102</td>
<td>6%</td>
<td>10</td>
<td>1%</td>
<td>1,668</td>
</tr>
<tr>
<td>Prince George's</td>
<td>762</td>
<td>89%</td>
<td>61</td>
<td>7%</td>
<td>34</td>
<td>4%</td>
<td>857</td>
</tr>
<tr>
<td><strong>Secure Commitment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>State</td>
<td>747</td>
<td>68%</td>
<td>321</td>
<td>29%</td>
<td>26</td>
<td>2%</td>
<td>1,094</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>315</td>
<td>91%</td>
<td>32</td>
<td>9%</td>
<td>1</td>
<td>0%</td>
<td>348</td>
</tr>
<tr>
<td>Prince George's</td>
<td>142</td>
<td>86%</td>
<td>16</td>
<td>10%</td>
<td>7</td>
<td>4%</td>
<td>165</td>
</tr>
<tr>
<td><strong>Residential Commitment</strong></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>1057</td>
<td>55%</td>
<td>815</td>
<td>43%</td>
<td>44</td>
<td>2%</td>
<td>1,916</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>357</td>
<td>92%</td>
<td>29</td>
<td>7%</td>
<td>1</td>
<td>0%</td>
<td>387</td>
</tr>
<tr>
<td>Prince George's</td>
<td>228</td>
<td>88%</td>
<td>24</td>
<td>9%</td>
<td>8</td>
<td>3%</td>
<td>260</td>
</tr>
<tr>
<td><strong>Probation</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>4154</td>
<td>54%</td>
<td>3277</td>
<td>43%</td>
<td>232</td>
<td>3%</td>
<td>7,663</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>1539</td>
<td>88%</td>
<td>201</td>
<td>11%</td>
<td>11</td>
<td>1%</td>
<td>1,751</td>
</tr>
<tr>
<td>Prince George's</td>
<td>805</td>
<td>85%</td>
<td>90</td>
<td>10%</td>
<td>50</td>
<td>5%</td>
<td>945</td>
</tr>
<tr>
<td><strong>Aftercare</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>1720</td>
<td>66%</td>
<td>843</td>
<td>32%</td>
<td>54</td>
<td>2%</td>
<td>2,617</td>
</tr>
<tr>
<td>Baltimore City</td>
<td>646</td>
<td>89%</td>
<td>80</td>
<td>11%</td>
<td>2</td>
<td>0%</td>
<td>728</td>
</tr>
<tr>
<td>Prince George's</td>
<td>426</td>
<td>86%</td>
<td>50</td>
<td>10%</td>
<td>20</td>
<td>4%</td>
<td>496</td>
</tr>
</tbody>
</table>

Note: Secure commitment category includes youth admitted to Hickey Enhanced, Intermediate, Youth Centers, Victor Cullen and O'Farrell programs.
In order to address the issue of Disproportionate Minority Confinement, the Department is looking at the confined and detained population to properly identify those youth that are low or moderate risk and therefore, on the basis of risk alone, may be inappropriately placed. There are several strategies for addressing DMC currently underway or being refined within the Department. These strategies are as follows:

- **Detention and Shelter Care Policy**
  
The promulgation of the Department’s *Detention and Shelter Care Policy* which employs objective based offense criteria in the detention decision making process. This policy reduces the unnecessary and inappropriate use of detention without compromising public safety.

- **Legislation Proposal**
  
The Department will submit a proposal for new legislation to modify the definition of emergency detention. The definition of emergency detention will include community detention and electronic monitoring.

  This is directly related to the Department’s goal of reducing the number of youth in detention by placing youth in the least restrictive environment. Youth who meet the criteria for electronic monitoring and home detention will qualify for release to a parent or guardian under these conditions and are expected to appear in court the next day. Therefore, youth, who may have otherwise been detained, will be able to return home under supervision.

- **Confinement Review Unit**
  
The Department is in the initial stages of creating a Confinement Review Unit. This unit will interview low to moderate risk youth with cases involving misdemeanor and property offenses. Clinical social workers will be responsible for conducting a file review and assessing the youth and the case management staff will be responsible for linking the youth with services in the community. This information will be presented to the Juvenile Court recommending that the youth can be appropriately served in the community as opposed to remaining in a secure setting.

- **Early Probation Placement**
  
The Department has also taken part in discussions with members of the Judiciary regarding the placement of youth on probation prior to adjudication. The Department has proposed that the probation decision could be made earlier in the proceedings. This would ensure that youth are promptly processed and services are obtained expeditiously as opposed to waiting until adjudication and
disposition takes place.

- **Formalization of Cases**

  The Department is proceeding to develop policy and guidelines for case closing and formalization. The results in this shift of policy would decrease the number of cases unnecessarily formalized and assist in reducing court backlogs.

- **Request for Research Proposals**

  The Department generated a Request for Research Proposals (RFRP) from institutions of higher learning to conduct a qualitative study of the State's juvenile justice system to determine how and why over-representation of minorities exists and to suggest ways to reduce it. The Department has recognized the need to foster rigorous, original scientific research that uses traditional or innovative methods to further the agency's mission of creating fairness in the juvenile justice system and to providing appropriate treatment and services to all children in the system. The Department anticipated that project results would be of practical use to practitioners and policymakers and will increase the juvenile justice knowledge base. *(The Maryland Department of Juvenile Justice Request for Research Proposals for a Qualitative Study to Determine Why Over-Representation of Minority Youth Exists in the Maryland Juvenile Justice System* is included as Appendix 7).

  Although the proposals had worthy research questions, there was concern regarding the methodology and data collection efforts. The Department shared this concern with the State Advisory Board for Juvenile Justice who then agreed to make this issue part of their agenda to see that the research is conducted according to the conditions and provisions that are stated in the RFRP.

  The Department recognizes the need for research surrounding this issue; however, it has become apparent that waiting for the research findings would not be sufficient. By taking these steps now and incorporating objective based decision making at each decision point, the Department will reach its goal of reducing the number of youth unnecessarily and inappropriately detained in Maryland. Moreover, because decision criteria will be objectively based the direct effect will be to ultimately lower the over-representation of African American youth in the juvenile justice system.

  These changes substantiate the Department’s determination in initiating upfront strategies that can impact the issue of DMC in Maryland. These steps confirm the Department’s ability to make significant internal changes by incorporating policy decisions and expanding community based options in order to address those youth that are either unnecessarily or inappropriately being detained in DJJ facilities.
The Department conducts daily reviews of youth placed in detention pending adjudication; committed pending placement; and committed to secure confinement. Recent risk assessment studies conducted by the University of Maryland disclosed that the majority of youth residents in Maryland State secure juvenile facilities are non-violent offenders who may not pose a risk to public safety with appropriate treatment and controls in place in the community. Therefore, many of these youth are eligible for in-home or community-based residential supervision and needed treatment.

**Detention Reduction**

The Department has established the *Detention and Shelter Care Policy* consistent with Maryland Law (Courts & Judicial Proceedings Article § 3-815). A child may be placed in detention only upon the authorization of an intake officer or the juvenile court. Emergency detention authorizations are based on objective offense-based criteria to determine if such action is required: (1) to protect the child or protect the public's safety; (2) ensure appearance in court (prior failures to appear in court) or; (3) there are no parents, guardian, or other person able to provide supervision and return the child to court when required.

The Department also created a *Secure Detention Alternatives Continuum* mandated for low to moderate risk youth who require more than release to parents and/or those youth without available parents, guardians or a responsible person to ensure appearance in Court. It is through these community-based programs that a youth’s particular needs can be met, without the unnecessary and inappropriate use of detention. Levels are graduated to meet the needs of the youth while providing options for increasing supervision.

**Pending Placement**

The Department continues every good faith effort to reduce the numbers of adjudicated youth pending placement. However, these difficult to place youth are not readily accepted for needed treatment and care by Residential Treatment Centers (RTC’s) or private providers. The Department is planning to create "special program housing" at selected state-owned and/or private operated facilities to provide appropriate care and treatment for this population. As illustrated below in Table 4, the average daily population for pending placement has declined below the FY 1999 totals.

In addition, as described on page 25, the Department is in the initial stages of creating a Confinement Review Unit. This unit will interview low to moderate risk youth with cases...
involving misdemeanor and property offenses. Clinical social workers will be responsible for conducting a file review and assessing the youth and the case management staff will be responsible for linking the youth with services in the community. This information will be presented to the Juvenile Court recommending that the youth can be appropriately served in the community as opposed to remaining in a secure setting.

For additional information on pending placement strategies, see *Adjudicated Youth Pending Placement Report*, submitted to the Maryland General Assembly on February 12, 2001.

**Table 4 - Average Daily Pending Placement Population for Fiscal Years 1999, 2000, 2001, and First Quarter of 2002**

<table>
<thead>
<tr>
<th>Pending Placement</th>
<th>FY 1999</th>
<th>FY 2000</th>
<th>FY 2001</th>
<th>FY 2002 First Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hickey</td>
<td>45</td>
<td>32</td>
<td>43</td>
<td>28</td>
</tr>
<tr>
<td>Cheltenham</td>
<td>84</td>
<td>96</td>
<td>62</td>
<td>48</td>
</tr>
<tr>
<td>Carter</td>
<td>5</td>
<td>7</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Noyes</td>
<td>10</td>
<td>17</td>
<td>16</td>
<td>19</td>
</tr>
<tr>
<td>Waxter (Girls)</td>
<td>28</td>
<td>22</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>Total Pending</td>
<td>172</td>
<td>174</td>
<td>145</td>
<td>118</td>
</tr>
</tbody>
</table>

COMAR regulation 16.03.01 describes the requirements for the development and review of Individual Service Plans (ISP). This regulation requires the development of the ISP within 30 days of the receipt of the court order and that it be reassessed at a frequency of no more than every 90 days.

Beginning in September 2001 and ongoing, the Department is monitoring the use of screening and assessment procedures and the linkage of youth (and their families) with case management & services as articulated in the ISPs. This will be done by supervisory review with the process periodically audited by the Department’s Office of Professional Responsibility and Accountability.

A directive regarding the use of ISPs is being developed and will be distributed to DJJ staff upon finalization. Based on the directive, supervisors will approve all ISPs and then forward to the court, when possible pre-disposition, and at all times prior to a youth’s discharge. The ISP policy outlines the intent of the ISP form and gives directions regarding the specifics of its use.
Additionally, a directive for the Intensive Aftercare Program has been developed. The directive focuses on service delivery, operating procedures, and responsibilities of case managers.

- Efforts to seek interagency solutions to the complex issues that are faced by youth in the juvenile justice system in order to prevent a youth from entering the juvenile justice system, facilitate their transitions out of that system, and reduce the recidivism back into the juvenile or adult system, including, for example, developing a system to ensure that youths transition back into the community with the appropriate educational, job placement, health, and social service support in place. The report shall address unmet needs and barriers to accessing the services of other State and local child and family serving agencies.

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DJJ understands that collaboration with other State agencies, local providers, families and other stakeholders is necessary to develop model programs for the provision of health, mental health, substance abuse, educational and family services for youth under the jurisdiction of DJJ and to develop procedures for the monitoring of the implementation and outcomes of these efforts. To that end, DJJ with GOCCP will be soliciting proposal from Local Management Boards (LMBs) to build community capacity by providing programs and services to DJJ youth and their families. DJJ and DHMH, with GOCCP and other stakeholders have also been collaborating in the development of the *Mental Health and Substance Abuse Programming Enhancements in the Juvenile Justice System: A Three Year Planning and Budget Strategy* (budget summary is listed below and full plan is attached as Appendix 8) to address the substance abuse and mental health needs of the DJJ population. Both of these initiatives demonstrate interagency efforts to address the complex issues confronting the DJJ population, recidivism reduction and reintegration into community life.

Specialized programs and services need to be developed for those youth coming to the attention of the Department who are developmentally disabled, learning disabled and emotionally disturbed. The barriers to providing programs for these youth essentially have to do with the behavior of these youth. Programs designed to address learning disabilities, developmental disabilities and mental illness are not generally equipped to deal with the aggressive, manipulative and oppositional behaviors presented by these youth who have also come to the attention of DJJ. Indeed, many of these youth have been involved in these programs prior to coming to the attention of DJJ and have not been successful. These youth come to the Department with long term problems, problems that will exist for the rest of their lives. Part of the solution resides in other systems: mental health, social services, and education. These systems need to be strengthened to identify these youth early to prevent their involvement in the juvenile justice system. Many of these systems now employ practices of exclusion which result in children and families being expelled from services.
The Department has joined together with other State agencies to create the “Youth Strategies Five Year Consolidated Grant Process”, which provides an opportunity for local jurisdictions, through their Local Management Boards, Prevention Coordinators, Safe and Drug Free Schools Coordinators, Local Department of Juvenile Justice representative, Local Law Enforcement and Hot Spots Lead Coordinator(s) to jointly work with key stakeholders to assess community needs, develop a strategic plan and identify specific research-based proven or promising strategies to:

- Prevent adolescent substance abuse,
- Prevent juvenile delinquency,
- Reduce adolescent substance abuse,
- Reduce juvenile delinquency,
- Provide early intervention programs,
- Provide delinquency intervention programs and/or
- Create, expand or enhance community-based programs and aftercare for youth in the juvenile justice system.

Local jurisdictions are encouraged to develop system-wide coordinated services along the continuum of need. The primary intent of this systemic approach is to create a seamless continuum of youth services and programs within a community. This "continuum of care" begins by providing research-based prevention services for all youth and ensuring targeted programs for youth at greatest risk; such strategies should be directly linked to statistically demonstrated community needs both at a jurisdictional level and, where possible, at a neighborhood level. In order to truly ameliorate the risks that lead to poor outcomes for children services need to be available in the neighborhoods in which they reside. Additionally, special attention should be given to the issue of the over-representation of minority youth in the juvenile justice system, with strategies that are sensitive to the culturally diverse needs of youth in the community.

Funds will be awarded using the following method: Funding is based on a formula derived from the jurisdiction’s juvenile non-violent arrests, juvenile violent arrests, out of home placement, child poverty, adolescent substance abuse and high school drop out data proportionate to the child population. Base Allotment: Each jurisdiction will be eligible for a base allotment upon a minimum score of “fair” on their application. Competitive Allocation: Each jurisdiction will be eligible for a percentage of the competitive funds with a minimum score of “very good” on their application. Note: A limited number of jurisdictions will be awarded competitive funds, which may be based upon the quality of the proposal, the strength of the connection between the strategies selected and the statistically demonstrated need in the community, and geographic diversity.

A total of $16 million is available over the next five years through this program. The Department has contributed $2 million in general funds to support this effort. In addition, due to this new process, the Department will no longer directly apply for federal funding of programs through GOCCP. In previous years the Department was awarded approximately $2.5 million.
dollars in federal funding to support both local and statewide initiatives. This money will now be
redirected and made available to LMB’s. The Department, through the use of a local DJJ
representative, will ensure that the needs of the youth under our supervision are made known to
the LMB’s and thus met within their area.

The grant applications were due to GOCCP November 5, 2001. Designated staff from the
various agencies will review the applications and submit comments to the Juvenile Justice
Advisory Council who will recommend to the State Advisory Board which grant applications
should receive funding. On December 21, 2001 the LMB’s will be notified of their awards.

<table>
<thead>
<tr>
<th>SUMMARY OF DJJ/DHMH THREE YEAR PLAN</th>
<th>Amount</th>
<th>General</th>
<th>Federal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DJJ:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2002</td>
<td>6,864,000</td>
<td>6,464,000</td>
<td>400,000</td>
</tr>
<tr>
<td>FY2003</td>
<td>8,606,000</td>
<td>8,606,000</td>
<td>0</td>
</tr>
<tr>
<td>FY2004</td>
<td>5,090,000</td>
<td>5,090,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>THREE YEAR TOTAL DJJ</strong></td>
<td>20,560,000</td>
<td>20,160,000</td>
<td>400,000</td>
</tr>
<tr>
<td><strong>DHMH:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2002</td>
<td>3,597,500</td>
<td>2,737,500</td>
<td>860,000</td>
</tr>
<tr>
<td>FY2003</td>
<td>5,607,000</td>
<td>5,137,000</td>
<td>470,000</td>
</tr>
<tr>
<td>FY2004</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>THREE YEAR TOTAL DHMH</strong></td>
<td>9,204,500</td>
<td>7,874,500</td>
<td>1,330,000</td>
</tr>
<tr>
<td><strong>OTHERS:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2002</td>
<td>600,000</td>
<td>600,000</td>
<td>0</td>
</tr>
<tr>
<td>FY2003</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>0</td>
</tr>
<tr>
<td>FY2004</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>THREE YEAR TOTAL OTHER</strong></td>
<td>2,100,000</td>
<td>2,100,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL FOR THREE YEAR PLAN</strong></td>
<td>31,864,500</td>
<td>30,134,500</td>
<td>1,730,000</td>
</tr>
</tbody>
</table>

- The status of the implementation of Chapter 483, Acts of 2000 requiring the
  Correctional Training Commission to establish qualifications, develop curriculum
  and provide training for department staff.

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Effective July 1, 2000, in accordance with the Maryland Correctional Training Commission
enabling authority (Correctional Services Article 8-201 et seq.) and regulations (COMAR 12.10),
candidates for positions in the Department of Juvenile Justice whose employment responsibility
is the investigation, custody, control, or supervision of minors, juvenile delinquents, and youthful offenders who are committed, detained, awaiting placement, adjudicated delinquent, or are otherwise under the supervision of DJJ, are subject to the jurisdiction of the Correctional Training Commission and must meet certain selection criteria and certification standards established by the Commission.

The Correctional Training Commission accepted the hiring practices of DJJ to August 28, 2000, and effective August 29, 2000, placed DJJ under the Commission’s selection standards. The Department designated the following classifications as mandated by the Maryland Correctional Training Commission:

- juvenile counselor series;
- youth supervisors series;
- juvenile counselor supervisors;
- supervisors of group living;
- assistant superintendents; and
- Juvenile Justice assistant area directors.

Mandated support staff positions are:

- addiction counselors;
- human service workers;
- Juvenile Justice cooks;
- juvenile transportation officers;
- social workers;
- supervisors of recreation and teacher aides.

On December 20, 2000, Secretary’s Directive 00-09, *Selection and Certification Standards for Mandated Positions*, was issued and is attached as Appendix 9.

DJJ has implemented, as required by Correctional Training Commission regulations, selection standards for provisional appointment which include criminal and general background checks, and mental and physical health screening to insure that applicants are fit for the duties of the mandated positions.

**Job Task Analysis, Curriculum Development and Deployment**

In September 2000, DJJ distributed twenty preliminary job-task analyses (JTA) to selected DJJ staff members and vendors. The preliminary JTA provided MCTC with a broad overview of the scope of work for the inclusion in the RFP. DJJ delivered the returned preliminary job-task analyses to MCTC in October, 2000. MCTC advised that they would contract with a local college/university to provide oversight of the RFP for the JTA. The Community Colleges of Baltimore County - Essex Campus was contracted by MCTC in November, 2000, to provide oversight of the RFP for the JTA. On January 29, 2001, a vendor was selected to conduct the Job
Task Analysis.

In February, 2001 the JTA advisory committee met to review the proposed timeline chart for completion of the JTA. In addition, the selected vendor met with experienced staff members from the Department of Juvenile Justice to identify tasks and attitudinal traits. The vendor compiled information to develop the Job Task Analysis survey during the month of March and the JTA Advisory team met to review the proposed survey and recommend changes. The vendor distributed the survey and began data collection.

In April, 2001, the vendor completed data entry of returned surveys, compiled data and produced a completed study. The Advisory Team reviewed the completed survey components. In May 2001, JTA survey results were reviewed and edited by DJJ Executive Staff and the recommended changes to the JTA results were forwarded to the vendor.

DJJ sent additional recommended changes to the JTA results to the vendor in June. This was followed by a meeting to review the suggested learning outcomes for inclusion in curriculum development. On June 12, 2001, DJJ representatives met with MCTC’s Juvenile Justice Coordinator to discuss the next steps of the JTA and training for first line supervisors and administrators. Both Deputy Secretaries and the Chief of Staff reviewed the learning outcomes.

The Maryland Correctional Training Commission will complete the work of finalizing the JTA. Until the learning objectives are completed based on the results of Job Task Analysis, the interim curriculum developed by Dr. Cindy Smith (scope and sequence) and Dr. Mary Gallagher (lesson plans) will be utilized. Upon completion of the curriculum development, DJJ’s Office of Professional Development and Training staff will be trained to present the curriculum. Anticipated roll out of the new curriculum the later part of 2001 or early 2002.

<table>
<thead>
<tr>
<th>Maryland Correctional Training Commission</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2001</td>
</tr>
<tr>
<td>MCTC Training Curriculum</td>
</tr>
</tbody>
</table>

- The extent of public access to all facilities and programs funded by DJJ in order to ensure that incidents of abuse, neglect and lack of programming for juveniles are promptly brought to the attention of the Secretary.

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Through a Memorandum of Agreement between DJJ and the other members of the Subcabinet
Partnership, the Office of Children, Youth and Families (OCYF) established two (2) Independent Monitors (funded by DJJ) in September 2000 and created three (3) additional Independent Monitors (funded by the Governor’s Office of Crime Control and Prevention) in March 2001, who report directly to the Special Secretary, OCYF. The Independent Monitors make scheduled as well as unannounced site visits to all 23 of the facilities and programs which are either State-owned and operated, or State-owned and privately-operated (through vendors under contract to DJJ). The OCYF Independent Monitors have conducted a total of 254 site visits at these facilities between September 2000 and November 2001.

The Independent Monitors also review: (1) investigations conducted by OPRA; (2) physical plant improvements; (3) compliance with the DJJ “Standards for Juvenile Detention Facilities in Maryland” promulgated by the Secretary of DJJ on November 1, 2000 and the DJJ “Standards of Conduct” promulgated by the Secretary of DJJ on August 31, 2000; (4) adherence to applicable Maryland law and COMAR governing the operation of affected facilities and programs; (5) identification of service deficiencies; and (6) DJJ Corrective Action Plan progress. Each visit results in on-site recommendations to the facility administrator/managing officer when immediate action is required affecting youth or staff health, life and safety, and a written monitoring report of each visit is provided to the DJJ Secretary for review. An itemized Corrective Action Plan with timelines is prepared by DJJ for each finding and recommendation agreed to by DJJ. The report and Corrective Action Plan is then forwarded to the Subcabinet Partnership for information and review, and advice and recommendations are forwarded to the Secretary of DJJ.

The OCYF Monitors also meet and confer regularly with DJJ management and staff, including the Secretary of DJJ, and representatives of the other Subcabinet agencies (i.e., DHR, DHMH, DDA, MSDE) to review issues affecting youth under care and custody of the agencies and to formulate recommendations for continuous quality improvement and best practices. This communication and collaboration includes at least quarterly review and reconciliation with the Maryland State Police of all child abuse and neglect incidents at affected facilities/programs that are required to be reported and investigated under Maryland law.

DJJ facilities are open to all interested parties. Since December, 1999, there have been 63 visits to DJJ facilities by a variety of interested parties including members of:

- the Judiciary,
- the General Assembly,
- the media,
- child advocacy groups,
- University students, and
- Other groups interested in the health and welfare of the youth.

A listing of Site Visits to DJJ Facilities Since December 1999 as of September 1, 2001 is included as Appendix 10.
A balanced mix of programs and services, non-residential vs. residential; community-based programming vs. institutional care and so forth, is necessary to an effective and competent system. In examining this issue, the Department surveyed other states, reviewed available literature, and contacted the Council of State Governments, the Office of Juvenile Justice and Delinquency Prevention, the Johns Hopkins University, the National Institute of Corrections and the Urban Institute but was unable to ascertain through these efforts what would constitute an optimal mix. There are no benchmarks or standards against which to compare the Department’s efforts. The Department, however, will continue to attempt to maintain a mix that addresses the needs of the population coming to its attention. The Department’s goal is to operate a validated risk/needs-based classification system to determine the type of programs in which youth should be placed—residential and non-residential. The Admissions process, employing screening and assessment protocols at different points in the system, is designed and will be able to better identify the needs of the population and direct the development of appropriate resources. The development of individual service plan and placement protocol that uses screening and assessment information to characterize youth needs, with the concurrent characterization of existing resources in matching youth to resources, will reveal service gaps and inform program development.

A general assessment of the mix of programming, and changes over time is presented below. For the purposes of this chart, the following definitions apply:

- Secure: Those residential programs which are secure in their physical design and

<table>
<thead>
<tr>
<th>Office of Children, Youth and Families</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2001</td>
</tr>
<tr>
<td>Independent Monitors</td>
</tr>
</tbody>
</table>
severely limit the youth’s access to the community.

Non-secure: residential and non-residential programs located in neighborhoods and communities, which as part of their design encourage a youth and the youth’s family to interact with the community.

Table 5 – Average Daily Population of Youth Receiving Services from DJJ

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Actual ADP FY 2001</th>
<th>Estimated ADP FY 2002</th>
<th>Estimated ADP FY 2003</th>
<th>ADP Change 01 to 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secure (State/Private)</td>
<td>887 (43%/57%)</td>
<td>858 (38%/62%)</td>
<td>768 (43%/57%)</td>
<td>-119</td>
</tr>
<tr>
<td>Detention Beds (State/Private)</td>
<td>284 (84%/16%)</td>
<td>261 (66%/34%)</td>
<td>223 (80%/20%)</td>
<td>-61</td>
</tr>
<tr>
<td>Committed Beds (State/Private)</td>
<td>603 (24%/76%)</td>
<td>597 (27%/73%)</td>
<td>545 (28%/72%)</td>
<td>-58</td>
</tr>
<tr>
<td>Non-secure</td>
<td>17420</td>
<td>18098</td>
<td>18539</td>
<td>1119</td>
</tr>
<tr>
<td>Residential Beds (State/Private)</td>
<td>1219 (21%/79%)</td>
<td>1086 (26%/74%)</td>
<td>1112 (25%/75%)</td>
<td>-107</td>
</tr>
<tr>
<td>In-home Services</td>
<td>16201</td>
<td>17012</td>
<td>17427</td>
<td>1226</td>
</tr>
<tr>
<td>Total Population</td>
<td>18307</td>
<td>18956</td>
<td>19307</td>
<td>1000</td>
</tr>
</tbody>
</table>

Table 5 illustrates the Department’s direction in programming reforms: less reliance on residential and institutional programs and more emphasis on non-secure residential and in-home programs. This is consistent with the Department’s “place-based” and neighborhood initiatives.

The chart also presents information indicating the percentage of residential programs that are privately operated and those that are State operated. Youth receiving in-home services are all being supervised by DJJ Case managers. Many of these youth are also receiving additional services (e.g. mentoring, day treatment, evening reporting, enhanced supervision, evaluation services, alternative education services, mental health services and substance abuse services.) Some of these services are paid for by the Department and some are not.
Education

The Department of Juvenile Justice has explored several options as it relates to the operation of educational programs in its facilities. The options examined include: (1) continuing to maintain operational and oversight authority for these programs; (2) negotiating with various Local School Systems (LSS) to operate and oversee these programs; (3) negotiating with the Maryland State Department of Education to assume management and oversight responsibility for these programs. The Department prefers the third option and suggests a system much the same as the operation of the Adult Correctional Education Unit within MSDE. Negotiations are incomplete, however, it is clearly understood that if MSDE were to assume this responsibility, these programs would have to be adequately funded. The Department would retain a small Educational Liaison Unit to assist in the coordination of education services with other DJJ programs and services. Under the proposed system MSDE would:

- Coordinate the efforts of local school systems (LSSs) and State Operated Programs (SOPs) to implement Federal and State regulations, maintain compliance, and participate in the Maryland School Performance Program for students with disabilities.
- Be responsible for advising LSSs and SOPs on information regarding MSDE activities and initiatives, and national trends in education of students with disabilities.
- Assist LSSs and SOPs in analyzing local policies and procedures.
- Participate in complaint investigations by assisting LSSs and SOPs.
- Participate on Interagency Compliance Monitoring Review Teams.
- Assist LSSs in securing appropriate placements for “hard to place” children.
- Provide specialized support and technical assistance to local jurisdictions and local government agencies.
- Work with local school systems and the Department of Juvenile Justice to hire, train and provide in service training to educators to work with incarcerated youth.
- Provide technical assistance and consultative services to the regional administrators, local placement specialists and local directors of special education.
- Participate in Program Review Committee (PRC), Multi-Agency Review Team (MART) Meetings and Local Coordinating Council (LCC) meetings as the State education representative.
The Department of Juvenile Justice (DJJ) would:

- Develop individualized staffing plans to ensure that appropriate and adequate personnel are available to deliver the services required to fully implement regular and special education programs.

- Develop new intake procedures for detention and committed facilities to include comprehensive diagnostic evaluations.

- Establish consistent, predictable and appropriate student placement following admission/intake/diagnostic process.

- Provide an appropriate education program to all students in detention/committed facilities.

- Direct focus toward services and supports necessary to fully implement students' IEPs (special education).

- Notify MSDE Regional Administrator of new admissions of special education students.

- Make recommendations and set date for interview/intake screening/educational placement.

- Notify local school system that student has been received at facility and request records.

- Work in collaboration with LSS and MSDE to monitor progress of students and to provide training and counseling to parents, families and communities.

- Provide skills to students that will make them successful in school, prepare them for jobs and members of the community.

- Develop partnerships within communities to help prepare youth for the job market and community service.

- Provide educational options for juvenile courts.

- Provide a support system, more juvenile delinquency prevention programs and more resources for juveniles on the front end who enter the criminal justice system after committing minor offenses.

- Promote local, State and national best practices as well as “State of the Art” initiatives.
• Work in collaboration with LSS to develop Memorandums of Understanding (MOU) related to the transitioning of students.

• Ensure compliance with Federal and State laws, regulations, and policies governing special education.

• Work with students to get involved in other activities to break the cycle and avoid repeat offenses.

• Get parents, families and mentors involved.

The local school system would:

• Work with DJJ staff to develop IEPs for special education students.

• Work with DJJ staff to develop a “Transition Plan” for students 14 years of age and older.

• Work in collaboration with DJJ staff to develop MOU.

• Provide staff development on staffing plans/school reform/best practices/maintenance of efforts/student achievement.

• Include DJJ education staff in local, State and national staff development activities.

• Ensure best practices and research based programs.

• Provide all achievement records, transcripts, test data, (IEPs where applicable) from last school.

• Provide curriculum guide to focus on English, language arts, mathematics, science, history, self-discipline, computer science, business education, career and vocational development, and other social study courses such as geography, social life skills and economics.

A detailed listing of DJJ Educational Services personnel is included on pages 43 and 44.

Youth committed to the care and custody of the Department who are in non-secure residential placements may attend the local public schools, depending on the nature of the residential program. As are all children, they are entitled to a free and appropriate public education. Youth who are in secure institutions must be provided with an education within the facility. It is also important that such youth are appropriately assisted in their eventual transition from the juvenile justice system to their communities. Under the Individuals with Disabilities Education Act (IDEA) both the State and
the local schools are obligated to ensure that each child's special educational needs are met. Accordingly, MSDE and the Department should continue to explore opportunities for coordination and integration with local educational agencies to ensure that this youth are maintained in or successfully reintegrated into mainstream schools.

The Victor Cullen Academy (VCA) and the Charles H. Hickey, Jr. School (Hickey), including the education programs, are operated by a private vendor under contract to the Department. Recent performance audits have revealed certain shortcomings in the vendor's delivery of education services. The Hickey audit covered the period April 1, 2000 through September 30, 2000, while the VCA audit reviewed the period July 1, 1997 to June 30, 2000.

While the Department has held the vendor financially accountable and sought to ensure that the State does not pay for services it has not received, this does not change the fact that some youth in those facilities may not have received all the educational services required under the contracts. For that reason, it is unquestionably in the State's best interest to pursue the eventual State takeover of educational programs at Hickey and VCA. Working in collaboration with MSDE, the Department will develop a transition strategy to phase in any plan to assume operation of the education programs at the facilities.

The Department has established a collaborative relationship with MSDE in the interest of improving the delivery of educational services for the entire DJJ system.

**STATE-OWNED/PRIVATELY-OPERATED FACILITIES**

<table>
<thead>
<tr>
<th>Facility</th>
<th>FY2000 Actual Expenditures</th>
<th>FY2001 Actual Expenditures</th>
<th>FY2002 Budget</th>
<th>FY2003 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catonsville Structured Shelter Care</td>
<td>56,664</td>
<td>58,364</td>
<td>60,115</td>
<td>61,918</td>
</tr>
<tr>
<td>Charles H. Hickey, Jr. School</td>
<td>1,338,230</td>
<td>1,352,152</td>
<td>1,878,056</td>
<td>1,896,837</td>
</tr>
<tr>
<td>Eastern Shore Structured Shelter Care</td>
<td>28,253</td>
<td>29,101</td>
<td>29,974</td>
<td>30,873</td>
</tr>
<tr>
<td>Sykesville Structured Shelter Care</td>
<td>54,980</td>
<td>56,630</td>
<td>58,980</td>
<td>60,079</td>
</tr>
<tr>
<td>Thomas O'Farrell Ctr.</td>
<td></td>
<td>92,679</td>
<td>370,715</td>
<td>381,836</td>
</tr>
<tr>
<td>Victor Cullen Center</td>
<td></td>
<td></td>
<td>602,079</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1,478,127</td>
<td>1,588,926</td>
<td>2,999,919</td>
<td>2,431,543</td>
</tr>
</tbody>
</table>
## STATE-OWNED/STATE-OPERATED FACILITIES

<table>
<thead>
<tr>
<th>Facility</th>
<th>FY2000 Actual Expenditures</th>
<th>FY2001 Actual Expenditures</th>
<th>FY2002 Budget</th>
<th>FY2003 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alfred D. Noyes Center</td>
<td>250,524</td>
<td>335,993</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cheltenham Youth Facility</td>
<td>1,082,202</td>
<td>1,136,522</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J. DeWeese Carter Center</td>
<td>128,616</td>
<td>155,806</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maryland Youth Residence Center</td>
<td>257,371</td>
<td>284,001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas J.S. Waxter Center</td>
<td>343,156</td>
<td>499,664</td>
<td></td>
<td></td>
</tr>
<tr>
<td>William Donald Schaefer House</td>
<td>73,533</td>
<td>86,736</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth Centers</td>
<td>1,639,128</td>
<td>1,469,819</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal (1)</strong></td>
<td><strong>3,774,530</strong></td>
<td><strong>3,968,540</strong></td>
<td><strong>5,832,962</strong></td>
<td><strong>6,824,849</strong></td>
</tr>
<tr>
<td><strong>Subtotal (2) - includes Program Direction costs for all facilities</strong></td>
<td><strong>521,403</strong></td>
<td><strong>556,038</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,774,060</strong></td>
<td><strong>6,113,504</strong></td>
<td><strong>8,832,881</strong></td>
<td><strong>9,256,392</strong></td>
</tr>
</tbody>
</table>

**Notes:**

1. When actual expenditures are not available, estimates have been made based upon identified personnel costs for education services.
2. Because education cost are not itemized as part of the contract per diem rate at Victor Cullen Center, the FY2002 budget has been obtained by calculating the annual salary costs for the twenty (20) positions budgeted for education services (i.e., Teachers including Special Education, Education Director, Special Ed-Coordinator, Teacher Coordinator and Librarian.) There is no FY2003 request available for the Victor Cullen Center since the five (5) year contract which expires in June, 2002 will be competitively re-bid in FY2002.
3. The State-Owned/Privately Operated facilities on the spreadsheet are those facilities for which educational costs including education staff are included in the operating budget. The remaining State-Owned/Privately-Operated facilities - Allegany County Girls Home, Ferndale House, and Mount Clare House - provide educational services off grounds in either the local jurisdiction's public or alternative school facilities.
Educational Services

Key:
*Teachers/Ed. Dir. at Guide are same person
Teacher (.63) is part-time w/a salary of $28,000
ESSS teacher salary is $32,000.
Teacher Aide salary is $10.00 per hour (full-time)
Teacher Aide salary is $20,000 (Teachers Aide also serves as youth counselor)

Designates Special ED Teachers

### Department of Juvenile Justice State Owned/Privately Operated Facilities as of 11/08/01

<table>
<thead>
<tr>
<th>Facility</th>
<th>ED DS P</th>
<th>Special Education Coordinator</th>
<th>Teachers</th>
<th>Aides</th>
<th>Regular Students</th>
<th>Special Education Students</th>
<th>Total Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B A V</td>
<td>B A V</td>
<td>B A V</td>
<td>B A V</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hickey ED/2P</td>
<td>3 3 0</td>
<td>1 1 0</td>
<td>38.5</td>
<td>26</td>
<td>12.5</td>
<td>N/A</td>
<td>205</td>
</tr>
<tr>
<td>O'Farrell ED</td>
<td>1 1 0</td>
<td>1 1 0</td>
<td>5 5</td>
<td>0</td>
<td>2.5</td>
<td>1 1.5</td>
<td>19</td>
</tr>
<tr>
<td>Victor Cullen ED</td>
<td>1 1 0</td>
<td>1 1 0</td>
<td>17</td>
<td>15</td>
<td>2</td>
<td>N/A</td>
<td>108</td>
</tr>
<tr>
<td>Allegany County Girls Home</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guide Catonsville</td>
<td>*1 1 0</td>
<td>*1 1 0</td>
<td>*1 1 0</td>
<td>1 1</td>
<td>1 1</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>(ESSS) Eastern Shore Structure</td>
<td>0 0 0 0 0 0 0</td>
<td>1 1 0</td>
<td>1 1 0</td>
<td>6</td>
<td>6 (capacity is 9)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ferndale House</td>
<td>0 0 0</td>
<td>0 0 0</td>
<td>0 0 0</td>
<td>0 0</td>
<td>0 0</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Mt. Clare House</td>
<td>0 0 0</td>
<td>0 0 0</td>
<td>2 2</td>
<td>0 0</td>
<td>0 0</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Sykesville Structure Shelter Care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* P = Principal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TS = Teacher Supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ED = Education Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL = Teacher Lead</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| DJJ TOTALS             | 12 11 1 | 9 5 4                          | 128.5    | 107   | 21.5            | 65.5                      | 18                       | 47.5                     | 820 321 1135 |
# Educational Services

**Key:**

- **B** = Budgeted
- **A** = Actual
- **V** = Vacancies

*Designates Special ED Teachers*

## Department of Juvenile Justice State Owned/State Operated Facilities as of 11/08/01

<table>
<thead>
<tr>
<th>Facility</th>
<th>ED</th>
<th>Special Education Coordinator</th>
<th>Teachers</th>
<th>Aides</th>
<th>Regular Students</th>
<th>Special Education Students</th>
<th>Total Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>A</td>
<td>V</td>
<td>B</td>
<td>A</td>
<td>V</td>
<td>B</td>
</tr>
<tr>
<td>Waxter TS</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Cheltenham TS</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>19</td>
</tr>
<tr>
<td>Carter TS</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>MYRC TS</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>.5</td>
<td>0</td>
<td>.5</td>
<td>3</td>
</tr>
<tr>
<td>Noyes TL</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Schaefer House TS</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>.5</td>
<td>0</td>
<td>.5</td>
<td>2</td>
</tr>
<tr>
<td>Youth Center P</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7</strong></td>
<td><strong>6</strong></td>
<td><strong>1</strong></td>
<td><strong>6</strong></td>
<td><strong>2</strong></td>
<td><strong>4</strong></td>
<td><strong>64</strong></td>
</tr>
</tbody>
</table>

*P = Principal  TS = Teacher Supervisor  ED = Education Director  TL = Teacher Lead*
Section IV - Conclusion

Drastic reform efforts, such as those that have been underway at the Department of Juvenile Justice for the last eighteen months, rarely show immediate results. This, however, is one of those rare occasions when real, tangible results can be seen and acknowledged.

As more results are realized, we will expend every good faith effort consistent with *Continuous Quality Improvement* and *Managing For Results*. In the future we will move to place significant reforms in COMAR and propose legislation as appropriate.

Efforts continue to develop innovative ways to ensure the Vision is realized: “Every child will become a self-sufficient productive adult.”
Appendix 1

Maryland Department of Juvenile Justice
Information Technology Master Plan
Department of Juvenile Justice
Agency Information Technology Master Plan (ITMP)
Executive Summary
Agency Information Technology Master Plan (ITMP)
Executive Summary

Introduction

The Department of Juvenile Justice is pleased to submit its annual Information Technology Master Plan in response to the requirements of State Procurement and Finance Title 3 § 3-403. It demonstrates a consistent and coordinated approach to meeting Maryland State Guidelines for development and completion of Agency Business Programs as related to Information Technology requirements, services, and systems.

The ITMP documents the Department’s Strategic Plan and justifies its expenditures as in concert with statewide IT goals and objectives. The ITMP defines future Department activity to achieve a high degree of effectiveness in application of Maryland resources.

This plan distills essential elements of the department’s business perspective, IT objectives and opportunities, and budgeting approach. Three main Program Goals define the department’s practical activities:

Program Goal 1

To develop, implement, and maintain a time-based comprehensive client-sensitive information system, including an individual record on each child that is integrated and accessible to all concerned segments of the department. The current configuration will be enhanced by Fiscal Year 2003 to support the following:

- Stabilization, enhancement, and maintenance of the comprehensive client information system as mandated by Article 83C, Section 2-104.
- A comprehensive, networked, needs-matching resource repository to catalog community based service capacity and monitor utilization.
- An electronic certificate model for cost management of youth placement services.
- A tracking system to include consent driven information shared on a need-to-know basis with other public agencies and service providers.

Program Goal 2

To collect, analyze, and communicate information and data supporting all departmental business functions while ensuring timeliness, accuracy, and reliability with current, effective, and cost-efficient automated technology.

Program Goal 3

To be fully aligned with the Maryland State ITMP in all objectives, with specific focus on the following:
• Web-enable public information for 100% of services and available data that are legally permitted and relevant to public concerns in conformity with the Governor’s 2000 e-Government plan.

• Ensure that DJJ is in compliance with data security best practices, copyright laws, and confidentiality procedures for all software, applications, and data developed or used by the Department.

• Design an infrastructure for telecommunications including distance learning, and multi-media facilities.

**Objectives**

**Program Goal #1 Objectives**

Enhance the function of the client based information system by the end of FY03 to serve internal and external DJJ stakeholders and clients, with emphasis on the following:

• Create automated database systems that permit integrated consent-driven information exchange by linking DJJ systems with other public agencies and service providers.

  System functions to include:
  - Establish information guidelines such as a need-to-know basis
  - Support continuous evaluation of youth progress
  - Publish mandated statistical reports
  - Monitor grant and contract service performance
  - Assess workforce productivity and efficiency
  - Monitor and control property and resources
  - Monitor youth progress through the system
  - Support the detention census reporting system

• Create and support a comprehensive, automated, and networked needs-matching resource repository to catalog community based service capacity and monitor utilization.

• Create and support an electronic certificate-of-placement system for cost management of youth placement services.

• Establish a methodology and supporting technology for positive, unique identification of system clients [fingerprints].

• Establish readily available, timely, accurate, and complete offender history profiles [records, including legal action].

• Develop and uniformly apply risk and needs assessment profiles, including EPSDT [Early Periodic Screening, Diagnosis, and Treatment].

• Support current and confidential individual Service Plans [Article 43B].

• Accurate census and youth location tracking.
Program Goal # 2 Objectives
In conformity with the Governor’s 2000 eGovernment plan, the Department will support 100% public access via the Internet to all services and data legally permitted and relevant to public stakeholders. Internal communications and access to information as appropriate.

Program Goal # 3 Objectives
By the end of FY2003, to enable work-site, web-enabled Intranet access to DJJ policies, procedures, and directives for 100% of department employees.

- The Information technology unit will provide all technical support required by the DJJ communications office for maintenance of the Department’s Intranet worksite.

- The Department will ensure access to email and the Intranet through a resource deployment strategy combining individually assigned and community electronics available for use in all work locations on all shifts.

- Create three information distribution modes: sending, receiving, and non-desk based.
The Information Technology Department has developed a series of programs in support of its program goals and objectives. The programs are grouped according to the following classifications:

<table>
<thead>
<tr>
<th>Group/Program Name</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group 1: Support Programs</strong></td>
<td>Basis for application of commercially available expertise to meeting Agency Goals and Objectives.</td>
</tr>
<tr>
<td>Operational Baseline</td>
<td>Obtain funding to support Department services at FY02 levels.</td>
</tr>
<tr>
<td>Network Replacements</td>
<td>Upgrade DJJ’s network to accommodate current and projected increased user traffic</td>
</tr>
<tr>
<td>Connecting to Outside Agencies</td>
<td>DJJ employees need access to other Court system to obtain information on our youth.</td>
</tr>
<tr>
<td>Assist Enhancements</td>
<td>Basis for future functional integration with other agencies. Redesign of the ASSIST user interface to a more commonly used C++ or Java standard.</td>
</tr>
<tr>
<td><strong>Group 2: Systems Enhancement and Maintenance</strong></td>
<td>Basis for transmission of data, information, and knowledge regarding JJD clients and stakeholders</td>
</tr>
<tr>
<td>Workstation Replacements</td>
<td>The ITPR includes funding for workstation software packages in compliance with DBM statewide standards, and workstation memory upgrades to handle required operating systems and applications.</td>
</tr>
<tr>
<td>Network Monitoring System</td>
<td>Hardware and software are needed to monitor the status of the network.</td>
</tr>
<tr>
<td>File Server Upgrades</td>
<td>48 sites are attached to this network. Forty of these sites have file servers – the remaining eight do not.</td>
</tr>
<tr>
<td><strong>Group 3: DJJ Facilities</strong></td>
<td>Acquisition of equipment and staff to provide IT function for anticipated DJJ facilities statewide.</td>
</tr>
<tr>
<td>Baltimore Juvenile Justice Center</td>
<td>Provides for workstations and network operational and maintenance funding for the Baltimore City Juvenile Justice Center</td>
</tr>
<tr>
<td>Western Maryland Detention Center</td>
<td>Provides for workstations and network operational and maintenance funding for the Western Maryland Juvenile Justice Center, Cumberland, MD</td>
</tr>
<tr>
<td>Eastern Shore Detention Center</td>
<td>Provides for workstations and network operational and maintenance funding for the Eastern Shore Juvenile Justice Center, Salisbury, MD</td>
</tr>
<tr>
<td><strong>Group 4: Hardware and Software Programs</strong></td>
<td>Basis for enhancement and upgrade of hardware and software to operate the network and internal and external data systems.</td>
</tr>
<tr>
<td>Internet/Intranet</td>
<td>Additional servers are needed to provide public sector and other agency access to appropriate services and information.</td>
</tr>
<tr>
<td>Customer Service</td>
<td>Provide Help Desk and on-site support in all areas of the State for network users.</td>
</tr>
<tr>
<td>Disaster Protection</td>
<td>Hardware and software protection against natural disasters and data corruption is critical to the Department’s operation.</td>
</tr>
<tr>
<td>Group/Program Name</td>
<td>Function</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>GIS Electronic Mapping</td>
<td>The GIS Unit will produce GIS maps, data and analysis to enhance DJJ’s ability to make cost-effective programmatic and strategic decisions</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>To provide telecommunication support to DJJ Headquarters including maintenance of the PBX, telephone sets and fax machines.</td>
</tr>
<tr>
<td>Youth Needs Matching/Cost Management</td>
<td>Design and implementation of a Needs Matching module and a Cost Management module in the DJJ client information system.</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>To provide administrative support to IT for producing policy, plans, procurements, budgets, and to ensure core competency</td>
</tr>
</tbody>
</table>
MARYLAND DEPARTMENT OF JUVENILE JUSTICE
Information Technology Master Plan (ITMP)
Table of Contents

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Addendum A  MFR Summary
Section I. General Agency Information

A. Name of Agency

This agency is the Maryland Department of Juvenile Justice (DJJ).

B. Organizational Chart

The Organizational Chart for the Department of Juvenile Justice is located in Attachment A of this publication.

C. Vision Statement

_Every child will be a self-sufficient, productive adult._

D. Mission Statement

The Department of Juvenile Justice (DJJ) embraces a client-based, balanced, and restorative justice philosophy. DJJ seeks to ensure the public safety and protection of the community by holding juvenile offenders accountable to victims and communities and to develop youth competency and character to assist them in becoming responsible and productive members of society (DJJ Management for Results report, hereafter referenced as MFR).

E. State Function

The Department of Juvenile Justice (DJJ) serves the State of Maryland through services to youth, apportioned according to risk and need. Based on early screening and assessment, DJJ provides a continuum of services from community-based through out-of-home residential care.

DJJ meets its mission and fulfills its legislative mandates in concert with the principles of balanced and restorative justice. _Article 83c, Section 2-104 (K) of the Annotated Code of Maryland_ states that DJJ must develop, implement, and maintain a comprehensive client information system including current records for each child. This information system must be accessible to various segments of the Department, and efforts must be made to link this system to other state agencies.

F. Locations

The Department of Juvenile Justice Headquarters is located at 120 West Fayette Street in Baltimore Maryland, 21201. Direct services offices are located in all 24 jurisdictions of the State.
Section II. IT Organization

A. Name of Organization

This Unit is the Information Technology Division of the Department of Juvenile Justice.

B. IT Organizational Chart

The Organizational Chart for the Information Technology support unit of the Department is located in Attachment B of this publication.

C. Vision Statement

To provide complete, accurate, and secure electronic communication, information technology, and public access support services statewide to the Department of Juvenile Justice.

D. Mission Statement

The Information Technology unit develops, implements and maintains systems designed to collect, analyze, and communicate information and data supporting Department business functions; ensuring timeliness, accuracy, and reliability through current and cost-effective automated technology.
A. Status of Business Programs

A1 Customer Satisfaction

Customer satisfaction with the business programs administered by the DJJ is keenly relevant to youths, parents of youths, other agencies having contact with these youths (e.g., police, education, private providers), and the community at large. The community depends on the Department to help maintain public safety. Parents want their sons and daughters to be treated fairly and to have services provided to prevent their children from getting into further trouble. Other agencies sharing responsibility for these youths want to coordinate information and services with the Department, expecting DJJ to make a positive difference in their lives. Customer satisfaction is also relevant to the efforts of the private sector when operating in a business relationship with DJJ.

Citizen satisfaction is relevant in terms of the youths and their families having access to those services appropriate to needs. Similarly, the concept applies to the public and agencies’ ability to obtain information about the Department, its programs and services, and the status of individual youths being handled, when such information is consistent with existing privacy and confidentiality laws.

The Department is engaged in a number of initiatives aimed at customer and citizen satisfaction and access. The following examples illustrate the Department’s commitment to these key areas:

- DJJ’s Balanced and Restorative Justice philosophy is the cornerstone of the Department’s operations. It focuses on protecting Maryland communities; and ensuring that juvenile offenders fulfill their obligation to restore the harm they have done to their victim and their community. It builds both the character and the skills it takes for young people to become responsible and productive members of society (Juvenile Justice Reform in Maryland, September 2000).

- Programs such as 24-hour intake screening, Early Periodic Screening, Diagnosis and Treatment of referred youth, Spotlight on Schools, and HotSpots make DJJ’s services more accessible to youth, establish closer working relationships between DJJ and other agencies and the community, and better protect the public (Joint Chairman’s Report, or JCR).

- DJJ plans to create several regional “Juvenile Justice Centers” to provide a single point of entry into the juvenile justice system, where intake, early assessment and screening, court functions, and several services can be coordinated (JCR). DJJ is an operations participant in the Montgomery County Assessment Center, which is slated to be open in September of 2001. In March of 2002, DJJ will open the Baltimore City Juvenile Justice Center. A variety of interagency subcommittees regularly meet
to jointly address projects relating to the successful opening and operation of the Baltimore City Center. One of these subcommittees is focusing on the Information Technology needs of the Center, and how best to integrate the various agency information systems that will be housed there.

- The Department’s new admissions strategy is expanding the number of pilot community-based initiatives to engage the community and victim in determining appropriate sanctions for low-risk non-violent offenders (JCR).

- DJJ is bringing services to youth via local community centers and places of worship wherever possible, including establishing day- and evening-reporting centers (JCR).

- The Secretary and upper management staff collaborate on a regular basis with advocate representatives on a range of projects, including conditions in facilities and the development of community-based programs (JCR).

- The DJJ IT unit has been working with the Office of Children, Youth, and Families to address information system interface and sharing projects.

- The Department’s recently established Office of Professional Responsibility and Accountability (OPRA) deploys advocates to randomly interview juveniles and report on the conditions of DJJ services (JCR). In addition, investigators are assigned to investigate any Projects or conditions that may arise.

- DJJ initiated a GIS Electronic Mapping Unit and through a juvenile accountability block grant began preliminary Geographic Information System work in June of 2001. Through this mapping unit, the DJJ will be able to systematically analyze and interpret information, promote teamwork, examine DJJ’s delivery of services, evaluate management, and provide overall accountability. Additionally, this unit will support the department’s Statewide Management Accountability Process (SMAP).

- The Department is in the process of improving its integrated case management system, its Wide Area Network (WAN), and the level of technical support to manage and operate its various information systems. In addition, it is upgrading its hardware and software consistent with Department of Budget Management (DBM) policies. These initiatives have improved “customer satisfaction” (as defined above) and “citizen access” (as defined above).

- In addition, the Department’s Electronic Government Initiative, discussed in the following section, focuses on expanded customer satisfaction and citizen access.
B. eGovernment Initiative (50, 65,80)

The Department has made considerable progress in meeting 50/65/80 multi-year goals:

- The Department established an Internet website in 1995.
- Since November 2000, DJJ has been updating and greatly expanding the information on its site.
- In December 2000, DJJ formed a Website/eCommerce Committee, which consists of representation from the IT unit, as well as the various other Departmental units and functions. The Committee is in the process of determining of information to be accessible through a DJJ website, and the level of web interaction.
- An Intranet server was obtained in March 2000 and has been accessible to DJJ employees in test mode since July 16, 2000. The Intranet will provide information pertinent to DJJ personnel (e.g., administrative policies; employee training schedule).
- DJJ has currently web enabled 16 out of 20 possible services/information, for a total of 80%. By 2002, DJJ intends to have 100% of all applicable services/information web accessible through the Internet and/or the Department’s Intranet.
- Refer to Attachment F, Department of Juvenile Justice EGovernment Initiative Annual Project Plan, for more details.

Citizens now have access to 65% of existing services (13 out of 20) with corresponding information. By the end of 2002, 95% of all DJJ documents that are legally permitted and relevant to non-DJJ stakeholders will be web enabled.

C. Status of IT Systems and Services

IT Systems and Services are classified into three strategic delivery tracks;

- Direct Care,
- Accountability and Management Systems, and
- Department Support.

Direct Care functions include client intake, supervision, residential placement, community monitoring, and aftercare programs, among others. ASSIST® is designed to serve as the principal technology tool to track client movement through the system.

Most databases combined support Accounting and Management functions of the department. The remaining provide services for department support.

This section, Status of IT Systems and Services, is organized into several areas including:

- ASSIST® – Direct Care
• **Small Oracle Data Bases** – Direct Care, Department Support, Accounting and Management, Inventory for PCs, Inventory for Furniture, Training Database, Service Repository

• **Title IV-E** – Accounting and Management

• **AFCARS** – Accounting and Management

• **Youth 2** – Accounting and Management

• **Cost Management** – Accounting and Management

• **Restitution** – Accounting and Management

• **Interstate Compact** – Direct Care

• **Integration with Other Agency Databases** – Direct care, access to Court Records

• **Personnel** – Department Support

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**C1 Direct Care**

**ASSIST®**

**ASSIST®** is the primary database for capturing and providing information on the youth under the Department’s jurisdiction. By law, the department is “responsible for the development, implementation, and maintenance of a comprehensive client information system, including individual records on each child, that is integrated and accessible to the various segments of the Department.” [Article 83C, Section 2-104(K)]

**ASSIST®** was designed to follow the workflow process as a youth proceeds through various DJJ programs and services—intake, probation, and residential services. In addition, various forms relevant to the processing of youth are built into **ASSIST®, as well as the capability to generate management and statistical reports.**

The **ASSIST®** system is the primary Juvenile Justice information tracking system used by the Department of Juvenile Justice (DJJ) to manage youth that are under the Department’s responsibility, as required by statute. The Department’s client database, **ASSIST®, is undergoing a redesign. As part of the redesign, the following five (5) major elements of case management must be incorporated into **ASSIST®** functionality:

- Positive, unique identification of system clients [fingerprints]
- Timely, accurate, and complete offender history profiles [records, including legal action]
- Risk and needs assessment profiles, including EPSDT [Early Periodic Screening, Diagnosis, and Treatment]
- Current and confidential Individual Service Plans (ISPs) [Article 43B]
- Accurate census and youth location tracking

As part of a redesign, the Department needs to appropriately integrate some of its existing small databases with its primary client database. In addition, DJJ needs to determine and implement the appropriate level of integration with the databases of several other State
and local public agencies which provide services to DJJ youths as allowed by Federal and State law. These systems are discussed below.

**ASSIST® needs to be updated and improved so that accurate and timely baseline data can be captured and retrieved for reporting and management purposes. Also, the Baltimore City Juvenile Justice Center will not be able to function in an effective manner unless the system is rebuilt to provide the overall features and functionality that the department needs to manage its youth population.**

**Challenges/Opportunities with ASSIST**

- The hardware is scalable, in the context of the current system.

- There is no redundant system to act as a hot-rollover in the event of system problems or to support maintenance needs; DJJ risks losing days of data input or must frequently shut down the system to perform back-ups, leading to higher IT costs and unavailability for users.

- Positive identification of juveniles is not supported (Workers are not sure if juveniles are actually who they claim to be).

- Placement information is not handled correctly so juveniles become “lost” in **ASSIST®** and DJJ personnel do not know if the juveniles are at home or in a secure facility.

**Adequate as Currently Functioning**

- All the system drives are fully fault tolerant, through RAID 1 to RAID 5 and RAID 10, to the limits of their fault tolerance implementations.

- Disk utilization on the application servers seems to be well managed. The only information housed on them consists of static binaries (files stored in machine language format) that do not grow in size. Current usage equates to future usage with the exception of any additional service packs and hot fixes that are downloaded and applied to the system.

**ITSI ASSIST Recommendations and Observations**

The Department contracted for an in-depth analysis of ASSIST. Based on its evaluation, ITSI recommended that it would be less expensive to replace the system than to reengineer it. ITSI identified a number of factors supporting this recommendation, such as: The current system would entail higher long-term maintenance costs, compared to a more appropriately designed system. The graphical user interface is extremely complex for staff to use and therefore is unnecessarily time consuming and leads to input errors or omissions. Finally, **ASSIST®** does not adequately support current business practices (ITSI report).
ITSI further noted that the replacement of ASSIST® does not require replacement or deletion of all data held within the system. It is possible to cost-effectively move the existing data from its current Oracle database to a properly designed Oracle database in a new system. It is not feasible to wait for the new system to address some of these projects because juvenile case information, in its most basic form, must be entered into a system and managed while the new system is under development. Correct information is critical in the assessment, evaluation, and needs servicing for juveniles (ITSI report).

The independent assessment by ITSI validates the Department’s internal evaluation and experience with ASSIST®; that ASSIST® does not meet the Department’s needs as currently configured. The current system:

- Is not user friendly,
- Lacks the essential capability of establishing the unique identification of youth through a biometric such as fingerprinting,
- Lacks important functionality in some areas of client workflow management, and
- Due to design flaws and difficulty of data entry and retrieval, results in inaccurate and incomplete information.

The ASSIST® User group, composed of 31 employees from various DJJ divisions and offices, identified 227 problems with ASSIST®. Most of these problems require a software change to the user interface written in Centura Team Developer 1.5®, a proprietary application development package with few supporting vendors. Rewriting the application to a common language increases cost efficiency of program modification, and expands the potential for staff support of ASSIST®.
**ASSIST Stabilization**

A principal DJJ IT objective has been stabilization of ASSIST®. Since the release of the ITSI System Evaluation document DJJ has added five (5) terminal servers to the system increasing total capacity to approximately 700 concurrent users. Also, the database is installed on a new data server operating with Oracle 8.1.7®, which offers full access to Oracle support. Modifications made with the help of a contracted database administrator have resulted in improved system access with ASSIST® available more than 95% of the time. It has become a management priority to use ASSIST as the main client tracking system for the Department, and to document problems for future correction. This has resulted in a steady increase in ASSIST® usage.

Despite the progress in stabilizing ASSIST®, DJJ still has no ability to modify ASSIST® to reflect changes in business practices and to offer positive biometric client identification. The current user interface is outdated and is supported by a limited number of vendors making modification economically unrealistic. Based upon this DJJ has concluded that a rebuild of the user interface is the most practical course of action.

**Interstate Compact**

The Interstate Compact Data system monitors youth in out-of-home placement (e.g., foster care) that are eligible for reimbursement under Title IV-E and who are residing outside Maryland. The youth must still be tracked if Maryland is to continue receiving Federal reimbursement for out-of-home placement costs.

A second function of this data system is to assist other states in tracking comparable youth from other states now residing in Maryland in a licensed facility. This is a reciprocal function among the states. It is important to note that these youths from other states are not in the custody of DJJ, but are still entered into DJJ system in ASSIST®. The database manager or her secretary enters all data into the Interstate Compact Data System. The manager of this database has noted appreciable discrepancies between computations made by this system and the same computations made by hand. These computations are used in reports to DJJ management (ITSI report). The database was initially in Paradox 5.0®.
C2  Accountability and Management Systems

Small Oracle Data Bases

The Department operates the following seven additional Oracle® databases: Personnel Tracking System; Title IV-E; AFCARS; Youth 2; Cost Management; Restitution; and Interstate Compact. Oracle was introduced to the Department in 1999 as part of a statewide strategy to address Y2K concerns. The interface of these databases is written in Visual Basic 6.0®, and the current version of the Oracle® database is 8.0.5. Because Oracle® does not support this version, in FY 2001 DJJ will be upgrading the database to 8.0.6, which is supported by Oracle®. All seven databases are located on the FS-NT-APPS server, located in the DJJ Headquarters server room. This server is separate from the one used by ASSIST.

Each of these databases was designed by DataSource, Inc., and became operational at the end of FY 2000. In many cases, there have been significant problems with these systems; examples are identified in the following database descriptions. While DJJ attempted to have DataSource correct these problems, only some of the concerns were resolved.

While DJJ’s IT Applications Support Unit has been able to address some of these problems; it has been limited by two factors. First, there are insufficient numbers of State or contractual personnel with Oracle® experience to address all of the identified problems pertaining to the Oracle® database. Most of the Oracle® skill set has focused on addressing the needs of ASSIST®. Second, IT lacks staff skilled in Visual Basic®, who would be able to address the interface projects with these databases. Any PIN hired should be classified as Programmer/Analyst lead and bring strong programming, analytical skills, and display a good understanding of databases. Additional qualifications should include experience with Visual Basic® and Access®.

While in the immediate future no major changes or corrective actions are planned for these databases, the redesign of the Department’s client information system will address the degree to which these databases should be integrated with the successor to ASSIST®.

Title IV-E

Title IV-E is an entitlement program that provides federal funds to States for maintaining certain youths in out-of-home placements. The program was created by US Public Law 96-272 and was set forth in Title IV, Part E of the Social Security Act. In Maryland, the Department of Human Resources (DHR) is the State designated IV-E agency responsible for placement and care of the youth covered by this Title. However, through an interagency agreement between DHR and DJJ, DJJ may claim IV-E funds for eligible youth under DJJ’s care. A DHR unit is located at DJJ Headquarters, which makes the eligibility determination of youth referred by the DJJ IV-E unit (DJJ Title IV-E materials).
The Title IV-E Data System is used to monitor these youths during the periods of eligibility to determine the amount of reimbursement to which the State is entitled. When a youth is no longer eligible, the youth’s record remains in the system. It may be reactivated if the youth again becomes eligible for reimbursement. There are 14 reports generated by the Title IV-E system. Most of these are case lists embedded in cover memos requesting action by the recipient. These reports or memos are printed and attached manually to the case data (ITSI report).

The present system is fairly easy to use but takes an inordinately long time (10 minutes or more) to produce some reports. Some of the information that is entered into this database comes from the Cost Management database (discussed below). This information derives from an SQL query of Cost Management. Data coming into Title IV-E from the Cost Management via file transfer can contain data on a case that conflicts with previously received and recorded data. For example, there may be an overlap and conflict in the dates of an eligibility episode between new and old data. Title IV-E has approximately 13,800 cases. Each case represents a single youth (Interview with Jianhua Luo, IT Applications Support Unit; ITSI report). This database was originally written in Paradox for DOS. It has no immediate plans to change this database.

**AFCARS**

AFCARS is a small data system with approximately 125 records, used to develop a Federal report for Health and Human Services that is required every 6 months (ITSI report). Typically, the data are entered shortly before the federal due date (Interview with Jianhua Luo). Some of the youth demographic data needed in AFCARS is transferred by hand from the Title IV-E system or from questionnaires sent to and returned by DJJ local office workers (phone conversation with Lauren Gordon) per Title IV-E, Administration. All records in the AFCARS system are current. AFCARS is used by the same DJJ personnel who use and maintain the Title IV-E data system. Identical terminals are used to access both systems. The design and usability of this database needs to be addressed (ITSI report). Originally, the AFCARS database was written in Paradox 4.5®.

**Youth 2**

While DHR delegates most of the responsibility for tracking and monitoring DJJ eligible Title IV-E youth to DJJ, DHR has its own responsibilities in this area. Youth 2 is the data system DHR uses to support this work. Youth 2 receives much of its data on copier reproduced forms that are filled out manually by personnel in the DJJ Title IV-E unit. The DJJ unit copies the data from the Title IV-E data system display screens. Other data come from filed paper copies of case materials. These materials are copied and grouped together by DJJ with a cover report listing the contents. The list in this cover memo is generated by the Title IV-E data system, printed, and then attached by hand. The data copied by hand from Title IV-E displays is then entered by hand into the Youth 2 Data System. The DHR Manager of the Youth 2 system has noted that manual transfers such as this multiply the likelihood of errors which, in turn, creates more work (ITSI report). Previously, the AFCARS database was in Paradox 4.5®.
Cost Management
Cost Management Data documents and monitors the receipt of funds and documents, monitors, and manages the expenditure of funds under the Maryland State Title IV-E and Restitution Programs. Typically, Cost Management relevant data are entered directly into ASSIST® by caseworkers in the field. ASSIST® data are then transferred to Cost Management through file transfers. Some data may be entered into the Cost Management System without or before ever being entered into ASSIST®. This may be due in part to the difficulty of using ASSIST® (ITSI report).

Data are sent from the Cost Management database to Title IV-E and AFCARS as electronic file transmissions. Expenditure reports are prepared using the Cost Management System. The system is used to generate reports sent to DJJ Resource Coordinators, Area Cost Managers, and DJJ Executive Staff. Reports are transmitted electronically and as hard copy (ITSI report).

The present Cost Management System is relatively easy to use. However, there is no way to directly print screen contents. The only way to obtain printed data is by creating and printing a report. Apart from that drawback, it is friendly and usable (ITSI report).

ASSIST® has many of the same capabilities as the Cost Management Data System and much of the same data is in both systems. ITSI has explored the possibility of transferring the functionality and data from the present Cost Management Data System to ASSIST® (ITSI report).

Computations and capabilities needed for Cost Management were not included in the delivered ASSIST® system. Four of the seven youth centers now reconcile their residence records with those in ASSIST® on a daily basis. Prior to this there has been little or no effort to reconcile accounts with internal DJJ systems. Apart from the ability to count youth by PCA code, the system has little if any of the computational ability that is needed and ITSI recommends that Cost Management not be made a function of ASSIST® until a comprehensive investigation of this matter be completed (ITSI report). Originally, the Cost Management database was written in Paradox for Windows 5.0®.

Restitution
The DJJ Restitution Database is used to document, monitor, and manage juvenile offenders making financial restitution to victims. A case in the Restitution Database consists of one youth and one victim. If 1 youth commits a crime against 1 victim, there is 1 case. If 1 youth commits a crime against 4 victims, there are 4 cases. If 3 youths commit crimes against 2 victims, there will be 6 cases. In short, for a given incident, the number of cases generated is the number of youths involved multiplied by the number of victims. There are approximately 35,000 cases; an estimated 15,000 of them are active (ITSI report).
The present system is not user friendly. The structure of the system where a single juvenile may spawn multiple cases, one for each victim, results in time consuming case fragmentation, causes accounting difficulties, and degrades the utility of the system. Reports take an unnecessarily long time to be generated. As referenced above, data, especially demographic data, that should automatically be available and appear on any screen needing it, must be reentered manually because the system cannot automatically make the data available. The system cannot perform the computational analyses needed for some reports. For example, bank statements are received via electronic file transfers. Data from these must then be manually entered into the Restitution Database. Notices of receipt of payments by the Comptroller are sent to DJJ periodically and are then entered into the Restitution Database by Fiscal Clerks. Each entry contains the Case ID and causes that Case’s lock-box account to be updated. Restitution payment data for each Case is sent via DJJ LAN to the DJJ Cost Management System (ITSI report).

A chronic problem is getting the field workers to enter the Case ID on payments instead of some other number or type of identification. A more user-friendly system might alleviate this problem (ITSI report). Previously, the Restitution Database was in Paradox for DOS®.

C3 Department Support

Integration with Other Agency Databases
The Department is exploring integration needs with a number of State and local agencies. The Baltimore City Juvenile Justice Center is slated to open in FY 2002, and will house a number of State and local agencies (e.g., Juvenile Court, the Clerk’s office, SAO, Public defender, DHR/DSS, Baltimore City Police Department, the Sheriff, and the Department of Public Safety and Corrections). The BCJJJC will be a unique multi-agency, multi-functional complex, requiring IT support for transparent information content distribution, and Enhanced Services between agencies and between each agency and the public. Enhanced Services refer to the value-added component provided by State Agencies to make raw data useful to the varied clients of State Government. Connectivity to the Banner system (Prince George’s County), the state CCU (Central Collections Unit) and HATTTS (for drug testing results) is forthcoming.

DJJ, in conjunction with these agencies, needs to address how best to meet their mutual interagency IT needs. Particularly critical is finding a way in which the various agencies can access pertinent data on youths and their processing, provided the information is legally accessible by these agencies.

A related project is establishment of a system where multiple agencies can avoid entering the same information on individual youths. Ideally, given appropriate safeguards, agencies should be able to access pertinent data previously entered by another agency, and avoid duplicative data entry.
Another project is establishing an electronic means for the Office of Children, Families, and Youths (OCYF), DJJ, and other appropriate agencies (e.g., Social Services) to share data on youths, where such sharing is legal.

Integral to DJJ establishing an Integrated Case Management System is establishing unique identifiers for DJJ youths under its care. One way of accomplishing this is through fingerprinting youths. Where feasible, DJJ needs to correlate with the Department of Public Safety and Correctional Services juvenile fingerprint database.

Additional Databases
The Department anticipates bringing three new databases on-line to better serve internal support needs:

- Training
- Service Repository
- Inventories of Furniture and IT Equipment

Training database
During the year 2000 an attempt was made to complete a Windows upgrade to the training database, *Abra Suite*® (an MS DOS application written by Best Software, Inc.), used by the Office of Professional Development for tracking employee training information. The upgrade was not successful. Some of the data did not move to Windows version. During FY 2002, Office of Professional Development decided to use *Skills Manager*®, by Crown Pointe Technologies, Inc. This is customized software for agencies in the State of Maryland, and the Maryland Police and Correctional Training Commission recommends the application for use. It generates a data set compatible with the needs of the Training Commission. This application is written by ClarionTM, the data type is TopSpeed (TPS). An OCBC drive is available to access the data. Currently, IT and Office of Professional Developments are working on data conversion to make this application operable.

Service Repository
The purpose of the Service Repository database is to make program information readily accessible to department staff searching for youth services. Currently, program information is stored in an *MS Access*® database. Department personnel have created standard data sets for the application. Tables and forms have also been designed for data entry. A web application to fulfill this function requires development by a contractor.

Inventory for Furniture
The Furniture Inventory database is written in MS Access. The system is designed to track all DJJ inventory, with the exception of computer related equipment. Items that are disposed of will be tracked through a system archive. The system is able produce inventory lists by Area or Facility, and calculates total inventory and inventory changes by fiscal year.
IT Equipment Inventory

The IT Equipment Inventory database is written in MS Access. The system is designed to track all IT equipment. Items that are disposed of will be tracked through a system archive. The system is able produce inventory lists by Area or Facility, and calculates total inventory and inventory changes by fiscal year.
Section IV. Agency Business Plan

A. Executive Summary

DJJ is organized into the following divisions:

- Office of the Secretary
- Office of Restorative Justice Operations
- Office of Professional Responsibility and Accountability
- Office of Departmental Support

Office of the Secretary
The Department of Juvenile Justice operates one integrated system of results-based, restorative justices services delivered in communities and places of residence to meet the individual and particular needs of youth and their families, without compromising public safety. The Office of the Secretary provides leadership, direction and coordination toward the achievement of a balanced and restorative juvenile justice system, establishing policy, initiating legislation, allocating and deploying resources, ensuring accountability at every level and delegating authority to the lowest appropriate level of the organization (Managing for Results, MFR).

Restorative Justice Operations
The concept of Restorative Justice is central to the focus and nature of the services DJJ provides to youths. This division is responsible for the delivery of direct care restorative justice to youths under supervision of the juvenile justice system, operating an objective risk and needs-based system to guide placements to the least restrictive environment (MFR).

This division comprises the Department’s three major business functions: Admission (includes Placement), Community Justice Supervision, and Residential Services. The division’s business functions are coordinated by an “Integrated Case Management” process which spans the entire continuum of direct care service delivery to meet the needs of supervised youth and their families (MFR).

The Admissions Division comprises four major functions: Intake, Placement, Screening and Assessment, and Health Care Services. The Intake and Placement Unit develops Intake and Placement protocol, ensures adherence to policy and provides technical assistance with the placement functions. Staff at Central Office track placements, monitor expenditures, and serve as the gatekeeper for specific programs. The Health Care Services Unit sets standards of health care for all residential facilities, and provides technical assistance in meeting standards and correcting deficiencies.

Community Justice Supervision, embracing the balanced and restorative justice mission, provides four levels of supervision: (1) Informal; (2) Probation; (3) Aftercare; (4) Community (home) Detention (MFR).
The Residential Services Division oversees or manages three categories of programs: state-owned and operated facilities, state-owned and vendor-operated facilities that are licensed by DJJ, and per diem or contractual programs that are licensed by DJJ or other state agencies.

Services operations promotes the continuity of integrated case management throughout the continuum of educational and treatment programs and services, and care and custody, based on levels of risk and need (MFR).

Community Detention, Health Care, Community Resource Development, and Victim Services are also included in the Department’s major operating division to support in-home placements and the delivery of health care services (MFR).

**Office of Professional Responsibility and Accountability (OPRA)**
The Office of Professional Responsibility and Accountability (OPRA) was created for the purpose of ensuring that Department of Juvenile Justice 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 OPRA is charged with oversight of all DJJ business functions, operations, activities, programs, grants, services and facilities, whether operated by the State or administered through contracts or agreements with others including for-profit and nonprofit organizations (MFR).


**Departmental Support**
This Division provides ancillary and logistical support for the entire Department and is comprised of seven units: Office of Personnel Management, Professional Development and Training, Grants Management, Procurement, Property Management, Capital Planning and Facilities Maintenance, and Information Technology (IT)(MFR).

IT’s major goal, as reflected in DJJ’s FY 2002 Managing for Results plan is to: Construct and implement a fully automated client-based information system that integrates biometric identification, legal data, assessment, service planning and referral, client tracking, and cost monitoring (MFR). The IT Unit is also responsible for the following functions: operating ASSIST® and the seven small Oracle databases described above; providing e-mail service; providing a Departmental website; operating the Department’s Wide Area Network; and providing the Help Desk support. IT also provides on-site technical support to users; supports DJJ’s eGovernment functions; works with other agencies to explore and implement appropriate inter-agency system integration initiatives; and assists in the generation of statistical and other reports from DJJ’s various databases.
IT Organizational Structure:

The IT Unit is organized into the following functional (subunit) groups:

- Administrative Support
- Applications Support
- Network Engineering
- Functional Analyst Support
- GIS Electronic Mapping Unit
- Network Support
- Tech Support/Help Desk
- Telecommunications Support

Strengths and Challenges – Matrix

Following is a listing of business function strengths and challenges currently faced by the DJJ IT broken out by subunit:

<table>
<thead>
<tr>
<th>Business Function</th>
<th>Strength</th>
<th>Challenges</th>
</tr>
</thead>
</table>
| Administrative Support| • Inventory  
                      | • Procurement  
                      | • Contract Management  
                      | • Customer Service  | • Budget  
                      | • Core Competency  
                      | • Planning  
                      | • Project Management  
                      | • Retention of Staff  
                      | • Technical Writing  
                      | • Technical Knowledge | |
| Applications          | • Contract Management  
                      | • Citrix Metaframe  
                      | • Oracle Databases  
                      | • Windows NT/2000  | • ASSIST Security  
                      | • ASSIST Backups  
                      | • ASSIST Data Requests  
                      | • Biometric Identification  
                      | • Centura Team Developer  
                      | • Core Competency  
                      | • MS Office Standard  
                      | • Project Management  
                      | • Retention of Staff  
                      | • Technical Writing | |
| Network Engineering   | • Network Troubleshooting  
                      | • Network Installation, Upgrade and Maintenance  
                      | • Contract Management  
                      | • Project Management  
                      | • Network Administration  
                      | • Staffing  | • Webmaster  
                      | • Need CNE with Specific Skill Set  
                      | • Windows 2000 Engineer  
                      | • Short-Handed in Network Support area – |
## B. Staff Resources

Since its inception, the Department’s IT unit has lacked the State employee managerial and technical capabilities to cost-effectively operate and manage the Department’s IT functions. This limitation has become increasingly problematic as the size, scope, and complexity of its client database and user community have increased. As a result, IT has had to rely on a combination of State employees and staff provided by private contractors to obtain needed IT services. Private contracting has the advantage of accessing quality skill sets needed to address rapidly changing technological issues. However, such an approach also brings instability when a contractor, who provides a significant support function, leaves along with the knowledge and insight gained in maintaining DJJ systems.
The department’s acting IT Chief officer was a private contractor from July 1, 1997 to June 30, 2001. This individual left upon expiration of the non-renewable contract. In FY2001, the Department received an appropriation for a Chief Information Officer (CIO-Senior Program Manager III). An open market search is underway as of this writing. Prior recruitment efforts for this position have been unsuccessful.

In an effort to bridge the interim leadership gap, the department created the position of Executive Technology Planner, and hired a state employee with extensive technical experience and knowledge of state IT systems and protocols.

Each of the IT Units are managed by a State employee, and some units include a mixture of State and contractor personnel (See Attachment B, Information Technology Organization Chart, and the Detailed IT Staffing by Unit below.) Existing State employees are receiving training to increase their level of technical proficiency.

Through the State’s Network Management Services contract process, two firms were hired to support IT’s efforts. Computer Sciences Corporation (CSC) has provided contractual personnel who work in the Tech Support/Help Desk and Network Engineering units. Verizon personnel work for the Applications Support Unit. Each contractual employee is directly supervised by a State IT employee, to ensure accountability and appropriate direction.

Current IT unit personnel are identified in the following table:
### DETAILED IT STAFFING TABLE BY UNIT

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Job Class</th>
<th>Support</th>
<th>Work Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacant</td>
<td>Senior Program Manager III - Gr. 25 CIO</td>
<td>PIN # 078577</td>
<td>Manages an IT Unit which includes 18 State and 10 contractor positions.</td>
<td>Full Time</td>
</tr>
<tr>
<td>John Clendenin</td>
<td>Executive Technology Planner</td>
<td>Administrative Program Mgr IV PIN # 047097</td>
<td>Provides oversight, coordination, and direction of IT and telecommunications projects and systems as special priorities by the Deputy Secretary.</td>
<td>Full Time</td>
</tr>
<tr>
<td>Lorraine Grant</td>
<td>Office Secretary II (General)</td>
<td>Office Secretary II (General) PIN # 027248</td>
<td>Provides secretarial support to Unit—typing, setting up meetings, recording minutes at meetings, photocopying, maintaining the CIO’s calendar, etc.</td>
<td>Full Time</td>
</tr>
<tr>
<td><strong>Administrative Support Unit:</strong></td>
<td>Responsible for procurement, grants, budget, policy development, contracts, and planning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martin Schugam</td>
<td>Administrator</td>
<td>Administrator IV PIN # 028079</td>
<td>Supervises functions of unit; drafts IT grants, policies, &amp; plans (ITMP, eGov); works with the Computer Information Services Specialist in developing budget &amp; in procuring services &amp; equipment.</td>
<td>Full Time</td>
</tr>
<tr>
<td>Lisa Plummer</td>
<td>Computer Information Services Specialist II</td>
<td>Computer Information Services Specialist II PIN # 028729</td>
<td>Assists in development of grants &amp; policies; uses FMIS for IT procurement; maintains IT equipment inventory; identifies equipment models &amp; costs for grants &amp; budget; assists Tech Support distribution of hardware to work sites.</td>
<td>Full Time</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Job Class</th>
<th>Support</th>
<th>Work Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lynn Johnson</td>
<td>Supervisor, Tech Support</td>
<td>Computer Information Services Specialist Sup</td>
<td>Supervises and manages contract and State employees, and the IT Help Desk. Schedules site visits, trains, installs, trouble-shoots, &amp; fixes problems re: operating systems, software applications, hardware &amp; network workstations. Provides on-site services as required. Operates the IT and ASSIST Unit Help Desk.</td>
<td>Full Time</td>
</tr>
<tr>
<td>Jill Burgess</td>
<td>Computer Information Services Specialist Lead Worker</td>
<td>Computer Information Services Specialist II</td>
<td>Trains, installs, trouble-shoots, &amp; fixes problems re: operating systems, software applications, hardware &amp; network workstations. Provides on-site services as required. Operates the IT and ASSIST Unit Help Desk.</td>
<td>Full Time</td>
</tr>
<tr>
<td>Vacant</td>
<td>Data Processing Communications Technician</td>
<td>Data Processing Communications Technician</td>
<td>Provides secondary technical support for the IT Help Desk. NOTE: IT is exploring reclassifying this position to a Computer Information Specialist II. Grade 15-2. If reclassified, the following functions would be performed: Train, install, troubleshoot, fix problems re: operating systems, software, hardware, and network workstations; provide on site services as required; answer questions and solve problems for the IT and ASSIST Unit Help Desk.</td>
<td>Full Time</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>Job Class</td>
<td>Support</td>
<td>Work Status</td>
</tr>
<tr>
<td>-----------------</td>
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<td>-----------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Ngugi Johnson</td>
<td>Sr. Network Technician</td>
<td>Sr. Network Technician-MCSE and MCP-Internet PIN #</td>
<td>Trains, installs, trouble-shoots, &amp; fixes problems re: operating systems, software applications, hardware &amp; network workstations. Provides on-site services as required. Operates the IT and ASSIST Unit Help Desk.</td>
<td>Contractor</td>
</tr>
<tr>
<td>Michael Brookins</td>
<td>Sr. Network Technician</td>
<td>Sr. Network Technician-CCNA</td>
<td>Trains, installs, trouble-shoots, &amp; fixes problems re: operating systems, software applications, hardware &amp; network workstations. Provides on-site services as required. Operates the IT and ASSIST Unit Help Desk.</td>
<td>Contractor</td>
</tr>
<tr>
<td>Darryl Stinnett</td>
<td>Sr. Network Technician</td>
<td></td>
<td>Trains, installs, trouble-shoots, &amp; fixes problems re: operating systems, software applications, hardware &amp; network workstations. Provides on-site services as required. Operates the IT and ASSIST Unit Help Desk.</td>
<td>Contractor</td>
</tr>
<tr>
<td>Franklin</td>
<td>ASSIST Supervisor</td>
<td>DP Functional Analyst Supervisor PIN # 027876</td>
<td>Supervises functional analysts; directs problem analysis and ongoing user support; coordinates system development and implementation, and trains users in ASSIST.</td>
<td>Full Time – Currently listed as Area 5 - Annapolis</td>
</tr>
<tr>
<td>Nancy Phillips</td>
<td>Functional Analyst Lead</td>
<td>DP Functional Analyst Lead PIN # 028773</td>
<td>Provides problem analysis &amp; ongoing user support for ASSIST; coordinates system development and implementation; and trains users in ASSIST.</td>
<td>Full Time - Funding from Area V, (Code 4310)</td>
</tr>
</tbody>
</table>

**Functional Analyst Support:** Provides ASSIST user support & training; coordinates modifications to ASSIST.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Job Class</th>
<th>Support</th>
<th>Work Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daniel Black</td>
<td>Functional Analyst</td>
<td>DP Functional Analyst I</td>
<td>Provides problem analysis &amp; ongoing user support for ASSIST; coordinates system development and implementation; and trains users in ASSIST.</td>
<td>Full Time - Funding from Area V – (Code 4510)</td>
</tr>
<tr>
<td>Kimberly Grandy</td>
<td>Functional Analyst</td>
<td>DP Functional Analyst I</td>
<td>Serves as the functional analyst for the department wide budget preparation system and hands on Budget Office (HOBO). Responsible for functional control and support of the budget preparation process training, development, implementation, and utilization of the budget preparation applications and related applications for the department.</td>
<td>Full Time  Assigned to Budget and Finance (1160)</td>
</tr>
</tbody>
</table>

**Network Engineering:** Responsible for planning, designing and implementing new networks and projects. This Unit maintains, enhances and supports the Wide Are Network and provides 2nd and 3rd level support for the Technical Support/Help Desk Unit.

| Shizona Thornton | Network Engineering Manager | Network Administrator | Data Security Officer | Computer Network Specialist Supervisor | PIN # 053979 | Provides overall management for the Engineering team. Sets up access to outside systems, provides documentation and instructions for the Help Desk. Provides overall management to the Engineering team, and support for the technicians when they are unable to resolve problems. Moves accounts and mailboxes for those employees who have been reassigned to other offices. Creates accounts for new employees and sets up access rights as they come to DJJ. | Full Time |

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<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Job Class</th>
<th>Support</th>
<th>Work Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Kyle</td>
<td>Senior Network Engineer</td>
<td>Senior Network Engineer</td>
<td>Verifies that the new employee is a DJJ employee, and assigns logon IDs for users. Ensures that DJJ complies with the Practices and Procedures that are outlined by the Data Security Committee.</td>
<td>Contractor</td>
</tr>
<tr>
<td>John Loving</td>
<td>Senior Network Engineer</td>
<td>Senior Network Engineer</td>
<td>Responsible for the overall health of the file servers and hardware that supports the network. Responsible for installing, maintaining, upgrading and monitoring the servers and devices connected to the network. Works closely with the communications specialist in troubleshooting server connectivity.</td>
<td>Contractor</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Plans, coordinates and implements new site installations and infrastructures; troubleshoots network-related systems that have failed to work. Communications specialist - installs and configures routers and switches; troubleshoots and resolves communication problems throughout the network. Provides solutions in areas that need special attention.</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>Job Class</td>
<td>Support</td>
<td>Work Status</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------------------</td>
<td>----------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Vipin Sian</td>
<td>Network Manager</td>
<td>Network Manager</td>
<td>Responsible for the overall management of the network. Provides daily reports to the CIO, and addresses Projects that arise which affect the entire operation of the network. Plans, coordinates and implements system-wide changes. Has working knowledge of every component of the network down to the workstations.</td>
<td>Contractor</td>
</tr>
<tr>
<td>Lynn Smith</td>
<td>Sr. Network Engineer</td>
<td>Senior Network Engineer</td>
<td>Plans, coordinates and implements new site installations and infrastructures; troubleshoots network-related systems that have failed to work. Works directly with the Capital Planning group, attends meetings with vendors, and identifies Projects as they arise and brings them to the attention of the Unit Manager.</td>
<td>Contractor</td>
</tr>
</tbody>
</table>

**Applications Support:** Responsible for applications design & support, enhancements to applications, & report generation.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Job Class</th>
<th>Support</th>
<th>Work Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jianhuai Luo</td>
<td>Database Specialist II</td>
<td>Database Specialist II</td>
<td>Coordinates and provides database and database application support to 600 employees in all offices and facilities.</td>
<td>Full Time</td>
</tr>
<tr>
<td>Henry Dean</td>
<td>Database Specialist II</td>
<td>Database Specialist II</td>
<td>Generates ASSIST monthly reports and payroll reports. Supports users using database applications.</td>
<td>Full Time</td>
</tr>
<tr>
<td>Debra Drew</td>
<td>DP Programmer</td>
<td>DP Programmer</td>
<td>Sets up user accounts in ASSIST. Modifies ASSIST code tables and data. Creates reports using Crystal reports as needed. Supports users using database applications.</td>
<td>Full Time</td>
</tr>
</tbody>
</table>
### Information Technology Master Plan 2003
**Department of Juvenile Justice**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Job Class</th>
<th>Support</th>
<th>Work Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mamata Donakema</td>
<td>Crystal Report writer</td>
<td>Software Engineer</td>
<td>Designs reports in Crystal Reports for 600 employees in all offices and facilities.</td>
<td>Contractor</td>
</tr>
<tr>
<td>Aaron Wheeler</td>
<td>ASSIST System Manager</td>
<td>System Manager</td>
<td>Provides ASSIST database application and NT server support for 600 employees in all offices and facilities.</td>
<td>Contractor</td>
</tr>
<tr>
<td>Jeremy Gude</td>
<td>Oracle Database Administrator</td>
<td>DBA</td>
<td>Provides 5 Oracle database support for 600 employees in all offices and facilities.</td>
<td>Contractor</td>
</tr>
</tbody>
</table>

**Telecommunications Support:** Responsible for assessing needs, procurement, inventory control, installation, repairs, and problem solving relating to telecommunications (e.g., telephones, pagers, cellular phones, two-way radios, data lines, fax machines).

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Job Class</th>
<th>Support</th>
<th>Work Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacant</td>
<td>Supervisor</td>
<td>Administrative Officer II</td>
<td>Manages the Telecommunications functions.</td>
<td>State - Full Time</td>
</tr>
<tr>
<td>Monique Green</td>
<td>Assistant Chief of Telecommunications</td>
<td>Services Supervisor I</td>
<td>Assists Supervisor in telecommunications functions; processes bills, contacts vendors to resolve problems, processes telecommunications and IT transactions in FMIS, &amp; related functions.</td>
<td>State – Full Time</td>
</tr>
<tr>
<td>Sharon Lucas</td>
<td>Office Secretary I</td>
<td>Office Secretary I</td>
<td>Operates DJJ switchboard, provides customer service to persons calling; performs office support functions (e.g., filing).</td>
<td>State – Full Time</td>
</tr>
</tbody>
</table>

**GIS Unit Support:** The GIS Unit is responsible for producing GIS maps, analyzing geodata information, and supporting the department’s SMAP and MFR.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Job Class</th>
<th>Support</th>
<th>Work Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lakshmi Iyengar</td>
<td>GIS Supervisor</td>
<td>DP Programmer Analyst Lead/Advanced</td>
<td>The DP Programmer Analyst, Lead/Advanced person directs and manages the GIS mapping functions of the Department and designs, develops tests and maintains Crystal Reports.</td>
<td>Full Time</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Job Class</th>
<th>Support</th>
<th>Work Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacant</td>
<td>DP Programmer Analyst I</td>
<td>DP Programmer Analyst I</td>
<td>The Geographic Information System Programmer Analyst utilizes GIS hardware and software to produce maps, spatial data bases and thematic data; writes programs; and develop user interfaces, menus, and macro-level commands to meet user needs.</td>
<td>Full Time Object 02 State (Special Payments) Grant Funded</td>
</tr>
<tr>
<td></td>
<td>PIN T070102</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DP Programmer Analyst I</td>
<td>ectionsystem Programmer Analyst utilizes GIS hardware and software to produce maps, spatial data bases and thematic data; writes programs; and develop user interfaces, menus, and macro-level commands to meet user needs.</td>
<td>Full Time Object 02 State (Special Payments) Grant Funded</td>
</tr>
<tr>
<td></td>
<td>PIN T070103</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vacant</td>
<td>Administrative Specialist II</td>
<td>Administrative Specialist II</td>
<td>Provides overall administrative support to the GIS unit: maintains log of directories and the maps produced, helps in the preparation of power point slides and communicates with other DJJ staff to get their mapping requirements.</td>
<td>Full Time Object 02 State (Special Payments) Grant Funded</td>
</tr>
<tr>
<td></td>
<td>PIN T070101</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
C. Environment

This section provides a brief summary of DJJ’s major IT related duties and includes a list of the following items:

1. Principal Applications
2. Information Technology Inventory
3. Infrastructure

1. Principal Applications

ASSIST®

ASSIST® is based on a relational database engine. It was developed using Centura Team Developer (version 1.5) ® and runs in Visual Basic® against an Oracle® Database. It utilizes “Thin Client” using Citrix Metaframe® software technology to communicate with Windows 95/98® Pentium workstations. The ASSIST® system is written using the Centura Team Developer Scalable Application Language (SAL). In addition, it is supplemented using C++ programs that form Dynamic Link Libraries (ASSIST® Evaluation, ITS).

The system includes over 156,000 lines of SAL code that comprise over 200 Application Program Libraries (APLs). ASSIST® architecture is a hybrid with the client servers and the database server running a fat client (client-server model). The user’s machine (client workstation) runs on Citrix® so only forms and data are sent to the client workstation.

The system currently employs DCOM objects for linking and uses Windows type screens with pull-down menus for access for case management and workflow events (ASSIST® Evaluation, ITS).

Prior to 7/1/01, ASSIST® operated through three Microsoft NT Terminal (Build 419) servers operating Windows NT 4.00®, a Database Server running Windows NT 4.00 SP4®, a Primary Domain Controller Server running Windows NT 4.00 SP5®, and a Backup Domain Controller Server running Windows NT 4.00 SP4. Service Pack 5 for Microsoft NT Terminal server has recently been installed. The ASSIST® application resides on all of the Terminal servers. The database engine on the Database Server is Oracle 8.0.5 Enterprise Edition® with the Oracle Tuning and Diagnostics Pack installed. The backup domain controller also runs Seagate Crystal Reports® for report generation (ASSIST Evaluation, ITS).

