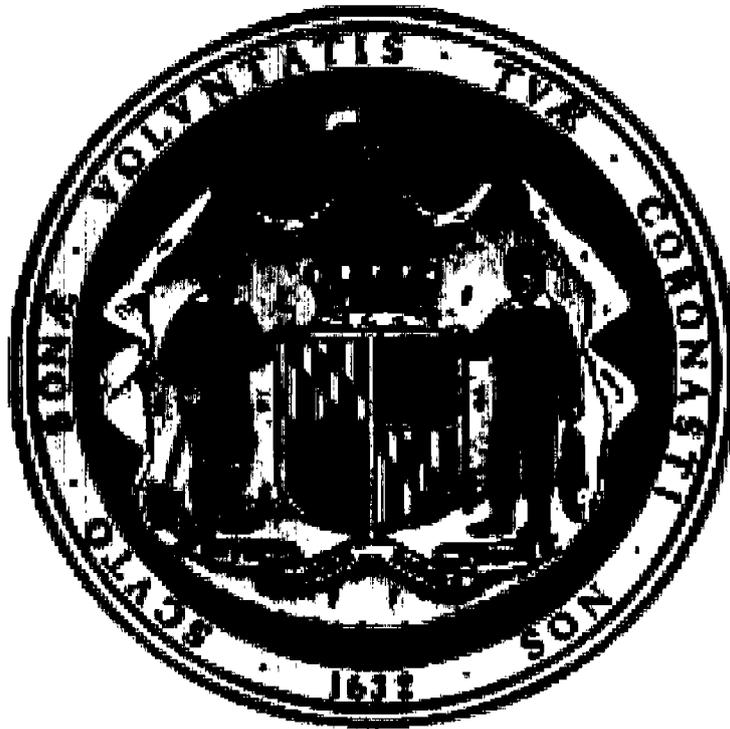


# QUARTERLY REPORT

JANUARY 1, 2003 – MARCH 31, 2003

## INDEPENDENT JUVENILE JUSTICE MONITOR



Robert L. Ehrlich, Jr. – Governor  
Michael S. Steele – Lt. Governor  
M. Teresa Garland, Esq. – Special Secretary,  
Governor's Office For Children, Youth, & Families



State of Maryland □ Executive Department

~~GOVERNOR'S OFFICE FOR CHILDREN, YOUTH, AND FAMILIES~~

ROBERT L. EHRLICH, JR.  
Governor

MICHAEL S. STEELE  
Lieutenant Governor

M. TERESA GARLAND, Esq., Special Secretary  
Children, Youth, and Families

MEMORANDUM

To: Special Secretary M. Teresa Garland, Esq., Governor's Office for Children, Youth, and Families  
Secretary Kenneth C. Montague, Jr., Department of Juvenile Justice

From: Ralph B. Thomas, Executive Director, Office of the Independent Juvenile Justice Monitor,  
Governor's Office for Children, Youth and Families

Re: Quarterly Report for January 1, 2003 – March 31, 2003, Office of the Independent Juvenile  
Justice Monitor

Date: May 6, 2003

I am pleased to present the second quarterly report of the Office of the Independent Juvenile Justice Monitor.

As required by Article 49D, Office for Children, Youth, and Families of the Annotated Code of Maryland, Section 45(b)(2), the Office of the Juvenile Justice Monitor "...shall report quarterly to the Special Secretary and the Secretary. A copy of the report shall be provided to the State Advisory Board for Juvenile Justice and, in accordance with Section 2-1246 of the State Government Article, the General Assembly. The report shall include: all activities of the Office; actions taken by the Department in response to resulting from the findings and recommendations of the Independent Monitor, including the Department's response; and a summary of any violations of the standards and regulations of the Department that remained unabated for 30 days or more during the reporting period."

This second quarterly report encompasses the period from January 1, 2003 to March 31, 2003. It notes conditions found within the Department of Juvenile Justice's facilities by the Office of the Independent Juvenile Justice Monitor as well as those matters that have remained unabated since the issuance of the last quarterly report. As required, this report also includes the Department of Juvenile Justice's response to the comments offered by the Office of the Independent Juvenile Justice Monitor. The Office of the Independent Juvenile Justice Monitor does not necessarily endorse or concur with the responses offered by of the Department of Juvenile Justice.

I hope that this report serves to provide an accurate assessment of conditions within Maryland's juvenile justice facilities and assists in the development of strategies to enhance programs and services to youth.

The Office of the Independent Juvenile Justice Monitor looks forward to continuing in its work with you in transforming juvenile justice within Maryland.

**MONITORS' ASSESSMENTS OF FACILITIES AND THE  
DEPARTMENT OF JUVENILE JUSTICE RESPONSE**

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**MONITORS' ASSESSMENT OF FACILITIES AND THE DEPARTMENT OF  
JUVENILE JUSTICE  
RESPONSE**

The YMCA operates the **Allegany County Girls Group Home** on property that is owned by DJJ. ACGGH accommodates up to 9 girls, who stay in the program for an average about 9 months. The program has undergone and continues to undergo changes to enhance programming for the girls. A "Healthy Home" model of treatment intervention is being developed. This model includes the use of community resources for schooling, health, mental health services, and recreation.

- The physical plant at ACGGH is owned by DJJ. Though significant upgrades have been addressed, there are additional changes that should be made. The kitchen is in need of new cupboards, the garage door should be replaced, and the wall air conditioning units should be removed in anticipation of the installation of central air. The exterior holes made by the removal of the air conditioners will need repair, and the entire exterior should be repainted.

**Response:** DJJ is soliciting prices from contractors to replace the kitchen cabinets and the Group Home will get estimates to replace the garage door.

- **Unabated for 30 Days or More:** ACGGH should receive more assistance from DJJ in terms of probation officers being required to visit youth in care at the group home. Sometimes youth are not seen for many months by their probation officers. The DJJ response to the previous quarterly report stated that Area Directors have been directed to re-visit the requirements for visitation with staff. To date, visitation by probation officers remains unchanged.

**Response:** Current departmental standards and practices outline the visitation requirements of all Community Justice Case Managers. Performance appraisals will be affected by non-compliance (i.e., from Area Directors to Case Managers)

- **Unabated for 30 Days or More:** At times, probation officers do not apply for the Medical Assistance Card for youth. This makes it very difficult on the provider to obtain and pay for medical services for youth. The DJJ response to the previous quarterly report stated that continued discussions with vendors and DHR are being held to expedite the medical assistance application process. No significant changes in this process have been noted.

**Response:** The Department will continue to work with vendors and DHR to expedite the medical assistance process.

- ACGGH should continue to upgrade the strength of its programming.

**Response:** No comment.

The Department of Juvenile Justice **Youth Centers** are state owned and operated programs located in Allegany and Garrett Counties of Western Maryland. The Youth Centers have been known in the past as Forestry Camps, and Boot Camps. There are four Centers: **Green Ridge, Savage Mountain, Meadow Mountain, and Backbone Mountain.** Meadow Mountain operates specifically as an addictions program. A total population of 156 youth is served in the Youth Centers.

