

**MONITORS' ASSESSMENT OF FACILITIES AND THE  
DEPARTMENT OF JUVENILE SERVICES RESPONSE  
July – September 2005**

The **Allegany County Girls Group Home (ACGGH)** is operated by the Cumberland YMCA, and is located on property owned by the Maryland Department of Juvenile Services (DJS). The program serves nine female residents.

DJS referrals to ACGGH had diminished somewhat, but recently have increased. This facility offers a viable treatment program for many females that can be accommodated in a community setting.

**Staffing:**

A minimum of two staff are on duty at all times, including overnight. Director, Cindy McGill has scheduled herself to be present frequently during evenings and on one weekend day. This helps to provide added coverage of a third person during times when it is most needed. Staff seem to work well together, and teamwork continues to improve overall. One area of concern is that some staff lack the necessary training.

**Programming:**

The Allegany County Girls Group Home provides a setting that involves a combination of group and individualized treatment. Community resources for education, health and counseling are utilized. Dr. Jim Miller, consultant psychologist, has described the treatment model as a "healthy home". Dr. Miller meets with the staff on most Thursdays to go over the needs of each youth, and to provide training to the staff. The issue of group dynamics continues to be addressed in order for the staff to better understand how the treatment needs of each youth can be met within the group setting. There is an ongoing need for this training. Also, there is ongoing need for training in maintaining routine and order. At times, this monitor has found the beds and personal areas of some of the residents to be unkempt. Also, trash has been found on the grounds during some of this monitor's visits.

The expertise of Marion Daniel, DJS Program Manager, has been sought in helping the facility better understand and address the unique treatment needs and issues of a female population. This training has been valuable to the staff in the facility.

Now that school has begun, there is a new fall schedule that provides study time plus an evening activity for each school day. Saturdays are scheduled, and on Sunday there are several hours of free time. The free time on Sundays helps to accommodate family visitation. If the family cannot come to the facility on Sunday, other arrangements are made.

**Education:**

It is reported that all of the girls are doing well in school thus far this fall, bringing home mostly A's and B's. The girls that are in the GED program are also doing well on their pre-tests. In addition to their schoolwork, each youth at the Group Home takes a topic to

research, and present to the other residents on a Thursday evening. Topics have included such issues as: “The Effects of Stress on the Body”, “Group Dynamics”, and “Personal Hygiene”. The youth reportedly take their projects seriously, and have presented some in depth information to the group.

**Facility and Maintenance:**

Overall, the facility is in good condition, and is well maintained by the YMCA with some upgrades made by the Department. The most urgent unresolved maintenance issue concerns the driveway on DJS property leading to the facility.

**Recommendations:**

- Some staff lack the necessary training required by COMAR. This should be remedied as soon as possible. In the meantime a staff without training should only act as a shadow staff with a trained staff member.

**Response:**

Comments noted.

**Unabated for 30 Days or More:**

- The driveway has some dangerous potholes.

**Response:**

There are no new actions relative to this recommendation.

The **Department of Juvenile Services Youth Centers** are State owned programs that are operated by the Department of Juvenile Services located in Allegany and Garrett Counties of Western Maryland. There are four Centers: **Green Ridge, Savage Mountain, Meadow Mountain, and Backbone Mountain.**

**Regionalization:**

Green Ridge is now a regional center, serving Area Three youth. A short-term “Redirect” program has been developed to meet the treatment needs of youth with a minimal history of adjudicated offences, and who have non-assaultive histories.

An “Intensive Outpatient Program” to address substance abuse has also been developed at Green Ridge. It is anticipated that youth will average 9 months length of stay. In addition to utilizing a positive peer culture-group process, youth will receive individual addiction counseling and mental health counseling. Competency training will include EQUIP, job skills development, Youth Fathers Program and Intensified Anger management.

Green Ridge also continues to operate two traditional treatment groups as previously, but serving only Area Three youth. The length of stay is anticipated to increase to 9 months, to help youth better retain the gains made when they return home. Also, to help youth integrate treatment gains at home, home visits will be part of the program, along with more intensive family meetings being a part of the process as youth progress in the program.

The other three Youth Center programs will serve youth from the remaining areas of the state, and will continue to provide the group process-positive peer culture, EQUIP, substance abuse counseling, and education. Meadow Mountain Youth Center continues to serve as an intensive substance abuse program, but is now taking youth directly from detention. This has affected the overall program in that more attention has had to be focused on behavior management with youth entering the program before they are ready for the initial steps of undertaking recovery from substance abuse.

The Youth Centers are being referred, and are accepting, more difficult and more challenged youth. The staff at the Youth Centers strive, and do provide good treatment, and educational services overall. This is especially challenging, given the needs of the youth being served, and the limited time of the average length of stay.

**Staffing:**

- **Unabated for 30 Days or More:** Supervision on the second shift and on weekends is still an area of concern. While there is an attempt to maintain one staff per group plus one floating staff during the second shift, because of vacations, training, and call outs, this staffing level is sometimes not maintained. Case Managers are not always available in the evenings to run their group meetings or to run the EQUIP meetings. It is recommended that the Youth Centers reconfigure their staffing patterns to better cover second shift and weekends which are the most vulnerable times in programming, and to ensure that the youths’ needs for treatment and supervision are best served.

**Response:**

We all agree that we should be fully staffed at all times. Every effort is made to have the maximum number of staff possible on second shift; however, due to vacancies, vacations, sick leave, and training, this is not always possible. The administration will continue to make every effort to ensure that the appropriate staff to youth ratio is maintained.

**Incidents and Population:**

	<b>April/June</b>	Y on Y	Y on S	U of F	Injury	Total
Green Ridge		1			1	2
Savage Mt.				2	2	4
Meadow Mt.				1	3	4
Backbone Mt.		1		4		5
	<b>Total</b>	<b>2</b>		<b>7</b>	<b>6</b>	<b>15</b>
	<b>July/Sept.</b>					
Green Ridge		1		3	1	5
Savage Mt.		2		1	1	4
Meadow Mt.		3		5		8
Backbone Mt.		3		3	1	7
	<b>Total</b>	<b>9</b>		<b>12</b>	<b>3</b>	<b>24</b>

Key: Y on Y (Youth on Staff), Y on S (Youth of Staff), U of F (Use of Force)

Youth being admitted into the Youth Centers are presenting more violent behaviors and offenses. For example, according to the Youth Center's census reports the number of youth with convictions of robbery and burglary has increased.

	Feb. 05	March 05	May 05	July 05	Aug. 05	Sept. 05
Robbery	3	5	5	9	11	9
Burglary	8	9	10	12	12	12

Youth that are more educationally challenged, and behaviorally challenging are requiring more one on one time for counseling and for education. In May of 2003 for example, there were only 4 youth that required 20 + hours per week of special education services. In May of 2004 only 6 youth required 20 + hours of service. In April of 2005, only 7 youth required 20 + hours of service. But, by May of 2005, the number had jumped to 10 youth, June-11 youth, July-12 youth, and by August the number of youth requiring special education services in excess of 20 hours per week had risen to 15 youth. Youth in the categories necessitating 10-19 hours and 20 + hours are typically in those categories because of behavior. Generally these youth require more intensive supervision and structure than other youth. It is often very disruptive to the group process when one or two youth in a group have greater difficulty responding to group intervention, and demand intensive staff time devoted to them.