After July 1, 2001, five additional terminal servers operating Windows 2000 Server® with Terminal Services (build 2195) Service Pack 2, a Backup Domain Controller Server running Windows 2000 Server® Service Pack 6, and a database server running Windows 2000 Advanced Server Service Pack 2 were added to the system. On July 13, 2001, the Database Server was upgraded to Oracle 8.1.7®. The original Database Server running Windows NT® serves as a backup server, in case the new database server goes down, and
is located in the DJJ Headquarters Server room. Once the Baltimore City Juvenile Justice Center opens, the server will be housed at the Center.

Citrix Metaframe 1.8® (with service pack 2) is installed on the Terminal servers along with the Hotfixes and Citrix Load Balancing Services. This allows for the load to be distributed among the eight terminal servers and allows for effective utilization of resources.

Seagate Crystal Reports Version 7.0.2.100® is used as the report writing tool for ASSIST. This package allows for the creation of reports that can encompass all aspects of the system.

Small Databases
As described above, the Department’s seven small Oracle databases use Visual Basic 6.0 (with Service Pack 3) as their interface. While the current version of the Oracle database is 8.0.5, in September 2001, DJJ will be upgrading the databases to 8.1.7

Workstations
Roughly 1000 of DJJ’s workstations operate Windows 95®, with a Corel Suite®, while approximately 200 are equipped with Windows 98®. A comparatively smaller number also have Microsoft Office®. Many Headquarters and some field sites also have Internet access through Netscape or Internet Explorer. New desktops and laptops are arriving with Windows 2000®.

Wide Area Network
DJJ’s WAN uses Novell and ArcServe 6.1 (tape backup system).

DJJ’s WAN provides access to the Internet for all users who request it with the approval of their supervisor. The user’s profile is modified to allow this connection. Using their browser (Netscape or Internet Explorer), the user is prompted to enter their login ID and password to pass through the firewall. Once this is verified through Novell, the user is able to use the Internet.

DJJ’s WAN also provides the users with a centralized e-mail system. GroupWise 5.2 provides e-mail to the various employees throughout the Department as well as Internet e-mail, which is handled by the GroupWise Internet Agent (GWIA).

Connectivity
Connectivity to Baltimore City QUEST court information system, the Anne Arundel court information system and the Prince George’s County court information systems are also supported through the WAN. The router for these systems is located in the Headquarters Computer Room. Users in Baltimore City access the QUEST system by using RUMBA software, which is configured to connect to the AS-400 server that resides at the Mitchell Court House. Users in Anne Arundel County and Prince George’s County
court systems also employ RUMBA, which is configured to connect through the AS-400 server at the Annapolis Data Center.

Connectivity to the Banner system (Prince George’s County), the state CCU (Central Collections Unit) and HATTS (for drug testing results) is forthcoming.

All of the servers attached to the DJJ WAN use the ArcServ® backup program. Nightly backups are scheduled to execute automatically. The tapes are also automatically rotated weekly. HP Sure Store backup units are connected to every file server.

At DJJ Headquarters, the servers and their respective operating systems are as follows:

- DJJHQ: Novell 4.2
- ArcServe: Novell 4.11
- Optivity: Windows NT 4.0
- HQ Mail: Novell 4.2
- Staging: Novell 4.11
- GWIA: Novell 4.11
- Firewall: Windows NT 4.0

Novell 4.11 (Service Pack 9) is the operating system of the servers located at 39 remote sites. Networked workstations are located at 47 remote sites.

2. Information Technology Inventory

The following inventory has been organized into several categories: servers relating to the ASSIST® application; the server on which several small applications are located; workstations; and servers and related hardware pertaining to DJJ’s WAN. Most of the funding is attributable to the State. Only recently has DJJ specified in its Access database of IT hardware whether hardware was purchased through State or federal funding. Therefore, at this point, limited information on funding sources is available in the Appendix.
ASSIST
ASSIST is utilized at all DJJ work locations. The central servers are located at the DJJ Headquarters, 120 W. Fayette Street, Baltimore, Maryland 21201. Connectivity to them is provided by the DJJ statewide frame relay network and remote access is provided by Microsoft NT RAS dial in servers (ASSIST Evaluation RFP). See the following table.

<table>
<thead>
<tr>
<th>Server Name</th>
<th>Type</th>
<th>Capacity</th>
<th>Services Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terminal Server 1</td>
<td>Microsoft NT Terminal Server 1</td>
<td>Quad Processor Pentium II 450 MHZ Xenon machine with 2.5GB of RAM</td>
<td>On drive M it supports NTFS 2x4.2 GB mirrored on an internal SCSI attached to Channel 0 of the array adapter and on drive N it supports NTFS 4x9 GB RAID 5 on an external rack storage attached to channel 1 of the array adapter</td>
</tr>
<tr>
<td></td>
<td>(Build 419) Service Pack 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terminal Server 2</td>
<td>Microsoft NT Terminal Server 2</td>
<td>Quad Processor Pentium III 500 MHZ Xenon machine with 2.5GB of RAM</td>
<td>On drive M it supports NTFS 2x9 GB mirrored on an internal SCSI attached to Channel 0 of the array adapter and on drive N it supports NTFS 4x9 GB RAID 5 on an external rack storage attached to channel 1 of the array adapter</td>
</tr>
<tr>
<td></td>
<td>(Build 419) Service Pack 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terminal Server 3</td>
<td>Microsoft NT Terminal Server 3</td>
<td>Quad Processor Pentium III 500 MHZ Xenon machine with 2.5GB of RAM</td>
<td>On drive M it supports NTFS 2x9 GB mirrored on an internal SCSI attached to Channel 0 of the array adapter and on drive N it supports NTFS 4x9 GB RAID 5 on an external rack storage attached to channel 1 of the array adapter</td>
</tr>
<tr>
<td></td>
<td>(Build 419) Service Pack 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Database Server</td>
<td>Windows NT 4.0 Server Server</td>
<td>Quad Processor Pentium II 450 MHZ Xenon machine with 2.5GB of RAM</td>
<td>Supports four databases: DJJ2 (Production Database), TEMP (Training Database), HIST (ISYS History Database) and a REPO (Repository Database). The drives supported are C with NTFS 2x4.2 GB mirrored on an internal SCSI attached to Channel 0 of the array adapter, E, F with NTFS 4x9 GB RAID 5 on an external rack storage attached to channel 1 of the array adapter, G with NTFS 4.2</td>
</tr>
<tr>
<td></td>
<td>(build 1381) Service Pack 6a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Server Name</td>
<td>Type</td>
<td>Capacity</td>
<td>Services Provided</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>----------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Primary Domain Controller</td>
<td>Windows NT 4.0 Server (build 1381) Service Pack 6a</td>
<td>Single processor Pentium II 450Mhz Xenon with 256 MB of RAM</td>
<td>GB on an external rack storage attached to channel 1 of the array adapter and H with NTFS 4.2 GB on an external rack storage attached to channel 1 of the array adapter</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>On Drive C it supports 2x9 GB RAID 1 with duplexing</td>
</tr>
<tr>
<td>Backup Domain Controller</td>
<td>Windows NT 4.0 Server (build 1381) Service Pack 6a</td>
<td>Dual processor Pentium III 500Mhz Xenon machine with 576 MB of RAM</td>
<td>On drive C it supports NTFS 2x9 GB mirrored on an internal SCSI attached to channel 0 of the array adapter. The backup domain controller also runs Seagate Crystal Reports for report generation</td>
</tr>
<tr>
<td>Terminal Server 4 (NT-ASSIST-TS-4)</td>
<td>Windows 2000 Server w/ Terminal Services (build 2195) Service Pack 2</td>
<td>Quad Processors Pentium III 700 MHz Xeon HP NetServer LXr8500 w/ 4 GB of RAM</td>
<td>(2) 18.2 GB Hard Drives. The first drive has 2 Partitions; C: is a 9.1 GB system partition with Oracle, Citrix MetaFrame 1.8 SP2, and Microsoft Word 97 loaded on it and the D: is also a 9.1 GB partition that has the ASSIST application files. The second hard drive which is 18.2 GB has the paging file and has other backup files and directories. All drives are formatted with NTFS.</td>
</tr>
<tr>
<td>Terminal Server 5 (NT-ASSIST-TS-5)</td>
<td>Windows 2000 Server w/ Terminal Services (build 2195) Service Pack 2</td>
<td>Quad Processors Pentium III 700 MHz Xeon HP NetServer LXr8500 w/ 4 GB of RAM</td>
<td>(2) 18.2 GB Hard Drives. The first drive has 2 Partitions; C: is a 9.1 GB system partition with Oracle, Citrix MetaFrame 1.8 SP2, and Microsoft Word 97 loaded on it and the D: is also a 9.1 GB partition that has the ASSIST application files. The second hard drive which is 18.2 GB has the paging file and has other backup files and directories. All drives are formatted with NTFS.</td>
</tr>
<tr>
<td>Server Name</td>
<td>Type</td>
<td>Capacity</td>
<td>Services Provided</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Terminal Server 6</td>
<td>Windows 2000 Server w/ Terminal Services (build 2195)</td>
<td>Quad Processors&lt;br&gt;Pentium III 700 MHz Xeon HP NetServer LXr8500 w/ 4 GB of RAM</td>
<td>(2) 18.2 GB Hard Drives. The first drive has 2 Partitions; C: is a 9.1 GB system partition with Oracle, Citrix MetaFrame 1.8 SP2, and Microsoft Word 97 loaded on it and the D: is also a 9.1 GB partition that has the ASSIST application files. The second hard drive which is 18.2 GB has the paging file and has other backup files and directories. All drives are formatted with NTFS.</td>
</tr>
<tr>
<td>Terminal Server 7</td>
<td>Windows 2000 Server w/ Terminal Services (build 2195)</td>
<td>Quad Processors&lt;br&gt;Pentium III 700 MHz Xeon HP NetServer LXr8500 w/ 4 GB of RAM</td>
<td>(2) 18.2 GB Hard Drives. The first drive has 2 Partitions; C: is a 9.1 GB system partition with Oracle, Citrix MetaFrame 1.8 SP2, and Microsoft Word 97 loaded on it and the D: is also a 9.1 GB partition that has the ASSIST application files. The second hard drive which is 18.2 GB has the paging file and has other backup files and directories. All drives are formatted with NTFS.</td>
</tr>
<tr>
<td>Terminal Server 8</td>
<td>Windows 2000 Server w/ Terminal Services (build 2195)</td>
<td>Dual Processors&lt;br&gt;Pentium III 933 MHz HP NetServer LH 3000r w/ 512 MB of RAM</td>
<td>(3) 9.1 GB Hard Drives with a RAID 5 configuration. The C: is a 18.2 GB system partition with Oracle, Citrix MetaFrame 1.8 SP2, and Microsoft Word 97 loaded on it has well as the ASSIST application files, paging file and has other backup files and directories. This drive is formatted with NTFS.</td>
</tr>
<tr>
<td>Backup Domain Controller</td>
<td>Windows NT 4.0 Server (build 1381)</td>
<td>Dual Processors&lt;br&gt;Pentium III 933 MHz HP NetServer LH 3000r w/ 512 MB of RAM</td>
<td>On drive C it supports NTFS (2) 9 GB mirrored on an internal SCSI attached to channel 0 of the array adapter.</td>
</tr>
<tr>
<td>Server Name</td>
<td>Type</td>
<td>Capacity</td>
<td>Services Provided</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Database Server (NT-ASSIST-DB-2)</td>
<td>Windows 2000 Advanced Server (build 2195) Service Pack 2</td>
<td>Quad Processors Pentium III 700 MHz Xeon HP NetServer LXr8500 w/ 4 GB of RAM</td>
<td>Will support three databases: DJJ1 (Production Database), TEMP (Training Database), and HIST (ISYS History Database). The drives supported are C with (1) 9.1 GB system partition and drive D is a 18.2 GB partition with the paging file and other Oracle information residing on it. Drive E is (8) 18.2 GB RAID 10 array on an external HP RS/12 rack storage. All drive ware formatted with NTFS.</td>
</tr>
</tbody>
</table>
Small Databases

All small databases are located on the FS-NT-APPS server, located in the DJJ Headquarters server room. This server is separate from the one used by ASSIST®.

<table>
<thead>
<tr>
<th>Server Name</th>
<th>Type</th>
<th>Capacity</th>
<th>Services Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>FS-NT-APPS</td>
<td>NT, version 4.0,</td>
<td>4 GB in drive C, 4 GB in E drive, 10 GB in F drive, 8 GB in drive G; 256 MG RAM</td>
<td>Oracle database server</td>
</tr>
<tr>
<td></td>
<td>service pack 6A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Workstations

All workstations and laptops use the Intel Pentium CPUs. See Attachment D, for a listing of workstation hardware. Peripherals such as printers and monitors are not included. Addresses of the offices and facilities are included below, in the Wide Area Network section.

Wide Area Network

Servers

DJJ Headquarters (120 W. Fayette Street, Baltimore, Maryland 21201) has the following servers for DJJ’s network:

<table>
<thead>
<tr>
<th>Server Name</th>
<th>Type</th>
<th>Capacity</th>
<th>Services Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>DJJHQ</td>
<td>HP LH 3000</td>
<td>4.0GB hard drives,</td>
<td>File Services; Print Services;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>512 MB RAM</td>
<td>GroupWise Post Office</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 9GB Hard Drives,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>512 MB RAM</td>
<td></td>
</tr>
<tr>
<td>ArcServe</td>
<td>HP Vectra</td>
<td>1 2GB hard drives,</td>
<td>ArcServe Tape backup</td>
</tr>
<tr>
<td></td>
<td></td>
<td>32 MB RAM</td>
<td></td>
</tr>
<tr>
<td>Optivity</td>
<td>HP Vectra</td>
<td>1 2.5 GB hard drive,</td>
<td>Optivity (LAN Management)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>32 MB RAM</td>
<td></td>
</tr>
<tr>
<td>HQMail</td>
<td>HP LH</td>
<td>4 4GB hard drives,</td>
<td>GroupWise Domain Server</td>
</tr>
<tr>
<td></td>
<td>HP LH 3000</td>
<td>512 MB RAM</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 9GB Hard Drives,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>512 MB RAM</td>
<td></td>
</tr>
<tr>
<td>Staging</td>
<td>HP LH NetServer</td>
<td>2 4GB hard drives,</td>
<td>Radius (Internet Access)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>128 MB RAM</td>
<td></td>
</tr>
<tr>
<td>GWIA</td>
<td>HP Vectra</td>
<td>1 2GB hard drive,</td>
<td>GroupWise Internet Mail</td>
</tr>
<tr>
<td></td>
<td></td>
<td>256 MG RAM</td>
<td></td>
</tr>
<tr>
<td>Firewall</td>
<td>HP LH NetServer</td>
<td>2 4GB hard drive,</td>
<td>Raptor Firewall</td>
</tr>
<tr>
<td></td>
<td></td>
<td>256 MB RAM</td>
<td></td>
</tr>
</tbody>
</table>

DJJ’s WAN has servers located at 39 remote sites. Thirty-eight of these sites have an HP LH NetServer, and one site (the Garrison Office) has an HP LH3000. The servers at the
38 sites have two mirrored 4.6GB hard drives; the Garrison Office has two 10GB Hard drives. Each server provides the following services: File Services; Print Services; E-Mail; and Tape Backup.

See Attachment E for a listing of the number of workstations by location and budget code, along with the location of their server.
Routers, Hubs, and Switches

Each of the remote sites has a Cisco 2501 router. All remote sites except Annapolis and Garrison, and DJJ Headquarters have Bay Networks, SMC, or NetGear hubs. The Annapolis, Fallsway, and Garrison offices have Cisco switches.

DJJ Headquarters has three routers: Cisco 4000, Cisco 7505, and Bay Networks. The Cisco 4000 router connects to the Internet, and the Cisco 7505 is used for DJJ’s WAN. Cisco 2501 routers for FMIS also have been installed at the Youth Centers Headquarters, the Noyes Center and Cheltanham Youth Facility.

The Bay Networks router is used to connect to the Judicial Information System (i.e., QUEST, the Anne Arundel and Prince George’s County court systems). Via this router, Area I (Baltimore City) DJJ users are provided a direct connection to the Baltimore City court system, to obtain court information regarding handling the City’s juvenile cases. Also, the Anne Arundel County and Prince George’s County offices are able to connect to their court system to obtain information on youth. This includes dismissed cases, court orders, and information on the youth’s history through the court. DJJ employees also send messages to other QUEST users requesting information. They also can access limited information on City Department of Social Services cases. All staff can view and print information; they do not have access to modify records.

The infrastructure at Headquarters was upgraded from a single collision domain infrastructure to a Multi VLAN GB switched network infrastructure.

The server room rack includes the following devices:

- Cisco AS5300 - new RAS connectivity
- Cisco 7505 - router for WAN connectivity
- Bay Networks Switch - old RAS
- Cisco 2924 - switch for the Internet
- 3Com hub
- Cisco 2924 - switch for ASSIST
- Cisco 3548 - switch for the computer room except for ASSIST
- Cisco 2548 - switch for additional equipment
- Kentrox T3 CSU - T3 relay to the WAN
- Cisco 8540 - router for LAN at HQ
- Cisco 5513 – router for all DBM services
- Bay Networks - router for JIS – Quest and Anne Arundel County

Remote users (i.e., users not directly tied into the DJJ’s network), can access the network through a RAS connection. The circuit that is connected to RAS can handle up to 24 concurrent connections. The following categories of persons typically are set up for RAS access: Spotlight on Schools staff, laptop users, HotSpots workers, and some
administrators. The 24 RAS connections are in the DJJ HQ server room. Victor Cullen staff accesses ASSIST® through a dial-up router installed at their site. The router allows more than one user to access ASSIST® at one time. As a security precaution, an access list was written to limit Victor Cullen users to access ASSIST® only. Connectivity to ASSIST® for Charles County Spotlight on Schools workers is being planned via a modem connection to that school system’s network.

The Western MD Detention Center and the Lower Eastern Shore Detention Center each require 1 Netserver LH3000R P3-933 NO-HD SYS128MB PCI SVGA 10/10 server. The number and type of router and switches will be contingent on the layout of the facility but it will probably be a 3600 series switch. There will be an estimated 56 IT-related devices connected.

The Baltimore City Juvenile Justice Center requires 3 HP NetServer LH3000r PIII 933 Mhz No-HD Syst128 PCI SVGA 10/10 servers, 7 HP LXr 8500 PIII Xeon 700 2MB CPU Upg servers, and an estimated 13 servers from outside agencies. Also required is one 8540 switch and 22 3548's Ethernet switches. There will be an estimated 1250 IT-related devices connected.

Juvenile Justice Center

In FY 2002, DJJ will be opening the Baltimore City Juvenile Justice Center (BCJJC). Workstations are required for the personnel to be located at this facility, as well as hardware and software to operate the networks.

This need is particularly critical to the City facility. Baltimore City represents 45-50% of the ASSIST® database. The facility will include the following discrete functions that will be addressed by ASSIST®: intake, booking, assessment, placement, Community Justice supervision, and detention. In order for the DJJ personnel who will be working in the forthcoming BCJJC to input and retrieve youth specific information vital to effective decision making and tracking, three essential elements must be in place: (1) Personnel must have workstations that allow them to connect to ASSIST®. (2) Functional Analysts need to be on-site to help personnel understand how to appropriately use ASSIST®. (3) On-site technical personnel need to be available to ensure that workstations remain operational and the network connection to ASSIST® remains open and stable.

One hundred eighty workstations are needed for the following areas: intake, assessment, court assignment, Community Justice, community supervision by Electronic Monitoring, medical services, and classrooms. While some employees performing these functions are housed in the Fallsway office and have workstations, new workstations are required for these employees to operate in conjunction with the facility's high-tech network capabilities.

When unable to access ASSIST® and related systems, DJJ workers are limited in their ability to make decisions appropriate to public safety needs, and select the appropriate
graduated treatment option. Also, their supervisors are limited in their ability to allocate and manage staff resources. This translates into worker frustration and the loss of talent to businesses that provide adequate support for their personnel.

**Infrastructure**

Modifying ASSIST®, and where appropriate, integrating it with other DJJ systems and other agency systems, is only possible if the workstation hardware and software, and the network hardware and software allow workers to access the databases. The needs and limitations of workstation hardware and software are addressed in Project 5.

The Department of Juvenile Justice has a wide area network (WAN) which spans the State of Maryland. The Network operates on Verizon's Frame Relay network topology and uses Cisco Systems routers to obtain access to the frame relay cloud.

Sites with multiple buildings use fiber optical connections between hubs (e.g., Youth Camps and the cottages at Cheltenham). Sites with multiple closets use Category 5 cabling interconnecting hubs and switches (e.g., Fallsway, Annapolis and Headquarters). Workstations use Category 5 cabling to connect to the hubs. The Baltimore City Juvenile Justice Center will be using the new cabling standard Category 5e throughout the building. All of the circuits are connected to the frame relay cloud and terminated at DJJ Headquarters.

The DJJ WAN consists of 40 LANs and 8 sites without servers. The users from the 8 non-server sites log onto the network through the router that is installed at their location, which is connected to a circuit that terminates at DJJ Headquarters. The logon ID is authenticated at DJJ Headquarters across the WAN topology. Once connected, the user is able to use the GroupWise e-mail system and ASSIST®.

The network routers, hubs, and switches located in field offices and facilities are over three years old and have not been upgraded since their installation. Further, with the additional traffic now being carried over the network, the routers lack sufficient memory and capacity to fully support the growing network demands that are being placed on them.

DJJ also needs to update its system for allowing access to the RAS. The Hotspots and Spotlight on School programs have radically increased the demand for remote access to ASSIST®. For example, in FY 2002, 25 additional Spotlight on School workers and 65 additional Hotspots worker will require network access. An upgrade is required to allow for faster and more simultaneous connections from the field to ASSIST®.

Finally, computer file servers are needed at office locations that currently do not have servers but have sufficiently grown in staff levels to require servers. In addition, it is necessary to upgrade some of the existing file servers at the remote locations that are operating over capacity. File servers support shared resources such as printers. They
also provide access to ASSIST® and other case management information. They are critical to balance loading as staff increases.

When unable to access ASSIST® and related systems, DJJ workers are limited in their ability to make decisions appropriate to public safety needs, and select the appropriate graduated treatment option. Also, their supervisors are limited in their ability to allocate and manage staff resources.

D. Project Management

1. Project Management Approach

In February 2001, DJJ’s Acting CIO began requiring IT managers to develop project plans for any major new initiative. The intent was to establish orderly processes and contingency planning for IT projects. Because current IT managers have limited experience in IT project planning and management, the initial plans were limited in scope and quality. However, as more experienced is gained, these plans have been increasing in sophistication.

IT holds weekly unit manager meetings, at which each manager provides the Executive Technology Planner (ETP) a written and verbal status report of all projects. This process enables the ETP to stay current on all projects, to identify any issues, and to work with managers to find solutions to potential concerns. The ETP, in turn, attends weekly ETP administrator meetings, where he keeps the Deputy Secretary informed of all key projects. All status reports are maintained in a loose-leaf binder, which the ETP takes to meetings with the Deputy and other administrators. In the ETPs absence, IT managers attending these meetings bring the notebook and are able to report on the status of projects.
2. Project Listings

The Information Technology Department delivers a vital component of the Agency mandate to the youth and citizens of the State of Maryland. Information is a foundation of the continuum of care provided to youth, as expressed through the concept of restorative justice.

To carry out this important task, the Department has set seventeen (17) projects as crucial to supporting Agency activities across its range of responsibilities. The order of projects listed below reflects the priority of each effort, based on IT Department experience and resource requirement projections. The projects are, in general, grouped according to the following service categories:

Support Programs:
A basis for application of commercially available expertise to meeting Agency Goals and Objectives.

System Enhancement and Maintenance:
A basis for transmission of data, information, and knowledge regarding JJD clients and stakeholders

DJJ facilities:
To equip new detention centers with workstations

Hardware and Software Programs:
A basis for enhancement and upgrade of hardware and software to operate the network and internal and external data systems.

The following table lists the projects in order:
Project Listings:

<table>
<thead>
<tr>
<th>Project</th>
<th>Page #</th>
<th>Project Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Support Programs – Group 1</strong></td>
</tr>
<tr>
<td>1</td>
<td>45</td>
<td>Operational Baseline</td>
</tr>
<tr>
<td>2</td>
<td>48</td>
<td>Network Replacements</td>
</tr>
<tr>
<td>3</td>
<td>51</td>
<td>Connecting to outside Agencies</td>
</tr>
<tr>
<td>4</td>
<td>56</td>
<td>Assist Enhancements</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Systems Enhancement and Maintenance – Group 2</strong></td>
</tr>
<tr>
<td>5</td>
<td>59</td>
<td>Workstation Replacements</td>
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<tr>
<td>6</td>
<td>62</td>
<td>Network Monitoring Systems</td>
</tr>
<tr>
<td>7</td>
<td>64</td>
<td>File Server Upgrades</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>– DJJ Facilities – Group 3</strong></td>
</tr>
<tr>
<td>8</td>
<td>69</td>
<td>Baltimore City Juvenile Justice Center</td>
</tr>
<tr>
<td>9</td>
<td>72</td>
<td>Western Maryland Detention Center</td>
</tr>
<tr>
<td>10</td>
<td>75</td>
<td>Eastern Shore Detention Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Hardware and Software Programs – Group 4</strong></td>
</tr>
<tr>
<td>11</td>
<td>78</td>
<td>Internet/Intranet Solutions</td>
</tr>
<tr>
<td>12</td>
<td>81</td>
<td>Customer Service and Help Desk</td>
</tr>
<tr>
<td>13</td>
<td>84</td>
<td>Disaster Protection</td>
</tr>
<tr>
<td>14</td>
<td>87</td>
<td>GIS Electronic Mapping</td>
</tr>
<tr>
<td>15</td>
<td>91</td>
<td>Telecommunications</td>
</tr>
<tr>
<td>16</td>
<td>94</td>
<td>Youth Needs Matching / Cost Management</td>
</tr>
<tr>
<td>17</td>
<td>97</td>
<td>Administrative Support</td>
</tr>
</tbody>
</table>
**Operational Baseline**

1. **PROJECT TITLE:** Operational Baseline
2. **Major Project:** Yes
3. **Priority:** High
4. **Project Managers:** Martin Schugam
5. **Project Team:** To Be Determined
6. **Project Description:**
   Continue funding for ongoing Information Technology operational needs and services included in the FY 2002 budget. Adjustments are made to allow for shifts in the percentage of funding allocated among the line items, and meeting projected needs within budgetary limits. Also included are additional workstations to replace old computers and IT operational funds for the Eastern Shore and Western Maryland Detention Centers.
7. **Business Plan #:** 1
8. **Vendors:** Technical Services Procurement
9. **Implementation plan:**
   FY03
   - Procure one additional Network Engineer to augment the current team and meet the additional service demand.
   - Procure additional Technical Support staff to roll out new systems Statewide
   - Procure additional telecom personal to assist with the implementation and maintenance of the BCJJC, and Western and Eastern Detention Centers.
10. **Description of Requirements and Associated Funding:**
    | Category                  | Amount       |
    |---------------------------|--------------|
    | Salaries, Wages           | $1,094,431   |
    | Technical & Special Fees  | $143,970     |
    | Communications            | $2,129,833   |
    | Travel                    | $18,240      |
    | Contractual Services      | $2,236,258   |
    | Supplies & Materials      | $99,371      |
    | Equipment Replacement     | $738,671     |
    | Equipment Additional      | $747,327     |
    | **Total**                 | **$7,208,101** |
Project Phase Cost

<table>
<thead>
<tr>
<th>Development</th>
<th>Actual FY01</th>
<th>Approp FY02</th>
<th>Budget Req FY03</th>
<th>Gov Allow FY03</th>
<th>Projected FY04</th>
<th>Projected FY05</th>
<th>Projected FY06</th>
<th>Projected FY07</th>
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</thead>
<tbody>
<tr>
<td>Operations and</td>
<td></td>
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<tr>
<td>Maintenance</td>
<td>7,208,101</td>
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</tbody>
</table>

Project Expenditures

<table>
<thead>
<tr>
<th>Salaries, Wages</th>
<th>Actual FY01</th>
<th>Approp FY02</th>
<th>Budget Req FY03</th>
<th>Gov Allow FY03</th>
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11: Linkage to State ITMP

1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

4. Build the State’s high-speed, fiber optic network.

5. Make State information and services available to the public over the Internet according to the following schedule: 50% by 2002, 65% by 2003, and 80% by 2004.

12: Linkage to Managing for Results:

See Appendix A p. 2, VD02.01 Departmental Support Goal 5, Appendix A p. 4 VD02.01 Departmental Support Goal 8

13. Current phase of the Project: Implementation


15. On-Time, on-Spec, On Budget (or TSB)

16. Major Scope Change: NONE

17. Other Issues: NONE

18. Litigation: NONE
19. Measuring Results: N/A
20. List of Other Projects Impacted by this Project: NONE
Network Replacements

1. PROJECT TITLE: Network Replacements
2. Major Project: Yes
3. Priority: High
4. Project Managers: Shizona Thornton
5. Project Team: To Be Determined
6. Project description:
   Future mandates from the Secretary will make the network the essential platform necessary for users to employ ASSIST. The ITPR includes funding for upgrading the memory of servers to adequately handle the increasing network traffic. Also included is funding for network applications maintenance and support. In addition, telecommunication costs were included in the ITPR and FY 2002 budget appropriation.
   The FY 2003 Unfunded Initiative request establishes a replacement schedule for network equipment and upgrades, in which 1/3 are replaced each year. Funds also are included in anticipation of expanded network capacity as a result of expanding programs and new personnel.
   Routers will need to be replaced or upgraded.

   Replacement: All of the sites are currently using the same routers that were originally installed. Routers with the current Internet Operating System (IOS) will make monitoring the WAN compatible with the WAN monitoring software.

   Upgrade: The existing routers will need memory upgrades and IOS upgrades.

   Cost analysis should be done to make sure that the most cost-effective decision is made.

   Life cycle: IT should plan for 3 – 4-year life cycle of the routers.

   Upgrade DSU/CSU to accommodate the increase in traffic.

7. Business Plan #: 2
8. Vendors: To be determined
9. Implementation plan:
   Increase the CIR for all circuits to 768 to accommodate the increase of network traffic.
   The circuits for the following sites will need to be upgraded from 56K to 768K CIR:
Office | Address | Circuit ID
---|---|---
Backbone Mountain | 124 CAMP 4 RD, SWANTON, MD. | 40.QEDQ.267461
Chesterfield | 215 COURT ST, CHESTERFIELD, MD. | 42.QEDQ.268326
Denton Office | 108 MARKET ST, DENTON, MD 21629 | 42.QEDQ.268328
Meadow Mountain | 234 RECOVERY RD, GRANTSVILLE, MD. | 40.QEDQ.267462
Oakland Office | RT. 7, BOX 1495, OAKLAND, MD 21550 | 40.QEDQ.267463
Ocean City Office | 6505 COASTAL HWY, OCEAN CITY, MD. | 42.QEDQ.268333
Princess Anne | 11559 SOMERSET AVE, PRINCESS ANNE, MD. | 42.QEDQ.268331
Waxter’s Children Center | 375 RED CLAY RD, LAUREL, MD. | 36.QEDQ.707547
Youth Center HQ | 326 QUEEN CITY DR, CUMBERLAND, MD. | 40.QEDQ.267568

10: Description of Requirements and Associated Funding:

- 9 T1 DSU/CSU 9 @ $1000 ea. = $9000 with a cost replacement in FY06
- 9 Routers @ $2141 ea. = $19,269 with a cost replacement in FY06
- One Senior Network Engineer using NMS Contract rate of $69.62 per hour x 1920 hours per year + 8% increase for TSP rate = $144,364.
- Two Computer Network Specialist II located at Juvenile Justice Center (Grade 17, step 3): $42,845 x 4% increase x .2727 benefits factor - .046 turnover = $54,101 x 2 = $108,202

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11: **Linkage to Statewide ITMP:**

1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.

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4. Build the State’s high-speed, fiber optic network.

5. Make State information and services available to the public over the Internet according to the following schedule: 50% by 2002, 65% by 2003, and 80% by 2004.

12: **Linkage to Managing for Results:**

See Appendix A p 2 VD02.01 Departmental Support Goal 5, Appendix A p 4 VD02.01 Departmental Support Goal 8, Appendix A p 6 VD02.01 Departmental Support Objective 9.4

13. **Current phase of the project**

This project is currently in the planning phase

14: **Current Status of the project**

In a FY 2003 Unfunded Initiative, DJJ has requested funds for 9 T1 DSU/CSU; 9 routers, and one Senior Network Engineer.

15: **On-Time, On-Spec, On Budget (or TSB)**

16. **Major Scope Change:** NONE

17. **Other Issues:** NONE

18. **Litigation:** NONE

19. **Measuring Results:** N/A

20. **List of other Projects Impacted by this Project:** NONE
Connecting to Outside Agencies and Services

1. **PROJECT TITLE:** Connecting to Outside Agencies and Services
2. **Major Project:** YES
3. **Priority:** HIGH
4. **Project Manager:** Shizona M. Thornton
5. **Project Team:** Network Engineering
6. **Project Description:**
   DJJ employees need access to other Court systems to obtain information on DJJ youth. DJJ employees need access to:
   
   a. **HATTS – Montgomery County** – (HIDTA (High Intensity Drug Traffic Area) Automated Treatment Tracking System) - This system provides DJJ employees the results from the drug screening tests.
   
   b. **Banner – PG County** – This system will provide DJJ employees in with information on youths as they are processed through the Prince Georges County Court System.
   
   c. **QUEST – Baltimore City** – This system provides DJJ employees information regarding the youth’s progress through the City Court System.
   
   d. **JIS – Anne Arundel County** – This system provides information on youths as they are processed through the Anne Arundel County Court system.
   
   e. **CCU – Central Collection Unit (DBM)** – This system provides DJJ Restitution Clerks with information on payments made by youths as directed by the court.

7. **Business Plan #:** 3
8. **Vendors:** To Be Determined
9. **Implementation plan:**

   **HATTS – Montgomery County**
   
   a. Meet with HATTS technical team for presentation and discussion on their technical requirements
   
   b. Purchase circuits to connect to HATTS’ computer room
   
   c. Purchase interface to be installed into HATTS’ router
   
   d. Map PVC to their router on HATTS’ T3
   
   e. Test connection
   
   f. Install workstation application onto PC for testing
   
   g. Once tested and approved by Technical Support, Baltimore City and Montgomery County offices will receive the software to connect to HATTS


**Banner – PG County**

a. Meet with Banner staff to discuss their technical requirements.
b. There were issues regarding connecting to this system that need to be worked out by the Deputy Secretary before connectivity can be established.
c. Contact the BANNER technical team for details
d. Purchase circuit to connect to their computer room
e. Map PVC to their T3 circuit
f. Test Connectivity.
g. Banner staff will install the software onto the identified workstations

**QUEST – Baltimore City**

a. QUEST technical staff will install a router in our Computer Room
b. QUEST technicians purchased the circuit to be used to connect to QUEST
c. QUEST will map a PVC to their router
d. Connectivity is established
e. RUMBA software (installed onto Baltimore City workstations) was configured to point to the IP address of the QUEST system

**JIS – Anne Arundel County**

a. This system is accessible through the same router that was installed by the QUEST technicians
b. RUMBA software (installed on Glen Burnie and Annapolis offices workstations) was configured to point to the JIS system

**CCU – Central Collection Unit (DBM)**

a. Create a static route to the IP address where CCU resides
b. Test connectivity
c. Develop instructions as to how to access the CCU system
d. Resolve administrative issue with the Director of Finance
e. The Director of Finance will release the procedure to appropriate users
10: Description of Requirements and Associated Funds:

*HATTS – Montgomery County*
380.00/month – Circuit

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*Banner – Prince Georges County*
40.00 / Month – PVC (will be mapped into existing T3 circuit) and $13,800 per month for workstation connections for 100 users.

*QUEST – Baltimore City*
380.00/month – circuit

*JIS – Anne Arundel County*
Since this connection is set up on the same router and circuit for QUEST, there is no additional cost.

*CCU – Central Collections Unit*
Since this system is accessed over the FMIS router and circuit, there is no additional cost.
11: **Linkage to State ITMP:**

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4. Build the State’s high-speed, fiber optic network.

5. Make State information and services available to the public over the Internet according to the following schedule: 50% by 2002, 65% by 2003, and 80% by 2004.

12: **Linkage to managing for results:**

See Appendix A p 2 VD02.01 Departmental Support Property Management Goal 5, Objective 5.3.2, p 4 VD02.01 Departmental Support Strategy 8.4.1,

13. **Current phase of the project:**

   CCU – Operational
   JIS – Operational
   Quest – Operational
   HATTS – Implementation
   BANNER - Planning

14: **Current Status of the project** In Progress

   QUEST – in place

   JIS – in place

   CCU – connectivity is in place; documentation needs to be developed and administrative issues need to be resolved

   HATTS - in progress; IT has met with HATTS and is currently in the process of purchasing the necessary equipment

   BANNER – on hold
   IT met with the PG County court system staff and identified requirements. Funding for the connection to Banner has been included in a FY03 Unfunded Initiative

15: **On-Time, on-Spec, On Budget (or TSB)**

16. **Major Scope Change:** NONE
17. Other Issues: NONE
18. Litigation: NONE
19. Measuring Results: N/A
20. List of Other projects Impacted by this Project:
Assist Enhancement

1. **PROJECT TITLE:** Assist Enhancement
2. **Major Project:** Yes
3. **Priority:** High
4. **Project Managers:** Henry Sosinski & Lakshmi Iyengar
5. **Project Team:** To be determined
6. **Project Description:**
   Better information enables better decisions concerning DJJ clients and stakeholders. At project completion the redesign of the ASSIST user interface will enhance public safety and support higher levels of coordination internally and with other agencies. This will allow the department more flexibility and economy in making future changes to accommodate fluctuations in business needs. Reference to a single information source will enhance public security and client privacy.

   The interface will be reengineered to operate on a more commonly used technology platform. Also included will be modification of the interface to accommodate positive client identification and correction of design problems in the Intake (Admissions), placement and supervision workflows, tracking legal actions and youth placements, as well as document generation, and managing duplicate name entries. Other changes will be made to the Oracle database for improving system security, organization and the ability to import data from other systems. This will include creation of proper system documentation including object libraries, data definitions and a data dictionary that will serve as a basis for future integration and enhancement, and will allow more complete use of Oracle database functions.

7. **Business Plan Number:** 4
8. **Vendors:** To be determined
9. **Implementation Strategy:** In FY2002, convert the ASSIST application from Centura to C++ or Java to enable the DJJ to make immediate critical changes to the application. Funds will be used to hire three state Contractual employees for one lead C++ programmer and two support programmers for enhancements, bug fixes and other conditions limiting the effectiveness of ASSIST. In addition, DJJ will contract with PSI for technical assistance in upgrading their proprietary programs within ASSIST. DJJ is researching costs and the best strategy to employ in subsequent years.

10. **Description of requirements and associated funds:**
    Project Position Requirement
    - One Data Base Specialist Supervisor (Grade 18)
Information Technology Master Plan 2003
Department of Juvenile Justice

- Two Data Base Specialist IIs

Costs for this project are set at $250,000 in FY2002; and DJJ’s FY 2003 Deficiency Appropriation request includes a Data Base Specialist Supervisor position to serve as a technical project manager. Two additional Data Base Specialist IIs will assist in the effort. This will ensure that the conversion of ASSIST to a non-proprietary interface is properly documented, using a standard that is compatible with future integration and enhancement needs. It will also give the department a programmer who knows the newly developed interface from the ground up providing a basis for future changes when business practices dictate. DJJ will contract with PSI for technical assistance in upgrading ASSIST.

In subsequent years, work will be performed on integration of the DJJ information system internally followed by integration with other local courts, police departments and State’s Attorneys beginning with Baltimore City, Montgomery County, Prince George’s County, Baltimore County and Anne Arundel County. Integration is also anticipated with State Information Systems at Department of Health and Mental Hygiene, Department of Human Resources, and Department of Education.

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11. **Linkage to Statewide ITMP** This project addresses the following statewide goals:

1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.
3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

12 **Linkage to Managing for Results (MFRs)**

See Appendix A p 4 VD02.01 Departmental Support Goal 8

13. **Current phase of the project:**

This project is currently in the planning phase

14. **Current status of the project:**

In FY 2001, DJJ contracted with Integrated Technical Solutions, Inc. (ITSI) to study ASSIST and recommend appropriate action. ITSI’s report was submitted to DJJ on March 9, 2001, with a key recommendation being that it would be more cost-effective to develop ASSIST around a Java / C++ user interface and start over with a new workflow design compatible to departmental needs. The Department agrees with this recommendation and is proposing this project plan to address these deficiencies. At present, an active ASSIST User Group and a team of DP Functional Analysts are in place and familiar with DJJ business practices. In a FY2002 Deficiency Appropriation, a Data Base Specialist Supervisor, two Data Base Specialist IIs, and funds to contract with PSI were requested to address critical needs regarding ASSIST. Documentation and planning for system revisions will continue until the necessary budgetary appropriation is in place to proceed with system modifications.

15: **On-Time, On-Spec, On-Budget (for TSB):** This project is in the planning stages. In planning and execution this project is on time, and on specification.

16: **Major Scope Change:** This project is in the planning stages. There is no major scope change at this time.

17. **Other Issues:** DJJ’s ability to maintain network and workstation upgrades projects will have an impact on the success of this project. Adequate hardware and network infrastructure will be needed to support new application development.

18. **Litigation:** NONE

19. **Measuring Results:** During enhancement and modification results will be measured by User Group feedback based upon usability and relevance to current business practices. After execution of the project modules, results will be tracked by percentage of missing intake decisions, missing court decisions, data fields without entry attributes, and placement census accuracy. A rate of usage report will be developed for result measurement.

20. **List Other Projects Impacted by this Project:** Network Upgrade, Baltimore City Juvenile Justice Center, Workstation Upgrade, Disaster Protection, GIS Mapping, Western Maryland Detention Center, Eastern Shore Detention Center, File Server Upgrade, Connecting to Court Systems.
Workstation Replacements

1. **PROJECT TITLE:** Workstation Replacements
2. **Major Project:** Yes
3. **Priority:** High
4. **Project Managers:** Lynn Johnson, Project Manager, Deployment and Lisa Plummer, Project Manager, procurement.
5. **Project Team:** Technical Support Unit
6. **Project Description:**

   Funding is needed for workstation software packages in compliance with DBM statewide standards, and workstation memory upgrades to handle required operating systems and applications. Project #5 will enhance coordination and cooperation across various agencies and departments by affording the opportunity to utilize technology advances. Completion of Project #5 will aid in ensuring public safety through enhanced communications and record management.

   DJJ needs to establish a replacement schedule for new workstation and printer hardware and software, in which 1/3 are replaced each year. This request would accommodate funds for acquiring services under statewide procurement contracts. Funds also are included for additional personnel.

7. **Business Plan #:** 5
8. **Vendors:** State Contract
9. **Implementation plan:**

   DJJ is establishing a replacement schedule for new workstation and printer hardware and software, in which 1/3 are replaced each year. Funds also are needed for new personnel for deploying the new equipment.

   Initially, the hardware to be deployed will be ordered and arrangements made to store these items with a warehouse/deployment vendor. This method of deployment is being used so that the Department can purchase uniform equipment. This standardization will facilitate future equipment servicing by DJJ Technical staff. Next, under DJJ direct supervision, the contracted warehouse vendor will be tasked to install software, deploy equipment, and transfer data on the new workstations. The warehouse vendor will then remove old equipment and return it to DJJ to arrange for disposal.

10. **Description of requirements and associated funds:**
FY 04-07 Funding Requirements

The values below reflect FY04 funding needs:

Funding for FY04 of two Sr. Network Technicians to the statewide procurement support contract = $232,861.

- Funding for the following equipment:
  600 workstations at $1949 per unit = $1,169,400
  725 software packages at $67 = $48,575
  100 laser printers with cable at $744 per unit = $74,400
  100 network printers at $2244 = $224,400
  125 laptops with docking station, monitor and carrying case at $2986 per unit = $373,250
- Funding for vendor to provide warehousing and deployment of purchased equipment plus return of old equipment for disposal. 600 workstations stored and installed at $50 per unit = $30,000
- Microsoft Office Training = 748 X $463.01 = $346,390

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Project Expenditures

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11: **Linkage to Statewide ITMP:**

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.
12: **Linkage to Managing for Results:**
   See Appendix A p 6 VD02.01 Departmental Support Objective 9.3

13. **Current phase of the Project**
   This project is currently in the maintenance phase.

14: **Current Status of the Project**
   The Department anticipates deploying 180 workstations and 35 network printers for the Baltimore City juvenile justice center through a Deficiency Appropriation for FY02. An additional Deficiency Appropriation has been requested to provide 200 workstations, 169 replacement laptops, 25 network printers, 3 UPS systems, and 3 replacement TSUs for the balance of the equipment under DJJ IT Department auspices. The FY2003 baseline budget also includes 379 microcomputers.

15: **On-Time, On-Spec, On Budget (or TSB)**
   This replacement is past due. It meets state specifications as per Department of Budget and Management, Policy 1, Hardware Standards and Technology Refresh.

16. **Major Scope Change:** NONE

17. **Other Issues:** NONE

18. **Litigation:** NONE

19. **Measuring Results:**
   Results will be measured by monitoring the nature and number of Help Desk calls due to software/hardware incompatibility issues. Success is measured by a 20% decrease in such calls.

20. **List of other Projects Impacted by this Project:**
Network Monitoring Systems

1. PROJECT TITLE: Network Monitoring System

2. Major Project: Yes

3. Priority: Medium

4. Project Manager: Shizona M. Thornton

5. Project Team: Network Engineering

6. Project Description:

The Department of Juvenile Justice has a wide area network (WAN) which spans 48 sites across the State of Maryland. The WAN enables secure communication between DJJ headquarters and these sites in each Maryland jurisdiction. Health and public safety for every Maryland citizen will be enhanced with the completion of Project #6. Utilizing this state-of-the-art internal communications system will reduce current expenditures in human and capital resources.

Hardware and software are needed to monitor the status of the network. Down routers can prevent connectivity to critical information residing at Headquarters and outside the Department. Network Engineers needs a means by which they can monitor the network and resolve connectivity problems. Information on Maryland youth is obtained at high cost, and can be considered irreplaceable. Potential savings from network protection are very high.

7. Business Plan #: 6

8. Vendors: Verizon, Timebridge

9. Implementation plan:

a. Funding for this project was obtained through a grant awarded to IT in FY2002.


c. Build server and install / configure the Cisco Works software.

d. Train Network Engineers and Help Desk staff in using the system.

10. Description of Requirements and Associated Funding

Funding allowed IT to purchase the server and software for this purpose. However, after examining the Cisco Works application, we found that it doesn’t completely address our immediate needs. As a result of a meeting with Cisco where we were able to discuss our needs, it was recommended that we purchase the Cisco Works for Windows solution. This will give the Help Desk and Network Engineering staff a graphical tool where the status of the network can be easily monitored.
11: **Linkage to Statewide ITMP:**

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

5. Make State information and services available to the public over the Internet according to the following schedule: 50% by 2002, 65% by 2003, and 80% by 2004.

12: **Linkage to Managing for Results:**

See Appendix A p 6 VD02.01 Departmental Support Objective 9.3

13. **Current phase of the Project:** Development

14. **Current Status of the Project:** In Progress

The server is installed. The software is currently being evaluated. There is some question as to the usefulness of what we received. We plan to meet with Cisco to make sure we have what we need to do the job.

15. **On-Time, on-Spec, On Budget (or TSB)**

16. **Major Scope Change:** NONE

17. **Other Issues:** NONE

18. **Litigation:** NONE

19. **Measuring Results:** N/A

20. **List of Other Projects Impacted by this Project:** NONE
File Server Upgrades

1. **PROJECT TITLE:** File Server Upgrades

2. **Major Project:** No

3. **Priority:** High

4. **Project Managers:** Shizona M. Thornton

5. **Project Team:** Network Engineering

6. **Project Description:**

   The Department of Juvenile Justice has a wide area network (WAN) which spans 48 sites across the State of Maryland. The WAN enables secure communication between DJJ headquarters and these sites in each Maryland jurisdiction. Health and public safety for every Maryland citizen will be enhanced with the completion of this Project. Utilizing this state-of-the-art internal communications system will reduce current expenditures in human and capital resources.

   The Network operates on Verizon's Frame Relay network topology and uses Cisco Systems routers to obtain access to the frame relay cloud. Forty of these sites have file servers – the remaining eight do not. Funding has made it possible to replace 24 servers in remote offices.

   This project will:
   a. Upgrade the server memory
   b. Upgrade the Operating system from Novell 4.11 to 4.2.
   c. Upgrade ArcServ to the current version
   d. Make a current backup of the server.
   e. Install the new server
   f. Restore the backup
   g. Bring the server back online

   If this is a new installation, the engineer will:
   a. Install the Novell software at Headquarters
   b. Install the ArcServ software at Headquarters
   c. Install the Powerchute software at Headquarters
   d. Take the server to the remote site
   e. Bring online
   f. Install the GroupWise mail system
   g. Attach the Sure Store backup unit
   h. Attach the APC UPS

7. **Business Plan #:** 7

8. **Vendors:** State Contracts
9. **Implementation plan:**

The ITPR includes funding for upgrading the memory of servers to adequately support the needs of the Department. Also included is funding for network applications maintenance and support. In addition, telecommunication costs were included in the ITPR and FY 2002 budget appropriation.

The FY 2003 Unfunded Initiative request establishes a replacement schedule for network equipment and upgrades, in which 1/3 are replaced each year. Funds also are included in anticipation of expanded network capacity as a result of expanding programs and new personnel.

Acquire funding for a Sr. Network Engineer for FY04 and beyond. This engineer must be CNE certified with expertise in GroupWise 5.2 and 5.5 as well as Novell 4.x and 5.x. Operating system.

Replace APC Power supplies with the APC Smart UPS 1000.

The ITPR includes funding for upgrading the memory of servers to adequately handle the increasing network traffic. Also included is funding for network applications maintenance and support. In addition, telecommunication costs were included in the ITPR and FY 2002 budget appropriation.

10: **Project Requirements and Funding**

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Sr. Network Engineer
Project Phase Cost

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11: Linkage to Statewide Goals:

1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

12: Linkage to managing for results:

See Appendix A p 5 VD02.01 Departmental Support Goal 9

13. Current phase of the project: Planning

14. Current Status of the project: Development

The end of FY 2001, DJJ purchased the following through State funding: 12 tape backup units, and 24 replacement servers. The ITPR and FY 2002 budget appropriation includes funding for upgrading the memory of servers to adequately meet the needs of the Department. Also included is funding for network applications maintenance and support.

The FY 2001 Technology Grant included funding for an upgrade of the network at Headquarters (e.g., redundant power supply, routed WAN solution for NT, 40 switches).

The grant also supports the enhancement of the remote dial in access by DJJ personnel (e.g., 48 MICA modems, Cisco Secure ACS 2.5 for Windows 2000 and NT). These upgrades will be operational in FY 2001. Also in FY 2001, DJJ used some of the grant funding for its Spotlight on Schools (SOS) program, to purchase additional hardware to enhance the dial in access by SOS workers.
Telecommunication costs were included in the ITPR and FY 2002 budget appropriation. Modifying ASSIST, and where appropriate, integrating it with other DJJ systems and other agency systems, is only possible if the workstation hardware and software, and the network hardware and software allow workers to access the databases.

Sites with multiple buildings use fiber optical connections between hubs (e.g., Youth Camps and the cottages at Cheltenham). Sites with multiple closets use category 5 cabling interconnecting hubs and switches (e.g., Fallsway, Annapolis and Headquarters). Workstations use category 5 cabling to connect to the hubs. The Baltimore City Juvenile Justice Center will be using the new cabling standard category 5e throughout the building. All of the circuits are connected to the frame relay cloud and terminated at DJJ Headquarters.

The DJJ WAN consists of 40 LANs and 8 sites without servers. The users from the 8 non-server sites log onto the network through the router that is installed at their location, which is connected to a circuit that terminates at DJJ Headquarters. The logon ID is authenticated at DJJ Headquarters across the WAN topology. Once connected, the user is able to use the GroupWise e-mail system and ASSIST.

The main network at the DJJ Headquarters has reached its capacity limits. With more personnel being added in both the field and Headquarters locations, the network is unable to support the added traffic. As a result, a network upgrade is needed for Headquarters.

In addition, the network routers, hubs, and switches located in field offices and facilities are over three years old and have not been upgraded since their installation. Further, with the additional traffic now being carried over the network, the routers lack sufficient memory and capacity to fully support the growing network demands that are being placed on them.

DJJ also needs to update its system for allowing access to the RAS. The Hotspots and Spotlight on School programs have radically increased the demand for remote access to ASSIST. For example, in FY 2002, 25 additional Spotlight on School workers and 65 additional Hotspots worker will require network access. An upgrade is required to allow for faster and more simultaneous connections from the field to ASSIST.

Finally, computer file servers are needed at office locations that currently do not have servers but have sufficiently grown in staff levels to require servers. In addition, it is necessary to upgrade some of the existing file servers at the remote locations that are operating over capacity. File servers support shared resources such as printers. They also provide access to ASSIST and other case management information. They are critical to balance loading as staff increases.

When unable to access ASSIST and related systems, DJJ workers are limited in their ability to make decisions appropriate to public safety needs, and select the appropriate graduated treatment option. Also, their supervisors are limited in their ability to allocate and manage staff resources. This translates into worker frustration and the loss of talent to businesses that provide adequate support for their personnel.
15: On-Time, on-Spec, On Budget (or TSB)
16. Major Scope Change: NONE
17. Other Issues: NONE
18. Litigation: NONE
19. Measuring Results: N/A
20. List of other Projects Impacted by this Project: NONE
Baltimore City Juvenile Justice Center

1. **PROJECT TITLE**: Baltimore City Juvenile Justice Center
2. **Major Project**: Yes
3. **Priority**: High
4. **Project Manager**: Shizona Thornton
5. **Project Team**: Monique Green, Lynn Johnson, Shizona Thornton
6. **Project description**: Completion of this project will enable BCJJJC staff to accurately record client intake information, and provide for its distribution throughout the Juvenile Justice System. Both public safety and client health and safety of will be enhanced with this information readily available. Educational deficiencies of incoming clients can be readily identified.

Project #8 provides for workstations, telecommunications, network operational and maintenance funding for the Baltimore City Juvenile Justice Center.

7. **Business Plan #**: 8
8. **Vendors**: To be determined
9. **Implementation plan**:
   For the final phase, the implementation plan includes installation in March of 2003 of 180 work stations and 35 laser printers meeting State IT standards with Microsoft Office Suite pre-installed as well as Microsoft Office training for DJJ Baltimore City Juvenile Justice Center personnel. Establish a three-year life cycle replacement of BCJJJC equipment to assure quality system performance and adaptation to software modifications and upgrades. The plan would entail replacement of the equipment purchased as a deficiency FY2002 in FY2005 in conjunction with equipment maintenance and other equipment replacements within DJJ. Also included in this plan is installation of the appropriate number of telephones, and fax machines. Quantities to be determined by final number of staff, workstations, and discrete Center functions.

10. **Description of Requirements and Associated Funds**:
    Project elements described below appear in the Baseline Project, Number 1.
    - Funding for the following equipment:
      180 workstations at $1949 per unit
      35 network laser printers with cable at $744 per unit
      180 telephones at $180 per unit
    - Network operations funding
    - Network maintenance funding
### Project Phase Cost

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11: **Linkage to Statewide ITMP:** This project addresses the following Statewide Goals:

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

4. Build the State’s high-speed, fiber optic network.

12: **Linkage to Managing for Results:**

See Appendix A p 6 VD02.01 Departmental Support Objective 9.4, p 12 VD02.01 Admissions, Restorative Justice Operations Goal 1

13. **Current phase of the Project:** Implementation/Operational

14. **Current Status of the Project:** This project is waiting on funding. DJJ’s FY2002 Deficiency Appropriation requests include 180 workstations, and 35 printers for the Baltimore City Juvenile Justice Center.

15. **On-Time, on-Spec, On Budget (or TSB):** This project is on schedule, on budget, and on spec.

16. **Major Scope Change:** NA

17. **Other Issues:** NONE

18. **Litigation** NONE

19. **Measuring Results:** A successful start of the center with no decrease in the current standard of service.

20. **List of Other Projects Impacted by this Project:** Workstation Upgrades for entire Department will be affected by installation of 180 units at BCJJC. This project impacts the regular life cycle of hardware replacement.
## Western Maryland Detention Center

1. **PROJECT TITLE:** Western Maryland Detention Center  
2. **Major Project:** Yes  
3. **Priority:** Medium  
4. **Project Manager:** Shizona Thornton  
5. **Project Team:** Monique Green, Lynn Johnson, Shizona Thornton  

### Project Description:

Completion of this project will enable Detention Center staff to accurately record client intake information, and provide for its distribution throughout the Juvenile Justice System. Both public safety and client health and safety will be enhanced with this information readily available. Educational deficiencies of incoming clients can be readily identified.

Project #9 provides for workstations and network telecommunications options, operational and maintenance funding for the Western Maryland Juvenile Justice Center, Cumberland, MD.

### Implementation plan:

Central to this project is installation of a network system, network drops, server switches and a network circuit linking to the DJJ network and other business networks housed in the WMDC.

This includes installation in September of 2002 of workstations sufficient for client tracking and services to meet State IT standards with Microsoft Office Suite installed as well as Microsoft Office training for DJJ Western Maryland Juvenile Justice Center personnel.

Establish a three-year life cycle replacement of equipment to assure quality system performance and adaptation to software modifications and upgrades. The plan would entail replacement of the equipment purchased in FY2003 in FY2006 in conjunction with equipment maintenance and other equipment replacements within DJJ.
10: **Description of Requirements and Associated Funds:** To be determined

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11: **Linkage to Statewide ITMP:** This project addresses the following Statewide Goals:

1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.
2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.
3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

12: **Linkage to Managing for Results:**

See Appendix A p 6 VD02.01 Departmental Support Objective 9.4, p 12 VD02.01 Admissions, Restorative Justice Operations. Goal 1

13. **Current phase of the project:** Planning Phase

14. **Current Status of the project:** Information Technology operational funds have been included in IT’s baseline budget.

15. **On-Time, On-Spec, On Budget (or TSB):** This project is on schedule for a September 2002 implementation.

16. **Major Scope Change:** Not applicable

17. **Other Projects:** NONE

18. **Litigation:** NONE
19. **Measuring Results:**
   Percentage of return calls for installation problems at less than 15%

20. **List of Other Projects Impacted by this Project:**
   Workstation Upgrades for entire Department will be minimally affected by installation of 15 units at WMJJC.
Eastern Shore Detention Center

1. PROJECT TITLE: Eastern Shore Detention Center
2. Major Project: Yes
3. Priority: Medium
4. Project Managers: Shizona Thornton
5. Project Team: Monique Green, Lynn Johnson, Shizona Thornton
6. Project description: Completion of this project will enable Eastern Shore Detention Center staff to accurately record client intake information, and provide for its distribution throughout the Juvenile Justice System. Both public safety and client health and safety will be enhanced with this information readily available. Educational deficiencies of incoming clients can be readily identified.

Project #10 provides for workstations, telecommunications, network operational and maintenance funding for the Eastern Shore Juvenile Justice Center, Salisbury, MD.

7. Business Plan #: 10
8. Vendors: To Be Determined
9. Implementation plan:

Central to this project is installation of a network system, network drops, server switches and a network circuit linking to the DJJ network and other business networks housed in the ESDC.

This includes installation in September of 2002 of workstations sufficient for client tracking and services to meet State IT standards with Microsoft Office Suite installed as well as Microsoft Office training for DJJ Eastern Shore Justice Detention Center personnel.

Establish a three-year life cycle replacement of equipment to assure quality system performance and adaptation to software modifications and upgrades. The plan would entail replacement of the equipment purchased in FY2003 in FY2006 in conjunction with equipment maintenance and other equipment replacements within DJJ.
10: **Description of Requirements and Associated Funds:** To be determined, project behind schedule due to lack of funding.

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11: **Linkage to Statewide ITMP:** This project addresses the following Statewide Goals:

1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

12: **Linkage to managing for results:**

See Appendix A p 6 VD02.01 Departmental Support Objective 9.4, p 12 VD02.01 Admissions, Restorative Justice Operations Goal 1

13. **Current phase of the project:** Planning Phase

14. **Current Status of the project:** Information Technology operational funds have been included in IT’s baseline budget.

15. **On-Time, on-Spec, On Budget (or TSB):** This project is behind schedule due to the lack of available funding

16. **Major Scope Change:** N/A

17. **Other Projects:** NONE

18. **Litigation:** NONE
19. **Measuring Results:** Percentage of return calls for installation problems at less than 15%

20. **List of Other Projects Impacted by this Project:** Workstation Upgrades for entire Department will be minimally affected by installation of units at ESJJC.
Internet/Intranet Solutions

1. PROJECT TITLE: Intranet/Internet Solution
2. Major Project: No
3. Priority: High
4. Project Managers: To be Determined
5. Project Team: Network Engineering
eGovernment Committee

6. Project Description:
   DJJ employees need timely and easier access to DJJ data and documents, in
   concert with the State’s new eGovernment requirements and DJJ’s eGovernment
   Plan. Additional servers will provide enhanced public sector and agency access to
   appropriate DJJ services and information.

   The development of an Intranet, which would be internal to DJJ, would allow for
   the publishing and distribution of material and documents (e.g., DJJ policies, the
   annual statistical report) to be viewed in an easy manner by all DJJ employees.
   Currently, rapid communication of policy, procedure, and other vital information
   is limited to documents via email or through manual posting of larger documents
   in shared files located on local servers.

   An Internet server would allow public access to a variety of information about
   DJJ programs and services as well as increased interactive access to services (e.g.
   enlisting as volunteers, procurement inquiries.) Use of Internet postings would
   provide a simpler more direct way of reaching a mass audience with a minimum
   relative expense when compared to other mediums.

   Contractual support (through the TSP contacting mechanism) will be used to
   obtain technical assistance where needed to support DJJ's Intranet/Internet
   initiative. Funds would be used to address such needs as developing back-end
   databases for forms, and employing such applications as CGI script, Perl, Java
   script, and Cold Fusion.

7. Business Plan #: 11
8. Vendors: Verizon, CSC
9. Implementation plan:

A Web server and operating system are required. An upgrade to the Raptor Firewall has been purchased.

The FY 2001 Technology grant included funding to pay for the servers, related hardware, and software necessary to support this solution (e.g., Internet Server, Intranet Server).

Intranet:
   a. Build DNS and WINS server
   b. Build Server and install the software
   c. Provide access for eGovernment Committee for review (Test Mode)

Internet
   a. Upgrade/Replace the firewall
   b. Build server
   c. Make arrangements with State Archives to move the Web site to Headquarters.
   d. Contact Sailor to have their DNS point to Headquarters

10: Description of requirements and associated funds:

DJJ will contract with appropriately trained temporary support staff to provide expertise in coding, HTML editing, forms development, and database connections. The total value of such services will not exceed $40,000 for the year.

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11: Linkage to Statewide ITMP

1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.
2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

4. Build the State’s high-speed, fiber optic network.

5. Make State information and services available to the public over the Internet according to the following schedule: 50% by 2002, 65% by 2003, and 80% by 2004.

12: Linkage to managing for results:
See Appendix A p 5 VD02.01 Departmental Support Objective 9.1

13. Current phase of the Project:  Intranet - Implementation
    Internet - Implementation

14: Current Status of the project:
Intranet – In process; the hardware is in place and is currently being reviewed by the eGovernment committee.
Internet – In Process

15: On-Time, on-Spec, On Budget (or TSB)
16. Major Scope Change:  NONE
17. Other Issues:  NONE
18. Litigation:  NONE

19. Measuring Results:

20. List Other Projects Impacted by this Project:  NONE
Customer Service and Help Desk

1. PROJECT TITLE: Customer Service and Help Desk
2. Priority: High
3. Project Managers: To be determined
4. Project Team: Henry Sosinski and Lynn Johnson
5. Project Description:
Provides Help Desk support to people who use the DJJ network as well as on-site technical and functional support to all DJJ locations for network users. This includes problem analysis and ongoing hardware and software support, documentation of system problems, managing database modifications to accommodate user needs, modification testing as well as implementation, and training of users on functionality of current and future applications.
6. Business Plan #: 12
7. Vendors: To be determined
8. Implementation plan:
Currently, DJJ provides technical support through a help desk. This includes help through phone, e-mail and on site technical visits. In FY 2003 DJJ intends to enhance diagnosis of system problems through use of a commercial Help Desk call-tracking product.

In FY 2001 DJJ IT put into place a system of three DP Functional Analysts including one covering system Projects in DJJ facilities, another covering Projects in field offices, and an overall supervisor. In FY 2003 this deployment will be expanded further to include five additional Functional Analysts. Selected Functional Analysts will be familiar with DJJ business practices. They will provide problem analysis and ongoing support in the ASSIST system, coordinate ASSIST system development, testing, implementation, integration and user training on the functionality of applications as they currently exist as well through future iterations.

Functional Analysts are a preliminary step for creating new user interface and making other system modifications. It is important to have a cadre of Functional Analysts in place at the beginning of a change in business systems. It is anticipated that during FY 2003 DJJ will be recruiting five more Functional Analysts to support the creation of this unit.

10. Description of Requirements and Associated Funds:
   - Five DP Functional Analyst II PINs (Grade 16)
   - Travel costs for DP Functional Analyst = 5000 miles per person or 25,000
miles total at .34 per mile = $8,500

- One Video Projector and carrying case for training and presentations at $6265 per unit = (FY 2003 only)
- Five Laptop PCs with docking stations, monitors and carrying case at $3189 per unit = $5,949 (FY 2003 only)

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11. **Linkage to Statewide ITMP:** This project addresses the following statewide goals:

1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.
2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.
3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.
4. Build the State’s high-speed, fiber optic network.
5. Make State information and services available to the public over the Internet according to the following schedule: 50% by 2002, 65% by 2003, and 80% by 2004.

12: **Linkage to managing for results:**

See Appendix A p 4 VD02.01 Departmental Support Objective 8.1

13. **Current phase of the project:** Implementation and Maintenance and Operation
14. **Current Status of the project:** At present three DP Functional Analysts are in place. Help Desk functions are in place. This project would enhance support services offered to users.

15. **On Time, On Spec, On Budget (On TSB):** This project is currently in the Implementation and Maintenance and Operation phases and is on-time and on-spec. A budget appropriation has not been projected as of this writing.

16. **Major Scope Change -** None

17. **Other Projects** – Use of Functional Analysts will provide a direct professional link to system developers reducing problems in system development and increasing the quality of the final product. The addition of the Help Desk software will improve the quality of response to customer calls as well as provide information for maintaining equipment.

18. **Litigation:** NONE

19. **Measuring Results:** Measured by quality of data entry with 20% reduction in missing court dispositions and missing Intake Decisions. Facility Census counts with 99% accuracy. Create a baseline for Help Desk calls aiming for future reduction in response time.

20. **List of Other Projects Impacted by this Project:** Baltimore City Juvenile Justice Center, System Analysis and Design, GIS Mapping, Western Maryland Detention Center, Eastern Shore Detention Center.
Disaster Protection

1. PROJECT TITLE: Disaster Protection
2. Major Project: Yes
3. Priority: HIGH
4. Project Managers: Shizona M. Thornton
5. Project Team: To Be Determined
6. Project Description:
   Data stored on the major database – ASSIST directly impacts the safety and health of DJJ’s youthful clients. Indirectly it enables provision of services from allied and contract agencies supporting DJJ’s Vision and Goals.

This plan will discuss:

- Disaster Protection
  Includes the installation of the FM-200 Fire Suppression System, the installation of the Water Detection system; off-site storage of backup tapes
- Data Protection
  Includes the use of anti-virus software on the servers and workstations; the need for an UPS system for the computer room and the remote sites
- Disaster Recovery
  Includes the installation of the stand-by server for ASSIST; restoring data from backup tapes

7. Business Plan #: 13
8. Vendors: To be Determined
9. Implementation plan:

**FY01 – 3rd QTR**
Water Detection System was installed in the Server Room at Headquarters.

**FY02**
- An FM-200 Fire Protection system has been installed in the Server Room located at Headquarters.
- Currently, the ARCSERVE IT system along with the Sure Store tape backup unit is backing up ASSIST. Using the ArcServe tape backup system along with the Sure Store backup units, the remaining servers in the Server Room at Headquarters. DLT Tape Drives have been ordered. The interface cards for the drives have finally arrived. This system will replace the ArcServe systems and should be up and operational in February 2002.
- The ASSIST system was expanded to include 5 more terminal servers, a backup database server which will be housed in the Baltimore City Juvenile Justice
Center. Using the stand-by server feature built into Oracle, the backup database server will be linked to the main database server via a communications link.

FY03

- Evaluate Disaster Recovery Plan Status.
- Obtain outside courier service pricing for tape backup storage in a secured location.
- Purchase UPS tied to an external generator the Computer Room at Headquarters.

10: Description of Requirements and Associated Funding:

To be determined by the report of the consultant.

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<th>Project Phase Cost</th>
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Project Expenditures

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11: Linkage to State ITMP

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

4. Build the State’s high-speed, fiber optic network.

12: Linkage to Managing for Results:

See Appendix A p 6 VD02.01 Departmental Support Objective 9.3

13 Current phase of the project: Planning

14. Current Status of the project: Pre-Planning – The FY03 baseline includes $89,409 for disaster protection (e.g., one Liebert UPS for headquarters, 28 field UPSs, and Arcserve upgrades for 29 servers).
15: On-Time, on-Spec, On Budget (or TSB)

16. Major Scope Change: NONE

17. Other Issues: NONE

18. Litigation: NONE

19. Measuring Results: N/A

20. List of Other Projects Impacted by this Project: NONE
GIS Electronic Mapping

1. Project Title: GIS Electronic Mapping
2. Major Project: Yes
3. Priority: High
4. Project Manager: Lakshmi Iyengar
5. Project Team: GIS Unit
6. Project Description:
   The GIS Unit will produce GIS maps, data and analysis to enhance DJJ’s ability to make cost-effective programmatic and strategic decisions. Geographic Information maps are important to decision-makers, because they provide valuable information, visualize scenarios, present powerful ideas and their related solutions. In order to reduce the incidence and severity of juvenile crime, it is critical to understand the geographic locations of youth who come into the juvenile justice system, as well as why they come to the system and causes of recidivism.

   GIS information is particularly needed for DJJ’s Statewide Management Accountability Process (SMAP) and Management for Results (MFR) initiatives. The SMAP was developed and implemented to establish a management process to review, analyze, and interpret information; promote teamwork; evaluate management; and provide overall accountability.

7. Business Plan # 14
9. Implementation Plan:
   **FY 2001:** DJJ received a grant from the Governor’s Office of Crime Control & Prevention to fund a GIS Electronic Mapping Unit. The grant includes the contractual personnel, training, supplies, a server, projector, two digital cameras, and hardware and software to operate the unit. The unit was and is supervised by a State DJJ IT employee.

   **FY 2001:** The request for reimbursable funds was approved in June 2001. The Department ordered all the needed equipment on June 29, 2001.

   **FY 2002:**
   1. Obtained MS 22 approvals for the three vacant contractual GIS positions, i.e., two GIS Programmer Analyst I and one Administrative Specialist II positions - July 2001.
In FY 2004: Start GIS activities with one GIS Analyst at the Baltimore City Juvenile Justice Center (Area I). The Department’s GIS Unit will guide this GIS analyst at the initial stages.

FY 2005 to 2006: Start GIS activities with one GIS analyst in Area II, III, IV and V, requiring a total of 4 GIS analysts. The Department’s GIS Unit will guide these GIS analysts at the initial stages.

10. Description of requirements and associated funds:

The original grant appropriation for this project (Juvenile Accountability Incentive Block Grant #P.L. 105-277, 1988) was valued at $224,094.

In FY 2003, DJJ needs to retain the contractual employees. This will include two GIS DP Programmer Analysts at Grade 16 and Step 1 and one Administrative Specialist II at Grade 12 and Step 1.

- In FY 2004, One GIS Programmer Analyst is needed at Grade 16 base, at BCJJC, Area I.
- In FY 2005, two GIS Programmer Analysts are needed at Grade 16 base, at DJJ designated Areas II and IV.
- In FY 2006 – two GIS Programmer Analysts are needed at grade 16 base, at DJJ designated Areas III and V.
Project Phase Cost

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Project Expenditures

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11. **Linkage to statewide ITMP:** This project addresses the following statewide goals.

1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.

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4. Build the State’s high-speed, fiber optic network.

5. Make State information and services available to the public over the Internet according to the following schedule: 50% by 2002, 65% by 2003, and 80% by 2004.

12. **Linkage to Managing for Results:**

See Appendix A p 6 VD02.01 Departmental Support Objective 9.3

13. **Current Phase of the Project:**

The project is in the implementation and operation stages.

14. **Current status of the project:**

The equipment for the GIS Unit is ordered and some has been received. In late July, the Department’s Office of Personnel Unit approved the GIS contractual positions. The position vacancies for contractual employment were advertised on August 4 and August 11, 2001. The interview process began on August 29th.
15. **On-time, On-Spec, On-Budget (on-TSB):** This project was to begin on June 1, 2001. Because of several routing processes for the grant to be approved, the money to be released, the personnel descriptions to be read and approved, equipment to be ordered and received and personnel to be hired, this Project started with one GIS employee on Board on September 19th, 2001.

16. **Major Scope change:** Because the Project did not start on June 1, 2001, the money approved for one year can be used by applying for the extension of grant for 3 and a half months. However, in FY 2003, once federal funding for a year terminates, DJJ needs to retain the State employee.

17. **Other Projects:** None at this point.

18. **Litigation:** NONE

19. **Measuring Results:**
   DJJ's grant administrator and the GIS Supervisor will keep track of the performance measures for this project. The project will contribute significantly to DJJ's MFR and SMAP efforts.

20. **List of other projects impacted by this project:**

    Baltimore Juvenile Justice Center
    Western Maryland Detention Center
    Eastern Shore Detention Center
Telecommunications

1. **PROJECT TITLE:** Telecommunications Support
2. **Major Project:** No
3. **Priority:** High
4. **Project Managers:** Monique Green
5. **Project Team:** Telecommunications unit
6. **Project description:**

Communication needs are paramount for the Department of Juvenile Justice. Any agency dealing in human services requires free access to baseline and progressing customer records and information. Any technology applied to enhance these functions will serve to reduce waste, duplication, and introduction of erroneous information into the system. Proper telecommunications support is essential.

To provide telecommunication support to DJJ Headquarters including maintenance of the PBX, telephone sets and fax machines. Also included is centralized support for all DJJ pager and wireless communications statewide.

This project provides funds for ongoing voice and data telecommunication maintenance at DJJ Headquarters as well as pager and wireless communications for the entire Department.

7. **Business Plan #:** 15
8. **Vendors:** Verizon
9. **Implementation plan:**

It also includes the establishment of a five-year replacement cycle for fax machines located at DJJ Headquarters. Creating an automated inventory of all leased or owned equipment including location and start of use date will facilitate this replacement process.

10. **Description of Requirements and Associated Funds:**

- Life cycle replacement of five fax machines at a cost of $1334 per unit = $6670 FY 2001 cost
- Telephone Line and Usage Costs = $292,403.28 FY 2001 cost
- Cellular Telephones = $10,212 FY 2001 cost
- Pagers = $5685.75 FY 2001 cost
- Two Way Radio = $1355.61 FY 2001 cost
- Fax Machine Supplies and Repairs = $7800 FY 2001 cost
- Telephone Additions/ Moves/Changes/Repairs =$18,711 FY 2001 cost
### Project Phase Cost

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### Project Expenditures

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11. **Linkage to Statewide ITMP** - This project supports the following Statewide Goals:

   1. Provide universal access to government information and services without discrimination based upon a person’s physical abilities, economic situation, geographic location, or other factors.

   2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

   3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

   4. Build the State’s high-speed, fiber optic network.

   5. Make State information and services available to the public over the Internet according to the following schedule: 50% by 2002, 65% by 2003, and 80% by 2004.

14. **Linkage to Managing for Results:**

   See Appendix A p 6 VD02.01 Departmental Support Objective 9.4

12. **Current Phase of the Project:**

   This project is in the maintenance phase.

14. **Current Status of the project**

   This project is currently in the maintenance phase. Telecommunications was placed under the IT Division during the past fiscal year. Our plan is to establish a life-cycle replacement process for all telecommunications equipment leased or purchased by DJJ at the headquarters location. Refer to the Operational Baseline project for total Department-wide telecommunications costs.
15. **On-Time, on-Spec, On Budget (or TSB):** This is not applicable as this project is in the planning phase.

16. **Major Scope Change:** None

17. **Other Issues:** None

18. **Litigation:** None

19. **Measuring Results:**
   
The establishment of a complete telecommunications inventory will measure Results. During FY2002 rates of equipment failure for various equipment types will be measured to establish a baseline. Progress will be measured in FY 2003 by monitoring equipment failure rate.

20. **List of other Projects Impacted by this Project:**

   BCJJC
   Eastern Shore Detention Center
   Western Maryland Detention Center
Youth Needs Matching / Cost Management

1. **PROJECT TITLE:** Youth Needs Matching/ Cost Management Module
2. **Major Project:** Yes
3. **Priority:** High
4. **Project Manager:** Jianhua Lou & Henry Sosinski
5. **Project Team** To Be Determined
6. **Project Description:**
   Design and implementation of a Needs Matching module and a Cost Management module in the DJJ client information system, ASSIST. The system will guide users in making appropriate and efficient use of resources for youth under DJJ care and supervision based upon need and location, and to provide a method of documenting service use and outcome for cost management purposes.

7. **Business Plan Number:** 16
8. **Vendors:** To be determined
9. **Implementation Strategy:**
   Planning for this module will take place during FY2002 using feedback collected from stakeholders. In subsequent years, a procurement request may be issued to design, build, test, and implement the system. This enhancement would be completed in conjunction with the existing client information system analysis and design project.

10. **Description of requirements and associated funds:**
    Module development cost is estimated to be approximately $100,000 for the first year. This figure is based upon the recommendation in the ITSI Strategic Plan Document (March 9, 2001). Additional training costs of $10,000 (under Operations and Maintenance) would be required to cover materials for training 1000 users. The actual training for the new module would be designed and completed by DP Functional Analysts.
11. **Linkage to Statewide ITMP** This project addresses the following statewide goals:

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

12. **Linkage to Managing for Results (MFRs)**

See Appendix A p 4 VD02.01 Departmental Support Objective 8.2

13. **Current phase of the Project:**

This project is currently in the planning phase

14. **Current status of the Project:**

This project is currently in the planning phase.

15: **On-Time, On-Spec, On-Budget (for TSB):** This project is in the planning stages. A budget will be requested for this project beginning FY2003.

16: **Major Scope Change:** This project is in the planning stages. There is no major scope change at this time.

17. **Other Issues:** DJJ’s ability to maintain network and workstation upgrades as well as convert the client information system to an open non-proprietary standard will have an impact on the success of this project.

18. **Litigation:** None
19. **Measuring Results:**

During enhancement and modification results will be measured by User Group feedback based upon usability and relevance to current business practices. After execution of the project modules, results will be tracked by census accuracy for facility and programs.

20. **List Other Projects Impacted by this Project:**

Client Information system Analysis and Design, Network Upgrade, Baltimore City Juvenile Justice Center, Workstation Upgrade, Western Maryland Detention Center, Eastern Shore Detention Center.
Administrative Support

1. PROJECT TITLE: Administrative Support
2. Major Project: No
3. Priority: High
4. Project Manager: Shizona Thorton (Position IT Planner Grade 21)
5. Project Team: Administrative Support Unit
6. Project Description:
   To provide administrative support to IT for producing policy, plans, procurements, budgets, and to ensure core competency.
7. Business Plan #: 17
8. Vendors: To be determined
9. Implementation plan:
   This project places an Administrator II position under the direction of the Chief Information Officer to write and manage procurements, training, provide contractual management support, and direct automated IT and telecommunications inventory management and reporting.
   Also provided are funds to obtain the services of a contractual Technical Writer to create user manuals, write procedures, procurements, plans, project requests, and policies.
   Finally, this project provides for training funds to enhance the core competencies of DJJ state IT personnel in the areas of customer service, applications, network engineering, hardware maintenance, application programming, system integration, technical writing, database management, and reporting for statistical research.

10. Description of Requirements and Associated Funds:
    Project Position Requirement:
    • Administrator II
    • Technical Writer – Temporary contract 500 hours at $40 per hour
    Training:
    • 25 state IT positions at $2000 per
### Project Phase Cost

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<th>Development</th>
<th>Operations and Maintenance</th>
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### Project Expenditures

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42,452 44,150 45,916 47,752

11. **Linkage to Statewide ITMP:**

This project supports the following Statewide Goals:

2. Develop State Information Technology projects on time, on budget, within scope, and to the satisfaction of customers.

3. Coordinate the State’s business functions across State agencies where it saves time and money, and increases customer satisfaction.

5. Make State information and services available to the public over the Internet according to the following schedule: 50% by 2002, 65% by 2003, and 80% by 2004.

12. **Linkage to Managing for Results:**

See Appendix A p 6 VD02.01 Departmental Support Objective 9.3

13. **Current phase of the project:**

This project is in the planning phase.

14. **Current Status of the project**

There is a critical need within DJJ’s IT Division to effectively manage a well-trained core of state staff who operate enterprise-wide information systems.

While the Chief Information Officer has overall responsibility in this area, the explosion of demand for information resources makes it necessary to provide administrative assistance addressing organizational and procedural issues and training plans. Because of requirements for policy and procedure documentation, there is a critical need for the assistance of a Technical Writer. There is also a critical need to establish and maintain core competencies for DJJ IT staff.
Training funds for IT personnel have been included in the Operational Baseline request.

15: **On-Time, on-Spec, On Budget (or TSB):**

This is not applicable as this project is in the planning phase.

16. **Major Scope Change:** None

17. **Other Issues:** None

18. **Litigation:** None

19. **Measuring Results:**

   Results will be measured by the achieving 80 percent of required IT policies required by DBM during FY 2003, full on-time completion of the ITMP and ITPR and other assigned documents, and establishment of relevant, fair and equitable training program for DJJ IT staff.

20. **List of other Projects Impacted by this Project:**

   Network Upgrade
   BCJJC
   Workstation Upgrade
   Customer Service
   System Analysis and Design
   Disaster Protection
   GIS Mapping
   Internet/Intranet Solution
   Western Maryland Detention Center
   Eastern Shore Detention Center
   File Server Upgrade
E. IT Policy-Matrix

The IT Department will adopt policies in general agreement with State policies. Such policies are now under development, but it is understood that none will conflict with State requirements.

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<th>Is there a policy? (Yes / No)</th>
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ATTACHMENT A

DEPARTMENT OF JUVENTILE JUSTICE ORGANIZATION STRUCTURE
ATTACHMENT C

DEPARTMENT OF JUVENILE JUSTICE LAN/WAN NETWORK DIAGRAM
## ATTACHMENT D

**DJJ DIRECTORY OF WORKSTATIONS AND LAPTOPS**

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<td>Dorchester County: Cambridge</td>
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<td>1 100 W. Patrick St., Frederick, MD 21701</td>
<td></td>
</tr>
<tr>
<td>Community Detention: Area III - Hagerstown</td>
<td>1 5 Public Square, Suite 500, Cumberland, MD 21501</td>
<td></td>
</tr>
<tr>
<td>Community Detention: Area III - Rockville</td>
<td>2 27 Courthouse Square, 1st fl., Rockville, MD 20850</td>
<td></td>
</tr>
<tr>
<td>Community Detention: Area IV - Cambridge</td>
<td>1 310 Gay St., Cambridge, MD 21613</td>
<td></td>
</tr>
<tr>
<td>Community Detention: Area IV - Salisbury</td>
<td>1 201 Baptist St., Room 1134, Suite 21, Salisbury, MD 21101</td>
<td></td>
</tr>
<tr>
<td>Community Detention: Area V - Prince Frederick</td>
<td>1 200 Duke Street, Suite 3201, Prince Frederick, MD 20673</td>
<td></td>
</tr>
<tr>
<td>Community Detention: Area V - Waldorf</td>
<td>1 2670 Crain Hwy., Box 19, Suite 106, Waldorf, MD 20603</td>
<td></td>
</tr>
<tr>
<td>Community Detention: Cheltenham</td>
<td>8 11001 Frank Tippett Rd., Cheltenham, MD 20621</td>
<td></td>
</tr>
<tr>
<td>Community Detention: MYRC</td>
<td>12 721 Woodbourne Ave., Baltimore, MD 21212</td>
<td></td>
</tr>
</tbody>
</table>
ATTACHMENT E

WORKSTATION INVENTORY BY LOCATION AND BUDGET CODE
Maryland Department of Juvenile Justice

eGovernment Initiative

Annual Project Plan
August 14, 2001
Section I - Organizing for eGov

I.A Egov Project Organization.

I.A.1 Project Lead Organization and Key Personnel

INFORMATION TECHNOLOGY PERSONNEL: The following IT administrators will take the lead for the eGov initiative, relying on other IT personnel as required.

Vacant, Chief Information Officer

Martin S. Schugam, Administrator IV

Shizona Thornton, Network Specialist Supervisor

OTHER ADMINISTRATIVE PERSONNEL: In addition, in December, 2000 the Department formed a Website/E-Commerce Committee to review and make recommendations for the format and content of the DJJ Web site. Additionally, the Committee will recommend how the Department can conduct e-business by providing services to the public, DJJ employees, and DJJ’s clients via the Internet and a DJJ Intranet:

Lee Towers, Director of Communications, Committee Chair

Vickie Colter, Chief of Staff

Debbie Perry, Webmaster

Vacant, Chief Information Officer

Martin Schugam, IT Unit

Vipin Sian, IT Unit

Hubert Jones, Program Development

Cynthia Spencer, Foster Grandparent Program

Paige Crofton, Community Resource Development

Bill Foy, Area I

David Brimm, Area II

To be Determined, Area III
At its January 24, 2001 Committee meeting, the following sub-committees were formed:

- Content/Grammar/Proofreading
- Graphics/Links
- E-Commerce
- Intranet
- Forms (to determine what forms should be on the Internet or Intranet)

I.A.2 Involving Critical Stakeholders

IT is working with the Website/e-Commerce Committee to determine what information and services should be web enabled, and the level of enablement. In addition, the Committee, where appropriate, will expand its formal membership to include representation from other stakeholders on an ad hoc basis. Stakeholders such as the following may be included, as appropriate: clients, other justice agencies, victims, applicable non-justice agencies such as Social Services, private providers, DJJ employees representing areas with significant web enabling opportunities (e.g., client education, health care), the community-at-large, and/or university departments involved in juvenile justice issues.
I.B  Measuring eGov progress

In November, 2000, a preliminary listing of information and services was identified and assessed, based on a review of DJJ’s existing web pages. Additional discussion at a November 16, 2000 meeting among the initial members of the Website/e-Commerce Committee, and informal discussions between an IT Administrator and various IT and DJJ personnel contributed to this effort.

Through the on-going meetings of the Committee and its various subcommittees, the nature and extent of web enablement will be continuously assessed and decisions will be made on the documents and services to be included and the level of enablement. Input from other relevant stakeholders will be obtained on an ad hoc basis, as noted above. Appropriate Departmental Executive leadership will approve any final decisions on the nature and extent of enablement. The Web Enablement Evaluation Methodology, with any appropriate modifications, will be used to assess current and potential levels.

The Webmaster has visited various State websites (e.g., the Florida State Department of Juvenile Justice) to gather ideas for the design, nature and scope of the Maryland DJJ website. No particular sites stood out as exceptional for comparison purposes. Where appropriate, the Webmaster will be incorporating the design and content ideas of various sites that have been or are being visited.

I.C  eGov Services Inventory and Web Enablement Status

The Department of Juvenile Justice has had a web page with a variety of pertinent information (pages) since 1995. Over the years the page has been redesigned to include graphics, existing pages have been updated, and additional pages of information have been added. Further, DJJ has established a test Intranet site for use by Departmental employees. During FY 2002, DJJ will determine which specific documents most appropriately belong on the Internet and/or on its Intranet site. Visually, the Intranet site has been designed to look very different than the Internet site, so that Department employees are clearly able to determine from which site they are accessing information.

Currently, DJJ’s web pages contain the following information and services that may be of interest to clients, other justice agencies, victims, non-justice agencies such as Social Services, private providers, DJJ employees, the community-at-large, university departments involved in juvenile justice issues, other states, the federal government, and the business community. All pages provide the opportunity to click on a general e-mail button to send messages to the Department, and where appropriate, include phone numbers relevant to the particular page. In addition, some pages provide hyper-links to send e-mails to a particular DJJ unit (e.g., Procurement) or another State agency. The following information is provided by DJJ’s pages:
• Mission and Vision Statement
• DJJ History
• Description of DJJ’s various programs and services, initiatives, and accomplishments; organization chart; contact information on various programs
• Glossary of common terms
• Description of DJJ’s Corporate and Small Business Alliance program (involving business community involvement in apprenticeship programs, youth mentoring, etc.), and providing the opportunity to e-mail for more information.
• Employment information: information on how to apply for employment with DJJ, listing of DJJ specific job classifications, employment announcements, and examination announcements
• Procurement information: a Bid Board, identifying existing requests for bids, bid release and due dates, and the capability of interested parties downloading bid requests and e-mailing to the Procurement Office their interest in submitting a bid; and a page with general procurement information and links to other agency pages (e.g., where to find minority business enterprise information)
• Solicitation for interested organizations providing DJJ with funding opportunities
• Description of victim’s rights and who to contact for information on victim’s services
• Solicitation for volunteers and volunteer services (including DJJ’s Foster Grandparent program) and contact information
• Description and contact information on internship opportunities
• Description of DJJ’s Speakers Bureau and contact information
• Contact information to complain about the operation of a private or DJJ program or the care of a youth in a private or DJJ program
• Contact information on DJJ’s procedures for licensing private programs and facilities
• Contact information for persons interested in providing contractual programs or services to DJJ youth
• Publications relevant to DJJ

The Department’s test Intranet site includes the following:
• DJJ organization chart
• Map of facilities by Area
• Various publications
• The employee training schedule
• The following pages appear, but are under construction: Departmental directory, Headquarters directory, and Departmental policies.

In the following inventory and status report table, the current level of Internet or DJJ Intranet web enablement is indicated, as well as the respective potential level for internal and external web enablement. Attachment A was used to identify the various levels included in the report, with the following exception: where information or a service should not be included on the DJJ Internet or Intranet web page because it would not be of general interest to its potential audience
or due to privacy issues, N/A is indicated. Where its inclusion would be useful, but currently it is not included, a zero (0) is indicated.

<table>
<thead>
<tr>
<th>INFORMATION/SERVICES</th>
<th>CURRENT LEVEL: INTERNET OR INTRANET</th>
<th>POTENTIAL LEVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>INTERNET</td>
<td>INTRANET</td>
</tr>
<tr>
<td>Descriptive information on DJJ: e.g., mission, programs, and services</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>DJJ administrative policies: DJJ policies relating to internal operations unlikely to be of general public interest (e.g., Microcomputer Policy)</td>
<td>0</td>
<td>N/A</td>
</tr>
<tr>
<td>DJJ policies of general interest: DJJ policies which may be of public interest (e.g., by the community, clients, other agencies, other states, advocacy groups)–such as DJJ’s child abuse policy</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Publications by or on DJJ: e.g., DJJ’s annual statistical report; DJJ plans; studies, assessments, and evaluations</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>DJJ standards: e.g., detention standards</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Press releases</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>DJJ’s Corporate and Small Business Program: descriptive and contact information (including e-mail)</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Volunteer services (including Foster Grandparents initiative): descriptive and contact information; future consideration--on-line applications.</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Internship opportunities: descriptive and contact information; future possibility--on-line applications.</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Speaker’s Bureau; descriptive and contact information</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Solicitation of interest in providing DJJ funding opportunities</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Employment information: job and test announcements; contact information</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>INFORMATION/SERVICES</td>
<td>CURRENT LEVEL: INTERNET OR INTRANET</td>
<td>POTENTIAL LEVEL</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>Procurement information:</strong> Bid board; links to other agencies for information; e-mail to DJJ to show interest in bidding</td>
<td>1</td>
<td>2 or higher (to be determined)</td>
</tr>
</tbody>
</table>

| Complaints about private provider operations or treatment of youth: | 1 (a) | 1 | 1 [or thru the ASSIST database] |
| contact information; future possibility--on-line complaint form.       |        |    |                                      |

| Complaints about public operations or treatment of youth, or other components of DJJ: currently not available | 1 | 2 | 2 |

| Licensing private facilities: currently descriptive and contact information on licensing process; future possibility--listing and description of licensed providers | 1 | 1 | N/A |

| Contact information for persons interested in contractual services to youths | 1 | 1 | N/A |

| Intake complaints: The November 2000 plan identified intake complaints as a service that might be web enabled to some extent. However, on further consideration, DJJ has determined that this would not be an appropriate service to web enable at this point, due to privacy, confidentiality, and related legal issues. | N/A | N/A | N/A |

| Direct provision of (non-education) services to clients: e.g., counseling, probation supervision | N/A | N/A | N/A |

| Provision of educational services to clients at DJJ or private facilities: access to Internet educational sites | 0 | 1 | N/A |
**Victim rights and services:**
descriptive and contact information;
future possibility may involve victims being able to submit victim impact statements

<table>
<thead>
<tr>
<th>INFORMATION/SERVICES</th>
<th>CURRENT LEVEL: INTERNET OR INTRANET</th>
<th>POTENTIAL LEVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>INTERNET</td>
</tr>
<tr>
<td></td>
<td></td>
<td>INTRANET</td>
</tr>
</tbody>
</table>

| **Link to other web sites** (e.g., National Criminal Justice Reference Service) that are possible information sources on research, best practices, and funding opportunities | 0 | 1 | N/A |

**NOTE:**
(a) While this was included on the DJJ web page in 2001, during the latter part of FY 2001 licensing information was temporarily removed. The page that addressed licensing is being revised. Once completed in FY 2002, revised, updated licensing information will be included.