- The Youth Centers under the direction of Superintendent Dale Schroyer continue to make improvements in the treatment programming. The Youth Centers offer a "positive peer culture" group process program. Additionally, they have incorporated "EQUIP" training. EQUIP is a psycho-educational curriculum and practical tool to enhance youth's maturity, moral development, anger management, and social interaction skills. The programming has progressed from youth "doing time" to youth working toward accomplishing treatment goals.

**Response:** The Department continues to strive to improve services and programming for our youth.

- Direct care workers now under go much more extensive training in preparation for their work with youth.

**Response:** Current MCTC regulations require the Department to provide a minimum of 160 hours of entry level approved training for direct care workers, and 18 hours of in-service approved training a year.

- **Unabated for 30 Days or More:** DJJ states that only "chronic non-violent" offenders are admitted into the Youth Centers. In fact, many youth with histories of violence, some with very serious violent offenses against persons are at times, admitted into the Youth Centers. DJJ has responded to this finding in the previous quarterly report, stating that "this assertion is too general. Specifics could be helpful". Specifics have been cited numerous times in the past, including this monitor's report of 11/8/02, 9/9/02, and 1/4/02. This problem continues as this report is being written.

**Response:** Youth are staffed by Resource Coordinators and Case Managers and placed in programs that address their individual needs.

Admission criteria are general guidelines. Each youth's situation is assessed on an individual basis for appropriateness for admission.

- **Unabated for 30 Days or More:** As reported in the previous quarterly report, youth with IQ scores below the stated minimum of 70 are admitted into the Youth Centers.

**Response:** A medical care model for treatment of adjudicated youth is being developed. This will provide an effective system of screening, diagnosing and treating youth with mental health issues. Frequently, youth who test low on IQ measures do so as a result of cultural and educational deprivation. Cognitive abilities may be more developed, making admissions to the Youth Centers appropriate. Again, an individualized assessment and decision.

- Despite the Youth Centers' stated admissions criteria, DJJ probation officers, DJJ resource consultants, DJJ administrators in Baltimore, and juvenile court judges exert pressure on the centers to enroll the more violent and limited youth. DJJ Headquarter officials have stated that if the Youth Centers do not accept these more violent and limited youth, then there is no use for the centers. Staff in the centers express that they feel that their jobs could be threatened unless they comply.

**Response:** Again, decisions are made on an individualized basis consistent with mandates in Federal and State law, requiring placement in the least restrictive, most appropriate environment.

- **Unabated for 30 Days or More:** The Youth Centers accept youth by paper review alone. The written materials sent are often incomplete, inaccurate, or not up to date. In addition to receiving all of the required information before making an enrollment decision, a face to face interview should be conducted by a trained skilled interviewer.

**Response:** Paper reviews are often augmented with discussions with Case Managers and Child Care Workers who have experience with youth. Proof of the effectiveness of the admissions process is evidenced in the relative low incident rate and the low number of premature discharges.

- **Unabated for 30 Days or More:** The program is about six months in length. This is too short to facilitate lasting change, and should be lengthened to at least nine to twelve months. The DJJ response to this finding has been to assert that "studies generally have not supported the concept that longer stays reduce recidivism in this population." The Department however, when asked, has not been able to cite these studies. The monitor would agree that time alone is insufficient to affect positive change. Increasing the effectiveness of programming, however,

along with sufficient time for youth to truly "buy into" the changes they are making would greatly affect long term success in the opinion and in the experience of this writer.

**Response:** As stated previously, DJJ does not agree with the monitor's recommendation to increase the length of stay. Literature generally have not supported the concept of longer stays reduce recidivism in this population. The longer a youth is away from his community and family, the more difficult to maintain critical family relations.

- The group process is further hampered by rapid youth turnover. This occurs not only because of the short length of the program, but also because the other centers are used to "break in" youth going to Meadow Mountain. This creates resentment toward Meadow Mountain, interrupts the therapeutic process for the youth, and disrupts the group dynamics unnecessarily. Youth going to Meadow Mountain should be enrolled directly into that program.

**Response:** An effort to bring youth directly into Meadow Mountain was tried and was not particularly effective. Assessing the youth at three (3) out-patient centers identifies those youth needing the most intensive in-patient treatment at Meadow Mountain.

- Though the treatment program has made significant changes, as noted above, and the atmosphere is much less punitive, there continues to be an overriding focus on negative behavior, and too little focus on identifying and building on youth's strengths, and reinforcement of treatment gains. This most powerful vehicle for positive change is generally lacking, but does vary somewhat from center to center as some improvement has been made. Recently, for example, a youth advisory board has been formed at each center, and this group will delegate a member to sit on an executive youth advisory board.

**Response:** No response.

- The direct care staff in the centers still function primarily as outside observers, and supervisors, and are not permitted to participate in any group activity. While this directive is supposed to enhance security and limit staff injuries, it unnecessarily limits staff in their work with youth in the group process program. Enhanced supervision, security, and safety, along with increased group effectiveness can and should be achieved with adequate training in staff/youth activity interaction.

**Response:** Staff is there to supervise/facilitate treatment goals and ensure security and safety. Allowing staff to participate in group recreational activities would compromise supervision, security and safety.

- **Unabated for 30 Days or More:** The Educational Program at the Youth Centers has come under intensive criticism from DJJ Headquarters, even though the program has been highly praised in the past by youth and by educational professionals. Fundamental changes are being required that both educational and treatment staff in the centers indicate are problematic in their potential impact on the youth. The focus is to replicate the public education model, in which most of the youth have failed in the past. DJJ educational officials have reportedly expressed to staff that these changes will take place regardless of any other impact on programming. The DJJ response in the last quarterly report was as follows: "The Department has identified the need to improve the delivery of education services in all DJJ programs to ensure consistent compliance with COMAR and MSDE requirements. Standardized scheduling and curriculum are being developed for all facilities." The Youth Centers have been in substantial compliance, but have needed to do a better job of documenting the number of hours youth spend in particular curriculum areas. This has been corrected. The DJJ response appears to assume that complete compliance is the most important factor, where as youth motivation to learn is the most important factor in the opinion of this monitor. The motivation of youth to learn has been high in the centers, as the students respond to the individualized help within the group process structure. The response also fails to discern between detention programming and commitment care programming.

**Response:** The Educational Unit of the Department of Juvenile Justice continues to monitor the hours of teacher led education at the Youth Centers. The Youth Centers offers each student teacher led education daily with the exception of one day per week when students receive vocational education for an additional 3.25 hours.

The Education Unit continues to work with the Youth Centers and the Independent Monitors to revamp the school schedule so that students receive additional teacher led education hours to ensure compliance with COMAR and MSDE. This change would ensure compliance with Maryland School Law, eligibility for Neglected and Delinquent funding, and better prepare students to transition to their home schools. It is the Department's intent to help students obtain their Maryland high school diplomas, transition to an institution of higher learning or to further their vocational skills upon release.