Hours of Serv./Wk	0-4 Hours	5-9 Hours	10-19 Hours	20 + Hours
May 1-31, 2003	8	6	13	4
May 1-28, 2004	8	7	13	6
April 1-29, 2005	10	5	9	7
May 1-31, 2005	11	4	12	10
June 1-24, 2005	9	3	15	11
July 1-29, 2005	8	2	14	12
Aug. 1-31, 2005	6	2	15	15

- More difficult, violent, and troubled youth are being admitted into the DJS Youth Centers. The Youth Centers are not facility secure, but are open programs providing only staffing security. It is incumbent upon the Department to provide adequate programming for youth needing more services, and also provide that youth, staff and the community are safe from violent youth behavior.

**Response:**

Referrals are carefully screened by intake staff prior to being admitted to the Youth Centers. Youth who are found to be inappropriate after admission are promptly moved to an alternative placement.

**Programming:**

- **Unabated for 30 Days or More:** Recreational activities and off-grounds treatment/recreational experiences are a vital component to the overall programming at the youth Centers. Funding, however, has been very limited since the revision in the contract with AT&T. The contract used to require that roughly 48 % of the profit from the use of the pay phones be returned to the Youth Centers and used for funding of recreational/therapeutic activities. Youth Centers are in need of a consistent and adequate provision of resources and funding for this aspect of treatment.

**Response:**

We concur, and we are working toward that goal with the D.J.S. Budget Office and the DGS to obtain the additional funding needed.

- A vital component of overall programming is family contact. Youth complain that though they are allowed to make one collect call a week, the cost is excessively high, and too much for many families to pay. Youth have recommended many times that they be allowed to use calling cards which can be purchased at a much cheaper rate.

**Response:**

The feasibility of this recommendation is being explored.

- The Ropes and Reflections programs at Meadow Mountain had two staff in the past, but one of the positions was moved to direct care. Ropes/Reflections now only has one staff member and this greatly limits the services that can be provided. Ropes/Reflections not only offers experiential services to Youth Center youth but has also served many youth as an early intervention and prevention experience, and as a training/teambuilding experience for other groups. When available, staff members from the Youth Centers, who are trained and certified, assist with the groups in the Ropes program. Staff shortages, vacations, sickness, and call outs often limit the availability of these staff, and as a result the youth do not get to benefit from the therapeutic experiential programming. The second staff position should be re-created and filled in order to provide the high quality programming that the Reflections experience could offer.

**Response:**

It would be beneficial to have an additional staff person to assist with the Reflections Program, but some of the direct care and treatment positions that have been taken from us have a higher priority at this time.

**Standards:**

The Department of Juvenile Services does not have Commitment Care Standards, and as such the Youth Centers operate under a procedural manual and Secretary Directives.

- **Unabated for 30 Days or More:** The Department does not have Commitment Care Standards. The Committed Care Standards Task Force Committee should be reconvened to develop comprehensive best practice standards.

**Response:**

The Residential Services Unit at headquarters is implementing strategies to address this issue.

**Maintenance and Physical Plant:**

- **Unabated for 30 Days or More:** Fifteen passenger vans have been found to be unsafe by the National Safety Board. These vans are used by the Youth Centers, and should be replaced with twelve passenger vans.

The new DJS transportation policy permits only 7 youth and 2 staff in a 15 passenger van. Because of the new policy it now requires 2 vans and 4 staff for a group of 10-12 youth to have an outing or to participate in off campus activities. Each Center now has only 3 vans and used to have 4. When one group is using 2 vans only 1 van is available for the other groups in case of emergency. Safety and security is negatively affected. Off grounds programming is also negatively affected. DJS reports that this issue is out of their hands and that it is the responsibility of the Department of General Services to provide replacement vans. A response is needed from DGS regarding this important issue.

**Response:**

Vehicle replacement is a major issue statewide due to recent budgetary constraints. Until that happens, we will maintain the vehicles we have in safe operating condition as economically as possible.

**William Donald Schaefer House** accommodates 19 youth, and provides a three-month substance abuse recovery program. The facility, a once beautiful old home is located in a nice setting on Druid Park Lake Drive, in Baltimore. The Schaefer House is in a deteriorating condition and is particularly in need of painting and window repair.

- Schaefer House does not have a community advisory board as of yet. Some local community members have expressed an interest in serving. An active involved advisory board could be very helpful to the facility.

**Response:**

HQ's staff will be implementing an Advisory Board for the WDSH.

**Staffing:**

- Staff vacancies, along with vacations, and/or staff sickness has created a situation that affects programming. This is especially evident on weekends and holidays when only two staff are on duty. In order to go off grounds it is required to have a one to six staff/youth ratio. If additional staff were assigned to these "down" times, more programmatic activities could take place. At times, because of staffing shortages, youth have not received one hour of large muscle activity as required.

**Programming:**

- The program consists of individual and group counseling, education, and additional on and off grounds activities, when staffing is available. The effectiveness of treatment as measured by the tracking system indicates that approximately 75% of youth completing the program remain compliant with treatment goals 30 days post release. However, 90 days after release from the program the compliance figure drops to about 50%. It is suggested that a transition program, or more intensive aftercare services be provided to help youth maintain long-term compliance with treatment goals after completing the residential program at the Schaefer House.
- **Response:**  
At the residents 60 day review, recommendations are made with the residents' community- based Case Manager regarding after-care.

**Education:**

- The educational program is noted by youth as being very good and helpful to them. During this writer's visits to the classroom youth have been observed to be actively participating in the educational process. The GED program has also been very successful with youth passing the exam. The teaching staff are in need of specialized software to enhance the overall program, and help meet the individualized needs of youth.
- **Response:**  
Specialized software has been provided to the teachers.

**Maintenance and Physical Plant:**

DGS has reportedly hired an architect to develop a plan and a time line for construction at the Schaefer House. No time frame was given for this plan to be developed. The repairs, it is stated, will be completed based on the availability of funds. Some repairs have been accomplished, and some needed appliances and furniture have been ordered.

- **Building exterior:**

**Unabated for 30 Days or More:** The exterior of Schaefer House is in a state of deterioration. The exterior, especially the rotted window casings, should be repaired and painted.

**Response:**

Estimates have been submitted and plans are being made to complete the exterior of the building. As soon as a date is scheduled for repairs, the monitor will be notified.

- **Kitchen:**

It is reported that the Department has contracted with a cleaning company to complete a power cleaning in October 2005.

**Unabated for 30 Days or More:**

Some of the kitchen cabinets doors have fallen off.

Ceiling vents are greasy and dirty.

The floor drain under the largest sink is covered in a greasy substance.

There is a leak under the small sink.

**Response:**

The plan to have work completed in October did not occur because the company we contracted with could not accept the method of payment we planned to use.

We are gathering information on a company that can be reimbursed with our method of payment.

- **Sunroom: Unabated for 30 Days or More:** The Department reports that DGS has hired an architect to develop a plan and time line for construction. Repairs will be completed based on the availability of funds.

Caulking should be applied where needed to prevent outside air from coming into the room. The ceiling vent covers should be replaced.

**Response:**

All of the repair issues will be addressed when the construction begins.