Based on the above analysis, DJJ has currently web enabled 16 out of 20 possible services/information, for a total of 80%. By 2002, DJJ intends to have 100% of all applicable services/information web accessible through the Internet and/or the Department’s Intranet.
Section II - Planning for eGov

II.A eGov Approach

Section IV details the action to achieve the eGov goal of focusing Departmental services and information on the internal and external customers. By the end of 2002, 100% of all DJJ documents and services that are legally permitted and relevant to DJJ and non-DJJ stakeholders, shall be web enabled. DJJ’s Intranet will be the main vehicle for making these documents accessible to DJJ personnel, as the Intranet will allow speedier access to applicable documents than would be the case in obtaining these over the Internet.

II.B Update Information Technology Master Plan (ITMP) / Information Technology Project Request (ITPR)

As the DJJ IT Unit determines what services and information to web enable and the level of enablement, the number, nature, and capacity of exiting workstations, network hardware, software, network configuration, and cabling are assessed, to determine needed changes. At the same time, the number and skill set of existing IT personnel are assessed to determine additional needs. The eGov plan now is a component of the ITMP, and therefore, a component of the ITMP planning process. As result, eGov problems, needs, and resource planning are a component of the broader ITMP planning process.

II.B.1 Critical Success Factors for eGov

While the specific success factors cannot be determined until DJJ identifies its web enabling goals (nature and extent of documents and services to be enabled), the following general needs are anticipated:

- Contractual support through the TSP contacting mechanism to obtain technical assistance where needed to support DJJ’s Intranet/Internet initiative. Funds would be used to address such needs as developing back-end databases for forms, and employing such applications as CGI script, Perl, Java script, and Cold Fusion. [Refer to the ITMP Intranet/Internet Solution Project Plan.]
- Browser software for workstations without browsers.
- Memory upgrades to workstations, where required. [Refer to the ITMP Workstation Upgrades Project Plan.]
- Memory upgrades to routers and related network upgrades and enhancements. [Refer to the ITMP Network Upgrades Project Plan.]
- Additional non-IT DJJ personnel to provide the content for Internet and Intranet pages, and to ensure the currency and accuracy of the pages.
II.B.2 Information Technology Environment Status

Description of environmental status.

- DJJ’s WAN provides access to the Internet for all users who request it, with the approval of their supervisor. The user’s profile is modified to allow this connection. Using their browser (Netscape), the user is prompted to enter their login ID and password to pass through the firewall. Once this is verified through Novell, the user is able to use the Internet. While primary access to the Internet is via DJJ’s network, some DJJ personnel remotely access the Internet via the RAS server.
- GroupWise 5.2 provides e-mail to the various employees throughout the Department as well as Internet e-mail, which is handled by the GroupWise Internet Agent (GWIA).
- DJJ has a webmaster responsible for the front end of the web site—graphics design, converting text to HTML, and so forth.
- DJJ’s web server is hosted by State Archives.
- DJJ uses Netscape Communicator 4.61 as its browser.
- Approximately 10% of DJJ employees have access to the Internet.
- DJJ has a dedicated connection to the Internet via Sailor.
- DJJ Headquarters has three routers, one of which connects to the Internet (the Cisco 4000 router).
- DJJ currently runs an applications level firewall, using Raptor.
- All employees with access to the network have access to the Intranet. The Intranet is currently in test mode yet accessible to all DJJ personnel with WAN access.

II.B.3 ITMP/ITPR Adjustments

Refer to section 10 of the following ITMP projects: Network Upgrades; Workstation Upgrades; and Intranet/Internet Solution.

II.C Incorporate “Manage for Results” Process Improvements and Performance Measures

Departmental Support Goal 3: Provide and maintain clean, safe, professional workspace, equipment and tools:
Departmental Support Goal 4: Construct and implement a fully automated client information system that integrates biometric identification, legal data assessment, service planning and referral, client tracking and cost monitoring.

Objective 4.2: By the end of 2003, create automated systems that permit consent-driven information sharing on a needs to know basis, by linking the DJJ system with other public agencies and service providers.

Objective 4.3: By the end of fiscal year 2002 provide DJJ staff with immediate access to relevant client–based data maintained by other agencies.

Objective 4.5: By the end of fiscal year 2003, upgrade 50% of all computer and telecommunication systems to meet state standards established by the Department of Budget & Management.

Community Justice Supervision Goal 3: Utilize an automated, client based, needs matching system to ensure access to programs and services nearest the youth’s place of residence. Clients are matched to provider services.

Community Justice Supervision Goal 7: Implement a new case recording system to ensure reliable documentation of all aftercare plans, contracts, supervision and service activities and to facilitate case oversight.

Objective 3.1: By the end of 2003, provide work-site, web enabled computer access for all DJJ employees.

II.D Customer Satisfaction Measurement

An on-line form will be hyper-linked to each DJJ web page, providing reviewers the opportunity to rate their satisfaction with the available information and services, and provide recommendations for improvements. IT will report the results of the assessments received to the Deputy Secretary: Support Services in June of each year.
Section III – eGov Status/Impacts

III.A Adjustments/Benefits

The Department of Juvenile Justice has taken the following actions during FY 2001, and through August 7, 2001 to implement the Department’s e-Government initiative:

- DJJ was awarded funding from the Governor’s Office of Crime Control and Prevention, for hardware needs. The funding received supported DJJ’s purchase of an Intranet and an Internet Server.

- An Intranet Server was obtained in March 2001 and has been accessible to DJJ employees in test mode since July 16, 2001. However, since IT is testing the server and some pages remain under construction, DJJ employees have not been notified of access to the Intranet.

- An Internet Server was obtained in March 2001 and is on-site at DJJ Headquarters. Visually, the Intranet and Internet pages will look differently, so that Departmental employees will be clear as to which server is being accessed.

- In March, 2001 a server was received to serve as the Firewall; the Firewall software was received on July 30, 2001.

- Four Website/e-Commerce Committee meetings were held: December 13, 2000; January 24, 2001; March 22, 2001; and May 3, 2001. The next meeting is scheduled for August, 2001.

- The Website/e-Commerce Committee formed the following subcommittees: Content/Grammar/Proofreading Committee; Graphics/Links Committee; E-Commerce Committee; Intranet Committee; and a Forms Committee.

- By the end of June, 2001 the Forms Committee developed a draft routing slip and process for approving documents to be included on the Internet or Intranet. The process requires that requests first be approved through the chain of command, prior to being submitted to the Chair of the Website/e-Commerce Committee. Once the Committee has conducted its review, the Chair will ensure appropriate Executive Staff approval prior to documents or services being web enabled.

- By June 11, 2001, selected forms were identified for inclusion on the Intranet.

- By June 28, 2001, 12 policies/directives approved for inclusion on the Intranet were put into PDF format.

- Various DJJ documents have been posted on the DJJ Internet site (e.g., Department’s employee Code of Conduct; detention standards).

- DJJ underwent a reorganization in which the Webmaster moved from the IT Unit to the Office of Communications. IT will provide the technical support required.
**III.B Issues/Impacts**

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>IMPACT IF NOT RESOLVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Memory upgrades to workstations, where required</td>
<td>DJJ employees would be limited in the size of files that could be downloaded from the Internet</td>
</tr>
<tr>
<td>Memory upgrades to routers and related network upgrades and enhancements</td>
<td>Increased Intranet and Internet traffic might slow WAN traffic and Internet/Intranet access</td>
</tr>
<tr>
<td>Additional personnel to maintain the currency and accuracy of the web pages</td>
<td>Internet documents and information would not be current for the public, other agencies, and other users</td>
</tr>
</tbody>
</table>
The following table specifies the Department’s major milestones and plan of action for FY 2002.

<table>
<thead>
<tr>
<th>Task</th>
<th>Target complete (mo/yr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Post DJJ approved policies/directives on Intranet</td>
<td>9/01</td>
</tr>
<tr>
<td>• Coordinate with the AG’s office to establish &amp; post on DJJ web pages a DJJ Public Records–Privacy and Data Security Policy</td>
<td>10/1</td>
</tr>
<tr>
<td>• Finalize and implement routing form and process for authorizing documents being included on the Intranet or Internet</td>
<td>10/01</td>
</tr>
<tr>
<td>• Post approved forms on Intranet</td>
<td>10/01</td>
</tr>
<tr>
<td>• Implement an on-line DJJ newsletter for the Intranet and Internet sites</td>
<td>11/01</td>
</tr>
<tr>
<td>• Develop and pilot test an on-line form to assess customer satisfaction with web enabled information and services</td>
<td>7/02</td>
</tr>
<tr>
<td>• Revise and implement on-line form to assess customer satisfaction with web enabled information and services</td>
<td>10/02</td>
</tr>
<tr>
<td>• Submit evaluation of on-line customer satisfaction input to Deputy Secretary: Support Services</td>
<td>6/03</td>
</tr>
</tbody>
</table>
## Attachment A: Web Enablement Evaluation Methodology

The eGovernment workgroup developed a method for evaluating Web enablement as required by the Electronic Government Initiative Act. An inventory has been defined and Web based tool provided to systematically capture information/service and Web enablement status. Below is an example using a progressive definition of Web enablement for a particular information/service provided in the Web based tool. Information obtained through the inventory can assist in defining and reporting the degree of Web enablement for agency processes.

<table>
<thead>
<tr>
<th>Level</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td><strong>None:</strong> The service described is not or cannot be Web enabled.</td>
<td>Bus transportation</td>
</tr>
<tr>
<td>1</td>
<td><strong>Static Information Presentation:</strong> The Web is used as a repository of information for access by the public.</td>
<td>Examples include documents describing organizations, services, schedules, legislative bills/status, plans, procurements pending, etc.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Dynamic presentation of information and ability to download service requests and applications.</strong> Users can search and group information as well as compose and submit responses.</td>
<td>Downloadable forms for local input and return electronically or via standard mail. May include traffic maps and dynamic scheduling status information. Limited querying capability for customer specific information.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Interactive, on-line initiation of service requests and applications.</strong> Builds on level 2 to provide on-line editing including database access and update.</td>
<td>Examples include on-line submittal for applications to a wide variety of services, such as initial vehicle license renewal processes, requests for travel information. Querying capabilities are more robust than level 2.</td>
</tr>
<tr>
<td>4</td>
<td><strong>On-line transaction completion.</strong> Includes payments and approvals. Builds on level 3 to perform comprehensive checks as well as digital signature &amp; electronic payments to the state and to persons.</td>
<td>Examples include payment for vehicle licenses, official applications for services requiring digital signatures, paying for theatre tickets, and the state authorizing electronic contract and welfare payments.</td>
</tr>
<tr>
<td>5</td>
<td><strong>Service/Product delivery via the Internet.</strong> The actual product is delivered or delivery is authorized over the internet.</td>
<td>Examples include “electronic ticketing” where the Internet user gets an authorization code to complete the transaction at the theatre or airport.</td>
</tr>
</tbody>
</table>

The Web based tool provides a way to identify customers, information/services, and establish the current and potential level of Web enablement for a service. The following
section describes an example of how the tool can be used to derive a reportable Web enablement percentage.

**Web Enablement Computation Example**

The example will use the criteria defined in I.A.1 evaluate the Web posture of each information service and compliance reporting as follows:

Assume an agency identifies information and services A through H and assigns a potential and current Web enablement level for each. The table below illustrates the capturing of this information.

<table>
<thead>
<tr>
<th>Information/Service</th>
<th>Current Level</th>
<th>Potential Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>C</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>D</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>E</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>F</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>G</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>H</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Scenario 1: Based on a potential level of 0 for two of these services, the agency is responsible for web enabling the remaining 6. Assuming that the current level of web enablement for the 5 services already provided via the Web meets the minimum acceptable level, the agency is currently at 83%. When service "E" is web enabled they will be at 100%.

Scenario 2: Based on a potential level of 0 for two of these services, the agency is responsible for web enabling the remaining 6. If all services with the exception of service “A” and “E” meet the minimal definition of web enablement, the agency is currently at 67%. When service “A” and “E” are web enabled to the minimum acceptable level the agency will be at 100%.
APPENDIX A

The following excerpt from the State MFR summarizes elements pertinent to this ITMP. In a broader sense, the spirit and intent of the total MFR package is reflected in the entire ITMP baseline and projects. Specifically listed goals, objectives and strategies will guide operational aspects of the DJJ for FY03 and beyond.

VD01.01 LEADERSHIP SUPPORT - OFFICE OF THE SECRETARY

Goal 1. Promote public safety.

Objective 1.1 Develop and operate a risk/needs based assessment and classification system for structured placement decisions without compromising public safety.

Strategy 1.1.1 Ensure the operation a three tiered risk assessment and classification system to include high, moderate and low risk youth.
Strategy 1.1.2 Ensure the operation of a comprehensive risk/needs based continuum of community based and secure placement interventions.
Strategy 1.1.3 Ensure the operation of a continuum of detention alternatives for low and moderate risk youth.
Strategy 1.1.4 Mandate the use of a validated and objective risk assessment tool for classification and placement.
Strategy 1.1.5 Ensure the periodic reassessment of youth’s risk and needs as an integral component of integrated case management.

Goal 2. Ensure departmental programs and contracts incorporate a comprehensive evaluation component consisting of process and outcome evaluation.

Objective 2.1 By the close of fiscal year 2003, ensure that 100% of DJJ programs and services include approved measurable performance-based standards and outcomes.

Strategy 2.1.1 Process Evaluation: Assess the degree to which program and services have been implemented and operated as planned.
Strategy 2.1.2 Outcome Evaluation: Analyze how successfully selected programs and services reduce the rate of recidivism and re-offending.
Strategy 2.1.3 A minimum of 5% of program costs will fund process and outcome evaluations conducted by independent organization(s) or research group(s).

Goal 3. Communicate with DJJ employees in an open and truthful manner to solicit their opinions and address their concerns.
Objective 3.1 Provide 100% of DJJ employees with the opportunity to communicate directly with Executive staff including direct contact with the Secretary in fiscal year 2003.

**VD01.01 LEADERSHIP SUPPORT - OFFICE OF THE SECRETARY**

Fiscal Planning and Management

Goal 4. Implement a system of checks and balances to safeguard the Department’s financial assets while meeting the operational needs of the Department in accordance with State laws, statutes and regulations.

Goal 6. Maximize receipt of non-general funds to support existing and new programs.

Objective 6.1 Increase non-general fund revenues supporting operations by 17% in fiscal year 2003.

Strategy 6.1.3 Develop and implement a grant monitoring system to maximize use of grant funding during the grant’s eligibility period.

**VD02.01 DEPARTMENTAL SUPPORT**

Goal 3. Implement a Telework plan for the Department.

Objective 3.1 To survey 80% of DJJ managers and supervisors for telework opportunities by end of fiscal year 2003.

Strategy 3.1.1 Survey managers and supervisors to determine number of employees eligible to telework.

**VD02.01 DEPARTMENTAL SUPPORT**

Property Management

Goal 5. Provide and maintain clean, safe, professional workspaces, vehicles, and required equipment, tools and supplies.

Objective 5.1 By fiscal year 2003, ensure work space is sufficient to support 100% programming services and staffing level requirements.

Objective 5.3 By fiscal year 2003, consolidate a Property Management and Inventory Control System.

Strategy 5.3.1 Segregate input and audit functions of current inventory process.

Strategy 5.3.2 Implement a comprehensive automated inventory system for deployment at headquarters and in each of the areas and facilities.
Objective 5.4  By fiscal year 2003, train 100% of the property accountability officers to maintain inventory controls consistent with policies and procedures detailed in the Department of General Services approved Inventory Standards manual.

Strategy 5.4.1 Develop Department of Juvenile Justice inventory standards manual for Department of General Services approval.
Strategy 5.4.2 Develop Inventory Standard training curriculum.
Strategy 5.4.3 Train accountability officers.

Goal 6.  All large procurement contracts and agreements for services will contain performance measures.

Objective 6.1  By fiscal year 2003, 100% of all service contracts will include performance measures.

Strategy 6.1.1 Review all contracts to ensure that performance measures are included in service contracts.
Strategy 6.1.2 Create guidelines for vendors on how to develop performance measures.

Goal 7.  Conduct procurement in accordance with state finance and procurement laws, COMAR regulations, directives and procedures on schedule.

Objective 7.1 Procure services in accordance with the state finance and procurement law, Code of Maryland Regulations, Title XXI and additional regulation approved by the Governor or DBM to 100% of the time in fiscal year 2003.

Strategy 7.1.1 Develop and implement Departmental procedures to ensure compliance with state finance and procurement law and regulations.
Strategy 7.1.2 Require complete information from program managers and required approvals as necessary prior to execution of procurement.
Goal 8. Develop, implement and maintain a comprehensive client information system, including an individual record on each child that is integrated and accessible to the various segments of the Department.

Restorative Justice

Objective 8.1 By fiscal year 2003, stabilize, enhance, and maintain the comprehensive client information system mandated by Article 83C, Section 2-104. The system shall include:
- positive unique identification of youth;
- accurate and complete offender history profiles;
- validated risk and needs assessment profiles, Early Periodic Screening, Diagnosis and Treatment (EPSDT);
- current, confidential Individual Service Plans and Individual Education Plans; and
- timely and accurate census and youth location tracking.

Strategy 8.1.1 Build an Automatic Fingerprinting Identification System (AFIS) that provides a positive unique identification of arrested and charged youth.

Strategy 8.1.2 Verification of data entries by the functional analysts.

VD02.01 DEPARTMENTAL SUPPORT

Objective 8.2 By fiscal year 2003, enhance the automated client-tracking system to include a comprehensive networked needs-matching resource repository to catalogue community-based service capacity and monitor utilization.

Strategy 8.2.1 Identify a suitable application for the users that will match youth to the resource repository kept by types of services.

Strategy 8.2.2 Match individual youth needs with provider services.

Objective 8.3 By fiscal year 2003, enhance the automated client based tracking system to support an electronic certificate of placement for cost management of youth placement services.

Strategy 8.3.1 Create a matrix that will assign youth to a particular placement.

Strategy 8.3.2 Identify the application tool that will assign youth to a placement.

Objective 8.4 By the end of fiscal year 2003, enhance the automated client tracking system that permits consent driven information sharing on a need to know basis with other public agencies and service providers.

Strategy 8.4.1 Identify the agencies that express an interest in sharing data.
Strategy 8.4.2 Identify the data fields that can be shared with other public agencies and service providers.

Objective 8.5 In fiscal year 2003, enhance the automated client-based tracking system to support an integrated database system that captures, analyzes and reports data required to:
- establish information baselines,
- publish mandated statistical reports,
- monitor grant and contract service performance,
- assess work force productivity and efficiency, and
- monitor and control property and resource inventories.

Strategy 8.5.1 Enhance the ASSIST system so data is not lost due to back up process.
Strategy 8.5.2 Identify the easy to use and efficient software application tool that can be used to produce automatic statistical reports.
Strategy 8.5.3 Program ASSIST data in such a way which captures recidivism, risk-needs assessment scores, ISP results that would support the continuous evaluation of youth and their progress in the system.
Strategy 8.5.4 Establish a data dictionary that will help in identifying the data fields and linkages in the system.
Strategy 8.5.5 Identify the application tool that will support monitoring the grant and contract service performance.

VD02.01 DEPARTMENTAL SUPPORT

Goal 9. Provide simple user access to cost-effective business oriented information systems designed to support collection, analysis and communication of information in an accurate, reliable and timely manner.

Objective 9.1 In conformity with the Governor’s 2000 e-Government Plan, the Department will web-enable public information for 100% of services and available data that are legally permitted and relevant to the public in fiscal year 2003.

Strategy 9.1.1 Through DJJ’s Website Committee, list all documents produced by the Department.
Strategy 9.1.2 Identify the type of software that will enable DJJ users to prepare documents in a format suitable for publication on the website.
Strategy 9.1.3 Through IT Unit, provide all technical support required by the DJJ Communications Office for maintenance of the Department’s Internet website.
Objective 9.2 By fiscal year 2003, provide work-site web-enabled Intranet access to post DJJ policies, procedures and directives for 100% of Department employees.

Strategy 9.2.1 Identify the software necessary to post the Departmental policies, procedures, and directives on Internet.
Strategy 9.2.2 Take an inventory of employees who do not have access to Intranet.
Strategy 9.2.3 Through IT Unit, provide technical support required by the DJJ Communications Office for maintenance of the Department’s Intranet Website.

VD02.01 DEPARTMENTAL SUPPORT

Objective 9.3 By fiscal year 2003, ensure DJJ is in compliance with data security best practices, copyright laws, and confidentiality procedures for all software applications and data developed or used by the Department.

Strategy 9.3.1 Deploy existing automated software monitoring and compare it with the existing licensed software inventory.
Strategy 9.3.2 Take an inventory of the number of site licenses obtained by software type in each DJJ Area office and residential program.
Strategy 9.3.3 Identify the employees who do not require the licensed software and distribute them to those who need them.
Strategy 9.3.4 Prepare a procedure for a proprietary or copyright agreements for any special program written by a DJJ employee or an outside consultant with DJJ funding and for any GIS maps created by the Department.

Objective 9.4 By fiscal year 2003, create an infrastructure design for telecommunications, including distance learning and multi-media facilities.

Strategy 9.4.1 Identify the standards, equipment, outlets, and connectors required for a separate telecommunication and multi-media rooms.
Strategy 9.4.2 Identify the infrastructure of DJJ’s offices for telecommunications and video facilities.
Strategy 9.4.3 Prepare a list of projects that are telecasted through the satellite TV that can be received through telecommunications by prior arrangement.
Strategy 9.4.4 Survey the DJJ employees to identify the needs and opportunities for telecommunications and multi-media presentations in their area of expertise.
Strategy 9.4.5 Allocate space for telecommunications and for multi-media presentations.
VD03.01 OFFICE OF PROFESSIONAL RESPONSIBILITY & ACCOUNTABILITY (OPRA)

KEY GOALS

Goal 1. Implement an independent Internal Audit process to ensure the legality, reliability, integrity, economy, efficiency and effectiveness of DJJ operations and programs.

Goal 4. Establish a uniform system of written directives under the direction of the Secretary that governs DJJ business operations and programs.

Objective 4.1 By the close of fiscal year 2003 and annually thereafter, perform a review of 100% of DJJ policy, procedure, standards and regulations and formulate revisions for the Secretary’s approval.

Strategy 4.1.4 Professional Standards staff will work with Information Technology staff to provide web-based access to DJJ standard operating procedure to enhance communication and information.

VE01.01 RESIDENTIAL SERVICES

Goal 2. Provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 2.1 By the end of fiscal year 2003, 100% of youth admitted to committed facilities will be provided treatment based on their particular needs as indicated in the Individual Service Plan (ISP).

Strategy 2.1.1 Youth will be placed in a facility designed to provide programming to address particular needs as identified in the ISP.

Strategy 2.1.3 Study delinquency trends to determine specific treatment programs needed.

Objective 2.2 100% of youth admitted to residential committed programs will have Individual Service Plans (ISP) in fiscal year 2003.

Strategy 2.2.1 Each youth will be assigned a case manager.

Strategy 2.2.2 The institutional case manager will review, revise and implement the ISP as required by policy.

Strategy 2.2.3 The institutional case manager will conduct periodic reviews, according to policy and procedures, to determine the youth’s ISP progress.
Strategy 2.2.4  The institutional case manager will participate with the Aftercare team in revising the ISP as needed.

Strategy 2.2.5  The institutional case manager will recommend release and prepare discharge summaries.

Goal 3.  Provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 3.1  By the end of fiscal year 2003, reorganize case management services in 100% of residential programs.

Objective 3.2  By the end of fiscal year 2003, 100% of youth admitted to detention facilities will receive services as identified in the “Maryland Standards for Detention Facilities”.

Strategy 3.2.1 Ensure all detention facilities are providing services to youth according to “Maryland Standards for Juvenile Detention Facilities”.

Strategy 3.2.2 Conduct a random sample of quality assurance inspections of services to youth.

Goal 5.  Ensure that all residential facilities are properly classified based on risk and need of youth.

Objective 5.1  Assign a classification to 100% of facilities in fiscal year 2003.

Strategy 5.1.1 Develop a classification system.

Strategy 5.1.2 Conduct annual reviews and provide annual reports.

Goal 6.  Ensure that only those youth placed in secure residential care have been classified as high risk offenders.

Objective 6.1  In fiscal year 2003, reduce by 5% the average daily population of youth in detention facilities.

Strategy 6.1.3 Review each youth admitted to detention to determine eligibility for detention alternative.

Strategy 6.1.4 Facilitate the referral of any youth eligible for detention alternative.
Strategy 6.1.5 Ensure that assessed risk levels of youth are consistent with the facility security levels.

Mental Health and Substance Abuse Treatment:
Goal 8. Enhance mental health and substance abuse treatment in detention facilities.

Objective 8.1: 100% of youth admitted to detention facilities with mental health and/or substance abuse needs will receive treatment in fiscal year 2003.

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Strategy 8.1.2 Link youth with all appropriate services.
Strategy 8.1.3 Develop tele-medicine pilot to assist in bringing psychiatric consultative services and remote training capability to DJJ staff and clinicians.

Objective 10.2 Ensure the implementation of Individual Education Plans (IEP) for 100% of the special education eligible youth in fiscal year 2003.

Strategy 10.2.1 Develop protocols for quarterly reporting.
Strategy 10.2.2 Conduct periodic quality assurance monitoring.

Objective 11.2 Expose 100% of the youth to vocational training and functional life skills in fiscal year 2003.

Strategy 11.2.1 The students will experience hands-on computer learning and vocational exploratory experiences utilizing computer technology, effectiveness of teaching staff, and improved curriculum.
VE01.02 RESIDENTIAL CONTRACTUAL – RESIDENTIAL SERVICES

PROGRAM DESCRIPTION

Goal 1: To provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 1.1 By the end of fiscal year 2003, 100% of the youth admitted to committed facilities will be provided treatment based on their particular needs as indicated in their ISP.

Strategy 1.1.1 Youth will be assigned a facility designed to provide programming to address particular needs as identified in the ISP.
Strategy 1.1.2 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.
Strategy 1.1.3 Study delinquency trends to determine specific treatment programs needed.

Objective 1.2 By the end of fiscal year 2003, reorganize case management services in 100% of detention programs.

Strategy 1.2.1 Assign a case manager to each youth.
Strategy 1.2.2 Review and revise existing policy and procedures for detention programs.
Strategy 1.2.3 Review and revise residential juvenile case managers job duties to reflect case management duties.
Strategy 1.2.4 Provide case management training and orientation to juvenile case managers.

Goal 2. To provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 2.1 100% of youth admitted to residential committed programs will have developed for implementation, Individual Service Plans (ISP) and Aftercare plans in fiscal year 2003.

Strategy 2.1.1 Each youth will be assigned a case manager.
Strategy 2.1.2 The institutional case manager will review, revise and implement the ISP as required by policy.
Strategy 2.1.3 The institutional case manager will conduct periodic reviews, according to policy and procedures, to determine the youth’s ISP progress.
Strategy 2.1.4 The institutional case manager will participate with the Aftercare team in revising the ISP as needed.
Strategy 2.1.5 The institutional case manager will recommend release and prepare discharge summaries.

KEY GOALS

Goal 1: To provide appropriate services to meet the particular needs of each youth in detention.

Objective 1.1 By the end of fiscal year 2003, 100% of youth admitted to the facility will receive services as identified in the “Maryland Standards for Juvenile Detention Facilities”.

Strategy 1.1.1 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.
Strategy 1.1.2 Study delinquency trends to determine specific treatment programs needed.

Goal 2: To provide a safe, secure and humane environment for youth and staff in residential programs.

Objective 2.1 By the end of fiscal year 2003, the facility will be in 100% compliance with standards.

Strategy 2.1.1 Continue to conduct quality assurance inspection for compliance.
Strategy 2.1.2 Review and modify as needed, action plans to achieve full compliance.
Strategy 2.1.3 Request sufficient funding to achieve compliance.
VE02.01 ADMISSIONS – RESTORATIVE JUSTICE OPERATIONS

Goal 1. Positively identify all youth referred to DJJ who are arrested and charged with an offense which would be a crime if committed by an adult.

Objective 1.1 To achieve and maintain a 98% positive identification rate in fiscal year 2003.

Strategy 1.1.1 Establish Automated Fingerprinting Identification System (AFIS) to identify all youth arrested and charged with an offense.
Strategy 1.1.2 Establish Automated Fingerprinting Identification System (AFIS) policy.

VE02.01 ADMISSIONS – RESTORATIVE JUSTICE OPERATIONS

Goal 3. Determine appropriate Intake decisions (i.e. need for emergency detention petition, close case, establish informal supervision, or formalize the case by authorizing the filing of a petition with SAO).

Objective 3.1 To guide case decision-making, administer an Intake risk assessment tool to 99% of youth referrals who require Intake Conferences in fiscal year 2003.

Strategy 3.1.1 Develop/identify and utilize reliable and valid assessment tools.
Strategy 3.1.2 Automate the new risk assessment tools and guidelines.
Strategy 3.1.3 Train Intake staff in use of the automated risk assessment tool.
Strategy 3.1.4 Train Intake staff in administering the intake process.

Goal 4. Use Early Periodic Screening Diagnosis and Treatment (EPSDT) protocol, to guide the assessment and evaluation of youth in the six domain areas (risk to the public safety, mental health, substance abuse, physical health, education and family functioning).

VE02.01 ADMISSIONS – RESTORATIVE JUSTICE OPERATIONS

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1 This strategy corresponds to an area of emphasis (Develop Standard Risk and Needs Screening and Assessment Tools) described in the recently published document: “Mental Health and Substance Abuse Programming Enhancements in the Juvenile Justice System.”
Objective 4.1 100% of the youth for whom disposition is set will be assessed or evaluated in the six domain areas as required, in fiscal year 2003.

Strategy 4.1.1 Develop/identify and use reliable and valid assessment tools protocols and requirements.
Strategy 4.1.2 Develop training for those responsible for administering assessment tools.
Strategy 4.1.3 Develop a financial management system for EPSDT screening.
Strategy 4.1.4 Automate the collection of assessment information.
Strategy 4.1.5 Develop provider agreements in the community to have assessments done in 5 days.
Strategy 4.1.6 Develop procedures to have assessments done in DJJ facilities within 72 hours.

II. Diagnosis: The classification of an individual on the basis of that individual’s particular needs and level of risk.

Goal 5. Develop a level of supervision and care consistent with the individual youth assessments and evaluations conducted.

Objective 5.1 100% of the youth placed on Informal supervision, probation, or in residential care by the court will have an Individual Service Plan (ISP) developed in fiscal year 2003.

Strategy 5.1.1 Develop ISP protocol.
Strategy 5.1.2 Develop training for Community Justice Staff in ISP development.

Objective 5.3 100% of completed ISP will be forwarded to the court, the defense counsel and the State’s Attorney for informational purposes prior to disposition and prior to release from a residential placement in fiscal year 2003.

Goal 6. Place low risk non-violent misdemeanor and status offenders on Informal supervision.

Objective 6.1 Administer a needs screening tool to 100% of the youth placed on Informal supervision to guide ISP development in fiscal year 2003.

Strategy 6.1.3 Automate Intake needs screening tool.
Goal 8. Establish a Placement Review Unit (PRU) that assures that youth are placed in the least restrictive environment consistent with their particular needs and the risk that they present to the public safety.

Objective 8.1 In fiscal year 2003, 100% of the placements of youth in committed programs will be reviewed by the PRU prior to that recommendation being made to the court.

Strategy 8.1.4 Enhance the automated, client-based tracking system in conjunction with Departmental Support to ensure management of cost and verification of placement, that:
- creates a pre-numbered certificate upon the designation of a residential placement by the case manager subsequent to the approval of a level and type of care by the PRU,
- assures that the Certificate of Placement includes the Juvenile Identification number (JID), the Vendor Identification number (VID), the Program Identification number (PID), the program’s average length of stay, rate and the date of placement,
- assures all subsequent transfers and releases will generate an amended Certificate of Placement,
- includes verification of admission and release dates by the case manager, and
- assures all invoices include the Certificate of Placement number, the JID, the PID and the VID.

Strategy 9.3.1 Identify health care programs and services in the community to include mental health and substance abuse services and assure that these are entered into the Service repository.

Goal 10. Develop departmental programs and contracts that include a comprehensive evaluation component consisting of process and outcome evaluation.

Objective 10.1 By the close of fiscal year 2003, increase the number of DJJ programs and services by 100% to include approved measurable performance-based standards and outcomes.

Strategy 10.1.1 Process Evaluation: Assess the degree to which program and services have been implemented and operated as planned.
Strategy 10.1.2 Outcome Evaluation: Analyze how successfully selected programs and services reduce the rate of recidivism and re-offending.
Strategy 10.1.3 A minimum of 5% of program costs will fund process and outcome evaluations conducted by independent organization(s) or research group(s).

**VE03.01 COMMUNITY JUSTICE SUPERVISION**

Goal 1. Provide adequate treatment and care to youth under the jurisdiction of the Department and their families.

Objective 1.1 100% of probation and Aftercare youth will have up-to-date Individual Service Plans (ISP) according to established guidelines in fiscal year 2003.

Strategy 1.1.3 Establish a repository of resources to support ISP protocols.
Strategy 1.1.4 Implement a system of accountability to support ISP protocols.

Goal 2. Provide community case management supervision to ensure public safety.

Objective 2.1 100% of informal supervision youth will be supervised by case managers in fiscal year 2003.

Objective 2.2 100% of probation youth will receive comprehensive community supervision by individual case managers and case management teams in fiscal year 2003.

Strategy 2.2.1 Develop and implement a community case management model with an emphasis on wrap around services, case management teamwork, and family support.

Goal 3. Provide community case management supervision by holding youth accountable for their behavior.

Objective 3.1 100% of supervised youth (i.e., informal, probation, and Aftercare) in the community will be held accountable for supervision violations through a system of graduated sanctions in fiscal year 2003.

Strategy 3.1.3 Automate the tracking and recording of graduated sanctions.

Objective 3.3 Increase by 30% the amount of restitution collected in fiscal year 2003.

Office of Community Resource and Development (OCRD)

Goal 4. Provide an accurate and current view of the Department to the public and stakeholders by promoting DJJ programs and services.
Objective 4.1 To increase by 20% the distribution of promotional materials and the number of outreach activities to the public and stakeholders in fiscal year 2003.

Goal 5. Expand community capacity to meet the needs of youth and their families in Integrated Case Management.

Objective 5.1 Increase community-based resources by 25% in fiscal year 2003.

Strategy 5.1.3 Automate resource information.
Appendix 2

Maryland Department of Juvenile Justice
Facilities Master Plan Update 2000

To obtain a copy of this document, please send a written request to:

    Director, Office of Communications
    Maryland Department of Juvenile Justice
    120 West Fayette Street
    Baltimore, Maryland 21201
Appendix 3

Maryland Department of Juvenile Justice
Managing For Results
Managing For Results
Submission for FY 2003 Budget

Every child will become a self-sufficient productive adult.

Parris N. Glendening
Governor

Kathleen Kennedy Townsend
Lt. Governor

Bishop L. Robinson
Secretary

August 24, 2001
DEPARTMENT OF JUVENILE JUSTICE

VISION

Every child will become a self-sufficient productive adult.

MISSION

The Department of Juvenile Justice embraces a balanced and restorative justice philosophy. DJJ seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

The Department of Juvenile Justice operates as one juvenile justice system with a shared vision and a single mission.

Key Goal 1: Promote public safety;
Key Goal 2: Ensure youth offender accountability;
Key Goal 3: Build youth character and competency;
Key Goal 4: Help family, help youth;
Key Goal 5: Ensure collaboration; and
Key Goal 6: Measure and evaluate Departmental programs.

CORE VALUES

Organizational Focus - The Department of Juvenile Justice operates one integrated system of results-based, restorative justice services delivered in communities and places of residence to meet the individual and particular needs of youth and their families, without compromising public safety.

Honesty and Integrity - We adhere to the highest standards of ethical behavior.

Our Employees - We recognize that our employees are our most important resource. We are committed to the personal well being and professional development of all employees. We encourage creativity and we reward superior performance.

Responsibility and Accountability - We are responsible for the health, safety, care, and humane treatment of all youth under our jurisdiction, and are accountable to the people of Maryland. Our behavior is guided by standards of conduct supported by appropriate corrective disciplinary action.

Accessibility - We communicate with the public in an open and truthful manner. We actively seek external opinion and are responsive to requests for information and access to our facilities without compromising lawful confidentiality.

Collaboration - To achieve mutual goals, we actively seek partnerships, wherever appropriate, to help youth and their families.
DEPARTMENT OF JUVENILE JUSTICE

VD01.01 LEADERSHIP SUPPORT - OFFICE OF THE SECRETARY

PROGRAM DESCRIPTION

The Department of Juvenile Justice operates one integrated system of results-based, restorative justices services delivered in communities and places of residence to meet the individual and particular needs of youth and their families, without compromising public safety. The Office of the Secretary provides leadership, direction and coordination toward the achievement of a balanced and restorative juvenile justice system, establishing policy, initiating legislation, allocating and deploying resources, ensuring accountability at every level and delegating authority to the lowest appropriate level of the organization. The Office of the Secretary is comprised of Executive Direction, Office of Communication, Fair Practices, Office of Principal Counsel, and Fiscal Planning and Management.

MISSION

The Office of the Secretary of the Department of Juvenile Justice embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. Promote public safety.

Objective 1.1 Develop and operate a risk/needs based assessment and classification system for structured placement decisions without compromising public safety.

Strategy 1.1.1 Ensure the operation a three tiered risk assessment and classification system to include high, moderate and low risk youth.

Strategy 1.1.2 Ensure the operation of a comprehensive risk/needs based continuum of community based and secure placement interventions.

Strategy 1.1.3 Ensure the operation of a continuum of detention alternatives for low and moderate risk youth.

Strategy 1.1.4 Mandate the use of a validated and objective risk assessment tool for classification and placement.

Strategy 1.1.5 Ensure the periodic reassessment of youth’s risk and needs as an integral component of integrated case management.

Performance Measures

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<tr>
<td><strong>Inputs:</strong> Number of referrals to Intake</td>
<td>54,848</td>
<td>52,078</td>
<td>53,000</td>
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<tr>
<td>Number of youth placed on Informal Supervision</td>
<td>13,746</td>
<td>13,705</td>
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<td>Number of detention requests</td>
<td>5,209</td>
<td>4,223</td>
<td>4,021</td>
<td>3,619</td>
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<td>Number of Intake detention authorizations</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
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<tr>
<th><strong>Outcomes:</strong></th>
<th>2000</th>
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<th>2002</th>
<th>2003</th>
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<tr>
<td>Percent of youth assessed or evaluated in the six domain areas of the Early Periodic Screening Diagnosis and Treatment program</td>
<td>*</td>
<td>*</td>
<td>40%</td>
<td>100%</td>
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<td>Percent of Intake decisions made using risk tool guidelines</td>
<td>*</td>
<td>*</td>
<td>50%</td>
<td>99%</td>
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<tr>
<td>Percent of petition authorizations consistent with risk scores</td>
<td>*</td>
<td>*</td>
<td>50%</td>
<td>95%</td>
</tr>
<tr>
<td>Percent of youth administered a needs screening</td>
<td>*</td>
<td>*</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of eligible youth placed in detention alternatives</td>
<td>*</td>
<td>*</td>
<td>70%</td>
<td>90%</td>
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DEPARTMENT OF JUVENILE JUSTICE

VD01.01 LEADERSHIP SUPPORT - OFFICE OF THE SECRETARY

Goal 2. Ensure departmental programs and contracts incorporate a comprehensive evaluation component consisting of process and outcome evaluation.

Objective 2.1 By the close of fiscal year 2003, ensure that 100% of DJJ programs and services include approved measurable performance-based standards and outcomes.

Strategy 2.1.1 Process Evaluation: Assess the degree to which program and services have been implemented and operated as planned.

Strategy 2.1.2 Outcome Evaluation: Analyze how successfully selected programs and services reduce the rate of recidivism and re-offending.

Strategy 2.1.3 A minimum of 5% of program costs will fund process and outcome evaluations conducted by independent organization(s) or research group(s).

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<tr>
<td>Inputs: Number of results based contracts</td>
<td>26</td>
<td>30</td>
<td>195</td>
<td>197</td>
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<tr>
<td>Number of program performance standards reviewed and evaluated</td>
<td>N/A</td>
<td>68</td>
<td>200</td>
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<td>Number of internal and external performance feedback reports reviewed and evaluated</td>
<td>N/A</td>
<td>11</td>
<td>22</td>
<td>23</td>
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<tr>
<td>Outcome: Percent of DJJ programs and services with approved measurable performance-based standards and outcomes</td>
<td>N/A</td>
<td>63%</td>
<td>75%</td>
<td>100%</td>
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Goal 3. Engage DJJ employees in an open and truthful manner to solicit their opinions and address their concerns.

Objective 3.1 Provide 100% of DJJ employees with the opportunity to communicate directly with Executive staff including direct contact with the Secretary in fiscal year 2003.

Strategy 3.1.1 Develop departmental Intranet site that will provide unique DJJ information to all employees who have access to a computer. Site to be operational in fiscal year 2002.

Strategy 3.1.2 Resume regional forums/focus groups meetings to which front-line staff are invited to participate in discussions with executive staff. Meetings were suspended in late fiscal year 2001 and will resume in mid-fiscal year 2002.

Strategy 3.1.3 Establish method by which to survey employees on various concerns and issues in the department.

Strategy 3.1.4 Publish agency Newsletter for distribution to employees, advocates, service providers and legislators. First newsletter scheduled for publication in September 2001.

Strategy 3.1.5 Establish and maintain communication with Labor Management Committee.

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</tr>
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<tbody>
<tr>
<td>Inputs: Number of employees</td>
<td>1,755.05</td>
<td>1,904.75</td>
<td>2,257.95</td>
<td>2,262.95</td>
</tr>
<tr>
<td>Number of employee participating in focus groups/regional forums</td>
<td>N/A</td>
<td>133</td>
<td>133</td>
<td>150</td>
</tr>
<tr>
<td>Number of employees completing departmental surveys</td>
<td>N/A</td>
<td>N/A</td>
<td>60</td>
<td>268</td>
</tr>
<tr>
<td>Number of employees connected to the Intranet</td>
<td>N/A</td>
<td>N/A</td>
<td>1,844</td>
<td>1,844</td>
</tr>
<tr>
<td>Outcomes: Percent of employees receiving direct contact with executive staff</td>
<td>*</td>
<td>*</td>
<td>85%</td>
<td>90%</td>
</tr>
<tr>
<td>Percent of employees receiving direct contact with the Secretary</td>
<td>*</td>
<td>*</td>
<td>5%</td>
<td>10%</td>
</tr>
</tbody>
</table>
DEPARTMENT OF JUVENILE JUSTICE

VD01.01 LEADERSHIP SUPPORT - OFFICE OF THE SECRETARY

Fiscal Planning and Management

Goal 4. Implement a system of checks and balances to safeguard the Department’s financial assets while meeting the operational needs of the Department in accordance with State laws, statutes and regulations.

Objective 4.1 No audit exceptions for inadequate division of access to financial assets in fiscal year 2003.

Strategy 4.1.1 Review access to all financial assets to ensure their safeguard through adequate division of authority/access.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Output: Number of audit exceptions for inadequate access</td>
<td>N/A</td>
<td>1</td>
<td>N/A</td>
<td>0</td>
</tr>
</tbody>
</table>

Goal 5. Ensure timely processing of all invoices received from vendors.

Objective 5.1 Process 99% of all invoices within twenty-five days of receipt in fiscal year 2003.

Strategy 5.1 Require all invoices to have supporting documentation attached validating request for payment to be used for pre-audit verification.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of invoices processed</td>
<td>34,391</td>
<td>34,223</td>
<td>34,456</td>
<td>37,228</td>
</tr>
<tr>
<td>Output: Number of invoices processed within 25 days</td>
<td>33,116</td>
<td>31,430</td>
<td>35,101</td>
<td>36,856</td>
</tr>
<tr>
<td>Outcome: Percent of invoices processed within 25 days</td>
<td>96.3%</td>
<td>97.5%</td>
<td>99%</td>
<td>99%</td>
</tr>
</tbody>
</table>

Goal 6. Maximize receipt of non-general funds to support existing and new programs.

Objective 6.1 Increase non-general fund revenues supporting operations by 17% in fiscal year 2003.

Strategy 6.1.1 Employ additional resources to assist in recovery of non-general fund revenue.
Strategy 6.1.2 Review and revise, where appropriate, the bases for claiming reimbursement from non-general fund sources to maximize recoveries.
Strategy 6.1.3 Develop and implement a grant monitoring system to maximize use of grant funding during the grant’s eligibility period.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Amount of non-general funds ($m)</td>
<td>19.9</td>
<td>18.2</td>
<td>17.5</td>
<td>20.6</td>
</tr>
<tr>
<td>Amount of grant funds available supporting operations ($m)</td>
<td>4.5</td>
<td>5.24</td>
<td>5.21</td>
<td>5.2</td>
</tr>
<tr>
<td>Outcomes: Percent increase in non-general funds supporting operations</td>
<td>*</td>
<td>-8.5%</td>
<td>-3.3%</td>
<td>17.0%</td>
</tr>
<tr>
<td>Percent of grant funds spent</td>
<td>70.18%</td>
<td>69.91%</td>
<td>75%</td>
<td>78%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
Goal 7.  Promote a safe and accident free work environment.

Objective 7.1  Decrease by 5% the number of work related accidents/injuries in fiscal year 2003.

Strategy 7.1.1  Develop and promulgate “safety first awareness and practice” policies, procedures and publications.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of accidents/injuries</td>
<td>168</td>
<td>161</td>
<td>154</td>
<td>144</td>
</tr>
<tr>
<td>Number of assaults on staff</td>
<td>81</td>
<td>71</td>
<td>61</td>
<td>51</td>
</tr>
<tr>
<td>Number of authorized and contractual positions</td>
<td>1,755.05</td>
<td>1,904.75</td>
<td>2,257.95</td>
<td>2,262.95</td>
</tr>
</tbody>
</table>

Outcomes:
- Percent decrease in accidents/injuries
  - * Data not yet available
  - * Data not yet available
  - * Data not yet available
  - * Data not yet available
- Percent decrease in assaults on staff
  - * 12.3% 14.1% 16.4%
- Percent of accidents per positions
  - 9.6% 8.5% 6.8% 6.4%

Note: N/A – Not applicable

*Data not yet available*
DEPARTMENT OF JUVENILE JUSTICE

VD02.01 DEPARTMENTAL SUPPORT

PROGRAM DESCRIPTION

Departmental Support provides ancillary and logistical support for the entire Department and is comprised of seven units: The Offices of Personnel Management, Professional Development and Training, Grants Management, Procurement, Capital Planning, Facilities Maintenance and Information Technology. Departmental Support is responsible for a comprehensive workforce stabilization process designed to produce and maintain a professional, reliable, competent, and effective workforce. Departmental Support provides procurement and maintenance of required commodities and services, coordinates facility planning, programming and maintenance consistent with the requirements of the Facilities Master Planning process. Further, Departmental Support is responsible for the management of a fully integrated automated client-based information system to support service delivery and promote administrative accountability.

MISSION

Departmental Support embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Human Resources

Goal 1. Review DJJ’s personnel classification structure for revision consistent with the new organizational structure and realignment of major business functions.

Objective 1.1 To submit 100% of four specific delegated DJJ unique direct care classification series to the Department of Budget and Management (DBM) for revision and realignment by the end of fiscal year 2003. (The four specific classifications are Juvenile Counselors, Youth Supervisors, Supervisor of Group Living and Juvenile Transportation Officers.)

Objective 1.2 To submit 100% of the remaining delegated DJJ unique direct care classifications to the Department of Budget and Management (DBM) for revision and realignment by the end of fiscal year 2004.

Strategy 1.1.1 The Department will collaborate with DBM to solicit Requests for Proposal from personnel consultants to complete a comprehensive analysis of DJJ’s personnel classification structure and recommendation for improvement.

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Input:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of delegated DJJ unique direct care classification series to be submitted for revision</td>
<td>*</td>
<td>*</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of four specific delegated DJJ unique direct care classifications submitted to DBM for revision and realignment</td>
<td>*</td>
<td>*</td>
<td>0</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
VD02.01 DEPARTMENTAL SUPPORT

Goal 2. Recruit, select, train and retain a workforce of competent employees committed to a balanced and restorative juvenile justice system.

Objective 2.1 By the end of fiscal year 2003, recruit 25% of job applicants for entry level direct care positions from colleges and universities.

Strategy 2.1.1 Develop a recruitment plan that attracts applicants from colleges, universities and the public sector.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of staff hired from colleges and universities</td>
<td>*</td>
<td>*</td>
<td>22</td>
<td>32</td>
</tr>
<tr>
<td>Number of staff hired from the general public</td>
<td>*</td>
<td>*</td>
<td>22</td>
<td>32</td>
</tr>
<tr>
<td>Outputs: Number of college recruitment sessions completed</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Efficiency: Average number of days positions are vacant</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Outcomes: Percent of days in recruitment process. **</td>
<td>*</td>
<td>*</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>Percent of staff certified by Maryland Correctional Training Commission (MCTC)</td>
<td>*</td>
<td>*</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>Percent of staff certified by MCTC from the general public</td>
<td>*</td>
<td>*</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>Percent of direct care staff hired from colleges/universities</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>25%</td>
</tr>
</tbody>
</table>

** Recruitment process is defined as the date authorization to fill is approved to date offer of employment is extended.

Objective 2.2 To revise and update 50% of the examinations for tested DJJ unique classifications by the end of fiscal year 2003.

The 12 unique classes that we currently test for are:
- Assistant Superintendent of Juvenile Facilities
- Juvenile Counselor I
- Assistant Area Director, Field Services
- Juvenile Justice Cook Lead
- Juvenile Justice Program Specialist
- Juvenile Justice Resource Coordinator
- Juvenile Transportation Officer
- Juvenile Transportation Officer Trainee
- Supervisor of Group Living I
- Youth Supervisor I
- Youth Supervisor III

The six classes that we plan to update by the end of FY 2003 are:
- Juvenile Counselor I
- Juvenile Transportation Officer Trainee
- Juvenile Transportation Officer
- Supervisor of Group Living I
- Youth Supervisor I
- Youth Supervisor III

Strategy 2.2.1 The Office of Personnel Management will review examination for unique departmental classifications.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of examinations for skilled and professional service DJJ unique classifications</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Outcome: Percent of revised and updated examinations for DJJ unique skilled and professional service classifications</td>
<td>N/A</td>
<td>N/A</td>
<td>25%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VD02.01 DEPARTMENTAL SUPPORT

Objective 2.3 To obtain Maryland Correctional Training Commission (MCTC) provisional certification for 95% of direct care workers within twelve months of the date of hire in fiscal year 2003.

Strategy 2.3.1 To ensure compliance with MCTC selection criteria prior to hire.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Total Number of staff hired in the mandated positions.</td>
<td>280</td>
<td>240</td>
<td>220</td>
</tr>
<tr>
<td>Total Number applicants screened prior to hire</td>
<td>N/A</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td><strong>Number of days from initial recruitment to date of filing application for provisional certification</strong></td>
<td>N/A</td>
<td>*</td>
<td>180</td>
</tr>
<tr>
<td>Outcome: Percent of staff provisionally certified by MCTC</td>
<td>N/A</td>
<td>0</td>
<td>70%</td>
</tr>
</tbody>
</table>

** Initial recruitment is defined as the date interview letters are sent.

Objective 2.4 To provide entry-level/Part I training to 95% of new hires in classes in fiscal year 2003.

Strategy 2.4.1 To increase the number of entry-level/Part I training courses offered by the Department.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of new employees (authorized and contractual).</td>
<td>373</td>
<td>240</td>
<td>430</td>
</tr>
<tr>
<td>Number of new employees (authorized)</td>
<td>31</td>
<td>87</td>
<td>360</td>
</tr>
<tr>
<td>Number of entry-level/Part I training classes</td>
<td>7</td>
<td>15</td>
<td>40</td>
</tr>
<tr>
<td>Number of new employees (contractual)</td>
<td>342</td>
<td>153</td>
<td>70</td>
</tr>
<tr>
<td>Outcome: Percent of new employees completing entry-level/Part I training</td>
<td>73%</td>
<td>96%</td>
<td>95%</td>
</tr>
<tr>
<td>Efficiency: Average number of employees per training session</td>
<td>11</td>
<td>20</td>
<td>30</td>
</tr>
</tbody>
</table>

Objective 2.5 To provide entry-level/Part II MCTC mandated training to 100% of direct care employees hired in fiscal year 2003.

Strategy 2.5.1 To increase the number of entry level/Part II training offered by the Department.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of new employees (authorized and contractual).</td>
<td>373</td>
<td>240</td>
<td>430</td>
</tr>
<tr>
<td>Number of new employees (authorized and permanent)</td>
<td>31</td>
<td>87</td>
<td>360</td>
</tr>
<tr>
<td>Number of entry-level/Part II training classes</td>
<td>20</td>
<td>30</td>
<td>40</td>
</tr>
<tr>
<td>Number of new employees (contractual)</td>
<td>342</td>
<td>153</td>
<td>70</td>
</tr>
<tr>
<td>Outcome: Percent of new employees completing entry-level training</td>
<td>N/A</td>
<td>N/A</td>
<td>95%</td>
</tr>
<tr>
<td>Efficiency: Average number of employees per training session</td>
<td>11</td>
<td>20</td>
<td>30</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
**Objective 2.6**  Increase the number of in-service class offerings for MCTC mandated classes in fiscal year 2003.

**Strategy 2.6.1**  *Increase the number of in-service class offerings for MCTC mandated positions.*

### Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of employees (authorized and contractual)</td>
<td>1,755.05</td>
<td>1,904.75</td>
<td>2,257.95</td>
<td>2,262.95</td>
</tr>
<tr>
<td>Number of new employees (authorized)</td>
<td>373</td>
<td>310</td>
<td>360</td>
<td>360</td>
</tr>
<tr>
<td>Number of in-service training classes</td>
<td>84</td>
<td>60</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Number of new employees (contractual)</td>
<td>342</td>
<td>153</td>
<td>70</td>
<td>100</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of new employees completing in-service training</td>
<td>43%</td>
<td>33%</td>
<td>80%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Objective 2.7**  Provide MCTC mandated training to 100% of first line supervisors and administrators in fiscal year 2003.

**Strategy 2.7.1**  *Provide training to first line supervisors and administrators in accordance with MCTC regulations.*

### Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of new first line supervisors (authorized and contractual)</td>
<td>*</td>
<td>20</td>
<td>36</td>
<td>15</td>
</tr>
<tr>
<td>Number of first line administrators (authorized and contractual)</td>
<td>*</td>
<td>2</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Number of mandated training classes for first line supervisors</td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Number of mandated training classes for first line administrators</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Outcomes:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of first line supervisors completing mandated training</td>
<td>N/A</td>
<td>N/A</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of first line administrators completing mandated training</td>
<td>N/A</td>
<td>N/A</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Objective 2.8**  To provide specialized mandated training to 95% of staff in fiscal year 2003.

**Strategy 2.8.1**  *Increase specialized mandated training classes offered by the Department.*

### Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of new employees (authorized and contractual)</td>
<td>1755.05</td>
<td>1904.75</td>
<td>2257.95</td>
<td>2262.95</td>
</tr>
<tr>
<td>Number of new employees (authorized)</td>
<td>31</td>
<td>87</td>
<td>360</td>
<td>150</td>
</tr>
<tr>
<td>Number of specialized mandated training classes offered</td>
<td>*</td>
<td>17</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Number of new employees (contractual)</td>
<td>342</td>
<td>153</td>
<td>70</td>
<td>100</td>
</tr>
<tr>
<td><strong>Outcome:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of staff who complete mandated specialized training classes</td>
<td>N/A</td>
<td>N/A</td>
<td>85%</td>
<td>95%</td>
</tr>
</tbody>
</table>

**Note:**  N/A – Not applicable  
*Data not yet available*
DEPARTMENT OF JUVENILE JUSTICE

VD02.01 DEPARTMENTAL SUPPORT

Goal 3. Implement a Telework plan for the Department.

Objective 3.1 To survey 80% of DJJ managers and supervisors for telework opportunities by end of fiscal year 2003.

Strategy 3.1.1 Survey managers and supervisors to determine number of employees eligible to telework.

Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of employees</td>
<td>1,755.05</td>
<td>1,904.75</td>
<td>2,257.95</td>
<td>2,262.95</td>
</tr>
<tr>
<td>Number of eligible employees</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Number of supervisors and managers surveyed</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Output: Number of eligible employees surveyed</td>
<td>0</td>
<td>0</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Outcome: Percent of eligible staff participating in Telework</td>
<td>N/A</td>
<td>N/A</td>
<td>7%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Objective 3.2 To train 30% of eligible managers, supervisors and employees on telework guidelines and procedures by end of fiscal year 2003.

Strategy 3.2.1 Provide training to eligible managers, supervisors, and employees.

Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Total number of employees</td>
<td>1,755.05</td>
<td>1,904.75</td>
<td>2,257.95</td>
<td>2,262.95</td>
</tr>
<tr>
<td>Total number of managers/supervisors</td>
<td>246</td>
<td>245</td>
<td>295</td>
<td>295</td>
</tr>
<tr>
<td>Outputs: Number of employees surveyed</td>
<td>0</td>
<td>0</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Number of eligible employees trained</td>
<td>0</td>
<td>0</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Outcomes: Percent of eligible staff participating in Telework</td>
<td>N/A</td>
<td>N/A</td>
<td>7%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
VD02.01 DEPARTMENTAL SUPPORT

Capital Planning and Maintenance

Goal 4. Plan, program, design, construct and maintain all facilities to provide a caring, humane, normative environment promoting the health and safety of DJJ’s youth and staff.

Objective 4.1 Initiate the DJJ Facilities Master Plan 2000 Update to obtain 100% of project design and programming funds for fiscal year 2003.

Strategy 4.1.1 Ensure compliance with DBM Capital Improvement Program budget cycle.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of Part I &amp; Part II programs completed</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>2</td>
</tr>
<tr>
<td>Number of projects requested</td>
<td>2</td>
<td>6</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Outcome: Percent of projects funded</td>
<td>100%</td>
<td>100%</td>
<td>75%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 4.2 By fiscal year 2003, perform mandated inspections for 100% of DJJ properties.

Strategy 4.2.1 Follow and maintain established DGS inspection schedule for all roofs.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of roofs</td>
<td>207</td>
<td>207</td>
<td>209</td>
<td>210</td>
</tr>
<tr>
<td>Number inspected</td>
<td>0</td>
<td>0</td>
<td>125</td>
<td>210</td>
</tr>
<tr>
<td>Outcome: Percent inspected</td>
<td>0</td>
<td>0</td>
<td>60%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 4.3 By fiscal year 2003 identify and request funding to complete 100% of critical maintenance repairs essential to employee and youth health and safety.

Strategy 4.3.1 Follow and maintain the established DGS Comprehensive Maintenance and Repair Program Manual and Deparmental Standards for the inspection of all DJJ facilities.

Strategy 4.3.2 Follow DGS established prioritization process in re-evaluating existing deficiency list.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of facilities</td>
<td>23</td>
<td>23</td>
<td>25</td>
<td>26</td>
</tr>
<tr>
<td>Number of facilities inspected</td>
<td>0</td>
<td>3</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>Number of backlog projects</td>
<td>184</td>
<td>179</td>
<td>156</td>
<td>167</td>
</tr>
<tr>
<td>Number of funded projects</td>
<td>9</td>
<td>40</td>
<td>6</td>
<td>42</td>
</tr>
<tr>
<td>Outcomes: Percent of facilities inspected</td>
<td>0</td>
<td>13%</td>
<td>80%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of projects funded</td>
<td>5%</td>
<td>22%</td>
<td>4%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VD02.01 DEPARTMENTAL SUPPORT

Property Management

Goal 5. Provide and maintain clean, safe, professional workspaces, vehicles, and required equipment, tools and supplies.

Objective 5.1 By fiscal year 2003, ensure work space is sufficient to support 100% programming services and staffing level requirements.

Strategy 5.1.1 Maintain updated space requirement forms (680-1) and request lease funding indexed to increase staffing levels.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of leased premises</td>
<td>42</td>
<td>45</td>
<td>49</td>
<td>51</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of lease space in compliance with programming and staffing level requirements</td>
<td>50%</td>
<td>70%</td>
<td>70%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 5.2 In fiscal year 2003, maintain a 95% functional vehicle fleet that ensures safe transportation of youth and staff and supports operational readiness.

Strategy 5.2.1 Follow and maintain established Department of Budget and Management inspection schedule for Department of Juvenile Justice vehicles.

Strategy 5.2.2 Enforce compliance with vehicle maintenance schedules established by fleet management.

Strategy 5.2.3 Enforce compliance with all vehicle safety mandates.

Strategy 5.2.4 Replace damaged, deficient or high mileage vehicles in accordance with Department of Budget & Management regulations and Maryland State Safety Standards.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of vehicles inspected</td>
<td>0</td>
<td>45</td>
<td>56</td>
<td>67</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of vehicles in compliance with maintenance schedule</td>
<td>0%</td>
<td>95%</td>
<td>97%</td>
<td>98%</td>
</tr>
</tbody>
</table>

Objective 5.3 By fiscal year 2003, consolidate a Property Management and Inventory Control System.

Strategy 5.3.1 Segregate input and audit functions of current inventory process.

Strategy 5.3.2 Implement a comprehensive automated inventory system for deployment at headquarters and in each of the areas and facilities.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of items purchased (non IT)</td>
<td>*</td>
<td>1117</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of items in documented standard inventory</td>
<td>*</td>
<td>23243</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of items documented in IT inventory</td>
<td>*</td>
<td>5399</td>
<td>5858</td>
<td>6358</td>
</tr>
<tr>
<td><strong>Outputs:</strong> Number of new items entered into standard inventory</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of items retired from inventory for surplus and/or disposal</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of items surplused and disposed</td>
<td>*</td>
<td>217</td>
<td>60%</td>
<td>75%</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of purchased items entered in inventory</td>
<td>*</td>
<td>0</td>
<td>60%</td>
<td>75%</td>
</tr>
</tbody>
</table>
VD02.01 DEPARTMENTAL SUPPORT

Objective 5.4  By fiscal year 2003, train 100% of the property accountability officers to maintain inventory controls consistent with policies and procedures detailed in the Department of General Services approved Inventory Standards manual.

Strategy 5.4.1  Develop Department of Juvenile Justice inventory standards manual for Department of General Services approval.

Strategy 5.4.2  Develop Inventory Standard training curriculum.

Strategy 5.4.3  Train accountability officers.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of accountability officers</td>
<td>*</td>
<td>46</td>
<td>50</td>
<td>55</td>
</tr>
<tr>
<td>Outcome: Percent of accountability officers trained</td>
<td>*</td>
<td>0</td>
<td>60%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 6.  All large procurement contracts and agreements for services will contain performance measures.

Objective 6.1  By fiscal year 2003, 100% of all service contracts will include performance measures.

Strategy 6.1.1  Review all contracts to ensure that performance measures are included in service contracts.

Strategy 6.1.2  Create guidelines for vendors on how to develop performance measures.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of large procurement contracts and Intergovernmental Agreements</td>
<td>186</td>
<td>190</td>
<td>195</td>
<td>197</td>
</tr>
<tr>
<td>Output: Number of contracts and Intergovernmental Agreements that contain performance measures</td>
<td>26</td>
<td>30</td>
<td>141</td>
<td>175</td>
</tr>
<tr>
<td>Outcome: Percent of contracts and intergovernmental agreements that contain performance measures</td>
<td>13%</td>
<td>15%</td>
<td>65%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 7.  Conduct procurement in accordance with state finance and procurement laws, COMAR regulations, directives and procedures on schedule.

Objective 7.1  Procure services in accordance with the state finance and procurement law, Code of Maryland Regulations, Title XXI and additional regulation approved by the Governor or DBM to 100% of the time in fiscal year 2003.

Strategy 7.1.1  Develop and implement Departmental procedures to ensure compliance with state finance and procurement law and regulations.

Strategy 7.1.2  Require complete information from program managers and required approvals as necessary prior to execution of procurement.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of procurements submitted</td>
<td>36</td>
<td>51</td>
<td>48</td>
<td>51</td>
</tr>
<tr>
<td>Output: Percent of procurements approved</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
VD02.01 DEPARTMENTAL SUPPORT

Information Technology Resources

Goal 8. Develop, implement and maintain a comprehensive client information system, including an individual record on each child that is integrated and accessible to the various segments of the Department.

Restorative Justice

Objective 8.1 By fiscal year 2003, stabilize, enhance, and maintain the comprehensive client information system mandated by Article 83C, Section 2-104. The system shall include:
- positive unique identification of youth;
- accurate and complete offender history profiles;
- validated risk and needs assessment profiles, Early Periodic Screening, Diagnosis and Treatment (EPSDT);
- current, confidential Individual Service Plans and Individual Education Plans; and
- timely and accurate census and youth location tracking.

Strategy 8.1.1 Build an Automatic Fingerprinting Identification System (AFIS) that provides a positive unique identification of arrested and charged youth.

Strategy 8.1.2 Verification of data entries by the functional analysts.

### Performance Measures

<table>
<thead>
<tr>
<th>Inputs: Number of youth entered in ASSIST</th>
<th>2000 Actual</th>
<th>2001 Actual</th>
<th>2002 Estimated</th>
<th>2003 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of files checked randomly for youth with history profiles</td>
<td>N/A</td>
<td>N/A</td>
<td>baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of adjudicated youth showing risk-needs assessment scores</td>
<td>N/A</td>
<td>N/A</td>
<td>baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of Individual Service Plans (ISP) performed during a year</td>
<td>N/A</td>
<td>N/A</td>
<td>establish</td>
<td>*</td>
</tr>
<tr>
<td>Number of Youth checked at random for location tracking of youth</td>
<td>N/A</td>
<td>N/A</td>
<td>baseline</td>
<td>*</td>
</tr>
</tbody>
</table>

**Outcomes:** Percent of positive identification of youth

- Percent of history files matched in ASSIST with random checking procedure: N/A
- Percent of adjudicated youth showing risk needs assessment scores: N/A
- Percent of ISP performed during a year and kept up-to-date: N/A
- Percent of youth who were in the facility according to the census log: N/A

**Note:** N/A – Not applicable

*Data not yet available

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DEPARTMENT OF JUVENILE JUSTICE
### DEPARTMENT OF JUVENILE JUSTICE

**Objective 8.2**  
By fiscal year 2003, enhance the automated client-tracking system to include a comprehensive networked needs-matching resource repository to catalogue community-based service capacity and monitor utilization.

*Strategy 8.2.1*  
Identify a suitable application for the users that will match youth to the resource repository kept by types of services.

*Strategy 8.2.2*  
Match individual youth needs with provider services.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of staff who used the service repository program</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Amount spent on services by using the service repository</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outputs:</strong> Number of youth that DJJ is able to match using the service repository</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Amount saved by using the service repository</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
</tbody>
</table>

**Objective 8.3**  
By fiscal year 2003, enhance the automated client-based tracking system to support an electronic certificate of placement for cost management of youth placement services.

*Strategy 8.3.1*  
Create a matrix that will assign youth to a particular placement.

*Strategy 8.3.2*  
Identify the application tool that will assign youth to a placement.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of staff who used the electronic certificate placement</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of youth placed using the electronic certificate placement</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of staff using the electronic certificate of placement</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Percent of youth placed using the electronic certificate placement</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
</tbody>
</table>

**Objective 8.4**  
By the end of fiscal year 2003, enhance the automated client tracking system that permits consent driven information sharing on a need to know basis with other public agencies and service providers.

*Strategy 8.4.1*  
Identify the agencies that express an interest in sharing data.

*Strategy 8.4.2*  
Identify the data fields that can be shared with other public agencies and service providers.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of agencies participating in interagency data sharing agreement</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of public agencies using the automated system of information sharing</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Percent of service providers using the automated system of information sharing</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
</tbody>
</table>

**Note:**  
N/A – Not applicable  
*Data not yet available
Objective 8.5  In fiscal year 2003, enhance the automated client-based tracking system to support an integrated database system that captures, analyzes and reports data required to:
- establish information baselines,
- publish mandated statistical reports,
- monitor grant and contract service performance,
- assess work force productivity and efficiency, and
- monitor and control property and resource inventories.

Strategy 8.5.1  Enhance the ASSIST system so data is not lost due to back up process.
Strategy 8.5.2  Identify the easy to use and efficient software application tool that can be used to produce automatic statistical reports.
Strategy 8.5.3  Program ASSIST data in such a way which captures recidivism, risk-needs assessment scores, ISP results that would support the continuous evaluation of youth and their progress in the system.
Strategy 8.5.4  Establish a data dictionary that will help in identifying the data fields and linkages in the system.
Strategy 8.5.5  Identify the application tool that will support monitoring the grant and contract service performance.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of total documents that use baseline data</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of canned statistical tables produced</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of staff who use the software that supports grant and contract service performance</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of staff who use the software to monitor and control property and resource inventories</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of users accessing the various DJJ small databases</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of total documents produced using the baseline data</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
<tr>
<td>Percent of canned statistical tables produced</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
<tr>
<td>Percent of staff that use the software that supports grant and contract service performance</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
<tr>
<td>Percent of staff who use the software to monitor and control property and resource inventories</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
<tr>
<td>Percent of users accessing the various DJJ small databases</td>
<td>N/A</td>
<td>N/A</td>
<td>estimate baseline</td>
<td>*</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
VD02.01 DEPARTMENTAL SUPPORT

Goal 9. Provide simple user access to cost-effective business oriented information systems designed to support collection, analysis and communication of information in an accurate, reliable and timely manner.

Objective 9.1 In conformity with the Governor’s 2000 e-Government Plan, the Department will web-enable public information for 100% of services and available data that are legally permitted and relevant to the public in fiscal year 2003.

Strategy 9.1.1 Through DJJ’s Website Committee, list all documents produced by the Department.

Strategy 9.1.2 Identify the type of software that will enable DJJ users to prepare documents in a format suitable for publication on the website.

Strategy 9.1.3 Through IT Unit, provide all technical support required by the DJJ Communications Office for maintenance of the Department’s Internet website.

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of services posted on website</td>
<td>N/A</td>
<td>22</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>Number of documents posted on website</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of staff using the website</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of eligible services posted on website</td>
<td>N/A</td>
<td>70%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of documents posted on website</td>
<td>N/A</td>
<td>N/A</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of staff having access to website</td>
<td>N/A</td>
<td>N/A</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 9.2 By fiscal year 2003, provide work-site web-enabled Intranet access to post DJJ policies, procedures and directives for 100% of Department employees.

Strategy 9.2.1 Identify the software necessary to post the Departmental policies, procedures, and directives on Internet.

Strategy 9.2.2 Take an inventory of employees who do not have access to Intranet.

Strategy 9.2.3 Through IT Unit, provide technical support required by the DJJ Communications Office for maintenance of the Department’s Intranet Website.

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of total documents (policies, procedures and directives) posted using the Intranet</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of staff using the Intranet</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of total documents (policies, procedures and directives) posted using the Intranet</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Percent of staff using the Intranet</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
**Objective 9.3**  By fiscal year 2003, ensure DJJ is in compliance with data security best practices, copyright laws, and confidentiality procedures for all software applications and data developed or used by the Department.

**Strategy 9.3.1**  Deploy existing automated software monitoring and compare it with the existing licensed software inventory.

**Strategy 9.3.2**  Take an inventory of the number of site licenses obtained by software type in each DJJ Area office and residential program.

**Strategy 9.3.3**  Identify the employees who do not require the licensed software and distribute them to those who need them.

**Strategy 9.3.4**  Prepare a procedure for a proprietary or copyright agreements for any special program written by a DJJ employee or an outside consultant with DJJ funding and for any GIS maps created by the Department.

### Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of individual licenses obtained by software type</td>
<td>N/A</td>
<td>N/A</td>
<td>establish</td>
<td>* Data not yet available</td>
</tr>
<tr>
<td>Number of site-licenses obtained by software type</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Number of special programs which require a copyright agreement</td>
<td>N/A</td>
<td>N/A</td>
<td>establish</td>
<td>* Data not yet available</td>
</tr>
</tbody>
</table>

| **Outcomes:** Percentage of employees using the various types of software for various purposes | N/A         | N/A         | establish      | * Data not yet available |
| Percentage of employees requiring the various types of software | N/A         | N/A         | baseline       | * Data not yet available |
| Percentage of software redistributed as a result of employees not using them anymore | N/A         | N/A         | baseline       | * Data not yet available |
| Percentage of programs and GIS maps requiring copyright agreements | N/A         | N/A         | establish      | * Data not yet available |

### Inputs:
- Number of user licenses required
- Number of valid user licenses maintained

### Outcome:
- Percent of licensed usage

---

**Note:** N/A – Not applicable

*Data not yet available*
Objective 9.4  By fiscal year 2003, create an infrastructure design for telecommunications, including distance learning and multi-media facilities.

Strategy 9.4.1  Identify the standards, equipment, outlets, and connectors required for a separate telecommunication and multi-media rooms.

Strategy 9.4.2  Identify the infrastructure of DJJ’s offices for telecommunications and video facilities.

Strategy 9.4.3  Prepare a list of projects that are telecasted through the satellite TV that can be received through telecommunications by prior arrangement.

Strategy 9.4.4  Survey the DJJ employees to identify the needs and opportunities for telecommunications and multi-media presentations in their area of expertise.

Strategy 9.4.5  Allocate space for telecommunications and for multi-media presentations.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of projects that can be used using telecommunications</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of projects that require multi-media presentations</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of employees requiring telecommunications</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td>Number of employees requiring multi-media presentations</td>
<td>N/A</td>
<td>N/A</td>
<td>establish baseline</td>
<td>*</td>
</tr>
</tbody>
</table>

Outcomes: Percentage of employees benefiting through telecommunications

Percentage of DJJ projects prepared using telecommunications

Percentage of DJJ projects prepared using multi-media presentations

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VD03.01 OFFICE OF PROFESSIONAL RESPONSIBILITY & ACCOUNTABILITY (OPRA)

PROGRAM DESCRIPTION

The Office of Professional Responsibility and Accountability (OPRA) is created for the purpose of ensuring that the Department of Juvenile Justice (DJJ) 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 OPRA has delegated authority from the Secretary to review DJJ business functions, operations activities, programs, grants, services and facilities operated by the State, or administered through private vendor contracts or intergovernmental agreements. The OPRA consists of four (4) units working cooperatively in the best interest of the juvenile justice system -- Audits and Monitoring, Investigations and Child Advocacy, Professional Standards, and Management Services and Quality Assurance. These OPRA units conduct internal audits and monitor all DJJ program activities and performance outcomes; investigate all emergency incidents, critical incidents and violations of the DJJ Standards of Conduct and refer allegations of criminal misconduct; maintain a proactive Child Advocacy and grievance resolution process; formulate professional standards and maintain a written Secretary Directive system for all DJJ business functions; ensure corrective action progress and continuous quality improvement; collaborate with the Governor’s Office of Children, Youth and Families (OCYF) independent monitors; and maintain a stakeholder feedback and public access mechanism.

MISSION

The Office of Professional Responsibility and Accountability embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. Implement an independent Internal Audit process to ensure the legality, reliability, integrity, economy, efficiency and effectiveness of DJJ operations and programs.

Objective 1.1 By the close of fiscal year 2003, reduce by at least 50% the number of repeat audit and monitoring items reported by the Office of Legislative Audits and the Governor’s Office of Children, Youth and Families (OCYF) Independent Monitors.

Strategy 1.1.1 Review and evaluate Managing Officer and Program Administrator scheduled reviews of actions implemented to correct identified weaknesses.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of audit items identified by Legislative Auditors</td>
<td>N/A</td>
<td>21</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Number of OCYF Independent Monitor reports</td>
<td>N/A</td>
<td>15</td>
<td>30</td>
<td>45</td>
</tr>
<tr>
<td>Number of repeat items</td>
<td>N/A</td>
<td>N/A</td>
<td>67</td>
<td>33</td>
</tr>
<tr>
<td>Number of completed reviews by Managing Officers/Program Administrators</td>
<td>N/A</td>
<td>0</td>
<td>708</td>
<td>708</td>
</tr>
<tr>
<td>Outcome: Percent reduction of OLA/OCYF repeat items</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>50%</td>
</tr>
</tbody>
</table>
DEPARTMENT OF JUVENILE JUSTICE

VD03.01 OFFICE OF PROFESSIONAL RESPONSIBILITY & ACCOUNTABILITY (OPRA)

Objective 1.2  By the close of fiscal year 2003, reduce by at least 50% the number of repeat audit exceptions and monitoring items reported by OPRA in DJJ residential and non-residential programs.

Strategy 1.2.1  Conduct follow-up audits of Legislative Auditor, OCYF and OPRA report items at least annually to assess compliance.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of follow-up audits conducted</td>
<td>N/A</td>
<td>21</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Output: Number of repeat findings</td>
<td>N/A</td>
<td>N/A</td>
<td>67</td>
<td>33</td>
</tr>
<tr>
<td>Outcome: Percent reduction in repeat findings</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>50%</td>
</tr>
</tbody>
</table>

Objective 1.3  By the close of fiscal year 2003, perform internal audits of at least 30% of residential and non-residential programs.

Strategy 1.3.1  Implement a continuous audit risk assessment process based upon audit exception reporting and monitoring to identify programs with a high likelihood of internal control and internal weaknesses.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of DJJ residential and non-residential programs</td>
<td>N/A</td>
<td>310</td>
<td>310</td>
<td>310</td>
</tr>
<tr>
<td>Number of internal audits scheduled</td>
<td>N/A</td>
<td>93</td>
<td>93</td>
<td>93</td>
</tr>
<tr>
<td>Output: Number of internal audits conducted</td>
<td>N/A</td>
<td>21</td>
<td>93</td>
<td>93</td>
</tr>
<tr>
<td>Outcomes: Percent of scheduled audits conducted</td>
<td>N/A</td>
<td>23%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent reduction of non-compliance items</td>
<td>N/A</td>
<td>*</td>
<td>25%</td>
<td>35%</td>
</tr>
</tbody>
</table>

Objective 1.4  By the close of fiscal year 2003, monitor residential and non-residential programs at least once a year. Permanent monitors may be assigned to selected facilities/programs as required.

Strategy 1.4.1  Conduct monitoring with the use of COMAR, contract deliverables, performance outcome measures, quality assurance.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of DJJ residential and non-residential programs</td>
<td>N/A</td>
<td>310</td>
<td>310</td>
<td>310</td>
</tr>
<tr>
<td>Number of monitoring visits (including out of state)</td>
<td>N/A</td>
<td>174</td>
<td>310</td>
<td>310</td>
</tr>
<tr>
<td>Outcomes: Percent of residential and non-residential programs monitored</td>
<td>N/A</td>
<td>56%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent reduction of non-compliance items</td>
<td>N/A</td>
<td>*</td>
<td>25%</td>
<td>35%</td>
</tr>
</tbody>
</table>

Note:  N/A – Not applicable

*Data not yet available
Objective 1.5  By the close of fiscal year 2003, license/certify 100% of applicants for licensing/certification of residential and non-residential programs.

Strategy 1.5.1  Implement licensing/certification with the use of COMAR, contract deliverables, performance outcome measures, quality assurance and monitoring.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of new applications</td>
<td>N/A</td>
<td>N/A</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Outputs: Number of new licenses/certifications issued</td>
<td>N/A</td>
<td>15</td>
<td>60</td>
<td>120</td>
</tr>
<tr>
<td>Number of licenses/certifications renewed</td>
<td>N/A</td>
<td>10</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>Outcomes: Percent of renewals</td>
<td>*</td>
<td>*</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of new applicants issued licenses/certifications</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 2.  Maintain a fair, impartial, objective and independent Investigations process.

Objective 2.1  In fiscal year 2003, investigate 100% of complaints occurring in DJJ programs and services.

Strategy 2.1.1  Conduct investigations consistent with DJJ Standards of Conduct, COMAR and MD law.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of complaints reported to OPRA</td>
<td>*</td>
<td>2,862</td>
<td>2,433</td>
<td>2,003</td>
</tr>
<tr>
<td>Number of investigations completed where staff disciplinary action recommended</td>
<td>N/A</td>
<td>85</td>
<td>72</td>
<td>59</td>
</tr>
<tr>
<td>Number of violations of Standards of Conduct reported to OPRA</td>
<td>*</td>
<td>187</td>
<td>173</td>
<td>150</td>
</tr>
<tr>
<td>Number of child abuse/neglect incidents reviewed and reconciled with DHR, DHMH, MSP and DSS</td>
<td>N/A</td>
<td>342</td>
<td>291</td>
<td>233</td>
</tr>
<tr>
<td>Outcomes: Percent reduction in violations of DJJ Standards of Conduct</td>
<td>N/A</td>
<td>N/A</td>
<td>7%</td>
<td>13%</td>
</tr>
<tr>
<td>Percent of investigations of complaints conducted and reconciled</td>
<td>N/A</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 2.2  By the close of fiscal year 2003, perform 100% of required background investigations consistent with applicant pool.

Strategy 2.2.1  Conduct interviews with applicants, neighbors, employers, and personal references.
Strategy 2.2.2  Review personnel files, criminal history record, and other related documentation.
Strategy 2.2.3  Generate a report of applicant suitability for employment consistent with MCTC regulations.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of background investigations conducted</td>
<td>N/A</td>
<td>*</td>
<td>360</td>
<td>360</td>
</tr>
<tr>
<td>Outcomes: Percent of background investigations meeting MCTC regulations</td>
<td>N/A</td>
<td>*</td>
<td>98%</td>
<td>98%</td>
</tr>
<tr>
<td>Percent of required background investigation conducted</td>
<td>N/A</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
DEPARTMENT OF JUVENILE JUSTICE

VD03.01 OFFICE OF PROFESSIONAL RESPONSIBILITY & ACCOUNTABILITY (OPRA)

Goal 3. Ensure the health, safety and humane care of youth in residential placement by implementing a pro-active Child Advocacy process.

Objective 3.1 By the close of fiscal year 2003, reduce by at least 15% the number of youth grievances reported to OPRA in DJJ residential and non-residential programs.

Strategy 3.1.1 Interact with youth on an individualized basis to help provide early identification and intervention to youth who have special needs at facilities and programs which have the highest number of youth grievances and complaints in the most recent 6 months as documented in the OPRA data base.

Strategy 3.1.2 Recommend appropriate sanctions and other enforcement actions to secure compliance with policies and procedures as required by DJJ.

Strategy 3.1.3 Collect and document sufficient, relevant and competent information on youth grievances and complaints to provide resolution of grievances in a timely manner.

Performance Measures

<table>
<thead>
<tr>
<th>Inputs: Number of youth grievances and complaints</th>
<th>2000 Actual</th>
<th>2001 Actual</th>
<th>2002 Estimated</th>
<th>2003 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of youth grievances and complaints</td>
<td>N/A</td>
<td>620</td>
<td>558</td>
<td>474</td>
</tr>
<tr>
<td>Number of youth receiving disciplinary actions:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State-owned and operated</td>
<td>*</td>
<td>*</td>
<td>establish</td>
<td>*</td>
</tr>
<tr>
<td>State-owned and privately operated</td>
<td>*</td>
<td>*</td>
<td>establish</td>
<td>*</td>
</tr>
<tr>
<td>Privately-owned and operated</td>
<td>*</td>
<td>*</td>
<td>establish</td>
<td>*</td>
</tr>
<tr>
<td>Number of grievances resolved on-site</td>
<td>*</td>
<td>465</td>
<td>474</td>
<td>450</td>
</tr>
</tbody>
</table>

Outcomes: Percent reduction in youth grievances and complaints

<table>
<thead>
<tr>
<th>Percent reduction in youth grievances and complaints</th>
<th>2000 Actual</th>
<th>2001 Actual</th>
<th>2002 Estimated</th>
<th>2003 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of on-site resolution of grievances and complaints</td>
<td>N/A</td>
<td>N/A</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>*</td>
<td>75%</td>
<td>85%</td>
<td>95%</td>
<td></td>
</tr>
</tbody>
</table>

Goal 4. Establish a uniform system of written directives under the direction of the Secretary that governs DJJ business operations and programs.

Objective 4.1 By the close of fiscal year 2003 and annually thereafter, perform a review of 100% of DJJ policy, procedure, standards and regulations and formulate revisions for the Secretary’s approval.

Strategy 4.1.1 Professional Standards staff will evaluate existing policy and procedure for consistency with federal and State law and regulations, and consistency with DJJ vision, mission, goals, objectives, strategies and core values.

Strategy 4.1.2 Professional Standards staff will consult with DJJ managers, staff and other juvenile justice stakeholders in other states to identify best practices in juvenile justice operations.

Strategy 4.1.3 Professional Standards staff will review feedback and recommendations from stakeholders to identify operations and requirements that existing policy, procedure, directives and regulations do not currently or adequately address.

Strategy 4.1.4 Professional Standards staff will work with Information Technology staff to provide web-based access to DJJ standard operating procedure to enhance communication and information.
**DEPARTMENT OF JUVENILE JUSTICE**

**VD03.01 OFFICE OF PROFESSIONAL RESPONSIBILITY & ACCOUNTABILITY (OPRA)**

(Objective 4.1)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of existing written directives</td>
<td>N/A</td>
<td>290</td>
<td>290</td>
<td>290</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of directives reviewed and revisions recommended</td>
<td>N/A</td>
<td>10%</td>
<td>75%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of written directives web-based</td>
<td>N/A</td>
<td>16%</td>
<td>50%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable

*Data not yet available*
PROGRAM DESCRIPTION

Restorative Justice Operations is the entity within the Department that focuses on the development, management and delivery of programs and services in the community and in residential care. The scope of the activities undertaken in Restorative Justice Operations encompasses direct involvement with victims, youth and their families and collaboration with families, communities and other agencies to improve outcomes for youth who come to the Department’s attention. Restorative Justice Operations units, Residential, Admissions and Community Justice, underscore the philosophy that youth must be held accountable, must make the victim whole and restore the youth and community. The Restorative Justice Operations division functions in concert with all components of the Department towards the vision of making every child a self-sufficient adult. The protection of the public safety is emphasized in all of the activities undertaken by Restorative Justice Operations.

MISSION

Restorative Justice Operations embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.
PROGRAM DESCRIPTION

Residential Services supervises residential facilities and their programs for youth detained or committed by the court. Its operations promote the continuum of integrated case management throughout the continuum of programs, services, care and custody, based on a youth’s level of risk and need. The facilities and programs administered by this unit provide a wide range of services which include: screening, counseling, education, vocational enhancement, health services and recreational activities. Residential Services also provides secure transports of youth between facilities and court.

MISSION

Residential Services embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. Provide a safe, secure and humane environment for youth and staff in residential care.

Objective 1.1 By the end of fiscal year 2003, all detention facilities will be in 95% compliance with standards.

Strategy 1.1.1 Conduct quality assurance inspection for compliance.

Strategy 1.1.2 Review and modify, as needed, action plans to achieve and maintain full compliance.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of detention facilities</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Average Daily Population</td>
<td>2664</td>
<td>2456</td>
<td>2825</td>
<td>2721</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent compliance with standards:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cheltenham</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>Waxter</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>Noyes</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>Carter</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>Hickey</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>BCJJJC</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>Eastern Shore Detention Ctr **</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
<tr>
<td>Western MD Detention</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

** Expected to open in fiscal year 2004.

Goal 2. Provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 2.1 By the end of fiscal year 2003, 100% of youth admitted to committed facilities will be provided treatment based on their particular needs as indicated in the Individual Service Plan (ISP).

Strategy 2.1.1 Youth will be placed in a facility designed to provide programming to address particular needs as identified in the ISP.

Strategy 2.1.2 Complete quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.

Strategy 2.1.3 Study delinquency trends to determine specific treatment programs needed.
DEPARTMENT OF JUVENILE JUSTICE

VE01.01 RESIDENTIAL SERVICES
(Objective 2.1)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth admitted to committed facilities</td>
<td>2,756</td>
<td>2,506</td>
<td>2,255</td>
<td>1,917</td>
</tr>
<tr>
<td>Outcome: Percent of youth having treatment plans provided in accordance with the ISP</td>
<td>*</td>
<td>*</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 2.2
100% of youth admitted to residential committed programs will have Individual Service Plans (ISP) in fiscal year 2003.

Strategy 2.2.1 Each youth will be assigned a case manager.
Strategy 2.2.2 The institutional case manager will review, revise and implement the ISP as required by policy.
Strategy 2.2.3 The institutional case manager will conduct periodic reviews, according to policy and procedures, to determine the youth's ISP progress.
Strategy 2.2.4 The institutional case manager will participate with the Aftercare team in revising the ISP as needed.
Strategy 2.2.5 The institutional case manager will recommend release and prepare discharge summaries.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth in admitted with complete ISP</td>
<td>*</td>
<td>*</td>
<td>2,255</td>
<td>1,917</td>
</tr>
<tr>
<td>Outcome: Percent of youth with ISP and Aftercare plans</td>
<td>*</td>
<td>*</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 2.3
100% of youth being released from residential committed facilities will have Aftercare and transition plans in fiscal year 2003.

Strategy 2.3.1 Integrated case management will support Aftercare implementation plan.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth released</td>
<td>2,254</td>
<td>2,145</td>
<td>2,014</td>
<td>1,917</td>
</tr>
<tr>
<td>Outcome: Percent of youth released with Aftercare plans</td>
<td>*</td>
<td>*</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 3.
Provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 3.1 By the end of fiscal year 2003, reorganize case management services in 100% of residential programs.

Strategy 3.1.1 Assign each youth a case manager.
Strategy 3.1.2 Review and revise existing policy and procedures for detention programs.
Strategy 3.1.3 Review and revise residential juvenile case managers job duties to reflect case management duties.
Strategy 3.1.4 Provide case management training and orientation to juvenile case managers.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of institutional case manager</td>
<td>*</td>
<td>28</td>
<td>35</td>
<td>36</td>
</tr>
<tr>
<td>Output: Number of youth receiving case manager services</td>
<td>*</td>
<td>*</td>
<td>5,848</td>
<td>5,523</td>
</tr>
<tr>
<td>Outcome: Percent of youth completing program requirements</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Objective 3.2  By the end of fiscal year 2003, 100% of youth admitted to detention facilities will receive services as identified in the “Maryland Standards for Detention Facilities”.

Strategy 3.2.1  Ensure all detention facilities are providing services to youth according to “Maryland Standards for Juvenile Detention Facilities”.

Strategy 3.2.2  Conduct a random sample of quality assurance inspections of services to youth.

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Average Daily Population</td>
<td>2,664</td>
<td>2,456</td>
<td>2,825</td>
<td>2,721</td>
</tr>
<tr>
<td>Number of quality assurance inspections</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Outputs:</strong> Number of youth receiving facility orientation</td>
<td>8,476</td>
<td>7,220</td>
<td>9,303</td>
<td>5,523</td>
</tr>
<tr>
<td>Number of youth receiving substance abuse assessment</td>
<td>3,481</td>
<td>3,651</td>
<td>6,303</td>
<td>5,523</td>
</tr>
<tr>
<td>Number of youth receiving nursing assessment</td>
<td>7,300</td>
<td>6,606</td>
<td>6,303</td>
<td>5,523</td>
</tr>
<tr>
<td>Number of youth receiving physical exam by physician or nurse practitioner</td>
<td>3,349</td>
<td>3,783</td>
<td>5,848</td>
<td>5,523</td>
</tr>
<tr>
<td>Number of youth receiving mental health assessment</td>
<td>3,354</td>
<td>3,206</td>
<td>5,848</td>
<td>5,523</td>
</tr>
<tr>
<td>Number of youth participating in education program</td>
<td>7,360</td>
<td>6,769</td>
<td>6,303</td>
<td>5,523</td>
</tr>
<tr>
<td>Number of youth participating in recreation program</td>
<td>6,901</td>
<td>6,274</td>
<td>6,303</td>
<td>5,523</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of youth receiving facility orientation</td>
<td>100%</td>
<td>97.1%</td>
<td>96.9%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of youth receiving substance abuse assessment</td>
<td>45.3%</td>
<td>50.5%</td>
<td>96.9%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of youth receiving nursing assessment</td>
<td>86.1%</td>
<td>91.4%</td>
<td>96.9%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of youth receiving physical exam by physician or nurse practitioner</td>
<td>39.5%</td>
<td>52.3%</td>
<td>89.9%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of youth receiving mental health assessment</td>
<td>39.5%</td>
<td>44.4%</td>
<td>89.9%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of youth participating in education program</td>
<td>86.9%</td>
<td>93.7%</td>
<td>96.9%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of youth participating in recreation program</td>
<td>81.4%</td>
<td>86.8%</td>
<td>96.9%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 4.  Ensure the assignment of appropriate number of staff to operate each state-operated detention facility, including appropriate staff to youth ratios.

Objective 4.1  By the end of fiscal year 2003, 100% of facilities will prepare annual staffing plans.

Strategy 4.1.1  Request funding and positions for each facility in order to establish appropriate staffing requirements.

Strategy 4.1.2  Identify any special considerations, such as building design and/or special populations that would impact staffing requirements.

Strategy 4.1.3  Incorporate in staffing analysis any physical or programmatic changes in facility program.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of facilities</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Number of (staff) authorized positions</td>
<td>625.00</td>
<td>628.00</td>
<td>871.20</td>
<td>871.20</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of budgeted positions filled</td>
<td>*</td>
<td>*</td>
<td>80%</td>
<td>85%</td>
</tr>
</tbody>
</table>
DEPARTMENT OF JUVENILE JUSTICE

VE01.01 RESIDENTIAL SERVICES

Goal 5. Ensure that all residential facilities are properly classified based on risk and need of youth.

Objective 5.1 Assign a classification to 100% of facilities in fiscal year 2003.

Strategy 5.1.1 Develop a classification system.

Strategy 5.1.2 Conduct annual reviews and provide annual reports.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of secure residential care detention facilities</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Number of secure residential care committed facilities</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Number of special programs</td>
<td>11</td>
<td>11</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Outcome:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of facilities reviewed that are correctly classified</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 6. Ensure that only those youth placed in secure residential care have been classified as high risk offenders.

Objective 6.1 In fiscal year 2003, reduce by 5% the average daily population of youth in detention facilities.

Strategy 6.1.1 Increase detention alternative capacity.

Strategy 6.1.2 Detain only those youth who meet the detention criteria.

Strategy 6.1.3 Review each youth admitted to detention to determine eligibility for detention alternative.