- **Unabated for 30 Days or More:** Vocational training is minimal. This vital aspect of preparation for success should be strengthened to give youth specific job readiness skills that would lead to job placement as a condition for aftercare when appropriate. The DJJ response to the

previous quarterly report was that the DJJ Superintendent would review options for increasing vocational programming. This review resulted only in the education officials stating that the Youth Centers should provide vocational education to the same extent that it is provided in the public schools. This response does not acknowledge that the majority of these youth need considerably more vocational instruction than is typically provided in public school. For many of these youth this is the last school they will attend in preparation for return to the community. In addition to completing his treatment goals, a youth should either be returning to school, or should have a certificate of vocational skill instruction, and job placement.

**Response:** Vocational training is very important. It provides students with employable skills. Currently, students receive 3.25 hours of vocational instruction weekly when the teacher is available. The Department is reviewing options for increasing vocational programming.

- **Unabated for 30 Days or More:** Aftercare services are insufficient to support youth after release from the Youth Centers. This is a major cause of recidivism.

**Response:** As previously mentioned, a new DJJ after care policy (Secretary Directive SDE-02-04) has been established to clearly outline the duties and functions of Case Managers with the responsibility of supervising after care youth. The new policy directs that all case planning for youth begin upon admission into a particular program. Additionally, the policy requires that treatment service plans be further developed, modified and implemented during a youth's residential stay continued upon release. Performance appraisals will reflect non-compliance for staff failing to adhere to the after care policy.

- **Unabated for 30 Days or More:** Probation officers often maintain very little contact with youth in their care when the youth is placed in the Youth Center. Monthly visits by probation officers should be mandated. Additionally, monthly scheduled phone contact with youth should be required.

**Response:** Current policies and protocol determine contact with youth in placement.

- **Unabated for 30 Days or More:** The Youth Centers have still not developed adequate public relations. This is unfortunate, as the Youth Centers are undoubtedly offering the most effective programming of any state operated facility. Additionally, the Centers are involved in many public service activities. Local advisory boards have been organized for each Center, and an executive advisory board meets quarterly as well.

**Response:** Currently, a newspaper project has been implemented at Backbone Mountain Center with the support of a member of the Advisory Board.

- **Unabated for 30 Days or More:** Even though each youth center enrolls 36 to 40 youth the Centers do not have on-grounds infirmaries and medical staff to care for sick youth. This means that direct care staff are taken away from their regular duties in order to supervise youth that are ill. This compromises the supervision and services given to other youth.

**Response:** The Department has an intergovernmental agreement with the Allegany County Health Department to provide medical care.

The **Young Women's Facility of Maryland at Waxter** is a state owned and operated facility located in Laurel, Maryland. The facility is comprised of one detention unit and three programming units. The facility is operated under DJJ Detention Standards and other DJJ policies and procedures.

- **Unabated for 30 Days or More:** The facility was designed to house 68 males but the female population was moved there in 1998. The current population ranges from 70-75.

**Response:** There are factors beyond the Department's control that impact the facility's population. However, the Department has been aggressively working to limit the population to 68 by using detention alternatives such as Community Detention, Electronic Monitoring and Shelter Care. Also, a confinement review team will be assigned to the facility to help facilitate youth placements.

- **Unabated for 30 Days or More:** Within the past few months, the youth on the detention unit have been very disruptive to the daily operation of the facility. There were a high number of youth on youth assaults and youth on staff assaults. Many altercations involve a group of girls and result in many injuries and property damage. This unit was designed to house 30 residents but currently houses approximately 60. The unit only contains two toilets, sinks and showers. Some detention youth must be housed on the committed programming units for safety reasons. Recently, the Superintendent has focused on the detention unit by adding more staff, providing more staff training, and enhancing evening programming for the youth.

**Response:** The Department will continue to focus on reducing the population as mentioned above. Also, to increase staffing as needed and enhance evening programming and behavior management program.

- Since the completed suicide in March 2002, the facility has established a mental health unit to provide mental health services to the youth and family counseling.

**Response:** No comment.

- There have been lapses in supervision of the youth. In March 2003 one youth on the drug unit was able to retrieve a pair of scissors from the staff area and cut her wrist after staff left the unit unattended.

**Response:** Lapses in supervision by staff is unacceptable, as all staff is held accountable for any violation of policy according to the Department Standards of Conduct and Disciplinary Process.

- In January, four detention youth physically and sexually assaulted another youth after barricading themselves in a bedroom using a stacka bunk (portable and similar to a small cot). The mental health unit assisted the Superintendent by providing counseling to the youth after the incident.

**Response:** Incident investigated by State Police and DJJ Office of Professional Responsibility and Accountability (OPRA) resulting in charges against the youth and corrective action.

- In January and February several staff members were investigated by the Department of Social Services (DSS) for child abuse and neglect. To date, the investigations remain open.

**Response:** The Department does not tolerate any abuse of youth and any staff found guilty of child abuse or neglect by DSS is terminated. The State Police were also involved with investigating this incident.

- The programming units maintain a good appearance. The kitchen area is also very sanitary.

**Response:** No comment.

- Although the staff remains under trained, the Superintendent has begun to send seasoned staff to the Maryland Correctional Training Academy (MCTC) as well as providing training within the facility. The mental health unit will also provide training to the direct care staff.

**Response:** No comment.

- **Unabated for 30 Days or More:** A modular unit was ordered last quarter to provide the mental health team with office and programming space but it still has not arrived.

**Response:** The modular unit has been ordered and the facility is awaiting delivery and installation.

- **Unabated for 30 Days or More:** Although the facility lacks space for the additional programming, vocational training, outside employment opportunities, and community involved activities are being researched. While youth in the detention unit would not be able to participate, youth in the three committed units would be able to do so.

**Response:** No comment.

- The facility rarely has escape attempts or AWOL's.

**Response:** No comment.

**Ferndale House** is a state owned and privately operated facility located in northwest Baltimore. It has a capacity to house six male youth providing respite care services which are mandated by DJJ policy and standards and COMAR.

- Third floor bathroom is currently being renovated as well as the second floor storage.

**Response:** No comment.

**Maryland Youth Residential Center (MYRC)** is a Department of Juvenile Justice (DJJ) owned and operated 24-bed shelter care facility that is located in Baltimore City.

- **Unabated for 30 Days or More:** Surveillance cameras should be installed to enhance security. DJJ's response in last quarterly report referenced the pricing of cameras and monitors.

**Response:** A purchase order was approved to have cameras installed at all entrances which will be monitored in the tour office.

- **Unabated for 30 Days or More:** The twelve beds that have been allotted to the Living Classrooms Program have been severely underutilized over the past eight months. This is concerning given the number of youth in detention and shelter facilities awaiting placement in such a program. If this program is not a viable option for these youth, the program should be redesigned in order to maximize DJJ resources and meet the needs of

youth awaiting placement. DJJ's response in the last quarterly report stated that this matter would be reviewed.

**Response:** DJJ is still reviewing for possible options.

- In response to the recent AWOL's that have taken place, the main entrance/exit for the facility should be changed from the door at the side of the building to the door at the front of the building. This would permit staff in the tour office to visually observe those persons who enter and exit the facility.