- **Bedrooms: Unabated for 30 Days or More:** The dressers are in disrepair. Reportedly, 20 new dressers and 20 new chests have been ordered. Many of the venetian blinds are damaged and will reportedly be replaced by the program.

**Response:**

The dresses and new chests have been delivered. The blinds will be installed by the maintenance staff.

- **Bathrooms: Unabated for 30 Days or More:**

**2<sup>nd</sup> floor bathroom:** DGS has sent a blueprint to construct new bathrooms, however

no new construction has taken place as of this writing. The tile in the showers is covered in mildew and some tiles are missing.

- **Response:**

All of the issues with construction needs will be addressed as soon as we are given the go ahead by DGS. We anticipate having a date that the construction will begin by the next report.

- **3rd floor bathroom:** The fixture in one of the showers will not turn off properly. The staff and youth have to twist it up and down then pull it in and out before the water will stop. DGS has sent a blueprint of construction, but no new construction has taken place as of this writing.

**Response:**

All of the issues with construction needs will be addressed as soon as we are given the go ahead by DGS. We anticipate having a date that the construction will begin by the next report.

- **Laundry Room:** A new heavy-duty washer and dryer have been ordered and expected to arrive within a month.

**Response:**

The appliances have been delivered and installed.

- **Recreation Room:** The recreation room has been cleaned and better organized. The ping-pong table needs to have a net to be put into service. The new weight equipment needs to be assembled. The walls need to be scraped, sealed and painted.

**Response:**

All of the issues with construction needs will be addressed as soon as we are given the go ahead by DGS. We anticipate having a date that the construction will begin by the next report.

The **Alfred D. Noyes Children's Center (Noyes)** is a State owned and operated detention facility that houses both males and females under the age of 18. The facility operates under DJS Detention Standards and other DJS policies and procedures. Noyes has been in the process of undergoing significant changes as a result of staff turnover following an investigation of abuse in the spring of 2005. Inadequate staffing and lack of programming continue, however, to be major concerns. Single staff coverage of units housing up to 20 residents has led to incidents involving injury to youth. Programming has improved somewhat, but is still insufficient. The facility also lacks security equipment necessary to help ensure safety and security.

**Staffing:**

On virtually all of the occasions of this monitor's visits, most of the housing units at Noyes were single staffed. First shift coverage is not as critical because administrative staff and educational staff are available to help out as needed. Additionally, transportation staff have been utilized with youth movement from the units and with coverage at times. Single staff coverage of up to 20 youth by one, often new, staff person is inadequate to provide safety and security or good programming. This is especially critical on second shift, weekends, and holidays, as sometimes there have been only a total of 6 staff on duty; one staff on each of the four units, one Shift Commander, and one person in the tour office to answer the phone, with up to 60 youth in the center. Compounded with staff shortages, many times staff have to be forced to work overtime for a second shift because of staff call-outs, vacations, training and vacancies. Staff report that often they are forced into overtime at the last minute, without time to prepare, and without any break. This leads to tired and frustrated staff providing coverage which in turn creates an unsafe environment for youth and for staff. A number of incidents have occurred in the center and seem to be on the rise. There have also been reports of gang related incidents.

- **Unabated for 30 Days or More:** It is critical that more than one staff be placed on a unit to provide the required level of supervision and to ensure the protection of residents. Without this additional coverage, the ratio will continue to be one staff for approximately 15-20 youth, which far exceeds national standards, best practices, and DJS articulated goal of a 1 to 8 ratio.

**Response:**

Active recruiting of Resident Advisors will remain constant and as hiring is completed, staff will be assigned directly to the four units. As scheduling permits and staff are available for planned overtime, unit coverage will continue to be increased from sporadically having more than single coverage to consistently having more than single coverage.

- Relief staff should be provided so that excessive overtime, burnout, and tired and frustrated staff are not forced into back to back coverage shifts.

**Response:**

We will also establish a staff planned overtime agreement to provide relief from excessive overtime.

- Intensive training in gang awareness and gang behavior intervention should be provided

**Response:**

Administration and staff are scheduled for Gang Awareness Training during the month of November.

- Additional Case Managers as required by standard should be provided to ensure that all services to youth are provided as required by standard and by policy.

**Response:**

The Area III Administration has assigned a Case Manager Specialist to assist with the Case Management functions. In addition, two Resident Advisors are assisting with case management functions

The request to fill the case management vacancy has been submitted through the appropriate channels and we are moving forward with filling the position.

**Programming:**

An atmosphere of safety and security is crucial to good programming. Additionally, good programming should be characterized by consistent structure, care, respect, good communication, mutual help, and positive attitude. Many staff do try to demonstrate these values in their work. When the program has not provided these positive norms, the youth have tended to fill the cultural gap. When this happens the norms have gravitated toward “street” values, and youth presenting a “thug” type of demeanor. Gang related behavior, including incidents, and some gang recruiting activity has also taken place according to follow up investigation. There needs to be more gang awareness training and enhanced implementation of gang behavior intervention.

- Enhanced programming needs to be implemented to avoid excessive “down time”. It takes too long for youth to reach each of the three levels. More levels should be offered with the opportunity for youth to receive incentives in the form of activities and other rewards. They need more immediate rewards and consequences for the program to be more effective. It is recommended that the program at Western Maryland Children’s Center be reviewed for ideas, adaptation, and possible implementation. The Behavior Management System (BMS) at WMCC consists of 6 levels from “no status” through 5 levels that are color coded; pink, orange, purple, green and gold. Each level reached increases the number of privileges that youth enjoy.

**Response:**

We will review the suggested system and determine if it will be beneficial to our population.

- The pending placement population at Noyes continues to be problematic. On September 8<sup>th</sup> there were 20 youth in “pending placement” status, with 8 of those youth having lengths of stay over 30 days, 76, 72, 55, 54, 54, 53, 51, and 32 days. These youth are entitled to individualized treatment services that DJS cannot provide in a detention environment.

**Response:**

We will continue to engage in assertive case management practices to ensure that the youth are moved to the appropriate placements in a reasonable length of time.

**Incidents:**

Incidents continue to be a concern and a threat to youth and to staff.

Month	Y on Y ASLT	Y on S ASLT	CHAB	UOF	TOTALS
June 2005	12			5	17
July 2005	9	1		6	16
August 2005	11	1	1	6	19
September 2005	18	1	2	4	25
Total	50	3	3	21	77

Key: Y on Y ASLT = Youth on Youth Assaults; Y on S ASLT = Youth on Staff Assaults

CHAB = Sexual and Physical Child Abuse Incidents; UOF = Use of Force.

- A review of the ICAU Incident Report Database for July through September 2005 shows that a total of 77 incidents were reported. Immediate measures are required to reduce this level of serious incidents. Increased levels of staffing should help address this concern.

**Response:**

We are planning some new strategies to deal with the issue of incidents. The strategies are: 1. Continue to report incidents in accordance with DJS policy  
2. Continue to support use of force in accordance with DJS policy as needed to avoid verbal altercations of youth escalating to physical altercations, ultimately reducing injuries to youth  
3. Commence tracking incidents according to location, shift supervisor, unit and activity to develop appropriate corrective action

**Seclusion:**

- On September 8<sup>th</sup> this monitor requested documentation regarding the assessment of the need for keeping youth in seclusion beyond 8 hours. Such documentation is required by law, and could not be provided. Appropriate and consistent process needs to be established to provide documentation of a need to keep any youth in seclusion.