Strategy 6.1.4 Facilitate the referral of any youth eligible for detention alternative.

Strategy 6.1.5 Ensure that assessed risk levels of youth are consistent with the facility security levels.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Average Daily Population (ADP)</td>
<td>2664</td>
<td>2456</td>
<td>2825</td>
<td>2721</td>
<td></td>
</tr>
<tr>
<td>Outcome: Percent reduction of ADP</td>
<td>3.8%</td>
<td>(7.8%)</td>
<td>15.7%</td>
<td>(4.2%)</td>
<td></td>
</tr>
</tbody>
</table>

Objective 6.2 By the end of fiscal year 2003, reduce by 15% the average daily population of youth in residential care committed facilities.

Strategy 6.2.1 Increase community program capacity.

Strategy 6.2.2 Only youth assessed as high risk or chronic offenders will be placed in residential care committed facilities.

Strategy 6.2.3 Review and revise, as needed, admission criteria for residential care.

Strategy 6.2.4 Ensure the assessed risk levels of youth are consistent with the facility security levels.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Average daily population for committed programs</td>
<td>1,503</td>
<td>1,496</td>
<td>1,564</td>
<td>1,485</td>
</tr>
<tr>
<td>Outcome: Percent reduction of ADP youth in committed programs</td>
<td>6.1%</td>
<td>0%</td>
<td>4.5%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Percent of youth in residential care classified as high risk or chronic offender</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>
DEPARTMENT OF JUVENILE JUSTICE

VE01.01 RESIDENTIAL SERVICES

Objective 6.3 In fiscal year 2003, 100% of youth who have committed a violent offense and pose a threat to the community will be placed in detention.

Strategy 6.3.1 Detain all youth that have committed a violent offense and are a risk to public safety.
Strategy 6.3.2 Ensure that assessed risk levels of youth are consistent with the facility security levels.

Performance Measures

<table>
<thead>
<tr>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome: Percent of youth detained who are high risk offenders</td>
<td>Actual</td>
<td>Actual</td>
<td>Estimated</td>
</tr>
<tr>
<td>*</td>
<td>*</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 7. Establish and implement standards for operating committed facilities.

Objective 7.1 By the end of fiscal year 2003, develop and implement standards for operating 100% of committed facilities.

Strategy 7.1.1 Conduct review of existing national standards and best practices.
Strategy 7.1.2 Establish a committee to draft standards.
Strategy 7.1.3 Draft Standards.

Performance Measures

<table>
<thead>
<tr>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of juvenile facilities</td>
<td>Actual</td>
<td>Actual</td>
<td>Estimated</td>
</tr>
<tr>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Outcome: Percent of facilities in compliance with standards</td>
<td>Actual</td>
<td>Actual</td>
<td>Estimated</td>
</tr>
<tr>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 7.2 By the end of fiscal year 2003, all facilities will be in compliance with 85% of standards for operating residential facilities.

Strategy 7.2.1 Develop action plans to achieve full compliance and identify additional resources required.
Strategy 7.2.2 Develop quality assurance for compliance with standards.
Strategy 7.2.3 Conduct quality assurance inspection of compliance.
Strategy 7.2.4 Training and orientation for facility administrators and staff.

Performance Measures

<table>
<thead>
<tr>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of secure committed facilities</td>
<td>Actual</td>
<td>Actual</td>
<td>Estimated</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Output: Number of committed facilities in compliance</td>
<td>Actual</td>
<td>Actual</td>
<td>Estimated</td>
</tr>
<tr>
<td>*</td>
<td>*</td>
<td>*</td>
<td>3</td>
</tr>
<tr>
<td>Outcome: Percent of compliance with standards</td>
<td>Actual</td>
<td>Actual</td>
<td>Estimated</td>
</tr>
<tr>
<td>*</td>
<td>*</td>
<td>*</td>
<td>85%</td>
</tr>
</tbody>
</table>
DEPARTMENT OF JUVENILE JUSTICE

VE01.01 RESIDENTIAL SERVICES

Mental Health and Substance Abuse Treatment:

Goal 8. Enhance mental health and substance abuse treatment in detention facilities.

Objective 8.1: 100% of youth admitted to detention facilities with mental health and/or substance abuse needs will receive treatment in fiscal year 2003.

Strategy 8.1.1 Screen all youth for specific service needs.
Strategy 8.1.2 Link youth with all appropriate services.
Strategy 8.1.3 Develop tele-medicine pilot to assist in bringing psychiatric consultative services and remote training capability to DJJ staff and clinicians.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Output: Number of youth assessed</td>
<td>3841</td>
<td>3651</td>
<td>6303</td>
<td>5528</td>
</tr>
<tr>
<td>Outcome: Percent of assessed youth receiving mental health and substance abuse treatment</td>
<td>*</td>
<td>*</td>
<td>75%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Transportation Services:

Goal 9. Promote safe secure transportation of youth in residential facilities.

Objective 9.1 100% of youth will be transported without any escapes in fiscal year 2003.

Strategy 9.1.1 Ensure proper staffing of transportation unit.
Strategy 9.1.2 Ensure transportation staff has appropriate security equipment.
Strategy 9.1.3 Annual review of transportation policy and procedures.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth transports</td>
<td>26,637</td>
<td>18,641</td>
<td>19,572</td>
<td>19,572</td>
</tr>
<tr>
<td>Number of transport trips</td>
<td>8,501</td>
<td>6,679</td>
<td>6,524</td>
<td>6,524</td>
</tr>
<tr>
<td>Output: Number of youth transports without escape</td>
<td>28,637</td>
<td>18,639</td>
<td>19,572</td>
<td>19,572</td>
</tr>
<tr>
<td>Outcome: Percent of youth transports without escapes</td>
<td>100%</td>
<td>99%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of transports without accident</td>
<td>100%</td>
<td>99%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Education Services:

Goal 10. Provide an appropriate education to all youth in DJJ residential care.

Objective 10.1 Assess 100% of committed youth in DJJ facilities to determine educational status in fiscal year 2003.

Strategy 10.1 Develop assessment protocols that require record reviews.
Strategy 10.2 Administer educational assessments.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth admitted to DJJ facilities</td>
<td>2756</td>
<td>2506</td>
<td>2255</td>
<td>1917</td>
</tr>
<tr>
<td>Outcome: Percent of committed youth assessed</td>
<td>*</td>
<td>80%</td>
<td>85%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
Objective 10.2  Ensure the implementation of Individual Education Plans (IEP) for 100% of the special education eligible youth in fiscal year 2003.

Strategy 10.2.1  Develop protocols for quarterly reporting.
Strategy 10.2.2  Conduct periodic quality assurance monitoring.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of special education students</td>
<td>3,144</td>
<td>2,723</td>
<td>2,288</td>
<td>2,084</td>
</tr>
<tr>
<td>Outcome: Percent of special education students w/IEPs implemented</td>
<td>*</td>
<td>80%</td>
<td>85%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 10.3  Implement a curriculum based on the youth’s particular needs for 100% of the youth in DJJ residential care requiring a curriculum in fiscal year 2003.

Strategy 10.3.1  Assure that there are sufficient resources in staff materials and supplies.
Strategy 10.3.2  Develop a unified curriculum approved by Maryland State Department of Education.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth in residential care</td>
<td>11,232</td>
<td>9,276</td>
<td>8,173</td>
<td>7,445</td>
</tr>
<tr>
<td>Outcome: Percent of youth engaged in the curriculum</td>
<td>*</td>
<td>75%</td>
<td>90%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Goal 11. Increase educational competency levels of youth in committed residential care with DJJ.

Objective 11.1:  Increase the education levels of committed youth by one (1) year for every four (4) months of instruction in fiscal year 2003.

Strategy 11.1.1  Implement uniform curriculum.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of committed youth engaged in the curriculum</td>
<td>2756</td>
<td>2506</td>
<td>2255</td>
<td>1917</td>
</tr>
<tr>
<td>Outcome: Percent of youth whose education levels increased one (1) year for every four (4) months of instruction.</td>
<td>*</td>
<td>50%</td>
<td>70%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Objective 11.2  Expose 100% of the youth to vocational training and functional life skills in fiscal year 2003.

Strategy 11.2.1  The students will experience hands-on computer learning and vocational exploratory experiences utilizing computer technology, effectiveness of teaching staff, and improved curriculum.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome: Percent of youth who increase in educational level</td>
<td>*</td>
<td>*</td>
<td>70%</td>
<td>80%</td>
</tr>
<tr>
<td>Percent increase in youth demonstrating basic computer skills</td>
<td>*</td>
<td>*</td>
<td>65%</td>
<td>75%</td>
</tr>
<tr>
<td>Percent increase in youth exposed to employability skills</td>
<td>*</td>
<td>*</td>
<td>55%</td>
<td>65%</td>
</tr>
<tr>
<td>Percent of youth receiving hands-on computer learning</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of youth enrolled to take GED</td>
<td>*</td>
<td>*</td>
<td>70%</td>
<td>80%</td>
</tr>
<tr>
<td>Percent of youth receiving vocational exploratory experience</td>
<td>*</td>
<td>*</td>
<td>65%</td>
<td>75%</td>
</tr>
<tr>
<td>Percent of youth successfully completing basic skills classes</td>
<td>*</td>
<td>*</td>
<td>70%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Note:  N/A – Not applicable
*Data not yet available
Goal 12. Facilitate appropriate educational placement of youth upon return to the community.

Objective 12.1 In fiscal year 2003, 100% of youth will be transitioned back to school upon release from DJJ facility, with 75% being transitioned by the next school day.

Strategy 12.1.1 DJJ will complete a transition plan before release and make necessary arrangements to complete post assessment.

Strategy 12.1.2 Establish interagency oversight group to assure compliance with the “Transition and Detention Agreement”.

Performance Measures

<table>
<thead>
<tr>
<th>Input: Number of youth released</th>
<th>2000 Actual</th>
<th>2001 Actual</th>
<th>2002 Estimated</th>
<th>2003 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,254</td>
<td>2,145</td>
<td>2,014</td>
<td>1,917</td>
</tr>
</tbody>
</table>

| Outcomes: Percent of youth transitioned to an appropriate school placement upon the next school year | * | * | 80% | 100% |
| Percent of youth who transition the next school day | * | * | 70% | 75% |

Average Achievement Levels/Age/Grade

<table>
<thead>
<tr>
<th>Facility</th>
<th>Average Achievement Level/Reading</th>
<th>Average Achievement Level/Math</th>
<th>Average Age</th>
<th>Average Grade Level</th>
<th>Average Years Behind</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waxter’s</td>
<td>7</td>
<td>6</td>
<td>15</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Hickey</td>
<td>7.45</td>
<td>6.42</td>
<td>18</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Schaefer House</td>
<td>7.0</td>
<td>6.5</td>
<td>17</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>MYRC</td>
<td>5.3</td>
<td>6.0</td>
<td>14.5</td>
<td>7</td>
<td>2.5</td>
</tr>
<tr>
<td>Cheltenham</td>
<td>4.0</td>
<td>5.0</td>
<td>15</td>
<td>9</td>
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</tr>
<tr>
<td>NOYES</td>
<td>6.0</td>
<td>5.0</td>
<td>16</td>
<td>10</td>
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</tr>
<tr>
<td>Victor Cullen</td>
<td>6.0</td>
<td>7.0</td>
<td>16</td>
<td>9</td>
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<tr>
<td>Carter</td>
<td>5.94</td>
<td>5.70</td>
<td>15.91</td>
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<tr>
<td>Youth Centers</td>
<td>7.2</td>
<td>6.7</td>
<td>16.8</td>
<td>11</td>
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<tr>
<td>O’Farrell</td>
<td>9.69</td>
<td>6.99</td>
<td>15.8</td>
<td>8.9</td>
<td>1.4</td>
</tr>
</tbody>
</table>

28% of the total population has been identified as special education eligible.

Total Population as of 7/31/01=1,035

Average years behind is calculated according to last grade in public school.

#### Residential Programs Including Community Detention/Electronic Monitoring

<table>
<thead>
<tr>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Secure Detention Centers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hickey</td>
<td>30</td>
<td>30</td>
<td>25</td>
<td>60</td>
<td>30</td>
</tr>
<tr>
<td>Cheltenham</td>
<td>212</td>
<td>184</td>
<td>160</td>
<td>80</td>
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<tr>
<td>Carter</td>
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<td>26</td>
<td>21</td>
<td>18</td>
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<tr>
<td>Noyes</td>
<td>61</td>
<td>47</td>
<td>43</td>
<td>40</td>
<td>25</td>
</tr>
<tr>
<td>Waxter</td>
<td>72</td>
<td>54</td>
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<td>Holdover</td>
<td>7</td>
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</tr>
<tr>
<td>BCJCC (04/2002)</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>36</td>
<td>90</td>
</tr>
<tr>
<td>W. MD. Detention (9/2002)</td>
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<td>NA</td>
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<tr>
<td><strong>Total Secure Detention</strong></td>
<td>407</td>
<td>345</td>
<td>284</td>
<td>261</td>
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<tr>
<td><strong>Pending Placement</strong></td>
<td></td>
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</tr>
<tr>
<td>Hickey</td>
<td>45</td>
<td>32</td>
<td>43</td>
<td>48</td>
<td>30</td>
</tr>
<tr>
<td>Carter</td>
<td>5</td>
<td>7</td>
<td>8</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Cheltenham</td>
<td>84</td>
<td>96</td>
<td>62</td>
<td>54</td>
<td>24</td>
</tr>
<tr>
<td>Noyes</td>
<td>10</td>
<td>17</td>
<td>16</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Waxter</td>
<td>28</td>
<td>22</td>
<td>16</td>
<td>16</td>
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<tr>
<td>BCJCC (04/2002)</td>
<td>NA</td>
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<td>NA</td>
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<td>36</td>
</tr>
<tr>
<td>W. MD. Detention (9/2002)</td>
<td>NA</td>
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<td><strong>Total Pending Placement</strong></td>
<td>172</td>
<td>174</td>
<td>145</td>
<td>136</td>
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#### Commitment - Secure

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Cheltenham Young Women*</td>
<td>32</td>
<td>16</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Hickey Secure Programs</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>200</td>
<td>230</td>
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<tr>
<td>Hickey - Impact</td>
<td>109</td>
<td>111</td>
<td>79</td>
<td>NA</td>
<td>NA</td>
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<tr>
<td>Hickey - Intermediate</td>
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<td>36</td>
<td>69</td>
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<td>NA</td>
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<tr>
<td>Hickey - Enhanced</td>
<td>118</td>
<td>104</td>
<td>67</td>
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<td>NA</td>
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<td>New Directions - Sex Offender</td>
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<td>26</td>
<td>23</td>
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<td>26</td>
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<tr>
<td>Waxter Secure Young Women</td>
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<td>NA</td>
<td>14</td>
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<td>Waxter NIA*</td>
<td>NA</td>
<td>12</td>
<td>17</td>
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<tr>
<td>Victor Cullen</td>
<td>225</td>
<td>221</td>
<td>177</td>
<td>190</td>
<td>120</td>
</tr>
<tr>
<td><strong>Total Commitment - Secure</strong></td>
<td>540</td>
<td>526</td>
<td>458</td>
<td>461</td>
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#### Commitment - Non-secure
### VE01.01 Residential Services

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Mt. Claire</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Hurlock</td>
<td>4</td>
<td>5</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Per Diem Program</td>
<td>552</td>
<td>688</td>
<td>775</td>
<td>775</td>
<td>775</td>
</tr>
<tr>
<td><strong>Total Commitment - Non-secure</strong></td>
<td><strong>877</strong></td>
<td><strong>977</strong></td>
<td><strong>1,038</strong></td>
<td><strong>1,103</strong></td>
<td><strong>1,079</strong></td>
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#### Detention Alternatives

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Cheltenham Shelter - House</td>
<td>11</td>
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<td>12</td>
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<tr>
<td>Cheltenham Shelter - Murphy Unit</td>
<td>NA</td>
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<td>MYRC Shelter</td>
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<td>34</td>
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<td>36</td>
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<tr>
<td>Victor Cullen Shelter</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Family Shelter</td>
<td>16</td>
<td>13</td>
<td>13</td>
<td>15</td>
<td>15</td>
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<tr>
<td>CD / EM</td>
<td>472</td>
<td>543</td>
<td>436</td>
<td>725</td>
<td>750</td>
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<tr>
<td><strong>Total Detention Alternatives</strong></td>
<td><strong>571</strong></td>
<td><strong>642</strong></td>
<td><strong>531</strong></td>
<td><strong>864</strong></td>
<td><strong>889</strong></td>
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**TOTAL ALL PROGRAMS**

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>2,67</strong></td>
<td><strong>2,664</strong></td>
<td><strong>2,456</strong></td>
<td><strong>2,825</strong></td>
<td><strong>2,721</strong></td>
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## DEPARTMENT OF JUVENILE JUSTICE

<table>
<thead>
<tr>
<th>Program</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
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<tbody>
<tr>
<td>O’Farrell Transition</td>
<td>46</td>
<td>47</td>
<td>48</td>
<td>48</td>
<td>48</td>
</tr>
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<td>5</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Hurlock</td>
<td>4</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Per Diem Program</td>
<td>552</td>
<td>688</td>
<td>775</td>
<td>775</td>
<td>775</td>
</tr>
<tr>
<td>W. D. Schaefer House</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>New Directions - Sex Offender</td>
<td>26</td>
<td>26</td>
<td>23</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>Youth Centers</td>
<td>210</td>
<td>176</td>
<td>157</td>
<td>222</td>
<td>222</td>
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<td><strong>TOTAL ALL PROGRAMS</strong></td>
<td><strong>2,567</strong></td>
<td><strong>2,664</strong></td>
<td><strong>2,456</strong></td>
<td><strong>2,825</strong></td>
<td><strong>2,721</strong></td>
</tr>
</tbody>
</table>

**Note:** N/A – Not applicable  
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VE01.02 RESIDENTIAL CONTRACTUAL – RESIDENTIAL SERVICES

PROGRAM DESCRIPTION

Residential Services supervises residential facilities and their programs for youth committed or detained by the court; transports youth between facilities and court/placements; and oversees education services provided by the Department and its vendors at Charles H. Hickey School Jr. School, Victor Cullen Academy, Thomas O’Farrell Youth Center, Hurlock, and Mt. Clare House.

MISSION

The vendors contracted by Residential Services will embrace a balanced and restorative justice philosophy. They will seek to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1: To provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 1.1 By the end of fiscal year 2003, 100% of the youth admitted to committed facilities will be provided treatment based on their particular needs as indicated in their ISP.

Strategy 1.1.1 Youth will be assigned a facility designed to provide programming to address particular needs as identified in the ISP.
Strategy 1.1.2 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.
Strategy 1.1.3 Study delinquency trends to determine specific treatment programs needed.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth in facilities (admissions)</td>
<td>1,623</td>
<td>1,408</td>
<td>1,338</td>
<td>1,204</td>
</tr>
<tr>
<td>Outcome: Percent of youth having ISP implemented</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 1.2 By the end of fiscal year 2003, reorganize case management services in 100% of detention programs.

Strategy 1.2.1 Assign a case manager to each youth.
Strategy 1.2.2 Review and revise existing policy and procedures for detention programs.
Strategy 1.2.3 Review and revise residential juvenile case managers job duties to reflect case management duties.
Strategy 1.2.4 Provide case management training and orientation to juvenile case managers.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Average Daily Population</td>
<td>30</td>
<td>25</td>
<td>60</td>
<td>30</td>
</tr>
<tr>
<td>Number of institutional case managers</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Output: Number of facilities with reorganized services</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>1</td>
</tr>
<tr>
<td>Outcome: Percent of youth now being provided case management under new protocols</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VE01.02 RESIDENTIAL CONTRACTUAL – RESIDENTIAL SERVICES

Goal 2. To provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 2.1 100% of youth admitted to residential committed programs will have developed for implementation, Individual Service Plans (ISP) and Aftercare plans in fiscal year 2003.

Strategy 2.1.1 Each youth will be assigned a case manager.
Strategy 2.1.2 The institutional case manager will review, revise and implement the ISP as required by policy.
Strategy 2.1.3 The institutional case manager will conduct periodic reviews, according to policy and procedures, to determine the youth’s ISP progress.
Strategy 2.1.4 The institutional case manager will participate with the Aftercare team in revising the ISP as needed.
Strategy 2.1.5 The institutional case manager will recommend release and prepare discharge summaries.

Performance Measures

<table>
<thead>
<tr>
<th>Outcome: Percent of youth with ISP and Aftercare plans</th>
<th>2000 Actual</th>
<th>2001 Actual</th>
<th>2002 Estimated</th>
<th>2003 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>*</td>
<td>*</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
**DEPARTMENT OF JUVENILE JUSTICE**

**VE01.2003 BALTIMORE CITY JUVENILE JUSTICE CENTER - RESIDENTIAL SERVICES**

**PROGRAM DESCRIPTION**

Located in Baltimore City, this will be a juvenile detention facility and an assessment center that will provide a secure 24 hour residential program for alleged or adjudicated delinquents who are at risk of leaving the jurisdiction of the court or who pose a danger to themselves or others. This facility is classified as a secure residential care institutional detention program.

**MISSION**

The Baltimore City Juvenile Justice Center embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

**KEY GOALS**

**Goal 1:** To provide appropriate services to meet the particular needs of each youth in detention.

**Objective 1.1** By the end of fiscal year 2003, 100% of youth admitted to the facility will receive services as identified in the “Maryland Standards for Juvenile Detention Facilities”.

*Strategy 1.1.1* Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.
*Strategy 1.1.2* Study delinquency trends to determine specific treatment programs needed.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td></td>
<td></td>
<td>36</td>
<td>90</td>
</tr>
<tr>
<td>Outcome: Number of quality assurance reviews</td>
<td></td>
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<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

**Goal 2:** To provide a safe, secure and humane environment for youth and staff in residential programs.

**Objective 2.1** By the end of fiscal year 2003, the facility will be in 100% compliance with standards.

*Strategy 2.1.1* Continue to conduct quality assurance inspection for compliance.
*Strategy 2.1.2* Review and modify as needed, action plans to achieve full compliance.
*Strategy 2.1.3* Request sufficient funding to achieve compliance.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of detention standards</td>
<td></td>
<td></td>
<td>223</td>
<td>223</td>
</tr>
<tr>
<td>Output: Number of detention standards in compliance</td>
<td></td>
<td></td>
<td>189</td>
<td>201</td>
</tr>
<tr>
<td>Outcome: Percent compliance with standards</td>
<td></td>
<td></td>
<td>85%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Note:** N/A – Not applicable
*Data not yet available*
Goal 3. To provide integrated case management services for youth in residential programs, including detention and committed programs.

**Objective 3.1** By the end of fiscal year 2003, reorganize case management services in 100% of detention programs.

- **Strategy 3.1.1** Assign a case manager to each youth.
- **Strategy 3.1.2** Review and revise existing policy and procedures for detention programs.
- **Strategy 3.1.3** Review and revise residential juvenile case managers job duties to reflect case management duties.
- **Strategy 3.1.4** Provide case management training and orientation to juvenile case managers.

**Performance Measures**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of institutional case managers</td>
<td>*</td>
<td>*</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Outcome: Percent of youth now being provided case management under new protocols</td>
<td>*</td>
<td>*</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Note:** N/A – Not applicable

*Data not yet available*
PROGRAM DESCRIPTION

Located in Baltimore City, this is a ninety day committed facility for young men between the ages of fourteen and eighteen that provides a substance abuse treatment program which is certified by the American Drug Abuse Association. This facility is classified as a community-based specialized program for low risk offenders.

MISSION

The William Donald Schaefer House embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. To provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 1.1 By the end of fiscal year 2003, 100% of the youth admitted to this facility will be provided treatment based on their particular needs as indicated in their Individual Service Plans (ISP).

Strategy 1.1.1 Youth will be assigned a facility designed to provide programming to address particular needs as identified in the ISP.

Strategy 1.1.2 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.

Strategy 1.1.3 Study delinquency trends to determine specific treatment programs needed.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Outcome: Percent of youth having ISP implemented</td>
<td>90%</td>
<td>95%</td>
<td>98%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 2. To provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 2.1 100% of youth admitted to residential committed programs will have developed, for implementation, (ISP) and Aftercare plans in fiscal year 2003.

Strategy 2.1.1 Each youth will be assigned a case manager.

Strategy 2.1.2 The institutional case manager will review, revise and implement the ISP as required by policy.

Strategy 2.1.3 The institutional case manager will conduct periodic reviews according to policy and procedures, to determine the youth’s ISP progress.

Strategy 2.1.4 The institutional case manager will participate with the Aftercare team in revising the ISP as needed.

Strategy 2.1.5 The institutional case manager will recommend release and prepare discharge summaries.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome: Percent of youth with ISP and Aftercare plans</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable

*Data not yet available
Located in Baltimore City, this is a multi-disciplinary facility. The shelter care program offers a group home environment for males between the ages of twelve and eighteen. The independent living program provides residential services for youth between the ages of sixteen and eighteen enrolled in a maritime vocational training program. This facility is classified as a community-based program for low risk offenders.

MISSION

The Maryland Youth Residence Center embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. To provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 1.1 By the end of fiscal year 2003, 100% of the youth admitted to shelter care will be provided treatment based on their particular needs as indicated in their ISP.

Strategy 1.1.1 Assign a case manager for each youth.
Strategy 1.1.2 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td>36</td>
<td>36</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Outcome: Percent of youth having case manager</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VE01.06 YOUTH CENTERS - RESIDENTIAL SERVICES

PROGRAM DESCRIPTION

Located at five sites in Allegany and Garrett Counties and administered by a headquarters in Cumberland, these centers are long-term (generally six months) residential programs for males, ages fourteen to eighteen, and provide general care and intensive services in a staff secure environment. Meadow Mountain, one of the three centers located in Garrett County, provides a substance abuse treatment program, which is accredited by the American Drug Abuse Association (ADAA).

MISSION

The Youth Centers embrace a balanced and restorative justice philosophy. They seek to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. To provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 1.1 By the end of fiscal year 2003, 100% of the youth admitted to committed facilities will be provided treatment based on their particular needs as indicated in their ISP.

| Strategy 1.1.1 | Youth will be assigned a facility designed to provide programming to address particular needs as identified in the ISP. |
| Strategy 1.1.2 | Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth. |
| Strategy 1.1.3 | Study delinquency trends to determine specific treatment programs needed. |

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td>176</td>
<td>157</td>
<td>222</td>
<td>222</td>
</tr>
<tr>
<td>Outcome: Percent of youth having ISP implemented</td>
<td>80%</td>
<td>90%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 2. Establish and implement standards for operating juvenile committed facilities.

Objective 2.1 By the end of fiscal year 2003, facility will be in compliance with 85% of standards for operating a committed facility.

| Strategy 2.1.1 | Develop quality assurance for compliance with standards. |
| Strategy 2.1.2 | Conduct quality assurance inspection of compliance. |
| Strategy 2.1.3 | Develop action plans to achieve full compliance and identify additional resources required. |
| Strategy 2.1.4 | Training and orientation for facility administrators. |

Performance Measures

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of standards</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Output: Number of standards in compliance</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Outcome: Percent of compliance with standards</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>85%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
VE01.06 YOUTH CENTERS - RESIDENTIAL SERVICES

Goal 3.  To provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 3.1  100% of youth admitted to residential committed programs will have developed for implementation, Individual Service Plans (ISP) and Aftercare plans in fiscal year 2003.

Strategy 3.1.1  Each youth will be assigned a case manager.
Strategy 3.1.2  The institutional case manager will review, revise and implement the ISP as required by policy.
Strategy 3.1.3  The institutional case manager will conduct periodic reviews according to policy and procedures, to determine the youth’s ISP progress.
Strategy 3.1.4  The institutional case manager will participate with the Aftercare team in revising the ISP as needed.
Strategy 3.1.5  The institutional case manager will recommend release and prepare discharge summaries.

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</thead>
<tbody>
<tr>
<td>Outcome: Percent of youth with ISP and Aftercare plans</td>
<td>80%</td>
<td>85%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
Located in Montgomery County, this is a juvenile detention facility that provides a secure twenty-four hour residential program for temporary confinement of alleged or adjudicated delinquents who are at risk of leaving the jurisdiction of the court or who pose a danger to themselves or others. This facility is classified as a secure residential care institutional detention program.

MISSION

The Alfred D. Noyes Children’s Center embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. To provide appropriate services to meet the particular needs of each youth in detention.

Objective 1.1 By the end of fiscal year 2003, 100% of youth admitted to the facility will receive services as identified in the “Maryland Standards for Juvenile Detention Facilities.”

Strategy 1.1.1 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.

Strategy 1.1.2 Study delinquency trends to determine specific treatment programs needed.

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<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td>54</td>
<td>33</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>Output: Number of quality assurance inspections</td>
<td>*</td>
<td>*</td>
<td>4</td>
<td>*</td>
</tr>
</tbody>
</table>

Goal 2. To provide a safe, secure and humane environment for youth and staff in residential programs.

Objective 2.1 By the end of fiscal year 2003, the facility will be in 95% compliance with standards.

Strategy 2.1.1 Continue to conduct quality assurance inspection for compliance.

Strategy 2.1.2 Review and modify as needed, action plans to achieve full compliance.

Strategy 2.1.3 Request sufficient funding to achieve compliance.

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<th></th>
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</thead>
<tbody>
<tr>
<td>Input: Number of detention standards</td>
<td>N/A</td>
<td>223</td>
<td>223</td>
<td>223</td>
</tr>
<tr>
<td>Output: Number of detention standards in compliance</td>
<td>N/A</td>
<td>179</td>
<td>189</td>
<td>200</td>
</tr>
<tr>
<td>Outcome: Percent compliance with standards</td>
<td>N/A</td>
<td>N/A</td>
<td>90%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
VE01.07 ALFRED D. NOYES CHILDREN’S CENTER - RESIDENTIAL SERVICES

Goal 3. To provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 3.1 By the end of fiscal year 2003, reorganize case management services in 100% of detention programs.

Strategy 3.1.1 Assign a case manager to each youth.
Strategy 3.1.2 Review and revise existing policy and procedures for detention programs.
Strategy 3.1.3 Review and revise residential juvenile case managers job duties to reflect case management duties.
Strategy 3.1.4 Provide case management training and orientation to juvenile case managers.

Performance Measures

<table>
<thead>
<tr>
<th>Input: Number of institutional case managers</th>
<th>2000 Actual</th>
<th>2001 Actual</th>
<th>2002 Estimated</th>
<th>2003 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome: Percent of youth now being provided case management under new protocols</td>
<td>*</td>
<td>*</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
VE01.08 WESTERN MARYLAND DETENTION CENTER - RESIDENTIAL SERVICES

PROGRAM DESCRIPTION

Located in Washington County, this is a juvenile detention facility that provides a secure twenty-four hour residential program for temporary confinement of alleged or adjudicated delinquents who are at risk of leaving the jurisdiction of the court or who pose a danger to themselves or others. This is a new facility scheduled for completion September 2002. This facility is classified as a secure residential care institutional detention program.

MISSION

The Western Maryland Detention Center embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1: To provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 1.1 By the end of fiscal year 2003, 100% of youth admitted to the facility will receive services as identified in the “Maryland Standards for Juvenile Detention Facilities.”

Strategies:

Strategy 1.1.1 Review curriculum to ensure programs are meeting needs of youth.
Strategy 1.1.2 Study delinquency trends to determine specific treatment programs needed.

Performance Measures

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>16</td>
</tr>
<tr>
<td>Output: Number of quality assurance inspections</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>4</td>
</tr>
</tbody>
</table>

Goal 2. To provide a safe, secure and humane environment for youth and staff in residential programs.

Objective 2.1 By the end of fiscal year 2003, the facility will be in 100% compliance with standards.

Strategies:

Strategy 2.1.1 Continue to conduct quality assurance inspection for compliance.
Strategy 2.1.2 Review and modify, as needed, action plans to achieve full compliance.
Strategy 2.1.3 Request sufficient funding to achieve compliance.

Performance Measures

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of detention standards</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>223</td>
</tr>
<tr>
<td>Output: Number of detention standards in compliance</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>223</td>
</tr>
<tr>
<td>Outcome: Percent compliance with standards</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
Goal 3. To provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 3.1 By the end of fiscal year 2003, reorganize case management services in 100% of detention programs.

Strategy 3.1.1 Assign a case manager to each youth.
Strategy 3.1.2 Review and revise existing policy and procedures for detention programs.
Strategy 3.1.3 Review and revise residential juvenile case managers job duties to reflect case management duties.
Strategy 3.1.4 Provide case management training and orientation to juvenile case managers.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of institutional case managers</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>1</td>
</tr>
<tr>
<td>Outcome: Percent of youth now being provided case management under new protocols</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 4. Ensure the appropriate number of properly trained and equipped staff to operate each detention facility, including appropriate staff to youth ratios.

Objective 4.1 By the end of fiscal year 2003, 100% of facilities will prepare annual staffing plans.

Strategy 4.1.1 Request funding and positions for each facility in order to establish appropriate staffing requirements.
Strategy 4.1.2 Identify any special considerations such as building design and/or special populations that would impact staffing requirements.
Strategy 4.1.3 Incorporate in staffing analysis any physical or programmatic changes in facility program.
Strategy 4.1.4 Ensure staff completes MCTC training.

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<tr>
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</thead>
<tbody>
<tr>
<td>Inputs: Number of (staff) authorized positions</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>38</td>
</tr>
<tr>
<td>Number of staff to be trained</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>38</td>
</tr>
<tr>
<td>Outcomes: Percent of budgeted positions filled</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>89%</td>
</tr>
<tr>
<td>Percent of staff completing training</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VE01.09 J. DeWEESE CARTER CENTER - RESIDENTIAL SERVICES

PROGRAM DESCRIPTION

Located in Kent County, this is a juvenile detention facility that provides a secure twenty-four hour residential program for temporary confinement of alleged or adjudicated delinquents who are at risk of leaving the jurisdiction of the court or who pose a danger to themselves or others. This facility is classified as a secure residential care institutional detention program.

MISSION

The J. DeWeese Carter Center embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1: To provide appropriate services to meet the particular needs of each youth in detention.

Objective 1.1 By the end of fiscal year 2003, 100% of youth admitted to the facility will receive services as identified in the “Maryland Standards for Juvenile Detention Facilities.”

Strategy 1.1.1 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.
Strategy 1.1.2 Study delinquency trends to determine specific treatment programs needed.

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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td>26</td>
<td>21</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Output: Number of quality assurance inspections</td>
<td>*</td>
<td>*</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Goal 2. To provide a safe, secure and humane environment for youth and staff in residential programs.

Objective 2.1 By the end of fiscal year 2003, the facility will be in 95% compliance with standards.

Strategy 2.1.1 Continue to conduct quality assurance inspection for compliance.
Strategy 2.1.2 Review and modify as needed, action plans to achieve full compliance.
Strategy 2.1.3 Request sufficient funding to achieve compliance.

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<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of detention standards</td>
<td>*</td>
<td>*</td>
<td>223</td>
<td>223</td>
</tr>
<tr>
<td>Output: Number of detention standards in compliance</td>
<td>*</td>
<td>*</td>
<td>196</td>
<td>201</td>
</tr>
<tr>
<td>Outcome: Percent compliance with standards</td>
<td>*</td>
<td>*</td>
<td>85%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
VE01.09  J. DeWEESE CARTER CENTER - RESIDENTIAL SERVICES

Goal 3. To provide integrated case management services for youth in residential programs, including detention and committed programs.

**Objective 3.1**  By the end of fiscal year 2003, reorganize case management services in 100% of detention programs.

- **Strategy 3.1.1** Assign a case manager to each youth.
- **Strategy 3.1.2** Review and revise existing policy and procedures for detention programs.
- **Strategy 3.1.3** Review and revise residential juvenile case managers job duties to reflect case management duties.
- **Strategy 3.1.4** Provide case management training and orientation to juvenile case managers.

<table>
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<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of institutional case managers</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of youth now being provided case management under new protocols</td>
<td>*</td>
<td>*</td>
<td>85%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 4. Ensure the appropriate number of properly trained and equipped staff to operate each detention facility, including appropriate staff to youth ratios.

**Objective 4.1**  By the end of fiscal year 2003, 100% of facilities will prepare annual staffing plans.

- **Strategy 4.1.1** Request funding and positions for each facility in order to establish appropriate staffing requirements.
- **Strategy 4.1.2** Identify any special considerations such as building design and/or special populations that would impact staffing requirements.
- **Strategy 4.1.3** Incorporate in staffing analysis any physical or programmatic changes in facility program.
- **Strategy 4.1.4** Ensure staff completes MCTC training.

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of (staff) authorized positions</td>
<td>19</td>
<td>21</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Number of staff to be trained</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of budgeted positions filled</td>
<td>82.3%</td>
<td>76.4%</td>
<td>64.7%</td>
<td>85%</td>
</tr>
<tr>
<td>Percent of staff completing training</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VE01.10 LOWER EASTERN SHORE DETENTION CENTER - RESIDENTIAL SERVICES

PROGRAM DESCRIPTION

Located in Wicomico County, this is a juvenile detention facility that provides a secure twenty-four hour residential program for temporary confinement of alleged or adjudicated delinquents who are at risk of leaving the jurisdiction of the court or who pose a danger to themselves or others. This is a new facility scheduled for completion October 2003. This facility is classified as a secure residential care institutional detention program.

MISSION

The Lower Eastern Shore Detention Center embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1: To provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 1.1 By the end of fiscal year 2003, 100% of the youth admitted to this facility will be provided treatment based on their particular needs as indicated in their ISP.

Strategy 1.1.1 Youth will be assigned a facility designed to provide programming to address particular needs as identified in the ISP.

Strategy 1.1.2 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.

Strategy 1.1.3 Study delinquency trends to determine specific treatment programs needed.

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Output: Number of quality assurance inspections</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

Goal 2: To provide a safe, secure and humane environment for youth and staff in residential programs.

Objective 2.1 By the end of fiscal year 2003, the facility will be in 100% compliance with standards.

Strategy 2.1.1 Continue to conduct quality assurance inspection for compliance.

Strategy 2.1.2 Review and modify as needed, action plans to achieve full compliance.

Strategy 2.1.3 Request sufficient funding to achieve compliance.

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of detention standards</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Output: Number of detention standards in compliance</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Outcome: Percent compliance with standards</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VE01.10 LOWER EASTERN SHORE DETENTION CENTER - RESIDENTIAL SERVICES

Goal 3. To provide integrated case management services for youth in residential programs, including detention and committed programs.

**Objective 3.1** By the end of fiscal year 2003, reorganize case management services in 100% of detention programs.

- **Strategy 3.1.1** Assign a case manager to each youth.
- **Strategy 3.1.2** Review and revise existing policy and procedures for detention programs.
- **Strategy 3.1.3** Review and revise residential juvenile case managers job duties to reflect case management duties.
- **Strategy 3.1.4** Provide case management training and orientation to juvenile case managers.

<table>
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</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of institutional case managers</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of youth now being provided case management under new protocols</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

Goal 4. Ensure the appropriate number of properly trained and equipped staff to operate each detention facility, including appropriate staff to youth ratios.

**Objective 4.1** By the end of fiscal year 2003, 100% of facilities will prepare annual staffing plans.

- **Strategy 4.1.1** Request funding and positions for each facility in order to establish appropriate staffing requirements.
- **Strategy 4.1.2** Identify any special considerations such as building design and/or special populations that would impact staffing requirements.
- **Strategy 4.1.3** Incorporate in staffing analysis any physical or programmatic changes in facility program.
- **Strategy 4.1.4** Ensure staff completes MCTC training.

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of (staff) authorized positions</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Number of staff to be trained</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of budgeted positions filled</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Percent of staff completing training</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable

*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VE01.11 CHELTENHAM YOUTH FACILITY - RESIDENTIAL SERVICES

PROGRAM DESCRIPTION

Located in Prince George's County, Cheltenham is a multi-disciplinary juvenile facility consisting of secure detention and shelter care programs. Fiscal year 2002 plans call for the detention population to be limited to 144 beds inside the fence reserved for youth from Prince George's county, the Tri-County area of Charles, St. Mary's and Calvert counties, as well as the Baltimore City emergency overflow population until the Baltimore City Juvenile Justice Center is operational in Spring 2002. An additional 36 beds outside the fence will provide shelter care housing for youth from Prince George's and Tri-County area.

In fiscal year 2003, the Cheltenham Youth Facility will be re-configured with the construction of two 24 bed housing units and a new admissions, assessment and visitation center for high risk youth from the Prince George's and Tri-county areas. The current education, maintenance, gym and dietary buildings will be renovated. Improvements to outdoor recreation space, utility and parking will also be included in the new design. All existing residential housing will be demolished upon completion of the new 48 bed facility.

MISSION

The Cheltenham Youth Facility embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. To provide appropriate services to meet the particular needs of each youth in detention.

Objective 1.1 By the end of fiscal year 2003, 100% of the youth admitted to facility will receive services as identified in the "Maryland Standards for Juvenile Detention Facilities."

Strategy 1.1.1 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.

Strategy 1.1.2 Study delinquency trends to determine specific treatment programs needed.

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<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td>184</td>
<td>160</td>
<td>80</td>
<td>24</td>
</tr>
<tr>
<td>Output: Number of quality assurance reviews</td>
<td>*</td>
<td>*</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Goal 2. To provide a safe, secure and humane environment for youth and staff in residential programs.

Objective 2.1 By the end of fiscal year 2003, the facility will be in 95% compliance with standards.

Strategy 2.1.1 Continue to conduct quality assurance inspection for compliance.

Strategy 2.1.2 Review and modify as needed, action plans to achieve full compliance.

Strategy 2.1.3 Request sufficient funding to achieve compliance.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of detention standards</td>
<td>*</td>
<td>*</td>
<td>223</td>
<td>223</td>
</tr>
<tr>
<td>Output: Number of detention standards in compliance</td>
<td>*</td>
<td>*</td>
<td>189</td>
<td>201</td>
</tr>
<tr>
<td>Outcome: Percent compliance with standards</td>
<td>*</td>
<td>*</td>
<td>85%</td>
<td>90%</td>
</tr>
</tbody>
</table>
Goal 3. To provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 3.1 By the end of fiscal year 2003, reorganize case management services in 100% of detention programs.

- Strategy 3.1.1 Assign a case manager to each youth.
- Strategy 3.1.2 Review and revise existing policy and procedures for detention programs.
- Strategy 3.1.3 Review and revise residential juvenile case managers job duties to reflect case management duties.
- Strategy 3.1.4 Provide case management training and orientation to juvenile case managers.

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of institutional case managers</td>
<td>9</td>
<td>9</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of youth now being provided case management under new protocols</td>
<td>*</td>
<td>*</td>
<td>75%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VE01.12 THOMAS J. S. WAXTER CHILDREN’S CENTER - RESIDENTIAL SERVICES

PROGRAM DESCRIPTION

Located in Anne Arundel County, this is a female juvenile detention facility that provides a secure 24 hour residential program for the temporary confinement of alleged or adjudicated delinquents who are at risk of leaving the jurisdiction of the court or who pose a danger to themselves or others. The secure detention and committed component is classified as a secure residential care institutional detention program.

MISSION

The Thomas J. S. Waxter Children’s Center embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. To provide appropriate services to meet the particular needs of each youth in residential placement.

Objective 1.1 By the end of fiscal year 2003, 100% of the youth admitted to committed facilities will be provided treatment based on their particular needs as indicated in their ISP.

Strategy 1.1.1 Youth will be assigned a facility designed to provide programming to address particular needs as identified in the ISP.

Strategy 1.1.2 Conduct quality assurance reviews of facility curriculum to ensure programs are meeting needs of youth.

Strategy 1.1.3 Study delinquency trends to determine specific treatment programs needed.

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Average Daily Population</td>
<td>54</td>
<td>33</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>Outcome: Percent of youth having ISP implemented</td>
<td>*</td>
<td>*</td>
<td>97%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 2: To provide a safe, secure and humane environment for youth and staff in residential programs.

Objective 2.1 By the end of fiscal year 2003, the facility will be in 90% compliance with standards.

Strategy 2.1.1 Continue to conduct quality assurance inspection for compliance.

Strategy 2.1.2 Review and modify as needed, action plans to achieve full compliance.

Strategy 2.1.3 Request sufficient funding to achieve compliance.

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of detention standards</td>
<td>*</td>
<td>*</td>
<td>223</td>
<td>223</td>
</tr>
<tr>
<td>Output: Number of detention standards in compliance</td>
<td>*</td>
<td>*</td>
<td>190</td>
<td>201</td>
</tr>
<tr>
<td>Outcome: Percent compliance with standards</td>
<td>*</td>
<td>*</td>
<td>85%</td>
<td>90%</td>
</tr>
</tbody>
</table>
DEPARTMENT OF JUVENILE JUSTICE

VE01.12 THOMAS J. S. WAXTER CHILDREN’S CENTER - RESIDENTIAL SERVICES

Goal 3. To provide integrated case management services for youth in residential programs, including detention and committed programs.

Objective 3.1 By the end of fiscal year 2003, reorganize case management services in 100% of detention programs.

Strategy 3.1.1 Assign a case manager to each youth.
Strategy 3.1.2 Review and revise existing policy and procedures for detention programs.
Strategy 3.1.3 Review and revise residential juvenile case managers job duties to reflect case management duties.
Strategy 3.1.4 Provide case management training and orientation to juvenile case managers.

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of institutional case managers</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Outcome: Percent of youth now being provided case management under new protocols</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
DEPARTMENT OF JUVENILE JUSTICE

VE02.01 ADMISSIONS – RESTORATIVE JUSTICE OPERATIONS

PROGRAM DESCRIPTION

Admissions is the single point of entry whose purpose it is to develop and oversee the systematic screening, assessment, and treatment of youth who come to the attention of the Department. This process is modeled on the Early Periodic Screening Diagnosis and Treatment Program described in Title 42, §1396d(a)(4)(B) of the United States Code and addresses the protection of the public safety by identifying a youth’s risk to the community. Needs related to family functioning and the youth’s physical health, mental health, substance abuse, educational and vocational needs are also identified. Screening, assessment and evaluation results contribute to the development of an individualized service plan, outlining the youth’s treatment, designed to provide for the youth in the least restrictive environment. The process begins with the youth’s first contact with the system and is reviewed and revised periodically.

MISSION

Admissions embraces a balanced and restorative justice philosophy. It seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

KEY GOALS

I. Screening: The process of identifying individuals, the risk that they may present to the public safety and the needs that they present in the domain areas of mental health, substance abuse, physical health, education and family functioning.

Goal 1. Positively identify all youth referred to DJJ who are arrested and charged with an offense which would be a crime if committed by an adult.

Objective 1.1 To achieve and maintain a 98% positive identification rate in fiscal year 2003.

Strategy 1.1.1 Establish Automated Fingerprinting Identification System (AFIS) to identify all youth arrested and charged with an offense.

Strategy 1.1.2 Establish Automated Fingerprinting Identification System (AFIS) policy.

Performance Measures

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<tr>
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</thead>
<tbody>
<tr>
<td>Input: Number eligible arrested and charged youth</td>
<td>51,557</td>
<td>48,953</td>
<td>49,000</td>
<td>49,000</td>
</tr>
<tr>
<td>Output: Number of youth fingerprinted</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>48,000</td>
</tr>
<tr>
<td>Outcome: Percent of positive identifications</td>
<td>*</td>
<td>*</td>
<td>98%</td>
<td></td>
</tr>
</tbody>
</table>

Goal 2. Determine whether the juvenile court has jurisdiction for all youth referred to the Department.

Objective 2.1 To achieve and maintain a 99% accuracy rate in the determination of legal jurisdiction in fiscal year 2003.

Strategy 2.1.1 Establish policies and procedures to guide an Intake process to be part of an Intake and Admissions Manual.

Performance Measures

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Referrals to Intake</td>
<td>54,848</td>
<td>52,078</td>
<td>55,000</td>
<td>55,000</td>
</tr>
<tr>
<td>Outcome: Percent of accurate jurisdiction determinations</td>
<td>*</td>
<td>*</td>
<td>96%</td>
<td>99%</td>
</tr>
</tbody>
</table>
DEPARTMENT OF JUVENILE JUSTICE

VE02.01 ADMISSIONS – RESTORATIVE JUSTICE OPERATIONS

Goal 3. Determine appropriate Intake decisions (i.e. need for emergency detention petition, close case, establish informal supervision, or formalize the case by authorizing the filing of a petition with SAO).

Objective 3.1 To guide case decision-making, administer an Intake risk assessment tool to 99% of youth referrals who require Intake Conferences in fiscal year 2003.

Strategy 3.1.1 Develop/identify and utilize reliable and valid assessment tools.¹
Strategy 3.1.2 Automate the new risk assessment tools and guidelines.
Strategy 3.1.3 Train Intake staff in use of the automated risk assessment tool.
Strategy 3.1.4 Train Intake staff in administering the intake process.

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Referrals to Intake</td>
<td>54,848</td>
<td>52,078</td>
<td>53,000</td>
<td>53,000</td>
</tr>
<tr>
<td>Outcome: Percent of Intake decisions made using risk tool guidelines</td>
<td>*</td>
<td>*</td>
<td>50%</td>
<td>99%</td>
</tr>
</tbody>
</table>

Objective 3.2 95% of the youth with petitions filed with the State’s Attorneys Office will have scores on their Intake risk assessment instruments consistent with the guidelines in fiscal year 2003.

Strategy 3.2.1 Develop Intake risk assessment instrument and guidelines.
Strategy 3.2.2 Train Intake staff in use of risk assessment instrument and guidelines.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Referrals to Intake</td>
<td>54,848</td>
<td>52,078</td>
<td>53,000</td>
<td>53,000</td>
</tr>
<tr>
<td>Outcome: Percent of petition authorizations consistent with risk scores</td>
<td>*</td>
<td>*</td>
<td>50%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Goal 4. Use Early Periodic Screening Diagnosis and Treatment (EPSDT) protocol, to guide the assessment and evaluation of youth in the six domain areas (risk to the public safety, mental health, substance abuse, physical health, education and family functioning).

Note: N/A – Not applicable
*Data not yet available

¹ This strategy corresponds to an area of emphasis (Develop Standard Risk and Needs Screening and Assessment Tools) described in the recently published document: “Mental Health and Substance Abuse Programming Enhancements in the Juvenile Justice System.”
VE02.01 ADMISSIONS – RESTORATIVE JUSTICE OPERATIONS

Objective 4.1 100% of the youth for whom disposition is set will be assessed or evaluated in the six domain areas as required, in fiscal year 2003.

Strategy 4.1.1 Develop/identify and use reliable and valid assessment tools protocols and requirements.
Strategy 4.1.2 Develop training for those responsible for administering assessment tools.
Strategy 4.1.3 Develop a financial management system for EPSDT screening.
Strategy 4.1.4 Automate the collection of assessment information.
Strategy 4.1.5 Develop provider agreements in the community to have assessments done in 5 days.
Strategy 4.1.6 Develop procedures to have assessments done in DJJ facilities within 72 hours.

Performance Measures

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Input: Number of youth for whom a disposition is set</td>
<td>14,364</td>
<td>14,722</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Outcome: Percent assessed or evaluated</td>
<td>*</td>
<td>*</td>
<td>40%</td>
<td>100%</td>
</tr>
<tr>
<td>Output: Amount of federal dollars collected for EPSDT screening</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

Goal 5. Develop a level of supervision and care consistent with the individual youth assessments and evaluations conducted.

Objective 5.1 100% of the youth placed on Informal supervision, probation, or in residential care by the court will have an Individual Service Plan (ISP) developed in fiscal year 2003.

Strategy 5.1.1 Develop ISP protocol.
Strategy 5.1.2 Develop training for Community Justice Staff in ISP development.

Performance Measures

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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth on Informal supervision, probation and in residential care</td>
<td>23,937</td>
<td>22,002</td>
<td>23,000</td>
<td>23,000</td>
</tr>
<tr>
<td>Outcome: Percent of those youth for whom an ISP was completed</td>
<td>*</td>
<td>*</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 5.2 100% of all ISP will be reviewed and approved by DJJ Case Manager Supervisor to assure accountability according to protocol in fiscal year 2003.

Strategy 5.2.1 Develop protocol requiring supervisory review of the ISP in all cases.
Strategy 5.2.2 Develop training for Case Manager Supervisors in ISP review.

Performance Measures

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</thead>
<tbody>
<tr>
<td>Input: Number of youth scheduled for whom a disposition is made</td>
<td>14,364</td>
<td>14,722</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Outcome: Percent of ISP approved by the supervisor</td>
<td>*</td>
<td>*</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
Objective 5.3 100% of completed ISP will be forwarded to the court, the defense counsel and the State’s Attorney for informational purposes prior to disposition and prior to release from a residential placement in fiscal year 2003.

Strategy 5.3.1 Apprise the court of these new procedures.

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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of completed of ISP</td>
<td>*</td>
<td>*</td>
<td>9,800</td>
<td>11,275</td>
</tr>
<tr>
<td>Outcomes: Percent sent to the court at disposition</td>
<td>*</td>
<td>*</td>
<td>80%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent sent to court prior to release from a residential program</td>
<td>*</td>
<td>*</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

III. Treatment & Placement: The provision of programs and services responsive to the individual’s particular needs and level of risk.

Goal 6. Place low risk non-violent misdemeanor and status offenders on Informal supervision.

Objective 6.1 Administer a needs screening tool to 100% of the youth placed on Informal supervision to guide ISP development in fiscal year 2003.

Strategy 6.1.1 Develop/Identify and utilize reliable and valid screening tools.
Strategy 6.1.2 Train Intake staff in the use of the screening tools.
Strategy 6.1.3 Automate Intake needs screening tool.

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth placed on Informal Supervision</td>
<td>13,746</td>
<td>13,705</td>
<td>13,750</td>
<td>14,500</td>
</tr>
<tr>
<td>Outcome: Percent of youth administered a needs screening</td>
<td>*</td>
<td>*</td>
<td>50%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 7. Reduce the inappropriate and unnecessary use of detention.

Objective 7.1 98% of the Intake emergency detention authorizations will conform to policy by fiscal year 2003.

Strategy 7.1.1 Develop policy and procedure for the authorization of emergency detention by Intake.
Strategy 7.1.2 Train Intake staff in detention authorization policy and procedure.
Strategy 7.1.3 Seek cooperation with the Judiciary.

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of Intake detention authorizations</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Outcome: Percent that adhere to policy</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>98%</td>
</tr>
</tbody>
</table>
Objective 7.2 90% of the youth who require more than release to parents or those youth without available parents, guardians or responsible person to assure appearance in court will be placed in a detention alternative in fiscal year 2003.

Strategy 7.2.1 Implement a continuum of detention alternatives for the following targeted youth:
- Probation violators (technical, nonviolent misdemeanants)
- Youth who have failed to appear for court
- Youth unable to return home.

Performance Measures

<table>
<thead>
<tr>
<th>Inputs:</th>
<th>Number of detention requests</th>
<th>2000 Actual</th>
<th>2001 Actual</th>
<th>2002 Estimated</th>
<th>2003 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Intake detention authorizations</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>Number of technical and misdemeanant probation violators</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>Number of youth who have FTA’d for a court hearing</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>Number of youth unable to return home</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
</tbody>
</table>

| Output: | Number of youth violating detention alternatives and sent to detention | * | * | establish baseline | * |

| Outcome: | Percent of eligible youth placed in detention alternatives | * | * | 70% | 90% |

Goal 8. Establish a Placement Review Unit (PRU) that assures that youth are placed in the least restrictive environment consistent with their particular needs and the risk that they present to the public safety.

Objective 8.1 In fiscal year 2003, 100% of the placements of youth in committed programs will be reviewed by the PRU prior to that recommendation being made to the court.

Strategy 8.1.1 Assign resources to establish a Placement Review Unit subsequent to conducting a staffing and workload analysis.

Strategy 8.1.2 Establish policy and procedure governing the review to assure that the review addresses a type of placement rather than a specific placement.

Strategy 8.1.3 Establish a classification methodology that matches the level of the youth’s risk and need with appropriate programs and service offered to the youth.

Note: N/A – Not applicable
*Data not yet available
**VE02.01 ADMISSIONS – RESTORATIVE JUSTICE OPERATIONS**

**Strategy 8.1.4** Enhance the automated, client-based tracking system in conjunction with Departmental Support to ensure management of cost and verification of placement, that:

- creates a pre-numbered certificate upon the designation of a residential placement by the case manager subsequent to the approval of a level and type of care by the PRU,
- assures that the Certificate of Placement includes the Juvenile Identification number (JID), the Vendor Identification number (VID), the Program Identification number (PID), the program’s average length of stay, rate and the date of placement,
- assures all subsequent transfers and releases will generate an amended Certificate of Placement,
- includes verification of admission and release dates by the case manager, and
- assures all invoices include the Certificate of Placement number, the JID, the PID and the VID.

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of youth placed by the Department in committed programs</td>
<td>3,010</td>
<td>3,711</td>
<td>3,500</td>
<td>3,500</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of placements reviewed by PRU</td>
<td>*</td>
<td>*</td>
<td>50%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Objective 8.2** 100% of the youth authorized for detention will be reviewed by the PRU on the next day to determine if detention alternatives are available for eligible youth in fiscal year 2003.

**Strategy 8.2.1** Establish policy, procedure and guidelines for review of youth placements in detention.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of intake detention authorizations</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent reviewed by PRU</td>
<td>*</td>
<td>*</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

**Goal 9.** Establish a health care delivery system modeled on the Early Periodic Screening Diagnosis and Treatment program described in Title 42, §1396d(a)(4)(B) of the United States Code.

**Objective 9.1** 100% of the youth in DJJ facilities (Cheltenham, Waxter’s, BCJJC, Eastern Shore Detention Facility, Western Maryland Detention Facility, Noyes, Carter, Hickey, Victor Cullen, the Youth Centers, William Donald Schaefer House and O’Farrell) will have access to needed health services in fiscal year 2003.

**Strategy 9.1.1** Identify services available in each facility and services in the community.

**Strategy 9.1.2** Develop provider agreements with community providers.

**Strategy 9.1.3** Examine the feasibility and desirability of privatizing all health care services under a unified health care contract.

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number youth admitted to facilities</td>
<td>6954</td>
<td>6500</td>
<td>6500</td>
<td>6500</td>
</tr>
<tr>
<td>Number of needs identified</td>
<td>*</td>
<td>*</td>
<td>establish baseline</td>
<td>*</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent of needs addressed</td>
<td>*</td>
<td>*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent receiving health care services</td>
<td>*</td>
<td>*</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Objective 9.2 100% of DJJ facility staff will be educated on the existence and scope of the DJJ Health Care Standards and specifics related to their duties in fiscal year 2003.

Strategy 9.2.1 Revise DJJ Health Care Standards.
Strategy 9.2.2 Provide necessary training.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2000 Actual</th>
<th>2001 Actual</th>
<th>2002 Actual</th>
<th>2003 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of facility staff</td>
<td>1,241.75</td>
<td>1,241.75</td>
<td>1,317.75</td>
<td>1,317.75</td>
</tr>
<tr>
<td>Outcome: Percent of staff educated</td>
<td>*</td>
<td>*</td>
<td>90%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 9.3 100% of youth released from facilities will be referred to programs and services to meet their ongoing health care needs.

Strategy 9.3.1 Identify health care programs and services in the community to include mental health and substance abuse services and assure that these are entered into the Service repository.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2001</th>
<th>2002 Estimated</th>
<th>2003 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth released from facilities</td>
<td>3,415</td>
<td>4,305</td>
<td>4,300</td>
<td>4,300</td>
</tr>
<tr>
<td>Outcome: Percent referred to programs and services to meet their ongoing health care needs</td>
<td>*</td>
<td>*</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 10. Develop departmental programs and contracts that include a comprehensive evaluation component consisting of process and outcome evaluation.

Objective 10.1 By the close of fiscal year 2003, increase the number of DJJ programs and services by 100% to include approved measurable performance-based standards and outcomes.

Strategy 10.1.1 Process Evaluation: Assess the degree to which program and services have been implemented and operated as planned.
Strategy 10.1.2 Outcome Evaluation: Analyze how successfully selected programs and services reduce the rate of recidivism and re-offending.
Strategy 10.1.3 A minimum of 5% of program costs will fund process and outcome evaluations conducted by independent organization(s) or research group(s).

Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of results based contracts</td>
<td>26</td>
<td>30</td>
<td>195</td>
<td>197</td>
</tr>
<tr>
<td>Number of program performance standards reviewed and evaluated</td>
<td>NA</td>
<td>68</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Number of internal and external performance feedback reports reviewed and evaluated</td>
<td>NA</td>
<td>11</td>
<td>22</td>
<td>23</td>
</tr>
<tr>
<td>Outcome: Percent of DJJ programs and services with approved measurable performance-based standards and outcomes</td>
<td>NA</td>
<td>63%</td>
<td>75%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: N/A – Not applicable
*Data not yet available
COMMUNITY JUSTICE SUPERVISION

PROGRAM DESCRIPTION

Community Justice Supervision provides twenty-four hour intake, probation, Aftercare and community detention services in each of the twenty-four jurisdictions of the State for youth under the jurisdiction of the Department and their families. As part of its supervision and treatment services, Community Justice Supervision is responsible for the collection of cash restitution, the monitoring of community reparation, and the collaboration with other agencies in linking youth and their families to resources in the community.

MISSION

Community Justice Supervision embraces a balanced and restorative justice philosophy. It seeks to ensure public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth character to assist them in becoming responsible and productive members of society.

KEY GOALS

Goal 1. Provide adequate treatment and care to youth under the jurisdiction of the Department and their families.

Objective 1.1 100% of probation and Aftercare youth will have up-to-date Individual Service Plans (ISP) according to established guidelines in fiscal year 2003.

*Strategy 1.1.1 Implement an ISP protocol.*

*Strategy 1.1.2 Train supervisors and case management staff according to ISP protocols.*

*Strategy 1.1.3 Establish a repository of resources to support ISP protocols.*

*Strategy 1.1.4 Implement a system of accountability to support ISP protocols.*

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of youth with current ISP</td>
<td>N/A</td>
<td>5,000</td>
<td>10,000</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of youth with current ISP</td>
<td>N/A</td>
<td>33%</td>
<td>66%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Goal 2. Provide community case management supervision to ensure public safety.

Objective 2.1 100% of informal supervision youth will be supervised by case managers in fiscal year 2003.

*Strategy 2.1.1 Establish case management supervision for informal supervision youth at a 1:50 caseload ratio.*

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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input:</strong> Number of informal youth</td>
<td>3,650</td>
<td>3,800</td>
<td>4,000</td>
<td>4,200</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Percent of informal youth assigned to case managers at a 1:50 ratio</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>80%</td>
</tr>
</tbody>
</table>

Objective 2.2 100% of probation youth will receive comprehensive community supervision by individual case managers and case management teams in fiscal year 2003

*Strategy 2.2.1 Develop and implement a community case management model with an emphasis on wrap around services, case management teamwork, and family support.*
VE03.01 COMMUNITY JUSTICE SUPERVISION

Strategy 2.2.2  Train case management staff in a community case management model with emphasis on teamwork and family involvement.

Strategy 2.2.3  Establish case management teams at a 2:30 ratio to provide service to high-risk probation youth and their families.

Strategy 2.2.4  Establish case management teams at a 1:30 ratio to provide service to low to moderate risk probation youth and their families.

Strategy 2.2.5  Change supervision requirements to incorporate differential work hours (evenings, weekends, and holidays).

Performance Measures

<table>
<thead>
<tr>
<th>Inputs: Number of youth on probation [Average Daily Population (ADP)]</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of case managers</td>
<td>8,000</td>
<td>8,151</td>
<td>8,300</td>
<td>8,500</td>
</tr>
<tr>
<td>Number of case managers</td>
<td>251</td>
<td>272</td>
<td>272</td>
<td>277</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes: Percent of high risk youth assigned to a case management team at a 2:30 ratio</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of low to moderate risk youth assigned to a case management team at a 1:30 ratio</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>50%</td>
</tr>
</tbody>
</table>

Objective 2.3  100% of Aftercare youth will receive comprehensive supervision by case management teams in fiscal year 2003.

Strategy 2.3.1  Use an Aftercare model with an emphasis on wrap around services, case management teamwork, and family involvement.

Strategy 2.3.2  Provide case managers with Aftercare training.

Strategy 2.3.3  Establish case management teams at a 2:30 ratio to provide Aftercare service to youth and their families.

Strategy 2.3.4  Assign mental health practitioners to case management teams at a 1:2 team ratio.

Strategy 2.3.5  Change supervision requirements to incorporate differential work hours (evenings, weekends, and holidays).

Performance Measures

<table>
<thead>
<tr>
<th>Inputs: Number of youth on Aftercare (ADP)</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Aftercare case managers</td>
<td>3,650</td>
<td>3,900</td>
<td>3,900</td>
<td>3,900</td>
</tr>
<tr>
<td>Number of Aftercare case managers</td>
<td>147</td>
<td>160</td>
<td>188</td>
<td>262</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes: Percent of high risk Aftercare youth assigned to a case management team at a 2:30 ratio</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of low to moderate risk Aftercare youth assigned to a case management at a 2:30 ratio</td>
<td>N/A</td>
<td>N/A</td>
<td>60%</td>
<td>80%</td>
</tr>
<tr>
<td>Percent of case management teams assigned a mental health practitioner</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>80%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note: N/A – Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Data not yet available</td>
</tr>
</tbody>
</table>
Goal 3. Provide community case management supervision by holding youth accountable for their behavior.

Objective 3.1 100% of supervised youth (i.e., informal, probation, and Aftercare) in the community will be held accountable for supervision violations through a system of graduated sanctions in fiscal year 2003.

Strategy 3.1.1 Develop and implement a system of graduated sanctions consistent with departmental guidelines.

Strategy 3.1.2 Train case management teams in the administration of graduated sanctions for Aftercare and probation supervision violations.

Strategy 3.1.3 Automate the tracking and recording of graduated sanctions.

Performance Measures

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of informal, probation, and Aftercare youth</td>
<td>N/A</td>
<td>14,900</td>
<td>15,650</td>
<td>16,400</td>
</tr>
<tr>
<td>Number of informal, probation, and Aftercare youth with technical or court violations</td>
<td>N/A</td>
<td>N/A</td>
<td>11,000</td>
<td>16,400</td>
</tr>
<tr>
<td>Outcome: Percent of youth held accountable for their behavior through sanctions</td>
<td>N/A</td>
<td>N/A</td>
<td>70%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 3.2 75% of probation and Aftercare youth in the community will be held accountable for their behavior through the assignment of community service hours in fiscal year 2003.

Strategy 3.2.1 Develop and implement a Community Service Program in all DJJ Community Justice regional areas.

Strategy 3.2.2 Develop assessment process to determine assignment of community service hours commensurate to levels of harm to the community.

Strategy 3.2.3 Hire and train staff to function independently as Community Service Program Specialists.

Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input: Number of youth assigned community service hours</td>
<td>N/A</td>
<td>N/A</td>
<td>7,500</td>
<td>8,500</td>
</tr>
<tr>
<td>Number of community service hours assigned</td>
<td>N/A</td>
<td>232,647</td>
<td>244,279</td>
<td>256,492</td>
</tr>
<tr>
<td>Outcome: Percent of community service hours completed</td>
<td>N/A</td>
<td>N/A</td>
<td>60%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Objective 3.3  Increase by 30% the amount of restitution collected in fiscal year 2003.

Strategy 3.3.1  Enhance restitution programs in all DJJ Community Justice regional areas.

Strategy 3.3.2  Institute sanctions for non-compliance with restitution mandates.

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Restitution collected</td>
<td>1,268,538</td>
<td>1,415,844</td>
<td>1,727,329</td>
<td>2,245,528</td>
</tr>
<tr>
<td>Outcome: Percent increase in restitution dollars collected</td>
<td>N/A</td>
<td>11%</td>
<td>22%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Office of Community Resource and Development (OCRD)

Goal 4.  Provide an accurate and current view of the Department to the public and stakeholders by promoting DJJ programs and services.

Objective 4.1  To increase by 20% the distribution of promotional materials and the number of outreach activities to the public and stakeholders in fiscal year 2003.

Strategy 4.1.1  Create and maintain informational and promotional materials for event distribution.

Strategy 4.1.2  Develop distribution procedures for promotional items and materials to DJJ Units/Divisions.

Strategy 4.1.3  Network with community organizations and stakeholders to develop contacts to enhance the distribution of materials.

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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of promotional and printed materials distributed</td>
<td>17,002</td>
<td>18,480</td>
<td>20,328</td>
<td>24,394</td>
</tr>
<tr>
<td>Number of organizations contacted</td>
<td>N/A</td>
<td>1,085</td>
<td>1,139</td>
<td>1,196</td>
</tr>
<tr>
<td>Outputs: Number of outreach activities completed</td>
<td>60</td>
<td>84</td>
<td>90</td>
<td>108</td>
</tr>
<tr>
<td>Number of events attended</td>
<td>15</td>
<td>18</td>
<td>22</td>
<td>27</td>
</tr>
<tr>
<td>Outcomes: Percent increase in promotional items and printed materials distributed</td>
<td>N/A</td>
<td>8%</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Percent increase in events</td>
<td>N/A</td>
<td>20%</td>
<td>22%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Objective 4.2  To increase the number of Speaker’s Bureau engagements by 100% in fiscal year 2003.

Strategy 4.2.1  Inventory current list of speakers and topics.

Strategy 4.2.2  Establish and maintain database of speakers and topic areas, statewide.

Strategy 4.2.3  Provide ongoing technical assistance and state of the art public speaking training.

Strategy 4.2.4  Publish and aggressively market the Speaker’s Bureau to community and governmental agencies.

Strategy 4.2.5  Develop and distribute audience survey at every speaking engagement.
DEPARTMENT OF JUVENILE JUSTICE

VE03.01 COMMUNITY JUSTICE SUPERVISION

Goal 5. Expand community capacity to meet the needs of youth and their families in Integrated Case Management.

Objective 5.1 Increase community-based resources by 25% in fiscal year 2003.

Strategy 5.1.1 Identify community-based resources, statewide.
Strategy 5.1.2 Work with Area Directors and stakeholders to determine community base resource needs.
Strategy 5.1.3 Automate resource information.
Strategy 5.1.4 Expand OCRD staff capacity by creating two statewide OCRD specialists to work with resource coordinators in the five community justice supervision areas.
Strategy 5.1.5 Ensure community-based resources in all areas are identified, and appropriate for use by case managers.

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</tr>
</thead>
<tbody>
<tr>
<td>Outputs: Number of OCRD Specialists</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Number of community-based resources in database</td>
<td>315</td>
<td>1,059</td>
<td>2,000</td>
<td>2,800</td>
</tr>
<tr>
<td>Number of resource site visits</td>
<td>N/A</td>
<td>75</td>
<td>416</td>
<td>624</td>
</tr>
<tr>
<td>Outcomes: Percent increase in community-based resources in all five areas</td>
<td>N/A</td>
<td>336%</td>
<td>89%</td>
<td>40%</td>
</tr>
<tr>
<td>Percent increase in resource site visit</td>
<td>N/A</td>
<td>N/A</td>
<td>555%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Objective 5.2 To increase the community supervision of DJJ youth by 100% by using Neighborhood Alliance Workers (NAWs) in fiscal year 2003.

Strategy 5.2.1 Establish the Neighborhood Alliance Worker initiative to increase by 100% the nighttime supervision of DJJ youth (new unfunded initiative).
Strategy 5.2.2 Work with Research & Development Unit to develop additional funding sources.
Strategy 5.2.3 Develop protocol for the operations of the program.

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</thead>
<tbody>
<tr>
<td>Inputs: Number of NAWs statewide providing supervision</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>50</td>
</tr>
<tr>
<td>Number of youth supervised by NAWs</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>500</td>
</tr>
<tr>
<td>Outcome: Percent of youth receiving supervision from NAWs</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 5.3 Increase technical assistance in program development and support to community associations, faith community groups, and other groups by 40% in fiscal year 2003 to address the needs of youth and families.

Strategy 5.3.1 Provide training and enhance knowledge of the Juvenile Justice System to potential and existing community based resource providers to support departmental initiatives.
Strategy 5.3.2 Verify that all non-contractual community based resources meet basic DJJ standards.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs: Number of community associations, faith community and other groups provided technical assistance</td>
<td>N/A</td>
<td>10</td>
<td>19</td>
<td>34</td>
</tr>
<tr>
<td>Number of community associations, faith community and other groups contacted</td>
<td>N/A</td>
<td>50</td>
<td>62</td>
<td>86</td>
</tr>
<tr>
<td>Outcome: Percent increase in technical assistance provided</td>
<td>N/A</td>
<td>20%</td>
<td>30%</td>
<td>40%</td>
</tr>
</tbody>
</table>
DEPARTMENT OF JUVENILE JUSTICE

**VE03.01 COMMUNITY JUSTICE SUPERVISION**

The Department of Juvenile Justice works with businesses statewide to secure jobs and apprenticeships for youth under the supervision of the Department.

**Objective 6.1** Increase by 40% the acquisition of jobs and apprenticeships for DJJ youth in fiscal year 2003.

**Strategy 6.1.1** Expand the number of partnerships providing jobs and apprenticeships in the Corporate and Small Business Alliance.

**Strategy 6.1.2** Automate the publication and distribution of job and apprenticeship opportunities for use by case managers.

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of businesses providing jobs</td>
<td>12</td>
<td>16</td>
<td>32</td>
<td>44</td>
</tr>
<tr>
<td>Number of businesses providing apprenticeships</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent increase business providing jobs</td>
<td>N/A</td>
<td>35%</td>
<td>100%</td>
<td>40%</td>
</tr>
<tr>
<td>Percent increase of apprenticeships</td>
<td>N/A</td>
<td>0%</td>
<td>100%</td>
<td>40%</td>
</tr>
</tbody>
</table>

**Objective 6.2** Increase volunteers, student interns, and Foster Grandparents by 30% to provide youth with assistance in character and competency development in fiscal year 2003.

**Strategy 6.2.1** Market volunteer services program to public.

**Strategy 6.2.2** Improve recruitment, screening and training of volunteers.

**Strategy 6.2.3** Recruit non-stipend Foster Grandparents.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs:</strong> Number of student interns</td>
<td>39</td>
<td>74</td>
<td>8190</td>
<td></td>
</tr>
<tr>
<td>Number of volunteers</td>
<td>5</td>
<td>93</td>
<td>102</td>
<td>112</td>
</tr>
<tr>
<td>Number of Foster Grandparents</td>
<td>76</td>
<td>76</td>
<td>83</td>
<td>91</td>
</tr>
<tr>
<td><strong>Outputs:</strong> Number of volunteer/service hrs</td>
<td>10,427</td>
<td>13,871</td>
<td>15,119</td>
<td>16,630</td>
</tr>
<tr>
<td>Number of youth served</td>
<td>1775</td>
<td>2,725</td>
<td>2,998</td>
<td>3,270</td>
</tr>
<tr>
<td><strong>Outcomes:</strong> Percent increase of student interns</td>
<td>N/A</td>
<td>90%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Percent increase of volunteers</td>
<td>N/A</td>
<td>86%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Percent increase of FGPs</td>
<td>N/A</td>
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<td>9%</td>
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<td>Percent increase of volunteer/service hrs</td>
<td>N/A</td>
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<td>9%</td>
<td>10%</td>
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<tr>
<td>Percent increase of youth served</td>
<td>N/A</td>
<td>54%</td>
<td>10%</td>
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**Objective 6.3** Increase number of mentors by 30% in fiscal year 2003.

**Strategy 6.3.1** Expand Project MEND (a mentor program), MEND Group and MEND Lives and protocol.

**Strategy 6.3.2** Promote mentoring programs to the community.

**Strategy 6.3.3** Establish incentives for mentors.

**Strategy 6.3.4** Fund mentoring activities.

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<td><strong>Inputs:</strong> Number of current mentors</td>
<td>N/A</td>
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<td>15</td>
<td>20</td>
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<tr>
<td>Number of youth matched to mentors</td>
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<td>16</td>
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<td><strong>Outcomes:</strong> Percent increase of mentors trained</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Percent increase youth matched to mentors</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>30%</td>
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</table>

Note: N/A – Not applicable

*Data not yet available*
Appendix 4

Maryland Standards for Juvenile Detention Facilities
Maryland Standards for Juvenile Detention Facilities

Parts I & II

Every child will become a self-sufficient productive adult.

Parris N. Glendening
Governor

Kathleen Kennedy Townsend
Lt. Governor

Bishop L. Robinson
Secretary

November 1, 2000
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Part I:
Vision, Mission and Core Values
Vision

The vision of the Department of Juvenile Justice is that every child will become a self-sufficient, productive adult.

Mission

The Department of Juvenile Justice embraces a balanced and restorative juvenile justice philosophy. DJJ seeks to ensure the public safety and protection of the community, to hold youth offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

Core Values

In carrying out our mission of a balanced and restorative justice system, the Department of Juvenile Justice is committed to continuous quality improvement and managing for results. In their efforts to achieve measurable goals, strategies and performance outcomes, DJJ employees must be prepared for meaningful change. However, our actions must be guided by core values which form the principles and beliefs that enable us to fulfill our mission.

Organizational Focus

The Department of Juvenile Justice operates one integrated system of results-based restorative services delivered in communities and places of residence to meet the specific needs of youth and their families without compromising public safety.

Respect for the Individual

We will conduct our business affairs with full regard and respect for every individual.

Honesty and Integrity

We adhere to the highest standards of ethical behavior.

Our Employees

We recognize that our employees are our most important resource. We are committed to the personal well being and professional development of all employees. We encourage creativity and we reward superior performance.
Responsibility and Accountability

We are responsible for the health, safety, care and humane treatment of all youth under our jurisdiction, and we are accountable to the people of Maryland. Our behavior is guided by standards of conduct supported by appropriate, corrective disciplinary action.

Accessibility

We communicate with the public in an open and truthful manner. We actively seek external opinion and are responsive to requests for information and access to our facilities without compromising lawful confidentiality.

Collaboration

To achieve mutual goals, we actively seek partnerships, wherever appropriate, to help youths and their families.
Part II:

Purposes, Values and Goals of Juvenile Detention Facilities
Detention is the temporary care of youth who, pending court disposition, require secure custody for the protection of themselves or the community in physically restricting facilities. The major goals of a juvenile detention facility are: the protection of the public, the provision of a safe, humane, caring environment, and access to required services for youth. These goals shall be the basis for the standards detailed in this document and shall guide the design, programming, and operation of all detention programs that the Department either administers or purchases.

These standards, however, are not meant to establish or imply a current obligation to conform to particular specifications in juvenile detention, or to suggest that present Maryland Department of Juvenile Justice policies, regulations, or practices are unsatisfactory, illegal, or unconstitutional. Rather, these standards are intended to provide a goal for excellence in juvenile detention which the Department plans to pursue and attain in the near future. It should also be understood that the content of this introduction as well as the material presented in various commentaries found throughout this document are not to be considered as standards, but are simply explanatory in nature.

The administration of juvenile detention in Maryland shall be guided by the following principles:
1. programs shall provide for the degree of control required for public protection, as determined by the court, and a safe, humane, caring environment that will provide for normal growth and development;
2. the liberty of a youth shall be restricted only to the degree necessary;
3. programs shall be characterized by fairness in all procedures and by a careful adherence to legal rights; and
4. the administration of juvenile detention shall be accountable on three levels: to the courts; to the public, through the appropriate legislative body for the implementation of the statutory mandate and expenditure of public funds; and to the youth and their families for the provision of a safe, humane, caring environment and access to required services.

Eligibility for detention should be limited to those youth who need secure confinement to assure their attendance at court hearings or to protect public safety pending adjudication of their case. The period of detention should also be limited to the period needed for adjudication and disposition of the case.

In the determination of whether a youth is placed in a secure detention facility, there shall be a strong presumption in favor of retaining the youth within his or her own home community and against disrupting the youth's cultural and geographical roots. The Department will strive to ensure that the links between the youth and his or her home and community are facilitated and preserved.

In order to reduce the inappropriate placement of youth in a secure facility, the detention screening process shall have two steps:
1. initial application of explicit detention criteria to exclude ineligible cases (for example, very young children, abused or neglected children, and status offenders); and
2. use of an objective, race-neutral and culturally sensitive risk assessment instrument that places youth in an appropriate restrictive level based on their risk of flight or potential danger to the community.
The risk assessment instrument shall conform to state law and court rules and shall prohibit detention for other purposes. The detention risk assessment instrument shall objectify the Department’s decision making process with respect to two specific issues: (1) the youth’s relative risk to public safety, and (2) the likelihood that a youth will fail to appear in court. The risk assessment instrument shall record and objectively score current and prior offenses, frequency of past offenses, and any history of failure to appear for hearings, runaways, and escapes. Additional variables, such as age of first court involvement, and placement and probation history shall also be included. The risk assessment instrument will also allow for "override" cases, which for case-specific reasons, the Intake Officer may override the instrument by admitting “low-risk” youth into secure detention or by not admitting “higher risk” youth. Such “override” decisions shall be documented and reviewed by a supervisor. In addition, the Department shall not accept for detention youth who are intoxicated, suffer from severe mental illness or emotional problems, or are injured or ill.

Over and above the provision of a safe, humane, caring environment, the Department shall ensure that detained youth have access to those services that are required for their individual needs. The Department shall ensure that detained youth obtain those services that non-adjudicated youth have an obligation to receive. Such services shall be of no less quality than those provided to youth not under detention supervision.

The design and programming of juvenile detention facilities should project an image that causes youth to establish positive group norms characterized by high expectations of themselves and to perceive that others also have high expectations of them. To achieve this goal, normalization and the development of a positive group norm shall be encouraged. The following factors shall be considered in the design, architecture, placement and programming of juvenile detention facilities:

1. the development of individuality and self-respect among youth;
2. respect for the youth’s rights to privacy;
3. the development of educational and intellectual abilities;
4. permitting the retention of family, community and other personal ties;
5. allowing for the expression of cultural, religious and ethnic identity;
6. permitting a choice of recreational and artistic activities;
7. ensuring that youth are safe from physical and psychological attack and abuse;
8. the receipt of medical, dental, mental health and substance abuse services; and
9. the freedom to relate and socialize with peers.

The rights and responsibilities of youth under detention supervision shall be based on their unique developmental needs. Youth shall be afforded preventive and restorative mental health, substance abuse, medical and dental care attuned to rapidly developing bodies. Youth shall have access to legal services to ensure a right of access to the courts. The Department shall also provide educational and recreational services that are appropriate to the developmental level of the youth served.

In developing policies and regulations to implement the goals and guidelines set out in these
standards, the Department will, whenever appropriate and possible, seek to incorporate or adopt the requirements contained in the residential child care program regulations adopted jointly by the Department of Juvenile Justice, the Office of Children, Youth and Families, the Department of Health and Mental Hygiene, the Department of Human Resources, and the State Department of Education. To the extent these standards apply to privately operated facilities, the standards shall conform to COMAR 01.04.04, or be issued as amendments to those regulations with the approval of the other issuing agencies. See COMAR 01.04.04.30. To the extent any provision of these standards applies to privately operated facilities and is inconsistent with those regulations, COMAR 01.04.04 should be used and shall prevail.

Additionally, a fundamental strategy of the Department is to create an integrated system of supervision and case management of youth who come to the attention of the Department. The Department’s system of restorative justice programs and services will be coordinated and monitored by integrated case management throughout placement and program assignment, community supervision, residential placement, detention, secure confinement and aftercare. Use of integrated case management is the central methodology for a responsive service delivery system. The case management team forms the link between comprehensive assessment and continuous integrated service delivery from detention awaiting adjudication, to placement, residential treatment services, and secure commitment.

Finally, the Department shall annually review these detention standards and any related policies to ensure their conformity with state and federal law, regulation, Departmental policy and practice and the changing needs of the population. Such reviews will result in appropriate modifications, additions or deletions to these standards.
Every child will become a self-sufficient productive adult.

Parris N. Glendening
Governor

Kathleen Kennedy Townsend
Lt. Governor

Bishop L. Robinson
Secretary

November 1, 2000
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Part III:
Standards for Juvenile Detention Facilities
Chapter 1.0  Organization
1.1 Statewide department
The Department of Juvenile Justice shall have responsibility for the administration of juvenile detention in the State of Maryland. In these standards the Department of Juvenile Justice is referred to as "the Department."

1.2 Separate administration of juvenile and adult detention
The Department shall be operationally autonomous from the agency that administers adult detention. The Department shall have responsibility only for persons within the jurisdiction of the juvenile court, and those youth who have been ordered by the criminal court pursuant to Article 27, § 594A, to be detained in a juvenile facility pending a transfer determination.

1.3 The Department and the private sector
1.3.1 Alternative means of program provision
The Department may provide directly or may purchase from the private sector programs required to carry out the directives of the court or the juvenile intake worker.

1.3.2 Quality control for public and private programs
Standards developed by the Department for programs it administers shall apply to programs purchased from the private sector. The Department’s monitoring activities as well as those of the Independent Monitors shall apply to both public and private programs. Standards for private residential programs must conform to COMAR 01.04.04.

1.4 Table of organization
Each detention facility shall have a written document that describes the facility’s organization that includes an organizational chart grouping similar functions, services, and activities into administrative subunits. This document shall be reviewed annually and updated as needed.

1.5 Role of outside agencies
The role and functions of employees of public or private agencies providing services to the detention facility shall be covered by written policy and procedure that specifies their relation to the facility’s Program Manager. These policies and procedures shall be reviewed annually and updated as needed.

1.6 Policy and procedure manuals
Policies and procedures for operating and maintaining each detention facility shall be specified in a manual that is accessible to all employees. All employees shall be trained and shall be familiar with all policies that affect their work. This manual shall be reviewed annually and updated as needed.
Chapter 2.0  Administration/Support Services
2.1 Personnel administration and policies

2.1.1 Recruitment and selection
The Department shall designate certain classes of employees who shall meet the selection criteria delineated by the Maryland Correctional Training Commission (MCTC).

2.1.1.1 Short-term contracts
The Department shall minimize the use of short-term employment contracts.

2.1.1.2 Recruitment of youth supervisors
The term, “Youth Supervisor” refers to personnel who provide care and supervision of youth residing in a state facility or otherwise subject to the supervision of the state. Employees in this class care for and maintain custody of those in state facilities for delinquent youth and/or in community detention programs. The Department and its vendors shall recruit persons who demonstrate the potential for working with detained youth in program settings, and who meet minimum qualifications as set by the Department of Budget and Management and MCTC. This potential can be reflected in academic qualifications, personal experience, or by a combination of both.

2.1.1.3 Recruitment of specialists
The Department shall ensure that the qualifications of specialists recruited to provide specific services in the detention facility shall meet the minimum qualifications as established by the Department of Budget and Management for the specific classification.

2.1.1.4 Equal employment opportunity
The Department and its vendors shall demonstrate a commitment to provide equal employment opportunities. Affirmative action policies shall include but not be limited to:

.01 a sensitivity to the ethnic and racial groups represented by the youths in the Department’s care with regard to staff appointments and promotions; and
.02 the appointment, training, and promotion of women and men on an equivalent basis, based on job qualifications and needs.

2.1.1.5 Management-employee relations
Department practices shall conform to the State Personnel and Pensions Article.

2.1.2 Code of conduct
All employees of the Department and its vendors shall adhere to the requirements of State Law as specified in Article 27,§ 35C; Article 83C,§ 2-118(c)(2); COMAR 16.05.02. A code of conduct for employees shall be a part of the conditions of employment.

2.1.2.1 Departmental employees
Employees of the Department of Juvenile Justice shall adhere to the Department’s Standards of Conduct and Disciplinary Process.

2.1.2.2 Private vendor requirements
Private vendors shall establish standards of conduct and disciplinary processes that comport to sections 1 and 2 of the Department of Juvenile Justice’s Standards of Conduct and Disciplinary Process.
2.1.2.3 Departmental obligation
The Department shall ensure that the Code of Conduct for personnel is acknowledged in writing by all staff working in private agencies from which the Department purchases programs and services. When private agency staff are not able to meet the standards established in the Code, the Department may terminate its contract with the agency, consistent with the requirements and protections of state procurement law.

2.1.3 Employee duties
2.1.3.1 Program manager
Each facility shall have a designated Program Manager, in whose absence an acting Program Manager shall be designated. The Program Manager shall be accountable to the Department for all aspects of the management of the detention facility. In the case of a program purchased from the private sector, accountability to the Department shall be provided for in the contract between the Department and the private agency.

2.1.3.2 Reporting incidents
All Department and vendor staff shall have an obligation to report emergency and critical incidents in accordance with the procedures outlined in Department policy 01.01.23 Emergency and Critical Incident Reporting.

2.2 Training and staff development
2.2.1 Requirements of personnel training
The Department shall ensure that designated classes of departmental and vendor employees are trained according to the standards established by the Maryland Correctional Training Commission (MCTC) as required by Chapter 483 of the Laws of Maryland 2000 (HB1414). MCTC shall: establish content and length of training; promulgate regulations for the certification of employees; establish standard operating procedures for certification; and certify Departmental and vendor employees who meet MCTC certification requirements.

Commentary
A job task analysis shall be performed that will become the basis for developing a training curriculum unique to specific designated Departmental classifications. This job task analysis shall result in selection standards for entry level staff as well as the appropriate number of hours of annual in-service training required. Training for contract vendor employees operating detention facilities for the Department shall meet the same standards as those required for state employees.

2.2.2 Continuing education
In addition to the minimum requirements established by MCTC, the Department’s employees may participate in courses of study approved by the Department’s Office of Professional Development. Private vendors under contract with the Department shall be encouraged to offer continuing educational opportunities for their employees to enhance their professional development.

2.2.3 Job rotation
The Department and its vendors shall provide opportunities for employees to broaden their
knowledge and skills through a variety of job assignments, job enrichment, and job rotation.

2.3 Fiscal management for State operated facilities

2.3.1 Budget
The Program Manager shall be responsible for the preparation of the facility’s operating budget in accordance with State and Departmental policies and practices regarding budget preparation.

2.3.2 Expenditure management
The Program Manager shall be responsible for expenditure management within the approved facility budget allocation.

2.3.3 Reporting
The Program Manager shall prepare budget expenditure management reports as required by the Secretary or designee.

2.4 Juvenile records/confidentiality
The Department shall develop procedures in accordance with Maryland law to ensure the confidentiality of all information pertaining to youth under its supervision.

2.4.1 Individual case records
A facility shall maintain for each youth an individual case record that shall include:

   (1) identifying information about the youth and the youth’s parent(s);
   (2) a recent photograph of the youth;
   (3) referral material to include prior placement information;
   (4) the documentation of services provided during the youth’s detention;
   (5) all written reports related to the youth;
   (6) evaluations;
   (7) correspondence;
   (8) legal documents;
   (9) health records;
   (10) educational records;
   (11) classification and assessment documents; and
   (11) a discharge plan that specifies the required level of supervision and services.

2.4.2 Confidentiality of youth records

2.4.2.1 Security
All facilities shall conform to Departmental policy for the maintenance and security of individual case records and health records which include:

   .01 the identity of the staff persons responsible for the custody and maintenance of the records;
   .02 a prohibition on the release of records except in accordance with law or contractual obligation; and
   .03 a notice that employees may not disclose or knowingly permit the disclosure of any information concerning a youth or a youth's family to any unauthorized person.

2.4.2.2 Destruction of records
A facility shall destroy records in a manner that will preserve confidentiality and that is consistent with state policy regarding retention and destruction of
records. See Maryland Department of General Services Records Retention and Disposal Schedule No. 1384

2.4.2.3 Facility closure
The Department shall ensure, that if a privately operated facility closes, its individual case records concerning particular youth are returned to the Department, or retained securely until destruction is ordered or required.

2.4.2.4 Computer interfaces
The Department shall ensure that links with computer systems do not infringe on the preservation of confidentiality.

2.4.3 Maintenance of records
2.4.3.1 Register
A facility shall maintain a register of the youth currently at the facility that includes each youth’s:

- name;
- sex;
- date of birth;
- court status;
- county of residence; and
- dates of admission and, if known, anticipated discharge.

2.4.3.2 Time requirements
The Department shall retain individual case records for 6 years after discharge of a youth or 3 years after the youth reaches age 21, whichever is later.

2.4.4 Access to records
The youth's access or his parent or legal guardian’s access to a youth’s own records shall be governed by Courts & Judicial Proceedings Article, § 3-828(b).

2.5 Information technology
The Department's Information Technology Unit shall ensure the development of an information system designed to serve the Department’s data needs for administration, research, and planning.

2.5.1 Access to Departmental database
All state and vendor operated detention facilities shall have access to the Department’s ASSIST Information Workflow Support System. This system shall have the capability to access information regarding any youth that is under the Department’s jurisdiction.

2.5.2 Responsibilities of IT staff
IT unit staff shall be responsible for the installation and maintenance of computer hardware and software in state operated detention facilities. IT unit staff may assist vendor operated detention facilities in having their Local Area Networks connected to the ASSIST application and may provide training for the entering of data into the system. Additional equipment costs, including providing personal computers that meet the specifications of the Department, may be the responsibility of the vendor.

2.5.3 Responsibilities of facility staff
Detention facility staff shall be responsible for ensuring the timely input of all youth related data from time of admission to discharge. This includes, but is not limited to: educational
progress, treatment notes, medical information, release and/or transfer dates and other pertinent information required by the Department.
Chapter 3.0  Admissions
3.1 Alternatives to detention

3.1.1 Community supervision
The Department shall recommend detention in a secure facility for those youth who present the highest risk to public safety consistent with the application of the Department’s detention risk assessment tool. All other youth shall be served in the least restrictive, normative environment, consistent with their individual treatment needs. Such programs may include, but are not limited to: home detention, electronic monitoring, day and evening reporting centers, and other programs of similar intensity.

3.1.2 Residential programs
Any residential program utilized by the Department as a residential alternative to secure detention must be approved for use by the Department, must be licensed, and must conform to all requirements as articulated in COMAR 01.04.04.