**Response:** The main entrance/exit for the facility has been changed to the door at the front.

**Mount Clare House** is located on the fringe of downtown Baltimore City. The two story house facility is owned by the Department of Juvenile Justice (DJJ). The vendor for this facility is First Home Care Corporation. It is a twelve bed group home that serves male youth (ages 15 ½ - 18) who have emotional and behavior problems. The length of stay is nine months to one year. A cook on-site prepares meals. Although licensed by DJJ, the group home also contracts four beds with the Department of Human Resources (DHR); four beds with the Department of Health and Mental Hygiene (DHMH) and is governed by COMAR.

- Capital improvements have been made in many parts of the building.

**Response:** No comment.

- The program is very unique because of the three different referral sources. It has been successful in maintaining stability in its programming for the residents.

**Response:** No comment.

- **Unabated for 30 Days or More:** During the past two years, this program has been confronted with numerous inappropriate placements. DJJ's response to the last quarterly report offered no comment on this issue.

**Response:** The youth are placed according to the admission criteria and individual need. The youth in this program have emotional and behavioral problems.

**William Donald Schaefer House** is a nineteen bed locked door facility for male youth who have a history of alcohol or drug abuse. The property is owned and operated by the Department of Juvenile Justice (DJJ). This is the only DJJ

operated facility that is regulated and licensed under COMAR. It is located in a residential setting in north Baltimore.

- As previously referenced in the last quarterly report, meals are prepared at the Maryland Youth Residence Center and then transported across town. This facility has a commercial grade kitchen and it would enhance the program if a cook was hired. DJJ's response to the last quarterly report stated that this issue would be reviewed.

**Response:** DJJ is still reviewing this recommendation. Cost savings by having the food delivered must be considered.

- Program's success rate is unknown due to lack of evaluation and tracking of youth after discharge. Quality assurance and program evaluation measures should be implemented to address.

**Response:** The Department is developing a research unit that will address the evaluation and tracking of youth after discharge.

**Catonsville Structured Shelter Care (GUIDE)** is a privately operated non-secure facility located on Department of Juvenile Justice property. The current license allows for a capacity of ten male youth. The current vendor is held accountable for its services by Code of Maryland regulations (COMAR) and certain Maryland Department of Juvenile Justice licensing requirements.

- **Unabated for 30 Days or More:** Staff maintains that it still encounters admission problems with the probation officers concerning inappropriate placements of youth who exceed the admissions criteria.

**Response:** DJJ will review.

The **Charles H. Hickey School** is a privately run facility located on State property. The facility is comprised of detention units and programming units designed for 30 days to 6 months programs. Correctional/Service Corporation (CSC) is current vendor in the facility and it is held accountable for its service to Maryland's youth through the Code of Maryland Regulations (COMAR) and certain Maryland Department of Juvenile Justice (DJJ) licensing requirements, Detention Standards and Conduct Standards.

- **Security issues have diminished.** The facility hired a new Director of Security in February to address the security issues. There was an escape from Kennedy Hall on 1/24/03, but Kennedy Hall is not behind the fence and is considered an impact program.

**Response:** No comment.

- **Unabated for 30 Days or More:** Youth on youth assaults and use of force incidents have continued to be a concern. According to information in the DJJ Incident Reporting Database, January statistics reveal 2.4 assaults/use of force incidents per day. February statistics reveal 2.1 assaults/use of force incidents per day and March statistics, through the fifteenth of March, reveal 2.6 assaults/use of force incidents per day. Administration has been unable to reverse the tendency towards a violent/hostile environment within the facility. Youth on youth assaults, use of force incidents and overall assaults continue to occur. The facility and DJJ must present written, documented and empirical evidence to indicate the child abuse, assaults and use of force incidents are being reduced. If these cannot be presented in the very near future, DJJ must consider alternatives to placing detained and adjudicated youths at the Hickey School.

**Response:** Hickey and DJJ are dedicated to reducing the amount of assaults and use of force. Staff members are being sent back through training for Crisis Intervention in addition to weekly management meetings to discuss and implement strategies to reduce incidents. DJJ will monitor to determine if action results in reduction of incidents.

- **Unabated for 30 Days or More:** There continues to be a lack of resources for effective vocational programs for all youths. A large printing machine was donated to the facility last year for training purposes, but it is still not operational. Observations, interviews with youths and facility staff, and interviews with DJJ investigation staff reveal that the vocational programming at the facility falls far short of meeting the needs of all the youths. All youths should be consistently engaged throughout the day to participate in vocational, educational, recreational and spiritual activities.

**Response:** Department Education Unit is working with/monitoring the Hickey School to ensure services are delivered according to the contract.

- **Unabated for 30 Days or More:** Facility maintenance continues to lag behind expected standards of safety. Recent problems with severe amounts of snow have resulted in the worsening of potholes that were previously neglected.

**Response:** The roadway to the TMA school has been put on the maintenance repair list.

- **Unabated for 30 Days or More:** Lids are still missing from trashcans.

**Response:** Lids have been purchased for the trash cans. Staff have been reminded to keep cans covered at all times.

- Group leaders report that repairs are requested for stopped up sinks and blown lights, but there is still no action after more than two weeks.

**Response:** Stopped up sinks and blown lists will be identified and repaired.

- The control panel in one unit is inoperative due to electrical problems.

**Response:** Maintenance will identify and repair, if required.

- Outside lights on the facility grounds, in the area between detention and enhanced programming, are inoperative. Some female staff persons report that they feel it is unsafe to walk that area after the sun goes down.

**Response:** Hickey has been instructed to repair lighting.

- **Unabated for 30 Days or More:** External sallyport gates are not always operational.

**Response:** Whenever a sally port becomes inoperable, repairs are done based on availability of contractor and parts required.

- **Unabated for 30 Days or More:** Youths continue to pop their locks and interfere with staff persons during crucial situations. The locks are not operational on some doors.

**Response:** Identified doors were modified to prevent popping locks. Broken locks are repaired as quickly as possible.

- This monitor observed a toilet still being used with a severe leak in the pipe connections to the back of the toilet.

**Response:** When faulty toilet is located, it will be repaired.

- Ceiling lights in the bedrooms have plastic coverings exposed which allow youths the opportunity to break off pieces of the plastic and cut themselves.

**Response:** DJJ is reviewing.

- **Unabated for 30 Days or More:** Ceiling Vents are not constructed in a way to prevent suicide attempts. The vents have horizontal slats

approximately one quarter of an inch apart, but they are not in a grid pattern.

**Response:** DJJ maintenance conducted an assessment of vents and estimated the fiscal impact to replace all the vents is approximately \$290,000.

- **Unabated for 30 Days or More:** Youth continue to be held in detention for extended periods of time awaiting placement. Some adjudicated youths are being held in detention for up to 9 months before they are placed into a program.