**Response:**

We are developing additional systems to ensure that proper documentation is provided. The new system is: Develop “Continued Seclusion Form” to record reason for continued seclusion and ensure that staff adhere to DJS policy regarding seclusion of youth.

**Maintenance and Physical Plant:**

- The facility lacks mounted cameras, monitors and recording equipment. Additionally, a fence alarm and perimeter lighting around the property should be added. Though hand held cameras are available to use, this is inadequate to provide the needed safety, security and documentation. Each unit should have a camera, or cameras installed in such a way as to cover the activity on the unit. Cameras, monitors and recording equipment are needed for safety and for documentation. Outdoor lighting, a fence alarm, and cameras are needed to provide security from outside interference, and to record activity in the outdoor recreation area.

**Response:**

We will take this recommendation under advisement.

- Youth complained that insects and rodents are present on the units and in their rooms. The facility should be freed of these pests.

**Response:**

The Facility Administrator will be meeting with the Regional Service Supervisor to discuss process for ensuring elimination of pest since the current process does not appear to be working.

The **Western Maryland Children’s Center (WMCC)**, located in Hagerstown, is designed to accommodate up to twenty-four youth. The Center has frequently been required go over their population capacity of 24, housing, at times, up to 32 youth. The additional 8 youth and had to sleep either in “boats” [fiberglass containers that accommodate a mattress], or on mattresses that lay directly on the floor of the day rooms. This is being done primarily in order to relieve the pressure of overcrowding at The Alfred D. Noyes Children’s Center in Montgomery County. The extra youth coming into the facility have often been more hardened, sometimes with gang affiliation. This element has had an effect on the other youth, and has made it more challenging to maintain the positive treatment oriented culture for which WMCC has become known and praised. In September, WMCC recorded a total of 25 incidents, 8 from September 1<sup>st</sup> through the 19<sup>th</sup>, and 17 from the 20<sup>th</sup> to the 30<sup>th</sup>, during the time when they had the 32 youth. WMCC is commended for accurately reporting all incidents.

There are no seats on the toilets at WMCC because they have been used to break the vulnerable vitreous china fixtures into dangerously sharp shards, and used to harm self, or threaten others. The very costly replacement of the vitreous china toilets and sinks has

not begun. Many of the other physical plant problems have received attention, and are in the process of being addressed.

**Staffing:**

Understaffing and forced overtime was problematic before the influx of additional youth, and has been exacerbated considerably with their arrival. By far the greatest challenge to maintaining safety and security, as well as the quality programming at WMCC is the issue of staffing. Despite staff shortages and being forced to take in other area youth, the staff at WMCC have continued to put forth a lot of effort in maintaining a positive atmosphere. On second shift the staff and youth are particularly vulnerable because school and administrative staff are not available, and while there is supposed to be a roving staff on duty, along with a Supervisor, at times, there is no rover. The Supervisor can easily be tied up with an intake, another incident, or many other duties. Family visitation also takes place on Monday, Wednesday evenings, and Saturdays. This requires staff coverage, which often brings up feelings for youth that need to be processed. This takes one on one staff time.

- **Unabated for 30 Days or More:** Lack of sufficient staffing is the most urgent problem facing WMCC. Though the Department has been interviewing and hiring staff, the process is excessively long, and needs to be analyzed in order to effect changes to facilitate a better coordinated, and efficient procedure. Additional staffing should be maintained at WMCC. Two staff should be on duty on each six person locked unit, especially on second shift. A Supervisor of Group Living, two rovers, and control room coverage should be provided on second shift. Overnight staffing should, at a minimum comprise five staff.

**Response:**

There are currently four Resident Advisor vacancies at the WMCC. The facility has advertised and interviewed three different times. Interviews for the two merit positions were held. Forty-three letters were sent and two people responded and were interviewed. One was accepted and rejected the job. The only other candidate was unacceptable to the interview committee.

Thirty-one letters were mailed to candidates for a social worker vacancy. As the deadline nears, no one has responded. The facility management continues to do everything possible to recruit and fill positions.

- Regarding Community Case Management (PO) visitation at WMCC, Washington County maintains a good record of visits, Montgomery County and Baltimore City have a very poor record, and Frederick County needs improvement. Community Case Managers should visit youth in their care at WMCC at least monthly as required, and preferably more frequently for youth that are in pending placement status. DJS should amend ASSIST so that an up to date record Community Case Management visitation is maintained for all who have access to ASSIST to check.

**Response:**

In discussing this observation with the case management staff at the facility, it does not appear to be accurate. The two Baltimore City Youth have been visited. Montgomery and Frederick counties are similarly visiting their youth.

**Maintenance/Physical Plant:**

The biggest physical plant threat to youth, and to staff is the vitreous china sinks and toilets. The china is very vulnerable to breakage, and when broken, produces very sharp glass like shards that have been used to threaten harm to staff and that have been used by youth in cutting themselves. All of the seats have had to be removed from toilets that the youth use in order to reduce this risk. The long sink handles, that had been broken off and used as weapons, have been shaved off leaving only a nub, which cannot be used as a weapon. The nub, however, still presents a potential tie off point for an attempted suicide.

Beginning in January of 2004, The Department of Juvenile Services had agreed to replace the vitreous china with stainless steel in no less than two bedrooms immediately and to replace additional fixtures upon breakage or damage, and to retrofit the remaining vitreous fixtures with stainless steel within a three-year period.

- **Unabated for 30 Days or More:** The vitreous fixtures should be replaced as agreed.

**Response:**

We do not have an updated response to this issue.

- **Unabated for 30 Days or More:** The sinks handle posts should be eliminated and substituted with a type of unit that is suicide proof.

**Response:**

No such handles have been identified. The solution to this lies in the replacement of the current sinks. Funding is not available to the facility for this project.

- **Unabated for 30 Days or More:** The ADA rails should be replaced with suicide proof rails.

**Response:**

The ADA hand rails are now at the WMCC. Installation will be accomplished by the WMCC maintenance staff beginning the week of November 28, 2005.

- **Unabated for 30 Days or More:** Suicide proof beds should be installed. The old beds, desks, and stools removed from the youths' sleeping rooms.

**Response:**

As of November 16, 2005, six "suicide resistant beds" have been installed in Pod B.

The outside recreation area is not sufficiently fenced to provide the security needed. As a result, extra staff must be placed outside of the fence during outdoor recreation. With the shortage of staffing, this has proven difficult. As a result, often youth have not been able to receive outdoor recreation as required. Even with a staff person outside of the fence, it would be possible for a youth to scale the building and gain access to the roof and thus be able to jump off at any point in order to attempt an AWOL from the facility.

- **Unabated for 30 Days or More:** The outdoor recreation area should receive additional fencing to ensure that youth cannot escape by scaling the building or jumping from the basketball goal.

**Response:**

The position of the monitor will be taken under advisement. Since the facility has been open, there has been no incident of this type.

The control room windows have been tinted on one side, but still allow visitors to see clearly through to the recreation area where youth could easily be identified. Tinting of the sleeping room windows on the east and west sides of the build was begun, but the tinting material is ineffective.