3.2 Reception
Prior to a youth being brought to a detention facility, a Department Intake Officer shall complete a risk assessment that results in a score that meets criteria for secure detention. In exceptional cases, a Juvenile Court may order a youth’s detention without a risk assessment having been completed. All youth transported to a detention facility remain in the custody of the law enforcement official until custody is accepted by the facility Reception Officer. This designated residential staff person shall verify the court order or signed intake authorization form and verify that the risk assessment instrument has been completed. The facility Reception Officer shall also administer a reception screening protocol to determine if the youth is intoxicated, injured, seriously ill or otherwise incapacitated. No youth shall be admitted to a detention facility who is intoxicated, injured, seriously ill, or appearing to suffer from severe mental or emotional illness. If such conditions are present, they shall be documented by a staff member who has been trained by licensed medical personnel, and the youth shall be returned to the custody of the law enforcement official for transport for medical treatment.

3.3 Admissions
The admissions process in each detention facility shall operate on a 24 hour a day basis. All youth shall be brought to the designated admissions area within each detention facility for processing.

3.3.1 Search
Designated facility staff shall search the youth for weapons or contraband. Searches that involve physical contact shall be performed by a staff person of the same gender as the youth being searched. Money and jewelry shall be confiscated, catalogued, and placed in secure storage. The youth shall receive a receipt for such items. This process shall be governed by Department policy and directives.

3.3.2 Verification of legal status
The facility’s designated Admissions Officer shall verify the Court Order or Intake Authorization Form to ensure legal sufficiency.

3.3.3 Interview
The Admissions Officer shall interview the youth to ascertain and/or verify basic identifying information.

3.3.4 Legal history
The Admissions Officer shall perform a search of the ASSIST database to obtain all

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previously known information on the youth.

3.3.5 Photography
The youth shall be photographed, and a picture retained in the case record for identification purposes.

3.3.6 Telephone call
The youth shall be allowed to call his parent or guardian.

3.3.7 Classification
The Admissions Officer shall classify the youth for housing by using a risk and needs assessment instrument.

3.3.8 Identification
The youth’s identifying information shall be entered as an admission into the facility and he/she shall be issued an identifying bracelet.

3.3.9 Facility information
The youth shall be given a handbook (or translation in his/her own language if the youth does not understand English) on the rules of the facility, which includes the youth grievance procedure.

3.3.10 Clothing requirements
The youth shall be issued facility clothing, and his personal clothing shall be catalogued, packaged and placed in secure storage.

3.3.11 Movement to unit
The youth shall be required to shower, dress and shall be transported or escorted to his/her assigned housing unit.

3.4 Screening and assessments
An initial health screening shall be performed by a health trained staff or qualified health personnel on all youth within one hour of admission into the facility that includes a review of physical health, mental health, and substance abuse needs.

3.4.1 Physical examination

3.4.1.1 Nursing assessment
A full nursing assessment shall be completed within 72 hours of the youth’s admission into the facility. The full nursing assessment shall include administering a TB test, by Mantoux method, drawing blood, and collecting a urine specimen to test for sexually transmitted diseases. The TB test shall be read within 72 hours and recorded on the nursing assessment form. Blood specimens shall be picked up by the contracted laboratory on a daily basis, as needed. Results shall be sent to the facility via printer from the laboratory within 24 hours. Urine specimens shall be taken by courier service to the State Laboratory on Tuesdays and Fridays each week. Test results shall be sent to the facility by the State Laboratory via facsimile within five days. Confidential HIV testing is voluntary. Blood or OraSure specimens shall only be obtained following HIV/AIDS education and pre-test counseling.

3.4.1.2 History and physical
A full history and physical examination shall be conducted on each youth by a qualified licensed physician or nurse practitioner within seven days of admission.
3.4.2 Mental health

3.4.2.1 Screening
Each youth shall receive an initial mental health screening. The youth shall be seen by a qualified mental health professional who shall conduct an interview, administer tests as appropriate, and review any prior records associated with the youth, including psychosocial, clinical, and other relevant health care information. If the mental health screen reveals symptoms of mental health issues, recommendations shall be made that may include the need for further services, including the provision for a more in-depth assessment. All screenings shall be conducted within 24 hours of the youth’s admission to the facility, and the written results of the screening shall be completed within three working days from the date of the screening.

3.4.2.2 Assessment
When recommended by the mental health professional, an in-depth assessment shall be conducted by a licensed psychologist to determine emotional functioning, adaptive functioning, cognitive functioning (if warranted), risk, and recommendations for treatment, placement, and further assessment as applicable.

3.4.3 Substance abuse

3.4.3.1 Screening
A qualified addictions counselor shall administer a designated substance abuse screening protocol to each youth who has been in residence for at least 24 hours.

3.4.3.2 Assessment
Those youth classified by the screening instrument as having some level of substance abuse involvement shall be administered an assessment protocol designated by the Department.

3.4.3.3 Timeliness
Both the screening and assessment instruments shall be administered within three working days from the youth’s admission.

3.4.3.4 Results and recommendations
The results of the screening and assessment instruments shall be provided to the Community Juvenile Counselor as well as the Institutional Case Manager within five working days from the youth’s date of admission, or sooner if required for Court. This information shall include a recommendation for the appropriate level of alcohol and other drug abuse treatment.

3.5 Placement within the institution

3.5.1 Assignment
Each youth shall be assigned to a housing unit within the facility based on a variety of factors including, but not limited to: age, size, offense, and history and demonstration of aggressive behavior. Youth with special needs that have been identified by the Admissions Officer, such as youth who appear suicidal, who have specific medical conditions, or are known sex offenders, shall be housed in accordance with these needs.

3.5.2 Orientation
Each youth shall meet with his assigned Institutional Case Manager, or trained residential unit staff within 24 hours of his arrival on the unit. The ICM or designee shall review the
written orientation materials that were given to the youth at the time of admission, including
the Youth Grievance Procedure, and provide a general orientation regarding the schedule and
daily activities of the unit. When a literacy problem exists, the ICM or designee shall assist
the youth in understanding the material. The ICM or trained residential unit staff shall assist
the youth to contact his parent or guardian, if he has been unable to do so during the
admissions process.
Chapter 4.0  Restorative Services
4.1 Educational services
The Department shall ensure that educational services provided within the detention facility are consistent with state requirements and that they meet the individual needs of the youth. Educational services shall be provided either on an individual or small group basis. The Department may contract with public or private agencies for its staff requirements or directly employ such personnel. Personnel will be deployed on the basis of identified instructional needs. A comprehensive educational program that addresses individual learning styles and special education needs shall be provided to every resident admitted to detention. The educational program shall approximate the educational services available in the local public school system where the facility is located. The delivery and content of educational services will be multifaceted with a continuous, integrated, multi-disciplinary process for educating all students that reflects diversity and commonality. The educational program shall adhere to all applicable educational regulations as established by the Maryland State Department of Education and the Code of Maryland Regulations (COMAR Title 13A).

4.1.1 Accreditation
All education programs shall be accredited by the Maryland State Department of Education and may also be accredited by a recognized national or regional accrediting body.

4.1.2 Educational screening/assessment
The timely compilation of a complete educational history shall be accomplished as soon as possible. In addition to obtaining information to provide for the educational needs of the resident while in detention, a comprehensive information and records gathering process can significantly aid in decisions about disposition and treatment.

4.1.2.1 Interview
Upon admission, youth detained under a continued detention order shall be interviewed by program staff to obtain educational information. Program staff shall contact the resident’s parents/guardians or Community Juvenile Counselor to verify the information obtained through the interview. This information shall be used by the educational staff in developing and implementing the student’s educational program. The information shall include, but not be limited to, the following:

.01 the most recent educational placement including the type of placement, (i.e. special education and related services), local school system if applicable, building and grade;
.02 any exceptionality;
.03 any disability not covered under the special education law, but that may impact learning (e.g., Sec. 504 of the Rehabilitation Act of 1973), as appropriate;
.04 current levels of performance, including strengths and weaknesses, attendance record and identified discipline problems; and
.05 academic interests and vocational goals.

4.1.2.2 Screening instrument
Within 24 hours of admission or the next scheduled school day, an educational screening instrument shall be administered to the resident by designated educational staff to determine general academic functioning and to assist in placement decisions.
Students with disabilities shall be identified according to procedures established in regulations.

4.1.2.3 Request for records
Within 24 hours following the issuance of a continued detention court order, a request for educational records from the home school district and/or prior residential placement shall be made by education staff. This request shall include, but need not be limited to, the following:

- .01 educational history, including most recent educational placement;
- .02 any disability identified in the Individuals with Disabilities Education Act (IDEA) or exceptionality not covered under IDEA, i.e. section 504;
- .03 immunization records;
- .04 progress, attendance and behavior reports;
- .05 Individual Educational Plans (IEPs);
- .06 Multi-Disciplinary Evaluations (MDEs); and
- .07 psychological and other evaluations.

4.1.2.4. Assessment for disability
Students shall be assessed in all areas related to a suspected disability, as appropriate and as specified in regulation, with parental permission.

4.1.2.5. Documentation
Assessment reports shall document that an IEP team considered all assessment requirements/eligibility factors, including a description of the student’s performance in the area of suspected disability, relevant information, and instructional implications for participation in the general curriculum.

4.1.2.6. IEP team
The Department shall implement procedures ensuring that the IEP team meets to review the results of assessment procedures completed for each student as part of evaluation or reevaluation within the proper time lines. This includes ensuring that written reports of all areas assessed are available at the meeting in which the student’s education needs are being determined.

4.1.2.7 Records
All information records and data maintained in the resident’s educational record at the facility shall accurately and completely document the performance and achievement of each student as well as correspondence related to same, and ensure students’ rights to privacy and confidentiality in accordance with state and federal law.

4.1.3 Educational plan
An educational plan that meets the individual needs of the resident that is measurable shall be developed. Timely reviews shall be provided in accordance with COMAR 13A to ensure accountability on the part of the educational program as well as the resident.

4.1.3.1 Timeliness
The development of a written educational plan shall occur within 24 hours or the next scheduled school day upon the completion of the educational screening. The educational plan shall include, but need not be limited to, the following:
specific, measurable goals that are related to the resident’s needs as indicated by his/her educational records and assessment process;
identification of the instructional methods and materials by which these goals will be achieved;
description of instructional activities to reflect short (1 to 10 days), moderate (10 to 30 days) and long-term (30 or more days) periods of detention;
on-going review of the goals as educational needs emerge or additional information is received;
continuous feedback (weekly at a minimum) to the resident regarding his/her educational progress; and
bi-weekly feedback to the resident’s parents/guardians regarding the resident’s educational progress.

**4.1.3.2 Applicability of special education law**
If a resident has an identified disability, all state and federal laws pertaining to special education shall be followed. (i.e., Education Article, Title 8 and COMAR Title 13A).

**4.1.4 Program structure**
The provision of educational experiences for the resident shall be initiated upon admission to the facility. The educational program shall model the educational services that would be available through the local public school system where the facility is located and provide for the identified special needs of the resident.

**4.1.4.1 Participation**
Within 24 hours of admission or the next scheduled school day, each resident shall begin participation in the educational program. Students shall not be allowed or required to perform work activities unrelated to their educational plan during school hours.

**4.1.4.2 Coordination with home school**
Whenever educationally indicated, educational staff shall coordinate arrangements through the resident’s school counselor to obtain assignments from the resident’s home school district. Progress reports shall be provided to the home school district prior to release to ensure a smooth transition and that the resident receives credit for the work completed while in detention.

**4.1.4.3 Curriculum**
The content and curriculum design shall address the residents’ educational needs including strengths, weaknesses, and interests as identified in the educational plan. It shall include, but need not be limited to, the following:
core subject areas (e.g., mathematics and reading);
student learning outcomes as established by the Maryland Department of Education;
activities designed to maximize the individual learning styles and abilities of the resident;
individual and small group learning activities;
the use of multi-media educational materials;
.06 activities designed to promote cultural awareness and understanding; 
.07 life, socialization, employability, and functional skills; and 
.08 remedial reading and speech programs.

4.1.4.4 Documentation of progress
There shall be an ongoing system for monitoring/documenting student progress, the attainment of grades, credits, competencies, certificates, and/or diplomas and any identified needs/requests for re-evaluation.

4.1.4.5 Continuing education
For residents who have earned their General Education Diploma (GED), there shall be provided a continuing education program that shall include, but need not be limited to, the following:

.01 academic mentoring of other residents; 
.02 work and career education/exploration, community service/job placements; 
.03 life skills; and 
.04 college level educational videos or other such programs.

4.1.4.6 Instructional time
The school day shall consist of a minimum of 5 hours of instructional time.

4.1.4.7 Instructional materials
Appropriate print and non-print instructional materials, media, and library services shall be available for use by residents.

4.1.4.8 Computer technology
Computer based instruction shall be provided.

.01 personal computers for instructional purposes shall be provided in each detention facility; 
.02 instruction shall be provided which corresponds to Maryland’s core Learning Goals and Maryland’s Learning Outcomes; and 
.03 youth shall be instructed on the basics of computers (i.e., terminology, the operation and function of computers, mouse, keyboard, etc.) to promote computer literacy.

4.1.4.9 Homework
Educational staff and program staff shall work collaboratively to provide homework programs of structured study hours and out-of-class assignments for evenings, weekends and classroom absences (e.g. illness, official court business). Program staff and volunteers shall supervise and assist residents during these periods.

4.1.4.10 Year round basis
The educational program shall be in operation on a year round basis. A minimum of 220 days of educational programming shall be provided each year.

4.1.4.11 Integration into facility’s programming
The educational program shall be integrated into the facility’s behavior management and security systems. Educational staff shall participate in resident staffings and evaluations.
4.1.4.12 Consultation
Educational staff shall be included in general staff meetings of the facility and consulted on administrative decisions that may affect educational programming for residents.

4.1.4.13 In-service training
Educational staff shall participate in regular meetings and in-service training activities similar to those provided to local school system staff as well as statewide and national trainings.

4.1.5 Educational summary
The documentation of the identified educational needs and progress of a resident while in detention shall be in a format that is easily transferable. The educational summary should provide important information to aid decisions regarding disposition, treatment and transition.

4.1.5.1 Requirements
An educational summary shall be prepared and submitted to the Court, the resident’s current legal representative, and the Community Juvenile Counselor prior to disposition. This summary shall include:

.01 information obtained from the resident’s educational records and assessment process;
.02 educational progress while in detention;
.03 behavioral observations in the classroom;
.04 a recommendation for an appropriate transition plan; and
.05 a copy of the student’s Individualized Educational Plan (IEP), if any.

4.1.6 Transfer of educational records

4.1.6.1 Written agreements
The facility’s Program Manager and the Educational Director shall be responsible for establishing written agreements to coordinate the exchange of educational information and records between the facility and local school districts ensuring confidentiality protections as required by state and federal law.

4.1.6.2 Forwarding of records
The educational record of the resident shall be forwarded to the school district or educational program of the residential placement when the resident is released. This process shall occur within five (5) business days of the resident’s discharge from detention.

4.1.6.3 Summary report
If a youth is released from detention prior to disposition, a modified educational summary shall be prepared and forwarded to the youth’s home school district within two school days.

4.2 Vocational services
No long term vocational programs shall be provided in a secure detention facility.

4.3 Health care services
4.3.1 Somatic health services
Delivery of health care services shall be in accordance with established Departmental policy and procedures.

4.3.1.1 Sick call
Each youth shall have unimpeded access to sick call services on a regularly scheduled basis.

4.3.1.2 Referral to community resources
Health care services that cannot be performed on site such as orthopedic care, optometry services, or referral to other specialists, shall be available to all youth.

4.3.1.3 Treatment
Youth who have acute and chronic conditions shall receive appropriate medical treatment.

4.3.1.4 Medication administration and management of pharmaceuticals

  .01 Pharmaceutical management shall be by a pharmacy licensed in the State and meeting all required federal and state laws and regulations for procurement, dispensation, administration, and accounting of pharmaceutical products.

  .02 The facility shall administer medication to youth when such has been prescribed by a licensed physician.

4.3.1.5 Dental services
Youth shall have access to required dental services.

4.3.1.6 OB/GYN services
Females in detention facilities shall have access to OB/GYN services, as necessary and appropriate.

4.3.2 Mental health services

4.3.2.1 Delivery of services
The Department shall be responsible for acquiring, either directly or by agreement or contract with a public or private mental health agency, necessary mental health care and services for youth within facilities operated by the Department and its vendors. All mental health services shall be provided in accordance with guidance from the Department of Health and Mental Hygiene.

  .01 The mental health professional at each facility shall provide short term, focused psychotherapeutic services for those individuals who have been identified as needing such services. As appropriate, family involvement with such services shall be highly encouraged.

  .02 Crisis intervention services shall be provided to any youth who shows signs of acute behavioral and emotional distress as identified by facility staff.

  .03 Mental health professionals shall provide consultation services to other facility health care professionals and facility staff as required, including consultation and involvement in physical restraint and de-escalation procedures.

4.3.2.2 Transfers to mental health agencies
When a youth demonstrates behavior that is indicative of severe emotional disturbance that indicates a need for more intensive services than can be provided on site, the youth shall be seen by the designated facility health professional. If the health professional determines that a youth’s behavior is a risk to himself or others, the health professional shall authorize the youth to be transferred to an area hospital for evaluation.

**4.3.2.3 Notification of transfer of youth to mental health agencies**

Upon transfer of a youth to a mental health agency, the parent or guardian of the youth shall be immediately notified by facility staff. The Community Juvenile Counselor assigned to the youth or his supervisor shall be notified of the youth’s transfer by the next working day. It shall be the responsibility of the assigned Community Juvenile Counselor to notify the Juvenile Court, if the youth’s admission to a mental health facility is for longer than 24 hours.

**4.3.3 Substance abuse services**

**4.3.3.1 Education**

The addictions counselors at each detention facility shall be responsible for providing an alcohol and other drug abuse prevention/education curriculum to all admitted youth. The curriculum shall include facts about illegal drugs and alcohol, the diseases of alcoholism and drug abuse addiction, somatic health issues related to substance abuse, (i.e. sexually transmitted diseases, HIV/AIDS, hepatitis), the addicted family, resistance strategies, and resources for treatment.

**4.3.3.2 Counseling**

The addictions counselors at each detention facility shall provide short term individual counseling, not less than once per week, and group counseling not less than once per week. These services shall be provided to all youth identified through the screening and assessment protocol as having a substance abuse problem. The focus of this counseling shall be to familiarize youth with what a counseling session is like and to provide them with a safe environment where they can begin to explore their problems with alcohol and other drugs.

**4.3.3.3 Referral**

The addictions counselors at each detention facility shall coordinate with the youth’s Community Juvenile Counselor and local substance abuse authority to enroll the youth in the appropriate level of treatment services. This will include arranging to have the youth assessed by the local substance abuse authority to determine whether or not the youth meets the criteria for residential drug treatment.

**4.4 Institutional case management**

The facility’s Institutional Case Manager shall be responsible for ensuring the youth is oriented to the facility, has completed all assessments (including physical, mental health, substance abuse and educational) according to the required time lines, monitors the youth’s adaptation and progress in the facility, coordinates discharge plans with the youth’s Community Juvenile Counselor and ensures that the youth’s parent or guardian is kept informed of his status and needs while in the facility.
4.5 Recreational activities
A well defined and structured recreation program shall be provided for each resident. The recreation program shall provide a variety of activities that promote physical and mental health and are appropriate to the ages and interests of the residents admitted to detention. Youth shall have access to either individual or group recreational activities for a minimum of two hours each day. Such activities shall provide opportunities for strenuous physical exercise.

4.5.1. Program structure
A well developed and articulated recreational program whose purpose is understood by the program staff and residents shall be established.

4.5.1.1 Coordinator
A specific staff person shall be designated as recreation coordinator and be responsible to design, organize and direct the recreation program. He/she shall have education, training or experience in the development and implementation of recreational activities for youths.

4.5.1.2 Activities
The recreational program shall provide a variety of planned, structured large muscle and leisure activities. These activities shall include, but need not be limited to, the following:

- .01 organized sports and games that require large muscle activity and permit equal opportunity for participation (e.g., aerobics, volleyball and soccer);
- .02 supervised small group leisure activities (e.g., card and board games);
- .03 creative activities (e.g., arts and crafts);
- .04 quiet individual leisure activities (e.g., reading and letter writing); and
- .05 activities adapted for physically and developmentally challenged residents.

4.5.1.3 Requirements
A minimum of one (1) hour of large muscle activity and one (1) hour of leisure time activity shall be provided daily.

- .01 The large muscle activity shall be conducted outdoors unless weather or other conditions indicate otherwise.
- .02 Extended periods of large muscle activity shall be provided on weekends and holidays.

4.5.1.4 Description
A description of the activities that the facility offers shall be maintained. This description shall be available to all program staff responsible for the supervision of activities. The description shall include, but need not be limited to, the following information:

- .01 a summary of the activity and explanation of the rules;
- .02 staff, space and equipment requirements;
- .03 objectives of the activity (e.g., development of gross motor or fine motor skills, sportsmanship or relaxation); and
- .04 alternative activities for residents who may be unable to participate in
certain activities due to physical or developmental disabilities.

4.5.1.5 Schedule
A weekly schedule of recreational activities shall be posted in living areas of the residents.

4.5.2. Resident participation
Participation of residents in healthy developmental activities provided through the recreational program shall be encouraged.

4.5.2.1 Access
All residents shall have access to recreational opportunities unless documented medical, behavioral or security issues prohibit their participation in specific activities.

4.5.2.2 Participation
Program staff shall encourage all residents to participate in recreational activities.  
.01 Incentives shall be provided for youths who participate in recreational activities and exhibit cooperative behavior and good sportsmanship.  
.02 Recreational activities shall not be withheld as a means of group punishment.

4.5.2.3 Staffing
Adequate staff shall be provided to ensure proper supervision of recreational activities. Volunteers shall be encouraged to participate in recreational activities with residents under the supervision of program staff.

4.5.2.4 Interests of youth
Each resident shall have the opportunity to express his/her interests and preferences of recreational activities and appropriate residents’ interests and preferences shall be incorporated into the recreational activities.

4.6 Religious programs
Space and time shall be provided that may be used for religious purposes. Youth desiring to participate in such services may do so on a voluntary basis or may be taken to places of worship in the community, if doing so presents no risk to security.

4.7 Community outreach

4.7.1 Interns and volunteers
The Department shall actively involve volunteers in facility programs, not to replace regular staff, but to enrich and supplement on-going programs. The Department’s volunteer program shall be governed by written policy and procedure.

4.7.1.1 Selection and recruitment of volunteers
The Department shall recruit volunteers whose interests and capabilities are related to the identified needs of the youth.  
.01 The Department’s Statewide Volunteer Coordinator, in cooperation with the facility’s Volunteer Liaison and the facility’s Program Manager, shall ensure a screening process for volunteers that is consistent with security concerns for each facility.  
.02 All volunteers shall be screened consistent with the Department’s requirement for criminal background checks.
The screening and selection of volunteers shall allow for recruitment from all cultural and socioeconomic groups in the community.

4.7.1.2 Training and supervision of volunteers
Volunteers shall be provided with orientation training and shall be supervised by an experienced employee of the Department or the private agency with which the Department has contracted.

.01 Volunteers will agree in writing to abide by Department and facility policies, particularly those relating to the security and confidentiality of information.

.02 The Department shall establish policy and procedures regarding evaluation and termination of volunteers.

4.7.2 Facility tours
With the exception of monitoring visits as articulated in section 7.3 of these standards, requests to tour Department or vendor operated detention facilities shall be approved and coordinated by the Department’s Public Information Officer. Such requests shall be documented on a Site Visit Request Form that shall include the requestor’s signature acknowledging the need to insure the confidentiality of residents in the facility.

4.7.3 Community advisory councils
With the consent of the State Advisory Board, the Department may establish an Advisory Council for each facility consisting of five to seven community members residing in the jurisdiction in which the facility is located. This Council shall advise the facility’s Program Manager on aspects of program management and facilitate the development of links with the community. See Article 83-C § 2-119.

Commentary
In order to ensure that there is a relationship between the facility and the community where it is located, there shall be a group of citizens, with a demonstrated interest in and knowledge of the problems of youth, who are appointed by the Secretary of the Department to advise the facility’s administration on matters relating to the mutual concerns and interests of the community and the facility.

4.8 Release
4.8.1 Procedures
Procedures for the release of youth shall include, but are not limited to, the following:

(1) verification of identity;

(2) verification of release papers;

(3) completion of release arrangements including the person or agency to whom the youth is to be released;

(4) return of personal effects;

(5) medical screening and arrangements for community follow-up when needed;

(6) up to 30 days of prescribed medication, when necessary and if advance arrangements have been made;
(7) transportation arrangements; and
(8) instructions on forwarding mail.

4.8.2 Plan
The Institutional Case Manager, in coordination with the Community Juvenile Counselor and parents or guardians, shall develop a written plan that describes the supervision requirements, treatment needs, and services to be provided to the youth upon release. This plan shall consider all evaluations completed on the youth while detained, such as psychological, psychiatric, educational, or substance abuse reports. The youth’s living arrangements, school requirements, participation in treatment services, and level of intensity of supervision shall be clearly articulated.
Chapter 5 Residential Operations
5.1 Security and control

5.1.1 Supportive security
Security in a detention facility shall recognize and balance the legitimate need for security and safety felt by staff and society with the residents’ need for a setting that provides them with safety and a reasonable quality of life.

5.1.2 Secure settings

5.1.2.1 Living arrangements
With consideration given to management concerns and the goal of normalization, the living arrangements shall conform as nearly as possible to those provided for non-secure facilities.

5.1.2.2 Security
Security refers to the provision of staff and resident safety and to the prevention of escape from the facility. Security shall also include measures to prevent persons from entering the facility or grounds illegally. Means to ensure security shall consist of physical features of the building and grounds, policy and procedures, and staffing arrangements.

.01 The facility shall maintain a daily report on youth population movement. The daily report shall indicate the number of youth in the facility and their names, identifying numbers and housing assignments. Official daily movement sheets shall detail the number and types of admissions and releases each day and the count at the close of the day.

.02 Direct care staff shall maintain a permanent log and prepare shift reports that record routine information, emergency situations, and unusual incidents.

.03 Supervisory staff shall conduct and document on a daily basis, including holidays and weekends, that they have inspected all areas occupied by youth. If faulty, unsafe, or unsanitary conditions are discovered, a written report shall be forwarded to the facility’s Program Manager.

.04 Direct care staff shall regulate all youth movement from one location to another, including individual and group movement to and from all activities and programs.

.05 Guidelines for transporting youth shall emphasize security and safety and shall be made available to all personnel involved in transporting youth.

5.1.3 Staffing
Staffing arrangements shall aim to provide a safe, humane, and caring environment. Youth to staff ratios developed by the Department shall ensure adequate supervision of youth. The allocation, deployment and assignment of resources/personnel to each facility shall be based on: 1. the budgeted population operating capacity; 2. the level of risk and needs of the population; 3. facility programs and services; and 4. physical plant architecture. Staff to youth ratios shall not be generalized, but rather based on facility design and age, activity and program level and other related factors.
5.1.3.1 Staffing plan
Each facility shall develop a staffing plan which shall be reviewed and reassessed annually consistent with changes in population, facilities, activities and services.

5.1.4 Control center
A control center that provides for 24-hour monitoring and coordination of the facility’s security, safety, communications, and mechanical and electrical systems shall be designated in each facility. Monitoring by closed circuit television shall be limited to common areas, such as, but not limited to: holding rooms, quiet rooms, and group activity areas such as gymnasiums or multi-purpose rooms. Closed circuit television and/or listening systems are warranted in sleeping and medical areas when a youth has a documented medical condition that requires constant monitoring.

5.1.5 Crowding
The population of each juvenile detention facility shall generally be limited to the budgeted operating capacity. However, the facility shall not be considered crowded as long as the Department can safely and humanely maintain critical aspects of the facility to include the following:

5.1.5.1 The condition of the physical plant
The provision of lighting, heat, plumbing, ventilation, living space, noise levels and recreational space shall be sufficient to adequately meet the needs of the detained youth.

5.1.5.2 Sanitation
Proper sanitation within the facility shall be maintained to include the control of vermin and insects, clean food preparation areas, medical facilities, lavatories, showers, and places to eat, sleep, and work.

5.1.5.3 Safety
Youth shall be protected from violent, emotionally disturbed, contagious or ill youth. Provisions shall also be made for fire and/or other emergency evacuations.

5.1.5.4 Youth needs and treatment services
Clothing, proper nutrition, bedding, medical, dental, and mental health care, visitation time, exercise and recreation, and educational and programming services shall be maintained at a sufficient level to accommodate the number of youth in the facility.

5.1.5.5 Staffing
Staffing levels shall ensure the proper supervision and safety of the residents.

5.1.6 Notification of the Secretary
When conditions in a detention facility may compromise the health or safety of the detained youth or the provision of required services, the facility’s Program Manager shall immediately notify the Secretary.

5.2 Safety and emergency procedures

5.2.1 Conformity with codes
All detention facilities shall conform to state fire safety requirements. The State Fire Marshall is responsible for inspecting state institutions and insuring appropriate safety procedures. Article 38A, § 8(d) & (n).
5.2.2 Safety inspections
Privately operated secure detention facilities shall be inspected annually in order to ensure conformity to all public safety codes. Unannounced inspections shall be made to ascertain quality of maintenance.

5.3 Rules and discipline
5.3.1 Objectives
(1) Those charged with the custody and control of youth shall reasonably regulate the behavior of those in their charge and impose disciplinary measures congruent with the willful violation of applicable law and policy.
(2) Fairness and regularity in the disciplinary system will be established.
(3) Major infractions shall be differentiated from minor infractions and the inappropriate imposition of disciplinary measures shall be prohibited.
(4) Written policy shall be used to ensure that the youth know as precisely as possible what conduct is expected and what sanctions may be imposed.
(5) Procedures shall be established for the imposition of disciplinary measures.
(6) Cruel and unusual punishment is prohibited.
(7) Hearings, review and appeals of disciplinary action and grievances shall occur at the most immediate and expedient levels.

5.3.2 Major infractions
5.3.2.1 Definition
An offense which would be a felony if committed by an adult or alleges violation of Article 27, § 36B (misdemeanor handgun), or that is of such a nature as to seriously threaten the security of the facility or its operations shall be considered a major infraction.

5.3.2.2 Charging a youth with a delinquent or criminal offense
When a youth in a detention facility is believed to have committed an offense that is a felony under the law of the jurisdiction, local law enforcement shall be notified to determine if criminal charges will be filed. Such an offense shall be processed in the same manner as an offense charged against a youth who is not in a detention facility. If the appropriate authority elects to prosecute or refer the matter to juvenile court, some change may be required in the status of the accused youth within the facility for his or her own protection, for the protection of other residents, or for purposes of institutional integrity. The Program Manager shall determine after the filing of a charge whether restrictive measures are necessary for the protection of the youth, the protection of other residents, or for purposes of institutional integrity. If it is determined that restrictive measures are required, the least restrictive measures shall always be used.

5.3.2.3 Not charging a youth with a delinquent or criminal offense
If the charge is not pursued, the matter may be treated within the detention facility as a major infraction. Youth who commit major infractions shall receive disciplinary action and appropriate sanctions. Discipline shall be invoked on the basis of a written report submitted by residential staff to the Unit Manager. The youth shall be informed of the infraction.
5.3.3 Minor infractions

5.3.3.1 Definition
A minor infraction is generally an offense that is a misdemeanor under the law of the jurisdiction, or is of such a nature as to disturb the orderly functioning of the facility. Examples of offenses that may be considered as minor infractions are: assault with no serious bodily injury, threatening the physical safety of others, theft or destruction of property valued at under $300, creating a disturbance, lying to a person in authority, disobedience of valid orders, reporting a false alarm, being under the influence of alcohol or marijuana, unauthorized use of property belonging to another, refusal to attend school or class, refusal to perform work assignments and violation of any valid rules of the facility.

5.3.3.2 Charging a youth with a delinquent offense
When a youth in a detention facility is believed to have committed an offense that is a misdemeanor under the law of the jurisdiction, local law enforcement may be notified to determine if delinquent charges will be filed. A residential staff member may also file a complaint with a DJJ Intake Officer regarding an alleged offense. The offense shall be processed in the same manner as an offense charged against a youth who is not in a detention facility.

5.3.3.3 Not charging a youth with a delinquent offense
If the charge is not pursued, the matter shall be treated within the detention facility as a minor infraction. Youth who commit minor infractions shall be subject to discipline by residential staff. Discipline shall be invoked on the basis of a written report submitted by residential staff to the Unit Manager. The youth shall be informed of the infraction.

5.3.4 Conduct that may not be subject to sanction

5.3.4.1 Sexual behavior
A youth shall not incur penalty for any sexual behavior that is not forbidden by statute or reasonable facility rules.

5.3.4.2 Religious choice
Refusal to attend religious services shall not subject youth to sanctions.

5.3.4.3 Participation
A youth shall not be disciplined for refusing to actively participate in any counseling, treatment, rehabilitation, or training program.

5.3.4.4 Attitude
A youth shall not be sanctioned for displaying what is viewed as an undesirable attitude.

5.3.4.5 Printed material
A youth shall not be sanctioned for possession of any printed or otherwise recorded material unless such possession is specifically forbidden by Department policy or facility rules.

5.3.4.6 Food
A youth who refuses to eat a particular type of food shall not be sanctioned.
5.3.4.7 Religious beliefs
A youth who refuses to act in violation of his religious beliefs shall not be sanctioned.

5.3.4.8 Research
A youth who refuses to participate in any study, research, or experiment shall not be sanctioned.

5.3.4.9 Medical intervention
A youth who refuses to take drugs designed to modify behavior or to submit to non-emergency, surgical interventions without consent shall not be sanctioned.

5.3.5 Sanctions

5.3.5.1 Availability
The sanctions available for less serious infractions may also be used for more serious infractions.

5.3.5.2 Major infractions
Sanctions for major infractions include, but are not limited to, the following: seclusion, the loss of, or prohibition from, accrual of any or all level system points, loss of level, a suspension of the privilege of earning level system points, and/or the suspension of designated privileges for a period of time.

5.3.5.3 Minor infractions
Sanctions for minor infractions include, but are not limited to, the following: seclusion, in-room social separation, the loss of or prohibition from accrual of level system points, loss of level, and/or the suspension of designated privileges for a period of time.

5.3.5.4 Loss of privileges
The type of privileges subject to suspension shall include access to movies, radio, television and the like; participation in recreational or athletic activities; and participation in outside activities.

5.3.5.5 Restriction of sanctions
No corporal punishment shall be inflicted, nor shall a youth be required to eat a restricted diet, alter the regular sleeping pattern, engage in arduous physical labor, or any other punishment designed to cause contempt, ridicule, or physical pain.

5.3.6 Seclusion
Seclusion shall be used only in circumstances when it is absolutely necessary and specific procedures shall be observed to ensure the resident’s safety whenever seclusion is required. This standard shall conform to Article 83C, §2 -118(c); COMAR 16.05.02 and 01.04.04 21E and Department policy 03.14.04 Limits on Use of Restraints and Seclusion.

5.3.7 In-room social separation
In-room social separation is differentiated from seclusion as it shall only be used as a disciplinary measure or as an opportunity for “time out” for a youth. The door of the room shall remain unlocked. The use of in-room social separation shall be governed by Department policy and directives.

5.3.7.1 Time period
The use of in-room social separation shall be for the shortest period of time necessary to hold the youth accountable for the behavior(s).

5.3.7.2 Visitation
The following procedures and conditions shall be observed whenever a resident is placed in in-room social separation:

.01 A staff member shall maintain regular observation of the youth. A youth shall be visited at least every two hours by a designated and trained staff person not involved in the incident that led to the in-room social separation. Such visits shall determine the appropriateness of continued in-room social separation. A visit means actual entry into the room with the youth or removal of the youth from the room for the purpose of discussion or counseling.

.02 Space, hygiene and personal items shall be provided as specified in this document.

5.3.8 Disciplinary reports

5.3.8.1 Responsibility of staff
Employees shall prepare a disciplinary report when they have a reasonable belief that a youth has committed a major violation of facility rules or a reportable minor violation.

Commentary:
In general, employees shall be encouraged to resolve incidents involving minor infractions of facility rules on an informal basis. However, where informal resolution appears unwarranted, the staff member shall prepare a report to be forwarded to the designated supervisor.

5.3.8.2 Opportunity to provide statement
A youth accused of a major infraction of facility rules that results in a loss of privileges shall be informed of the infraction(s) as soon as possible, once safety and order in the facility or unit is ensured, but always within 24 hours of the infraction(s). Staff responsible for reporting the incident shall complete a written report by the end of the shift during which the incident occurred, and the youth shall be given the opportunity to write his statement of the infraction or if unable to write it, dictate his statement to a staff member or Child Advocate, who will write verbatim and have the youth sign the document when completed. Copies of the report and the youth’s signed statement of alleged major rule infractions shall be included in the youth’s case record.

5.4 Use of Force

5.4.1 Corporal punishment

5.4.1.1 Prohibition on all forms of corporal punishment
No corporal punishment of any detained youth shall be permitted. This prohibition allows no exceptions and applies equally to public and private facilities.

5.4.1.2 Protection from child abuse
Youth shall be protected from acts of child abuse while in detention and incidents
of suspected child abuse shall be reported by staff. The Department and its vendors shall comply with Article 83C § 2-118(c); Article 27, § 35C; Family Law Article §5-701, et seq; COMAR 16.05.02; COMAR 01.04.04.20, 21 & 26. See also Education Article § 7-306(a) and Department policy 01.01.13 Reporting and Investigating Child Abuse and Neglect.

5.4.1.3 Responsibility of Program Manager
The Program Manager of the facility shall inform all staff in writing of their responsibilities relating to the Child Protective Services Law. These responsibilities include the following:

- .01 designating staff who are considered care givers;
- .02 mandated reporting requirements;
- .03 reporting procedures for the facility;
- .04 immunity from criminal and civil liabilities when making a report of suspected child abuse in good faith; and
- .05 criminal penalties for failure to report suspected child abuse.

5.4.1.4 Prohibition of sexual activities with detainees
Employees of state and vendor operated detention facilities shall be subject to Article 27, § 464G which prohibits an employee from engaging in a sexual act with an individual confined in a juvenile facility. All Program Managers of both state and vendor operated facilities shall ensure that all employees receive written notification of this prohibition.

5.4.2 Prohibition of youth’s use of force
Personnel shall be prohibited from the direct or tacit approval of a youth’s use of physical force against other youth, or of the approval of a youth to exercise authority/control over another youth.

5.4.3 Mandatory reporting of physical force
Any personnel using physical force against any youth shall immediately file a written report with the facility’s Program Manager setting forth the circumstances of the act, the degree of force used, and the reasons for the use of force.

5.4.4 Absolute necessity required
Physical force may only be used in circumstances in which it is absolutely necessary. Specific methods and techniques of physical intervention, which are recognized to minimize risk of injury to residents and staff, shall be used to physically control a resident. Staff shall use physical force only as authorized by Department policy 02.09.13 Use of Force.

5.5 Food service

5.5.1 Food service management

5.5.1.1 Manager
A full time staff member experienced in food service management shall supervise the food service operation within a detention facility.

5.5.1.2 Dietitian
A registered dietitian shall approve menus annually.
5.5.1.3 Staffing
The facility shall employ sufficient number of food service personnel and schedule their working hours to meet the dietary needs of the youth in the facility.

5.5.1.4 Posting of schedules
Work assignments and dietary schedules shall be written and conspicuously posted.

5.5.2 Budgeting and purchasing

5.5.2.1 Records
Accurate records shall be maintained for all meals served.

5.5.2.2 Adequacy of supply
A one week supply of non-perishable food shall be maintained in stock at all times.

5.5.3 Dietary allowances
The facility’s system of dietary allowances shall be reviewed at least annually by a registered dietitian licensed by the State to ensure compliance with nationally recommended food allowances.

5.5.4 Menu planning

5.5.4.1 Development
Food service staff shall develop advanced, planned menus and substantially follow the schedule. The food flavor, texture, temperature, appearance, and palatability shall be taken into consideration when planning and preparing all meals.

5.5.4.2 Single menu
The food service plan shall provide for a single menu for staff and youth.

5.5.4.3 Specificity
The menus shall specify the actual foods served at meals and between meal snacks.

5.5.4.4 Time requirements
Menus shall be kept on file for three (3) years.

5.5.5 Special dietary needs

5.5.5.1 Prescribed
Special diets shall be provided as prescribed by appropriate medical and dental personnel.

5.5.5.2 Religious reasons
To the extent possible, special diets shall be provided for youth whose religious beliefs require the adherence to religious dietary laws.

5.5.5.3 Sanctions
The withholding of food or drinking water or deviations/substitutions from scheduled menus shall never be used as a disciplinary measure.

5.5.6 Health and safety regulations

5.5.6.1 Compliance with codes
Food Service shall comply with applicable sanitation codes as promulgated by the federal, state and local authorities, including but not limited to COMAR 10.15.03.

5.5.6.2 Sanitation measures
Measures shall be take for the control of vermin and pests.

5.5.6.3 Staff requirements
All food service personnel shall be in good health and free from communicable diseases and open infected wounds. All food service personnel shall wash their hands before handling food to ensure clean hands and fingernails, wear hairnets or caps, wear clean washable garments, and employ hygienic food handling techniques.

5.5.7 Inspections

5.5.7.1 Schedules
The standard criteria for inspections shall be in accordance with COMAR 10.15.03. Weekly inspections of all food storage areas, including dining and food preparation areas and equipment shall be made. Daily checks of refrigerators and water temperatures shall be made by administrative health personnel and/or dietary personnel.

5.5.7.2 Temperatures
Shelf goods shall be maintained at 45 degrees to 80 degrees F.; refrigerated foods at 35 degrees to 40 degrees F.; and frozen foods shall be maintained at 0 degrees F. or below.

5.5.8 Meal service

5.5.8.1 Supervision
Staff members shall supervise youth during meals.

5.5.8.2 Time requirements
At least three meals, two of which are hot meals, shall be provided at regular meal times during each 24 hour period, with no more than 14 hours between the evening meal and breakfast. Provided basic nutritional goals are met, variations may be allowed based on weekend and holiday food service demands.

5.5.8.3 Local requirements
When required by law and/or regulation applicable to food service employees in the community where the facility is located, all personnel involved in the preparation of food shall receive a pre-assignment medical examination. All examinations shall be conducted in accordance with local requirements.

5.5.8.4 Compliance by vendor
When a facility’s food services are provided by an outside agency or individual, the facility shall have written verification that the outside provider complies with the state and local regulations regarding food service.

5.5.8.5 Monitoring
Youth and other persons working in food service shall be monitored each day for health and cleanliness by the Director of Food Services or designee in accordance with COMAR 10.15.03.

5.6 Sanitation and hygiene
5.6.1 Sanitation and inspections
Weekly sanitation inspections shall be made of all facility areas. A designated staff member shall submit a written sanitation report to the facility’s Program Manager on a weekly basis. The facility shall comply with applicable federal, state, and local sanitation and health codes.

5.6.2 Water supply
The facility’s potable water source and supply shall be approved by an independent, outside source to be in compliance with jurisdictional laws and regulations. The standard shall be in compliance with the Federal Safe Drinking Water Act regulations.

5.6.3 Waste disposal
The facility shall provide a waste disposal system in accordance with an approved plan by the appropriate regulatory agency. Liquid and solid wastes shall be collected, stored, and disposed of in a manner that will avoid hazards and protect the health and safety of youth and staff.

5.6.4 Housekeeping
5.6.4.1 Pest control
The facility shall provide for the control of vermin and pests. Licensed pest control professionals shall be used on a regular basis.

5.6.4.2 Schedule
There shall be a written housekeeping plan for the facility’s physical plant. This shall include a cleaning schedule with personnel assigned specific duties.

5.6.5 Clothing and bedding
5.6.5.1 Sufficient inventory
The stored inventory of clothing, bedding, and linens shall exceed that required for the facility’s maximum youth population. An inventory system shall be maintained to ensure the consistent availability of clothing, bedding, and linens to replace items that are lost, destroyed, or worn out.

5.6.5.2 Clothing
Youth shall be provided the opportunity to have three complete sets of clean clothing per week.

5.6.5.3 Work clothing
Protective clothing and equipment shall be issued to youth assigned to food service, hospital, garage, facility physical plant, maintenance shops, and other special work.

5.6.5.4 Cleaning of clothes
The facility shall provide for the thorough cleaning and, when necessary, disinfecting of youth’s personal clothing.

5.6.5.5 Clean bedding
The facility shall issue clean bedding and linen, including two sheets, a pillow and pillow case, a mattress, and sufficient blankets to provide comfort under existing temperature controls. Linen shall be exchanged at least weekly, and towels exchanged three times per week.

5.6.6 Bathing and personal hygiene
5.6.6.1 Schedule
An approved shower schedule shall allow for daily showers and showers after strenuous exercise.

5.6.6.2 Items provided
Articles necessary for maintaining personal hygiene shall be provided to all youth. At the time of admission, each youth shall be given soap, a toothbrush, toothpaste and a comb. Shaving equipment shall be made available on request and the special hygiene needs of females shall be met.
Chapter 6.0  Architectural Design
6.1 Normalization of the environment
Facilities for the detention of youth shall be designed with the goal of creating environments that will encourage normalization. Objectives include:

(1) prohibition on stigmatizing of youth;
(2) promotion of self-respect;
(3) promotion of the use of community-based services and resources in detention facilities; and
(4) allowing youths to express cultural identity, practice religious beliefs, and enjoy privacy.

6.2 Facility design

6.2.1 Facility program
A facility program shall be developed for each newly constructed detention facility. The program shall be a written document containing the following information:

(1) a statement of general goals and purposes of the facility;
(2) a description of the Department, including its statutory authority, operating procedures, services provided, and administrative structure;
(3) a description of the management model which is used as the basis of current and future operations;
(4) an impact statement that: analyzes past and current workload and budget; projects future workload, staffing, programs, and operating and capital budgets; and assesses the impact of the proposed project on the overall operation of the Department;
(5) a justification of the project and its operating costs, exploring alternative management models and their impact on staffing, budget, and space requirements;
(6) a quantitative and qualitative description of space requirements for the proposed facility, including outdoor spaces, and other descriptive factors;
(7) an outline of budget and time restrictions; and
(8) studies of alternative strategies to satisfy space requirements including leasing, renovation, and new construction.

6.2.2 Appearance
The exterior appearance of a secure facility, to the extent possible consistent with internal security, shall fit architecturally with the surrounding community.

6.2.3 Internal design and appearance
The internal design and appearance of a secure detention facility shall, to the extent possible, in considering the security needs of the program, provide a safe, humane, caring environment.

6.2.4 Building expectations
Building design shall not present an expectation of abusive behavior and vandalism and invite challenge by residents, nor shall it be assumed that every youth behaves in a violent and destructive manner. Security and safety of residents dictate construction materials designed to prevent injury or suicidal conduct.
6.2.5 Small community-based facilities
To the extent possible, new facilities for the detention of youth shall be community based.

6.3 Location

6.3.1 Community notification
The Department shall implement both the spirit and the letter of the community notification requirements of State Government Article §8-306.

6.3.2 Factors to be considered
To the extent possible, secure detention facilities shall be located to facilitate the use of community-based services and continued contact between youth and family. Location of secure detention facilities shall take the following factors into account:

(1) facilitation of the maintenance of ties between residents and their community and family;
(2) accessibility to mass transit and highways to facilitate visits by family;
(3) accessibility to courts to avoid excessive waiting time spent in transit to and from court; and
(4) proximity to law offices to facilitate attorney-client meetings.

Commentary
The involvement of leading citizens shall be enlisted; they shall be informed individually of the purpose of detention facilities and services, the nature of the building and the program, and the extent of supervision and control. Once their support has been gained, they can then help interpret the project for their neighbors. Publicity regarding the building site shall stress the positive aspect of detention facilities, including the importance of youth being close to their families and being able to interact in their communities.

6.4 Size
Capacity of a secure detention facility shall be limited to 24 residents within a single housing pod, with the exception of existing facilities and any facility under construction, including the Baltimore City Juvenile Justice Center. No new facility shall be built to house more than 24 residents within a housing pod; however, the facility’s design may allow architectural connections to other pods or spaces. Such facilities shall incorporate flexible architectural and operating design in order to accommodate a decreased need for detention.

Commentary
The ACA, Standard for Juvenile Detention Facilities (1991) Part Two, Section A, limits capacity of a secure detention facility to 25 residents per unit and total capacity of 150.

6.5 Juvenile housing

6.5.1 Personal space
With the exception of existing facilities and facilities currently under construction, single bedrooms shall be at least 80 square feet and multiple occupancy bedrooms shall contain at least 60 square feet per youth.

6.5.2 Resident rooms

November 1, 2000
Each resident shall be afforded:

(1) a clean, dry room of moderate temperature, equipped with light sufficient for reading during regular waking hours; and

(2) access to adequate toilet and bathing facilities.

6.5.3 Fixtures

6.5.3.1 Doors
Exit doors to the facility shall be of metal, with metal frames, of the heavy duty security type. Doors to toilets shall be of standard metal construction. Bedroom doors and doors to other rooms to which youth have access shall be provided with viewing panels.

6.5.3.2 Locks
Consistent with the security needs of the facility, locks should be master-keyed so that it is not necessary for staff in the facility to be in obvious possession of a large number of keys. At a minimum, locks should be provided in the following places:

.01 rooms with lockers for the deposit of personal effects;
.02 storage for knives and cutlery;
.03 storage for records and other confidential material;
.04 medication and medical equipment lockers;
.05 evidence locker;
.06 outside doors and gates; and
.07 staff lockers and law enforcement weapons lockers.

6.6 Environmental conditions
With consideration given to management concerns and the goal of normalization, the living arrangements shall conform as nearly as possible to those provided for non-secure facilities. Items such as heating, ventilation, lighting and plumbing shall be provided consistent with the security needs of the facility and shall conform to uniform building codes and state and local applicable codes for plumbing, mechanical and electrical systems.

6.7 Program and service areas

6.7.1 Entrance spaces and waiting rooms
Entrance spaces and waiting rooms in a secure detention facility shall reflect a concern for normalization.

6.7.2 Interview rooms
Detention facilities shall have interview rooms for residents to meet privately with attorneys, case workers, and juvenile counselors.

6.7.3 Visitation rooms

6.7.3.1 Necessity
Space shall be provided for a visiting room or area for contact visiting. There shall be adequately designed space to permit screening and searching or both of youth and visitors. Space shall be provided for the proper storage of visitors’ coats, handbags, and other personal items not allowed in the visiting area.

6.7.3.2 Conditions
Visitation shall be directly supervised by staff, and to the extent possible, visitation shall occur in an area of the facility in which the atmosphere is relaxed, some degree of privacy is provided, and appropriate physical contact is permitted.

6.7.4 Seclusion rooms

6.7.4.1 Location
A seclusion room, if required, shall not be planned and located in the living area, but rather in a location conducive to effective staff monitoring and/or in proximity to staff offices. This is necessary to:
   .01 mitigate against the deleterious effects resulting from having peers see other residents in these circumstances;
   .02 preclude the use of this room on a regular basis which would otherwise work against program goals;
   .03 encourage the staff to provide closer supervision of, and contact with, the youth in the seclusion room; and
   .04 prevent youth held in the seclusion room from disrupting the daily routine of the program.

6.7.4.2 Environment
The room itself can be viewed as a minimum environment with a place to sit and with access to toilet facilities. Seclusion shall be used only as a last resort. Staff may have the option of confining residents to their own bedrooms and, if necessary, removing extraneous furniture.

6.7.4.3 Statutory requirements
Standards must conform to Maryland’s statutory and regulatory provisions concerning seclusion. See Article 83C, §2-118(c); COMAR 16.05.02; COMAR 01.04.04.21E and Department policy 03.14.04 Limits on Use of Restraints and Seclusion.

6.7.5 Day rooms
Day rooms with space for a variety of youth activities shall be situated immediately adjacent to youth sleeping areas but shall be separated from them by a floor-to-ceiling wall. With the exception of existing facilities, and those currently under construction, day rooms shall provide a minimum of 35 square feet of space per youth for the maximum number expected to use the day room at one time. Seating for every youth using the day room at one time shall be provided. Sufficient surfaces shall be provided for youth who wish to engage in table-top activities. Furnishings shall be consistent with the security needs of the assigned youth.

6.8 Administrative and staff areas

6.8.1 No permanent staff living quarters
Secure facilities that house youth shall not be the sole residence of staff.

6.8.2 Staff offices
Space shall be provided for administrative, security, professional, and clerical staff. This may include space for conference rooms, the secure storage of records, a public lobby and toilet facilities.

6.9 Design security
The facility shall be controlled by appropriate means to ensure that youth remain within the perimeter and to prevent access by the general public without proper authorization. Perimeter surveillance can be maintained through mechanical surveillance devices (e.g., electronic, pressure, or sound detection systems), mobile patrols, or a combination of these systems.
Chapter 7.0  Program Responsibility And Accountability
7.1 Child abuse and neglect reporting
See Article 27, § 35C, § 2-118; Family Law Article, § 5-701, et seq.; COMAR 07.02.07; COMAR 16.05.02.02 and Department Policy 01.01.13 Reporting and Investigating Child Abuse and Neglect.

7.2 Juvenile rights

7.2.1 Privileges

7.2.1.1 Letters
Youth shall be permitted to send sealed letters to a specified group of persons and organizations including but not limited to: courts, counsel, officials of the confining authority, and administrators of grievance systems. Minimum writing materials, including pencil, paper and envelopes shall be made available to youth.

7.2.1.2 Inspection
Youth mail, both incoming and outgoing, shall be opened and inspected for contraband. Mail may be read, censored, or rejected when based on legitimate facility interest of order and security. The youth shall be notified when incoming or outgoing letters are withheld in part or in full.

7.2.1.3 Telephone use
Youth shall have reasonable access to a telephone to make and receive calls to parents or guardians, juvenile counselors, and counsel.

7.2.1.4 Visitation
Youth shall have the right to receive visits from parents or guardians, juvenile counselors, counsel, and others as approved by the Program Manager or designee.

7.2.1.5 Access to printed or electronic materials
Reasonable restrictions may be imposed on the type, amount, frequency, and time of day for access to radio, television, computers, or any other electronic device. Youth shall have access to books, periodicals and other reading materials. There generally shall be no censorship of reading materials; however, reasonable restrictions may be placed on access to certain materials for legitimate security reasons. Restrictions may be placed on access to materials which are obscene, contrary to a youth’s therapeutic best interest, or which promote or encourage violence, escape, criminal activity, gang affiliation, substance abuse, or other illegal or dangerous activity.

7.2.2 Limitations on use of mechanical and chemical restraints
Mechanical restraints may not be used as punishment. Mechanical restraints may by used only if necessary for:

(1) the protection of youth or others;
(2) prevention of escape; or
(3) secure transportation.

The decision to use mechanical restraints within a facility shall be made on an individualized basis. See COMAR 16.05.02.04; COMAR 01.04.04.26C. The use of chemical restraints, including pepper spray and mace, is prohibited. Under no circumstances shall personnel take any weapons into the facility.
7.2.3 Work performed by detained youths

7.2.3.1 Participation
Youth in detention facilities shall have a right not to participate in work assignments unless the work is reasonably related to the youth’s housekeeping, personal or hygienic needs, or therapeutic program. Youth shall not be solely responsible for maintenance of the facility and work assignments shall not conflict with the provision of educational, mental health, or substance abuse services.

7.2.3.2 Compensation
When youth in detention facilities work as part of a program, and to the extent that such work benefits the facility or program, the youth shall be compensated for such work. Such compensation shall be guided by the appropriate minimum wage statutes with consideration given to the age and capability of the youth. Youth who volunteer for work assignments not connected with personal housekeeping, hygienic needs, or a therapeutic program shall also be fairly compensated for such work and not be subject to set-off claims against such compensation, except for child support payments and restitution.

7.2.3.3 Youth's access to earnings
A special account shall be established for the youth's earnings and reasonable rules established for periodic withdrawal, expenditure, and release of the entire fund when detention supervision is terminated.

7.2.4 Grievance procedure
The grievance procedure outlined in this section shall conform to COMAR 16.05.01 and Department policy 01.13.04 Child Advocacy Grievance Procedure.

7.2.4.1 Role of facility staff
.01 Every employee at a facility shall have the responsibility to assist any youth who expresses a desire to initiate a grievance.
.02 An employee shall not retaliate against a youth who has filed a grievance.

7.2.4.2 Role of the Child Advocate
.01 The Child Advocate shall be pro-active in visiting institutions to solicit from youth any concerns regarding their care and treatment and to assist any youth who expresses a desire to initiate a grievance.
.02 Once a Child Advocate has been contacted concerning a grievance, the Child Advocate shall assist the youth until the problem has been resolved, even if the youth has been transferred or released.
.03 The Secretary shall appoint a substitute Child Advocate when a grievance is filed against the Child Advocate.
.04 Child Advocates shall be assigned to all detention facilities on a rotating basis. This includes both state and vendor operated facilities.

7.2.4.3 Grievance process
.01 A youth may initiate a grievance by contacting the Child Advocate, or requesting that a staff member contact the Child Advocate.
.02 The youth shall initiate the grievance procedure within 5 working days
of the action or incident, unless the youth can satisfactorily demonstrate to
the Child Advocate that a time extension is necessary.
.03 The Child Advocate shall respond to the grievance by meeting with the
youth as soon as possible to obtain the facts and attempt a prompt solution.
.04 If the youth's grievance is against the facility’s Program Manager, the
Secretary or designee, after having been notified by the Child Advocate,
shall contact the parties involved in the grievance as soon as possible and
attempt to resolve the grievance.
.05 The Child Advocate shall contact all parties involved in the grievance
as soon as possible and attempt to resolve the grievance.
.06 If the grievance is not resolved, the Secretary or the facility’s Program
Manager shall confer with all parties involved and, after hearing all
parties, the Secretary or the facility’s Program Manager shall issue a
written decision.

7.2.4.4 Appeal to the Secretary.
.01 If the youth is not satisfied with the decision of the facility’s Program
Manager, an appeal may be filed with the Child Advocate.
.02 After receiving an appeal from the youth, the Child Advocate shall
submit the case, in writing, to the Secretary or designee.
.03 The appeal shall consist of a review of all documents submitted. The
Secretary or designee may request additional information from anyone
involved in the grievance.

7.2.4.5 Regulation limitations
.01 The grievance procedures may not:
   (a) offer an administrative hearing;
   (b) be governed by the contested case provisions of State
       Government Article, Annotated Code of Maryland; or
   (c) include decisions made through the Department of Juvenile
       Justice Disciplinary Appeals Process.
.02 The Secretary or designee shall file a written decision on the appeal
which shall be final and binding on all parties to the grievance.

7.3 Monitoring
The Department shall ensure program quality through internal and independent monitoring of all
detention facilities. Monitoring shall include the compilation of basic data on all detention
programs and regular visits to programs by designated monitoring staff and independent monitors
approved by the Secretary. Monitoring shall be designed to ensure compliance with the law,
regulation and the Department’s standards and policies related to the operation of detention
facilities.

7.3.1 Goals
   (1) to ensure that all youth’s substantive and procedural rights are protected and
       that all pertinent laws, administrative rules and regulations, and executive or
       judicial policies pertaining to youth are continuously applied within any State or
       vendor operated facility;
(2) to gather and evaluate information that provides the basis for remedies for illegal, unsound, unfair, or inhumane policies and practices;
(3) to evaluate the adequacy and effectiveness of existing law, regulation and policy that apply to decisions made in State or vendor operated detention facilities;
(4) to identify and evaluate the need for additional law, regulation and policy and to ensure the uniform application of law, regulation, and policy;
(5) to inspect and review the condition of the physical plant;
(6) to prevent discrimination on the basis of race, sex, age, marital status, religion, sexual orientation, national origin, language, family background or disability; and
(7) to insure sound fiscal management.

7.3.2. Access to information
The Department shall ensure that internal and independent monitors are afforded the broadest possible access, relevant to their particular function and consistent with notions of privacy, to all appropriate information, records, data, and to staff and youth of the facility that is being monitored.

7.3.3 Methods
Methods of information gathering and documentation shall include but not be limited to:
(1) the collection of all pertinent reports, data, records and the like;
(2) site visits, inspections, and observations, including the use of film, videotape or audio recording devices to record and document conditions and activities, within the limitations of laws and regulations safeguarding the privacy and confidentiality of youth; and
(3) interviews of facility program staff and youth subject to their jurisdiction and authority.

7.3.4 Confidentiality
When monitoring activities involve the use of youth records that include information that identifies the youth, monitors shall maintain client confidentiality and are subject to all laws, regulation, and policies pertaining to such.

7.3.5 Reports, recommendations and findings
Both internal and external monitors shall regularly and periodically prepare reports of activities, findings, and recommendations for the Secretary. Monitors shall propose reforms and improvements based on information gathered pursuant to monitoring activities. When monitors determine that the facility being monitored is not in compliance with existing laws, rules, regulations and policy, the monitors shall notify the Secretary.

7.3.6 Internal monitoring
Internal monitoring of detention facilities shall be the responsibility of the Department’s Office of Professional Responsibility and Accountability (OPRA) in accordance with the applicable provisions of law, regulations and policy. This office shall report directly to the Secretary of the Department. OPRA shall establish monitoring procedures that include the collection of program data, measures of program compliance and fiscal management, and insure compliance with life-safety standards. Data collected shall
include but not be limited to:

1. standardized information on youth in the program;
2. details concerning personnel and volunteers;
3. line item accounts of the program's allocation of funds and expenditures;
4. description of the links between the program and the community within which it is located;
5. number and types of disciplinary actions;
6. description and data on the provision of life and safety issues;
7. description and data on services provided; and
8. details concerning the relationship between the program and other public and private agencies.

7.3.6.1 Data collection
All data collected will be used to measure compliance with established standards, and to assess whether a safe, humane, caring environment is being provided.

7.3.6.2 Monitoring visits
The Department shall send monitors to visit each program on a regular schedule. When appropriate, additional unannounced visits shall be made. At a minimum the monitoring staff shall:

01 interview youth
and staff involved in the program;
02 observe every aspect of the program;
03 review the program's procedures for recording information; and
04 review records.

7.3.7 Independent monitoring by private entities
The Department may provide for the independent monitoring of juvenile detention facilities by appropriate private entities. A private entity is defined as an agency or organization independent from the Department. These entities may have access to all programs and appropriate information and data.

7.3.7.1 Requests to monitor
Requests by private entities to engage in monitoring activities shall be made in writing to the Secretary. The number of individuals who make up the monitoring team shall be of a manageable number and must be approved by the Secretary prior to access to the facility.

7.3.7.2 Access to facilities
Access to a facility by a private entity for the purposes of monitoring activities may be scheduled and approved by the Secretary.

7.3.7.3 Reporting of findings
A report shall be prepared regarding the findings of the monitoring team and forwarded to the Secretary within 30 days of the monitoring visit.

7.3.7.4 Department’s response
The Department and its vendors shall be allowed 30 days to respond and take corrective action regarding the findings of the Independent Monitors before any monitoring report is released to the public.
7.3.8 Independent monitoring by a public agency
Independent Monitors shall be appointed on a permanent basis by agencies of the Subcabinet in accordance with the state budget. Independent Monitors shall have the authority to monitor all juvenile detention facilities in the State of Maryland operated by the Department or its vendors. Independent Monitors shall function with all of the rights, authority, safeguards, and responsibilities delineated in section 7.3 of this document. Independent Monitors shall submit periodic reports of monitoring activities, findings and recommendations to the Secretary of the Department and to Subcabinet agencies as appropriate.

7.4 Reporting

7.4.1 Program manager quarterly report
Each Program Manager shall submit a written quarterly report to the Assistant Secretary for Residential Services that shall include, but not be limited to, the following:

1. total number of youth served;
2. the average daily population;
3. the number of emergency and critical incidents;
4. the number of staff, staff vacancies and its impact on service delivery;
5. an expenditure management report; and
6. a narrative that discusses any issues of concern and makes recommendations for improved operations.

7.4.2 Review of quarterly reports
The Assistant Secretary shall review the Program Manager’s reports and forward copies of the individual reports with recommendations for corrective actions and/or improvements or enhancements to existing services to the Deputy Secretary for Restorative Services for consideration.

7.5 Evaluation

7.5.1 Department’s activities
The Department shall gather data, review literature and reports, including the results of monitoring activities by Departmental staff and Independent Monitors, for the purposes of evaluating efficiencies, adequacy and quality of service, and to explore the feasibility of alternative methods of service delivery in detention facilities.

7.5.2 Cooperation with independent researchers
The Department shall cooperate with independent, impartial research and evaluation activities conducted by federal contract research centers, private foundations, university-based research centers, academics working as individuals, and private corporations engaged in juvenile justice research. All primary research data shall be made available to bona fide researchers, subject to Article 83C §2-115 and provisions for the protection of the rights of privacy of individuals.
Chapter 8.0  Glossary of Terms
8.1 Admissions Officer
Designated residential staff member whose responsibility is to insure that a youth is properly admitted to the facility.

8.2 Community
A limited territorial setting incorporating a network of relationships, and usually a cultural similarity, that provides most of the goods and services required by persons living within its boundaries.

8.3 Community supervision
Youth live at home pending disposition of a juvenile court case, subject to a series of conditions and limitations, typically including school attendance, significant curfews, leaving home only with a parent or guardian, and frequent contact with a designated probation officer. Community supervision programs may be run directly by a public agency, or by contract with a private community-based agency.

8.4 Day reporting centers
A non-residential alternative to detention at a determined location within the community that provides face-to-face daytime structure and supervision to youth.

8.5 Detention
The temporary care of youth who, pending court disposition, require secure custody for the protection of themselves or the community in physically restricting facilities.

8.6 Electronic monitoring
Electronic transmitting devices worn by youth (generally attached to wrists or ankles) to monitor their presence at a designated location.

8.7 Evening reporting centers
A non-residential alternative to detention that provides face-to-face structure and supervision to youth during the after-school and evening hours typically from 3:00 to 9:00 pm.

8.8 Foster home
The home of one or more persons who, in addition to any children of their own, take in youth to live in the home as temporary family members.

8.9 Grievance mechanism
An administrative procedure through which the complaints of individuals about residential programs or department policies, personnel, conditions, or procedures can be expressed and resolved.

8.10 Home detention
Placement of an alleged delinquent, prior to adjudication or disposition, in the home of a parent, legal guardian, relative, foster home or family shelter care with restricted activity and monitoring by Department staff or agent that may include electronic monitoring when appropriate.

8.11 Independent Monitor
A person or team of persons, autonomous from the Department, who make planned and unannounced visits to a detention facility to review the operation, services provided, treatment of youth and adequacy of the physical plant.

8.12 Institutional case manager
A Juvenile Counselor assigned to a facility who is responsible for ensuring that each detained youth receives all appropriate evaluations ordered and services necessary to meet the youth’s
needs while in detention. This staff member is responsible, in coordination with the youth’s assigned Community Juvenile Counselor, for developing post detention plans. This staff member shall also maintain contact with the youth’s parent or guardian during the period of detention.

8.13 Monitoring
The process of overseeing and examining the operations of the various components of the juvenile justice system.

8.14 Normalization
An attempt to design facilities and provide services to detained youth in a manner that reflects and encourages positive, healthy, productive, adolescent development.

8.15 Orientation
Process whereby a youth is familiarized with the rules, behavior expectations, grievance procedures, and daily activities of a detention facility.

8.16 Program Manager (formerly Superintendent)
Highest ranking managerial staff working in a detention facility who is accountable for all aspects of the management and operation of the facility.

8.17 Regional setting
Locating a juvenile facility to serve a geographical area incorporating two or more counties/communities.

8.18 In-room social separation
Placement of a resident in an unlocked room for disciplinary reasons.

8.19 Seclusion
The placement of a resident in a locked room to control aggressive, disruptive or threatening behavior that is a clear and present danger to the resident, other residents, staff and/or the security of the facility.

8.20 Secretary
In this document “Secretary” refers to the Secretary of the Department of Juvenile Justice.

8.21 Secure detention facility
A facility characterized by physically restrictive construction and procedures that are intended to prevent an alleged delinquent from departing at will.
Maryland Standards for Juvenile Detention Facilities

Appendices 1-5

Every child will become a self-sufficient productive adult.

Parris N. Glendening
Governor

Kathleen Kennedy Townsend
Lt. Governor

Bishop L. Robinson
Secretary

November 1, 2000
Appendices 1 - 5

Appendix 1.....................Limits on use of Restraints and Seclusion 03.14.04
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Appendix 1
MARYLAND DEPARTMENT OF JUVENILE JUSTICE

Unit or Area: Residential and Field Services   Policy Number: 03.14.04
Subject: Limits on Use of Restraints and Seclusion   Effective Date: 2/18/2000
(Supersedes and rescinds Policy dated January 23, 1990)
Approved:   Review Cycle: 1 Year

I. POLICY: The Department of Juvenile Justice is committed to maintaining a safe, secure, confined area to place youth whose behavior warrants special behavior management to protect them, staff and other youth. This policy describes the circumstances under which locked door seclusion and restraints may be used, and prohibits the use of such practices as punishment.

II. AUTHORITY: Annotated Code of Maryland, Article 83C, §§ 2-102; 2-104; 2-118; and COMAR 16.05.02

III. DEFINITIONS: In this policy, the following terms have the meanings indicated.

Abuse means:
1. The physical or mental injury of a youth by any employee under circumstances that indicate that the youth's health or welfare is harmed or at substantial risk of being harmed; or
2. Sexual abuse of a youth, whether or not physical injuries are sustained.

Department means the Department of Juvenile Justice.

Duty officer means the individual designated by the superintendent to make decisions during the superintendent's absence or when the superintendent is unavailable.

Employee means any Department employee or any volunteer providing direct or indirect services to youth in a facility.

Facility means a residential program operated and managed by the Department.

Locked door seclusion means the placement of a youth in locked-door isolation.

Restraint means a mechanical device or a chemical agent which, when used, limits movement of a youth's body or temporarily disabled the youth.

Sexual abuse means any act that involves sexual molestation or exploitation of a youth by an employee and includes incest, rape, a sexual offense in any degree, sodomy, and unnatural or perverted sexual practices.

Superintendent means the individual who manages a facility, and includes program directors.

Youth means any individual under care in a facility.
IV. PROCEDURES:

A. Prohibition of Abuse. Acts of abuse at a facility are prohibited.

B. Use of Locked Door Seclusion.

1. A facility employee may not place a youth in locked door seclusion as punishment.

2. A facility employee may place a youth in locked door seclusion only if:
   
   (a) Clearly necessary to prevent:
       (i) imminent physical harm to the youth or other individuals;
       (ii) imminent and substantial destruction of property; or
       (iii) escape; and
   
   (b) Less restrictive methods of behavior control have failed or cannot reasonably be implemented.

3. Facility employees shall ensure that a youth placed in locked door isolation:
   
   (a) Does not possess belts, matches, weapons, or other objects or materials that might be used to inflict self-injury;
   
   (b) Does not present imminent danger to self or others, is offered every 24 hours 1 hour of large muscle activity that takes place out-of-room and, weather permitting, out-of-doors; and
   
   (c) Has all reasonable personal physical needs met, receives all scheduled meals and snacks on time, and is granted prompt access to bathroom facilities.

4. A facility employee shall monitor a youth in locked door seclusion by:
   
   (a) Maintaining auditory contact with the youth at all times;
   
   (b) Making visual contact with the youth every 10 minutes; and
   
   (c) Recording each contact with the youth in a written log book.

5. Facility employees shall ensure that a room used for locked door seclusion shall be designed and constructed to safeguard the health, safety, and well-being of children and that the room has:
   
   (a) An area of at least 60 square feet;
   
   (b) A tamper-proof ceiling light fixture with a minimum of a 75 watt bulb;
   
   (c) A door with a window that is impact-resistant, shatterproof, and mounted to allow inspection of the entire room; and
   
   (d) Adequate ventilation.

6. In order for a youth to be held in locked door seclusion for longer than 30 minutes during a 12 hour period, the superintendent or the duty officer shall:
   
   (a) Approve the locked door seclusion every 2 hours;
   
   (b) Obtain for the youth an examination by a physician or nurse every 2 hours;
(c) See the youth at least once during each 12-hour period.
(d) Notify the youth's parent if the locked door seclusion continues for more than 8 hours; and
(e) Remove the youth from seclusion after 72 hours, unless a declared written emergency is issued by
the superintendent and approved by the Assistant Secretary for Residential Services.

7. A youth shall be released from locked door seclusion when the youth no longer fits the criteria for placement in locked door seclusion.

C. Use of Restraints.

1. A facility employee may not apply any restraint to a youth as punishment.

2. A facility employee may apply restraints to a youth only for:
   (a) The protection of the youth or other individuals;
   (b) Secure transportation; or
   (c) The prevention of escape.

3. A facility employee may not use restraint in any manner that causes a youth physical pain or undue anxiety.

D. Facility Policy.

1. Use by an employee of locked door seclusion or restraint shall be governed by a written policy applicable to the facility.

2. A facility's policy shall address a youth's right to:
   (a) A hearing before an impartial hearing officer;
   (b) Advance written notice of the:
      (i) Date, time, and location of the hearing, and
      (ii) Availability and name of a child advocate;
   (c) Be heard and present witnesses;
   (d) Confront adverse witnesses;
   (e) Appeal the decision; and
   (f) Expungement of the records from the youth's file if the youth prevails at the hearing.

3. A facility's policy, based upon the facility's physical structure and personnel, shall describe the:
   (a) permissible locations for locked door seclusion;
   (b) procedures for monitoring and supervision of youth in locked door seclusion or restraints;
   (c) services or treatment considered appropriate as a result of a youth's conduct;
   (d) process for releasing a youth from locked door seclusion or restraints and the immediate review of the use of restraints;
   (e) type of restraints authorized for the facility;
   (f) criteria for the use of each type of restraint and the staff authorized to approve and to use each type; and
   (g) procedures for documentation of each use of restraint or locked door seclusion.
4. The superintendent shall ensure that facility staff are trained in the proper use of restraint and that each employee receives such training annually.
Appendix 2
I. **POLICY:** The purpose of this policy is to ensure the safety of youth in the care of the Department of Juvenile Justice (DJJ). The policy sets forth the procedures to be followed in reporting and investigating cases of suspected child abuse or neglect.

The guiding principles of this policy are as follows:

A. To insure that youth under the care of the Department of Juvenile Justice are protected from abuse or neglect, it is required that every employee report any suspected abuse or neglect, both orally and in writing, to the proper authorities. This includes suspected abuse or neglect committed while the child is in or on weekend pass or other authorized leave from a DJJ operated, non-DJJ publicly operated, or purchase of care residential facility, as well as child on probation, aftercare, or under intake supervision.

B. There shall be a timely investigation by the appropriate authorities of each suspected incident of abuse or neglect.

C. Action may not be taken against any employee for filing a good faith report of suspected abuse or neglect.

D. The identity of the reporter shall be protected from disclosure to all persons except those having a need to know in order to participate in any investigation, consistent with the conditions of this policy.

II. **AUTHORITY:** Annotated Code of Maryland, Article 27, § 35C; Article 83C, § 2-118; Family Law Article, §§ 5-701, *et seq.*; COMAR 07.02.07; and COMAR 16.05.02.02.

III. **DEFINITIONS:** In this policy, the following terms have the meanings indicated:

*Administrator* means as follows:

If the child is in a DJJ institution, youth center, detention center, holdover facility, or DJJ community residential program--the chief administrator of the facility. If the child is in a purchase of care or non-DJJ publicly operated community residential placement, a purchase of services, or DJJ day program, or under intake supervision or on probation, or aftercare--the Area Director of the region in which the incident is alleged to have occurred, or in his/her absence, the Acting Area Director. If a DJJ headquarters employee is the suspected abuser--the Assistant Secretary under whom the employee works or, in his/her absence, the DJJ Inspector General.

*Child* means any individual under the age of 18 years.
Child Abuse means the physical or mental injury of a child by any parent or other person who has permanent or temporary care, custody, or responsibility for supervision of a child, or by any household or family member, under circumstances that indicate that the child’s health or welfare is harmed or at substantial risk of being harmed; or sexual abuse of a child, whether physical injuries are sustained or not.

Employee means any DJJ, purchase of care/services, or non-DJJ publicly operated program employee, contractual or agency worker, or volunteer, in a program providing services to DJJ youth.

Law Enforcement Agency means a State, county, or municipal police department, bureau, or agency, and includes a sheriff’s office, State’s Attorney’s office, and the Attorney General’s office. For youth suspected of having been abused while at a DJJ operated facility, appropriate law enforcement agency refers to the Maryland State Police. For all other youth, appropriate law enforcement agency refers to the local police agency having jurisdiction where the abuse is alleged to have taken place.

Neglect means the leaving of a child unattended or other failure to give proper care and attention to a child by any parent or other person who has permanent or temporary care or custody or responsibility for supervision of the child under circumstances that indicate that the child’s health or welfare is harmed or placed at substantial risk of harm, or mental injury to the child or a substantial risk of mental injury.

Program Director means the chief administrator of a purchase of care, purchase of services, or non-DJJ publicly operated program which provides services to DJJ youth.

Reporter means that person making the report of abuse or neglect.

Sexual Abuse means any act that involves sexual molestation or exploitation of a child by a parent or other person who has permanent or temporary care or custody or responsibility for supervision of a child, or by any household or family member, and includes incest, rape, sexual offense in any degree, sodomy, and unnatural or perverted sexual practices.

IV. PROCEDURES:

A. Reporting Suspected Child Abuse or Neglect

1. Any employee who has reason to suspect that a child has been abused or neglected shall immediately notify the local Department of Social Services (DSS) for suspected neglect or the appropriate law enforcement agency for suspected abuse. The reporter shall immediately notify the administrator/program director or his/her designee orally and then on the prenumbered Initial Report Form (.01.13), sections A-C. If the administrator/program director or his/her designee is not physically present to receive the oral or written report, the employee shall immediately complete the report and insure the administrator/program director or his/her designee receives it by the next working shift. If the administrator/program director is the suspected individual, the Inspector General at DJJ Headquarters shall be notified consistent with the oral and written reporting requirements outlined in this section.
2. The initial oral and written report made to the appropriate administrator/program director shall include, at a minimum:

(a) Date and time of suspected incident,

(b) The name, age, and if known, last known home address of the child,

(c) The child's current location and status,

(d) The name and home address of the child's parent(s) or other family member/guardian responsible for the child's care,

(e) The nature and extent of the abuse or neglect, including any evidence or information available to the reporter concerning possible previous instances of abuse or neglect, and

(f) Any other information that would be helpful to determine:

(1) The causes of the suspected abuse or neglect; and

(2) The identity of the suspected person(s) responsible for the alleged abuse or neglect.

3. If a parent or guardian who suspects that a child has been abused or neglected while directly under the care of a DJJ operated, non-DJJ publicly operated, or purchase of care/services program, reports his/her concerns to the administrator/program director in writing or orally, the administrator/program director shall immediately forward the report to the appropriate authorities. Following the investigation, a full, written report of the case findings shall be made available to those filing the report. Names of any DJJ employees involved shall be kept confidential in any report sent to a parent or guardian.

4. Immediately after the acceptance of the oral and written report, the administrator/program director or his/her designee shall:

(a) Confirm orally that the appropriate Law Enforcement Agency has been notified, in cases of suspected child abuse, or

(b) Confirm orally that the DSS has been notified, in cases of suspected neglect,

(c) Complete Section D of the Initial Report Form, and

(d) Distribute the completed "Suspected Abuse/Neglect Initial Report Form" (01.13) as follows:

(1) One copy to person who completed parts A, B and C of the form.

(2) Original is filed by administrator/program director or his/her designee with the appropriate authorities, and a copy kept by the administrator/program director.

5. The initial report to Law Enforcement or DSS, by telephone or direct communication, shall include, at a minimum, the same information listed in section IV.A.2 above.
6. No later than twenty-four hours after the contact, examination, attention, or treatment that caused the reporter to believe the child had been subjected to child abuse or neglect, the administrator/program director or his/her designee and the employee who initially reported the possible abuse or neglect shall send a written report on Form .01.13 to:

(a) The following agencies/persons in the case of suspected child abuse:
   (1) The appropriate Law Enforcement agency,
   (2) The local Department of Social Services,
   (3) The DJJ Inspector General,
   (4) The local States Attorney’s Office,
   (5) The appropriate Area Director, if purchase of care, purchase of services or non-DJJ publicly operated programs are involved, and
   (6) The appropriate Assistant Secretary.

(b) The following agencies/persons in the case of suspected neglect:
   (1) The local Department of Social Services,
   (2) The DJJ Inspector General.
   (3) The appropriate Assistant Secretary, and
   (4) The appropriate Area Director, if purchase of care, purchase of services, or non-DJJ publicly operated programs are involved.

7. The report shall be written on Form .01.13 with appropriate information attached, and shall include:

(a) All material listed in IV.A.2. (a)-(d) and (f),

(b) The nature and extent of the alleged abuse or neglect,

(c) Any evidence or information available to the administrator/program director or his/her designee concerning possible previous instances of abuse or neglect,

(d) Copies of all pertinent documents, such as incident reports, log book entries, medical reports, etc.

B. **Immediate Protective Action:** The administrator/program director or his/her designee, upon being notified of suspected child abuse or neglect, and after confirming orally that the appropriate Law Enforcement Agency or DSS has been notified per IV. A.4., shall initiate the following:
1. Immediately contact a medical facility, assign a staff member to accompany the child to the medical facility or other appropriate medical resources as soon as possible, and ensure that no evidence is destroyed (e.g., a shower may not be taken by a child victim of sexual abuse). Before obtaining medical services (except in life threatening situations), contact law enforcement or DSS (refer to IV.A.6). The purpose of the visit is to obtain an assessment of the physical condition of the child.

2. Immediately take appropriate action to ensure that no further abuse or neglect occurs.

3. Next, contact the child's parent(s) or guardian, Case Manager, and the court. The purpose of the contact is to notify them of the child's whereabouts and medical status, especially if the child has to be taken to a medical center or physician for treatment.

4. When any employee is suspected of abuse or neglect, immediately take any necessary action, depending upon the seriousness of the charges, to ensure the health and safety of the child, to include either:
   
   (a) The immediate suspension of suspected employee(s), or

   (b) The transfer of the suspected employee(s) to other duties or administrative leave pending completion of the investigation by Law Enforcement authorities, DSS, and DJJ.

   For DJJ operated programs:

   (1) Within twenty-four hours after the suspected employee is transferred, the administrator shall inform the suspected employee in writing as to the reason for this decision. The written notification shall protect the anonymity of the reporter or any other person whose life or safety is likely to be endangered.

   (2) At any time the administrator may change this decision, provided the rationale for such a change is documented in writing.

   (3) The administrator shall take appropriate steps to ensure the anonymity and safety of the person making the report.

5. Out of state providers shall be held to the same reporting standards and corrective action. The only exception shall be where DJJ policies are in direct conflict with resident state laws. If there is a conflict, the law with the greater degree of responsibility shall be followed.

C. Cooperation with Investigating Agencies and DJJ Inspector General: DJJ employees reporting or receiving reports of suspected abuse or neglect shall cooperate with DSS and Law Enforcement personnel investigating the report, and the DJJ Inspector General. In this context, cooperation shall include:

1. Sharing with authorized DSS or Law Enforcement personnel otherwise confidential materials and information on the case.

2. Responding promptly to requests for additional information.
3. Securing and transmitting to DSS or Law Enforcement personnel information required for the investigation from other agencies or other sources (e.g., medical records).

4. Testifying in court. DJJ employees assisting in an investigation or who are required to testify in court shall be permitted to do so without loss of pay or benefits.

D. **DJJ Investigation of DJJ Employees**

1. Immediately upon being notified of the alleged child abuse or neglect, the DJJ Inspector General shall undertake an investigation to determine whether any DJJ policies, procedures, rules, or regulations have been violated by the suspected employee regarding the alleged child abuse or neglect.

2. If the investigation results in a finding that a violation of policy, procedures, rules, or regulations has occurred, appropriate disciplinary action shall be taken in accordance with Department of Budget and Management and DJJ personnel policies. Such disciplinary action shall begin not later than five working days after the close of the suspected employee’s shift following the alleged infraction or not later than five working days after the administrator acquires knowledge of the alleged infraction.

3. Completion of the Law Enforcement or DSS investigation may result in findings which demonstrate to the administrator that a State or Federal law has been violated. Based on this new information, and the receipt of report, the administrator shall take appropriate disciplinary action. Such disciplinary action:
   
   (a) Shall begin as soon as possible but not later than five working days after the administrator acquires knowledge of the new information.

   (b) Shall be consistent with Department of Budget and Management and DJJ personnel policies.

4. Within five working days after the close of the employee’s shift following the alleged infraction, the administrator shall issue a written decision to the employee advising him or her of any disciplinary action against the employee, any transfer or reassignment of the employee, any exoneration of the employee, or a decision to take no action.

5. The personnel file may not contain any information concerning a suspected employee’s violation. This information shall be kept in a separate, secure file. Only when those allegations are substantiated, and disciplinary action is taken, shall documentation of the disciplinary action be placed in the employee’s personnel file.

6. If the suspected employee disagrees with the DJJ investigation report, the administrator’s decision, or any other aspects of DJJ's involvement in the review of the case, the employee may grieve in accordance with Department of Budget and Management regulations.

E. **Immunity from Intimidation:** No employee may be prevented from filing a report of suspected abuse or neglect. Detrimental action may not be taken against anyone filing a good faith report of suspected abuse or neglect.
F. **Immunity from Prosecution:** Any person who in good faith makes or participates in making a report of abuse or neglect under §§ 5-704 or 5-705 of the Family Law Article, or participates in an investigation or a resulting judicial proceeding, is protected from civil liability or criminal penalty.

G. **Reports**

1. A copy of all DJJ and other agency reports, substantiated findings and actions shall be placed in the child's permanent case file. Names of suspected employees found not to have violated the law, or DJJ policies, rules, procedures, and regulations shall not be included in this file.

2. Reports, correspondence, and other information verifying neglect/abuse by DJJ employees shall be maintained in locked files both at the facility/office and in the Inspector General's office at DJJ Headquarters. Whenever disciplinary action occurs as a result of the investigation, the information shall become part of the employee's personnel file.

3. Reports, correspondence, and other information on investigations shall be maintained in locked files in the Inspector General's office for a period of five years from the completion of the DJJ, DSS, State's Attorney, or police investigation, whichever is completed last. Such information shall then be destroyed.

H. **Adherence to Other Policies:** Where applicable, the reporting requirements of the DJJ “On Call Administrator Policy” (01.01.14) and the Public Information Office's policy, “Relationships with Public, Media, and Other Agencies” (01.01.11), shall be followed.
A. ALLEGED INCIDENT:  
REPORT DATE: ________________

DATE/TIME: ____________________________

NAME OF YOUTH: ____________________    AGE: ________________

HOME ADDRESS (if known): _________________________________________________________________________    _________________________________________________________________________

_________________________________________________________________________________________________

YOUTH’S CURRENT LOCATION/STATUS: _____________________________________________________________

_________________________________________________________________________________________________

YOUTH’S PARENT’S/GUARDIAN’S NAME: _____________________________________________________________

ADDRESS: ________________________________________________________________________________

_________________________________________________________________________________________________

PHONE #: __________________________

RELATIONSHIP: ______________________________________________________________________________

NATURE/CIRCUMSTANCE OF ABUSE/NEGLECT: _______________________________________________________

_________________________________________________________________________________________________

SUSPECTED INDIVIDUAL: __________________________________________________________________________

_________________________________________________________________________________________________

CAUSES/REASONS FOR SUSPECTED ABUSE/NEGLECT: ________________________________________________

_________________________________________________________________________________________________

B. REPORT TO MANAGEMENT:

PERSON MAKING REPORT: __________________________________   __________________________________

NAME     SIGNATURE

REPORTED TO: ___________________________________________________    TIME: ______________________

C. REPORT TO APPROPRIATE AGENCY:

POLICE/DSS NOTIFIED (AGENCY NAME AND PERSON CONTACTED):

DATE: _______________________     TIME: __________________________    PHONE #: ____________________

PERSON CONTACTING POLICE/DSS: __________________________________________________________________________

NAME               SIGNATURE

D. COPY OF COMPLETED FORM GIVEN TO PERSON MAKING REPORT:

DATE: _______________________     TIME: __________________________    PHONE #: ____________________

PERSON CONFIRMING POLICE/DSS CONTACT: __________________________________________________________________________

NAME               SIGNATURE

New Form DJJ 00-02
(Replaces Form .01.13)
Appendix 3
I. POLICY: The Department of Juvenile Justice is committed to providing a safe and secure environment both for its staff and for youth in its care and custody. The Department also recognizes its responsibility to protect community safety by preventing escapes from its facilities. Physical force may only be used to prevent injury to oneself or others, and then only as a last resort. Every use of force incident must be documented and reviewed by appropriate supervisors. Physical force may never be used as a form of punishment.

II. AUTHORITY: Annotated Code of Maryland, Article 83C, §§ 2-104 and 2-118; COMAR 16.05.02.

III. DEFINITIONS: In this policy, the following terms have the meanings indicated:

- *Escape from confinement* means an escape from a juvenile detention center or a facility for juveniles listed in Article 83C, § 2-117(a)(2) of the Code.

- *Restraint* means a mechanical device or a chemical agent which, when used, limits movement of a youth's body or temporarily disables the youth.

- *Use of Force* means physical contact with a youth to control behavior. Use of force includes use of restraint.

IV. PROCEDURES FOR RESIDENTIAL SERVICES STAFF

A. Use of force is only authorized when necessary, there is imminent danger, and when other lesser alternatives are not suitable or reasonably sufficient.

1. Staff shall utilize the following levels of intervention prior to any use of force:

   a. Attempt to change negative behavior through non-verbal gestures or other signals.
   b. Seek to verbally de-escalate the situation in a polite and cordial manner.
   c. Attempt to verbally de-escalate the situation in a firm manner, using stronger voice levels and gestures.
   d. If possible, a brief (ten to fifteen minute) time out separating a youth from contact with other youth. A time out need not involve room seclusion, only removal from a conflict situation.

2. When necessary, staff shall obtain the assistance of other staff and supervisors. Time permitting, the supervisor or other appropriate staff member shall assess the situation and attempt to reason with the youth. Other staff who may be called to attempt to reason with the youth include medical, social work, or mental health professionals.
3. In order to minimize the risk of injury to both youth and staff, whenever possible a sufficient number of Youth Supervisors shall be employed for any use of force.

B. Use of force by staff is permitted only:

1. To protect the youth from harming himself or herself or others;
2. For self defense;
3. To prevent an escape from confinement;
4. To prevent serious property damage;
5. To prevent the commission of a crime; or
6. To remove a youth from an area where he or she is creating a serious disruption.

C. When it is necessary to use force, only the minimum amount of physical force necessary to control the youth may be used.

1. The use of a firearm or other deadly force is strictly prohibited.
2. Physical force may never be used as a form of punishment.

D. A facility or transportation employee may apply a restraint to a youth only for:

1. The protection of the youth or other individuals;
2. For self defense;
3. Secure transportation; or
4. The prevention of escape from confinement.

E. All incidents involving the use of force shall, immediately after the incident, be reported to the facility health professional who shall promptly examine the youth. Appropriate medical attention shall be provided without delay.

F. If physical force of any kind is used, staff shall immediately notify his or her supervisor and, before the end of the employee’s shift, provide the Superintendent with a signed and dated, “Use of Force Report” (Attachment “A”) which details:

1. The behavior of the youth and how it presented an imminent danger to the youth, other youth, staff, or the security of the facility;
2. The alternatives which were attempted or an explanation of why alternatives were not reasonably available;

3. The exact nature of the force used and why it was the minimum amount of force necessary;

4. Any injuries sustained by anyone involved and the medical attention sought for those injuries

5. All youth, staff, or other persons who were involved in or witnesses to the use of force; and

6. The date, time, and exact location of the incident.

G. Every use of force shall be recorded in the appropriate facility and unit logbooks, and a copy of the Use of Force Report shall be placed in the youth’s base and unit files. Copies of the Use of Force Report shall also promptly be sent to the Assistant Secretary for Residential Services and the Inspector General.

H. Any employee having knowledge of an unreported use of force shall immediately report that information to the Superintendent.

I. Whenever there is reasonable cause to believe that inappropriate or excessive force was used, the incident shall be fully investigated by the Inspector General and, if appropriate, reported to the appropriate law enforcement authorities pursuant to the Department’s Child Abuse Reporting Policy.

J. The use of inappropriate or excessive force may be grounds for termination of employment.

K. Each facility shall develop written facility specific procedures for the use of force, and provide copies of that policy to each employee. Facility policies shall be subject to prior approval by the Deputy Secretary.

L. Whenever physical force is used the youth’s parents or guardian shall be promptly notified.

V. PROCEDURES FOR FIELD SERVICES STAFF:

A. Employees should anticipate the need for the use of force and attempt to avoid those situations.

B. When the need for restraint is anticipated, assistance from law enforcement or DJJ transportation officers should be arranged. Restraint may never be used as punishment.

C. When a youth under the supervision of the Department becomes violent in the presence of a member of the Field staff, that employee shall:

1. Seek assistance from law enforcement authorities if possible.

2. If law enforcement authorities are unavailable and the youth presents an imminent danger of harming his or her self or others, or causing serious property damage, seek the assistance of other Field staff.

3. Ensure that only the minimum force necessary to prevent personal injury or serious property damage is used, and only for the minimum time necessary to prevent personal injury or significant property damage.
4. Seek immediate medical treatment for injuries sustained by any youth or staff.

5. If physical force of any kind is used, immediately notify his or her supervisor and, before the end of the work day, provide the Area Director with a signed and dated, “Use of Force Report” which details:
   
   a. The behavior of the youth and how it presented an imminent danger to the youth, other youth, staff, or the public;
   
   b. The alternatives which were attempted or an explanation of why alternatives were not reasonably available;
   
   c. Efforts made to contact law enforcement authorities or other members of the Field staff;
   
   d. The exact nature of the force used and why it was the minimum amount of force necessary;
   
   e. Any injuries sustained by anyone involved and the medical attention sought for those injuries;
   
   f. All youth, staff, or other persons who were involved in or witnesses to the use of force; and
   
   g. The date, time, and exact location of the incident.

D. Copies of the Use of Force Report shall also promptly be sent to the Assistant Secretary for Field Services and the Inspector General.

E. Any employee having knowledge of an unreported use of force shall immediately report that information to the Area Director.