**Response:** Detention alternatives are utilized such as Community Detention or shelter care whenever appropriate. The Confinement Review Team has been developed to facilitate youth placements

- Some youths are inappropriately placed in facilities that do not meet their mental, behavioral and emotional needs. One particularly violent youth was transferred from the Hickey facility to a DJJ detention facility, but he continued his violent behavior and assaulted a staff, which resulted in significant injuries. Another youth was adjudicated as a sex offender and he waited for a placement for more than 6 months while in detention. His initial consideration for placement was with a secure, in-patient treatment center and he was accepted at the Pines in Virginia. However, after concerns were raised by the youth's public defender that DJJ had failed to exhaust all possibilities for placement within Maryland, the youth's placement was changed to a group home in Baltimore. There have been concerns from the group home director that the child is not appropriate for such a setting.

**Response:** Youth are placed in the least restricted setting consistent with their individual treatment needs.

The **Thomas O'Farrell Youth Center** is a privately run facility on state property which houses 43 adjudicated delinquent young men and an off-campus Transitional Living Continuum shelter care houses 7 more.

- **Unabated for 30 Days or More:** There are on-going concerns relative to the repair and/or replacement of air conditioners, an emergency generator, a hazardous shower floor and reach-in refrigerators.

**Response:** DJJ is reviewing.

- **Unabated for 30 Days or More:** The diversity of recreation and programming on a daily basis is not adequate. An evening recreation/program schedule has been developed to try and meet youths'

needs, but youths report that many staff persons are not following the schedule. A new Education Director has been hired.

**Response:** The Director will monitor to ensure evening program scheduled follows the letter of instruction sent to all staff.

- Escapes and AWOLs have become a serious concern. Youths have been taking staff persons' keys and stealing their cars. The facility has placed signs up to remind all staff to secure their keys in designated areas. The facility is also considering placing a lockable gate at the entrance so it can be secured in the evening hours.

**Response:** Corrective actions requires all direct care and education staff to lock up their personal items, including keys, before entering dorms or classrooms.

- There have been some problems with searches being conducted by staff persons that disrespected the youths' personal belongings. The facility is reportedly in the process of developing a search protocol/procedure.

**Response:** The search protocol/procedure will ensure searches are conducted in a respectful and dignified manner.

- Staff persons were not filing reports for certain contraband, i.e., soft pornography, because they did not realize that reports needed to be filed on all unauthorized/illegal contraband. Procedures have been instituted to ensure reports are done per DJJ policy.

**Response:** No comment.

- All major vacancies in administration, except for an assistant facility administrator, have been filled. Many applications for the position have been received and are currently being processed.

**Response:** No comment.

- There are concerns that youths' DJJ case managers are not visiting the youths for extended periods of time. One youth from Baltimore City said that his DJJ case manager had not visited him the entire time he had been in the program, which was 9 months. The youth's case manager at the facility verified the information. Other youths and facility supervisors report that youths are not visited by their DJJ case managers for periods of up to 4 months.

**Response:** Current departmental standards outline the visitation requirements of all Community Justice Case Managers. Performance

appraisals will be affected by non-compliance (i.e., from Area Directors to Case Managers).

- Individual Service Plans are being developed on a timely basis but signatures of acknowledgement/agreement are not being obtained in a timely fashion and according to DJJ/COMAR guidelines.

**Response:** To help ensure all signatures are obtained in a timely manner, form letters have been created and implemented to ensure involvement of all appropriate persons and signatures. The Treatment Service Plan (TSP) police SD-02-03; which became effective 9-26-02 outlines the procedures and protocols for those persons required to develop TSPs.

- A youth, who had graduated from the program, returned to the facility to talk to the youths. Staff persons and other youths reported that the youth speaker distributed marihuana to one of the youths at the facility. A search revealed a facility youth was in possession of the marihuana and the state police charged him, but there has been no further action against the youth speaker who distributed the marihuana.

**Response:** The youth's Case Manager was notified of the allegation against him.

The **Sykesville Shelter Group Home** is a privately run structured shelter care home located on state property. The facility houses up to 10 females, but due to space limitations, 8 females can be housed comfortably.

- This facility continues to provide outstanding services to the females in the program. However, DJJ does not take full advantage of the shelter's services. Eight youths could be comfortably housed at the facility but the population has fluctuated between three and six youths throughout the past three months.

**Response:** Eligible youth that meet the criteria will be placed in available shelter.

- There is sometimes a problem with DJJ intake personnel failing to provide adequate intake information on youths. The information is essential for determining acceptance by the facility. Recently, a DJJ intake person advised the facility that the reason for a youth's referral was "a court order." Subsequent questioning by a supervisor revealed the youth was charged with stealing her mother's car, but the intake person said she did not initially give that information because "no one asked for it." The same incident resulted in the DJJ intake person stating only that the youth has

“asthmatic symptoms” with no indication of required medications. A further inquiry by a Sykesville Shelter Care supervisor resulted in the DJJ intake person stating that the youth does have medication prescribed for the “symptoms” but, “she doesn’t take them”, so she didn’t think it was important to make the facility aware of the medication.

**Response:** Current departmental policies and procedures outline the expectations/requirements for case managers referring youth to or placing youth in shelter care. Managers will ensure compliance with policies and procedures.

The **Eastern Shore Structured Shelter Care** is a privately run shelter care home located in Cambridge, Maryland on state owned grounds of the Eastern Shore Hospital Center. The facility houses up to 8 males and 2 females. The facility operates under the Code of Maryland Regulations (COMAR).

- Many improvements have been made to the facility this quarter. The desktop lamps in the bedrooms have been replaced with overhead fluorescent lighting for added security.

**Response:** No comment.

- The facility is the only privately run shelter care program with computer access to DJJ’s Assist Program and Online Incident Reporting System.

**Response:** No comment.

- The youth participate in trips within the community but a more enhanced schedule is being coordinated for the spring and summer months.

**Response:** No comment.

- The staff is trained in suicide prevention and fire safety. The administration is researching the MCTC training program to as a source of additional training for the staff.

**Response:** No comment.

- **Unabated for 30 Days or More:** Although meals are delivered from another facility owned by the vendor, youth assist with breakfast preparation on the weekends but preparation of all meals could serve as a valuable life skill.

**Response:** Eastern Shore Shelter has implemented preparing meals as Life Skills Training since January 2002

- The Assistant Secretary's Directive listing "unacceptable charges for shelter care" now applies to all shelters in the State. This has drastically reduced the number of inappropriate placements within the facility.

**Response:** No comment.

- The facility has an on-call physician under contract and plans to hire a full time licensed clinical social worker (LCSW) in April.

**Response:** No comment.

The **J. DeWeese Carter Youth Facility** is a 24 bed detention facility located in Chestertown, Maryland. It is state owned and operated. The facility houses both males and females between ages 12 and 18. The facility operates under Department of Juvenile Justice's Detention Standards and other DJJ policies and procedures.

- The facility is located on the grounds of a state owned mental health facility and maintains a good appearance. There are no outstanding physical plant issues.

**Response:** No comment.

- Forced overtime for staff is rare.