- Tinting of the control room should be installed in such a manner that staff have the needed visibility, while the confidentiality of youth is ensured. Monitors are still visible to the waiting area, and therefore compromise confidentiality.

**Response:**

Additional Tinting will make the Control Room Staff's view of the youth traveling in the main corridor of the facility poor. This would create a serious security issue. The original agreement for the tinting of the control room lobby side was completed. The control room staff are cognizant of the need to control the lobby traffic and minimize their opportunity to view the children in the recreational area.

- Tinting of the outside sleeping room windows should be completed with tinting that is sufficient to provide the privacy and confidentiality required.

**Response:**

The test tinting panels have improved the privacy and it is difficult to view inside the room without having ones face and hands pressed up against the windows. Additionally the additional security cameras have now been installed providing the control room staff with visual access to the outdoor area. The area is well lit. The tinting of all sleeping room windows (Pod A and Pod C) will now proceed. This is a viable solution to the stated problem.

The carpets on the pods at WMCC have become soiled, ragged in places, and generally unkempt. Spills and flooding, when the sprinklers have been pulled out has caused the damage.

- The carpets are in need of replacement as they have become soiled beyond the capability of being restored through cleaning.

**Response:**

The carpets through out the facility have been professionally cleaned by a vendor 3 – 4 times. The most recent cleaning was approximately 2 months ago. Mr. Cress reports that he is going to have it cleaned yet again in early December. The facility as well as other facilities have experimented with industrial as well as lower grade vacuums. Expensive industrial vacuums have broken as quickly as others. Replacement cost is much lower. Mr. Cress reports that the facility has a good quality at this time. The facility administrator certainly has the means to upgrade with an additional vacuum if he sees the need.

**The Baltimore City Juvenile Justice Center (BCJJC)** has the capacity to house 144 male detention youth but concerns with access to the second tier handrails decreases the number of beds legitimately available. The property is owned and operated by DJS and is governed by the Maryland Department of Juvenile Services Standards for Juvenile Detention Facilities. A Special Timely Report was submitted on August 5 to address issues that resulted in serious threats to life, health, and safety of the youth. These issues included: Inadequate Staffing, Improper Housing Procedures, An Improper Restraint, Improper Use of Seclusion, Failure to Provide Effective Suicide Prevention Measures for the Second Level Tier and Failure to Notify the Department of Social Services of suspected Child Abuse/Neglect. This quarterly report is in addition to that special report.

- **Unabated for 30 Days or More:** There is still a concern about the numbers aggressive incidents at the facility. The number of youth on youth assaults and use of force incidents declined overall comparing this quarter to last quarter, due to the extremely high number in April. However, the number of incidents rose again from June/July through August/September.

**Response:**

Incident levels are on the decline as observed by the monitor. The additional experienced staff members that transferred from Hickey to BCJJC in September 2005 will assist with this endeavor. Also, the assignment of staff to specific pods and units will make a significant difference in that relationship building and continuity of care can now be accomplished

- **Unabated for 30 Days or More:** As reported in the Special Timely Report from 8/5, there were 166 reported incidents for the use of seclusion in July. On 8/31, this monitor counted 160 incidents in August and on 9/10 there were 57 incidents of seclusion in the first 10 days of September. These figures average out to more

than 5 incidents of seclusion every day. Youth are still being placed in seclusion on a routine basis and entire units are being locked down for more than 24 hours due to the inappropriate behavior of a few youth. This occurred on 9/9 due to a fight between units in the gym. All the youth on Unit 22 were locked down from 8:05 AM on 9/9 and had not been released as of 9/10 at 9:30 AM.

Reported incidents of youth being placed in locked door seclusion for *more than 8 hours* (ICAU Incident Report Database) rose from 61 and 51 in the first two quarters to 88 this quarter.

**Response:**

The use of seclusion has been in accordance with department policy. The number of times seclusion is used does not negate the validity and necessity of the seclusion. Seclusion removal forms are used to process youth out of seclusion. Youth are checked while on seclusion per policy requirements.

- **Unabated for 30 Days or More:** There is still no written interagency protocol between the Maryland State Police, Baltimore City Police, the Department of Social Services and the Department of Juvenile Services to respond to incidents of child abuse and/or neglect and other major incidents.

**Response:**

A written interagency agreement has been developed as it relates to child abuse reporting and relationships with DJS and CPS, OPRA, MSP and BCP. The agreement is being distributed for signatures.

**Unabated for 30 Days or More:** Supervisory staff report that staff are still calling out and overtime is being used to maintain the staffing ratio of 1:6. This monitor completed a visit on 9/10 and there were 4 callouts. Several staff complained about staff callouts and being forced to work 16-hour shifts.

**Response:**

Staff have been assigned to specific pods and units. This has increased in the consistency in staff reporting and work relationships with youth. Also, staff were reassigned from Hickey to BCJJC in September 2005.

- **Staff Misconduct:** On 8/23, Baltimore City Police arrested a BCJJC staff person for participating in an armed robbery with two youth who had previously been detained at BCJJC. This monitor reviewed the ICAU Incident database and as of 9/30, there was still no incident report describing the incident. An improper restraint described in the 8/5 Special Timely Report was supposed to be reviewed by the training section of DJS.

On 9/20/05, a youth was injured during a use of force incident and required hospital treatment (ICAU Number 32711). Preliminary investigative information

indicates the staff person did use unnecessary force. The police and child protective services are involved in the investigation

**Response:**

No response necessary.

- **Unabated for 30 Days or More:** Programming and education are still insufficient. Youth do not always receive the required number of hours for education and they often refuse to attend school because they know they will not receive any credit for their classes when they return to their home school. In addition, some youth are not receiving the proper exercise. It has been reported that large muscle activity sometimes consists of playing an X-Box computer game.
  
- **Response:**

School is mandatory at BCJJC. MSDE has assumed responsibility for school instruction at the facility effective December 12, 2005. Youth are engaged in a 24 hour schedule on weekends and weekdays. The IJJM should be aware that since July 2005, the BCJJC education program operates two school schedules in order to maximize use of classroom space. Each schedule provides 5 hours of classroom instruction daily, and about one-half of youth in the facility attend school during each schedule. As a result, some youth may be in the housing units when they are not scheduled to attend school. This may contribute to an erroneous impression that youth are not attending school as required.
  
- **Unabated for 30 Days or More:** Youth are only supposed to be “detained” for a period of 30 days prior to their adjudication and should be placed within 60 days subsequent to their adjudication. A review of the Night Sheets for 8/31 revealed that the following youth had been in the facility for the time indicated below:
  - Five detention youth had been in the facility for 52 days, 59 days, 65 days, 81 days and 98 days respectively.
  - One pending placement youth had been in the facility for more than 120 days,

**Response:**

Detention Center staff attend weekly detention review meetings to discuss the population at the center. Alternatives to detention are discussed. However, the detention center does not control the length of stay of youth.

- **Report Inaccuracies:** There continue to be inaccuracies noted in the labeling of numerous incident reports. On 9/20/05, a youth was injured during a staff altercation and required hospital treatment (ICAU Number 32711) but the incident report was labeled “Youth requiring non-routine off grounds medical care” instead of “Use of force.” ICAU Number 31690 was labeled “other” as an

incident; however, the narrative indicates there was a destruction of property and a use of force. Report number 32313 is also labeled “other” but the narrative indicates there was a use of force. Report number 32660 is indicated as “other” but the narrative states one youth struck another youth in the mouth and was escorted to his room.