F. Whenever there is reasonable cause to believe that inappropriate force was used, the incident shall be fully investigated by the Inspector General and, if appropriate, reported to the appropriate law enforcement authorities pursuant to the Department’s Child Abuse Reporting Policy.

G. The use of inappropriate or excessive force may be grounds for termination of employment.

H. When a member of the Field staff is transporting a child and the child attempts to run away, or indicates his or her intention to run away, the Field staff member shall:
   
   1. Attempt to verbally dissuade the child from running.
   
   2. Use force only if necessary to protect the child or others from imminent danger.
   
   3. Immediately report a runaway to the appropriate law enforcement authority.

I. Whenever physical force is used the youth’s parents or guardian shall be promptly notified.
DATE OF INCIDENT: ________________________________________________________________

LOCATION: __________________________________________________________________________

JUVENILE(S) INVOLVED: _____________________________________________________________

STAFF INVOLVED: _________________________________________________________________

OTHER WITNESSES: ________________________________________________________________

DESCRIPTION OF INCIDENT: 
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

LAW ENFORCEMENT CONTACTED? YES NO
______________________________________________________________________________

DESCRIPTION OF DE-ESCALATION EFFORTS MADE: 
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

TYPE OF RESTRAINT OR SECLUSION USED: 
______________________________________________________________________________
______________________________________________________________________________

REASON RESTRAINT OR SECLUSION NECESSARY: 
______________________________________________________________________________
______________________________________________________________________________
Approval for Restraint Given By: __________________________________________
Title: ____________________________ Date: ________________

Parent/Guardian Notified By: _______________________________________________
Name of Parent/Guardian Notified: ____________________________ Date/Time: ________________

Injuries Sustained by Juvenile(s):
Name: ____________________________ Injury Sustained: _________________________
___________________________________________________________________________
___________________________________________________________________________

Injuries Sustained by Staff:
Name: ____________________________ Injury Sustained: _________________________
___________________________________________________________________________
___________________________________________________________________________

Name of Facility Health Professional Notified: ________________________________
Date and Time of Notification: _____________________________________________

Medical Treatment Received by Juvenile: _________________________________
___________________________________________________________________________
___________________________________________________________________________

Medical Treatment Received by Staff: ______________________________________
___________________________________________________________________________
___________________________________________________________________________

Form Completed By: _____________________________________________________
Print Name ____________________________ Date ____________________________

Signature ____________________________________________

copies of completed form are to be given to:
Superintendent
Deputy Secretary
Assistant Secretary
Inspector General
Area Director (if applicable)
Immediate Supervisor of Staff Involved
Health Administrator
Youth’s Base and Unit Files
Appendix 4
I. **POLICY:** It is the policy of the Department of Juvenile Services to provide youth in its residential facilities with a means to express their dissatisfaction with individual actions or policy issues. In detention centers, youth centers, the Maryland Youth Residence Center, and the DJS Group Homes, this would include disciplinary decisions, and at the Charles N. Hickey, Jr. School this would include appeals of the Superintendent’s decision, as permitted in section IV. G. of the Disciplinary Hearings Policy (03.14.03). These complaints shall be submitted through a process of systematic and orderly steps which has been designed to provide these youth with due process and timely responses to their grievances.

II. **AUTHORITY:** Article 83G. Sections 2-102, 2-111, 2-117, and 2-118 of the Annotated Code of Maryland.

III. **DEFINITIONS:** As used in this policy, the following definitions shall apply:

- **Child Advocate:** Means an individual who works on the behalf of youths under Department of Juvenile Services (DJS) jurisdiction to see that their needs are met and their rights upheld through the operations of the Department.

- **Grievance:** Means a complaint due to a circumstance or action considered to be unjust.

- **Grievance Forms:** Means the form(s) required to be completed and filed in order to initiate a grievance.

- **Secretary:** Means the Secretary of the Department of Juvenile Services or the Secretary’s designee.
IV. PROCEDURES:

A. General

The Child Advocacy Grievance Procedure shall be an internal system to ensure that the rights of youth receiving care and services from the Department of Juvenile Services are fully protected.

B. Objectives of the Procedure:

1. To protect the rights of youth in all Department of Juvenile Services residential facilities.

2. To ensure the fair treatment of youth.

3. To protect the reputation of staff members from unwarranted charges and complaints.

4. To ensure that legitimate youth complaints can be resolved.

C. Role of Facility Staff:

1. The supervisor of the unit to which the youth is assigned shall ensure that the Child Advocacy Grievance Procedure is explained to all newly admitted youth.

2. All employees shall be familiar with the Child Advocacy Grievance Procedure in order to answer a youth’s questions.
3. All employees are expected to encourage youth to take part in the Child Advocacy Grievance Procedure if the youth expresses concern over individual actions or policy issues.

4. All employees at the facility shall assist youth who express a desire to initiate a grievance.

5. Employees shall never discourage or inhibit a youth’s attempt to pursue the grievance procedure nor shall an employee ever retaliate against youths who have used the procedure.

6. Child advocates shall ensure that grievance forms are available in each living unit and that youth have access to the grievance forms.

D. Role of Child Advocate:

1. The Child Advocate shall act as representative for the youth, and not as an attorney for the youth. Nothing in this policy shall be construed as meaning the Child Advocate offers legal representation to the youth.

2. The Child Advocate shall assist any youth who expresses a desire to initiate a grievance, in the completion of the grievance form.

3. Once a Child Advocate has been contacted concerning a grievance, the Child Advocate shall assist the youth until the problem has been resolved, even if the youth is transferred or released from the facility during the procedure.

4. The Secretary shall give the Child Advocate the authority and access needed to fulfill the Child Advocate’s responsibilities.

5. The Child Advocate shall receive complaints, assemble the facts, and attempt to resolve complaints, reporting directly to the Secretary or his/her designee.
6. The Child Advocate shall prepare written reports for each grievance on Form DJS (I)13.04. These reports shall include the complaint and a summary of evidence presented to the Child Advocate about the complaint.

7. In preparing the report, the Child Advocate shall identify possible violations of the Department of Juvenile Services policies and regulations.

8. The Child Advocate may be a witness in a Department proceeding against a staff member if the Child Advocate is a first-hand witness to the events being investigated.

9. The Secretary shall appoint a substitute Child Advocate when a grievance is filed against the Child Advocate.

10. The Secretary or designee shall decide jurisdiction in cases of overlapping responsibility.

E. Grievance Procedures:

1. Initiation of Grievance:

   (a) A youth may initiate a grievance by contacting the Child Advocate or requesting that a staff member contact the Child Advocate.

   (b) Staff members who are informed of a grievance by a youth, shall notify the Child Advocate as soon as possible, but no later than the beginning of the Child Advocate’s next working day.

   c) Employees at the facility shall provide a grievance form to any youth immediately upon request.

   (d) A youth who wishes to initiate a grievance may provide the Child Advocate with that grievance in writing. If the youth needs help in preparing the grievance, the Child Advocate shall assist the youth.
(e) The grievance procedure shall be initiated within five (5) working days of the action or incident involved, unless the youth demonstrates to the satisfaction of the Child Advocate that a time extension is necessary.

2. Grievance Procedure Response:

(a) Step 1 - Meet with the youth:

The Child Advocate shall respond to the grievance by meeting with the youth within three (3) working days of the filing of the grievance, to obtain the facts and attempt a prompt resolution.

(b) Step 2 - Investigation and Mediation:

If the Child Advocate is unsuccessful at resolving the grievance at Step 1, the Child Advocate shall contact all parties involved in the grievance within five (5) working days of meeting with the youth, and again shall attempt to resolve the grievance.

(c) Step 3 - Conference of All Parties:

(1) If the grievance is not resolved, the Superintendent shall hold a conference of all parties involved.

(2) The Child Advocate shall coordinate the scheduling of the conference and shall give notice of it to persons associated with the grievance.

(3) The Conference shall take place within three (3) working days after the Child Advocate has notified the Superintendent or designee.

(4) After hearing all parties, the Superintendent shall render a written decision within three (3) working days.
(5) If the youth’s grievance is against the Superintendent, the Secretary shall hold the conference within five (5) working days after the Child Advocate has notified the Secretary.

(6) If the Superintendent fails to hold the conference within three (3) working days, the Child Advocate shall forward the grievance directly to the Secretary for review and decision.

(d) Step 4 - Appeal to the Secretary of the Department of Juvenile Services:

(1) Within three (3) working days after receiving a request for an appeal from the youth, the Child Advocate shall submit the case in writing to the Secretary.

(2) The appeal shall consist of a review of the documents submitted. The Secretary may request additional information from anyone involved with the grievance.

(3) The Secretary shall file a written decision on the appeal within ten (10) working days.

(4) The decision at Step 4 shall be final and binding on all parties to the grievance.

F. Attorney:

1. A youth may seek legal counsel. An attorney may represent a youth at any stage of this grievance procedure.

2. The Department of Juvenile Services shall not provide an attorney for the youth.

3. If a youth retains an attorney for individual representation, the Child Advocate shall no longer be involved in the case.
G. Other Remedies:

1. Nothing in this policy modifies either:
   
   (a) The legal rights of a youth; or
   
   (b) The youth’s access to a court.

2. The grievance procedure may not:

   (a) Offer an Administrative hearing; and

   (b) Be governed by the contested case provisions of the Administrative Procedure Act.
DEPARTMENT OF JUVENILE SERVICES
STATE OF MARYLAND
CHILD ADVOCACY GRIEVANCE FORM

Date: __________

Name: ______________________
Unit: ______________________

Description of Complaint:

Result Desired:

Complaint Resolved as Follows:

<table>
<thead>
<tr>
<th>Child Advocate Date Resolved</th>
<th>Residents Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Resolved at: Step 1( ) Step 2( ) Step 3( ) Step 4( )
Appendix 5
I. POLICY

This policy sets forth the procedures of the Department of Juvenile Justice for reporting all emergency and critical incidents. All personnel employed in the Department of Juvenile Justice and all personnel employed in facilities and programs that are directly involved with the care and treatment of youth who are under the supervision of the Department of Juvenile Justice or are directly involved in facilities and programs licensed and/or certified by the Department are required to report emergency and critical incidents as defined by this policy.

II. AUTHORITY

A. Annotated Code of Maryland, Article 83C, §§ 2-102; 2-104;
B. Annotated Code of Maryland, Family Law Article, § 5-704;
C. COMAR - 01.04.04 Residential Child Care Programs;
D. COMAR - 16.04.05.04E Non-Residential Programs; and
E. COMAR - 16.04.01.04B(7) Youth Services Bureaus.

III. DEFINITIONS

A. Department means the Department of Juvenile Justice.
B. Program means all residential and non-residential facilities and activities operated by the Department or a private or public vendor that are directly involved with the care and treatment of youth who are under the supervision of the Department or facilities or activities licensed and/or certified by the Department.

IV. PROCEDURES FOR PROGRAMS TO REPORT EMERGENCY INCIDENTS

A. Each program shall have a written procedure for reporting incidents that is consistent with the Department’s policy.
B. The Department’s Incident Reporting Form (DJJ-00-01 and 02) shall be used to collect and report information.

C. The following procedures shall be used to report emergency incidents.

1. Emergency incidents are events that result or may result in a major disruption to the program; that result or may result in significant harm to youth or staff while on duty; or that may have negative impact on the Department. Emergency incidents include, but are not limited to:

   a. AWOLs involving two or more youth;
   b. Any employee charged with criminal behavior, including DUI;
   c. Death of a youth or life threatening injury or illness;
   d. Death of a staff member;
   e. Any escape from a facility designated by law as a place of confinement;
   f. Illegal use or possession of firearms or other deadly weapon by a youth, staff, or other individual involved in a residential program, a non-residential contractual program, or a Department sponsored activity;
   g. Physical or sexual child abuse or neglect or allegations of such in accordance with DJJ policy on abuse and neglect reporting, 01.01.13 and the Annotated Code of Maryland, Family Law Article, § 5-704;
   h. A physical plant problem that renders a facility or any portion thereof uninhabitable or that poses a health/safety risk to youth and/or staff;
   i. Riot or disturbance that results in bodily harm or property damage, or notification of police.

2. Program staff shall within one (1) hour of the incident:

   a. Verbally report the incident to:
      i. The Assistant Secretary of Residential Services or the appropriate Area Director’s Office between 8:00 a.m. and 5:00 p.m. weekdays;
      ii. The On-Call Administrator between 5:01 p.m. and 7:59 a.m.
weekdays, all day Saturday, Sunday, declared State emergencies and holidays.

iii. In the event of physical damage to a facility that poses a health/safety risk to youth and/or staff, the Director of Capital Planning and Facilities Maintenance 24 hours a day.

b. Provide the name and phone number of a staff member who can provide immediate information regarding the incident.

c. Notify as appropriate:

i. Department of Social Services;

ii. Parent or guardian;

iii. Juvenile Counselor;

iv. Program Administrator or designee.

v. Police

d. Complete the Incident Reporting Form (DJJ-00-01 and 02).

e. Submit the Department’s Incident Reporting Form (DJJ-00-01 and 02) to the Program Administrator or designee for the purpose of:

i. reviewing and approving the Department’s Incident Reporting Form (DJJ-00-01 and 02); and

ii. faxing it to the Investigation and Child Advocacy Unit (ICAU) at 410-333-4194.

V. PROCEDURES FOR ASSISTANT SECRETARY AREA DIRECTOR

The Assistant Secretary of Residential Services or Area Director shall immediately report the emergency incident verbally to:

1. The On-Call Investigator in the Investigations and Child Advocacy Unit (IACU);

2. The Deputy Secretary of Restorative Justice Operations or Deputy Secretary of Departmental Support, as appropriate; and
3. The Media Coordinator, if needed.

VI. PROCEDURES FOR THE DEPARTMENT’S ON-CALL ADMINISTRATOR

The On-Call Administrator shall immediately report the emergency incident verbally to:

1. The Assistant Secretary of Residential Services or the appropriate Area Director.

2. In the event the Assistant Secretary of Residential Services or appropriate Area Director is not available, the On-Call Administrator shall immediately verbally report the incident to:
   a. The Deputy Secretary of Restorative Justice Operations. If the incident involves the physical plant, then the Deputy Secretary of Departmental Support and the Director of Capital Planning and Facilities Maintenance shall also be notified.
   b. The On-Call Investigator in the Investigations and Child Advocacy Unit (IACU); and
   c. The Media Coordinator, if needed.

3. Record the call and any follow-up action in the log book.

VII. PROCEDURES FOR THE DEPUTY SECRETARY

The Deputy Secretary shall immediately notify the Secretary, if needed.

VIII. PROCEDURES FOR THE INVESTIGATIONS AND CHILD ADVOCACY UNIT (ICAU)

The Investigations and Child Advocacy Unit (ICAU) shall provide a copy of the Department’s Incident Reporting Form (DJJ-00-01 and 02) to the Assistant Secretary of Residential Services or the appropriate Area Director within two (2) hours after receiving the incident report or by 9:00 a.m. the next business day.

IX. PROCEDURES FOR PROVIDERS TO REPORT CRITICAL INCIDENTS

A. Critical incidents are events that have potential for disrupting the normal operations of any residential program or contractual non-residential program; that result or may result in harm to youth or staff while on duty; or that may have negative impact on the
Department. Critical incidents include, but are not limited to:

1. AWOL if youth is unlikely to return within two hours;

2. Admission to hospital of a youth or on-duty staff;

3. Arrest of a youth, or any time law enforcement officials come on grounds of the program for any incident, inquiry or allegation;

4. Community disturbance by youth that may result in the filing of official complaint to the Department;

5. Delinquent or criminal act by a youth that is likely to result in a staff member, the administration, or community member filing a formal complaint with police;

6. Suicide attempt, gesture or ideation;

7. Suspected illegal substance or paraphernalia discovered;

8. Youth or staff on duty requiring non routine off grounds medical care;

9. Any incident that may have the potential of attracting the attention of the community or the media.

B. Program staff shall within two (2) hours of the incident:

1. Notify as appropriate:
   
   a. Department of Social Services;
   
   b. Parent or guardian;
   
   c. Juvenile Counselor;
   
   d. Program Administrator or designee;
   
   e. Police

2. Complete the Incident Reporting Form (DJJ-00-01 and 02).

3. Submit the Department’s Incident Reporting Form (DJJ-00-01 and 02) to the Program Administrator or designee for the purpose of:
a. reviewing and approving the Department’s Incident Reporting Form (DJJ-00-01 and 02); and

b. faxing it to the Investigations and Child Advocacy Unit (ICAU) at 410-333-4194.

X.  PROCEDURES FOR THE ASSISTANT SECRETARY OF RESIDENTIAL SERVICES AND AREA DIRECTOR

The Assistant Secretary of Residential Services or Area Director shall notify the Deputy Secretary of Restorative Justice Operations and the Deputy Secretary of Departmental Support about significant critical incidents, as appropriate.

XI. PROCEDURES FOR THE DEPUTY SECRETARY

The Deputy Secretary shall notify the Secretary about significant critical incidents.

XII. PROCEDURES FOR THE INVESTIGATIONS AND CHILD ADVOCACY UNIT

The Investigations and Child Advocacy Unit (ICAU) shall provide a copy of the Department’s Incident Reporting Form (DJJ-00-01 and 02) to the Assistant Secretary of Residential Services or the appropriate Area Director within two (2) hours after receiving the incident report or by 9:00 a.m. the next business day.
ICAU TRACKING NUMBER: _______________________

Reporting Provider/Program: ______________________________________________

Provider/Program Address: _______________________________________________

Provider/Program Phone: _________________________________________________

Time and Date of Incident: ________________________________________________

Exact Location of Incident: ________________________________________________

1. **Type of Incident:** (check all that apply)
   - Emergency Incident
   - Any employee facing criminal charges
   - AWOLS involving 2 or more youth
   - Death of staff
   - Death of youth/life threatening injury/illness
   - Escapes from legally designated confinement facility
   - Illegal use/possession of firearms/deadly weapons by youth/staff
   - Physical/sexual child abuse/neglect
   - Physical plant problem
   - Riot/disturbance with bodily injury/property damage
   - Admission of youth/on-duty staff to hospital
   - Any incident with potential for community/media attention
   - Arrest of youth/law enforcement on grounds
   - AWOL of youth if return unlikely in 2 hours
   - Community disturbance by youth
   - Delinquent/criminal act by youth causing complaint to be filed
   - Suicide attempt/gesture/ideation
   - Suspected illegal substance
   - Youth/on-duty staff requiring non-routine off-grounds medical care

2. **Did the Incident include any of the following factors:**

   Force/Weapon Used: □ Yes □ No

   If Yes, Indicate type: _________________________________________________

   Staff Involved:
   1) _____________________________________________
   2) _____________________________________________
   3) _____________________________________________

   Incident Witnessed: □ Yes □ No

   If Yes, by whom: _____________________________________________________

   Arrest Effected: □ Yes □ No

   If Yes, by whom: _____________________________________________________

   If on grounds □ On grounds □ Off grounds

   □ Youth injured □ Youth sick □ Staff injured □ Staff sick

   □ Treated at scene □ Transported □ Hospitalized EMS#_________

   Nature of injury: _______________________ Where: ___________________

3. **Information about any youth involved:**

<table>
<thead>
<tr>
<th>Full Name</th>
<th>DOB</th>
<th>Admit Date</th>
<th>Admit Offense</th>
<th>Co./City</th>
<th>Case Manager</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

   Did youth make a statement: □ Yes □ No □ Oral □ Written

   If yes, explain or attach statement: _____________________________________

4. **Notification of Police, DSS, and Parent/Guardian**

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

   Police: ________________________________________________________________

   EMS: ________________________________________________________________

   DSS: ________________________________________________________________

   P/G: ________________________________________________________________

(Continued)
5. Notification of Management and Investigations and Child Advocacy Unit

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>How Notified</th>
<th>Who Notified</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Superintendent/Administrator:

Asst. Sec./On-Call Adm:

ICAU:

Reporting personnel:

______________________________ _____________________________
Print Name Signature Date

Supervisor approving report:

______________________________ _____________________________
Print Name Signature Date

Case Status:  ❑ Open  ❑ Closed

Incident Report sent to Investigations and Child Advocacy Unit via facsimile:

Date: _________________ Time _________________ ❑ AM ❑ PM

By whom: __________________________________________________________

Action taken/Narrative:

Provide a detailed explanation of the incident. As a guide to capturing the pertinent facts, answer the following questions: who, what, where, when, why and how.

For Investigations and Child Advocacy Unit Use Only

Notifications:

❑ P.I.O.  ❑ Assistant Secretary/Area Director
❑ Deputy Secretary  ❑ Secretary

Incident Code: Follow up action:  ❑ Yes  ❑ No

Status:  ❑ Open  ❑ Closed

Distribution:  Original retained by provider
Facsimile to Investigations and Child Advocacy Unit
The Maryland Department of Juvenile Justice

Maryland Standards for Juvenile Detention Facilities

Appendices 6-7

Every child will become a self-sufficient productive adult.

Parris N. Glendening
Governor

Kathleen Kennedy Townsend
Lt. Governor

Bishop L. Robinson
Secretary

November 1, 2000
Appendices 6 & 7

Appendix 6.....................Department of General Services Records Retention and Disposal Schedule No. 1384
Appendix 7.....................Annotated Code of Maryland / COMAR
Appendix 6
This schedule supersedes all the following previous outdated schedules: 224, 287, 593, 635, 686-A, 723, 1054 and 1144. This schedule covers all the records maintained by the Department in the following residential facilities: Charles H. Hickey, Jr. School, Mentrose School, Boys' Village of Maryland, Thomas J.S. Waiver Children's Center, Arthur G. Murphy S. Youth Services Center, Maryland Youth Residence Center, Patterson House, Boys Group Home, Alfred D. Noyes Children's Center, J. DeWeese Carter Youth Facility, and all DJS Youth Centers.

Moreover, this schedule shall also apply to all future facilities administered by the Department.

1 HEADQUARTERS RECORDS - Office of the Assistant Secretary for Residential Facilities

This series encompasses all records maintained at 321 Fallsway and includes all activity dealing with confidential issues with the Office of the Secretary and Deputy Secretary; inter and intra-state issues and policies involving Federal, State and Local agencies; and matters dealing with the Judicial Branch of the Government Court. Examples of the files maintained at Headquarters are listed as follows:

- Files on Residential Facilities including, but not limited to, issues of personnel, contracts, lease information, special incident reports, reports, documents, publications and all correspondences received from the Facility Superintendents.
<table>
<thead>
<tr>
<th>Item No.</th>
<th>Description</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HEADQUARTERS RECORDS - Office of the Assistant Secretary for Residential Facilities (Continued)</td>
<td>Screen annually. Destroy materials no longer needed for current business. Directives and other materials related to planning and policy that illustrate the development of the agency, retain permanently for eventual transfer to the Maryland State Archives.</td>
</tr>
<tr>
<td></td>
<td>- Research documents concerning the operation of the Department and residential facilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Correspondence and memoranda completed by Assistant Secretary responding to the issues regarding the internal organization as well as the external environment.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- All correspondence received from the Office of the Secretary, Deputy Secretary and Assistant Secretaries, as well as administrators and superintendent including, but not limited to special programs, projects, issues involving the Legislature, policies and procedures defining residential facilities and other related issues.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- From January 1990 to present, all matters concerning the operation of all residential facilities for juvenile offenders.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>PERSONNEL FOLDERS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This series includes all standard personnel forms as well as other personnel media which provide supporting data for both special and general personnel records.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Upon selection of employment within the Department of Juvenile Services, either as a new hire, transfer, reinstatement or temporary employee, a personnel folder is prepared. This folder may contain all or some of the following documents:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Application</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Appointment Letter</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Correspondence Relating to New Appointment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Personnel Payroll Form</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>Retention</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>-----------</td>
<td></td>
</tr>
<tr>
<td>PERSONNEL FOLDERS (Continued)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Personnel Position Act Request</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Personnel Recruitment Screening Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Personnel Transaction Form</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Employee Withholding Exemption Certificate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Designation of Beneficiary Form</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Retirement Form</td>
<td></td>
<td></td>
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<tr>
<td>- Affirmative Action Plan</td>
<td></td>
<td></td>
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<tr>
<td>During continued employment, the folder may contain the following:</td>
<td></td>
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<tr>
<td>- Police Checks</td>
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<td></td>
</tr>
<tr>
<td>- EAP Referral Letters and Correspondence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Grievance Actions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Orientation Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- MS 22</td>
<td></td>
<td></td>
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<tr>
<td>- MS 100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Employment History</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Commendations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Counseling Sessions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Efficiency Ratings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- General Correspondence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Health, Insurance Benefits Forms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Leave Forms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Probations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Resumes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Reclassifications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Training Information</td>
<td></td>
<td></td>
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<tr>
<td>- Sick Leave Control Conference Forms</td>
<td></td>
<td></td>
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<tr>
<td>- Substance Abuse Police Acknowledgement of Receipt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Summer Employment</td>
<td></td>
<td></td>
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<tr>
<td>- Suspension Actions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The final documents in the folder are a personnel payroll form and the following:</td>
<td>Retain for five (5) years after termination of employment, then destroy</td>
<td></td>
</tr>
<tr>
<td>1. Letter of Resignation</td>
<td></td>
<td></td>
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<tr>
<td>2. Retirement</td>
<td></td>
<td></td>
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<tr>
<td>3. Transfer</td>
<td></td>
<td></td>
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<tr>
<td>4. Dismissal</td>
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</tbody>
</table>

HISTORY CARDS

Upon being selected for employment within a residential facility as a new hire, transfer, reinstatement or a temporary
<table>
<thead>
<tr>
<th>Item No.</th>
<th>Description</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HISTORY CARDS (Continued)</td>
<td>Retain for five (5) years after termination of employment, then destroy</td>
</tr>
<tr>
<td></td>
<td>employee, a personnel history card is prepared. This record will contain, but is not limited to the following data:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Address</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Social Security Number</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Telephone Number</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Race</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Sex</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Birthdate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Increment Date</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Entry on Duty Date</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Classification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Effective Date of Classification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Employment Status</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Salary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Position Identification Number</td>
<td></td>
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<tr>
<td></td>
<td>Each reclassification, promotion, demotion, salary change, extended probation, title change, address or telephone number change is fully noted on the card.</td>
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<tr>
<td></td>
<td>The last entry on the history card would be one of the following:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Resignation</td>
<td></td>
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<tr>
<td></td>
<td>- Retirement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Transfer</td>
<td></td>
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<tr>
<td></td>
<td>- Dismissal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Expiration</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>PERSONNEL IDENTIFICATION NUMBER CARDS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This record series contains information pertinent to the status of a specific position within the Department of Juvenile Services. This record includes, but is not limited to:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Position Identification Number</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Classification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Last Encumbent</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PIN Cards will be retained permanently, transfer periodically to State Archives</td>
<td></td>
</tr>
<tr>
<td>Item No.</td>
<td>Description</td>
<td>Retention</td>
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<tr>
<td>5</td>
<td><strong>SUPERINTENDENT FILES</strong></td>
<td>Retain for five (5) years and then destroy if no longer applicable</td>
</tr>
<tr>
<td></td>
<td>The superintendent for each youth correctional facility is responsible for the coordination of all aspects of the operation of the facility, including plant, employee, and juvenile offenders. Files are maintained for all administrative activities involving the facility operation; with confidential issues with the Department's Headquarters; matters dealing with Department and State Policy. Examples of files maintained in the office of the Superintendent are:</td>
<td></td>
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<tr>
<td></td>
<td>- General files of general correspondence from the various areas of the facility, DJS headquarters</td>
<td></td>
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<tr>
<td></td>
<td>- Files of DJS and facility policies and procedures</td>
<td></td>
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<tr>
<td>6</td>
<td><strong>GENERAL FILES</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>This series is comprised of release documents used for supportive information. Examples are as follows:</td>
<td></td>
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<tr>
<td></td>
<td>- Bills for Supplies, Equipment or Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Monthly Accident Reports, Sick Leave, Vacancy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Law Related Documents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Form Letters</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Inventory Record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Outdated or Obsolete Forms</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Clinical Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Interdepartmental Letters and Memos</td>
<td></td>
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<tr>
<td></td>
<td>- Expense Reports</td>
<td></td>
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<tr>
<td></td>
<td>- Mileage Forms</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Supply Requests</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Correspondence and Memos on Programs or Fluid Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Volunteer Coordinator Information</td>
<td></td>
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<tr>
<td></td>
<td>- Departmental Policies and Regulations</td>
<td></td>
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<tr>
<td></td>
<td>- Job Announcements</td>
<td></td>
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<tr>
<td></td>
<td>- OSHA Documents</td>
<td></td>
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<tr>
<td></td>
<td>- Certificates of Records Disposal</td>
<td></td>
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<tr>
<td></td>
<td>- Monthly Statistical Requests</td>
<td></td>
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<tr>
<td></td>
<td>- IRYS Printouts</td>
<td></td>
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<tr>
<td></td>
<td>- Minutes of Meetings</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Description</td>
<td>Retention</td>
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<tr>
<td></td>
<td>GENERAL FILES (Continued)</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Assorted Correspondence</td>
<td>Retain for three (3) years, then destroy</td>
</tr>
<tr>
<td>7</td>
<td>General Requisition</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Grievance Documents</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Certificates of Records Disposal</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>DAILY ADMISSION LOGS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This series contains the documentation of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>each youth's admission to the facility.</td>
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<tr>
<td></td>
<td>Examples of the type of information</td>
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</tr>
<tr>
<td></td>
<td>contains is as follows:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Admission Date</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Admission Time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Youth's Name</td>
<td></td>
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<tr>
<td></td>
<td>- Race</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Sex</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Date of Birth</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Admitting County</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- County of Residence</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Admitting Judge</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Initial or Continued Detention</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Name of Intake Person</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>DAILY RELEASE LOGS</td>
<td>Retain for three (3) years, then destroy</td>
</tr>
<tr>
<td></td>
<td>This series is the documentation of a</td>
<td></td>
</tr>
<tr>
<td></td>
<td>youth's release from the facility.</td>
<td></td>
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<tr>
<td></td>
<td>Examples of the type of information</td>
<td></td>
</tr>
<tr>
<td></td>
<td>contained is as follows:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Release Date</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Youth's Name</td>
<td></td>
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<tr>
<td></td>
<td>- County Detaining</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Name and Agency of Person Receiving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Custody of Youth</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>DAILY POPULATION RECORD</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This series contains records of the day-to-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>day population of the facility. Examples</td>
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<tr>
<td></td>
<td>of the contained information are:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Date</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Facility Name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Listing of Residents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Number of Consecutive Nights of Detention</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- County Detaining</td>
<td></td>
</tr>
<tr>
<td>Item No.</td>
<td>Description</td>
<td>Retention</td>
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<tr>
<td>---------</td>
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</tr>
</tbody>
</table>
| **DAILY POPULATION RECORD (Continued)** | - Assigned Juvenile Counselor  
- Court Date  
- ISYS Report  
- Daily Totals of Youth Detained and Released  
- Authorized Absences  
- Unauthorized Absences  
- Number of Youth in Detention 21 Days and Over  
- Number of Male and Female Youth | Retain for three (3) years, then destroy |
| **WORKERS COMPENSATION FIRST REPORT OF INJURY** | This series encompasses all materials related to employee related on duty accidents. The record will consist of:  
- Accident Leave Information  
- Medical Documentation  
- Related Correspondence with Accident Fund, Medical Providers and Workmen's Compensation | Retained by facility until final disposition, then destroyed after five (5) years |
| **DEPARTMENT OF PERSONNEL ANNUAL REPORTS** | This series contains all state-wide Department of Personnel and Department of Juvenile Services Annual Reports. Examples of the contents are:  
- Personnel Data and Statistics  
- Each Department's Number of Transactions, Grievances and Positions  
- Related Memos and Correspondence | Retain for five (5) years, then destroy |
| **YOUTH RECORDS (CENTRAL FILES)** | This series is comprised of all materials related to youth while attending the facility. Examples of the materials included are:  
- Juvenile Court Order  
- Psychological Evaluation  
- Psychiatric Evaluation  
- Social History  
- Medical Consent Form  
- Face Sheet | |
<table>
<thead>
<tr>
<th>Item No.</th>
<th>Description</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>FIRE DRILL LOGS</td>
<td>Retain three (3) years, then destroy</td>
</tr>
<tr>
<td>14</td>
<td>YOUTH MEDICAL RECORDS</td>
<td>Retained until youth reaches age twenty-one (21) years old, then destroy</td>
</tr>
<tr>
<td>15</td>
<td>PSYCHOLOGICAL/PSYCHIATRIC REPORTS</td>
<td>Retain for five (5) years following youth's release or until youth's 21st Birthday, whichever is sooner, then destroy</td>
</tr>
</tbody>
</table>

YOUTH RECORDS (CENTRAL FILES) (Continued)

- Progress Reports
- Incident Reports
- Drug and Alcohol Assessment
- Behavioral Reports
- Pre-admission Slip
- Risk/Needs Form
- Medical Information
- Related Correspondence
- Unit Notes
- Court Reports
- Case Notes
- ISYS Printouts

Retain for three (3) years following youth's release or until youth's 21st Birthday, whichever is sooner, then destroy.
<table>
<thead>
<tr>
<th>Item No.</th>
<th>Description</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>ACCOUNTING RECORDS</td>
<td>Retain for three (3) years, then destroy</td>
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<tr>
<td></td>
<td>This record series encompasses files on the budgetary record of the facility. Examples of the contents are as follows:</td>
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<tr>
<td></td>
<td>- Payroll</td>
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<td></td>
<td>- Accounts Payable</td>
<td></td>
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<tr>
<td></td>
<td>- Cash Receipts</td>
<td></td>
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<tr>
<td></td>
<td>- Purchasing Orders</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>VOLUNTEER SERVICES</td>
<td>Retain for five (5) years, then destroy</td>
</tr>
<tr>
<td></td>
<td>This series incorporates all materials pertaining to donations of time, services, and materials to the facility. Examples of the record are:</td>
<td></td>
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<tr>
<td></td>
<td>- Monthly Reports</td>
<td></td>
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<tr>
<td></td>
<td>- Policies and Procedures</td>
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<tr>
<td></td>
<td>- Individual Volunteer Records</td>
<td></td>
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<tr>
<td></td>
<td>- Activity Sheets</td>
<td></td>
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<td></td>
<td>- Donations</td>
<td></td>
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<td></td>
<td>- Acceptance Letters</td>
<td></td>
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<tr>
<td></td>
<td>- Chapter I By-Laws, Notices, Meetings, and Announcements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Receipts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Purchase Orders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Notices</td>
<td></td>
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<tr>
<td></td>
<td>- Related Correspondence</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>DEPUTY SUPERINTENDENT’S FILES</td>
<td>Retain for five (5) years, then destroy</td>
</tr>
<tr>
<td></td>
<td>This series contains assorted documents which are kept by the Deputy Superintendent office. Examples of the contained materials are:</td>
<td></td>
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<tr>
<td></td>
<td>- Informal Staff Records</td>
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<td></td>
<td>- General Correspondence</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- State, Departmental and Facility Related Policies and Procedures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Monthly Statistics</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>DIETARY SERVICES</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This series consist of general records of food and equipment ordered and current price lists. Content examples are:</td>
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<tr>
<td>Step No.</td>
<td>Description</td>
<td>Retention</td>
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</tr>
<tr>
<td></td>
<td><strong>DIETARY SERVICES</strong> (Continued)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Purchase Orders</td>
<td>Retain for three (3) years, then destroy</td>
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<tr>
<td></td>
<td>- Receipts of Food</td>
<td></td>
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<tr>
<td></td>
<td>- Receipts of Dietary Equipment</td>
<td></td>
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<td></td>
<td>- Contracts</td>
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<tr>
<td>20</td>
<td><strong>GENERAL MAINTENANCE FILES</strong></td>
<td>Retain for five (5) years, then destroy</td>
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<tr>
<td></td>
<td>This series contains files for facility buildings, grounds and equipment. Examples of the materials included are:</td>
<td></td>
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<tr>
<td></td>
<td>- Vehicle Accident Reports</td>
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<tr>
<td></td>
<td>- Building Renovations</td>
<td></td>
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<tr>
<td></td>
<td>- Permits and Licenses</td>
<td></td>
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<td></td>
<td>- Maintenance Contracts</td>
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<td></td>
<td>- Equipment Information</td>
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<td></td>
<td>- Inventory Records</td>
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<td></td>
<td>- Related Correspondence and Memos</td>
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<td></td>
<td>- Fire Marshall Reports</td>
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<td></td>
<td>- Bid Documents</td>
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<td>- Fort Letters</td>
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<td></td>
<td>- Maps</td>
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<td></td>
<td>- Toll Tickets</td>
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<td></td>
<td>- Timesheets</td>
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<td></td>
<td>- Personnel Policies</td>
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<tr>
<td>21</td>
<td><strong>VEHICLE RECORDS</strong></td>
<td>Retain for one (1) year after the life of the vehicle, then destroy</td>
</tr>
<tr>
<td></td>
<td>This series is comprised of documents used for information on cars, trucks, buses, vans, tractors, and heavy equipment. Content examples are:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Copies of Titles and Registration</td>
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<td></td>
<td>- Bills of Sale</td>
<td></td>
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<td></td>
<td>- Vehicle Service Information</td>
<td></td>
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<td></td>
<td>- Repair Invoices</td>
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<td></td>
<td>- Inspection Reports</td>
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<td></td>
<td>- Emission Test Results</td>
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<tr>
<td></td>
<td>- Purchase Dates</td>
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<td></td>
<td>- Disposal Dates</td>
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<tr>
<td>22</td>
<td><strong>BLUEPRINT FILE</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>This series consists of blueprints of the facility buildings, grounds and underground wires and pipes and is used for renovation information. Examples are:</td>
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<tr>
<td>Item No.</td>
<td>Description</td>
<td>Retention</td>
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<tr>
<td>23</td>
<td>BLUEPRINT FILE (Continued)</td>
<td>Retain permanently; transfer periodically to State Archives</td>
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<tr>
<td></td>
<td>- Blueprints of Existing and Proposed Buildings</td>
<td></td>
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<tr>
<td></td>
<td>- Underground wires and pipes</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>WORK ORDER FILES</td>
<td>Retain for four (4) years, then destroy</td>
</tr>
<tr>
<td></td>
<td>This series is comprised of copies of all work orders completed by the facility maintenance department for future use in building maintenance. The file will contain completed work orders for all buildings, grounds and vehicles.</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>MILEAGE FORM FILES</td>
<td>Retain for five (5) years, then destroy</td>
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<tr>
<td></td>
<td>This series contains copies of all mileage forms filed with the Department of Budget and Fiscal Planning for future reference as required. Examples of this record are:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Copies of Monthly Mileage Forms</td>
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<tr>
<td></td>
<td>- Vehicle Acquisition and Disposal Reports</td>
<td></td>
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<tr>
<td></td>
<td>- Related Correspondence and Memos</td>
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<tr>
<td>26</td>
<td>TIMESKIPPING</td>
<td>Retain for five (5) years or until audited, whichever is sooner, then destroy</td>
</tr>
<tr>
<td></td>
<td>This series encompasses all materials related to employee working hours. Examples of the file are:</td>
<td></td>
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<tr>
<td></td>
<td>- Employee Time/Status Reports</td>
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<td></td>
<td>- Daily Time Cards and 10 Corrections</td>
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<td></td>
<td>- Time Cards and overtime Authorizations</td>
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<tr>
<td></td>
<td>- FABS Printouts for Employee Leave Records</td>
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<td></td>
<td>- Monthly Sick Leave Reports</td>
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<tr>
<td></td>
<td>- Quarterly and Annual Sick Leave Reports</td>
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<tr>
<td>26</td>
<td>PRINCIPAL'S FILES</td>
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<tr>
<td>No.</td>
<td>Description</td>
<td>Retention</td>
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<td></td>
<td><strong>PRINCIPAL'S FILES (Continued)</strong></td>
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<tr>
<td></td>
<td>- Budgetary and Purchasing Information</td>
<td>Retain for ten (10) years, then destroy</td>
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<td></td>
<td>- General Program Procedures</td>
<td></td>
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<td></td>
<td>- Policies</td>
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<td></td>
<td>- State and Federal Projects</td>
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<tr>
<td>27</td>
<td><strong>SPEECH/LANGUAGE FILES</strong></td>
<td></td>
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<tr>
<td></td>
<td>This series consists of all materials relating to youth's speech and language</td>
<td>Retain for five (5) years following youth's release</td>
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<tr>
<td></td>
<td>assessment needs and treatment.</td>
<td>or until youth's 21st birthday, whichever is sooner,</td>
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<td></td>
<td>Examples of the contents are:</td>
<td>then destroy</td>
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<tr>
<td></td>
<td>- Individual Educational Plans</td>
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<td></td>
<td>- Contracts</td>
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<td></td>
<td>- Policies and Procedures</td>
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<td></td>
<td>- Assessment Plans</td>
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<td></td>
<td>- Instructional Materials</td>
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<td></td>
<td>- Test Forms</td>
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<td></td>
<td>- Testing Materials</td>
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<td></td>
<td>- Statistics</td>
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<td></td>
<td>- I.E.P. Goals</td>
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<td></td>
<td>- Therapy Materials</td>
<td></td>
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<td></td>
<td>- Related Correspondence and Memos</td>
<td></td>
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<tr>
<td>28</td>
<td><strong>ADMINISTRATIVE FILES FOR EDUCATION PROGRAM</strong></td>
<td>Retain for five (5) years, then destroy</td>
</tr>
<tr>
<td></td>
<td>This series is comprised of materials relating to the operation of the</td>
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<td></td>
<td>Educational Component of the facility. Material examples are:</td>
<td></td>
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<tr>
<td></td>
<td>- Personnel Records</td>
<td></td>
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<tr>
<td></td>
<td>- Administrative Directives</td>
<td></td>
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<td></td>
<td>- Time Sheets</td>
<td></td>
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<tr>
<td></td>
<td>- Attendance Forms for staff and students</td>
<td></td>
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<td></td>
<td>- Policies and Procedures</td>
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<td></td>
<td>- Supply Requisitions</td>
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<td></td>
<td>- Educational Committee Records</td>
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<td></td>
<td>- Staff Evaluations</td>
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<td></td>
<td>- Unit Rosters</td>
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<td></td>
<td>- Permission Slips</td>
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<td></td>
<td>- Commissary Records</td>
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<td>- Detention Records</td>
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<td></td>
<td>- Special Education Forms</td>
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<td></td>
<td>- Inventories</td>
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<td></td>
<td>- Related Correspondence</td>
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<tr>
<td>Item No.</td>
<td>Description</td>
<td>Retention</td>
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<tr>
<td>29</td>
<td><strong>REGULAR EDUCATION FILES</strong></td>
<td>Retain roll books for fourteen (14) years, then destroy. Retain all other listed items for five (5) years then destroy.</td>
</tr>
<tr>
<td></td>
<td>This series contains all materials related to youth in the regular educational program while attending a residential facility. Examples of contents are as follows:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Roll Books</td>
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<tr>
<td></td>
<td>- Daily Logs</td>
<td></td>
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<tr>
<td></td>
<td>- Lesson Plan Books</td>
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<td></td>
<td>- Test Scores</td>
<td></td>
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<td></td>
<td>- Inventory of School Supplies</td>
<td></td>
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<tr>
<td></td>
<td>- Teacher's Individual Work Folders</td>
<td></td>
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<td></td>
<td>- Teacher Evaluations</td>
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<td></td>
<td>- Tapes (Student Record, Courses)</td>
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<td></td>
<td>- Educational Progress Reports</td>
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<td></td>
<td>- Computer Reports</td>
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<td>- Attendance Reports</td>
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<td></td>
<td>- Transcripts</td>
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<td></td>
<td>- Educational Management Plan Forms (w/data)</td>
<td></td>
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<td></td>
<td>- Face Sheets</td>
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<td></td>
<td>- Classroom Contracts</td>
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<td></td>
<td>- Teacher Resource Material</td>
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<td></td>
<td>- Related Correspondence</td>
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<tr>
<td>30</td>
<td><strong>SPECIAL EDUCATION FILES</strong></td>
<td>Retain for five (5) years following youth's release or until youth's 21st Birthday, whichever is sooner, then destroy.</td>
</tr>
<tr>
<td></td>
<td>This series consists of all materials related to youth in the Special Education Program while attending a residential facility. File examples are:</td>
<td></td>
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<tr>
<td></td>
<td>- Face Sheets</td>
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<td></td>
<td>- Review Record</td>
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<td></td>
<td>- Tracking Sheet</td>
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<td>- SST Form</td>
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<td>- IFP</td>
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<td></td>
<td>- ARD Minutes</td>
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<td></td>
<td>- Psychological Report</td>
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<td></td>
<td>- Educational Assessment</td>
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<td></td>
<td>- Consentual Forms</td>
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<td></td>
<td>- Screening Forms</td>
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<td></td>
<td>- Social History</td>
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<td></td>
<td>- Public School Record</td>
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<td></td>
<td>- Maryland Student Transfer Record</td>
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<td></td>
<td>- Report Card</td>
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<td></td>
<td>- Progress Notes</td>
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<td></td>
<td>- Related Correspondence</td>
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<td></td>
<td>- Copies of Blank Forms</td>
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<td></td>
<td>- Statistical Reports</td>
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<tr>
<td></td>
<td>- ARD Notices and Summaries</td>
<td></td>
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<tr>
<td>Item No.</td>
<td>Description</td>
<td>Retention</td>
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<tr>
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<tr>
<td>31</td>
<td><strong>EDUCATIONAL GENERAL FILES</strong></td>
<td></td>
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<td></td>
<td>This series consist of all the general files of the education department of the facility. Content examples are:</td>
<td></td>
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<tr>
<td></td>
<td>- Statistical Report Forms</td>
<td></td>
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<td></td>
<td>- Memos and Correspondence</td>
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<td></td>
<td>- IEP Forms</td>
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<td></td>
<td>- ARD forms</td>
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<td></td>
<td>- Initial Screening Forms</td>
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<td>- Referral Forms</td>
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<td>- Notification Forms</td>
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<td></td>
<td>- Parental Release of Records Forms</td>
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<td></td>
<td>- Maryland State Transfer Record Forms</td>
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<td></td>
<td>- COMAR Regulations</td>
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<td></td>
<td>- Consent Decree</td>
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<td>- SSIS Forms</td>
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<td></td>
<td>- Sample Forms</td>
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<td></td>
<td>- Outdated Forms, Reports and Information</td>
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<td></td>
<td>- Sample Tests</td>
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<td></td>
<td>- MDLC Documents</td>
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<tr>
<td>32</td>
<td><strong>EDUCATIONAL BUDGET FILES</strong></td>
<td></td>
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<tr>
<td></td>
<td>This series encompasses information concerning budget funding, as it pertains to the Education Program. Materials consist of information concerning Vocational, State and Special Education Funds, along with ECIA, Chapter I Funds.</td>
<td></td>
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<tr>
<td>33</td>
<td><strong>ON-SITE AUDITS, MONITORING AND EVALUATIONS</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>This series consists of information and data resulting from the ECIA and HSDE Audits and Evaluations. Material examples are:</td>
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<td></td>
<td>- ECIA On-Site Audits</td>
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<tr>
<td></td>
<td>- Maryland State Department of Education Special Education Monitoring</td>
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<tr>
<td></td>
<td>- Evaluations</td>
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<td></td>
<td>- Special Education Audits</td>
<td></td>
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<tr>
<td>34</td>
<td><strong>GRAPHIC ARTS WORK SHEETS</strong></td>
<td></td>
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<tr>
<td></td>
<td>This series materials related to the graphic arts class of the educational program. Examples of the contents are:</td>
<td></td>
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<tr>
<td>Item No.</td>
<td>Description</td>
<td>Retention</td>
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<tr>
<td>35</td>
<td><strong>Vocation Education General File</strong></td>
<td>Retain for five (5) years, then destroy</td>
</tr>
<tr>
<td></td>
<td>This series contains information and data on Vocational Education funds. Examples of the materials are:</td>
<td></td>
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<tr>
<td></td>
<td>- Proposals</td>
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<td></td>
<td>- Grants</td>
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<td></td>
<td>- Budget Information</td>
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<td></td>
<td>- General Correspondence</td>
<td></td>
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<tr>
<td>36</td>
<td><strong>Masonry Records</strong></td>
<td>Retain for five (5) years, then destroy</td>
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<tr>
<td></td>
<td>This series encompasses information pertaining to the facility education program. Material examples are:</td>
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<td></td>
<td>- Inventory Files</td>
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<td>- Instructional Materials</td>
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<td></td>
<td>- Student Records</td>
<td></td>
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<tr>
<td>37</td>
<td><strong>Shop Records</strong></td>
<td>Retain for five (5) years, then destroy</td>
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<td></td>
<td>This series is comprised of all information dealing with students involved in the shop class of the Educational Program. Material examples are:</td>
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<td></td>
<td>- Competency Profiles</td>
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<td></td>
<td>- Contracts</td>
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<td></td>
<td>- Incident Reports</td>
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<td>- Review Forms</td>
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<td>- Instructional Materials on the Electric Trades</td>
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<tr>
<td>38</td>
<td><strong>Daily Shift Reports</strong></td>
<td>Retain for five (5) years, then destroy</td>
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<tr>
<td></td>
<td>This series consists of daily reports of all activities that transpired on the Shift Coordinator’s tour of duty.</td>
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<tr>
<td>39</td>
<td><strong>Floppy Disc Files</strong></td>
<td></td>
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<tr>
<td></td>
<td>This series consists of the back-up for the hard disc in the computer. Examples of materials are:</td>
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<tr>
<td>Description</td>
<td>Retention</td>
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<td>----------------------------------------------------------------------------</td>
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<tr>
<td>POPPET DISC. FILES (Continued)</td>
<td>Retain for five (5) years, then destroy</td>
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<td>Form Topics</td>
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<td>Documents</td>
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<td>Statistical Reports</td>
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<tr>
<td>ACADEMIC (MINIMUM VENUES)</td>
<td>Retain for five (5) years, then destroy</td>
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<tr>
<td>This series consists of all materials relative to the academic classroom or the facility education program. Examples are:</td>
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<td>Pre and Post-test Scores</td>
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<td>Hickey Scope and Sequence</td>
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<td>WICAT Manuals</td>
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<td>GED Materials</td>
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<tr>
<td>ADD Referral and Minutes</td>
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<tr>
<td>Answer Sheets</td>
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<td>Computer Printouts</td>
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<tr>
<td>Incident and Review Reports</td>
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<td>Macnaghten Johnson Test Scores</td>
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<td>Placement and Transfer Forms</td>
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<tr>
<td>UNIT LOG BOOKS</td>
<td>Retain for five (5) years, then destroy</td>
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<tr>
<td>This series encompasses the individual unit daily log record of all activities that take place on the unit. Examples of contents are:</td>
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<td>Shift Supervisors</td>
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<td>Shift Population</td>
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<tr>
<td>All Population Changes</td>
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<td>Unit Assignments</td>
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<tr>
<td>Special incidents</td>
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<tr>
<td>All Population Activities</td>
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Appendix 7
Article 27, § 35C – Causing Abuse to Child.

(a) Definitions. –

(1) In this section the following words have the meanings indicated.

(2) "Abuse" means:
   (i) The sustaining of physical injury by a child as a result of cruel or inhumane treatment or as a result of a malicious act by any parent or other person who has permanent or temporary care or custody or responsibility for supervision of a child, or by any household or family member, under circumstances that indicate that the child's health or welfare is harmed or threatened thereby; or
   (ii) Sexual abuse of a child, whether physical injuries are sustained or not.

(3) "Child" means any individual under the age of 18 years.

(4) "Family member" means a relative of a child by blood, adoption, or marriage.

(5) "Household member" means a person who lives with or is a regular presence in a home of a child at the time of the alleged abuse.

(6) (i) "Sexual abuse" means any act that involves sexual molestation or exploitation of a child by a parent or other person who has permanent or temporary care or custody or responsibility for supervision of a child, or by any household or family member.
   (ii) "Sexual abuse" includes, but is not limited to:
      1. Incest, rape, or sexual offense in any degree;
      2. Sodomy; and
      3. Unnatural or perverted sexual practices.

(b) Violation constitutes felony; penalty; sentencing –

(1) A parent or other person who has permanent or temporary care or custody or responsibility for the supervision of a child or a household or family member who causes abuse to the child is guilty of a felony and on conviction is subject to imprisonment in the penitentiary for not more than 15 years.

(2) If the violation results in the death of the victim, the person is guilty of a felony and upon conviction is subject to imprisonment for not more than 30 years.
(3) The sentence imposed under this section may be imposed separate from and consecutive to or concurrent with a sentence for any offense based upon the act or acts establishing the abuse.
Article 27, § 464G – Sexual acts with inmates prohibited

(a) Definitions –

(1) In this section the following words have the meanings indicated.

(2) "Correctional employee" means:

   (i) A correctional officer, as defined in § 8-201 of the Correctional Services Article; or

   (ii) A head or deputy head of a correctional facility, including a sheriff, warden, superintendent, or any person having an equivalent title who is appointed or employed to supervise a correctional facility.

(3) "Inmate" means a person who is incarcerated in a State or local correctional facility or a community adult rehabilitation center.

(b) Prohibition of sexual acts by correctional employee or employee of Department of Juvenile Justice –

(1) A correctional employee may not engage in vaginal intercourse or a sexual act with an inmate.

(2) An employee of the Department of Juvenile Justice or of a licensee of the Department of Juvenile Justice may not engage in vaginal intercourse or a sexual act with an individual confined in a child care institution licensed by the Department of Juvenile Justice, a detention center for juveniles, or a facility for juveniles listed in Article 83C, § 2-117(a)(2) of the Code.

(c) Violation; penalties – A person who violates this section is guilty of a misdemeanor and on conviction is subject to a fine of not more than $3,000 or imprisonment for not more than 3 years or both.

(d) Consecutive and concurrent sentencing – A sentence imposed for violation of this section may be separate from and consecutive to or concurrent with a sentence for any other offense under this subheading.
Article 83C, § 2-115 – Confidential records; research and development unit.

(a) Confidential record defined -- In this section, "confidential record" means any record, report, statement, note, or other information that:

(1) Is assembled or obtained for research or study by the Department or the Secretary; and

(2) Names or otherwise identifies any person.

(b) Research and development unit – The Department shall have a unit for research and development. The unit shall:

(1) Compile accurate statistics and reliable information on all aspects of the juvenile program of this State;

(2) Monitor current developments in the field of juvenile justice;

(3) Assess existing programs and activities;

(4) Help develop new or improved means to prevent juvenile offenses and control and treat juvenile offenders;

(5) If necessary, initiate studies to help the Secretary in general planning and program development for the Department; and

(6) For these and related purposes, use research and information available from all sources.

(c) Confidential records – Transfer to custody of Department – Each confidential record that was assembled by the Juvenile Services Agency shall be transferred to the custody of the Department.

(d) Same – Retention of custody by Department – Each confidential record shall remain in the custody and control of the Department if:

(1) The Department assembled or obtained the confidential record; or
(2) The confidential record was transferred to the Department from the Juvenile Services Agency.

(e) Same – Use generally – The confidential record may be used only for the research and study for which it was assembled or obtained.

(f) Same – Disclosure – A person may not disclose any confidential record to any person who is not engaged in the research or study project.

(g) Same – Use or publication of certain statistics, information, etc. – This section does not apply to or restrict the use or publication of any statistics, information, or other material that summarizes or refers to confidential records in the aggregate, without disclosing the identity of any person who is the subject of the confidential record.
Article 83C, § 2-118 (c)(2) – Same – Management and control.

   (c) Same - Locked door seclusion; restraints; abuse.

      (2) Prohibit abuse of a child.
Article 83C, § 2-119 – Advisory boards to State facilities

(a) Authorized – With the consent of the State Advisory Board, the Secretary may establish an advisory board for 1 or more facilities.

(b) Composition – Each board shall consist of individuals who the Secretary and the State Advisory Board believe may be helpful in matters that relate to the effective operation and improvement of the facilities.
§ 5-701 Definitions

(a) In general -- In this subtitle the following words have the meanings indicated.

(b) Abuse – “Abuse” means:

(1) the physical or mental injury of a child by any parent or other person who has permanent or temporary care or custody or responsibility for supervision of a child, or by any household or family member, under circumstances that indicate that the child's health or welfare is harmed or at substantial risk of being harmed; or

(2) sexual abuse of a child, whether physical injuries are sustained or not.

(c) Administration – “Administration" means the Social Services Administration of the Department.

(d) Central Registry – “Central registry" means any component of the Department's confidential computerized database that contains information regarding child abuse and neglect investigations.

(e) Child – “Child" means any individual under the age of 18 years.

(f) Court – “Court" means:

(1) the circuit court for a county sitting as a juvenile court; or

(2) in Montgomery County, the District Court sitting as a juvenile court.

(g) Educator or Human service worker –

(1) "Educator or human service worker" means any professional employee of any correctional, public, parochial or private educational, health, juvenile service, social or social service agency, institution, or licensed facility.

(2) "Educator or human service worker" includes:

(i) any teacher;

(ii) any counselor;

(iii) any social worker;

(iv) any caseworker; and

(v) any probation or parole officer.
(h) Family member – “Family member” means a relative by blood, adoption, or marriage of a child.

(i) Identifying information – “Identifying information” means the name of:
   (1) the child who is alleged to have been abused or neglected;
   (2) a member of the household of the child;
   (3) a parent or legal guardian of the child; or
   (4) an individual suspected of being responsible for abuse or neglect of the child.

(j) Health practitioner –
   (1) "Health practitioner" includes any person who is authorized to practice healing under the Health Occupations Article or §§ 13-516 of the Education Article.
   (2) "Health practitioner" does not include an emergency medical dispatcher.

(k) Household – “Household" means the location:
   (1) in which the child resides;
   (2) where the abuse or neglect is alleged to have taken place; or
   (3) where the person suspected of abuse or neglect resides.

(l) Household member – “Household member" means a person who lives with, or is a regular presence in, a home of a child at the time of the alleged abuse or neglect.

(m) Indicated – “Indicated" means a finding that there is credible evidence, which has not been satisfactorily refuted, that abuse, neglect, or sexual abuse did occur.

(n) Law Enforcement Agency –
   (1) "Law enforcement agency" means a State, county, or municipal police department, bureau, or agency.
   (2) "Law enforcement agency" includes:
      (i) a State, county, or municipal police department or agency;
      (ii) a sheriff's office;
      (iii) a State's Attorney's office; and
      (iv) the Attorney General's office.
(o) Local department – “Local department” means the department of social services that has jurisdiction in the county:

(1) where the allegedly abused or neglected child lives; or

(2) if different, where the abuse or neglect is alleged to have taken place.

(p) Local State's Attorney – “Local State's Attorney” means the State's Attorney for the county:

(1) where the allegedly abused or neglected child lives; or

(2) if different, where the abuse or neglect is alleged to have taken place.

(q) Mental injury – “Mental injury” means the observable, identifiable, and substantial impairment of a child's mental or psychological ability to function.

(r) Neglect – “Neglect” means the leaving of a child unattended or other failure to give proper care and attention to a child by any parent or other person who has permanent or temporary care or custody or responsibility for supervision of the child under circumstances that indicate:

(1) that the child's health or welfare is harmed or placed at substantial risk of harm; or

(2) mental injury to the child or a substantial risk of mental injury.

(s) Police officer – “Police officer” means any State or local officer who is authorized to make arrests as part of the officer's official duty.

(t) Record – “Record” means the original or any copy of any documentary material, in any form, including a report of suspected child abuse or neglect, that is made by, received by, or received from the State, a county, or a municipal corporation in the State, or any subdivision or agency concerning a case of alleged child abuse or neglect.

(u) Report – “Report” means an allegation of abuse or neglect, made or received under this subtitle.

(v) Ruled out – “Ruled out” means a finding that abuse, neglect, or sexual abuse did not occur.

(w) Sexual abuse –

(1) "Sexual abuse" means any act that involves sexual molestation or exploitation of a child by a parent or other person who has permanent or temporary care or custody or responsibility for supervision of a child, or by any household or family member.

(2) "Sexual abuse" includes:

   (i) incest, rape, or sexual offense in any degree;
(ii) sodomy; and

(iii) unnatural or perverted sexual practices.

(x) Unsubstantiated -- ‘Unsubstantiated’ means a finding that there is an insufficient amount of evidence to support a finding of indicated or ruled out.
§ 7-306 – Corporal punishment; state code of discipline.

(a) Corporal punishment prohibited -- Corporation Notwithstanding any bylaw, rule, or regulation made or approved by the State Board, a principal, vice-principal, or other employee may not administer corporal punishment to discipline a student in a public school in the State.
§ 8-306 – Change in use, purpose, or function of State facility; acquisition of property

(a) Definitions –

(1) In this section the following words have the meaning indicated.

(2) (i) "Change the use, purpose, or function" means an abrupt and material change in the type of clients or inmates served in a facility, the licensed purpose of a facility, or the principal activities carried out within a facility.

(ii) "Change the use, purpose, or function" does not mean a gradual change in clients, inmates, or activities due to societal trends or needs.

(3) (i) "Public hearing" means an informational hearing, the sole purpose of which is to obtain public comment and answer public questions.

(ii) "Public hearing" does not mean a contested case hearing under Title 10,Subtitle 2 of this article.

(4) "State facility" means a facility that is owned, leased, or operated by the State for the purpose of providing health, juvenile, or correctional services to clients or inmates.

(b) Chance of use; notice required – A principal department of the Executive Branch of the State government may not change the use, purpose, or function of a State facility without giving notice as required in subsection (c) of this section.

(c) Same -- Hearing; notice to public and General Assembly members –

(1) Before a principal department changes the use, purpose, or function of a State facility, the principal department shall hold a public hearing on the proposed change.

(2) The principal department shall give notice of the proposed change and the hearing:

(i) to the public, by publication once a week for 2 consecutive weeks before the hearing in a regularly published newspaper of general circulation in any county that may be affected by the change; and
(ii) to each member of the General Assembly in whose district the facility is located, by certified mail.

(d) Acquisition of property –

(1) Before a principal department leases or purchases land, buildings, or office space to be used for the purpose of providing health, juvenile, or correctional services to clients or inmates, the principal department shall give written notice of the proposed use of the land, buildings, or office space to each member of the General Assembly in whose legislative district the property is located.

(2) (i) A member of the General Assembly may request that the department hold a public hearing on the proposed use.

   (ii) The department on whose behalf the property is being procured or leased shall hold a public hearing on the proposed use upon the request of a member of the General Assembly.

   (iii) The department shall give notice of the hearing to the public as provided in subsection (c)(2)(i) of this section.

(e) Recommencing operation of facility –

(1) If, after a principal department ceases its use of a State facility, the principal department or any other principal department plans to recommence operation of the facility as a State facility, and the proposed operation of the facility would change its use, purpose, or function, the principal department shall hold a public hearing on the proposed operation.

(2) The principal department shall give notice of the hearing to the public as provided in subsection (c)(2)(i) of this section.
16.05.02 – **Prohibition of Abuse.**

Acts of abuse at a facility are prohibited.
01.04.04.20. – Child Abuse and Neglect.

A. The licensee shall have and follow a written policy that conforms to State law and these regulations and establishes the procedures to be followed when the licensee has reason to believe that a child has been subjected to abuse or neglect. In addition to all requirements of State law, the licensee shall ensure that the written policy specifies that:

   (1) The individual who notifies the local department of social services or appropriate law enforcement agency under this regulation also shall report and give all information required by State law to the chief executive officer or, if the chief executive officer is the individual alleged to be responsible for the abuse or neglect, a specified officer of the licensee;

   (2) The licensee may not prevent an individual from making a report of abuse or neglect or take disciplinary action against an individual for making in good faith a report of abuse or neglect;

   (3) The licensee shall cooperate in the conduct of any investigation or proceeding brought as result of a report of abuse or neglect by:

       (a) Allowing employees to participate in the investigation and to provide testimony without loss of leave, pay, or other benefits, and

       (b) Disciplining employees who fail or refuse to report abuse or neglect when required to do so or who do not cooperate in the investigation or provide testimony when requested;

   (4) Within 48 hours after a licensee files a report of child abuse or neglect with the local department of social services or the appropriate law enforcement agency, or within 48 hours after it becomes known to the licensee that the report has been filed, the licensee shall submit a written report to the lead agency informing it of the activity and, unless inconsistent with the child's individual service plan, inform the child's parent of the allegation; and

   (5) Within 10 days after a local department of social services makes a finding that indicates or confirms that a child has been subjected to abuse or neglect by an individual associated in any manner with the licensee, the licensee shall submit to the lead agency a written final report indicating any necessary corrective action that the licensee will undertake and put into effect not more than 30 days after the final report.
B. The licensee shall ensure that as a condition of employment, all employees read a definition of child abuse and neglect and sign a statement acknowledging receipt of the policy established under § A of this regulation.

C. Upon being notified of or making a report alleging that an employee has subjected a child to abuse or neglect, the licensee shall suspend from duty or otherwise remove the employee from access to the children. Nothing in this regulation prohibits a licensee from suspending without pay or discharging an employee alleged to have subjected a child to abuse or neglect.

D. When the local department of social services asks the chief executive officer to participate on a multidisciplinary case consultation team to investigate a report of child abuse or neglect and to help formulate a corrective action plan, the chief executive officer or designee shall participate on the team.

E. The licensee shall post conspicuously the telephone number supplied by the local department of social services for reporting child abuse or neglect.
01.04.04.21 – Discipline

The licensee shall:

A. Establish and follow written discipline policies and procedures that:

   (1) Are communicated to the child, the child's parent, employees, and the placing agency;

   (2) Identify all approved forms of discipline;

   (3) Specify the approved procedures for the administration of each form of discipline;

   (4) Identify the staff authorized to administer each form of discipline;

   (5) Include the procedures for training employees in the use and administration of each form of discipline; and

   (6) Periodically review the forms of discipline used for effectiveness and safety;

B. Prohibit physical and verbal abuse, corporal punishment, ill treatment, and harsh or humiliating discipline;

C. Except as part of an organized self-government procedure that is conducted in accordance with written policy and directly supervised by staff, prohibit delegation of discipline to a child or group of children;

D. Prohibit as discipline the:

   (1) Assignment of physically strenuous exercise or work, the withholding of meals, sleep, mail, family visits, or program participation other than recreation or leisure activities;

   (2) Use of chemical restraints, unless in compliance with State law and ordered by a physician;

   (3) Use of mechanical restraints, except as permitted by other applicable State regulations or ordered by a court of competent jurisdiction; and

   (4) Use of physical restraint, except when failure to do so would result in harm to others or to the child or would result in property damage; and
E. If isolating a child in a room separate from the population, ensure that:

1. The isolation room is not locked;
2. A record is maintained on the use of isolation which documents:
   a. Information on the events leading to isolation,
   b. The times when the child was in isolation, and
   c. The specific reasons for extending isolation beyond 1 hour;
3. Only predesignated staff may authorize isolation;
4. The period of time in isolation is kept to a minimum;
5. At least every 10 minutes, checks are made on the child's emotional and physical state and a decision is made by the designated staff member on whether the child should be retained in isolation; and
6. The chief executive officer or designee approves extending isolation beyond 1 hour.
01.04.04.26 – Special Requirements for Secure Care Programs.

A. In this regulation, "secure care program" means a program that employs on a regular basis locked doors or other physical means to care for alleged or adjudicated delinquent children. In addition to the requirements set out in the general regulations for licensees, the licensee shall ensure that a program that provides secure care also meets the requirements of this regulation.

B. Security. In order to obtain and hold a license as a secure care program, a licensee shall:

   (1) Identify in its application for licensure the specific security measures to be used and demonstrate that the measures are necessary in order to provide care for the children to be served by the applicant;

   (2) Structure the physical plant so that it has:

       (a) A 24-hour control center for monitoring and coordinating its security, safety, and communication systems,

       (b) A perimeter that can retain the children within it and prevent unauthorized access into it, and

       (c) Doors that open out from any room used by children;

   (3) Assign and deploy staff so that the children are visually supervised and staff are able to respond immediately to emergencies;

   (4) Open mail addressed to a child in front of the child to check for contraband; and

   (5) Inspect on a weekly basis the operation of all security devices and inspect for contraband, on a daily basis, all areas occupied by the children, document all these inspections, and immediately correct all problems or defects found during the inspections.

C. Restraints. The licensee:

   (1) May use restraints on children only in conformity to this regulation;

   (2) Shall have and follow a written policy on the use of restraints that:

       (a) Identifies the type of restraints used by the licensee;

       (b) Specifies the criteria for the use of each type of restraint and the staff authorized to approve and to use each type; and
(c) Establishes procedures for the:

(i) Monitoring and supervision of children in restraints,

(ii) Immediate review of the use of restraints, and

(iii) Documentation of each use of restraints;

(3) Shall prohibit the use of restraint in any manner that causes the child physical pain or undue anxiety; and

(4) Shall train staff upon employment and annually after that in the proper use of restraint.

D. Locked-Door Isolation.

(1) A licensee may place a child in locked-door isolation only if:

(a) Locked-door isolation is clearly necessary to prevent imminent physical harm to the child or other individuals or to prevent imminent and substantial destruction of property; and

(b) Less restrictive methods of behavior control have failed or cannot reasonably be implemented.

(2) A licensee shall have and follow written procedures for the use of locked-door isolation that identify the staff authorized to approve the use of locked-door isolation.

(3) A licensee shall ensure that a child placed in locked-door isolation:

(a) Does not possess belts, matches, weapons, or other objects or materials that might be used to inflict self-injury;

(b) Does not present imminent danger to self or others, is offered every 24 hours 1 hour of large muscle activity that takes place out-of-room and, weather permitting, out-of-doors; and

(c) Has all reasonable personal physical needs met, receives all scheduled meals and snacks on time, and is granted prompt access to bathroom facilities.

(4) Staff shall monitor a child in locked-door isolation by:

(a) Maintaining auditory contact with the child at all times;

(b) Making visual contact with the child every 10 minutes; and

(c) Recording each contact with the child in a written log book.
(5) The licensee shall ensure that a room used for locked-door isolation is designed and constructed to safeguard the health, safety, and well-being of children and that the room has:

(a) An area of at least 60 square feet;

(b) A tamper-proof ceiling light fixture with a minimum of a 75-watt bulb;

(c) A door with a window that is impact-resistant, shatterproof, and mounted to allow inspection of the entire room; and

(d) Adequate ventilation.

(6) In order for a child to be held in locked-door isolation for longer than 30 minutes during a 12-hour period, the chief executive officer shall:

(a) Approve the locked-door isolation every 2 hours;

(b) Obtain for the child every 2 hours an examination by a physician or nurse;

(c) Notify the placing agency and the child's parent if the locked-door isolation continues for more than 8 hours; and

(d) Remove a child from locked-door isolation after 72 hours.
Appendix 5

Maryland Department of Juvenile Justice
Secure Detention Alternatives Continuum
**Secure Detention Alternatives Continuum**

**Vocation Programs**

**Service Assistance**

**Wraparound**

**Restitution**

**School Attendance**

**Employment Assistance**

**Community Service**

**Counseling/Treatment Programs**

**Do not hallucinate.**

---

**Home Confinement**

**Informal Community Supervision**

**Pre-Dispositional**

**Post-Dispositional**

**Both Pre and Post-Dispositional**

*Pre-dispositional pending adjudication
Post-dispositional secure confinement

---

**Pre-Dispositional**

**Post-Dispositional**

Both Pre and Post-Dispositional

---

**Intensive Probation**

**Description**

A community-based highly structured supervision program in partnership with youth and family and community services. Graduated sanctions with immediate imposition of sanctions strict accountability.

**Target Population**

Non-violent repeat offenders - 4 or more referrals during a two-year period, as a result of arrest & charges.

**Length of Stay**

6 - 12 months

**Capacity**

Included in Probation

**Supervision**

Case loads 2:30 youth based on particular needs. May be assigned to a combination of the entire continuum of detention alternatives.Freq. daily contact.

Placement with community-based day treatment providers.

Employment assistance.

**Frequency of Contact**


---

**Probation**

**Description**

Community supervision program for moderate risk, non-violent youth.

**Target Population**

- Non-violent, moderate risk offenders.

**Length of Stay**

5 mos. to 6 mos.

**Capacity**

FY 09: 7,181
FY 01: 3,374 (7/1 to 3/31)

**Supervision**

Caseload 1:30
Day Treatment, Education, Employment Assistance.

**Frequency of Contact**

Daily - Family Visits; Once a week - Immediate accountability; Restitution & Community Service.

---

**Staff Secure Shelter**

**Description**

Staff secure temporary shelter.

**Target Population**

- Low to moderate risk; no parent, guardian, custodian or other responsible person to provide supervision and care and return the child to court.

- To protect the child and person of others.

- The youth is likely to leave the jurisdiction of the court - prior FTPAs.

**Length of Stay**

24 hrs. to 30 days (continuing reasonable efforts to return the youth home).

**Capacity**

124

**Supervision**

Case Managers - 24 hrs. Health care services; counseling; education; social work services and drug and alcohol assessment/treatment services.

**Frequency of Contact**

Daily - 24 hrs.

---

**Electronic Monitoring**

**Description**

Electronic surveillance of a youth’s home restriction and daily activities in the community.

**Target Population**

- High risk youth returning to community from secure detention and aftercare supervision.

- Post adjudicated youth facing detention consequences for Violation of Probation disposition.

- Low risk - Pending placement.

**Length of Stay**

Up to 45 days

**Capacity**

450 per day

**Supervision**

- Home detention/electronic monitoring unit.

- Case managers and direct care workers when used with Evening Reporting Centers.

**Frequency of Contact**

Daily random personal contact.

Scheduled programming based on individual needs.

---

**Evening Reporting Centers**

**Description**

Community based after school program from 3:00 p.m. to 9:00 p.m. Monday through Saturday.

**Target Population**

- Post-adjudicated youth. Primarily for high-risk youth released from secure detention or confinement and under aftercare supervision.

- Also for youth whose disposition of secure confinement and need in combination with Electronic Monitoring.

**Length of Stay**

90 days to 6 months

**Capacity**

15 per program / 30 per year

**Supervision**

Case Managers - 24 hrs. Health care services; counseling; education; social work services and drug and alcohol assessment/treatment services.

**Frequency of Contact**

Daily - min. 6 hours.

---

**Home Confinement**

**Description**

Youth confined to home with or without Electronic Monitoring.

Exception: School, medical and other authorized activities.

**Target Population**

Pre-adjudicated. Low to moderate risk. Youth requiring restricted activities to ensure appearance at next Court hearing.

**Length of Stay**

1 to 40 days

**Capacity**

250 youths

**Supervision**

Home confinement Electronic Monitoring Unit.

**Frequency of Contact**

(1) Daily telephone contact through automated voice verification (sixteen random calls per week for first 3 weeks).

(2) Two random visits every 48 hours during evenings and weekends.

---

**Staff Secure Shelter**

**Description**

Community supervision program for moderate risk, non-violent youth.

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Up to 45 days

**Capacity**

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**Supervision**

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- Case managers and direct care workers when used with Evening Reporting Centers.

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250 youths

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(2) Two random visits every 48 hours during evenings and weekends.
Appendix 6

Maryland Department of Juvenile Justice
Aftercare Plan 2001-2002
Every child will become a self-sufficient productive adult.

Parris N. Glendening
Governor

Kathleen Kennedy Townsend
Lt. Governor

Bishop L. Robinson
Secretary

September 1, 2001
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Appendix I
Agreement between DJJ and DHMH to Establish Comprehensive Interagency Mental Health and Substance Abuse Treatment Programs
Department of Juvenile Justice

Vision

Every child will become a self-sufficient productive adult.

Mission

The Department of Juvenile Justice embraces a balanced and restorative justice philosophy. DJJ seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

Core Values

In carrying out our Mission of a balanced and restorative justice system, the Department of Juvenile Justice is committed to continuous quality improvement and managing for results. In their efforts to achieve measurable goals, strategies and performance outcomes, DJJ employees must be prepared for meaningful change. However, our actions must be guided by core values which form the principles and beliefs that enable us to fulfill our mission. The following are our core values:

**Organizational Focus** - The Department of Juvenile Justice operates one integrated system of results-based restorative services delivered in communities and places of residence to meet the individual and particular needs of youth and their families without compromising public safety.

**Respect for the Individual** - We will conduct our business affairs with full regard and respect for every individual.

**Honesty and Integrity** - We adhere to the highest standards of ethical behavior.

**Our Employees** - We recognize that our employees are our most important resource. We are committed to the personal well being and professional development of all employees. We encourage creativity and we reward superior performance

**Responsibility and Accountability** - We are responsible for the health, safety, care, and humane treatment of all youth under our jurisdiction, and we are accountable to the people of Maryland. Our behavior is guided by standards of conduct supported by appropriate corrective disciplinary action.
Accessibility - We communicate with the public in an open and truthful manner. We actively seek external opinion, and we are responsive to requests for information and access to our facilities without compromising lawful confidentiality.

Collaboration - To achieve mutual goals, we actively seek partnerships wherever appropriate to help youth and their families.
Introduction to the Strategic Plan for Aftercare

This is the first in a series of documents that will detail efforts DJJ is undertaking to achieve its mission. This report describes the Department’s strategic plan for aftercare. Future documents will articulate DJJ plans in admissions and assessment and community justice. These initial strategy documents address definitional issues, identify goals and outline the strategies the Department will employ to achieve these goals. The strategic plan is supported by program and operational directives that serve as an implementation plan for carrying out the strategies (see Appendix A). In each area, teams of DJJ staff and collaborators from other agencies are working to develop more detailed plans for implementation, including budgets, staffing and task responsibilities, involvement of human service providers and other agencies, and multi-year time lines. This plan will be reviewed annually and revised accordingly.

Definition of Terms
Aftercare is a specialized process for committed youth that occurs both in the commitment or treatment facility and in the community. Aftercare recognizes that youth who are committed need specialized services to protect public safety, reintegrate them in the community, and reduce their chances of recidivating. The aftercare process refers to those activities and tasks that 1) prepare committed juvenile offenders for reentry into the specific communities to which they will return; 2) establish the necessary arrangements and linkages with the full range of public and private sector organizations and individuals in the community that can address known risk and protective factors; 3) ensure the delivery of prescribed services and supervision in the community; and 4) monitor conduct in the community to ensure public safety.

Goal of Aftercare
The Department of Juvenile Justice aims to reduce the rate of recidivism of youth released from aftercare supervision.

Strategies
- Assign every high-risk and/or high-need youth released from a commitment program to intensive aftercare supervision.
- Develop a standardized aftercare plan that includes an updated risk and needs assessment and a detailed accounting of treatment in the placement facility, and of services and activities for youth and family in the community.
- Identify and implement standardized assessments for educational status, mental and medical health, substance abuse, and family needs. Complete these upon placement, prior to discharge, and at scheduled reassessments in the community.
- Form teams of specialized aftercare case managers as a continuation of the Department's integrated case management. Case managers form the link between comprehensive assessment and continuous integrated service delivery.
- Develop individualized treatment/service plans that address multiple needs and include collaborative human service access from the time of placement until release from juvenile justice jurisdiction. Case managers develop a behavioral contract between youth, family, and DJJ.
- Build youth competencies by providing reintegrative programs and services that have been shown to be effective with high-risk youth.
• Structure supervision based on a department-wide Community Justice Supervision System that specifies contact requirements and school and service participation (see Appendix C). Hold youth accountable by employing a schedule of graduated sanctions and incentives that ensure swift and certain responses to compliance violations and progress.
• Construct “wrap teams” for aftercare youth involving family members, community agencies providing enhanced oversight and advocacy, service delivery agencies, and neighborhood resources. Assist youth in repairing the harm they have caused to victims and the community.
• Deploy aftercare case managers to maximize focus on places with high concentrations of aftercare youth and recidivism. In these target areas, seek to maintain intensive aftercare ratios of 30 high-risk or high-need youth for each team of two case managers; and in future years attain caseloads of 20 high intensity aftercare youth per team of two case managers.
• Terminate youth from DJJ jurisdiction with the approval of the juvenile court, based on their review and DJJ's affirmation of completion of service plans and supervision requirements. High-risk or high-need youth must remain in intensive aftercare supervision for a minimum of six months.
• Support the aftercare system with a strengthened infrastructure of supervision, training, and a fully integrated and automated Comprehensive Client-Based Information System.

Performance Measures

Placement, Assessment, Service Plans, and Institutional Treatment
• number of youth assigned to intensive aftercare supervision
• risk and need assessment scores of youth assigned to intensive aftercare supervision
• number of aftercare staff trained on assessment and service plan protocols
• percentage of aftercare orientation protocols (assessment, service plan, behavioral contract) completed within 15 days of admission to the out-of-home placement
• percentage of updated aftercare orientation protocols (including names of community service providers, contact persons, etc.) completed during final 30 days of period in out-of-home placement
• average number of reassessments and updated service plans completed on aftercare youth after release to the community
• number of curriculum-based programs with proven effectiveness implemented in placement facilities; number of youth completing these programs

Case Management and Structured Supervision
• number of aftercare case management teams established
• number of staff trained in specialized aftercare case management and graduated sanctions policy
• average number of institutional case management meetings that are attended by aftercare community case manager; phone contacts between community case manager and youth while in placement facility
• percentage of youth meeting 80% of compliance requirements specified in supervision plan/behavioral contract
- average number of graduated sanctions and incentives employed during period of aftercare supervision in the community; time between violation and application of sanction
- average caseload ratios of case managers responsible for intensive aftercare supervision

**Engaging Family and Community**

- average number of institutional case management meetings that are attended by parent/guardian/responsible family member
- average number of family visits conducted by community case manager while youth is in the out-of-home placement facility; number of school preparation visits by case manager (or DJJ educational liaison) during this time
- average number of visits to home, school, and service programs by trackers or community case managers for high-risk youth on intensive aftercare supervision

**Outcomes**

- number, proportion of aftercare youth rearrested; number, proportion rearrested and charged with serious (e.g., felony, violent) offenses, time to rearrest from release to aftercare supervision
- number, proportion of youth rearrested and waived to adult system
- number, proportion of youth re-referred to DJJ (and type of charge, time to re-referral)
- number, proportion of re-adjudicated and re-committed (and type of charge)
- number, proportion of youth graduating from high school; number, proportion who obtain GED
- number, proportion of youth employed
- number, proportion of youth with negative urinalyses results
APPENDIX A
Implementation Plan for Aftercare
DJJ has identified a number of strategies designed to ensure the effective delivery of aftercare supervision and service delivery. These individual strategies are in different stages of planning and implementation. In many cases, they represent significant departures from past policy and practice in the Department. To ensure the quality and integrity of their implementation, some of the strategies will be initiated in select jurisdictions and subsequently expanded across the state. In developing each strategy, the Department is working with agency staff, local practitioners, and academic experts to develop standards, protocols, and tools that will guide their implementation. Key strategies are described below; tools that will be used in implementation are shown in Appendices B, C, D, E, F, G, H, and I.

1. **Risk and Needs Assessment**

**Key Strategies and Timeframes**

- Use existing classification and assessment tool until January 1, 2002
- Use modified tool for an aftercare-specific population by March 1, 2001
- Implement modified aftercare-specific tool and begin staff training on March 1, 2001
- Automate the validated tool beginning July 1, 2002

**Develop and implement a validated tool for risk assessment and classification.** Juvenile offenders present varying degrees of risk to public safety; this level of risk will drive the level of supervision individual youth receive in the DJJ system. Aftercare youth require their own system of risk assessment because of their unique characteristics that result in a commitment to a facility. Assessing risk involves gathering individual history and status information on factors that predict the likelihood of reoffending. Building upon internal and external reviews of research done for the Department by the National Council on Crime and Delinquency (NCCD), DJJ is using a tool constructed by NCCD and is implementing it statewide. The goal is to have a common data collection process that contains predictors of risk for different decisions—detention, commitment and aftercare. The tool will be used for both placement recommendations to the court and to determine supervision levels. Research will be conducted to further refine and validate its use with the aftercare population, and to construct variations of it that take into account regional differences (e.g., between Baltimore City and the Eastern Shore) in patterns of reoffending.

Consistent with current national research in this area, the risk assessment measure, shown in Appendix F, includes items indicating delinquent history, family dysfunction, school disruption, peer relations and substance abuse problems. Results from this measure, in combination with information about the impact of the current commitment offense (particularly whether it involved violence) and a needs assessment, will be used to classify individuals to a particular level of aftercare supervision and service delivery (see Classification Matrix in Appendix E). Youth will be reassessed routinely while in the institution and after reentry to the community. Decisions to release youth from placement, and to move them up or down along the continuum will be based on this reassessment, which includes compliance with Individual Service Plans and supervision requirements.
Employ Individual Service Plans derived from needs assessments for all aftercare youth and their families. Needs assessment is traditionally used to identify the problems and deficits of juveniles. Factors such as conduct problems in the home, mental health history, and parental criminality or alcohol abuse are assessed to tailor aftercare interventions that help youth live independent and productive lives. Needs-based assessments will be done during the intake process and again soon after placement, to inform the Individual Service Plan. Building upon information available from previous adjudications and from interviews with the child and family members, the plan will be developed by a team of DJJ counselors to match the evolving needs of the juvenile offender. As shown in the draft Individual Service Plan Form shown in Appendix G, plans developed both in the facility and in the community will specify attendance in school or specialized education programs, participation in curriculum-based services, and involvement with less formal supports. The case management team (see below) will monitor progress in carrying out the plan, and meet regularly with the youth as well as family members and service and support agents to update and modify it to reflect current needs.

2. Case Management

Key Strategies and Timeframes

- Workload responsibilities completed January 1, 2001
- Draft manuals by January 1, 2001
- Create aftercare case management teams from Community Justice staff with residential case manager and community case manager beginning March 1, 2001
- Obtain MOUs or letters of support from collaborating community organizations and government agencies beginning March 1, 2001

Prepare youth for community reentry through collaborative interventions that begin in the out-of-home placement. The aftercare process begins at placement, or even before placement for children awaiting placement post-disposition. Personnel at the facility must be designated to the reentry process. Case management teams assigned to high risk youth in the facility will include one or more staff with specialized knowledge about the neighborhood to which the youth is returning, its schools, and local services and informal supports. The team will include an institutional counselor, an aftercare counselor who meets with the youth and the team at least monthly during the institutional phase and then assumes the lead case manager role during reentry and a “tracker” who specializes in aftercare monitoring in the youth's neighborhood. The team will finalize a revised aftercare education and service plan and confirm living arrangements, school placement, and access to community treatment or service referrals prior to release.

As part of a developing alliance with schools and community-based organizations, the Department is also seeking to enhance continuity between curriculum-based institutional services and those used by youth on aftercare. Through formal and informal agreements, visits to the placement facilities, and sharing of assessments and progress information (within the limits of confidentiality), representatives from community organizations will form a “wrap team” with DJJ case managers and the family that will work with high risk youth. Formed early in the placement process, these linkages will reinforce place-based principles of intervention and seek to induce
the community to ultimately assume responsibility for youth reintegration.

Several components of this strategy—case managers with localized community expertise, proactive collaboration and coordination between community and institutional staff, and between DJJ and community agencies—represent new ways of working within the Department. It will be important to develop a series of standards that underline these changes and ensure that they are embraced by staff.

3. **Reintegrative Programs and Services in the Placement Facility**

**Key Strategies and Timeframes**

- Develop new results-based performance contracts beginning October 1, 2000
- Modify existing contracts to incorporate results-based requirements between October 1, 2000 and September 30, 2001
- Identify empirically-based interventions that have proven track records (e.g., readiness for change, social and life skills) and assess their availability in current programming beginning January 1, 2001
- Identify providers beginning January 1, 2001
- Select initial facilities for implementing curriculums beginning March 1, 2001

**Implement interventions that are individualized, holistic, and based on standards of effective interventions.** Research conducted over the past decade has confirmed that some interventions are more effective than others. A number of curricula have been developed for juvenile offenders and empirically validated through a rigorous process of evaluation and replication. In order to establish both standards for service providers working with aftercare youth and to improve overall results from these interventions, DJJ will mandate the utilization of these curricula during different parts of the aftercare process. Curricula that are proven to be effective for different types of youth needs (e.g., substance abuse, risk-prone thinking, social skill development, life skills, etc.) will be identified. Service contracts with providers will require the use of an established intervention protocol/curriculum, to ensure that the services have the highest potential for success. The adoption of these structured curricula will be facilitated by the Department's interagency effort with DHMH to develop coordinated, comprehensive mental health and substance abuse treatment programs in all residential facilities (see Appendix I).

A curriculum will be identified that can be used within the out-of-home facilities to begin the change process. Specific curricula exist that address the youth's engagement in the change process and taking responsibility for their behavior. These curricula are part of a growing set of “treatment readiness” techniques which should assist with the youth's compliance with behavioral contracts and plans in the community. In the community, effective interventions include strategies that promote social competency by focusing on skills necessary to adapt and integrate feelings, thinking, and actions to achieve specific goals. These can include emotional skills (e.g., identifying and labeling feelings, expressing feelings, controlling impulses), cognitive skills (problem-solving, understanding the perspective of others, interpreting social cues), and behavioral skills (communicating effectively both verbally and nonverbally, resisting negative pressures).
4. Structured Supervision and Graduated Responses

**Key Strategies and Timeframes**

- Refine process of matching youths needs to services beginning October 15, 2000
- Detailed sanctioning and incentive protocols completed January 2001
- County-based inventory of community resources completed January 1, 2001
- Implement system of sanctions and rewards beginning March 1, 2001
- Develop training on case management and graduated responses beginning March 1, 2001
- Monitor implementation of system beginning March 1, 2001

**Structure supervision based on a department-wide Community Justice Supervision System.**

The Department's system was informed by the experience of other jurisdictions in implementing structured supervision and graduated response protocols; a partial draft of the system showing sanctions and reporting requirements is shown in Appendix E. DJJ's system identifies differentiated aftercare status levels tied to the risk and needs that the youth presents. Supervision services include face-to-face contacts, tracking, in-home and at-school collateral contacts, and for some youth, drug testing, house arrest, and electronic monitoring. The Department's supervision system also articulates graduated sanctions (such as warning letters and additional contacts associated with escalating violations) and incentives. Under the system, youth with high intensity aftercare status have substantially more requirements than youth on intensive probation supervision or 90-day informal probation. The ratio of youth to aftercare counselors will also be smaller than probation caseload ratios.

**Balance surveillance with support and services.** DJJ has begun to conduct a county-by-county inventory of agency resources (staffing, facilities) and service providers that contract with the Department. The inventory will be expanded to include other, non-contracted youth and family services, as well as local community centers, places of worship, and more informal groups that assist youthful offenders. These data, overlaid on a county-level needs assessment profile of DJJ youth, will permit the Department to identify service gaps and redundancies, tighten the referral process, and ultimately construct an efficient and responsive system of community service and support. A more immediate strategy the Department is undertaking involves a review of agreements held with private contractors. Future agreements will specify responsibilities, measurable performance goals and reporting requirements, and DJJ will allocate sufficient staff resources to monitor and enforce these contracts.

5. Infrastructure and Support

**Key Strategies and Timeframes**

- Enhance/modify ASSIST system beginning January 1, 2001
- Develop training protocols beginning January 1, 2001
- Conduct training beginning March 1, 2001
- Deploy aftercare staff beginning March 1, 2001
- Assess implementation progress using performance measures beginning March 1,
2001

- Identify and track outcomes beginning March 1, 2001

**Deploy aftercare staff based on regional workload assessments to implement place-based supervision.** Staff will be deployed in light of this assessment, with the goal of maintaining a caseload ratio of 30 high risk (high intensity supervision) aftercare youth for each team of two aftercare workers (reduced to 20 youth per team of two case managers in future years). The aftercare workers will join family members, service providers (and during the out-of-home placement stage, facility staff) in providing case management services. Deployment will also be done to maximize DJJ resources to neighborhoods targeted because of their high concentrations of crime and youth on supervision. To enhance monitoring and service delivery, aftercare staff will also coordinate with HotSpots and Spotlight on Schools staff.

In regions with sufficient numbers of cases (e.g., Baltimore City, Montgomery and Prince Georges Counties), aftercare youth would be assigned to case managers who work exclusively on aftercare. While teams might initially be assigned high risk cases designated for intensive aftercare supervision, caseloads would become differentiated as these youth were reassessed and assigned to less intensive supervision levels. In addition to creating case managers who specialize in aftercare youth, DJJ will seek to develop further staff specialization in community monitoring and family support in the state's more popular regions. Teams in these areas may, for example, include an aftercare case manager, a family support counselor who can engage monitoring school or program attendance and contacting youth and families in homes and other community locales during evenings and weekends.

**Support the aftercare system with an infrastructure of supervision, training, and development, and a client-based information system that aids staff operations.** DJJ will modify supervisory spans of control to improve staff accountability and performance. Systematic training of all staff, and particularly counselors with aftercare responsibilities, will be needed to familiarize personnel with both principles and protocols of risk-and needs-based supervision, place-based interventions, collaboration with institutional and community representatives, and performance-based contracting. Training will also address the need to develop specialized expertise in areas such as family case management, educational and vocational programming, mental health, and substance abuse treatment.

As specified in the Department's authorizing legislation (Article 83), the client-based ASSIST information system will become the central repository for all records, reports, and other information regarding aftercare youth and other juveniles under DJJ custody. At each point of contact, staff will access and update the system as events occur, so that information on each youth is available in a single source that is accurate and timely. To serve these and other purposes, a number of enhancements and modifications are being made to the ASSIST system.

**Develop the capacity to support ongoing monitoring of the implementation of this aftercare plan and research on the outcomes of youth participating in aftercare.** In partnership with the Lieutenant Governor's office, DJJ is supporting local researchers outside the Department to assist in the development of aftercare planning and to monitor the implementation of these plans. Findings from the research will be used by DJJ to modify or expand elements of the aftercare
plan, and to guide its ongoing development. It will also be important to develop in-house
capacity for gathering and periodic reporting of information that address performance measures
and benchmarks identified in implementation plans.