**Response:** No comment.

- **Unabated for 30 Days or More:** The facility was designed to house 15 youth at single capacity but often sleeps 30 youth at double capacity. For one week in December, the population was reduced to 19. However, it quickly rose to the upper 20's and low 30's within the past month. At least 5 special needs youth required single rooms resulting in the remaining rooms sleeping two or three youth at a time.

**Response:** Detention alternatives such as Community Detention and Shelter Care are used to reduce population. When the 24 bed Eastern Shore facility opens, the Carter Facility population will be reduced.

- The direct care staff works closely with the mental health clinicians and medical staff. The facility has a full time mental health worker and 2 full time juvenile counselors to provide enhanced programming and case management. Administration plans to hire a full time addictions counselor and social worker within the next year. However, the facility is in jeopardy

of losing the mental health staff due to contracting problems. DJJ and the Department of Mental Health and Hygiene (DHMH) should take steps to resolve the issues and maintain the level of services in this facility.

**Response:** DJJ is reviewing.

- **Unabated for 30 Days or More:** Youth should be detained in Carter for up to 30 days but the average stay is 2 ½ months. There have been issues with field services staff from the Eastern Shore failing to visit youth while being detained in the facility. Directives issued to Area Directors by the Department have not resolved the problems.

**Response:** Current departmental standards outline the visitation requirements of all Community Justice Case Managers. Performance appraisals will be affected by non-compliance.

The **Alfred D. Noyes Children's Center** is a state owned and operated detention facility. The facility houses both males and females under the age of 18. DJJ's Detention Standards, the Standards of Conduct and other DJJ policies and regulations guide and direct the operation of the facility.

- Some of the youths are not receiving sufficient education services. Recent visits conducted by this monitor revealed a maximum of 2 hours education per day for some youths. Youths have recently been allowed to go outside for sporadic periods, but the time spent outside is in addition to gym time. The extra time spent outside is being substituted for educational classes. Youths should go outside for gym when the weather permits and they should receive a minimum of 5 hours of education each day.

**Response:** DJJ Education Unit will monitor education services to ensure compliance with standards. Youth will receive outside recreation when the weather permits.

- **Unabated for 30 Days or More:** The youths housed at the facility continue to be deprived of their required outdoor recreation, reportedly due to staffing shortages. There is no recreation director at the facility.

**Response:** Support staff assist in outside activities. Residents receive outside activities when weather permits. Recent recruitment and hiring of new staff should address this concern. An exemption from the hiring freeze was requested to fill the vacant recreation position.

- **Unabated for 30 Days or More:** Adjudicated youth continue to be housed at the facility for longer than 30 days. The facility administrator

- **Unabated for 30 Days or More:** The facility was designed to house up to 160 males but currently houses approximately 230 males between ages 11 and 18. This population includes a high number of Baltimore City youth and contributes to violent/ physical altercations against youth from other jurisdictions. The opening of the Baltimore City Juvenile Justice Center (BCJJC) will help to alleviate these issues but the continued postponement of the opening may result in more youth and staff injuries. DJJ's response to the prior quarterly report indicated that the BCJJC would open in the spring of this year. This will not occur as previously reported.

**Response:** It is anticipated the BCJJC will open late summer/early fall. The Department has taken decisive and aggressive action to address the population issues. A Confinement Review Team at Cheltenham review youth daily to facilitate their placement and detention alternatives such as Community Detention and shelter care are used when appropriate.

- The number of youth in the shelter remains in the teens. Detention youth should be screened for shelter care and, when appropriate, requests to amend "detention only" orders should be made to the Court. This past summer, one of CYF's two shelters was closed due to a staffing shortage and plans have been made to renovate the building into office space for the mental health team.

**Response:** The current number of shelter care placements does not support a second shelter. The 24 bed Murphy Shelter was opened in January 2002 to expand shelter care capacity from 12 to 36. The Cheltenham 12 bed shelter was closed due to reduced demand. The Murphy Shelter still represents an increase of 12 shelter beds. The current shelter population (as of 4/30/03) is 13. Ongoing reviews of detention population are conducted to identify shelter eligible youth.

- **Unabated for 30 Days or More:** So far this year, CYF has several documented riots/disturbances and suicidal incidents within the detention units. Several riots/disturbances have also occurred in the dining hall and outside of the units. Inadequate staffing levels, under trained staff, and the lack of adequate programming have been major contributing factors. At times, units containing at least 35 – 45 boys are staffed with only two females or one male during weekend, evening, and overnight hours. DJJ headquarters/facility administration should be responsible for also addressing these security breaches. On March 15<sup>th</sup>, a major riot occurred at the facility resulting in State and county police departments being called to gain control and restore order. Injuries and property damage occurred and the facility was understaffed at the time. On several occasions before this riot, this office voiced concerns to DJJ headquarters that the facility

- **Unabated for 30 Days or More:** Although this office cited the under reporting of incidents at this facility during the last quarter, a review of facility logbooks and reports indicates the problem continues. DJJ's response in the last quarterly report stated the Office of Professional Responsibility and Accountability (OPRA) would conduct an audit. Subsequently, a revised facility procedure was issued on February 7, 2003 amending the incident reporting procedure. However, at present, this office continues to find incidents that are not documented in accordance with this revised procedure.

**Response:** Facilities are mandated to comply with Secretary's Directive SDE-01-01 Incident Reporting Policy, effective 12/04/01. As a result of the OPRA audit, corrective action plans were implemented. Management and supervisors will monitor for compliance. Any employee found to be non-compliance will be held accountable.

- **Unabated for 30 Days or More:** Housing conditions are poor, in part, because the facility's detention units do not have adequate sleeping, recreation, bathroom or programming space to house the current population. These conditions will continue until the BCJJC is opened and should be monitored once the Baltimore City youth are transferred out.

**Response:** As mentioned, the BCJJC construction delays have created challenges for Cheltenham. Population reduction efforts are ongoing.

- **Unabated for 30 Days or More:** The facility is operating with a minimal staffing level. The staff is often overworked due to forced overtime and being under trained. The staff lacks ongoing training in dealing with mental health issues amongst the youth and appropriate crisis intervention. While MCTC regulations only require 18 hours of in-service approved training per year, the number of riots, physical assaults, suicidal behavior, and youth secluded on the units should prove the need for additional hours.

**Response:** The efforts to increase staff have been discussed earlier. The development of the Mental Health Unit, which includes Licensed Social Workers, will address the youth's mental health issues and help train direct care staff. Other corrective action includes training for staff in crisis prevention. The Department plans to provide 40 hours of in-service training for employees.

- **Unabated for 30 Days or More:** The facility lacks an enhanced evening program. More services are needed to meet the vocational, education, recreational and spiritual needs of the youth. Although juvenile counselors implemented an evening program as well as daily case management for the youth, more adequate programs are needed.

**Response:** The facility have enhanced youth programming, for example, the Young Fathers Program recently implemented for youth with children.

- Many improvements were made to the physical plant of the facility. Due to the age of the buildings, many more costly improvements have not been approved. The youth continuously activate the sprinklers in the bedrooms causing flooding.