**Response:**

Incident reports are being reviewed by supervisors before being entered into the database.

- **Unabated for 30 Days or More:** The dining hall serving line still does not have a barrier erected to prevent youth from jumping over the counter and entering the kitchen.

**Response:**

BCJJC administration has brought this concern to DJS headquarters. We are awaiting the bidding process completion and the notice to proceed from headquarters.

- **Unabated for 30 Days or More:** Although this Office has repeatedly insisted that the second tier railings be suicide proofed and this issue was addressed again in the Special Timely Report submitted on 8/5, on September 8 (ICAU Number 32406) another youth placed a sheet around his neck and threatened to hang himself from the second tier railing. The upper tier railing system is still not suicide proof although three estimates have reportedly been submitted to have the work completed. Attempts to commit suicide on the upper tier railings continue. This monitor continues to see youth walking on the second tier, unattended by staff

**Response:**

BCJJC administration has brought this concern to DJS headquarters. We are awaiting the bidding process completion and the notice to proceed from headquarters.

- **Grievances and Grievance Procedure:** This monitor has not received any DJS grievance summaries from ICAU this quarter.

**Response:**

The student grievances are submitted monthly.

The **Maryland Youth Residence Center (MYRC)** is a shelter care facility for up to thirty boys ages 12 to 18. Under the Shelter Care Program, boys who need supervision but are not deemed dangerous are housed there while they await a court hearing or placement in another residence.

- **Unabated for 30 Days or More:** Staff report that although the need for more staff has been identified and some new staff have been interviewed, more staff are still needed to fill vacancies.

**Response:**

In order to meet the recommendation we would need four additional resident advisors. At present MYRC only has one vacancy.

- **Unabated for 30 Days or More:** There is still a concern that inappropriate youth are being referred to the facility. In July, the shelter was housing 3 youth with first-degree assault charges and one youth with a third-degree sex offense charge. According to several staff persons, “50% of the youth housed at the facility have been there before” and many of them just walk away from the facility. A review of the DJS/ICAU database revealed that 23 youth had run away from the facility during this quarter. However, the facility administrator and staff feel that the number of inappropriate youth being sent to the facility has been reduced.

**Response:**

As stated in the concern, the number of “inappropriate” youth has decreased.

**Unabated for 30 Days or More:** The facility is designated as a “shelter” and according to DJS Secretary’s Directive SD-E2220-01-01, shelter care is defined as, “the temporary care of children in a *physically unrestricting* facility.” Also, according to the DJS Glossary of Common Terms from the DJS web site at: [www.djs.state.md.us/terms.html](http://www.djs.state.md.us/terms.html), shelter care is defined as, “24-hour care for youth in *physically unrestricting* facilities.” Therefore, youth who run away from the facility are considered absent without leave (awol) and not escapees. Escapes, on the other hand, can only occur from secure facilities and youth can be charged with escape according to Criminal Law, Title 9-405 if they escape from a detention center for juveniles or a facility for juveniles listed in Article 83C, § 2-117(a)(2) of the Code. Although DJS maintains that youth who run away from the facility are labeled AWOL, the Incident Report database incidents are still being designated as an “Escape from a Staff Secure Facility.” During this past quarter, 23 incidents of youth running away from the facility were reported to the DJS Incident Report database. Of those 23 incidents, 18 were labeled “Escape” and 5 were labeled “AWOL.”

**Response:**

All Resident Advisors supervisors have been notified that all youth who walk away from the facility should be entered on the incident reports as AWOL.

- **Unabated for 30 Days or More:** The showers on units 1, 2 and 5 are still leaking at times. The facility is in need of extensive repairs and painting. DGS is reportedly preparing to make repairs of showers, toilets and urinals but the facility administrator advised there was no specific timetable available.

**Response:**

DGS has been to MYRC to determine the necessary repairs and cost. There is no completion date available.

- **Unabated for 30 Days or More:** The lack of sufficient transportation vehicles often forces the staff to cancel or postpone fieldtrips, recreational visits or other off-campus activities. Although this issue has been addressed numerous times in previous reports, the facility is still in need of an additional transportation van.

**Response:**

MYRC has been continually in contact with the fleet manager, Anger Roberts and she has continued to inform us that there are no available vans. As soon as one becomes available she will give MYRC the needed vehicle.

- **Grievance Procedures:**

This monitor has received no monthly summary reports of grievances from DJS.

**Response:**

Student grievances are submitted monthly.

The **Charles H. Hickey School** is an aged facility managed by DJS that is made up of cottages situated in a beautiful and spacious farm-like setting in Baltimore County, Maryland. The Hickey School has two cottages dedicated to detention and three cottages dedicated to long-term placement, which are located behind a razor wire fenced in area. Several other cottages located outside the fenced in area have been closed. The Maryland State Department of Education provides instruction to the youths at the facility. The Hickey School currently cares for and treats approximately 150 delinquent boys and young men, ages 14 to 20, from across Maryland.

- **Unabated for 30 Days or More:** Population at the facility decreased from 200 last quarter to 150 this quarter. Overall, incidents of assault and use of force at CHHS decreased from 2.5 to 1.8 per day when compared to last quarter Youth on youth assaults with injury declined from 44 last quarter to 32 this quarter. However, use of force incidents with injury increased from 10 last quarter to 13 this quarter.

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**Response:**

A review of every incident is conducted by DJS facility administration. In many cases the youth involved were youth in the Intermediate / Enhanced program. These youth are the most aggressive youth in DJS custody, and are experiencing a high degree of anxiety over the closing of the program and their desire to be released back to their home environment, as opposed to alternative placements. While there were only three more than last quarter, we are making efforts to improve our responses to challenges in all area.

- **Overcrowding:** This monitor received reports of overcrowding in the detention areas of the facility. On 9/13, there were 40 youth assigned to Clinton Hall. Clinton Hall has a maximum capacity of 34 beds, including those in the portion of

the unit that is closed. Some of the rooms were inoperable at the time and there were only 30 beds available. The facility has been sleeping up to 10 youth in the infirmary to ease overcrowding on the unit.

**Response:**

As the population continues to decrease, this will no longer be an issue.

• **Staff Misconduct:**

- A case from the multi disciplinary meeting revealed that DJS sustained misconduct against a staff and DSS indicated the staff for child abuse (ICAU Number 30278) for gouging a youth with her fingernails in a non-restraint confrontation.
- On July 5, a youth was injured during a restraint (ICAU Number 30869) and according to DJS, both the police and DSS were contacted to report a suspected child abuse.
- On 8/25 this monitor received a report from a Hickey staff person that a particular staff was behaving improperly towards the youth on the unit. This monitor notified the DJS investigator, the DJS child advocate and the facility administrator about the concerns. The offending staff was transferred to another facility.
- Two nursing staff were involved in an altercation on 7/3/05 and one staff spit on the other (ICAU Number 30928). An investigation was conducted by DJS and one of the staff was terminated.
- On 8/24 at 9:30 PM this monitor observed several youth who were not authorized to stay up past their scheduled bedtime of 9:00 and watch television on King Hall. The facility administrator was notified and he advised he would take immediate corrective action.
- On 9/22, a one-on-one staff failed to cooperate with a teacher to have an unruly youth removed from the classroom (ICAU Number 33065). The one-on-one staff from DJS failed to assist the teacher even after the principal became involved. It became necessary for the shift commander to respond to the situation before the youth was removed. This monitor was informed that no disciplinary action was taken against the DJS staff person for failing to cooperate with the education staff.
- **Unabated for 30 Days or More:** There are still problems with investigators from DJS, MSP and DSS communicating during child abuse investigations. This monitor attended a multi-disciplinary meeting on 7/28 and DJS had sustained an unnecessary use of force investigation (ICAU Number 29163) while DSS did not indicate abuse because the investigator was not aware of the color photos of the injury – a shoe print imprint on the youth’s back. Also, the State Police said they

had not been involved in the investigation because “the youth had been in a previous altercation.”