DJJ supports the development of an impact evaluation of aftercare participants that would track
their rates of reoffending and other outcomes for at least a year after reentry to the community. It
would be particularly useful to conduct a rigorous assessment of the long term impacts of
intensive aftercare supervision for high risk youth, as research suggest that targeting resources to
this group represents the most cost-efficient investments in juvenile corrections.
Appendix B:
Required Action for Administration and Supervision
Intensive Aftercare Program
Required Actions

**Area Director**

Supervision
- Supervises the Assistant Area Director
- Approves PEP evaluations for Intensive Aftercare Program (IAP) Case Managers and Supervisors
- Initiates and completes the PEP for the Assistant Area Directors

Administration
- Responsible for the administration, operation, and management of the Intensive Aftercare Program
- Assures that the Intensive Aftercare Program is operating consistent with policy and procedures.
- Assures collaboration with the courts, MHA, DHR, Board of Education and all other community resources required to support the Intensive Aftercare Program.
- Maintain relationship with Core Service Agencies to ensure proper performance of Family Intervention Specialists
- Submit monthly IAP reports to the Office of the Deputy of Restorative Justice by the tenth of the following month

**Assistant Area Director**

Supervision
- Supervises Case Manager Supervisors
- Initiates and completes PEP evaluations for Case Manager Supervisors
- Ensures Supervisors hold staff accountable for following departmental policy and procedures
- Provides first line approval of release recommendations for Intensive Aftercare Program
- Approves recommendations for termination of youth from Evening Reporting Centers (ERC) program

Administration
- Assures that the Intensive Aftercare Program is operating consistent with policy and procedures.
- Liaises with collateral community resources to ensure accurate & timely communication and problem resolution
- Approves IAP monthly reports

**Case Manager Supervisor**

Supervision
Assigns specific duties & responsibilities to Case managers
Arranges for all new staff to attend certification training for IAP
Provides on-the-job training for new staff
Directs the activity of the Family Intervention Specialists
Meets weekly with IAP teams for case presentations
Reviews & approves all initial and updated Individual Service Plans (ISP) according to departmental standards & time frames
Reviews all case files to insure case management protocols have been followed.
Provides individual and group supervision to IAP staff as needed
Ensure staff adhere to proper departmental procedures

Administrative

Administers PEP
Reviews MS-22 with new/transfer staff
Conducts mid-cycle & end of cycle reviews for Intensive Aftercare Teams
Gathers monthly data from teams and compiles monthly report (See Appendix H of the Operating Procedures for the Intensive Aftercare Program).
Ensures that community based resources are used appropriately and records data for monthly reporting
Maintains ERC capacity
- Approves which youth are admitted to the ERC and EM, based on case manager recommendation.
- Reviews recommendations for termination of youth from ERC program
Liaises between IAP team and ERC directors to ensure accurate and timely communications and prompt resolution of any problems
Participate in quarterly meetings with residential facility supervisor (juvenile counselor supervisor)

Case Manager

Proves direct care, integrated case management to high risk youth according to the Standard Operating Procedures of the Intensive Aftercare Program
Collaborates with community-based organizations and resources in order to fully operationalize the Intensive Aftercare Program.
Proactively engage youth and families to use their strengths in service planning & resource development
Intensive Aftercare Program
Electronic Monitoring

Director

Supervision
• Supervises EM/CD supervisor
• Initiates and completes PEP for supervisors
• Approves PEP evaluations for EM staff

Administration
• Assures that Electronic Monitoring for the Intensive Aftercare Program (IAP) is operating consistent with policy and procedures.
• Assures that EM staff are collaborating with IAP teams in providing wrap around services
• Provides oversight of the EM/CD operation
• Submits monthly reports to the Office of the Deputy for Restorative Justice

Case Manager Supervisor

Supervision
• Supervises all EM staff
• Hold staff accountable for following departmental policy and procedures regarding the Intensive Aftercare Program

Administration
• Accepts all referrals for Electronic Monitoring
• Ensures that EM staff supervise and apply appropriate EM sanctions to IAP youth, according to program guidelines
• Records data for youth un/successfully completing Intensive Aftercare Program EM requirements
• Submits monthly reports for IAP data to Director

EM Staff/Youth Supervisor

• Supervise and apply appropriate EM sanctions to youth according to guidelines for the Intensive Aftercare Program
• Report EM violations to IAP case managers
• Collaborates with Intensive Aftercare teams in providing wrap around services
Appendix C:
Position Descriptions
STATE OF MARYLAND
DEPARTMENT OF BUDGET AND MANAGEMENT
OFFICE OF HUMAN RESOURCES
301 West Preston Street
Baltimore, MD 21201

POSITION DESCRIPTION

REVIEW INSTRUCTIONS PRIOR TO COMPLETION

PART I. IDENTIFYING POSITION INFORMATION

ITEMS 1-6 to be completed by Agency Personnel Office.
1. PIN
2. CLASS CODE/GRADE
3. SERVICE
4. IS THIS POSITION DESIGNATED AS A SPECIAL APPOINTMENT?
5. OVERTIME STATUS
6. AGENCY APPROPRIATION CODE 40.01.01.

ITEMS 7-13 to be completed by the supervisor.
7. Current Employee's Name, if applicable
8. Class Title Juvenile Counselor
   Working Title, if different Case Manager
9. Department of Agency Name Department of Juvenile Justice
   Division, Unit or Section Community Justice Division
10. Work Location/Address
11. Name of Immediate Supervisor
12. Work Schedule: (Check all that apply)
    ___ Permanent Day Shift ___ X Rotating Shift
    ___ Permanent Evening Shift ___ Full Time
    ___ Permanent Night Shift ___ Part Time
    ___ Other (Explain)
13. If applicable, how long has the current employee been performing the duties listed below?

PART II. POSITION FUNCTIONS

ITEMS 1-7 If additional space is required, attach a separate sheet.

1. The main purpose of this Juvenile Counselor position is to implement a standardized Individual Service Plan and aftercare plan. A Juvenile Counselor is a case manager who works to develop and implement a plan of positive social integration, accountability, and competency development for high risk, anti-social, and emotionally disturbed youth who are committed by the court for residential placement. This position is with a specialized intensive aftercare unit that will utilize a team concept in implementing wrap-around services in working with a maximum caseload of thirty (30) youth. Services will be provided in collaboration with a residential treatment team, mental health specialist, and a variety of community resources during non-traditional hours including evenings, weekends, and holidays. This position requires good writing skills, good listening skills, and good investigative skills to assist in the preparation of reports.

2. ESSENTIAL JOB FUNCTIONS AND OTHER ASSIGNED DUTIES:

The following list represents the essential functions of this position. It does not include marginal functions or other duties as assigned.

A. Advises and provides guidance to youth and their families in the area of employment, education, living arrangements, recreation, finances, and other social domains. This work requires a knowledge of resources and an understanding of the social conditions within the community where the family and youth reside. Maintains required face-to-face contacts at a residential facility, in the DJJ office, at evening reporting centers, local schools, and in the home of the youth. Meets at least weekly with intensive aftercare team members to discuss progress of youth being seen in the community and in the residential facility. Meets regularly with residential facility treatment teams and evening reporting center staff for case planning, progress reviews, and re-integration planning. 30%

B. Prepares and assists in the preparation of Individual Service Plans, investigation reports, case records, and progress summaries. Based on established Individual Service Plans, refer youth and their families to community service agencies such as substance abuse, mental health, physical health, education, and family preservation. These referrals include contacting community resources and preparing required information needed for a family to be accepted by the resource. This process includes conferences with service providers and the family involved, and strict monitoring. It is the responsibility of the Juvenile Counselor to formulate the development of Individual Service Plans for the youth and their family in conjunction with the residential facility and make recommendations for release consistent with the results of periodic progress evaluations. 25%

C. Submits court recommendations for shelter care, respite care, community detention, electronic monitoring, continued detention, and placement with vendor programs and/or DJJ
secure facilities. Based on the court's request, prepare predisposition reports on the social background and development of the youth and their families who come before the court. Additionally, a social case record must be maintained of all materials pertinent to the family as well as recent progress reports on the case. May also write Waiver of Jurisdiction reports for juvenile and/or criminal courts. 20%

D. Provides Court testimony and recommendations as reflected in the Represents DJJ in juvenile court to testify about treatment and Individual Service Plans for the youth. May also appear in criminal court to testify in waiver of jurisdiction cases. Documents all testimony that is given during court hearings since it is subjected to cross-examination by defense attorneys and the State's Attorney's Office. Will be called upon, at times, to testify about technical treatment and referral matters. 10%

E. Consults with parents, police, judges, private community agencies and others about juvenile court matters. Is available as a resource to transport family members for visitation, case reviews, and family support groups. Is available to the community as a consultant to explain alternative programming and the best available treatment plan for young people who may or may not be involved with the juvenile court system. These consultations include cooperative efforts with the public school system and the design and implementation of an appropriate education plan that can respond to the needs of a student. These consultations may involve other agencies who share co-committed youth. 10%

F. Keeps current with relevant professional literature and treatment trends for juveniles. A great percentage of this time is involved in training sessions and in reviewing professional publications as well as touring treatment programs in the community. Periodically, represent DJJ on committees or task forces. 5%

3. LEVEL, FREQUENCY AND PURPOSE OF WORK CONTACTS:

The position requires frequent contact with residential facility staff, mental health practitioners, the youth, and his/her family. Many of these contacts occur daily and are necessary for the completion of reports and the proper implementation of treatment plans.

This position requires ongoing contact with school personnel, employers, counselors, police, judges and DJJ staff in other jurisdictions. Some of these contacts will occur daily and are necessary for the completion of reports and the proper implementation of treatment plans.

4. DECISIONS AND RECOMMENDATIONS:

Juvenile counselors will recommend whether a youth will be released from a residential placement, placed on electronic monitoring, detained, sheltered, institutionalized, placed in a community based facility, or allowed to remain with his/her family. In some instances a determination is made as to whether a youth should be recommended for waiver to or from Criminal Court.
5. EQUIPMENT USED:

In order to perform the duties and responsibilities described above, a state automobile, computer terminal, laptop, pagers, fax machine and telephone are utilized.

6. NATURE OF SUPERVISION RECEIVED:

   ____ Close Supervision
   ____ Moderate Supervision
   ____ General Supervision
   ____ Managerial Supervision

7. WORKING CONDITIONS: (Check all that apply)

   ____ Work involves exposure to uncomfortable or unpleasant surroundings. (Explain)
   Counselors may visits youth and families in dangerous areas.

   ____ Work involves exposure to hazardous conditions which may result in injury. (Explain)

   ____ Work involves special physical demands such as lifting 50 pounds or more, climbing ladders, etc. (Explain)

   ____ Work requires use of protective equipment such as goggles, gloves, mask, etc. (Explain)

PART III. RESPONSIBILITY FOR THE WORK OF OTHERS

NATURE AND LEVEL OF RESPONSIBILITY FOR WORK OF OTHERS:

a) Does the position supervise employees?   Yes _____  No

b) Does this position lead employees?   Yes _____  No

   If yes, to a or b, list the names and classifications of the employees that this position supervises or leads.

c) Check the ways that this position supervisors or leads these employees. (Check all that apply)
   ____ Assign and review work
Approve leave, sign time cards
Sign annual performance ratings
Interview and select new employees
Train employees
Discipline employees (counsel, recommend suspension and termination)

Do any of the employees supervised have supervisory responsibility? If so, list them and the names and classifications of those they supervise or attach an approved organization chart.

PART IV. PERFORMANCE STANDARDS

A.

- Meets face to face with new clients within two weeks of assignment;
- Makes client contacts as specified within time lines formulated in statute, policy, service plan or risk/needs assessment;
- Demonstrates required crisis intervention skills and is able to respond and manage crisis situations as needed; and
- Demonstrates preparedness and flexibility by being able to respond to any given circumstances on short notice.
- Meets at least weekly with aftercare team members to discuss youth on caseload.

B.

- Demonstrates appropriate service implementation of treatment goals via: appropriate referrals for needed services, appropriate termination of cases, and required follow through;
- Demonstrates knowledge of community resources and exercises initiative in seeking new resources;
- Demonstrates utilization of resources to provide cost effective and expeditious service delivery to clients and families;
- Provides appropriate services and management to complicated assignments, e.g., sex offenders, youth requiring placement, violent neighborhoods;
- Consults with supervisor for doubtful matters, open to suggestions, and benefits from constructive criticism; and
- Demonstrates willingness to follow supervisor's instructions and use supervisor's
advice.

C.

- Demonstrates assessment and investigative skills in advising;
- Demonstrates written skills, via correct grammar and accurate presentation of facts;
- Meets all deadlines: reports, case summaries, resource applications, etc., are written/dictated within acceptable time frames;
- Paperwork, including service plans, contact sheets, memos to court, pre-disposition reports, field books, and risk/needs assessments are current and contain concise information; and
- Inputs all required data into the management information system (ASSIST).

D.

- Oral skills are demonstrated via presentation of pertinent information in a logical, focused manner;
- Proper case preparation: recommendations are clear, attainable, and communicated effectively to clients, attorneys, state's attorneys and members of the judiciary;
- Oral presentations are clear and consistent with Departmental and client treatment goals; and
- Complies with court orders, directives, or court procedures.

E.

- Provides help and information when asked. Takes extra steps to assist and train others;
- Maintains positive relationships, also is courteous and cooperative. Is very positive and is sought out by others for support;
- Takes extra steps for compliance and maintains positive relationships with other agencies;
- Provides information, is courteous, answers questions, and makes sure all issues are clearly understood, and returns telephone calls promptly; and
- Handles public relations issues in a fashion in which accurately reflect and express the Department's mission and position.
F.  

- Demonstrates knowledge and proper implementation of policies and procedures; and 

- Completes mandatory training and tries to stay informed of new developments.

G. **General Professional Standards:**

- Demonstrates professional demeanor and appropriate conduct (e.g., not hostile, arrogant, harassing or other detrimental behavior);

- Demonstrates willingness to put in extra time and effort when needed (e.g., differential hours);

- Demonstrates integrity by admitting, correcting, and informing supervisor/others who need to know;

- Follows through with personal commitments, treatment plans, administrative or court directives;

- Uses alternative or new casework methods/resources;

- Plans absenteeism (not including sickness) and does not abuse it;

- Uses sick leave per policy;

- Demonstrates punctuality and follows policy;

- Takes lunch leave properly according to policy;

- Is attired appropriately for situation;

- Demonstrates appropriate grooming (neatness and cleanliness);

- Uses state vehicle only for official business and according to policy;

- Leaves state vehicle suitable for next assignment;

- Follows state motor vehicle codes and transportation articles;

- Maintains neat and well organized work area, and work is not lost;

- Is self-motivated and is able to complete work without direct supervision (commensurate with experience);
• Takes advantage of available training and opportunities to increase professional skills; and

• Demonstrates appropriate use of state property, such as office equipment, telephones, fax machine, computers, supplies.

PART V. SIGNATURES

The following signatures indicate acknowledgment by the employee of the information on this form, when applicable, and approval by the supervisor and appointing authority.

__________________________  ________________________
Employee's Signature        Date

__________________________  ________________________
Supervisor's Signature       Date

__________________________  ________________________
Appointing Authority or Designee    Date

Form MS-22
Revised 09/01
Intensive Aftercare Case Manager Responsibilities

**Intensive (Community) Case Manager:**
This function will serve to develop and implement a plan of positive social integration, accountability, and competency development for high risk youth who are committed for placement in a secure facility. During the residential phase, services will be provided in collaboration with the facility's residential treatment team. The position will involve implementing wrap-around services as part of an Intensive Aftercare Team that includes a Family Intervention Specialist and Intensive Aftercare Case Managers who will also function as Intensive Aftercare Monitors and Liaisons. The Intensive Case Manager will serve as the leader of the Intensive Aftercare Team.

**Duties and Responsibilities:**

**Placement**

- Collaborate with Community Case Manager in transferring a case from community supervision to the Intensive Aftercare Program.

- Establish contact with a residential program and facilitate the placement process.

- With other members of the Intensive Aftercare Team, develop and implement Individual Service Plans.

- Coordinates services for youth in a residential facility, in conjunction with a residential treatment team.

- Maintain contact with the family and the youth relative to the Intensive Aftercare Program.

- Participate in an Initial Treatment Plan conference that will identify responsibilities and services to be provided both in and out of the facility.

- Collaborate with area resource staff to identify community-based resources to be included in the Individual Service Plan.

- Secure educational records and ensure an appropriate educational placement, both in the facility and in the community.

- Transport family members for visitation, case reviews, and family support groups when necessary.

- Schedule and participate in a discharge planning conference to develop an implementation plan for community reintegration.
Intensive (Community) Case Manager

- When appropriate, recommend release.

**Community**

- Provide intensive case management services during evenings, weekends, and holidays.
- Ensure continuity of the Cognitive Behavior Curricula upon the youth's return to the community.

C  Assess appropriate levels of supervision through weekly team meetings.

C  Provide assistance to schools and the police in conjunction with the Spotlight on Schools and Hot Spot Initiatives.

C  Prepare and present testimony in court and interagency administrative hearings such as Local Coordinating Councils and Local Management Boards.

C  Prepare pre-disposition investigations, social history investigations, and progress reports, based on information obtained through assessments.

C  Determine appropriate levels of sanctions and rewards based on compliance with the Individual Service Plan.

C  Attend all mandatory training, workshops, and conferences to ensure best practices of duties and responsibilities.
Intensive Aftercare Case Manager Responsibilities

**Intensive Liaison Case Manager:**

This function involves the provision of intensive counseling services, which include the assessment, rehabilitation, and social development of committed juvenile offenders in a high risk/secured placement. During the residential phase, services will be provided in collaboration with the facility's residential treatment team. Freed from all of the daily operations in the designated residential program, staff in this role will serve as the intermediary and conduit of information between the residential program and the community. Services will be provided as part of a team effort by a Family Intervention Specialist and Intensive Aftercare Case Managers who will also function as Intensive Case Managers and Intensive Aftercare Monitors.

**Duties and Responsibilities:**

- Participate as a member of an Intensive Aftercare Team in implementing an Individual Service Plan.

- In conjunction with the residential treatment team in the facility, coordinate services for youth in the residential facility and immediately following their release to the community.

- When appropriate, recommend early release.

- Secure education records and ensure appropriate educational placements.

- In collaboration with a residential treatment team, assist in crisis intervention for youth and family members.

- Hold weekly individual counseling sessions with intensive aftercare youth in the facility.

- Hold weekly group sessions utilizing a cognitive behavioral curriculum.

- Ensure continuity of the cognitive behavior curriculum once the youth returns to the community.

- Participate in discharge planning to finalize the arrangements for a youth's release from a residential facility.

- Assist in developing a revised Individual Service Plan, which will be carried out upon release.
Intensive Liaison Case Manager

C Coordinate with designated area resource staff to access community based resources for youth and family members.

C Assess appropriate levels of supervision and graduated responses through weekly team progress meetings.

C Document adjustment to Aftercare in written reports for review at weekly progress meetings.

C Prepare and present testimony in Court and at interagency administrative hearings such as Local Coordinating Councils and Local Management Boards.

C Assist team members in the preparation of pre-disposition investigations, social history investigations, and progress reports based on information obtained through assessments.

C Provide assistance to schools and the police in conjunction with the Spotlight on Schools and Hot Spot Initiatives.

C Attend all mandatory training, workshops, and conferences to ensure best practices.
Intensive Aftercare Case Manager Responsibilities

Intensive Monitor Case Manager:

This function involves implementing community reintegration through accountability and competency development for high risk youth released from a secure placement program. During the residential phase, services will be provided in collaboration with the facility's residential treatment team. This role provides intense supervision, tracking, and advocacy to at-risk youth in their community. Services will be provided as part of a wrap team effort which will include a Family Intervention Specialist and Intensive Aftercare Case Managers who will also function as Liaisons and Intensive Case Managers.

Duties and Responsibilities:

- Participate in discharge planning to finalize the arrangements for a youth's release from a residential facility.
- Monitor community-based treatment as defined in the Individual Service Plan.
- Provide educational and vocational guidance and advocacy to youth.
- Provide daily intensive monitoring of youth activities during evenings, weekends, and holidays in conjunction with community organizations.
- Assist in providing crisis intervention services for youth and their families.
- Provide transportation for youth to community service events, school, work, counseling, and other required activities, when necessary.
- Maintain a written log of client contacts and provide reports for weekly case presentations.
- Assist team members in preparing pre-disposition investigations, social history investigations, and progress reports based on information obtained through assessments.
- Assist in preparing and presenting testimony at court hearings and interagency administrative hearings such as Local Coordinating Councils and Local Management Boards.
- Attend all mandatory training, workshops, and conferences to ensure best practices.
Appendix D:
Standard Operating Procedures
Standard Operating Procedures
Intensive Aftercare Case Planning, Service Delivery and Supervision
for a Youth in Residential Care

1) Preliminary aftercare case planning will be initiated and completed within 30 days following a commitment disposition.

a) **Within 7 days**, the Intensive Case Manager will submit significant background information regarding the youth and his/her family, in the form of a placement packet, to the residential program. In cases where a youth is currently under supervision, the assigned case manager will initiate the transfer of the case and submit significant information to the Intensive Aftercare Team, via the Intensive Case Manager.

b) The placement packet will consist of the Individual Service Plan (ISP), with support documents such as, but not limited to, risk assessment, needs assessment, investigative reports, social history reports, psychological/psychiatric evaluations, family history reports, educational reports, stage two and subsequent assessments.

c) **Within 10 days**, the Intensive Case Manager will establish contact with the residential program, meet with the youth, and begin updating the ISP.

d) **Within 15 days** the Intensive Case Manager, Intensive Liaison, and the Family Intervention Specialist will thoroughly review the packet and establish telephone contact with the family.

e) **Within 20 days**, the Family Intervention Specialist will meet with family members to conduct an Intensive Family Assessment and develop a written Family Impact Statement.

f) **Within 20 days**, the Intensive Case Manager will meet with Area resource coordinators to determine the community-based resources to be included in the ISP while the youth is in the residential facility.

g) **Within 25 days**, the Intensive Case Manager will prepare an outline of community resources in preparation for a treatment plan conference, which will be held once the youth is admitted into the residential facility.

h) **Within 30 days** the Intensive Case Manager, Intensive Liaison and the Family Intervention Specialist will have a face-to-face conference with the youth and the family to review the ISP. The ISP will be presented to the Intensive Aftercare Supervisor for approval and forwarded to the identified residential program, where it will be kept until the youth's return to the community.

2) Following the youth's placement into the designated residential program, a meeting will be held by the Intensive Aftercare Team and the Residential Treatment Team. The Individual Service Plan (ISP) will be reviewed and discussions will ensue regarding the implementation of such.
a) The Intensive Case Manager will contact the designated program to schedule an initial treatment plan conference. The conference will be held within 14 days of the youth’s admission into the residential program.

b) The members of the initial treatment plan conference will, as in all other conferences, include the Intensive Case Manager, Intensive Liaison, and the Residential Treatment Team.

c) At the initial treatment plan conference, the services identified in the ISP will be reviewed. The services that are to be provided by the designated program will be identified and addressed as specified in the residential program contract.

d) The Intensive Case Manager will examine the plan to assure that it is responsive to the youth’s identified needs. Subsequently, the plan will be discussed with the youth and the family.

e) Revisions to the ISP will be completed within 30 days following the youth’s admission into the residential program.

3) The Intensive Liaison, in cooperation with the Residential Treatment Team, will be responsible for the following tasks specified below. Treatment implementation will be in conjunction with the facility’s established curriculum and continued once the youth returns to the community.

a) The Intensive Liaison will meet with the youth to conduct individual counseling sessions, based on identified needs, at a minimum of one session per week.

b) The Intensive Liaison will facilitate group sessions with Intensive Aftercare youth. The residential treatment staff will be encouraged to attend the sessions.

c) The group discussions will include a Cognitive Behavioral Curricula.

d) The Intensive Liaison will assist in the continuation of the Cognitive Behavioral Curricula once the youth returns to the community.

e) The Intensive Liaison, in collaboration with the Residential Treatment Team, will assess the youth's progress on an ongoing basis.

f) The Intensive Liaison will assist in crisis intervention for the youth and family.

g) The Intensive Liaison will participate in discharge planning which will determine early releases and finalize arrangements for a youth's return to the community.

4) The Aftercare Team will have a case review every 60 days to assess the youth's progress. In conjunction with the Residential Treatment Team, the Intensive Liaison will revise the ISP as needed.

a) The Family Intervention Specialist will make referrals for family members (e.g., mental health, substance abuse, parenting classes, etc.) as specified in the ISP.

b) The Family Intervention Specialist will facilitate ongoing parent support groups.

c) The Intensive Case Manager will transport family members for visitation, progress meetings, and family support groups when appropriate.

d) The Intensive Liaison will meet with the youth, the family and the Residential Treatment Team on a regular basis to assess progress.
5) Finalization of discharge planning will begin **45 days** prior to a youth's anticipated release date.

   a) The Intensive Case Manager will schedule the Discharge Planning Conference **30 days** prior to the anticipated release date.

   b) The Intensive Case Manager will make necessary referrals for Electronic Monitoring and Evening Reporting Centers.

   c) The Intensive Aftercare Monitor will schedule a conference with the youth and family **30 days** prior to the anticipated release date.

   d) **At least 15 days** prior to the Discharge Planning Conference, the Intensive Case Manager will meet with the Area Resource Coordinator to discuss community services and resources the youth will need to continue the Intensive Aftercare program in the community.

   e) The Individual Service Plan will be revised and finalized at the Discharge Planning Conference. The Intensive Case Manager, the Intensive Aftercare Monitor, and Intensive Liaison will attend this conference to determine the following:

   • The level and type of service needed to continue the Intensive Aftercare Program in the community
   • Appropriate sanctions and rewards for the youth based on progress
   • Transition plan, place of residency, type of referral(s) needed, etc.
   • Designation of who will be responsible for arranging and monitoring the services will be detailed
   • If needed, a step down program will be identified
   • Program guidelines and expectations will be identified and finalized
   • The date that the ISP will be forwarded to the court of original jurisdiction
   • The final release date will be set

6) Once the youth is returned to the community, the Intensive Case Manager, Intensive Liaison, Family Intervention Specialist, and the Intensive Aftercare Monitor shall implement the revised Individual Service Plan.

   a) Upon the youth's release, the Individual Service Plan will be filed in the assigned field office.

   b) The Intensive Aftercare Monitor will establish contact with the youth and family within **24 hours** of the youth's return to the community.

   c) The Intensive Aftercare Monitor will make contact with the youth at least **3 times per week** during the first stage of the community Aftercare Phase.

   d) The Intensive Case Manager will contact the Area Resource Coordinator to modify the level of services or resources as determined by the sanction and rewards guidelines.
Standard Operating Procedures
Aftercare Supervision in the Community

Protocol: In the community level of aftercare, youth progress through four levels of supervision. The levels of supervision will last at least three months each. Youth who are in compliance with their Aftercare Individual Service Plan can complete the four levels in one year. Each level has specific requirements spelled out in the plan, which serves as a behavioral contract that is signed by the youth, the parent/guardian, the Case Manager, and Monitor. Collateral assistance from Hotspots, Spotlight on Schools, Office of Community Resource Development, mental health services, community-based agencies, schools and other resources will be incorporated into the aftercare plan at each level.

Movement through the levels and other rewards marks progress. Youth who are not responsive to aftercare supervision will receive sanctions that may include increased levels of monitoring, as well as drug testing, electronic monitoring, respite care, participation in more intensive levels of mandatory treatment or services, and other specified conditions. While each level is structured to encourage full participation and successful completion in the allotted time period, youth can move forward or backward through the levels based on their attitudes, adjustment, and reintegration in the community.

The requirements/expectations for each level of aftercare and a schedule of graduated sanctions and rewards are outlined in the Community Justice Supervision System chart. Case managers are encouraged to follow the schedule, however rewards and sanctions must be used flexibly in response to the circumstances of the case. The aftercare team will make the final determination of rewards and sanctions that fall outside the schedule.

Community Level One (three months minimum)

Level One begins the day the youth leaves the secure facility. Supervision will be available twenty-four hours a day, seven days a week. There will be a minimum of seven contacts per week, made by either the case manager or the monitor. Contacts will be face-to-face, collateral, and by telephone. They will occur in school, home and the community, and coordinated with personnel working in Spotlight on Schools and Hotspots. Initially, all intensive aftercare youth will have a curfew and be placed on electronic monitoring. During this level, youth with identified substance abuse problems are required to have random urine testing two days a week. Testing can take place in the office, in the home or at the office of a substance abuse counselor. Youth must be in school, employed, or in vocational training. Additionally, youth must attend the Evening Reporting Center daily and participate in program activities. Parents have 24 hour a day access to the aftercare team.

During Level One youth are required to participate in activities such as Moral Reconation Therapy (MRT), tutoring, victim awareness groups, treatment sessions for substance abuse or mental health problems, and community service opportunities. The Family Intervention Specialist and Case Manager will meet with the family or guardians of all youth to provide support and engage them in the youth's service plan. When needed, the
Family Intervention Specialist may provide brief treatment services to the family or make referrals and facilitate their involvement in other community-based treatment services.

Community Level Two (four months minimum)

In Level Two daily supervision is reduced to a minimum of five contacts per week. The contacts will be a combination of face to face, collateral and telephone contacts. Drug testing is done weekly for youth with a history of substance abuse problems. While a curfew will be imposed, it may be less restrictive than the Level One curfew.

Youth must be in school, employed, or in vocational training. They will continue to attend the Evening Reporting Center four times each week and participate in community service projects and competency development groups and classes. Case management and therapeutic services will continue to be provided to family members as needed.

Community Level Three (four months minimum)

In Level Three daily contacts are made three times per week and weekend contacts are decreased. Drug testing, when needed, occurs biweekly. Youth still have a curfew, but it may be less restrictive than in Level Two.

Youth remain in school, employed or in vocational training and attend the Evening Reporting Center twice each week. They continue to participate in community service and competency development programming. The family may be receiving therapeutic services from a community-based resource, as needed.

Community Level Four (four months minimum)

In Level Four contact is made once each week and may be made by telephone and/or in person. Random weekend visits will continue to occur. When appropriate, random urine testing will be completed once a month.

The youth remains in school or employed; however, the youth is no longer required to attend the Evening Reporting Center. The family may continue receiving therapeutic services from a community-based resource.
This is the final level. Once the youth completes Level Four, the Case Manager will request the court to rescind its order of commitment and to terminate DJJ jurisdiction over the youth.
Standard Operating Procedures  
COMMUNITY DETENTION/ELECTRONIC MONITORING PROGRAM

**Protocol:** After release from a residential facility, an Intensive Aftercare youth may be placed on electronic monitoring if a court order makes a youth eligible for the Electronic Monitoring Program (EM). Subsequently, youth on Intensive Aftercare supervision in the community may be placed on Electronic Monitoring as a graduated sanction.

6. All CD/EM forms must be completed by the Intensive Case Manager and signed by the youth and parent(s) and forwarded to the Community Detention Electronic Monitoring Program.

7. The exact hours of the day and the days of the week that the youth will be at their home to be monitored must be specified in an activity schedule provided by the Intensive Aftercare Case Manager.

8. The CD/EM program will provide supervision and surveillance services to youth in their home as a step down transition from a secure residential facility.

9. In the event of EM/CD violations, CD/EM staff will determine consequences and all violations alerts will be faxed to the Intensive Aftercare Case Manager.

10. Intensive Aftercare Case Managers, in consultation with EM/CD staff, will determine when EM should be used as a graduated sanction.
Appendix E
Community Justice Supervision System
Community Justice Supervision System

Requirements and Graduated Sanctions
<table>
<thead>
<tr>
<th>Level One</th>
<th>Level Two</th>
<th>Level Three</th>
<th>Level Four</th>
</tr>
</thead>
<tbody>
<tr>
<td>electronic monitoring</td>
<td>electronic monitoring as needed</td>
<td>obey curfew set by case manager and parent (reduced as specified in plan)</td>
<td>no curfew unless specified by case manager and parent in plan</td>
</tr>
<tr>
<td>obey curfew set by case manager and parent</td>
<td>obey curfew set by case manager and parent (reduced as specified in plan)</td>
<td>3 monitoring contacts per week with case manager and/or tracker</td>
<td>weekly monitoring contacts per week with case manager and/or tracker</td>
</tr>
<tr>
<td>7 monitoring contacts per week with case manager and/or tracker</td>
<td>5 monitoring contacts per week with case manager and/or tracker</td>
<td>urinalysis bi-weekly on random schedule</td>
<td>urinalysis monthly on random schedule</td>
</tr>
<tr>
<td>urinalysis twice weekly on random schedule (if need is identified)</td>
<td>urinalysis weekly on random schedule</td>
<td>Evening Reporting Center two evenings per week</td>
<td>Evening Reporting Center if specified in plan</td>
</tr>
<tr>
<td>Evening Reporting Center six evenings per week</td>
<td>Evening Reporting Center four evenings per week</td>
<td>daily attendance at school/work/vocational training</td>
<td>daily attendance at school/work/vocational training</td>
</tr>
<tr>
<td>daily attendance at school/work/vocational training</td>
<td>daily attendance at school/work/vocational training</td>
<td>competency and character development activities as required by case manager (individual/group/family counseling, alcohol/substance abuse treatment, mental health treatment, anger management classes, MRT, etc.)</td>
<td>competency and character development activities as required by case manager (individual/group/family counseling, alcohol/substance abuse treatment, mental health treatment, anger management classes, MRT, etc.)</td>
</tr>
<tr>
<td>competency and character development activities as required by case manager (individual/group/family counseling, alcohol/substance abuse treatment, mental health treatment, anger management classes, MRT, etc.)</td>
<td>competency and character development activities as required by case manager (individual/group/family counseling, alcohol/substance abuse treatment, mental health treatment, anger management classes, MRT, etc.)</td>
<td>victim reparation and community service as specified in plan</td>
<td>community service as specified in plan</td>
</tr>
<tr>
<td>mandatory victim awareness attendance</td>
<td>victim reparation and community service as specified in plan</td>
<td>restitution payment (if required)</td>
<td>restitution payment (if required)</td>
</tr>
<tr>
<td>community service; restitution payment (if required)</td>
<td>restitution payment (if required)</td>
<td>obey all laws</td>
<td>obey all laws</td>
</tr>
<tr>
<td>obey all laws</td>
<td>obey all laws</td>
<td>obey all laws</td>
<td>obey all laws</td>
</tr>
</tbody>
</table>
### Community Justice Supervision System

#### Intensive Aftercare Supervision

#### Graduated Sanctions

<table>
<thead>
<tr>
<th>Stage</th>
<th>First Violation</th>
<th>Sanction</th>
<th>Second Violation</th>
<th>Sanction</th>
<th>Third Violation</th>
<th>Sanction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage I</td>
<td>Failure to obey curfew</td>
<td>Face-to-face with youth and parent</td>
<td>Failure to obey curfew</td>
<td>Face-to-face with youth and parent</td>
<td>Failure to obey curfew</td>
<td>Electronic Monitoring</td>
</tr>
<tr>
<td></td>
<td>Failure to attend school/work/training</td>
<td>Stage I Community Service Increase daily contacts</td>
<td>Failure to attend school/work/training</td>
<td>Failure to comply with general conditions Failure to make required contacts</td>
<td>Failure to attend school/work/training Failure to comply with general conditions Failure to make required contacts</td>
<td>Meeting with family and treatment team w/in 72 hours to develop a plan</td>
</tr>
<tr>
<td>Stage II</td>
<td>Failure to attend treatment</td>
<td>Face-to-face with youth and parent Increase daily contacts</td>
<td>Failure to attend treatment Urine positive or failure to submit Increase urinalysis</td>
<td>Face-to-face with youth and parent Change treatment level Increase urinalysis Increase daily contacts Stage I or II Community Service Electronic monitoring</td>
<td>Failure to attend treatment Urine positive or failure to submit Increase daily contacts Stage I or II Community Service Electronic monitoring</td>
<td>Meeting with family and treatment team w/in 72 hours to develop a plan Respite placement</td>
</tr>
<tr>
<td>Stage III</td>
<td>Re-arrest- misdemeanor</td>
<td>Meeting with family, youth and team w/in 72 hours Increase daily contacts Stage II or III community service Electronic monitoring Refer to court</td>
<td>Re-arrest-misdemeanor and prior violation was Stage I or II</td>
<td>Electronic Monitoring Meeting with family, y youth, and team w/in 72 hours Increase daily contacts Stage II or III Community service</td>
<td>Meeting with family, youth, and team w/in 72 hours to develop a plan Respite placement</td>
<td>Emergency Hearing</td>
</tr>
</tbody>
</table>

Stage I community service is 16 hours, reduced to 8 if performed within one month
Stage II community service is 24 hours, reduced to 16 if performed within one month
Stage III community service is 32 hours, reduced to 24 if performed within one month
Community Justice Supervision System
Intensive Aftercare Supervision
Reward Schedule

<table>
<thead>
<tr>
<th>Expectations/Requirements</th>
<th>Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td>electronic monitoring</td>
<td>termination from electronic monitoring</td>
</tr>
<tr>
<td>curfew</td>
<td>impose less restrictive curfew</td>
</tr>
<tr>
<td>contact requirements</td>
<td>decrease contacts near end of level</td>
</tr>
<tr>
<td>drug testing</td>
<td>decrease frequency of testing</td>
</tr>
<tr>
<td>Evening Reporting Center</td>
<td>decrease required attendance near end of level</td>
</tr>
<tr>
<td>attendance in school/work/vocational training</td>
<td>certificates of achievement; tickets to sporting events; movie passes; day trips; restaurant coupons; trips to other cities; inherent financial benefits</td>
</tr>
<tr>
<td>competency and character development activities (counseling, treatment, MRT, etc.)</td>
<td>less intensive service modality; decreased required attendance</td>
</tr>
<tr>
<td>victim reparation and community service</td>
<td>decreased required attendance near end of level; reduced hours of community service</td>
</tr>
</tbody>
</table>

While primarily used to acknowledge notable progress in school and vocational areas, these rewards can be provided at the discretion of the case management team for compliance with any requirements specified in the Individualized Service Plan.
<table>
<thead>
<tr>
<th>Intensive Supervision</th>
<th>High Supervision</th>
<th>Medium Supervision</th>
<th>Low Supervision</th>
</tr>
</thead>
<tbody>
<tr>
<td>electronic monitoring (if required)</td>
<td>obey curfew set by case manager and parent</td>
<td>obey curfew set by case manager and parent</td>
<td>obey curfew set by case manager and parent</td>
</tr>
<tr>
<td>obey curfew set by case manager and parent</td>
<td>2 face-to-face monitoring contacts per month with case manager</td>
<td>1 face-to-face monitoring contacts per month with case manager</td>
<td>1 telephone monitoring contact per month with case manager</td>
</tr>
<tr>
<td>4 face-to-face monitoring contacts per month with case manager</td>
<td>1 (at least) face-to-face contact per month with parent(s)</td>
<td>1 (at least) face-to-face contact bi-monthly with parent(s)</td>
<td>daily attendance at school/work/vocational training</td>
</tr>
<tr>
<td>1 (at least) face-to-face contact per month with parent(s)</td>
<td>urinalysis on random schedule (if required)</td>
<td>daily attendance at school/work/vocational training</td>
<td>competency and character development activities as required by case manager (individual/group/family counseling, alcohol/substance abuse treatment, mental health treatment, victim awareness classes, anger management classes, MRT, etc.)</td>
</tr>
<tr>
<td>urinalysis on random schedule (if required)</td>
<td>daily attendance at school/work/vocational training</td>
<td>competency and character development activities as required by case manager (individual/group/family counseling, alcohol/substance abuse treatment, mental health treatment, victim awareness classes, anger management classes, MRT, etc.)</td>
<td>community service as required by court or case manager</td>
</tr>
<tr>
<td>daily attendance at school/work/vocational training</td>
<td>competency and character development activities as required by case manager (individual/group/family counseling, alcohol/substance abuse treatment, mental health treatment, victim awareness classes, anger management classes, MRT, etc.)</td>
<td>community service as required by court or case manager</td>
<td>restitution payment (if required)</td>
</tr>
<tr>
<td>competency and character development activities as required by case manager (individual/group/family counseling, alcohol/substance abuse treatment, mental health treatment, victim awareness classes, anger management classes, MRT, etc.)</td>
<td>community service as required by court or case manager</td>
<td>restitution payment (if required)</td>
<td>obey all laws</td>
</tr>
<tr>
<td>community service as required by court or case manager</td>
<td>restitution payment (if required)</td>
<td>obey all laws</td>
<td>obey all laws</td>
</tr>
<tr>
<td>restitution payment (if required)</td>
<td>obey all laws</td>
<td></td>
<td></td>
</tr>
<tr>
<td>obey all laws</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Community Justice Supervision System

#### High Supervision

#### Graduated Sanctions

<table>
<thead>
<tr>
<th>Stage</th>
<th>Violation</th>
<th>Sanction</th>
<th>Second Violation</th>
<th>Sanction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage I</td>
<td>Failure to obey curfew</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
<td>Failure to obey curfew</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
</tr>
<tr>
<td></td>
<td>Failure to attend school/work/training</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
<td>Failure to attend school/work/training</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
</tr>
<tr>
<td></td>
<td>Failure to comply with general conditions</td>
<td>Stage I community service</td>
<td>Failure to comply with general conditions</td>
<td>Stage I community service</td>
</tr>
<tr>
<td></td>
<td>Failure to make required contacts</td>
<td></td>
<td>Failure to make required contacts</td>
<td></td>
</tr>
<tr>
<td>Stage II</td>
<td>Failure to attend treatment</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
<td>Failure to attend treatment</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
</tr>
<tr>
<td></td>
<td>Urine positive or failure to submit</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
<td>Urine positive or failure to submit</td>
<td>Face-to-face with youth and parent w/in 24 hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Change treatment level</td>
<td></td>
<td>Change treatment level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase urinalysis</td>
<td></td>
<td>Increase urinalysis</td>
</tr>
<tr>
<td>Stage II</td>
<td>Re-arrest</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
<td>Re-arrest</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Face-to-face with youth and parent w/in 24 hours</td>
<td></td>
<td>Face-to-face with youth and parent w/in 24 hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assign to higher level of supervision</td>
<td></td>
<td>Assign to higher level of supervision</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stage II community service</td>
<td></td>
<td>Stage II community service</td>
</tr>
</tbody>
</table>

Stage I community service is 16 hours, reduced to 8 if performed within one month

Stage II community service is 24 hours, reduced to 16 if performed within one month

Stage III community service is 32 hours, reduced to 24 if performed within one month
Community Justice Supervision System
Medium Supervision
Graduated Sanctions

<table>
<thead>
<tr>
<th>Stage</th>
<th>First Violation</th>
<th>Sanction</th>
<th>Second Violation</th>
<th>Sanction</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Failure to obey curfew</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
<td>Failure to obey curfew</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
</tr>
<tr>
<td></td>
<td>Failure to attend school/work/training</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
<td>Failure to attend school/work/training</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
</tr>
<tr>
<td></td>
<td>Failure to comply with general conditions</td>
<td>Stage I community service</td>
<td>Failure to make required contacts</td>
<td>Stage I or II community service</td>
</tr>
<tr>
<td></td>
<td>Failure to make required contacts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>Failure to attend treatment</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
<td>Failure to attend treatment</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
</tr>
<tr>
<td></td>
<td>Urine positive or failure to submit</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
<td>Urine positive or failure to submit</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Change treatment level</td>
<td></td>
<td>Change treatment level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase urinalysis</td>
<td></td>
<td>Increase urinalysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Stage I or II community service</td>
</tr>
<tr>
<td>III</td>
<td>Re-arrest</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
<td>Re-arrest</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
<td></td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assign to higher level of supervision</td>
<td></td>
<td>Assign to higher level of supervision</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stage II community service</td>
<td></td>
<td>Stage II community service</td>
</tr>
</tbody>
</table>

Stage I community service is 16 hours, reduced to 8 if performed within one month
Stage II community service is 24 hours, reduced to 16 if performed within one month
Stage III community service is 32 hours, reduced to 24 if performed within one month
<table>
<thead>
<tr>
<th>Stage</th>
<th>First Violation</th>
<th>Sanction</th>
<th>Second Violation</th>
<th>Sanction</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Failure to obey curfew</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
<td>Failure to obey curfew</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
</tr>
<tr>
<td></td>
<td>Failure to attend school/work/training</td>
<td></td>
<td>Failure to attend school/work/training</td>
<td>Assign to higher level of supervision</td>
</tr>
<tr>
<td></td>
<td>Failure to comply with general conditions</td>
<td></td>
<td>Failure to comply with general conditions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Failure to make required contacts</td>
<td></td>
<td>Failure to make required contacts</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>Failure to attend treatment</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
<td>Failure to attend treatment</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
</tr>
<tr>
<td></td>
<td>Urine positive or failure to submit</td>
<td></td>
<td>Urine positive or failure to submit</td>
<td>Assign to higher level of supervision</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Re-arrest</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
<td>Re-arrest</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assign to higher level of supervision</td>
<td></td>
<td>Assign to higher level of supervision</td>
</tr>
</tbody>
</table>
## Community Justice Supervision System
### Informal Supervision
#### Requirements and Graduated Sanctions

<table>
<thead>
<tr>
<th>Requirements</th>
<th>First Violation</th>
<th>Sanction</th>
<th>Second Violation</th>
<th>Sanction</th>
</tr>
</thead>
<tbody>
<tr>
<td>obey curfew set by intake officer and parent</td>
<td>STAGE I Failure to obey curfew</td>
<td>Telephone contact/warning letter w/in 24 hours</td>
<td>STAGE I Failure to obey curfew</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
</tr>
<tr>
<td>daily attendance at school/work/training</td>
<td>Failure to attend school/work/training</td>
<td>Face-to-face with youth and parent w/in 72 hours</td>
<td>Failure to attend school/work/training</td>
<td>Assign to higher frequency of contacts</td>
</tr>
<tr>
<td>monthly contact (telephone or face-to-face) with intake officer, as required</td>
<td>Failure to comply with specific conditions</td>
<td>Increase treatment interventions</td>
<td>Failure to comply with specific conditions</td>
<td>Stage I community service</td>
</tr>
<tr>
<td>apology letter to victim (if required)</td>
<td>Failure to make required contacts</td>
<td>Increase treatment interventions</td>
<td>Failure to make required contacts</td>
<td>Increase treatment interventions</td>
</tr>
<tr>
<td>essay or other written assignment apropos to offense</td>
<td>STAGE II Failure to attend treatment Urine positive or failure to submit</td>
<td>Authorize petition</td>
<td>STAGE II Failure to attend treatment Urine positive or failure to submit</td>
<td>Consider authorization of petition</td>
</tr>
<tr>
<td>community service as set by intake officer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>competency and character development activities as required by case manager (individual/group/family counseling, alcohol/substance abuse treatment, mental health treatment, victim awareness classes, anger management classes, MRT, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>restitution payment (if required)</td>
<td>STAGE III Re-arrest</td>
<td></td>
<td>STAGE III Re-arrest</td>
<td></td>
</tr>
<tr>
<td>obey all laws</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix F
Risk and Needs Assessment Tools
Total Risk Score ____________
(add numbers from bottom of each page)

<table>
<thead>
<tr>
<th>Prior or Current Adjudications</th>
</tr>
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<tbody>
<tr>
<td>Auto Theft</td>
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<tr>
<td>Handgun or Deadly Weapon</td>
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<tr>
<td>Violent Felony</td>
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</tbody>
</table>

Risk Assessment for Detained/Committed Populations (2001)

Version 4.0

Bureau of Governmental Research
University of Maryland – College Park

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For permission to use this instrument, write to:
Dr. Faye Taxman
Bureau of Governmental Research
4511 Knox Road, Suite 301
College Park, MD  20740
Initials of person completing this instrument: ________________________________________

Date of instrument completion: _____/_____/_____

Date of commitment to department for placement _____/_____/_____

Date of youth’s admission to placement facility: _____/_____/_____

Projected date of release from facility: _____/_____/_____

Facility: __________________________________________

Is youth currently pending placement? [circle one]      no=0    yes=1

Program youth attends in facility: ____________________________________________

Youth ISYS#: ______________________

Youth ASSIST#: ____________________

DOB: _____/_____/_____

Gender: male=1        female=2

Ethnicity:        Caucasian=1         African-American=2         Hispanic=3          Other=4

County of residence: ________________________

County of jurisdiction: _______________________

Please answer the following questions after completing the instrument.

In your view, to what extent will the youth present a risk to public safety upon release to the community?  [circle one]

low=1            moderately low=2            moderately high=3      high=4

In your view, does the youth have a high need for special services or treatment?

no=0    yes=1

If so, circle areas where services or treatment are needed:

school/vocational development          mental health          substance abuse

social and peer relations             family

other (specify): __________________________________________________________
RECORD REVIEW

NOTE TO INTERVIEWER: The following items should be collected prior to the interview from the DJJ automated database (ASSIST). To determine offense types, please refer to the Department’s “Offense (Charge) Listing” document.

Current Offense
1. Most serious current adjudicated charge: [specify ASSIST code] __________________

If the most serious current adjudication is a non-violent felony with no handgun or car involvement, record a “1” on the line to the right. ______

Prior Offense History
2. Is this the youth’s first referral to DJJ? [circle one] NO=0 YES=1
3. Date of first referral to DJJ: ______/_______/______ month day year

If the youth was less than 12 years old at the time of his/her first referral to DJJ, record a “1” on the line to the right. ______

Coding Instructions on Prior History: When answering the following questions examine both the active and historical databases supported by ASSIST. Note that youth may be in the ASSIST system under more than one name. In recording referrals and adjudications, do not count the offense that led to the current commitment.

4. Using the DJJ “Offense (Charge) Listing” document: a) record the ASSIST code and associated referral date (in format MM/DD/YY, e.g., 8/22/96) for each unique referral the youth has had to DJJ (each referral must have a separate intake date); b) record referrals in the ‘active/current’ ASSIST database that are dated on or after November 1st, 1999; and c) record all referrals listed in the ‘history’ ISYS database. Record up to 16 referrals, starting with the most recent referral (not counting the current offense).

<table>
<thead>
<tr>
<th>ASSIST Code</th>
<th>Date of Referral [MM/DD/YY]</th>
<th>ASSIST Code</th>
<th>DATE of Referral [MM/DD/YY]</th>
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<td>h.</td>
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</table>

5. Using the “Offense (Charge) Listing” document, record the ASSIST code for each of the youth’s prior adjudicated offenses (i.e., ‘sustained,’ ‘delinquent’).
   a. ________________ b. ________________ c. ________________ d. ________________
   e. ________________ f. ________________ g. ________________ h. ________________

If the youth has a prior felony adjudication (any type—violent or non-violent) record a “1” on the line. ______

TOTAL SCORE FOR THIS PAGE (ADD NUMBERS IN BOXES) _________________
**Coding Instructions on Case File and Interview Data:** For this section, information should be collected in two stages. First, collect information on all of the following questions from the youth’s case file. Second, conduct an interview with the youth to verify and update the case file data. Unless otherwise instructed, all responses must be coded as either **No=0** or **Yes=1**.

**School and Work**

6. In the last 12 months the youth was residing in the community reported to have had moderate to severe school problems?

   If youth was reported to have been: a) absent more than 30 days;  
   b) dropped out; c) suspended in-school or out-of-school two or more times;  
   OR d) expelled record a ‘1’.

6.1 In the last 3 months the youth was residing in the community and school was in session, about how many days was the youth absent from school?  

   **Score as follows:**
   - Never or almost never 0
   - 1 to 3 days per month 1
   - About 1 day per week 2
   - 2 or more days per week 3

7. Was youth ever placed in special education classes, OR diagnosed as in need of such a placement?

8. Has youth ever failed or repeated any grade?

   If youth ever failed or repeated a grade record ‘1’.

9. Has the youth participated in any structured and supervised school or community activities in the past 12 months?

   [“School activities” refers school government, cultural or social clubs, music, drama, art, athletics, other extracurricular activities. “Community activities” refers to religious or church group, community group, cultural group, intramural athletics, etc.]

   If youth was involved in one or more activities, record a ‘-1’ (minus 1).

9.1 In the 90 days before the youth was detained or committed (and was living in the community), has the youth participated in any structured and supervised school or community activities?  

   [use same scoring as 9 above]

**TOTAL SCORE FOR THIS PAGE (ADD NUMBERS IN BOXES)  _________________**
10. In the last 12 months did the youth hold a full or part-time job for 2 months or more?

If youth held full or part-time job for at least 2 months record ‘-1’.

10.1 In the 90 days before the youth was detained or committed (and was living in the community), was the youth working full or part-time?

Score as follows:

- No 0
- Less than 30 days 1
- 30 or more days 2

**Mental Health**

11. Has the youth ever been referred for or received any type of clinically-licensed mental health treatment (inpatient or outpatient) or been prescribed psychiatric medications?

If youth was referred for or received mental health treatment, record ‘1’.

12. In the past 90 days, has the youth been prescribed psychiatric medication or been referred for or attended clinically-licensed mental health treatment?

13. Has the youth ever threatened and/or attempted to commit suicide?

13.1 In the past 90 days, has the youth threatened or attempted to commit suicide?

14. Has the youth displayed repeated patterns of physically assaultive behavior that resulted in physical injury to others?

If youth was reported to have been in physical altercations that caused injury on at least 3 prior occasions in school, at home, in the community, or at a DJJ facility record ‘1’.

14.1 In the past 90 days, has the youth engaged in assaultive behavior that resulted in physical injury to another person?

**Substance Abuse**

15. Has the youth ever been referred for, assessed as needing, or received any type of clinically licensed substance abuse treatment (inpatient or outpatient)?

If youth has ever been referred for or assessed as needing substance abuse treatment, record “1.”

TOTAL SCORE FOR THIS PAGE (ADD NUMBERS IN BOXES) _________________
16. At what age did the youth first begin regular use of drugs or alcohol? _____ years + ____ months
[“Regular use” refers to use of drugs or alcohol 2 or more times per week.]

17. In the six months prior to being detained or committed, how frequently
   did the youth use drugs or alcohol? _____

[Response should be based on youth self-report, with any available collateral reports from caretaker. If youth has been assessed with the SASSI as ‘dependent,’ code 4.]

   Score as follows:
   
   - No use                         0
   - Less than once a month         1
   - 1-3 times a month              2
   - 1-2 times per week             3
   - More than 2 times per week     4

17.1. In the six months prior to being detained or committed, did the youth
   get in trouble as a result of his/her drinking or drug use? _____

[“Trouble” refers to problems with family, peers (e.g., fights), disciplinary or other
   school problems including missing school, involvement in crime, or health problems.]

   If youth scored a “3” or “4” in item 17 or a “1” in item 17.1,
   record “1.” _____

17.2. In the 90 days before the youth was detained or committed (and was living in
       the community), how frequently did the youth use drugs or alcohol? _____

       [use same scoring as #17]

17.3 In the 90 days before the youth was detained or committed (and was living in
    the community), did the youth get in trouble as a result of
    his/her drinking or drug use? _____

Social Networks

18. Does the youth’s peer group consist of some delinquent friends?

   If: (a) youth admits to frequently socializing with gang members or friends
       who have been involved with the criminal justice system
   OR (b) youth’s parents report their child’s friends involvement
       in delinquent activities, record “1.” _____

TOTAL SCORE FOR THIS PAGE (ADD NUMBERS IN BOXES)

_________________
11. How many positive adult relationships does the youth currently have outside of the home?

[This refers to adults outside of the home who provide support and model prosocial behavior to the youth on a regular basis. This may include a relative, a religious leader, a community club leader, school counselor, school or intramural coach, teacher, etc.]

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<tr>
<th>If youth has one or more positive adult relationships outside of the home, record “-1.” (minus 1)</th>
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Family and Personal History

20. What is the current nature of the youth’s relationship with his/her parent(s) or caretaker(s)?

Score as follows:
- Provides consistent love, caring, and support to the youth: record –1 (minus 1)
- Provides inconsistent love, caring, and support to youth: record 0 (zero)
- Is indifferent, uncaring, uninterested, or unwilling to help the youth OR is openly hostile towards youth (e.g. berates, belittles): record (plus 1)

(Write number here) ____________

21. When the youth was last residing in the community, to what degree was the youth’s parent(s) or caretaker(s) supervising him/her?

[“Supervision” refers to how much the parent(s) or caretaker(s) knew: a) the youth’s whereabouts when not at home; b) with whom the youth was socializing; c) the type of activities the youth was engaging in; and d) when the youth was expected to return home]

Score as follows:
- Good supervision by current family: record –1 (minus 1)
- Some good supervision by current family: record 0 (zero)
- Inadequate supervision by current family: record (plus 1)

(Write number here) ____________

TOTAL SCORE FOR THIS PAGE (ADD NUMBERS IN BOXES) ________________
21.1 In the 90 days before the youth was detained or committed (and was living in the community), to what degree was the youth’s parent(s) supervising him or her? _____
[use same scoring as #21]

22. Have any of the youth’s parent(s) or caretaker(s) been reported to have a major substance abuse problem within the past 12 months?
[A ‘major’ substance abuse problem means it has interfered with a) their ability to hold a job; (b) provide for their children; OR (c) supervise the youth effectively. It may also include any drug distribution or other criminal activities associated with substance abuse.]

If any of the youth’s parent(s) or caretaker(s) report having a major substance abuse problem in the past 12 months, record “1.” ________

23. Have any of the youth’s parent(s) or caretaker(s) been reported to ever have had a significant mental health problem?
[A ‘significant’ mental health problem refers to: (a) a formal diagnosis of an emotional disorder, (b) repeated displays of irrational, bizarre, or persistent depressive behavior; OR (c) mental health hospitalization]

25. Have any of the youth’s family members or caretakers been involved with the criminal justice system within the past three years?
[Record ‘1’ if: (a) it is a family member the youth has regular contact with AND (b) the family member has either been incarcerated OR placed on probation or parole. This does NOT include an arrest without conviction, having open charges, or referral only to DJJ.]

If any of youth’s family members or caretakers have been involved with the criminal justice system in the past year, record “1.” ________

26. When the youth was last residing in the community, how many adult caretakers had everyday responsibility for the youth?
[Include family members, relatives, or other adults who provide ongoing supervision and care for the youth in the home or community outside of school. If two or more adult care for youth, write a “-1” in the box to the right.] ________

27. When the youth was last residing at home in the community, how long had he or she lived in that residence (at that address)? _____ years and _____ months

28. How many times has the youth moved in his or her lifetime? _____

TOTAL SCORE FOR THIS PAGE (ADD NUMBERS IN BOXES) ______________
29. Has the youth ever been placed in foster care? _____

30. Does the youth have any children or is currently expecting a child? _____

31. Has the youth ever reported being physically or sexually abused, or neglected by a parent/guardian? _____

32. Has the youth ever reported being the victim of sexual or physical abuse or other violent crime outside of the home? _____

If youth responded with a “yes” to either question #31 or question #32 record “1.” _____

33. Have any of the youth’s immediate family members or close friends died? _____
   [Refers to adults or children with whom the youth had regular contact.]

TOTAL SCORE FOR THIS PAGE (ADD NUMBERS IN BOXES) _____
Appendix G:
Individual Service Plan Form
Intensive Aftercare Program
Individual Service Plan

The Individual Service Plan (ISP) and the following documents will be included in a youth's case file:

8. Risk Assessment
9. Needs Assessment
12. Graduated Sanctions
13. Supervision Requirements
10. Rewards Schedule

This documents will be included in a case file at the residential facility. Additionally, they will be forwarded with the youth upon his/her return to the community to be included in the community justice case file.
Department of Juvenile Justice  
Restorative Justice Operations  

Aftercare and Probation  

Individual Service Plan (ISP)  

**Date of Initiation:** _____/_____/_____

**Identification**

Youth's Name: ________________________________  DJJ ID#: ____________________
Youth's D.O.B.: ____/____/____     Current Age: _____
Youth's SS#: __________________________   Gender:     M      F
Youth's Address: _______________________________  Race/Ethnicity:
   1. Caucasian  2. African American
   3. Hispanic/Latino  4. Asian/Pacific Islander
   5. Native American  6. Other : ____________________
Youth's Phone #: __________________________
Youth's Medicaid/Insurance #: _____________________
Primary Caregiver of Youth: _______________________

**Case Information**

* Residential Program: ________________________________
* Scheduled Release Date: _______________________________
* Institutional Case Manager: ___________________________ Phone #: ________________
* Aftercare Case Manager: _______________________________ Phone #: ________________
* Tracker Monitor: _____________________________________ Phone #: ________________
Community Case Manager: ______________________________ Phone #: ________________
Electronic Monitoring Tracker: __________________________ Phone #: ________________
Initial Risk/Need Score: _________    Supervision Level: ________

* Only applies to Aftercare youth  

DJJ-01-02
ASSESSMENTS

'Type' refers to: risk/need assessment, psychological and/or psychiatric evaluation, drug assessment (e.g., SASSI), educational evaluation (e.g., WRAT), progress assessment, etc.

<table>
<thead>
<tr>
<th>Date</th>
<th>Type and Name</th>
<th>Date of Next Assessment</th>
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Code as follows:

Type of Need
1. Education   4. Physical Health
2. Mental Health   5. Life Skills/MRT
3. Substance Abuse   6. Family

Identified Needs *(as identified by Assessment)*

<table>
<thead>
<tr>
<th>Type of Need</th>
<th>Specify (i.e., # of visits per week, type of program, etc.)</th>
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DJJ-01-02A
EDUCATIONAL SERVICES

Code as follows:

Place of Service
(F) Facility
(C) Community

Referral Outcome       Termination Type
1. Admitted           1. Successful
2. Waiting List       2. Left Program/Dropped Out
3. Denied Admission (Financial Reasons)       3. Expelled
4. Denied Admission (Eligibility Criteria)     4. Transfer
5. Youth Refused/No Show     5. Other (specify)

<table>
<thead>
<tr>
<th>Place of Service</th>
<th>Program Name</th>
<th>Date Referred</th>
<th>Referral Outcome</th>
<th>Date Entered</th>
<th>Hours/Days per Week</th>
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* Transition Services

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* Only applies to Aftercare youth

DJJ-01-02B
MENTAL HEALTH SERVICES

Code as follows:

Place of Service
(F) Facility
(C) Community

Referral Outcome
1. Admitted
2. Waiting List
3. Denied Admission (Financial Reasons)
4. Denied Admission (Eligibility Criteria)
5. Youth Refused/No Show

Termination Type
1. Successful
2. Left Program/Dropped Out
3. Expelled
4. Transfer
5. Other (specify)

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* Only applies to Aftercare youth
**SUBSTANCE ABUSE SERVICES**

*Code as follows:*

**Place of Service**
- (F) Facility
- (C) Community

**Referral Outcome**
1. Admitted
2. Waiting List
3. Denied Admission (Financial Reasons)
4. Denied Admission (Eligibility Criteria)
5. Youth Refused/No Show

**Termination Type**
1. Successful
2. Left Program/Dropped Out
3. Expelled
4. Transfer
5. Other (specify)

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<th>Program Name</th>
<th>Date Contacted</th>
<th>Service Provided in Facility</th>
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</table>

* Only applies to Aftercare youth
**PHYSICAL HEALTH SERVICES**

*Code as follows:*

<table>
<thead>
<tr>
<th>Place of Service</th>
<th>Referral Outcome</th>
<th>Termination Type</th>
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</thead>
<tbody>
<tr>
<td>(F) Facility</td>
<td>1. Admitted</td>
<td>1. Successful</td>
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<tr>
<td>(C) Community</td>
<td>2. Waiting List</td>
<td>2. Left Program/Dropped Out</td>
</tr>
<tr>
<td></td>
<td>3. Denied Admission (Financial Reasons)</td>
<td>3. Expelled</td>
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<tr>
<td></td>
<td>4. Denied Admission (Eligibility Criteria)</td>
<td>4. Transfer</td>
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<tr>
<td></td>
<td>5. Youth Refused/No Show</td>
<td>5. Other (specify)</td>
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<thead>
<tr>
<th>Place of Service</th>
<th>Program Name</th>
<th>Date Referred</th>
<th>Referral Outcome</th>
<th>Date Entered</th>
<th>Hours/Days per Week</th>
<th>Date Terminated</th>
<th>Termination Type</th>
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* **Transition Services**

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<tr>
<th>Program Name</th>
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<th>Service Provided in Facility</th>
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* Only applies to Aftercare youth  

DJJ-01-02E
LIFESKILLS/MRT SERVICES

*Code as follows:

Place of Service
(F) Facility
(C) Community

Referral Outcome
1. Admitted
2. Waiting List
3. Denied Admission (Financial Reasons)
4. Denied Admission (Eligibility Criteria)
5. Youth Refused/No Show

Termination Type
1. Successful
2. Left Program/Dropped Out
3. Expelled
4. Transfer
5. Other (specify)

<table>
<thead>
<tr>
<th>Place of Service</th>
<th>Program Name</th>
<th>Date Referred</th>
<th>Referral Outcome</th>
<th>Date Entered</th>
<th>Hours/Days per week</th>
<th>Date Terminated</th>
<th>Termination Type</th>
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* Transition Services

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* Only applies to Aftercare youth
FAMILY SERVICES

Code as follows:

Place of Service
(F) Facility
(C) Community

Referral Outcome | Termination Type
--- | ---
1. Admitted | 1. Successful
2. Waiting List | 2. Left Program/Dropped Out
3. Denied Admission (Financial Reasons) | 3. Expelled
4. Denied Admission (Eligibility Criteria) | 4. Transfer
5. Youth Refused/No Show | 5. Other (specify)

<table>
<thead>
<tr>
<th>Place of Service</th>
<th>Program Name</th>
<th>Date Referred</th>
<th>Referral Outcome</th>
<th>Date Entered</th>
<th>Hours/Days per Week</th>
<th>Date Terminated</th>
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<th>Service Provided in Facility</th>
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* Only applies to Aftercare youth

DJJ-01-02G
### VIOLATIONS & SANCTIONS

<table>
<thead>
<tr>
<th>Date</th>
<th>Type of Violation</th>
<th>Sanction</th>
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**NOTES:**

DJJ-01-02H
SUPERVISION REQUIREMENTS

**Code as follows:**

**Type of Supervision**
- 1. Intensive Aftercare
- 2. Aftercare
- 3. Probation (Low)
- 4. Probation (Medium)
- 5. Probation (High)
- 6. Restitution

**Supervision Requirements** (one entry per line)
- 1. Evening Reporting Center
- 2. Electronic Monitoring
- 3. Curfew
- 4. Drug Testing
- 5. Community Service
- 6. Restitution

**Type of Termination**
- 1. Successful
- 2. Inter-state Compact
- 3. Waiver of Jurisdiction
- 4. Transfer of Jurisdiction
- 5. Age of Majority
- 6. Other (specify)

<table>
<thead>
<tr>
<th>Date</th>
<th>Type of Supervision</th>
<th>Supervision Requirements</th>
<th>Frequency of Contacts</th>
<th>Date of Termination</th>
<th>Type of Termination</th>
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DJJ-01-021
** Signing this document indicates agreement with this individual service plan **

Youth: ___________________________  ____________  Date: ___________
   Signature  Initials

Parent/Guardian: ___________________________  ____________  Date: ___________
   Signature  Initials

* Residential Case Manager: ___________________________  Date: ___________
   Signature

* Aftercare Case Manager: ___________________________  Date: ___________
   Signature

Community Case Manager: ___________________________  Date: ___________
   Signature

Case Manager Supervisor: ___________________________  Date: ___________
   Signature

* Only applies to Aftercare youth

DJJ-01-02
Reporting Requirements

Each Intensive Aftercare Team will be required to complete the Intensive Aftercare Monthly Report. Juvenile Counselor Supervisors will ensure that the forms are completed accurately and forwarded to the Area Directors. Subsequently, each Area Director will be required to submit the report with the aggregate totals reported by each team to the Deputy Secretary of Restorative Justice by the 10th of the following month.

The Intensive Aftercare Monthly Report contains the following elements:

- # of new program admissions
- # of program terminations
- # aftercare youth per team (caseloads)
- # of youth linked to community based providers (identify service providers)
- # of program violations (sanctions)
- # of re-arrests
- # of youth detained
- # of new adjudications/dispositions (committed, probation, etc.)
- # of youth employed or participating in a vocation/education program
**Intensive Aftercare Monthly Report**

<table>
<thead>
<tr>
<th>Area:</th>
<th>Month/Year:</th>
</tr>
</thead>
</table>

1. Number of new admissions (for this reporting period)
2. Number of terminations from aftercare supervision (for this reporting period)
   - _______ successful (accomplishing all of the ISP goals)
   - _______ unsuccessful (jurisdiction waived to adult court, abscondment/age 21)
3. List below the total number of intensive aftercare youth being served per team:

<table>
<thead>
<tr>
<th>*specify team based on geographical location of youth being served (i.e., city, neighborhood, community, etc.)</th>
<th>Residential Facility</th>
<th>Community</th>
<th>Total Youth Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team A</td>
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<tr>
<td>Team B</td>
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<td>Team C</td>
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<td>Team D</td>
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<td>Team E</td>
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<td>Team F</td>
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<td>Team G</td>
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<tr>
<td><strong>Total</strong></td>
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</tbody>
</table>

4. Of the total number of youth served for this reporting period, list the number linked to community based providers:

<table>
<thead>
<tr>
<th>Service Provider Type</th>
<th>Total Youth Linked</th>
</tr>
</thead>
<tbody>
<tr>
<td>Substance Abuse</td>
<td></td>
</tr>
<tr>
<td>Mental Health</td>
<td></td>
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<tr>
<td>Family Counseling</td>
<td></td>
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<tr>
<td>Mentoring Services</td>
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<tr>
<td>Independent Living</td>
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<tr>
<td>Evening Reporting Center</td>
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<tr>
<td>Electronic Monitoring</td>
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<tr>
<td>Foster Care</td>
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<tr>
<td>Other (specify)</td>
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<tr>
<td><strong>Total</strong></td>
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</table>

DJJ-01-06
5. List below the number of youth who violated Community Supervision conditions and received graduated sanctions (Technical Violations):

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<thead>
<tr>
<th></th>
<th>1st Violation</th>
<th>2nd Violation</th>
<th>3rd Violation</th>
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<tbody>
<tr>
<td>Stage I</td>
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<td>Stage II</td>
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<td>Stage III</td>
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<tr>
<td>Total</td>
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</tbody>
</table>

6. Number of youth arrested/charged on a new offense:
   _______ Misdemeanor
   _______ Felony

7. Number of youth adjudicated on a new offense:
   _______ Misdemeanor
   _______ Felony

8. Number of youth detained:
   _______ Violent Offense (For specific detail refer to Article 27 643B.)
   _______ 2nd Automobile Theft
   _______ Failure to Appear/Violation of Probation/Warrants

9. Number of youth placed in an alternative/out of home placement:

10. Enter below the educational status of the youth being served:

<table>
<thead>
<tr>
<th>Number Enrolled</th>
<th>Number Completed</th>
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</thead>
<tbody>
<tr>
<td>_______ College</td>
<td>_______ College</td>
</tr>
<tr>
<td>_______ High School</td>
<td>_______ High School</td>
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<tr>
<td>_______ Vocational/Apprentice Training</td>
<td>_______ Vocational/Apprentice Training</td>
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<td>_______ GED</td>
<td>_______ GED</td>
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<tr>
<td>_______ Total</td>
<td>_______ Total</td>
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</table>

11. Number of youth employed or participating in a job readiness program:
   _______ Employed          _______ Job readiness program   _______ Total

DJJ-01-06A
Narrative Summary

*Please include any special activities, issues, and/or concerns during the reporting period.

__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
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__________________________________________________________________

Completed By:______________________  Date:________________
Appendix I:
Agreement between DJJ and DHMH to Establish Comprehensive Interagency Mental Health and Substance Abuse Treatment Programs
Summary: This Action Plan is the precursor to a three year action plan to integrate mental health and substance abuse services into every phase of the juvenile justice system. The plan has six components: (1) Develop a 3 year plan for enhanced mental health and substance abuse treatment throughout DJJ System; (2) Expand Mental Health in Detention Facilities; (3) Fully Implement HB 692; (4) Implement Mental Health Component of Aftercare Initiative; (5) Develop and Implement a Standard Screening, and Assessment Tool; and (6) Expand Community Based Services to Prevent and Reduce Juvenile Crime. These immediate steps will continue to improve treatment and service delivery to juveniles in the juvenile justice system. These specific initiatives are part of a larger effort to improve community based services for targeted neighborhoods throughout the State.

1. **Develop a 3 year plan for enhanced mental health and substance abuse treatment throughout DJJ System**

   **Description:** Significant progress has been made to develop a long-range plan for providing mental health services in DJJ facilities. Both DJJ and DHMH have agreed to build upon current plans to create a comprehensive three-year plan to improve the delivery of treatment to juveniles throughout the entire juvenile justice system. Most of the focus will be on enhancing links with and increasing the capacity of community-based providers. This plan will synthesize the current facility plan as well as DJJ’s admissions reform efforts. This plan will be reviewed on an annual basis and revisions will be made as appropriate.

   **Budget:** N/A

   **Responsibility:** Oscar Morgan, DHMH; Walt Wirsching, DJJ; Stephen Amos, GOCPP

   **Timeline:** Complete 3 year plan by July 1, 2001 for FY2003 budget cycle

   **Progress Measures:**

   - Has the plan been completed and approved by Secretaries of DJJ and DHMH?
   - Have necessary budget items been added to DJJ and DHMH budgets for FY2003 and planned for FY2004-5?

2. **Expand Mental Health in Detention Facilities**

   **Description:** Expansion of State Challenge Grant pilot to additional detention facilities. Initiative places a mental health professional in detention centers to screen all youth who stay longer than 24 hours. Youth indicating a need will receive a full assessment and preliminary treatment or treatment readiness.
The mental health worker in collaboration with DJJ case manager will link juveniles in need of service with community-based treatment providers once they leave detention. These screenings and assessments will be used to develop individual service plans (identifying youth that require in-home or residential programs) to be presented to the courts to assist them in disposition decision. (Will provide services to J. DeWeese Carter Center, Cheltenham Youth Facility, Thomas J.S. Waxter Center, and Alfred D. Noyes Center).

- **Budget:** $1.2 million (600,000 from MHA and $600,000 from JJAB)
- **Responsibility:** Oscar Morgan, DHMH; Walt Wirsching, DJJ; Stephen Amos, GOCCP
- **Timeline:** Expanded pilot will begin January 1, 2001
- **Progress Measures:**
  - Number of juveniles screened at each facility
  - Number of juveniles assessed in each facility
  - Number of juveniles receiving treatment in each facility
  - What was the type of treatment?
  - Number of juveniles referred/linked to community-based providers from each facility

### 3. Fully Implement HB 692

**Description:** In 1999, HB 692 passed concerning Mental Health and Substance Abuse Screening, and Assessment. The bill requires DJJ staff to refer juveniles and their guardians for mental health and substance abuse screenings. The law requires that within 15 days of the referral, DJJ workers must document whether or not a guardian made an appointment for a screening,. The law also states that if the screening indicates a problem, the clinician must conduct a comprehensive mental health or substance abuse assessment of the juvenile no later than five working days after the screening.

- **Budget:** Existing funds
- **Responsibility:** Oscar Morgan, DHMH; Walt Wirsching, DJJ
- **Timeline:** Completed by January 1, 2001
- **Progress Measures:**
  - Have joint DJJ/DHMH regulations been adopted?
  - Have brochures been produced? Are they being distributed at intake?
  - Have all intake workers been trained?
  - How many parents/guardians made appointments for screenings?

### 4. Implement Mental Health Component of Aftercare Initiative

**Description:** Master's Level mental health professionals will be part of new Aftercare Wrap Teams. There will be one mental health worker assigned to every two aftercare teams in neighborhoods throughout the State.

- **Budget:** $1.5 million through MD Partnership Request for FY2002. From January 1, 2001-June 30, 2001, plan to use $200,000 from JJAB to fund services.
- **Lead Responsibility:** Oscar Morgan, DHMH, Walt Wirsching, DJJ
- **Timeline:** Program begins January 1, 2001
Progress Measures: Number of aftercare teams with mental health professional assigned to it/all aftercare teams. 
Number of juveniles screened.
Number of juveniles assessed.
Number of juveniles receiving treatment and type of treatment provided.
Number of families of juveniles on aftercare receiving treatment
Type of treatment provided to the families
Number of juveniles returned to DJJ supervision as a result of a new offense.
Number of aftercare violators.
Number of absconders.
Number of warrants.

5. Develop and Implement a Standard Screening and Assessment Tool
Description: There is a need to standardize screening and assessment in the juvenile justice system. Johns Hopkins University has agreed to work with the State to improve various tools for DJJ's entire population.
Budget: Part of $1.2 million for detention/mental health project
Responsibility: Oscar Morgan, DHMH; Walt Wirsching, DJJ; Stephen Amos, GOCCP
Timeline: Tool and training completed by March, 2001
Progress Measures: Have the tools been developed? Have the tools been validated?
Percentage of intake workers trained concerning screening tools?
Have clinicians received training concerning how to administer the tools?
Number of juveniles receiving assessments.
Number of juveniles referred for treatment.
Number of juveniles eligible for Medicaid.
Number of juveniles with private insurance.

6. Community Based Services To Prevent and Reduce Juvenile Crime
Description: In neighborhoods where juvenile crime and related risk factors are concentrated, community teams involving agency personnel, community institutions and organizations with experience working with juveniles will design community juvenile intervention strategies tailored to the risk factors and resources of the particular neighborhood. This is part of a larger Neighborhood Intervention for youth and families that will empower neighborhoods to develop a continuum of services from prevention through aftercare.
Budget: $3.5 million
Responsibility: Walt Wirsching, DJJ; Sheila Maynor, DJJ
Timeline: Full implementation July 1, 2001
Progress Measures: Measure progress measures developed for each individual neighborhood strategy
Our agencies have approved this action plan for FY2001-2002. Our staff is committed to develop and implement these six strategies/initiatives according to the timelines outlined.

________________________________________________________________________

Bishop L. Robinson, Secretary, DJJ                       Georges C. Benjamin, Secretary, DHMH
Appendix 7

Maryland Department of Juvenile Justice
Request for Research Proposals for a Qualitative Study to Determine Why Over-Representation of Minority Youth Exists in the Maryland Juvenile Justice System
Maryland’s Department of Juvenile Justice (DJJ), as a part of its long-term commitment to reducing the over-representation of minority youth within the juvenile justice system, seeks applications from institutions of higher learning within the University System of Maryland, Morgan State University or St. Mary’s College of Maryland, to conduct a qualitative study of the state’s juvenile justice system to determine how and why over-representation of minorities exists and to suggest ways to reduce it. The Department wishes to foster rigorous, original scientific research that uses traditional or innovative methods to further the agency’s mission of creating fairness in the juvenile justice system and providing appropriate treatment and services to all children in the system. Research that demonstrates collaboration among multiple disciplines is strongly encouraged. Project results should be of practical use to practitioners and policymakers and increase the juvenile justice knowledge base.

DJJ developed and issued a report titled, “Disproportionate Representation of African American Youth at Various Decision Points in the State of Maryland” in 1995. This report was based upon data collected from calendar years 1990 to 1992. More recent data has been collected for calendar years 1998 and 1999. DJJ has automated youth information systems dating back to 1988. This information will be made available to the selected researcher. In addition, DJJ staff involved in the decision making process for the placement of youth in the juvenile justice system will be available to the researcher to gather information for the study.
The objectives of the study are:

1. to promote and support innovative research and evaluation of minority over-representation in the juvenile justice system;

2. to conceptualize and investigate new research questions regarding over-representation of minorities in the juvenile justice system;

3. to develop new methodological approaches to addressing the issue of over-representation of minorities in the juvenile justice system;

4. to develop knowledge that can be used to craft effective programs, policies, and strategies for reducing and preventing over-representation of minorities in the juvenile justice system; and

5. to conduct research that will enhance the ability of the juvenile justice system to respond to the needs of minorities in the system and society at large.

The research may include an inquiry into any of the following, as well as any other avenues of inquiry set out by the researcher:

1. the effects of race in police contacts with juveniles;

2. the effects of race at various decision points along the juvenile justice continuum, including:
   - the arrest decision/the decision to order a child to appear in court;
   - the intake decision (i.e., whether the initial intake decision ends the matter or whether further processing is required);
   - the informal/formal processing decision;
   - the detention decision; and
   - the disposition decision;

3. the direct as well as indirect manner in which race affects participants in the juvenile justice system;*

---

*For example, if children are more likely to be placed in detention because of inadequate resources at home and a disproportionate number of children of color have inadequate resources at home, there will be disproportionate minority representation.
4. information about the family characteristics of youth in the system, including, *e.g.*, whether children come from a single or two-parent home, with whom the child resides, whether the parents have the resources to support the child; and

5. the distinctions, if any, between rural and suburban jurisdictions as well as large metropolitan areas, economic and social impact, variances in percentages of minority youth, the distinction between the demographics of each county and Baltimore City within the State of Maryland;

6. socioeconomic differences of youth within the system, and whether or how those differences contribute to the issue of over-representation in the juvenile justice system;

7. national implications of the other states to that of Maryland *e.g.*; (particularly those of similar size and those in the North East Corridor)

### 1.3 PROJECT FORMAT

Proposals should indicate the estimated time for the research project and identify four (4) major milestones/deliverables dates in which specific parts of the project will be completed.

Proposals should contain a description of all products that will originate from the project. At a minimum, the selected researcher will be required to produce a Fact Sheet summarizing the findings of the research and a final report that provides an overview of the research project. This overview shall contain the following: (1) the hypotheses and theory guiding the work, (2) a description of the research and evaluation methods, (3) research and evaluation results (both significant and nonsignificant), (4) any practical and/or policy implications of the results, (5) recommendations for future study, and (6) an executive summary including objectives, methodologies, findings and limitations suitable for distribution in non-technical language.

The selected researcher shall indicate in the final report how the researcher’s work might contribute to defining and/or implementing best practices in the field of juvenile justice. This final report may be disseminated as a Department of Juvenile Justice report. The selected researcher also shall be strongly encouraged to consider submitting their results for publication in a refereed journal. This report should be completed at least 60 days before the agreement’s ending date.
SECTION 2. ADMINISTRATIVE INFORMATION

2.1 ISSUING OFFICE

This Request for Research Proposals (RFRP) is issued by the Maryland Department of Juvenile Justice’s Office of Procurement.

2.2 REQUEST FOR PROPOSALS

Juvenile Justice intends to secure the services herein through procurement with another governmental entity under COMAR 21.01.03.01. Maryland Public Institutions of higher learning such as the University of Maryland System, Morgan State University and St. Mary’s College of Maryland are being invited to submit proposals for this project. In the case of joint applications, one applicant must be clearly indicated as primary (for correspondence and award purposes) and the other(s) listed as co-applicant(s). If the research is of a collaborative nature, written assurances of the collaboration should be provided. Applicants are encouraged to identify existing or potential funding partners for the proposed work and indicate whether the proposed idea has been submitted to any other funding sources. Finally, applicants must demonstrate that they have the experience or ability related to the type of research or evaluation that they are proposing to conduct.

2.3 AGREEMENT TERM AND BUDGET

The agreement awarded shall be for a term to be determined by DJJ based upon the selected researchers’ proposal beginning on or about July 1, 2001.

2.4 MODIFICATIONS TO THE RFRP

If it becomes necessary to revise any part of the RFRP, revisions in writing shall be provided to all governmental entities known by DJJ to have received a copy of the RFRP. Any entity submitting a proposal shall acknowledge receipt of all addenda issued in connection with this RFRP by returning a signed copy with their Proposal.

2.5 DEADLINE FOR SUBMISSION
Proposals must be received on or before June 18, 2001 no later than 3:30 PM. The Proposal must be mailed or delivered to the office of:

Marcus V. Filson, Chief
Office of Procurement
Department of Juvenile Justice
One Center Plaza
120 W. Fayette Street
Baltimore, Maryland 21201
Third Floor, Room 334
Telephone: 410 230-3325
FAX: 401 333-4191

Ten (10) copies of the Proposal must be submitted. An additional electronic copy must be submitted on diskette(s) using WordPerfect 7.0 for Windows 98 or Microsoft Word version 97. The Proposal should be labeled as follows:

1. Offeror’s Name:
2. Name of Proposal: A Qualitative Study to Determine Why Over-Representation of Minority Youth Exists in the Maryland Juvenile Justice System
3. Proposal Due Date: June 18, 2001

2.6 INCURRED EXPENSES

The Department of Juvenile Justice will not be responsible for any expenses incurred by an applicant in preparing and submitting a proposal.

2.7 DISCLOSURE OF PROPRIETARY INFORMATION

Because the report and study may become a public document, the applicant must identify those portions of its Proposal that contain proprietary or confidential information. Information may be disclosed under the State Government Article, Section 10-611 through 10-628.

2.8 INTERGOVERNMENTAL AGREEMENT AND AWARD
The agreement awarded for this project will be made utilizing an Intergovernmental Agreement to be developed and accepted by the Department and the selected governmental entity.

2.9 METHOD OF COMPENSATION

The researcher will be compensated for services upon completion of the four (4) milestones/deliverables based upon the selected researcher’s proposal. Four (4) invoices are to be submitted to DJJ detailing the portion of the project completed. The last twenty-five (25) % of the total payment will be withheld until approval of the final report/executive summary is made by the Secretary/designee of DJJ.

2.10 HUMAN SUBJECTS

Applicants are advised that any project that will involve the use of human research subjects must be reviewed by an Institutional Review Board (IRB), in accordance with the U.S. Department of Justice regulations at 28 CFR Part 46. IRB review is not required prior to submission of proposals. Applicants must include plans for IRB review, where applicable, in the project timeline submitted with the proposal.

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SECTION 3. SELECTION CRITERIA

3.1 EVALUATIONS OF PROPOSALS

Proposals will be evaluated in accordance with the criteria outlined below.

- Applicant’s understanding of the issues related to over-representation of minority youth in the juvenile justice system
- Applicant’s project design
- Applicant’s projected goals and objectives
- Applicant’s management & organizational capability
- Applicant’s cost proposal

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SECTION 4. MANDATORY PROPOSAL FORMAT

4.1 FORMAT

The narrative portion of the Proposal must be submitted on 8-1/2 by 11-inch paper using a standard 12-point font and must not exceed fifty (50) pages in total length. This page limit does not include the budget narrative, appendixes, application forms, or assurances. The proposal must be double spaced and printed on one side of the paper only with at least 1-inch margins. The narrative must be preceded by an abstract with a maximum length of three hundred (300) words. At the end of the program narrative, applicants must indicate the author(s) responsible for each of the narrative sections. Appendix A must contain the project's timeline with dates for initiation and completion of the four (4) major milestones/deliverables proposed. Appendix B must contain the resumes for the principal investigator and key staff members. Appendix C must include all necessary letters of cooperation or support. These requirements are necessary to maintain a fair and uniform set of standards among all applicants. If the proposal fails to conform to these standards, it may not be eligible for consideration.

4.2 ISSUES TO BE ADDRESSED

Proposals must include a clear description of the research questions to be addressed in the project narrative. Applicants should discuss how previous research supports and shapes these questions and should identify the relevance of these questions for the issue of over-representation of minorities in the juvenile justice system. The proposed research will be judged on its ability to contribute to knowledge and practice concerning over-representation.

4.3 GOALS AND OBJECTIVES

The Proposal must include goals and objectives that are clear, concrete, and relevant to the issue of over-representation of minorities in the juvenile justice system. Goals should address the problem directly. Objectives should consist of clearly defined, measurable tasks that will enable the applicant to achieve the goals of the project.

4.4 PROJECT DESIGN

The Proposal must present the design of the project in detail. Design elements must follow directly from the project's goals and objectives. The data to be collected and/or analyzed
must clearly support the project's goals and objectives. The Proposal must describe the research and evaluation methodology in detail and demonstrate the validity and usefulness of the data that will be collected and/or analyzed. The Proposal must include a timeline that indicates when specific tasks will be initiated and completed. The timeline must be referenced as appropriate in the narrative but must also be placed in Appendix A of the application.

4.5 MANAGEMENT AND ORGANIZATIONAL CAPABILITY

The Proposal must demonstrate the existence of a management structure that will support the achievement of the project's goals and objectives in an efficient and cost-effective manner. In particular, applicants must ensure that the tasks delineated in the project timeline (see “Project Design” above) are adequately staffed. Resumes for key staff members must be included in Appendix B. Applicants must also demonstrate the organizational capacity to complete the work described in the “Project Design” section. The Proposal must include a description of any similar projects it has undertaken previously and must also demonstrate knowledge and experience related to juvenile justice or criminal justice issues. In addition, applicants must provide evidence of their ability to work collaboratively with juvenile justice system practitioners or service providers, particularly in the project’s area of study. For research that involves specific agencies, organizations, or programs, including those under governmental or tribal auspices, applicants must submit appropriate letters of cooperation in Appendix C.

4.6 BUDGET

The Proposal must include a proposed budget that is complete, detailed, reasonable, allowable, and cost effective in relation to the activities to be undertaken. The budget must be subdivided into the four (4) major milestones/deliverables proposed. All budgeted costs must be directly related to the research project. A brief budget narrative must be included in this section. Applicants are encouraged to identify existing or potential funding partners.

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Appendix 8

Mental Health and Substance Abuse Programming Enhancements in the Juvenile Justice System:
A Three Year Planning and Budget Strategy
Mental Health 
and 
Substance Abuse 
Programming Enhancements 
in the 
Juvenile Justice System: 
A Three Year Planning 
and 
Budget Strategy

Prepared by: 
The Department of Health and Mental Hygiene 
and 
The Department of Juvenile Justice

Secretary Bishop L. Robinson  
Department of Juvenile Justice  
Secretary Georges C. Benjamin  
Department of Health and Mental Hygiene

September 2001
Dear Maryland Citizen:

We are pleased to present to you this document: *Mental Health and Substance Abuse Programming Enhancements in the Juvenile Justice System: A Three Year Planning and Budget Strategy* jointly written by our Departments. This strategy represents the next phase in the DJJ/DHMH Action Plan we signed in November 2000. It describes the progress we have made so far and our plans to enhance mental health and substance abuse services for the DJJ population over the next couple of years. This strategy includes five major components:

1. Participate in and Facilitate the Development and Implementation of Community Based Services to Prevent and Reduce Juvenile Crime;
2. Develop Standard Risk and Needs Screening and Assessment Tools;
3. Fully implement HB 692;
4. Expand Mental Health and Substance Abuse Services in Detention and Selected Committed Facilities; and
5. Implement the Mental Health, Substance Abuse and Family Intervention Component of the Afterscare Initiative.

We commit the resources of our agencies to ensure the implementation of these five key strategies. We are fully committed to building an effective mental health and substance abuse system. These five strategies will go a long way in ensuring that our agencies work collaboratively to produce better results for our youth and greater safety for our communities.

Sincerely,

Bishop L. Robinson
Secretary
Department of Juvenile Justice

Georges C. Benjamin, M.D.
Secretary
Department of Health and Mental Hygiene
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Introduction:

It is well recognized that mental illness and substance abuse are significant issues affecting the adolescent population in our society. The first Surgeon General’s Report on Mental Health, 1999, Chapter 3, stated that 21% of children ages 9 to 17 had a diagnosable mental or addictive disorder associated with at least minimum impairment. The report also indicated that approximately 5% of America’s adolescents, about 4 million youth each year, will suffer from a major mental illness that results in significant impairment at home, school and with peers. The report characterized this problem as an epidemic.

It is not surprising, therefore, that many of the youth who come to the attention of the Department of Juvenile Justice (DJJ) and are placed in detention, put on probation and committed to residential programs, present mental health and substance abuse issues resulting in multiple clinical conditions and psycho-social problems. (For a brief description of the Juvenile Justice System, See Appendix A.) One would indeed expect that these youth would have even a greater incidence of mental illness and substance abuse problems than the general adolescent population.

Recent research and data unfortunately support this hypothesis. A report prepared by Dr. Deborah Shelton (March 1998), which examined 312 youth committed and detained by DJJ, found that 53% of the youth participating in the study were classified with at least one AXIS I diagnosis and were in need of some level of mental health services. When diagnosis and functioning level were combined, Dr. Shelton identified 24% with serious, potentially debilitating, mental health problems. Substance abuse screening data collected at DJJ detention, committed and contractual facilities in recent years indicates that approximately 50% to 60% of youth admitted to committed programs have a substance abuse problem. About 40% of the youth admitted to detention were found to have a substance abuse problem. Data collected in a DJJ field office to determine the need for substance abuse resources indicated that 30% of youth on probation have a substance abuse problem. The Center for Substance Abuse Research (CESAR) developed OPUS (Offender Population Urine Screening) in partnership with DJJ as part of the State Heroin Action Plan launched in April 1998. Test results developed as a part of that project indicated that 43% of the youth submitting to voluntary testing in DJJ detention facilities tested positive for at least one drug.

Systemic issues complicate this problem. Among the most serious are the following: (a) direct service staff and resource shortages in DJJ to address the problem; (b) infrastructure deficiencies in DJJ and in the Department of Health and Mental Hygiene (DHMH) to manage the solutions in a holistic and integrated fashion; and (c) resource deficiencies in the community to respond to these issues.

These findings demand action and the Department of Health and Mental Hygiene and the Department of Juvenile Justice (the Departments) have been involved over the last several months in developing and planning for substance abuse and mental health programming.
enhancements in the Juvenile Justice System. This initiative had its formal origin in what has been described as a landmark agreement between the Secretaries of the Departments signed in November 2000.

The agreement described an action plan consisting of six components (See Appendix B). The first component called for the development of this three-year plan; “Develop a 3 Year Plan for Enhanced Mental Health and Substance Abuse Treatment throughout the DJJ System.” The plan is to be reviewed and revised on an annual basis. This first plan will speak to reform efforts already underway and plans for the future. Reform efforts already underway are explained briefly in the other five components of the action plan. They are (as addressed in this three-year plan): I. Fully Implement HB 692; II. Develop Standard Risk and Needs\(^1\) Screening and Assessment Tools; III. Expand Mental Health and Substance Abuse Services in Detention and Selected Committed Facilities; IV. Implement the Mental Health, Substance Abuse and Family Intervention Component of the Aftercare Initiative; and V. Participate in and Facilitate the Development and Implementation of Community Based Services to Prevent and Reduce Juvenile Crime.

The Departments have involved other partners and stakeholders during different stages in the development of this plan and its elements, to include representatives of: the Lieutenant Governor’s Office; the Governor’s Office of Crime Control and Prevention; the Governor’s Office for Children Youth and Families; the Maryland State Department of Education; the Department of Human Resources; the advocacy community, specifically the Mental Health Association of Maryland, and the Maryland Coalition of Families for Children's Mental Health; the University of Maryland’s Bureau of Governmental Research; the Johns Hopkins University, Hospital and School of Public Health; and certain Core Services Agencies. Our thanks for their efforts and assistance.