**Response:** No comment.

- DJJ informed this office that the future plan for the facility is to renovate the existing facility into two 24 bed units. The shelter will remain. Some buildings will remain but the other housing units will be demolished.

of losing the mental health staff due to contracting problems. DJJ and the Department of Mental Health and Hygiene (DHMH) should take steps to resolve the issues and maintain the level of services in this facility.

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- **Unabated for 30 Days or More:** Adjudicated youth continue to be housed at the facility for longer than 30 days. The facility administrator

**Response:** No comment.

The 24-bed **Western Maryland Detention Center** is a newly constructed facility located just South of Hagerstown. There have been many problems, some of which are currently being addressed by the contractor. Other problems will have to be resolved after DGS accepts the center, and it is turned over to DJJ, because the problems were included in the original design. It is anticipated that the facility will be turned over to DJJ sometime this spring. This Office's concerns regarding this facility were addressed in the previous quarterly report. This Office maintains its position on these matters. DJJ chose not to respond to these concerns. No new visits were made to this facility during the current quarter.

**Response:** No comment.

The 24-bed **Eastern Shore Juvenile Detention Center** is currently under construction. It is located in Salisbury on the grounds of the Wicomico County Adult Detention Center and Sheriff's Office. It is scheduled to open sometime this year. This facility has some of the same issues in terms of design and construction as the Western Maryland Juvenile Detention Center. This Office's concerns regarding this facility were addressed in the previous quarterly report. This Office maintains its position on these matters. DJJ chose not to respond to these concerns. No new visits were made to this facility during the current quarter.

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- **Unabated for 30 Days or More:** Adjudicated youth continue to be housed at the facility for longer than 30 days. The facility administrator

acknowledges the fact that one of the biggest problems with youths fighting stems from those youths who are adjudicated and returned to the facility on pending placement status for extended periods of time.

**Response:** The Department is implementing a Confinement Review Team in each detention facility, including Noyes, to facilitate youth placements.

- During a recent visit, a large amount of mildew buildup was observed in a shower at the facility, and there was a very foul odor in the bathroom. Proper cleaning and sanitation are expected at all times.

**Response:** The bathroom shower tiles replaced and area cleaned and sanitized.

- This monitor observed that a bedroom was not being used and staff persons stated it was not being used because there was ceiling damage and the sprinkler head was not suicide proofed. Follow-up questioning with the facility administrator revealed that she was not aware that sprinkler heads needed to be suicide proofed with some type of collar that would not interfere with the sprinkler's effectiveness. It was advised that the room's ceiling be repaired and the sprinkler head suicide proofed before being occupied. A subsequent visit revealed that the room's ceiling was repaired but the sprinkler was completely covered over, although the room was being occupied by a youth. It was discovered that two rooms at the facility were recently renovated and the sprinklers were covered over by the sheetrock. The county fire marshal was contacted, he inspected the facility, and he agreed that the sprinklers must be exposed and suicide proof collars needed to be attached.

**Response:** The suicide proof collars have been ordered and will be installed upon receipt. Until the collars have been installed, the affected rooms will not be used.

- During a routine monitoring visit, it was discovered that a youth had been locked/placed in room seclusion/separation for 9 straight days without any opportunity for recreation. Also, DJJ procedures for documenting and reporting the room seclusion/separation were not being followed. A partially completed "Observation While in Seclusion" form was on the youth's door. Room seclusion 10-minute room checks were not completed for the first 4 days that the youth was placed in seclusion, but the staff advised the youth was only in room separation.

**Response:** Administration and management are to ensure adherence to all DJJ policies and procedures and will be held accountable for non-compliance.

- Nurses often become pre-occupied with distractions when trying to dispense medications in the evening. There are not enough staff persons to take the youths back to the infirmary area so nurses must bring the medications out to the general population. Some youths have reportedly been hiding their medications inside their mouths and not swallowing it as required.

**Response:** Procedures for dispensing medication currently in place will be reviewed.

- Several fights resulted in serious injuries, which are considered major infractions under DJJ policy, and the police were not contacted. Also, an Incident report was incorrectly labeled as a youth on youth assault with minor/no injury.

**Response:** Incidents are required to be reported according to DJJ policy, including notification of police. Managers will monitor compliance and DJJ OPRA conducts periodic audits of compliance to reporting policies.

- The facility administrator advised this writer that she felt "gang activity" was responsible for much of the fighting in the facility.

**Response:** Staff have been enrolled in Gang Awareness training.

- Direct care staff are being used to enter data and complete reports that might be handled by a data entry person. Due to a lack of manpower, some reports are inaccurate and information is not being entered on a timely basis.

**Response:** Hiring freeze prevents hiring of data entry personnel. Monitoring by managers will ensure higher accuracy.

- Nurses at the facility are encumbered with filing and paperwork that should be handled by a clerk.

**Response:** A state hiring freeze for all clerical positions prevents hiring.

The **Cheltenham Youth Facility (CYF)** is a state owned and operated facility located in Cheltenham, Maryland. The facility is comprised of seven detention units and two shelters. The facility operates under the DJJ Detention Standards and other DJJ policies and procedures.

**Response:** The facility have enhanced youth programming, for example, the Young Fathers Program recently implemented for youth with children.

- Many improvements were made to the physical plant of the facility. Due to the age of the buildings, many more costly improvements have not been approved. The youth continuously activate the sprinklers in the bedrooms causing flooding.

**Response:** No comment.

- DJJ informed this office that the future plan for the facility is to renovate the existing facility into two 24 bed units. The shelter will remain. Some buildings will remain but the other housing units will be demolished.

**Response:** No comment.

The **Hagerstown Holdover Center** has been in operation for many years as a temporary holding facility for youth awaiting their court hearing, or awaiting transportation to another facility. These services will be provided at the new 24 bed Western Maryland Detention Center when it is completed. However, it is uncertain as to when that will take place. Bob McKelvie, former Center Supervisor at the Youth Centers, has been promoted to Assistant Superintendent, and will head the new facility when it opens. Presently, Mr. McKelvie is overseeing the Holdover Center and preparing policy and procedural manuals for the programming in the new center.

- The Holdover facility has made many changes pursuant to the Independent Monitor's findings and recommendations. Youth are no longer held for more than 24 hours. Youth are not held in locked cells unless their behavior necessitates. Educational and recreational opportunities are now provided. A nurse is available to conduct an initial health screening. Youth that present as potentially suicidal are transported to the hospital.

**Response:** No comment.

- The facility is particularly busy on Wednesdays, which is juvenile court day. Because of how chaotic it can become in the little facility, which consists of two main rooms, and four cells, there is more pressure on staff to maintain order and structure.

**Response:** No comment.

- The facility is also being used as a transportation transition point whereby vans meet to exchange youth going either further west or east.