**Response:**

DJS, Child Protective Services investigators, and State Police investigators share information on investigations whenever appropriate, and collaborate to ensure that all aspects of each allegation of abuse are thoroughly and completely investigated. The multi-disciplinary meeting ensures that the management of all parties involved is aware of the findings of all of the other participants in the investigative process.

- **Unabated for 30 Days or More:** There are still concerns about vocational and weekend programming, and the lack of sports programs that might provide incentives for good behavior. Vocational programming, after school/weekend programming and athletic participation should be increased.

**Response:**

The monitor will note during visits the increase in after school and weekend programming.

- **Unabated for 30 Days or More:** The pedestrian sallyport gate was observed not functioning. There were several broken doors and locks observed on the units. Staff advised that youth sometimes hide in the unsecured rooms. King Hall had a broken bathroom door on the west wing and the Grievance Box was missing on 8/24. On 8/31, Roosevelt Hall had a bathroom with no door on it in the back hallway, a private room in the entry hallway had no lock on the door, the front dayroom door had a broken lock and the kitchen door had a broken lock. The refrigerator in Roosevelt Hall was also leaking.

**Response:**

The sallyport gate was repaired at significant expense during FY06. When the gate malfunctions, it is repaired as rapidly as possible. All of maintenance issues are also repaired as soon as possible.

- **Unabated for 30 Days or More:** Although DJS maintains that it has been determined that installation of the suicide proof vents could interfere with the HVAC system, the ceiling vents on the bedroom units are not suicide-proof and something needs to be done to prevent a youth from hanging himself..

**Response:**

We maintain our position on the installation of suicide proof vents.

- **Unabated for 30 Days or More:** There are still no security surveillance cameras installed on the units at the facility.

**Response:**

The department is requesting additional funding to ensure the installation of surveillance equipment, as required in the 2008 budget.

The **Thomas O'Farrell Youth Center** is an unlocked, staff-secure, privately managed residential program for male youths committed to the Maryland Department of Juvenile Services. The facility also maintains a transitional living unit off-grounds (TLC), which is designed to provide a safe, secure environment for youth to support a successful transition from residential treatment back to the community.

**Safety and Security**

- Incidents of youth on youth assaults remained consistent but use of force incidents increased dramatically. TOYC administration felt that one particular youth was responsible for the sudden increase in aggressive incidents during August. However, a review of the ICAU Incident Report Database from July 1 through September 23 revealed:
  - Five different youth were involved in 5 incidents of use of force with injury,
  - Eleven different youth involved in 19 incidents of use of force with no injury. One youth had 5 incidents and two youth had three incidents.
  - Fourteen different youth were involved in 17 incidents of youth on youth assault without injury. One youth had 4 incidents, one had 3 incidents and one had 2 incidents.
  - Six different youth were involved in 7 youth on youth assaults with injury. One youth had 2 incidents.
- It does not appear that any particular staff member is involved in restraints and aggressive incidents at an alarming rate; however, some staff are involved in more restraints than others. A review of the database revealed:
  - At least 9 different staff responded to use of force incidents with injury. One particular staff was identified in 3 incidents and three particular staff were identified in 2 incidents.
  - At least 25 different staff responded to incidents use of force incidents without injury. Two staff were involved in 3 incidents apiece and 6 staff were identified in 2 incidents apiece.
  - At least 27 different staff responded to incidents of youth on youth assaults. One staff was involved in 5 incidents, one was involved in 4 incidents, one had 3, and 6 staff had 2 incidents.
- There were 4 use of force incidents last quarter and there were 32 this quarter and there were 0 youth on staff assaults last quarter and 3 this quarter.
  
- **Unabated for 30 Days or More:** The porch area behind the kitchen had broken boards lying on the deck and much of the wood appears to be in very bad shape. The rain gutter on the rear porch of the TLC is loose and twisted.

The TLC grounds look much better and the shed has been cleaned out, but the groundhog holes and the structure of the shed are still safety issues that should be addressed. (The facility administrator advised that he is working with Springfield State Hospital to resolve these issues.)

**Response:**

These issues are being worked on.

- **Unabated for 30 Days or More:** There is still no written interagency agreement between the facility, DJS, DSS, MSP and the States Attorney's Office for responding to incidents involving child abuse, assault and escape. The facility administrator has requested this monitor facilitate a meeting with the stated agencies to develop a written interagency agreement. Previous attempts to develop a written agreement were initiated by this monitor but DJS/ICAU advised they would handle further coordination. There has been no follow through by DJS. This monitor met with Maryland State Police on 9/27 to initiate such written protocols

**Response:**

The agreement has been written and is ready for signatures.

- **Grievance Issues:** The monthly summaries of the grievances have not been provided to OIJJM.

**Response:**

The youth grievances have been submitted.

The **Sykesville Shelter Care Facility** is a structured shelter care facility that provides high levels of care for 100-120 at-risk female adolescents per year, ages 12 through 18, for a maximum of 90 days. The program houses up to 10 females at any one time.

- This facility continues to provide outstanding services to the females who are appropriately placed in its program. There have been no incidents of youth assaulting other youth or the use of force at the facility for the entire quarter. There have only been 9 incidents of youth assaulting other youth and no use of force incidents at the facility for the past 4 years.
- **Grievance Issues:** The monthly summaries of the grievances have not been provided to OIJJM.

**Response:**

The student grievances have been submitted to the monitor.

The **Cheltenham Youth Facility (CYF)** is a State-owned and operated facility located in Cheltenham, Maryland. The facility has four detention units and one 24-bed shelter. The

facility operates under the DJS Detention Standards and other DJS policies and procedures.

- Cheltenham continues to experience staffing issues with shortages due to excessive use of leave. Supervisors and staff complain of many hours of required overtime in an effort to provide adequate staffing ratios to the youth. Staff complains that morale is low.

**Response:**

The Administration continues to address Time/Attendance Issues. During this reporting period 27 disciplinary actions were issued to staff as a result of time/attendance and performance issues. Progressive discipline is being enforced. Recruitment to fill all vacancies continues. Management has established a Cheltenham “Unity” Committee which will coordinate and organize various staff events to promote camaraderie and raise morale. Note: During the recent DOJ visit Cheltenham was praised for the improvements in staff morale as opposed to the last visit.