\(^{1}\) Italicized words on this page indicate language not found in the original agreement but developed in process and incorporated conceptually into the three-year plan.
This plan is the next phase of the DJJ/DHMH Action Plan signed by Secretaries Benjamin and Robinson. It describes progress to date on actions required by the initial plan. It also sets forth plans for the implementation or enhancement to mental health and substance abuse services for the DJJ population over the next three years. Other planning and development activities occurring elsewhere in the State where the Departments are involved that impact this plan will also be discussed, as well as a strategy for the evaluation of the plan and its components.

The major components of the plan are as follows:

I. Fully Implement HB 692
II. Develop Standard Risk and Needs Screening and Assessment Tools
III. Expand Mental Health and Substance Abuse Services in Detention and Selected Committed Facilities
IV. Implement the Mental Health, Substance Abuse and Family Intervention Component of the Aftercare Initiative
V. Participate in and Facilitate the Development and Implementation of Community Based Services to Prevent and Reduce Juvenile Crime

The discussion of each component presents: Background and Current Status, Strategies and Costs, and Measures and Outcomes. A budget and program summary is attached at Appendix C.

Discussions related to “Other Issues/Next Steps” and “Evaluation” follow the presentation of the plan.
I. Fully Implement HB 692

Background and Current Status:

In 1999, the legislature passed HB 692 which requires that DJJ Intake Officers provide information to the caregivers of youth referred to Intake on screening to detect mental health, mental retardation and substance abuse issues. DJJ issued a directive to implement the protocol to accomplish this in October of 1999. Between July 2000 and March 2001, DJJ and MHA conducted joint training of DJJ Intake staff, staff of the Core Services Agencies, and staff of the Local Departments of Social Services on the particulars of this law. Approximately 150 individuals received training.

Regulations were drafted and became effective on June 11, 2001 under COMAR 16.03.02 “Screening and Assessment for Mental Health, Substance Abuse, and Mental Retardation” (See Appendix E).

Data collection on this initiative began in February 2000. The following table illustrates the results from February 2000 through April 2001.

Table 1.

<table>
<thead>
<tr>
<th>HB 692 Discussions Referrals and Screenings - February 2000 through April 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health Substance Abuse Screening Discussions at Intake</td>
</tr>
<tr>
<td>Families Who Declined Screening</td>
</tr>
<tr>
<td>Families Who Pursued Screenings Prior to Intake</td>
</tr>
<tr>
<td>Formal Referrals for Screening/Counseling by the Intake Officer</td>
</tr>
<tr>
<td>Families Who Actually Pursued Screening</td>
</tr>
<tr>
<td>Follow-up Calls</td>
</tr>
<tr>
<td>Families Not Reached after Two Attempts</td>
</tr>
</tbody>
</table>

Strategies and Costs:

Of the 6,800 youth who pursue screening, it is estimated that approximately 43% (about 2900, annualized to about 2300 youth) are eligible for Medical Assistance. It is expected that about 25% of these youth will continue in treatment for an average period of about four months, resulting in the utilization of about 190 “annualized” treatment slots. Each treatment slot costs approximately $15,000, for a total cost of $2,850,000 per year, 50% of which will be paid for by general funds. Table 2 provides some estimates on what the costs related to this project may be.
Actual additional costs will be calculated during FY 2002 and addressed in the out years.

Table 2.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Recommended Amount</th>
<th>Awarded Amount</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$1,425,000</td>
<td>$0</td>
<td>Estimated Costs to the Medicaid General Fund Budget - $1,425,000.</td>
</tr>
<tr>
<td>2003</td>
<td>$0</td>
<td>$0</td>
<td>No additional funds anticipated.</td>
</tr>
<tr>
<td>2004</td>
<td>$0</td>
<td>$0</td>
<td>No additional funds anticipated.</td>
</tr>
</tbody>
</table>

Measures and Outcomes:

Performance Measures

‡ Data noted in the table presented earlier will continue to be collected.

- The data is collected in an accurate and timely fashion.

Outcome Measures

‡ Increase the proportion of families who pursue screening.

‡ Fewer re-referrals to Intake for those who pursued screening as compared to those who did not.
II. Develop Standard Risk and Needs Screening and Assessment Tools

Background and Current Status:

In restructuring the DJJ and realigning the organization’s core business functions, the Admissions Division was created as a conceptual single point of entry designed to provide systematic screening and assessment of youth who come to the attention of the Department. This system is designed to address certain important objectives:

- Protecting public safety by identifying a youth’s risk to the community;
- Identifying the physical health, mental health, substance abuse, family, educational and vocational needs of each youth; and
- Providing information critical to the development of an individualized service plan that will provide for the youth in the least restrictive environment.

The Admissions process initiates the development of an individual service plan that is concise, appropriate, and addresses the issues identified during the Admissions process. An effective Admissions process will have a positive impact throughout the entire system (early intervention, appropriate sanctions and accountability, community-based intervention, recidivism reduction, and the protection of public safety). The information gleaned during the Admissions process will determine the subsequent delivery of services by Community Justice Supervision and Residential Services.

Three levels of screening and assessment constitute the core of the Admissions system and are designed to examine youth in the areas of risk to the public safety, mental health, substance abuse, somatic health, education, and individual and family functioning. Each level serves a particular function in the gathering of information and in informing decision making.

- The first level, “screening,” is a broad-based appraisal by specially trained intake personnel to determine risk to the community and personal, educational, and family functioning, with recommendations for referral or further screening, if appropriate. All youth referred to Intake and seen by an Intake Officer will receive this screening.

- The second level, “assessment,” is a more in-depth examination of a youth’s overall functioning, including risk, administered by professional clinicians or specially trained DJJ personnel. Recommendations are made for further services, community referral, residential placement and the need for more in-depth assessment, if warranted. All youth who are detained will be assessed. Youth who are not detained, but are later adjudicated, will also be assessed.

- An “evaluation” or an in-depth assessment by a licensed psychologist, psychiatrist,
educational tester or physician to determine emotional functioning, adaptive functioning, cognitive functioning (if warranted), educational, vocational, family needs, health needs, risk to public safety, and recommendations for treatment, placement, and further assessment, as applicable, describes the third level.

The design of this system has been a collaborative effort involving the Governor's Office of Crime Control and Prevention, the Lieutenant Governor's Office, the Department of Health and Mental Hygiene, the University of Maryland, the Johns Hopkins University, numerous consultants and the advocacy community. The key strategies for development and implementation of the admissions process include:

- Development of standards that address risk to public safety and the needs of youth entering the system;

- Development of standard instruments and protocols that will guide the implementation of the process; and

- Development of performance measures to assess program implementation and effectiveness, including measures related to maintenance of service quality, placement decisions, and diversion.
Strategies and Costs:

The following table sets forth costs related to the development and testing of the instruments and protocol that support the Admissions process.

Table 3.

Develop Standard Risk and Needs Screening and Assessment Tools

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Recommended Amount</th>
<th>Awarded Amount</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$600,000</td>
<td>$600,000</td>
<td>GOCCP Grant to Johns Hopkins to work with DJJ, University of Maryland, and others to develop risk and needs screening instruments and protocols.</td>
</tr>
<tr>
<td>2003</td>
<td>$600,000</td>
<td>$0</td>
<td>DJJ unfunded request seeking General Fund dollars to support second phase of work with Johns Hopkins and the University of Maryland to continue development and testing of instruments and protocols.</td>
</tr>
<tr>
<td>2003</td>
<td>$325,000</td>
<td>$0</td>
<td>DJJ unfunded request for 9 additional Juvenile Counselors and one additional Juvenile Counselor Supervisor to assure that all youth at Intake are screened.</td>
</tr>
<tr>
<td>2004</td>
<td>$600,000</td>
<td>$0</td>
<td>DJJ unfunded request seeking General Fund dollars to support the third phase of work with Johns Hopkins and the University of Maryland to continue development and testing of instruments and protocols.</td>
</tr>
<tr>
<td>2004</td>
<td>$50,000</td>
<td>$0</td>
<td>Annualization of funds for Intake staff</td>
</tr>
</tbody>
</table>

Measures and Outcomes:

Performance Measures

‡ In FY 2002, Johns Hopkins and the University of Maryland will:

C Develop, test, revise and assist DJJ in implementing procedures for:

(a) Screening risk for public safety;
(b) Screening and assessing the need for somatic health, mental health, substance abuse, family and educational services in DJJ intake facilities.

C Develop evidence-based mental health care practice models in DJJ facilities; develop and standardize a model for mental health records in DJJ facilities; perform MH evaluations on up to 24 youth in Waxter and Cheltenham; provide crisis treatment, including medication management; develop and maintain ongoing open-ended group therapy 2x/wk; collaborate with the City to develop and pilot resource linkage models for the youth at the pilot site; train DJJ clinical staff in best practice, record maintenance, acute care triage, group therapies and community resource linkage models, install and test video telecommunications technology for oversight, training, consultation and supervision;

C Begin to test the reliability and validity of the needs-based components of screening and assessment instruments on 100 youth, based on clinical evaluations and on monitoring the youth over a 12-18 month time period to assess outcomes and intensive service use such as special education and hospitalization;

C Begin to test the reliability and validity of the risk-based components of screening and assessment instruments on over 500 youth, based on monitoring the youth over a 12-36 month time period to assess outcomes, including criminal recidivism;

C Provide a summary of the characteristics of youth served at the two pilot DJJ detention centers (Cheltenham & Waxter); and

C Implement screening and assessment procedures at the Baltimore City Juvenile Justice Center

‡ In FY 2003, Johns Hopkins and the University of Maryland will:

C Test the needs-based components of the revised screening instrument and the assessment instrument on the 100 youth, and assist DJJ in implementing procedures in new sites to screen for health, mental health, substance abuse, family and educational needs;

C Continue to test the risk-based components of the revised screening instrument and the assessment instrument on over 500 youth, and assist DJJ in implementing procedures in new sites to screen for risk to public safety;

C Develop protocols in consultation with DJJ to determine assignments to informal supervision, to make court recommendations, and level of supervision and placement decisions based on risk- and needs-based screening and assessment results, and assist DJJ in implementing these protocols;

C Train staff, using a “best practice model,” to use the screening and assessment
instruments in order to identify needs;

C Monitor and facilitate efforts to increase capacity for provision of effective services, using the screening and assessment information to identify youth and link them to services in order to reduce the unnecessary use of detention; and

C Develop methods/procedures for improving the quality of the assessments and linkage with services.

Outcome Measures

¢ Individual Services Plans will reflect the findings of screenings, assessments and evaluations in making recommendations for level of supervision and placement and the programs and services that will be sought for a youth.

¢ A reduction in the rate of re-adjudication of youth who are under formal supervision and assessed as having a mental health, substance abuse, or other significant life problem.

¢ A reduction in the rate of re-referral (to DJJ intake) of youth who are placed on 90-day pre-court supervision

¢ The proportion of youth assigned to different levels and types of placement facilities corresponds statistically to the levels and types of risks and needs identified at screening and assessment.
III. Expand Mental Health and Substance Abuse Services in Detention and Selected Committed Facilities

Background and Current Status:

As DJJ privatized some of its residential programs over the years (O’Farrell in 1987, the Charles H. Hickey School in 1991, and the Victor Cullen Center in 1992), the youth in those programs became eligible for Medical Assistance. The Medical Assistance Program has reimbursed most of the physical health care needs of the youth in these programs since that time. As the mental health and substance abuse needs of the population of delinquent youth became more apparent over time and as these youth were now entitled to services through Medical Assistance, vendors responding to DJJ’s requests for proposals to operate these programs were asked to maximize the use of Medical Assistance to address these needs. In doing so, additional mental health and substance abuse services were brought to the youth in these programs.

In 1989, DHMH, through its Alcohol and Drug Abuse Administration, provided DJJ with $973,000 in federal funds to begin to develop substance abuse services in some of the DJJ facilities, to provide needed training, to buy screening instruments and supplies and to build the needed DJJ administrative infrastructure to support this activity.

In July 1999, DHMH began a pilot project at the J. DeWeese Carter Youth Facility, a detention facility on the Eastern Shore, using $90,000 in federal mental health block grant dollars. These funds supported a full time therapist, with back up psychiatrist time and a part time case manager to provide mental health screening services to youth being admitted to the facility. Brief treatment and referral services were also provided to youth, as appropriate, linking them to appropriate services in the community upon their release.

In January 2000, this project was expanded to the Waxter Children’s Center in Anne Arundel County and the Cheltenham Youth Facility in Prince George’s County, targeting Baltimore City Youth, using State general funds supplied by MHA in the amount of $90,000.

As noted earlier, on-site mental health assessment and treatment services were initiated at the J. DeWeese Carter Youth Facility in July 1999. During the first year, 574 youth were screened for mental health issues. From July 2000 through June 2001, an additional 506 youth were screened. Follow-up services include individual and group therapy, suicide assessment, and psychiatric services. (Although the program was later initiated at the Cheltenham Youth Center and the Waxter Center for detainees from Baltimore City, statistical and programmatic reports are not yet available.) What follows summarizes the 2-year experience at Carter.
Assessment and Treatment Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Fiscal 2000</th>
<th>Fiscal 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Screened</td>
<td>574</td>
<td>506</td>
</tr>
<tr>
<td>Individual Therapy Sessions</td>
<td>143</td>
<td>186</td>
</tr>
<tr>
<td>Group Therapy Sessions</td>
<td>0</td>
<td>73</td>
</tr>
<tr>
<td>Suicide Assessments</td>
<td>95</td>
<td>130</td>
</tr>
<tr>
<td>Psychiatric Services</td>
<td>47</td>
<td>106</td>
</tr>
</tbody>
</table>

Results from the MAYSI:

<table>
<thead>
<tr>
<th>Category</th>
<th>Fiscal 2000</th>
<th>Fiscal 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol/Drug</td>
<td>Caution*</td>
<td>Warning*</td>
</tr>
<tr>
<td></td>
<td>67</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>74</td>
<td>20</td>
</tr>
<tr>
<td>Angry/Irritable</td>
<td>66</td>
<td>50</td>
</tr>
<tr>
<td>Depression/Anxious</td>
<td>140</td>
<td>55</td>
</tr>
<tr>
<td>Somatic Complaints</td>
<td>121</td>
<td>15</td>
</tr>
<tr>
<td>Suicidal Ideation</td>
<td>16</td>
<td>30</td>
</tr>
<tr>
<td>Thought Disturbance</td>
<td>85</td>
<td>23</td>
</tr>
</tbody>
</table>

* A Caution Score denotes a youth who may need further mental health services. A Warning Score denotes a youth identifies a youth in urgent need of services. The Traumatic Experience Scale has neither a Caution or Warning Score.

This information clearly validates the need for, and value of, the program of assessment and treatment of youthful offenders.

Strategies and Costs:

Detention Center Mental Health Screening and Assessment Project

This project is designed to provide mental health screening and assessment for youth entering detention facilities. Some screening for substance abuse issues will also be conducted in this process, but will be augmented by DJJ efforts in this area. Youth found to have mental health or substance abuse issues will receive therapy while at the facility and will be linked to an appropriate provider upon release. Information obtained in these screenings will be used in the
development of a youth’s individual services plan. Funds are provided by federal block grant dollars through MHA and State General Funds.

As the Cheltenham Youth Detention facility is downsized and the Baltimore City Juvenile Justice Center opens in April 2002, staff resources will be transferred accordingly. This project also includes a tele-medicine pilot at the Waxter Children’s center and Cheltenham Youth Detention Facility to assist in bringing psychiatric consultative services and remote training capability to DJJ staff and clinicians. The DJJ unfunded requests for fiscal year ‘03 will include additional funding to support the clinical infrastructure necessary in the facilities to manage this activity. DJJ unfunded requests will add additional substance abuse staff and social work staff to ensure that needed substance abuse services are provided and that appropriate follow up on referrals and treatment plan recommendations are made.

Table 4.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Recommended Amount</th>
<th>Awarded Amount</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$800,000</td>
<td>$800,000</td>
<td>DHMH Federal Block Grant Dollars for services at Noyes, Cheltenham, Carter, Waxter and the Juvenile Justice Center.</td>
</tr>
<tr>
<td>2003</td>
<td>$200,000</td>
<td>$0</td>
<td>DHMH unfunded request, additional funding required by adding two 24 bed detention facilities - one on the lower shore and one in western Maryland.</td>
</tr>
<tr>
<td>2004</td>
<td>$0</td>
<td>$0</td>
<td>No plans to request additional funding. Continuation - Federal Block Grant and General Fund Dollars</td>
</tr>
</tbody>
</table>

Expansion and Enhancement of Mental Health and Substance Abuse Services in Detention and Selected DJJ Facilities

It is important to ensure that adequate mental health and substance abuse services are provided in the committed residential programs operated by DJJ and in facilities owned by DJJ and operated by private vendors. The requests for proposals for the operation of the O'Farrell Center, the Victor Cullen Academy and the Hickey School required that the vendor seek reimbursement from the Medical Assistance Program for eligible services. Recently, these programs have begun to seek reimbursement from the Medical Assistance Program for mental health and substance abuse services as it became critically apparent that these services were necessary for the youth being sent to those facilities.
It is anticipated that approximately 25% (about 140) of the youth in these facilities on any given day in FY 2002 will be receiving mental health and substance abuse services paid for by the Medical Assistance Program. The annualized slot cost for mental health services is about $25,000, half of which is paid for by federal funds.

DJJ is in the process of assuring that the requirements set forth in the Code of Federal Regulations addressing the Early Periodic Screening Diagnosis and Treatment Program (EPSDT) are established in admission, screening and treatment protocol in all of the state owned and operated and state owned and privately operated programs. DJJ will seek federal financial reimbursement for these services where appropriate. If able to retain these reimbursements, the Department will use these funds to enhance its medical and treatment services, as well.

The following table lists Medical Assistance and DJJ general fund dollars for necessary substance abuse services and for mental health services not covered by the block grant. Appendix D. provides details on the positions and the services being offered in FY ‘02, the FY ‘03 unfunded request and preliminary estimates for the FY ‘04 unfunded request.
Table 5.
Expansion and Enhancement of Mental Health and Substance Abuse Services in Detention and Selected DJJ Facilities Plan Summary

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Recommended Amount</th>
<th>Awarded Amount</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$1,312,500</td>
<td>$0</td>
<td>Medical Assistance General Funds for services to youth at Hickey, Victor Cullen and O'Farrell (140 x 12,500 = $1,750,000) Approx. 75% in year 1.</td>
</tr>
<tr>
<td>2002</td>
<td>$64,000</td>
<td>$64,000</td>
<td>DJJ General Funds to fund mental health services at the Youth Centers for 75% in year one.</td>
</tr>
<tr>
<td>2002</td>
<td>$1,000,000</td>
<td>$1,200,000</td>
<td>DJJ General Funds for additional substance abuse counselors in DJJ facilities - Phase I (See Appendix D for details). Includes estimates for some existing psychiatric and psychological consultation time.</td>
</tr>
<tr>
<td>2003</td>
<td>$437,500</td>
<td>$0</td>
<td>DHMH General Fund request to annualize Medicaid costs of services to youth at Hickey, Victor Cullen and O'Farrell.</td>
</tr>
<tr>
<td>2003</td>
<td>$2,000,000</td>
<td>$0</td>
<td>DJJ unfunded request to enhance substance abuse and mental health services in DJJ facilities - Phase II (See Appendix D for details).</td>
</tr>
<tr>
<td>2003</td>
<td>$71,000</td>
<td>$0</td>
<td>DJJ unfunded request for office automation supplies for existing Addictions Counselors</td>
</tr>
<tr>
<td>2004</td>
<td>$0</td>
<td>$0</td>
<td>Additional Medicaid funding for services to youth at Hickey, Victor Cullen and O'Farrell not anticipated.</td>
</tr>
<tr>
<td>2004</td>
<td>$0</td>
<td>$0</td>
<td>Ongoing funds for the Youth Center Project.</td>
</tr>
<tr>
<td>2004</td>
<td>$740,000</td>
<td>$0</td>
<td>DJJ unfunded request to enhance substance abuse and mental health services in DJJ facilities - Phase III (See Appendix D for details).</td>
</tr>
</tbody>
</table>
Measures and Outcomes:

Performance Measures

¢ Upon implementation in a particular location, all youth entering detention and remaining there beyond the next court day will be assessed for mental health and substance abuse issues.

C How many youth have been assessed?

C What were the results of the assessments?

¢ Upon implementation in a particular location, all youth having been assessed and identified as needing evaluation will receive such evaluation.

C Number of youth requiring further evaluation.

C Number of youth receiving further evaluation.

¢ Upon implementation in a particular location, all youth identified as needing intervention services while in detention, i.e. treatment readiness and brief therapeutic interventions, will receive them.

C Number of youth identified as needing:
   Mental Health Intervention Services
   Substance Abuse Intervention Services
   Requiring mental health hospitalization
   Receiving suicide prevention services

C Number of youth receiving each type of service.

¢ Upon implementation in a particular location, all youth requiring referral and linkage assistance will receive these services.

C Number of youth identified as needing such services.

C Number of such youth linked to such services.

C Number of youth subsequently receiving such services.

C Number of youth needing services but for whom services were not available in their home community.
All youth who have received an assessment or evaluation which provides recommendations to be implemented in their Individual Supervision Plans will have these recommendations contained in their ISPs.

C Percentage of these recommendations incorporated into the ISPs.

C Percentage of those recommendations implemented.

Outcome Measures

¢ There will be a reduction in the proportion of youth re-detained compared to previous years.

¢ There will be a reduction in the proportion of re-adjudications compared to previous years.

¢ Youth in committed programs will demonstrate improvement in work and/or academic performance and attendance.
IV. Implement the Mental Health, Substance Abuse and Family Intervention Component of the Aftercare Initiative

Background and Current Status:

DJJ is currently implementing a new “intensive” aftercare initiative using teams of DJJ-employed case managers and Core Services Agency (CSA)-provided mental health clinicians, referred to as Family Intervention Specialists (see Family Interventionist MOU at Appendix F). Each Family Intervention Specialist will be assigned to two aftercare teams and will provide the necessary mental health services for youth supervised by the teams and their families. The Family Intervention Specialists will receive case assignment and administrative direction from DJJ supervisory staff and will receive clinical supervision from the CSA or CSA contract provider.

Strategies and Costs:

Up to 29 Family Intervention Specialists will be assigned in Fiscal Year 2002. Most of these positions will be in place by October 2001. The Department has submitted a budget annualization request for FY ‘03 to adequately fund these positions. This request, plus the expected attainment of federal Medicaid funds for the services provided, will increase the number of Family Interventionist positions available in FY ’03 to 40 statewide. (It is anticipated that approximately 20% of the funding will be recouped in federal financial participation (FFP) for Medicaid eligible services provided to Medicaid eligible youth and their families.)

Table 6.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Recommended Amount</th>
<th>Awarded Amount</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>General Fund appropriation to DJJ. These funds will be transferred to DHMH who will transfer them to the CSA to hire the Family Interventionists. Will fund approximately 29 positions.</td>
</tr>
<tr>
<td>2003</td>
<td>$410,000</td>
<td>$0</td>
<td>Additional General Fund Costs, annualizing costs above.</td>
</tr>
<tr>
<td>2003</td>
<td>$450,000</td>
<td>$0</td>
<td>Federal Financial Attainments anticipated that will be used to hire an additional five positions.</td>
</tr>
<tr>
<td>2004</td>
<td>$0</td>
<td>$0</td>
<td>No additional general fund costs anticipated.</td>
</tr>
</tbody>
</table>
**Measures and Outcomes:**

**Performance Measures**

- The number of aftercare teams developed.
- The number of family Interventionists assigned to aftercare teams.
- The number of youth receiving services from the Family Interventionist.
- The number of other family members receiving services from the Family Interventionist.
- The number and types of service hours and type being provided by the Family Interventionist.
- The number and types of service hours being billed for FFP and the dollars recouped.

**Outcome Measures**

- A reduction in the proportion of youth who are re-adjudicated compared to previous years.
- A reduction in the proportion of youth for whom violations and warrants have been issued after a baseline has been established in the first year.
- Improvement in school attendance and/or work attendance.
V. Participate in and Facilitate the Development and Implementation of Community Based Services to Prevent and Reduce Juvenile Crime

Background and Current Status:

The Departments in collaboration with GOCCP, the Office for Children Youth and Families and the Subcabinet for Children Youth and Families are preparing to solicit proposals from Local Management Boards (LMB) for the design and operation of specialized programs to create community capacity to meet the unique needs of the at-risk and delinquent youth and their families. The RFP will emphasize the need for programs and services for youth and their families who are coming to the DJJ’s attention who reside in designated neighborhoods throughout the State of Maryland. The proposals shall include specific community-based strategies and services aimed at successfully intervening with troubled youth and their families who reside in high-risk neighborhoods.

The purpose of these programs is to develop the community’s capacity to provide the services necessary to intervene with at-risk and delinquent youth, enabling the youth to avoid further contact with or penetration into the juvenile justice system. These community-based programs will build upon, use and link existing resources, organizations and agencies in the provision of services, support and opportunities for juvenile offenders and fill gaps in the service delivery constellation where they exist. The services shall be designed to enhance the juvenile offender’s ability to successfully be accountable to the victim and the community. They shall also empower the community by providing programs for high-risk juvenile offenders that promote public safety, accountability, and competency development.

Strategies and Costs:

The providers of services shall serve Maryland youth referred by the Department, who are being diverted from intake or are on informal supervision, probation, or aftercare supervision, including returning home from a residential facility or at risk of removal from home for placement. The program designs shall maximize the use of existing community resources and funding sources in order to provide cost efficient and comprehensive services for youth and their families. Programs are expected to begin by January 2002.

DJJ has also solicited proposals for the development of Evening Reporting Centers in certain neighborhoods where DJJ youth on aftercare supervision reside to provide capacity in those communities to adequately supervise those high-risk youth. The Department is also expanding its electronic monitoring capabilities to assist in the supervision of high-risk youth while maintaining them in the least restrictive environment, in their communities.

OCYF, DJJ and DHMH has submitted a budget enhancement that combined three unfunded requests originally submitted separately to the Maryland Partnership for Children Youth and Families Initiative by the three agencies. This unified proposal is supported by the Advocacy
community and was endorsed by the Maryland Partnership. The proposal targets two extremely
difficult populations: those pending placement in detention facilities who have difficult to treat
mental and behavioral health care needs and those whose similar needs result in multiple and
repeat hospitalizations. The strategy involves a demonstration project designed to increase
community treatment capacity, provide facility mental health services as needed financed through
a special capitation methodology.

DJJ is also proposing the creation of a case management capacity targeted at those youth placed
on 90 day pre-court supervision to assure that they are appropriately linked to programs and
services in the community to assure that they are not re-referred to Intake. These case managers
will also assure that these youth are involved in community services work and victim restoration
programs to assure that they are being held accountable for their behaviors. The following table
shows the funding for these various programs in FY 02 and requests for out year funding.
Table 7.

Participate in and Facilitate the Development and Implementation of Community Based Services to Prevent and Reduce Juvenile Crime

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Recommended Amount</th>
<th>Awarded Amount</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$800,000</td>
<td>$800,000</td>
<td>Additional Electronic Monitoring services in selected locations. Funded with $400,000 grant from OJJDP.</td>
</tr>
<tr>
<td>2002</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>Evening Reporting Centers in selected neighborhoods to correspond with the Aftercare Initiative.</td>
</tr>
<tr>
<td>2002</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>Community Capacity (Consolidated Grant RFP)</td>
</tr>
<tr>
<td>2003</td>
<td>$6,000,000</td>
<td>$0</td>
<td>Juvenile Justice/Mental Health Pilot Capitation and Resource Development Project</td>
</tr>
<tr>
<td>2003</td>
<td>$1,700,000</td>
<td>$0</td>
<td>90 day pre-court Supervision Case Management Initiative - 3/4 of a year</td>
</tr>
<tr>
<td>2003</td>
<td>$3,500,000</td>
<td>$0</td>
<td>Unfunded Request to support Phase II Community Capacity RFP</td>
</tr>
<tr>
<td>2004</td>
<td>$3,500,000</td>
<td>$0</td>
<td>Unfunded Request to support Phase III Community Capacity RFP</td>
</tr>
<tr>
<td>2004</td>
<td>$200,000</td>
<td>$0</td>
<td>Additional cost to annualize 90 day pre-court Supervision Case Management Initiative</td>
</tr>
</tbody>
</table>
Measures and Outcomes:

Performance Measures

Number of neighborhoods awarded funds.

Number and kinds of programs being provided by the initiative.

Number of youth and families receiving services of what type.

Number of Youth receiving Urine Screens.

Number of youth receiving EM services.

Number of youth being served by Evening Reporting Centers.

Other measures created by individual neighborhoods.

Outcome Measures

Increase in the proportion of youth being served in their own communities.

Reduction in the proportion of out of home placements.

Reduction in the number of intake referrals to DJJ.

Reduction in the number of referrals for violent offenses.

Increase in school or work attendance.

This three year plan represents just the beginning of a collaborative effort between the Departments, other agencies, institutions of higher learning, LMBs, neighborhoods, advocates and the parents and the youth who are the focus of these efforts to comprehensively address the issue of juvenile crime in Maryland. This plan will be revisited and amended each year as these efforts progress.
Other Issues/Next steps

The activities that are described in this plan are not the only activities that are underway which in some fashion address the mental health and substance abuse issues of then DJJ population or those youth who are at risk of coming to the attention of DJJ. The purpose of this plan was to highlight new initiatives. Other state and local agencies and the Local Management Boards also provide programs and services for these youth and their families that are not discussed in this plan. Certainly, DJJ and DHMH provide programs and services to this population that have not been discussed in detail here. The next iteration of this plan will contain an inventory of these programs and services and related costs to demonstrate the extent of the effort.

Some of the efforts currently underway that will be addressed in greater detail in the next plan include:

1.) The need for specialized residential capacity for youth coming to the attention of DJJ.

The RTC Bed Need Workgroup, jointly chaired by DHMH and OCYF, is examining whether special capacity can be developed in existing facilities for these special needs DJJ populations or whether additional facilities are needed. The group is expected to complete its report by October.

2.) The review, development and implementation of policies and protocols related to the provision of Mental Health and Substance Abuse Services, e.g. Suicide Prevention Screening and Intervention Protocols, Medication Administration Protocols, Hospitalization Protocols, Screening, Assessment and Evaluation Protocols, etc.

3.) The development of a training curriculum for DJJ staff, Core Services Agency staff, providers and practitioners.

4.) The incorporation of EPSDT protocols into the medical and treatment practices of all state owned and operated and state owned and privately operated programs.

5.) The establishment of billing procedures for Medicaid reimbursable individuals in state owned and operated programs for Medicaid eligible services rendered.

The Department of Juvenile Justice and the Department of Health and Mental Hygiene will work collaboratively to identify clinical best practices for youth in the juvenile justice system, and develop plans to implement these practices throughout the juvenile system as mental health services are expanded under this three year initiative. This collaborative effort shall include strategies to:

- develop a specialized workforce within the public mental health system with demonstrated competencies in evidenced-based practices for this population,
- ensure coordination of mental health and substance abuse services for children as they move
through the DJJ system and reintegrate to community life,

- implement clinical practice guidelines that are implemented consistently through all DJJ facilities and programs, and
- ensure an ongoing evaluation effort to examine the outcomes resulting from implementation of this substance abuse/mental health initiative.

To assist in assuring that progress on the various projects and initiatives outlined in this plan are coordinated, well managed and tracked, the GOCCP will provide $60,000 to permit MHA to hire a Coordinator of Mental Health and Substance Abuse Services for DJJ to assist in this endeavor.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Recommended Amount</th>
<th>Awarded Amount</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$60,000</td>
<td>$60,000</td>
<td>GOCCP funded position to liaison between DJJ and MHA and coordinate ongoing initiatives</td>
</tr>
<tr>
<td>2003</td>
<td>$20,000</td>
<td>$0</td>
<td>Amount needed to annualize the Coordinator of Mental health and Substance Abuse Services for DJJ</td>
</tr>
</tbody>
</table>
Evaluation

The ultimate success of this plan will depend heavily on an evaluation of its implementation and its outcomes. The evaluation will assist in discerning those elements of the plan contributing to successful outcomes that need to be enhanced and replicated, those elements that need to be improved, and those that need to be abandoned. In addition to allocating portions of the funds being proposed for certain programs for evaluation, the Departments intend to seek additional grant or foundation dollars, possibly in collaboration with the evaluator, to conduct this research. The evaluation will utilize a mix of quantitative and qualitative methods, including focus group discussions with families, and youth, and staff, and administrators in and out of DJJ, to assess the quality and integrity of this plan’s design and implementation, and to identify changes that are needed to improve aspects of the system addressed by the plan. It will be necessary to conduct site visits and interview key decision-makers involved in the project.

Multiple sub-studies, employing appropriate research designs, will focus on different components of the plan (e.g., community capacity development, impacts of the family intervention specialist, statewide implementation of new screening and assessment tools). The evaluator will compile and analyze data from existing and new Departmental efforts, and assist the Admissions Division, Community Justice Supervision, and Residential Services to develop internal capacity to monitor performance, identify implementation barriers, and evaluate achievement of program goals. The evaluator must also identify and review all relevant literature on all components of the plan, to learn as much about past performance and effectiveness of these programs both in and out of DJJ, and to provide a national context for interpreting DJJ/DHMH efforts and outcomes. In addition, the Departments will require that the rationale, design, and methods of the evaluation, as well as the process used to produce outcome measures, are thoroughly explained at the outset of the project.
Appendix A
The System:

The Juvenile Justice System is quite complicated and a thorough explanation would require considerable space. What is presented here is a brief explanation to provide the reader with a context within which to understand this plan. The outline below sets forth the steps along which a youth might proceed through the system.

Primary Prevention and Diversion

These community and neighborhood based programs and services are provided to youth who are deemed to be at risk for involvement in delinquent behavior. The services are provided by community based organizations and providers and most are school and/or neighborhood based. Services can involve, among others, tutorial, mentoring, recreational, after school, mental health, substance abuse, intensive counseling and in-home intervention programs, anger management, mental health and substance abuse services.

Arrest

The police have considerable discretion in deciding whether or not to arrest a youth or whether to refer the youth to DJJ. A police officer may decide to release the youth without making a referral to DJJ and may decide that no further action is needed. The police may also decide that the youth would benefit from a referral to a community-based program or a police organized diversion activity. These programs may provide many of the same programs described under the previous caption, but may also include community conferencing, neighborhood youth panels and teen courts, all programs that involve the community in addressing the youth’s behavior and needs.

Referral to DJJ

The police, citizens, the schools, and other agencies can make referrals to DJJ. This is typically called a referral to “Intake.” In cases of a referral for delinquency, that is a youth is accused of committing an offense that would be a crime if committed by an adult, the youth may be placed by intake in detention to await a hearing by the court to determine if detention should continue. Only youth who are accused of serious felony offenses, are the subject of a warrant or who have multiple auto theft charges are placed in detention by Intake. Detention is a place of secure confinement pending other action by the court. A youth may also be placed in shelter care if it is determined that there is no responsible person available to whom the youth may be released. The court will review Intake detention and shelter care decisions on the next court day to determine if that placement should continue.
Intake decides whether a youth should be referred to court or whether the youth can be diverted from court. Youth diverted from court may be sent home with their parents or caregiver with no further action or may be placed on a 90-day supervision period if the youth, the parents, the victim and the filer of the complaint agree. During this 90 day period, the youth is supervised by DJJ, may provide community services and attend other community and neighborhood based programs and activities like those described under the previous captions.

**Referral to Court**

If a youth is referred to court, the court may make several different decisions. The court may decide to dismiss the case, place the youth on probation or commit the youth to a residential program depending on the facts of the case and the youth’s situation. During this process the youth may be placed in detention or shelter care awaiting court hearings, a final decision by the court (known as “disposition”) or awaiting placement in a residential program. Youth may also be placed on community detention or electronic monitoring during this time, or be released to their caregiver.

**Probation**

A youth placed on probation by the court is under the supervision of the court and must abide by whatever terms and conditions the court has set forth. Typically these terms and conditions require that the youth participate in and adhere to the stipulations of an Individual Supervision Plan (ISP) that was presented to the court at the disposition hearing. ISPs may address school attendance, participation in community and neighborhood based programs, restitution, community service work, counseling for substance abuse and mental health issues, attendance at evening reporting and day treatment centers, etc. The intensity of supervision, i.e. the frequency and duration of reporting and contacts depends on the “risk” that the youth presents to public safety. The services provided to the youth and family depend on the “needs” of the youth and family, i.e. the issues that need to be addressed regarding the youth’s mental health, physical health, substance abuse, education, and/or family functioning.

**Commitment to DJJ**

A youth committed to DJJ will typically be placed in a residential program. These programs can generally be described along a continuum of restrictiveness and program intensity. The range of programming includes: family foster care, therapeutic foster care, community based group home, specialized or therapeutic group home, specialized treatment center, minimum secure juvenile offender program, residential treatment center, medium secure juvenile offender program, secure residential treatment center, maximum secure juvenile offender program, secure hospitalization. An assessment of risk and need conducted by DJJ determines the kind of committed residential program in which a youth will be placed.
Aftercare

A youth’s aftercare status begins upon entering placement. Aftercare is focused on assisting the youth and the youth’s family to plan for the youth’s release and return to the community. Many of the programs and services discussed previously can also be part of the youth’s aftercare program. A youth’s family will be involved with the youth before release and may also be involved in mental health or substance abuse treatment. Upon release, the youth may attend day treatment, alternative education or evening reporting centers. A youth’s status on aftercare supervision is determined according to risk and needs. Special teams consisting of two case managers assigned to thirty youth will provide services to those youth requiring “intensive” aftercare, based on risk. Each two case management teams will be assigned a “family interventionist” who will provide direct clinical services and referral and follow up services to the youth and families being served by the two teams (See Appendix F for the MOU between DJJ and DHMH regarding these positions).

All of the programs and responsibilities described above and this plan to provide enhancements are consistent with DJJ’s vision and mission and its key goals.

Vision

Every child will become a self sufficient productive adult.

Mission

The Department of Juvenile Justice embraces a balanced and restorative justice philosophy. DJJ seeks to ensure the public safety and protection of the community to hold juvenile offenders accountable to victims and communities and to develop youth competency and character to assist them in becoming responsible and productive members of society.

Key Goals

Goal 1: Promote public safety;
Goal 2: Ensure youth offender accountability;
Goal 3: Build youth character and competency;
Goal 4: Help family, help youth;
Goal 5: Ensure collaboration; and
Goal 6: Measure and evaluate departmental programs.
The Departments are members of and active participants in the **Maryland Partnership for Children Youth and Families** (the Partnership). The Partnership’s vision is that:

*Maryland children and families will thrive in their homes and communities.*

How this plan addresses and supports improved outcomes for DJJ youth in specific Partnership result areas and indicators will be noted in the sections discussing performance and outcome measures. Delinquent youth, especially those who are mentally ill and are involved in substance abuse are at increased risk in several areas. It is expected the following result areas and indicators will be positively affected:
<table>
<thead>
<tr>
<th>Result Area</th>
<th>Indicators</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babies Born Healthy</td>
<td>Births to Adolescents Low Birth Weight Infant Mortality</td>
<td>These youth are at higher risk for adolescent pregnancy and for poor birth outcomes for their children.</td>
</tr>
<tr>
<td>Healthy Children</td>
<td>Injuries Deaths Substance Abuse</td>
<td>These youth experience significantly higher incidences in these areas than do other youth.</td>
</tr>
<tr>
<td>Children Successful in School</td>
<td>Absence from School Academic Performance Demonstrated Basic Skills</td>
<td>These youth experience significantly greater rates of suspension, expulsion, dropout, absence, special education needs and deficiencies in basic skill and academic performance than do other youth.</td>
</tr>
<tr>
<td>Children Completing School</td>
<td>Dropout Rate High School Program Completion High School Diploma Graduation/School Completion of Children with SED</td>
<td>See above.</td>
</tr>
<tr>
<td>Children Safe in Their Families And Communities</td>
<td>Abuse or Neglect Deaths Due to Injury Juvenile Violent Offense Arrests Juvenile Serious Non-Violent Offense Arrests</td>
<td>The rates of Child abuse and neglect are higher in this population than in the general population.</td>
</tr>
<tr>
<td>Stable and Economically Independent Families</td>
<td>Out of Home Placements Homeless Adults and Children</td>
<td>These youth experience high rates of out of home placement and are at high risk of becoming homeless children or adults.</td>
</tr>
</tbody>
</table>
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Appendix B
DJJ/DHMH Mental Health/Substance Abuse Action Plan
FY2001-02
November 13, 2000

Summary: This Action Plan is the precursor to a three year action plan to integrate mental health and substance abuse services into every phase of the juvenile justice system. The plan has six components: (1) Develop a 3 year plan for enhanced mental health and substance abuse treatment throughout DJJ System; (2) Expand Mental Health in Detention Facilities; (3) Fully Implement HB 692; (4) Implement Mental Health Component of Aftercare Initiative; (5) Develop and Implement a Standard Screening and Assessment Tool; and (6) Expand Community Based Services to Prevent and Reduce Juvenile Crime. These immediate steps will continue to improve treatment and service delivery to juveniles in the juvenile justice system. These specific initiatives are part of a larger effort to improve community-based services for targeted neighborhoods throughout the State.

1. Develop a 3 year plan for enhanced mental health and substance abuse treatment throughout DJJ System

Description: Significant progress has been made to develop a long-range plan for providing mental health services in DJJ facilities. Both DJJ and DHMH have agreed to build upon current plans to create a comprehensive three-year plan to improve the delivery of treatment to juveniles throughout the entire juvenile justice system. Most of the focus will be on enhancing links with and increasing the capacity of community-based providers. This plan will synthesize the current facility plan as well as DJJ’s admissions reform efforts. This plan will be reviewed on an annual basis and revisions will be made as appropriate.

Budget: N/A
Responsibility: Oscar Morgan, DHMH; Walt Wirsching, DJJ; Stephen Amos, GOCCP
Timeline: Complete 3 year plan by July 1, 2001 for FY2003 budget cycle
Progress Measures: Has the plan been completed and approved by Secretaries of DJJ and DHMH?
Have necessary budget items been added to DJJ and DHMH budgets for FY2003 and planned for FY2004-5?

2. Expand Mental Health in Detention Facilities

Description: Expansion of State Challenge Grant pilot to additional detention facilities. Initiative places a mental health professional in detention centers to screen all youth who stay longer than 24 hours. Youth indicating a need will receive a full assessment and preliminary treatment or treatment readiness. The mental health worker in collaboration with DJJ case manager will link juveniles
in need of service with community-based treatment providers once they leave detention. These screenings and assessments will be used to develop individual service plans (identifying youth that require in-home or residential programs) to be presented to the courts to assist them in disposition decision. (Will provide services to J.DeWeese Carter Center, Cheltenham Youth Facility, Thomas J.S. Waxter Center, and Alfred D. Noyes Center).

Budget: $1.2 million (600,000 from MHA and $600,000 from JJAB)
Responsibility: Oscar Morgan, DHMH; Walt Wirsching, DJJ; Stephen Amos, GOCPP
Timeline: Expanded pilot will begin January 1, 2001
Progress Measures:
- Number of juveniles screened at each facility
- Number of juveniles assessed in each facility
- Number of juveniles receiving treatment in each facility
- What was the type of treatment?
- Number of juveniles referred/linked to community-based providers from each facility

3. Fully Implement HB 692
Description: In 1999, HB 692 passed concerning Mental Health and Substance Abuse Screening and Assessment. The bill requires DJJ staff to refer juveniles and their guardians for mental health and substance abuse screenings. The law requires that within 15 days of the referral, DJJ workers must document whether or not a guardian made an appointment for a screening. The law also states that if the screening indicates a problem, the clinician must conduct a comprehensive mental health or substance abuse assessment of the juvenile no later than five working days after the screening.

Budget: Existing funds
Responsibility: Oscar Morgan, DHMH; Walt Wirsching, DJJ
Timeline: Completed by January 1, 2001
Progress Measures:
- Have joint DJJ/DHMH regulations been adopted?
- Have brochures been produced? Are they being distributed at intake?
- Have all intake workers been trained?
- How many parents/guardians made appointments for screenings?

4. Implement Mental Health Component of Aftercare Initiative
Description: Master's Level mental health professionals will be part of new Aftercare Wrap Teams. There will be one mental health worker assigned to every two aftercare teams in neighborhoods throughout the State.
Budget: $1.5 million through MD Partnership Request for FY2002. From January 1, 2001-June 30, 2001, plan to use $200,000 from JJAB to fund services.

Lead Responsibility: Oscar Morgan, DHMH, Walt Wirsching, DJJ
Timeline: Program begins January 1, 2001
Progress Measures: Number of aftercare teams with mental health professional assigned to all aftercare teams.
Number of juveniles screened.
Number of juveniles assessed.
Number of juveniles receiving treatment and type of treatment provided.
Number of families of juveniles on aftercare receiving treatment Type of treatment provided to the families.
Number of juveniles returned to DJJ supervision as a result of a new offense.
Number of aftercare violators.
Number of absconders.
Number of warrants.

5. Develop and Implement a Standard Screening and Assessment Tool
Description: There is a need to standardize screening and assessment in the juvenile justice system. Johns Hopkins University has agreed to work with the State to improve various tools for DJJ's entire population.

Budget: Part of $1.2 million for detention/mental health project
Responsibility: Oscar Morgan, DHMH; Walt Wirsching, DJJ; Stephen Amos, GOCPP
Timeline: Tool and Training completed by March, 2001
Progress Measures: Have the tools been developed? Have the tools been validated?
Percentage of intake workers trained concerning screening tools?
Have clinicians received training concerning how to administer the tools?
Number of juveniles receiving assessments.
Number of juveniles referred for treatment.
Number of juveniles eligible for Medicaid.
Number of juveniles with private insurance.

6. Community Based Services To Prevent and Reduce Juvenile Crime
Description: In neighborhoods where juvenile crime and related risk factors are concentrated, community teams involving agency personnel, community institutions and organizations with experience working with juveniles will design community juvenile intervention strategies tailored to the risk factors and resources of the particular neighborhood. This is part of a larger Neighborhood Intervention
for youth and families that will empower neighborhoods to develop a continuum of services from prevention through aftercare.

**Budget:**
$3.5 million

**Responsibility:**
Walt Wirsching, DJJ; Sheila Maynor, DJJ

**Timeline:**
Full implementation July 1, 2001

**Progress Measures:**
Measure progress measures developed for each individual neighborhood strategy

Our agencies have approved this action plan for FY2001-2002. Our staff is committed to develop and implement these six strategies/initiatives according to the timelines outlined.

Bishop L. Robinson, Secretary, DJJ

Georges Benjamin, Secretary, DHMH

11/15/00
Appendix C
### Fiscal Year 2002

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th>Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>DHMH Federal Block Grant Dollars for services at Noyes, Cheltenham, Carter, Waxter and the Juvenile Justice Center.</td>
<td>$800,000 FF</td>
<td>Yes</td>
</tr>
<tr>
<td>Medical Assistance General Funds for services to youth at Hickey, Victor Cullen and O'Farrell (140 x 12,500 = $1,750,000) Approx. 75% in year 1.</td>
<td>$1,312,500</td>
<td>No</td>
</tr>
<tr>
<td>DJJ General Funds to fund mental health services at the Youth Centers for 75% in year one.</td>
<td>$64,000</td>
<td>Yes</td>
</tr>
<tr>
<td>DJJ General Funds for additional substance abuse counselors in selected DJJ facilities and related support - Phase I (See Appendix D for details). Includes estimates for some existing psychiatric and psychological consultation time.</td>
<td>$1,000,000</td>
<td>Yes</td>
</tr>
<tr>
<td>Estimated Costs to the Medicaid General Fund Budget for HB 692 implementation. In this fiscal year the actual additional costs will be calculated and addressed in the out year budgets.</td>
<td>$1,425,000</td>
<td>No</td>
</tr>
<tr>
<td>General Fund appropriation to DJJ. These funds will be transferred to DHMH who will transfer them to the CSA to hire the Family Interventionists. Will fund approximately 25 positions</td>
<td>$1,500,000</td>
<td>Yes</td>
</tr>
<tr>
<td>GOCCP Grant to Johns Hopkins to work with DJJ and others to develop risk and needs screening instruments and protocols</td>
<td>$600,000</td>
<td>Yes</td>
</tr>
<tr>
<td>Additional Electronic Monitoring services in selected locations. Funded in part with a $400,000 grant from OJJDP.</td>
<td>$800,000 (50% FF)</td>
<td>Yes</td>
</tr>
<tr>
<td>Evening Reporting Centers in selected neighborhoods to correspond with the Aftercare Initiative.</td>
<td>$1,500,000</td>
<td>Yes</td>
</tr>
<tr>
<td>Community Capacity (Consolidated Grant RFP)</td>
<td>$2,000,000</td>
<td>Yes</td>
</tr>
<tr>
<td>GOCCP funded Coordinator of Mental Health and Substance Abuse Services to DJJ position to liaison between DJJ and MHA and coordinate ongoing initiatives</td>
<td>$60,000 FF</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Total** ($1,260,000 FF + $9,801,500) $11,061,500
<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th>Awarded</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Juvenile Justice/Mental Health Pilot Capitation and Resource Development Project (1,500,000 OCYF, 4,500,000 MHA)</td>
<td>$6,000,000</td>
<td>No</td>
<td>1</td>
</tr>
<tr>
<td>Unfunded Request to support Phase II Community Capacity RFP</td>
<td>$3,500,000</td>
<td>No</td>
<td>2</td>
</tr>
<tr>
<td>Unfunded request to enhance substance abuse and mental health services in selected DJJ facilities - Phase II (See Appendix D for details).</td>
<td>$2,000,000</td>
<td>No</td>
<td>3</td>
</tr>
<tr>
<td>DJJ unfunded request seeking General Fund dollars to support second phase of work with Johns Hopkins and the University of Maryland to continue development and testing of instruments and protocols.</td>
<td>$600,000</td>
<td>No</td>
<td>4</td>
</tr>
<tr>
<td>DHMH General Fund request to annualize Medicaid costs of services to youth at Hickey, Victor Cullen and O’Farrell.</td>
<td>$437,000</td>
<td>No</td>
<td>5</td>
</tr>
<tr>
<td>DHMH unfunded request required by adding two 24 bed detention facilities - one on the lower shore and one in western Maryland.</td>
<td>$200,000</td>
<td>No</td>
<td>6</td>
</tr>
<tr>
<td>DJJ unfunded request for 9 additional Juvenile Counselors and one additional Juvenile Counselor Supervisor to assure that all youth at Intake are screened.</td>
<td>$325,000</td>
<td>No</td>
<td>7</td>
</tr>
<tr>
<td>90 day pre-court Supervision Case Management Initiative - 3/4 of a year</td>
<td>$1,700,000</td>
<td>No</td>
<td>8</td>
</tr>
<tr>
<td>Unfunded request for office automation supplies for existing Addictions Counselors</td>
<td>$71,000</td>
<td>No</td>
<td>9</td>
</tr>
<tr>
<td>Additional General Fund Costs, annualizing ’02 costs for family Interventionist positions, will hire an additional 8 Family Interventionist positions.</td>
<td>$410,000</td>
<td>No</td>
<td>10</td>
</tr>
<tr>
<td>Federal Financial Attainments anticipated that will be used to hire an additional five Family Interventionist positions.</td>
<td>$450,000 FF</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Amount needed to annualize DJJ/MHA Mental Health and Substance Abuse position.</td>
<td>$20,000 FF</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>Total (470,000FF + 15,243,000)</strong></td>
<td><strong>$15,713,000</strong></td>
<td></td>
<td></td>
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</table>
### Fiscal Year 2004

<table>
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<th>Item</th>
<th>Amount</th>
<th>Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unfunded request to enhance substance abuse and mental health services in selected DJJ facilities - Phase III (See Appendix E for details).</td>
<td>$740,000</td>
<td>No</td>
</tr>
<tr>
<td>DJJ unfunded request seeking General Fund dollars to support the third phase of work with Johns Hopkins and the University of Maryland to continue development and testing of instruments and protocols.</td>
<td>$600,000</td>
<td>No</td>
</tr>
<tr>
<td>Annualization of funds for Intake staff</td>
<td>$50,000</td>
<td>No</td>
</tr>
<tr>
<td>Unfunded Request to support Phase III Community Capacity RFP</td>
<td>$3,500,000</td>
<td>No</td>
</tr>
<tr>
<td>Additional cost to annualize 90 day pre-court Supervision Case Management Initiative</td>
<td>$200,000</td>
<td>No</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,090,000</strong></td>
<td></td>
</tr>
</tbody>
</table>
Appendix D
Baltimore City Juvenile Justice Center

A multi function facility that includes a 144-bed detention facility, offices for DJJ staff, staff or the State’s Attorney and the Public Defender and the courts. Will also contain courtrooms and some staff offices for DSS.

Opening Target Date: March 2002

Current MH/SA Staff

<table>
<thead>
<tr>
<th>Social Worker VI</th>
<th>Social Worker V</th>
<th>Addictions Program Specialist I</th>
<th>Addictions Counselor III</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 *</td>
<td>4 *</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

* Assigned through the Federal Mental Health Block Grant

Additional MH/SA Staffing Needs for FY 2003

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries, Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>1</td>
<td>55,471</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>60,171</td>
</tr>
<tr>
<td>Psychiatrist</td>
<td>1</td>
<td>87,961</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>92,661</td>
</tr>
<tr>
<td>Social Worker V</td>
<td>2</td>
<td>91,181</td>
<td>1,600</td>
<td>400</td>
<td>6,400</td>
<td>1,000</td>
<td>100,581</td>
</tr>
<tr>
<td>Grand Total</td>
<td>3</td>
<td>234,883</td>
<td>3,200</td>
<td>800</td>
<td>12,800</td>
<td>2,000</td>
<td>253,413</td>
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</table>

Additional MH/SA Staffing Needs for FY 2004

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries, Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Psychologist I</td>
<td>1</td>
<td>51,952</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>56,652</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1</td>
<td>51,952</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>56,652</td>
</tr>
</tbody>
</table>
J. DeWEES CARTER CENTER

A 27 bed, state owned and operated detention facility for young males and females located on the Eastern Shore.

Current MH/SA Staff

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Worker V</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Addictions Counselor III</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6 hrs. per month</td>
<td>1 *</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Assigned through the Federal Mental Health Block Grant

Additional MH/SA Staffing Needs for FY 2003

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychiatrist</td>
<td>.5</td>
<td>43,800</td>
<td>800</td>
<td>200</td>
<td></td>
<td></td>
<td>45,230</td>
</tr>
<tr>
<td>Social Worker V</td>
<td>1</td>
<td>45,591</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>50,291</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1.5</td>
<td>89,571</td>
<td>1,600</td>
<td>400</td>
<td>3,200</td>
<td>500</td>
<td>95,521</td>
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</table>

Additional MH/SA Staffing Needs for FY 2004

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>1</td>
<td>55,471</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>60,171</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1</td>
<td>55,471</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>60,171</td>
</tr>
</tbody>
</table>
CHELTENHAM YOUTH FACILITY

A state owned and operated detention facility for males. This facility will be downsized with the opening of the Juvenile Justice Center in Baltimore City to 48 detention beds.

Based on 48 Beds

**Current MH/SA Staff**

<table>
<thead>
<tr>
<th>Position</th>
<th>15hrs. per week</th>
<th>Social Worker V</th>
<th>Psychologist Associate II</th>
<th>Addictions Program Specialist I</th>
<th>Addictions Counselor II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist</td>
<td>2*</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

*Assigned through the Federal Mental Health Block Grant

**Additional MH/SA Staffing Needs for FY 2003**

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>1</td>
<td>55,471</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>60,171</td>
</tr>
<tr>
<td>Psychologist I</td>
<td>1</td>
<td>51,952</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>56,652</td>
</tr>
<tr>
<td>Psychiatric</td>
<td>1</td>
<td>43,980</td>
<td>800</td>
<td>200</td>
<td></td>
<td></td>
<td>44,980</td>
</tr>
<tr>
<td>Grand Total</td>
<td>3</td>
<td>55,471</td>
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<td>600</td>
<td>6,400</td>
<td>1,000</td>
<td>161,803</td>
</tr>
</tbody>
</table>

**Additional MH/SA Staffing Needs for FY 2004**

-49-
LOWER EASTERN SHORE DETENTION CENTER

A 24 bed, state owned and operated 24 bed detention center. Opening Target Date: December 2002

Current MH/SA Staff

| Addictions Counselor III | 1 |
| (This position was not budgeted in the original facility's staffing but was submitted as an unfunded initiative for FY03) |

Additional MH/SA Staffing Needs for FY 2003

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>1</td>
<td>55,471</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>60,171</td>
</tr>
<tr>
<td>Psychiatric</td>
<td>.5</td>
<td>43,980</td>
<td>800</td>
<td>200</td>
<td></td>
<td></td>
<td>44,980</td>
</tr>
<tr>
<td>Social Worker V</td>
<td>1</td>
<td>45,591</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>50,291</td>
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<tr>
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<td>1,000</td>
<td>155,442</td>
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</table>
MARYLAND YOUTH RESIDENCE CENTER

A state owned and operated 40 bed structured shelter care facility for males. The program also contains a 12 bed group home for boys who are attending the Living Classrooms program

Current MH/SA Staff

<table>
<thead>
<tr>
<th>Social Worker III (advanced Criminal Justice)</th>
<th>Addictions Counselor III</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Additional MH/SA Staffing Needs for FY 2003

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>.5</td>
<td>27,735</td>
<td>800</td>
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<tr>
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<td>200</td>
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<td></td>
<td>44,180</td>
</tr>
<tr>
<td>Addictions Counselor III</td>
<td>1</td>
<td>33,593</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>38,293</td>
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<tr>
<td>Grand Total</td>
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<td>105,308</td>
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<td>6,400</td>
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<td>114,908</td>
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Additional MH/SA Staffing Needs for FY 2004

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<tr>
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<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist I</td>
<td>1</td>
<td>51,952</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>56,652</td>
</tr>
<tr>
<td>Addictions Program Specialist I</td>
<td>1</td>
<td>35,825</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>40,525</td>
</tr>
<tr>
<td>Grand Total</td>
<td>2</td>
<td>87,777</td>
<td>1,600</td>
<td>400</td>
<td>6,400</td>
<td>1,000</td>
<td>97,177</td>
</tr>
</tbody>
</table>
ALFRED D. NOYES CHILDREN'S CENTER

A state owned and operated 57 bed detention facility for young men and women located in Rockville.

Current MH/SA Staff

<table>
<thead>
<tr>
<th>Psychiatric Services</th>
<th>Addictions Counselor III</th>
</tr>
</thead>
<tbody>
<tr>
<td>215 hrs. per year</td>
<td>2</td>
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Additional MH/SA Staffing Needs for FY 2003

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>1</td>
<td>55,471</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>60,171</td>
</tr>
<tr>
<td>Psychiatric</td>
<td>.5</td>
<td>43,980</td>
<td></td>
<td>200</td>
<td></td>
<td></td>
<td>44,180</td>
</tr>
<tr>
<td>Social Worker V</td>
<td>2</td>
<td>91,181</td>
<td>1,600</td>
<td>400</td>
<td>6,400</td>
<td>1,000</td>
<td>100,581</td>
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<tr>
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<td>190,632</td>
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<td>800</td>
<td>9,600</td>
<td>1,500</td>
<td>204,932</td>
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</table>

Additional MH/SA Staffing Needs for FY 2004

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist I</td>
<td>1</td>
<td>51,952</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>56,652</td>
</tr>
<tr>
<td>Addictions Program Specialist I</td>
<td>1</td>
<td>35,825</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>40,525</td>
</tr>
<tr>
<td>Grand Total</td>
<td>2</td>
<td>87,777</td>
<td>1,600</td>
<td>400</td>
<td>6,400</td>
<td>1,000</td>
<td>97,177</td>
</tr>
</tbody>
</table>
WILLIAM DONALD SCHAEFER HOUSE

A state owned and operated 19-bed substance abuse program for young men who are committed to the Department for placement.

Current MH/SA Staff

<table>
<thead>
<tr>
<th></th>
<th>Addictions Program Specialist I</th>
<th>Addictions Counselor III</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

Additional MH/SA Staffing Needs for FY 2003

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>.5</td>
<td>27,735</td>
<td>800</td>
<td>200</td>
<td></td>
<td></td>
<td>28,735</td>
</tr>
<tr>
<td>Psychiatric</td>
<td>.5</td>
<td>43,980</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>47,880</td>
</tr>
<tr>
<td>Social Worker V</td>
<td>1</td>
<td>45,591</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>50,291</td>
</tr>
<tr>
<td>Addictions Counselor III</td>
<td>1</td>
<td>33,593</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>38,293</td>
</tr>
<tr>
<td>Grand Total</td>
<td>3</td>
<td>150,899</td>
<td>2,400</td>
<td>800</td>
<td>9,600</td>
<td>1,500</td>
<td>165,199</td>
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Additional MH/SA Staffing Needs for FY 2004

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
</table>

-53-
A state owned and operated facility exclusively for young women, located in Laurel that currently houses a 38 bed detention program, a 15 bed substance abuse program, a 05 bed short term consequence program a 15 bed secure committed program and 15 bed short term impact program. But for the detention program, all of the young women at this facility are committed to the Department for placement. Many of the young women in the secure program have committed violent offense.

Current MH/SA Staff

<table>
<thead>
<tr>
<th>Psychological Services</th>
<th>Psychiatric Services</th>
<th>Social Worker III (advanced criminal justice)</th>
<th>Addictions Program Specialist I</th>
<th>Addictions Counselor III</th>
<th>Addictions Counselor II</th>
</tr>
</thead>
<tbody>
<tr>
<td>254 hrs. per year (eval)</td>
<td>229 hrs. per year (eval) &amp; 48 hrs. per year (consul.)</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

This does not include clinicians assigned through the Federal Mental health Block Grant.

Additional MH/SA Staffing Needs for FY 2003

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Worker VI (Clinical Supervisor)</td>
<td>1</td>
<td>48,663</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>53,363</td>
</tr>
<tr>
<td>Social Worker V</td>
<td>4</td>
<td>182,364</td>
<td>3,200</td>
<td>800</td>
<td>12,800</td>
<td>2000</td>
<td>201,164</td>
</tr>
<tr>
<td>Addictions Counselor III</td>
<td>1</td>
<td>33,593</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>38,293</td>
</tr>
<tr>
<td>Grand Total</td>
<td>6</td>
<td>264,620</td>
<td>4,800</td>
<td>1200</td>
<td>19,200</td>
<td>3,000</td>
<td>292,820</td>
</tr>
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</table>

Additional MH/SA Staffing Needs for FY 2004

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>1</td>
<td>55,471</td>
<td>800</td>
<td>200</td>
<td>32,00</td>
<td>500</td>
<td>60,171</td>
</tr>
<tr>
<td>Psychiatric</td>
<td>1</td>
<td>87,961</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>92,611</td>
</tr>
<tr>
<td>Psychologist I</td>
<td>1</td>
<td>51,952</td>
<td>800</td>
<td>200</td>
<td>32,00</td>
<td>500</td>
<td>56,652</td>
</tr>
<tr>
<td>Grand Total</td>
<td>3</td>
<td>195,384</td>
<td>2,400</td>
<td>600</td>
<td>9,600</td>
<td>1,500</td>
<td>209,484</td>
</tr>
</tbody>
</table>
WESTERN MARYLAND DETENTION CENTER

A 24 bed detention center that is anticipated to open in December 2002. It is state owned and will be state operated.

Current MH/SA Staff

| Addictions Counselor III | 1 |

Additional MH/SA Staffing Needs for FY 2003

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries, Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>1</td>
<td>55,471</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>60,171</td>
</tr>
<tr>
<td>Psychiatric</td>
<td>.5</td>
<td>43,980</td>
<td></td>
<td>200</td>
<td></td>
<td></td>
<td>44,180</td>
</tr>
<tr>
<td>Social Worker V</td>
<td>1</td>
<td>45,591</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>50,291</td>
</tr>
<tr>
<td>Grand Total</td>
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<td>600</td>
<td>6,400</td>
<td>1,000</td>
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Additional MH/SA Staffing Needs for FY 2004

<table>
<thead>
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<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries, Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
</table>

-55-
YOUTH CENTERS

Four camps in Western Maryland that are DJJ owned and operated. These are minimum security Juvenile Justice facilities with approximately 180 beds. The youth in these programs have committed delinquent acts and are committed to the Department for placement. Youth who are seriously emotionally disturbed, violent, or have committed violent offenses or offenses involving a firearm are not admitted. One of the camps is a substance abuse treatment center.

Current MH/SA Staff

<table>
<thead>
<tr>
<th>Psychological &amp; Psychiatric Services</th>
<th>Addictions Program Specialist II</th>
<th>Addictions Program Specialist I</th>
<th>Addictions Counselors</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 hrs. per week</td>
<td>1</td>
<td>2</td>
<td>10</td>
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Additional MH/SA Staffing Needs for FY 2003

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist II (Mental Health Director)</td>
<td>1</td>
<td>55,471</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>60,171</td>
</tr>
<tr>
<td>Psychiatrist</td>
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<td>87,961</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>92,661</td>
</tr>
<tr>
<td>Social Worker VI (Clinical Supervisor)</td>
<td>1</td>
<td>48,663</td>
<td>800</td>
<td>200</td>
<td>3,200</td>
<td>500</td>
<td>53,363</td>
</tr>
<tr>
<td>Social Worker V</td>
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<td>800</td>
<td>12,800</td>
<td>2000</td>
<td>201,164</td>
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<td>5500</td>
<td>560,531</td>
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</table>

Additional MH/SA Staffing Needs for FY 2004

<table>
<thead>
<tr>
<th>Position</th>
<th>Additional Staffing Need</th>
<th>Salaries Wages &amp; Fringe</th>
<th>Furniture</th>
<th>Offices Supplies</th>
<th>Computer</th>
<th>Training</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychologist I</td>
<td>1</td>
<td>51,952</td>
<td>800</td>
<td>200</td>
<td>32,00</td>
<td>500</td>
<td>56,652</td>
</tr>
<tr>
<td>Grand Total</td>
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<td>51,952</td>
<td>800</td>
<td>200</td>
<td>32,00</td>
<td>500</td>
<td>56,652</td>
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<tr>
<td>FACILITY</td>
<td>FY 2003</td>
<td>FY 2004</td>
<td></td>
<td></td>
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<td></td>
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<td>-----------------------------------------</td>
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<td></td>
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<td></td>
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</tr>
<tr>
<td>BALTIMORE CITY JUVENILE JUSTICE CENTER</td>
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<td></td>
</tr>
<tr>
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<td>$97,177.00</td>
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</tr>
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<td>William Donald Schaefer House</td>
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<td>$209,484.00</td>
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<td>Youth Centers</td>
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<tr>
<td>Grand Total</td>
<td>$1,997,408.00</td>
<td>$739,116.00</td>
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APPENDIX E
Title 16
DEPARTMENT OF
JUVENILE JUSTICE
Subtitle 03 FIELD SERVICES
16.03.02 Screening and Assessment for Mental Health, Substance Abuse, and Mental Retardation

Authority: Courts and Judicial Proceedings, §§1-801 and 2-810. Annotated Code of Maryland

Notice of Proposed Action
(01-254-07)

The Secretary of the Department of Juvenile Justice, jointly with the Secretary of the Department of Mental Health and Mental Hygiene, proposes to adopt new Regulations .01 - .06 under a new chapter, COMAR 16.03.02 Screening and Assessment for Mental Health, Substance Abuse, and Mental Retardation.

Statement of Purpose
The purpose of this action is to establish standards for the dissemination of information by an intake officer regarding screening and assessment for mental health, substance abuse, and mental retardation to a child who is the subject of a complaint and to the child's parent or guardian.

Comparison to Federal Standards
There is no corresponding federal standard to this proposed regulation.

Estimate of Economic Impact
I. Summary of Economic Impact. The purpose of this action is to adopt a procedure that an intake officer must follow upon the receipt of a complaint concerning a child by requiring certain information to be discussed with the child and the child's parent or guardian.

<table>
<thead>
<tr>
<th>Revenue (E+/-)</th>
<th>Expenditure (E+/-)</th>
<th>Magnitude</th>
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<td></td>
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<td>$192,000</td>
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</table>

II. Types of Economic Impacts.
A. On issuing agency: Department of Juvenile Justice
B. On other State agencies: NONE
C. On local governments: NONE

D. On regulated industries or trade groups: NONE
E. On other industries or trade groups: NONE
F. Direct and indirect effects on public: NONE

III. Assumptions. (Identified by Impact Letter and Number from Section II.)
A. There are 40,000 intake referrals per year (71 percent of total referrals) that will require full inquiry and screening, including discussion of mental health, substance abuse, and mental retardation problems; referrals for services when requested; and follow-up contacts to determine whether an appointment was made. In addition, 40,000 intake referral brochures will be required for distribution. The cost of producing the brochures is estimated to be $40,000 (40,000 brochures x $1). The additional time requirement for the...
intake officer is estimated at 15 minutes for discussion, brochure distribution, service referrals, and making follow-up contacts and recording the results of the intake referral. The estimated cost for this service is $182,000 (49,000 referrals @ 15 minutes each = 10,000 hours = $16,520 / Juvenile Counselor I @ $21,000 -- grade 10, Base + 20 percent fringe) = $182,000.

Total cost: $40,000 (brochures) + $182,000 (staff time) = $222,000.

Economic Impact on Small Businesses

The proposed action has minimal or no economic impact on small businesses.

Opportunity for Public Comment

Comments on the proposed action may be sent to Dr. Henry Lessaney, Assistant Secretary for the Office of Professional Responsibility and Accountability, Department of Juvenile Justice, 120 West Fayette Street, Baltimore, MD 21201, or fax to (410) 323-4190, or call (410) 228-3120. These comments must be received by February 28, 2001. No public hearing has been scheduled.

.01 Scope.

This chapter governs the requirements for a Department of Juvenile Justice intake officer to disseminate information regarding screening and assessment for mental health, substance abuse, or mental retardation.

.02 Referral for Screening.

A. Upon receipt of a complaint concerning a child, and is no event not later than 25 days after receipt of a complaint, the intake officer shall:

1. Discuss with the child and the child's parent or guardian information regarding a screening for:
   a. Mental illness;
   b. Substance abuse; or
   c. Mental retardation;

2. Document the discussion; and

3. Obtain written verification from the child and the child's parent or guardian acknowledging receipt of information regarding screening for:
   a. Mental illness;
   b. Substance abuse; or
   c. Mental retardation.

B. Within 15 days after the discussion with the child and the child's parent or guardian, the intake officer shall document whether the child's parent or guardian made an appointment for a screening.

.03 Screening and Assessment.

A. The screening and assessment authorized by this chapter shall be conducted by an individual who:

1. Has been selected by the child's parent or guardian;
2. Has been approved, as appropriate, by the State public mental health system or the child's health insurance carrier, if any; and
3. Is:
   a. A qualified health, mental health, or substance abuse professional; or
   b. Staff trained by a qualified health, mental health, or substance abuse professional.

B. A child may consent to advice, consultation, diagnosis, and treatment as provided in Health-General Article, Title 20, Annotated Code of Maryland.

.04 Confidentiality.

A. Information received by the Department of Juvenile Justice or the Department of Health and Mental Hygiene relating to a specific screening or assessment for mental health, substance abuse, or mental retardation conducted under this chapter is confidential and may not be disclosed to any person.

B. Unless otherwise prohibited by law, the Department of Juvenile Justice and the Department of Health and Mental Hygiene may make public non-identifying information concerning screenings or assessments for mental health, substance abuse, or mental retardation.

.05 Amendments to Regulations.

This chapter may not be amended unless the amendment is approved by both the Secretary of Juvenile Justice and the Secretary of Health and Mental Hygiene.

BISHOP L. ROBINSON
Secretary
Department of Juvenile Justice
GEORGES C. BENJAMIN, M.D.
Secretary
Department of Health and Mental Hygiene

Title 31
MARYLAND INSURANCE ADMINISTRATION

Subtitle 10 HEALTH INSURANCE — GENERAL

31.10.15 Substantial, Available, and Affordable Coverage Plan

Authority: Insurance Article, §§5-805; Health-General Article, §§19-1020c-195.
Annotated Code of Maryland

Notice of Proposed Action

K1-03-PS-

The Maryland Insurance Administration and the Maryland Health Care Commission propose to amend Regulations .01, .03 — .06, .08, and .10 under COMAR 31.10.15 Substantial, Available, and Affordable Coverage Plan.

Statement of Purpose

The purpose of this action is to add, modify, and limit certain benefits to the Substantial, Available, and Affordable Coverage (SIAAC) Plan, to modify certain cost-sharing arrangements under the Plan, and to make certain clarifying changes concerning the Commission's annual review of the Plan.

Comparison to Federal Standards

There is no corresponding federal standard to this proposed regulation.

Estimate of Economic Impact

I. Summary of Economic Impact. These regulations add new benefits and modify cost-sharing arrangements. While the new benefits may result in a small increase in premium costs, these cost increases should be moderated by changes in cost-sharing arrangements. The ultimate increase in premium costs (if any) will be determined by the insurers, Commission in open enrollment periods beginning July 1, 2001. Beneficiaries will experience an increase in out-of-pocket expenses.

MARYLAND REGISTER, VOL. 38, ISSUE 2 FRIDAY, JANUARY 25, 2001 -60-
Appendix F
MEMORANDUM OF AGREEMENT ("MOU")
BETWEEN
MARYLAND DEPARTMENT OF JUVENILE JUSTICE
AND
MARYLAND DEPARTMENT OF HEALTH AND MENTAL HYGIENE
MENTAL HYGIENE ADMINISTRATION

CONCERNING MENTAL HEALTH SERVICES FOR YOUTH ON AFTERCARE

The Department of Juvenile Justice ("DJJ") and the Department of Health and Mental Hygiene ("DHMH") Mental Hygiene Administration ("MHA") enter into this MOU to provide mental health services to youth who have been discharged from a residential placement and who are supervised by the DJJ Aftercare Case Managers in the community. The term of the agreement is September 1, 2001 through August 31, 2002. In consideration of the transfer of $1,500,000 from DJJ to MHA, MHA shall fund mental health services described below, through designated local Core Service Agencies (CSA). MHA will contract with the CSAs to provide Family Intervention Specialists (FIS). The CSAs shall respectively engage 29 FIS. The funds will be used towards annual salary and benefits, travel, clinical supervision and the one-time only purchase of a laptop computer. DJJ will provide office space, supplies, and furniture for these positions. MHA and DJJ will continue to review and refine the funding and program model.

The Aftercare Model

DJJ is currently implementing a re-engineering process for delivering the aftercare services to youth who have been committed to DJJ for residential placement. This model utilizes teams of DJJ-employed case managers and a FIS, who will be assigned to two aftercare teams and will coordinate and provide the necessary services, for eligible juveniles and their families. It is anticipated that each FIS will have an active case load of approximately 20 youth and their families. The FIS will assist in the development of Individual Service Plans in conjunction with facility and community case managers, clinicians, and practitioners. The FIS will receive case assignments from DJJ and will receive clinical supervision from the CSA or a CSA contract provider. A position description for the FIS is attached in Appendix A. The goal of the FIS is to transition youth into appropriate community-based mental health and other support services.

MHA's Contract With The CSAs Will Require The CSAs To:

- Employ, through a contract or otherwise, FIS for the Intensive Aftercare Team. The CSA will have a DJJ representative on the interview panel established to hire the FIS. DJJ must approve the candidate for employment.

- Provide and contract for clinical supervision of each FIS consistent with the individual's experience.
Renewals and Modifications

This MOU will be renewed automatically annually, at an amount at least equal to the funds allocated in the previous year, unless the parties agree in writing to a modification of the term or value of the agreement. A written certification of funds will be required each year. If funds become unavailable, this MOU will expire. If funds are not available for the renewal period, or are not available in an amount lower than allocated the previous year, DJJ shall advise MHA at least 90 days before the initiation of the renewal period.

Neither party may modify this MOU without the prior written approval of the other party. A party intending to modify this MOU must give the other party written notice at least 60 days prior to the intended effective date of the modification.

[Signatures]

George C. Benjamin, M.D.
Secretary, DHMH

Bishop L. Robinson
Secretary, DJJ
Appendix A

The Family Intervention Specialist

Position Description

Title: Family Intervention Specialist

Reports to: Intensive Aftercare Supervisor for case management and administrative supervision and to the CSA contract provider for clinical supervision

Supervises: None

Basic Function:

This person will work to reduce risk to intensive aftercare youth, increase family well being and help parents learn effective parenting and child management skills. The goal is to enable families and children to live in a safe and nurturing environment, and provide a wide range of services to help identify and resolve problems which threaten family and individual functioning. Services will be provided as part of an Intensive Aftercare team which includes an Intensive Community Case Manager, Intensive Liaison Case Manager, and Intensive Aftercare Monitor. Services are provided in the community, as well as in a secure facility, in collaboration with a residential treatment team.

Duties and Responsibilities:

♦ Initiate contact with parents, legal guardians, or other pertinent relatives following a youth's admission into a secure placement program.

♦ Conduct family assessments and prepare a Family Impact Statement to determine strengths and areas that need to be addressed while a juvenile is in placement, and following his/her release from placement.

♦ Participate as a member of an intensive aftercare team that develops, through assessments, a comprehensive treatment plan.

♦ Where needed, prepare family and make referrals for services such as mental health, substance abuse, social services, housing, family treatment, etc.

♦ If appropriate, develop and implement short term family crisis intervention and family support groups.
● Participate in discharge planning to finalize the arrangements for a youth's release from a residential facility.

● Participate in on-call rotations for crisis intervention involving family members during evenings, weekends, and holidays.

● Train intensive community treatment team members to engage the family as active participants in the treatment process.

● Supply documentation on family functioning for submission and review to the Intensive Aftercare Team.

● Attend departmental and professional training, workshops, and conferences to ensure best practices.

Qualifications:

● Masters Degree in Social Work from an accredited college or university
● Licensed as a LCSW-C (Licensed Certified Social Worker - Clinical) by the Maryland State Board of Social Work Examiners
● Two years of experience providing direct care to behaviorally disordered, socially maladjusted, or victimized children, and preferably those who are delinquent
● Family assessment, group therapy and individual counseling experience is desirable
● Demonstrated verbal and written skills
● A good team player with the ability to work well under pressure
● Possession of a valid driver's license and access to an automobile

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Appendix 9

Maryland Department of Juvenile Justice
Secretary’s Directive 00-09
“Selection and Certification Standards for Mandated Positions”
TO: ALL STAFF

SUBJECT: SELECTION AND CERTIFICATION STANDARDS FOR MANDATED POSITIONS

Effective July 1, 2000, in accordance with the Maryland Correctional Training Commission’s enabling authority (Correctional Services Article, §8-201 et seq.) and regulations (COMAR 12.10), candidates for positions in the Department of Juvenile Justice whose employment responsibility is the investigation, custody, control, or supervision of minors, juvenile delinquents, and youthful offenders who are committed, detained, awaiting placement, adjudicated delinquent, or are otherwise under the supervision of DJJ, are subject to the jurisdiction of the Correctional Training Commission and must meet certain selection and certification standards established by the Commission:

1. **Age:** Candidates shall be 21 years or older on the date of appointment; and may attend a hiring academy while younger than 21 years old, but may not perform youth supervision duties until 21 years old and certified.

2. **Residency Requirements:** Candidates shall be United States citizens or resident aliens; and submit proof of citizenship or resident alien status. If the candidate is a resident alien, the candidate shall submit a copy of the identification card or other official documentation issued by the Immigration and Naturalization Service of the United States Department of Justice.

3. **Educational Requirements:** The State of Maryland job specification sheets shall determine educational requirements for mandated positions.

4. **Physical Examinations:** A licensed physician shall perform a physical examination to determine that the candidate is physically fit for the duties of the mandated position and for participation in the training program. Documentation that the candidate is physically fit for the duties of the mandated position shall be maintained by DJJ.

5. **Mental Health Examinations:** A licensed mental health care professional shall perform an examination to determine whether the candidate is emotionally and mentally fit for the duties of a mandated position. Documentation that the candidate is emotionally and mentally fit for the duties of the mandated position shall be maintained by DJJ.
6. **Oral Interview**: The agency head or designee, as defined by COMAR 12.10.01.01B, shall conduct an interview to determine the candidate’s ability to communicate.

7. **Drug Screening**: A candidate shall receive a drug screening to test for controlled dangerous substances under COMAR 12.10.01.18. A record of the results shall be maintained by DJJ. If the test results exceed the levels specified under COMAR 12.10.01.18, the candidate may not be hired or retained in employment by DJJ.

8. **Prior Substance Abuse**: Subject to COMAR 12.10.01.19, a candidate involved in illegal prior or current use, sale, manufacture, or distribution of controlled dangerous substances may not be acceptable for hiring or retention in employment by DJJ. Such use may be indicated by a background investigation, interview, drug screening or other process. Until further notice, candidates shall complete the attached Applicant Self Report - Prior Substance Abuse form as part of this process.

9. **Background Investigations**: Pursuant to COMAR 12.10.02.05A, DJJ shall perform a comprehensive background investigation to determine if a candidate is of good moral character and reputation; is emotionally stable; and displays the suitable behavior necessary to perform the duties of the mandated position. The background investigation includes a check of military records; a report from a credit agency regarding the candidate’s current and past credit history; an examination of school records or interviews with school officials if a candidate attended a school within the last 5 years; verification of the candidate’s personal references; and interviews with the candidate’s neighbors, current and past employers, and coworkers within the last 5 years.

10. **Criminal History Investigations**: DJJ shall require a candidate to be fingerprinted and to submit these records to the appropriate local, State or Federal agency for a search of criminal record files pursuant to the procedures set out in COMAR 12.10.01.05B. DJJ shall maintain the results of these record checks.

Prior to permanent appointment by DJJ in a mandated position, a candidate for employment must fulfill the selection and certification standards established by MCTC and satisfactorily complete the probation period. Should there be a conflict between these standards and earlier DJJ job specifications or employment procedures, these standards shall take precedence, pursuant to State law.

_______________________
Bishop L. Robinson
Secretary
Name:____________________________________________________________________

Position Applied for: ________________________________________________________

Date Form Completed: _______________________________________________________

Read Carefully!!!

As a requirement of the Maryland Police and Correctional Training Commissions, the
Department of Juvenile Justice must ask all potential applicants who may be responsible for the
investigation, care, custody and supervision of youth about prior substance use. The information
acquired on this report is considered sensitive and will be used to insure that an individual meets
the minimum requirement as established by the Training Commissions for employment.

Instructions:
1. Print or type, do not use pencil.
2. Please provide complete and accurate information to the questions asked.
3. False statements, omissions, or any misrepresentation will be considered grounds for
   rejection of a candidate or in the case of employment, immediate dismissal.
4. Applicants are subject to a criminal record check and a medical examination.

1. Have you ever been involved in the illegal sale, manufacture or distribution of a
   controlled dangerous substance? Yes _____     No _____

2. Have you ever been convicted of a misdemeanor or felony for the sale, manufacture or
distribution of a controlled dangerous substance? Yes _____     No _____

3. Have you ingested amphetamines (without documented medical authorization)?
   Yes _____    No _____   If yes, how many times in your life time?

4. Have you used amphetamines (without documented medical authorization) within the
   past three years?
   Yes _____    No _____ If yes, when was the most recent ingestion?   ___________

5. Have you ingested barbiturates (without documented medical authorization)?
   Yes _____    No _____ If yes, how many times in your life time? ___________

6. Have you used barbiturates (without documented medical authorization) within the past
   three years?
   Yes _____    No _____ If yes, when was the most recent ingestion?
6. Have you ingested opiates (morphine and/or codeine without documented medical authorization) or others such as opium and heroin?
   Yes _____  No _____  If yes, how many times in your life time? ________________

7. Have you used any opiates (without documented medical authorization)?
   Yes _____  No _____  If yes, when was the most recent ingestion? ________________

8. Have you ingested cannabis or cannabinoids?
   Yes _____  No _____  If yes, how many times in your life time? ________________

9. Have you used cannabis or cannabinoids within the past three years?
   Yes _____  No _____  If yes, when was the most recent ingestion? ________________

10. Have you ingested cocaine or cocaine metabolite?
    Yes _____  No _____  If yes, how many times in your life time? ________________

11. Have you used cocaine within the past three years?
    Yes _____  No _____  If yes, when was the most recent ingestion? ________________

12. Have you ingested hallucinogens (including PCP, LSD, Mescaline and their derivatives)?
    Yes _____  No _____  If yes, how many times in your life time? ________________

13. Have you used benzodiazepines (without documented medical authorization)?
    Yes _____  No _____  If yes, how many times in your life time? ________________

14. Have you ingested benzodiazepines (without documented medical authorization) within the past three years?
    Yes _____  No _____  If yes, when was the most recent ingestion? ________________

15. Have you used inhalants (including solvents, glue, paint, aerosols, and amyl nitrites)?
    Yes _____  No _____  If yes, how many times in your life time? ________________

16. Have you ingested inhalants including solvents, glue, paint, aerosols and amyl nitrites within the past three years?
    Yes _____  No _____  If yes, when was the most recent ingestion? ________________

I hereby affirm that this application insert contains no willful misrepresentations or falsifications and that this information given by me is true and complete to the best of my knowledge and belief.

____________________________________                     _________________________
Signature                  Date
Appendix 10

Site Visits to DJJ Facilities Since December 1999 as of September 1, 2001
The Department of Juvenile Justice is committed to a policy of community involvement that extends to public examination of its facilities and programs. To facilitate public education and awareness, and to allow inspection of the conditions of the services and physical settings, the Department hosts individuals, groups, and the media throughout the year. No individual or group is denied the opportunity to examine DJJ facilities and programs. Site visitations are scheduled to permit the maximum benefit to visitors, while limiting disruption to the facility and the implementation of its programs.

The extent of public access to all facilities and programs funded by DJJ in order to ensure that incidents of abuse, neglect and lack of programming for juveniles are promptly brought to the attention of the Secretary, is further assured, in addition to other measures, by site visitations such as those listed below.

JANUARY 2000

18 Reporters from Channel 2, Channel 45 and the Baltimore Sun came to the Thomas O’Farrell Youth Center to cover an Open House and Pet Therapy Program demonstration.

21 Manny Perez, Washington Post reporter, toured Noyes to research an article on detention facilities.

27 Manny Perez, Washington Post reporter, toured Cheltenham to research an article on detention facilities.

31 Members of Leadership Baltimore County toured the Hickey School.

FEBRUARY 2000

15 Professor Susan Leviton, University of Maryland, and Stacey Gurian-Sherman, attorney, accompanied a group of University of Maryland law students on a tour of Cheltenham.

16 Fox 45 reporter Kathleen Cairns and a cameraman visited Hickey to interview a successful student at the facility (now 18) who agreed to speak on-camera.

24 Manny Perez, Washington Post reporter, returned to Cheltenham to research an article on detention facilities.

APRIL 2000

18 College students working for the Juvenile Court Centennial Initiative, sponsored by the NAACP, toured Cheltenham. Marc Schindler and Mike Finley, attorneys from the Youth
Law Center, participated in the tour, as did Myinh Chau from the Children’s Defense Fund.

**MAY 2000**

2 Michael Rupp, a community member from the Carney Improvement Association, toured the Hickey School.

**JUNE 2000**

12 Personnel from the Prince George’s County Board of Education toured the Hickey School.

14 Budget analysts toured Bowling Brook and the Victor Cullen Academy.

16 Judge Kaminetz from St. Mary’s County and Joe Stanatonis from the St. Mary’s County State’s Attorney’s Office toured Hickey and Waxter.

21 Delegate Kopp and members of the Appropriations Committee toured Bowling Brook and Noyes. Bennet Connelly and Pete Luongo from Montgomery County participated in the tour of Noyes.

23 Juvenile justice personnel from the Montgomery County Department of Health and Human Services, led by Bob Myers, toured the Schaefer House.

**JULY 2000**

13 Leadership Maryland members visited Backbone Mountain Youth Center for a presentation and question-and-answer session with Secretary Robinson.

17 Deputy Secretary Hildreth and budget analysts toured Cheltenham.

18 Budget analysts toured the Youth Centers in Western Maryland.

19 Budget analysts toured the Youth Centers in Western Maryland.

24 Juvenile justice personnel from the Montgomery County Department of Health and Human Services, led by Bob Myers, toured Waxter.

**AUGUST 2000**

4 Personnel from Family Advocacy Services, a group home vendor under contract to the Department, toured Cheltenham.

11 Actor and director Charles Dutton, accompanied by Secretary Robinson and Delegate Talmadge Branch, visited Cheltenham to speak to youth. Josephine Daoust from the
Prince George’s Journal accepted the Department’s invitation to attend, and wrote an article about the event.

17 Charlie Muth, reporter from the Northeast Times-Booster, visited the Hickey School to research an article about the Equestrian Program.

19 Master Ferris from Anne Arundel County toured the Hickey School, accompanied by Area Director Delmas Wood.

22 Maryland Juvenile Justice Coalition (MJJC), led by Jim McComb, toured the Carter Center. The tour included time to interview youth there.

23 Maryland Juvenile Justice Coalition (MJJC), led by Jim McComb and including Delegate Montague, toured the Waxter Center. The tour included time to interview youth there.

24 Maryland Juvenile Justice Coalition (MJJC), led by Jim McComb and including Delegate Montague, toured Cheltenham. The tour included time to interview youth there.

**MARCH 2001**

7 A reporter from the Afro-American newspaper visited Cheltenham to obtain pictures of the facility for a story.

15 Staff from Prince George’s Public School system visited the Waxter’s Children’s Center in order to gain a better understanding about programs and services at the facility.

20 Clients from The Mental Health Center visited the Victor Cullen Academy in order to observe the program.

21 A reporter from the City Paper visited Cheltenham to prepare for an article on the facility.

28 An individual from the Lincoln Tech School visited the Victor Cullen Academy to discuss financial aid opportunities.

A group from Mid-Atlantic Key visited the Alfred D. Noyes Children’s Center. The group works with the detention population in Montgomery County.

**APRIL 2001**

16 An individual, Terrance J. Tibbs, visited Cheltenham to interview staff members and view facility for possible research paper.

17 The Juvenile Law Clinic visited Cheltenham for an educational tour.

19 University of Baltimore Law students went to the Charles H. Hickey Jr. School in order to observe a youth facility.
Seven University of Maryland graduate school students visited Waxter as a part of a class project in Adolescent Violence

20 Baltimore County Office of Pupil Personnel visited the Charles H. Hickley, Jr. School in order to see a facility for youth placement.

Four members of the prosecutorial staff of Juvenile Courts Division visited the O’Farrell Center for the opportunity to observe the program and facility in which some of the youth they prosecute are placed, and interact with the residents. (The prosecutors ate lunch with the kids.)

Nine prosecutors from the Juvenile Courts Division visited the Charles H. Hickey, Jr. School for the opportunity to see and understand the programs and facility in which some of the youth they prosecute are placed.

26 The Prince George’s County Juvenile Clerk’s Office, accompanied by judges, went to Waxter Children’s Center. The Clerk’s Office assists in cross-training the Juvenile Clerk staff.

The Task Force to Prevent Suicides in Juvenile Justice, and Lindsay Hayes from the National Center on Institutions and Alternatives, visited both Cheltenham and the Waxter’s Childrens Center in order to help assemble their policy on suicide prevention.

MAY 2001

2 The Baltimore County Grand Jury visited the Charles H. Hickey, Jr. School in order to observe a juvenile facility and speak with personnel.

3 Students from the University of Maryland College Park visited the Alfred D. Noyes Childrens Center as part of a requirement for a class on adolescent violence.

9 A group of sociology majors with an interest in juvenile justice visited the Charles H. Hickey Jr. School to enhance their knowledge of the subject.

11 Baltimore City Detention Center was visited by members of the MD Juvenile Justice Coalition to view the construction in progress.

Physicians for Human Rights visited the Charles H. Hickey Jr. School to gain information for a training session relating to a juvenile justice project.

JUNE 2001

13 The Baltimore County Grand Jury visited the Charles H. Hickey Jr. School, as part of an ongoing process that introduces each Grand Jury to the juvenile facility.
21 Judge Shaw-Geter, an incoming Prince George’s County judge, and 2 other courthouse employees, toured the Cheltenham Youth facility as part of an orientation for new judges.

JULY 2001

13 The Mount Olive A. M. E. church visited the Charles H. Hickey Jr. School in order to formulate strategic action planning to address youth diversion, parental responsibility, and youth development.

16 The Public Defenders office toured the Thomas O’Farrell Youth Center in order to educate themselves about the types of programs available for the clients they serve.

21 Students from Western Maryland College visited the Thomas O’Farrell Youth Center as part of a graduate class project on adolescent counseling.

24 The Governor’s Summer Internship Program visited the Charles H. Hickey Jr. School to explore issues relating to juvenile justice.

31 Heather Ford and members of the MD Juvenile Justice Coalition (MJJC) visited the MD Youth Residency Center.

AUGUST 2001

1 Vanguard Services Unlimited visited the Hickey School to speak with clinical staff in order the share information about substance abuse.

7 Claire Gilbert, a social work supervisor at Springfield Hospital, visited the Thomas O’Farrell Youth Center to provide educational and career guidance to the residents.

20 Delegate Kathy Klausmeier visited the Hickey School to review programs and services.

21 Hasim Rahman, boxing heavyweight champion, visited Cheltenham to speak with the youth.

22 Todd Richissin, reporter for the Baltimore Sun, visited the Hickey School and spoke with the youth. A member of the Public Defender’s Office was present.

Judge Pamela North from the Circuit Court of Anne Arundel County visited Shaeffer House accompanied by Area Director Delmas Wood.

27 Judge Pamela North from the Circuit Court of Anne Arundel County visited Waxter and Cheltenham accompanied by Area Director Delmas Wood.

28 Todd Richissin, reporter for the Baltimore Sun, visited Cheltenham and spoke with the youth. David Fishkin from the Public Defender’s Office was present.
Members of the Budget and Tax Committee visited Cheltenham.

Todd Richissin, reporter for the Baltimore Sun, visited Victor Cullen Academy and spoke with the youth. David Addison from the Public Defender’s Office was present.

Note: The Baltimore County Grand Jury visits the Hickey School on a quarterly basis.