**Response:** No comment.

The 24-bed **Western Maryland Detention Center** is a newly constructed facility located just South of Hagerstown. There have been many problems, some of which are currently being addressed by the contractor. Other problems will have to be resolved after DGS accepts the center, and it is turned over to DJJ, because the problems were included in the original design. It is anticipated that the facility will be turned over to DJJ sometime this spring. This Office's concerns regarding this facility were addressed in the previous quarterly report. This Office maintains its position on these matters. DJJ chose not to respond to these concerns. No new visits were made to this facility during the current quarter.

**Response:** No comment.

The 24-bed **Eastern Shore Juvenile Detention Center** is currently under construction. It is located in Salisbury on the grounds of the Wicomico County Adult Detention Center and Sheriff's Office. It is scheduled to open sometime this year. This facility has some of the same issues in terms of design and construction as the Western Maryland Juvenile Detention Center. This Office's concerns regarding this facility were addressed in the previous quarterly report. This Office maintains its position on these matters. DJJ chose not to respond to these concerns. No new visits were made to this facility during the current quarter.

**Response:** No comment.

**Response:** Eastern Shore Shelter has implemented preparing meals as Life Skills Training since January 2002

- The Assistant Secretary's Directive listing "unacceptable charges for shelter care" now applies to all shelters in the State. This has drastically reduced the number of inappropriate placements within the facility.

**Response:** No comment.

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**Response:** No comment.

- Forced overtime for staff is rare.

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- **Unabated for 30 Days or More:** The facility was designed to house 15 youth at single capacity but often sleeps 30 youth at double capacity. For one week in December, the population was reduced to 19. However, it quickly rose to the upper 20's and low 30's within the past month. At least 5 special needs youth required single rooms resulting in the remaining rooms sleeping two or three youth at a time.

**Response:** Detention alternatives such as Community Detention and Shelter Care are used to reduce population. When the 24 bed Eastern Shore facility opens, the Carter Facility population will be reduced.

- The direct care staff works closely with the mental health clinicians and medical staff. The facility has a full time mental health worker and 2 full time juvenile counselors to provide enhanced programming and case management. Administration plans to hire a full time additions counselor and social worker within the next year. However, the facility is in jeopardy

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**Response:** It is anticipated the BCJJC will open late summer/early fall. The Department has taken decisive and aggressive action to address the population issues. A Confinement Review Team at Cheltenham review youth daily to facilitate their placement and detention alternatives such as Community Detention and shelter care are used when appropriate.

- The number of youth in the shelter remains in the teens. Detention youth should be screened for shelter care and, when appropriate, requests to amend "detention only" orders should be made to the Court. This past summer, one of CYF's two shelters was closed due to a staffing shortage and plans have been made to renovate the building into office space for the mental health team.

**Response:** The current number of shelter care placements does not support a second shelter. The 24 bed Murphy Shelter was opened in January 2002 to expand shelter care capacity from 12 to 36. The Cheltenham 12 bed shelter was closed due to reduced demand. The Murphy Shelter still represents an increase of 12 shelter beds. The current shelter population (as of 4/30/03) is 13. Ongoing reviews of detention population are conducted to identify shelter eligible youth.

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was unsafe for youth and staff during the weekend and night hours. This office will continue to review this incident.

**Response:** The Department recognized the population and staffing issues at the facility and has taken decisive and aggressive action to address these issues. When the BCJJC opens, the population at Cheltenham will be reduced and the facility will serve the Southern Maryland region. The youth from Baltimore City who are currently housed at Cheltenham will be held in BCJJC regional center. Construction delays at BCJJC have contributed to the issues at Cheltenham.

A Confinement Review Team was formed to review all youth cases to identify youth appropriate for detention alternatives/expedite their placements. Other strategies that have been ongoing include the transfer of youth to other facilities, as appropriate.

The facility is aggressively recruiting to fill all vacancies - recruitment is challenging and turnover is high in part because of low salaries. DJJ continues to advocate for increased salaries and minimum requirements in order to attract a higher caliber of candidates. Thirty-two staff have been hired since September 2002. Walk-in testing was held at Bowie State College in December 2002. Ongoing recruitment/interviewing is being conducted to fill remaining vacancies. Employees' time and attendance are monitored by management. Problem employees are dealt with according to policy.

Employees hired in September 2002 to work at BCJJC have been detailed to Cheltenham to provide staffing coverage. BCJJC who completed training in January were detailed to Cheltenham. Staff from other facilities have also been detailed to Cheltenham.

Training issues are being addressed as follows: new staff are provided a minimum of 160 hours of MCTC approved in-service training; the training center developed at Cheltenham will provide ongoing on-site training for staff.

Ongoing programming issues are being addressed as follows: evening programming has been enhanced to include life skills such as victim awareness, anger management, HIV education, health and hygiene education. Recreation staff coordinates scheduled activities daily. A behavior management levels system has been enhanced to reward and encourage positive behavior. Specific activities are scheduled for high achievers. A youth advisory council has been reinvigorated to give voice to youth issues and develop leadership abilities.

- **Unabated for 30 Days or More:** Although this office cited the under reporting of incidents at this facility during the last quarter, a review of facility logbooks and reports indicates the problem continues. DJJ's response in the last quarterly report stated the Office of Professional Responsibility and Accountability (OPRA) would conduct an audit. Subsequently, a revised facility procedure was issued on February 7, 2003 amending the incident reporting procedure. However, at present, this office continues to find incidents that are not documented in accordance with this revised procedure.

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- The Holdover facility has made many changes pursuant to the Independent Monitor's findings and recommendations. Youth are no longer held for more than 24 hours. Youth are not held in locked cells unless their behavior necessitates. Educational and recreational opportunities are now provided. A nurse is available to conduct an initial health screening. Youth that present as potentially suicidal are transported to the hospital.

**Response:** No comment.

- The facility is particularly busy on Wednesdays, which is juvenile court day. Because of how chaotic it can become in the little facility, which consists of two main rooms, and four cells, there is more pressure on staff to maintain order and structure.

**Response:** No comment.

- The facility is also being used as a transportation transition point whereby vans meet to exchange youth going either further west or east.

**Response:** No comment.

The 24-bed **Western Maryland Detention Center** is a newly constructed facility located just South of Hagerstown. There have been many problems, some of which are currently being addressed by the contractor. Other problems will have to be resolved after DGS accepts the center, and it is turned over to DJJ, because the problems were included in the original design. It is anticipated that the facility will be turned over to DJJ sometime this spring. This Office's concerns regarding this facility were addressed in the previous quarterly report. This Office maintains its position on these matters. DJJ chose not to respond to these concerns. No new visits were made to this facility during the current quarter.

**Response:** No comment.

The 24-bed **Eastern Shore Juvenile Detention Center** is currently under construction. It is located in Salisbury on the grounds of the Wicomico County Adult Detention Center and Sheriff's Office. It is scheduled to open sometime this year. This facility has some of the same issues in terms of design and construction as the Western Maryland Juvenile Detention Center. This Office's concerns regarding this facility were addressed in the previous quarterly report. This Office maintains its position on these matters. DJJ chose not to respond to these concerns. No new visits were made to this facility during the current quarter.

**Response:** No comment.