- The number of violent incidents increased during this reporting period. The following chart illustrates the number of incidents compared to last reporting period:

	<b>Y on Y</b>	<b>Y on S</b>	<b>AE</b>	<b>CA</b>
<b>April</b>	<b>14</b>	<b>1</b>		
<b>May</b>	<b>22</b>		<b>1</b>	
<b>June</b>	<b>29</b>		<b>3</b>	
<b>July</b>	<b>38</b>		<b>1</b>	
<b>August</b>	<b>40</b>			<b>1</b>
<b>September</b>	<b>41</b>	<b>2</b>		<b>1</b>

**Y on Y**=Youth on Youth Assault; **Y on S**=Youth on Staff Assault; **AE**=Attempted Escape; **CA**-Child Abuse Allegation

**Response:**

Staff are receiving training in additional de-escalation techniques. Post Orders have been revised to give staff examples of signs of tension to be aware of.

- The number of physical altercations almost doubled during the two reporting periods. There were two incidents where contraband was found within the facility. In August, staff found a knife in the shelter and a sharpened toothbrush was found in September.

**Response:**

Staff are reminded to conduct searches of the youth and visitors entering and exiting the facility. Shakedown are conducted daily and Shelter staff have been instructed to be thorough in the unit’s searches. The contraband (sharpened tooth brush) was found during a routine shakedown.

- In September, two twelve-year old youth were transferred from Henry Cottage to the Health Center after complaining of harassment by other youth. The two were then placed in a dorm room with two older youth instead of the single rooms on the unit. The following day, the twelve year olds, alleged that one of the older youth physically assaulted them and attempted to sexually assault them.

**Response:**

The twelve year olds were housed in single rooms. However they were being threatened by other youth when out on the unit and requested protective custody. They were placed on protective custody with two other youth already on protective custody and temporarily assigned to the dorm because there were no single rooms available. Arrangements were being made to move the youth to Shelter prior to the incident.

- The youth complain of too much idle time in the units during the evening hours. Some have requested tutoring, life skills, and more recreation time in the gym.

**Response:**

Since January 05, there have been continual additions made to develop evening programming. In conjunction with the education department plans are being made to implement a Lending Library and additional Art & Crafts instruction. An Arts & Crafts volunteer has been instructed activities in the evenings since May, she is currently training a CYF recreation staff to do some of the projects so that Arts and Crafts can be offered more often than when the volunteer is available. Outside activities were encouraged during the summer months for large muscle activities. The pool was utilized 7 days a week through Labor Day. During inclement weather the gym was used to conduct activities. Also the recreation yards in the rear of the living units were utilized each day for additional large muscle activity.

- Each cottage has been equipped with a “student of the month” room. The room was decorated with a variety of special privilege items, such as a television and stereo. The room is assigned to youth exhibiting good behavior and a positive attitude.
- The facility’s Community Advisory Board has been re-established and meets bi-monthly.
- The youth are provided with the required 5 hours of daily instruction.
- The facility vans are in need of repair. This monitor was a passenger in two vans that had various problems such as no rearview mirror, the driver’s side window is held up by silver duct tape, the door panels have been removed, the driver and passenger seats have large holes in the upholstery exposing the metal, and the radio was damaged.

**Response:**

All of the vans are scheduled for the repairs needed.

- **Unabated for 30 or More Days:** Many of the staff radios are old and damaged causing interference during transmissions. The Office of the Independent Monitor has cited this issue many times and DJS has continued to state that the Department is currently awaiting funding and a FCC license for the radios to be issued to the facility. Other facilities have received new radios while CYF continues to struggle with this security breach.

**Response:**

The response is the same. We are still waiting for funding for the FCC License.

The **J. DeWeese Carter Children's Center** is a 24-bed detention facility located in Chestertown, Maryland with a design capacity of fifteen male youth. The average total population ranged from 15 to 25 youth. The facility operates under DJS Detention Standards and other DJS policies and procedures.

- **Unabated for 30 or More Days:** The facility has four vacant Resident Advisor positions. The staff works many hours of overtime and management level staff must work in coverage on the unit.

**Response:**

It has been difficult to hire from the current list. The state test is given in the Salisbury area of the Eastern Shore, which is almost 2 hours away from the Carter Center. A new test will be given in the Kent County area.

- Due to the staffing shortage, the facility relies on the facility's maintenance employee to assist with group life duties. However, the employee has not received adequate training to transport, restrain, or counsel detained youth.

**Response:**

Agreed, the employee mentioned was counseled about his role in the daily operations of the Carter Center and directed not to transport or function in the RA duties. While the maintenance employee did assist with group life duties, we do not rely on him and he will not be performing those functions again.

- The youth receive drug/alcohol education and behavior modification.
- The youth receive the required numbers of instructional training per day.
- The DJS Child Advocate/Investigator for the Eastern Shore must divide his time between conducting investigations and hearing grievances in approximately eight facilities. Many times, the investigations take priority so youth may have been released before the grievance could be heard.

**Response:**

A Child Advocate has been assigned to the facility to and will be visiting the facility at least once a week.

- The facility's beds need to be replaced with a more suicide proof model similar to the one in the Lower Eastern Shore Children's Center.

**Response:**

State Use has been contacted for pricing and installation costs.

**The Lower Eastern Shore Children's Center (LESCC)** is a State-owned and operated facility located in Salisbury, Maryland that houses males and females between the ages of 12 and 18 years old. The facility operates under the DJS Detention Standards and other DJS policies and procedures. The facility is a twenty-four bed detention center located on the grounds of the Wicomico County Adult Detention Center and shares its building with DJS transportation officers, electronic monitors, and the fiscal manager for the Eastern Shore.

- **Unabated for 30 or More Days:** The facility continues to provide single staffing coverage on the two six-bed pods and double coverage on the twelve-bed pod. Many times, the Shift Commander is required to work in coverage due to inadequate staffing.

**Response:**

All vacant positions are diligently being filled.

- The facility has only one Juvenile Counselor for the youth although the Western Maryland Children's Center has two. Both facilities house twenty-four youth. The LESCC Juvenile Counselor is responsible for providing individual counseling, all casework for the youth, and conducting three group sessions per week. The Juvenile Counselor should be provided with training as to job duties, maintaining juvenile case files, and group counseling sessions.

**Response:**

A second Case Manager position was added in July and we are actively recruiting to fill the position.

- The facility has been experiencing gang activity and has had to transfer gang members to other facilities.

**Response:**

According to the Gang Training Report Summary submitted by Mr. Frank Clark DJS staff at LESCC is at 32.56% current and training will continue for all staff accordingly until 100% attendance is completed. The training is necessary to identify the gang behavior and respond to it appropriately.

- The facility is in the last stage of finalizing the Memorandum of Understanding for investigating child abuse and neglect with LESCC.
- The facility continues to work to improve its' evening programming schedule. The Wicomico County Health Department provides a health and wellness class for the youth. The course covers grooming, personal hygiene, etc.
- The facility is in the process of providing a cosmetology classes for the girls.
- The Maryland State Department of Education (MSDE) is now responsible for providing education to the youth within LESCC. The youth now receive 5 hours of instructional training as required by DJS Detention Standards and all three pods attend school during the same hours.
- The youth continue to pick up and throw the dayroom chairs causing injuries and disruptions. The facility staff submitted requests to purchase four dayroom tables with chairs attached from State Use Industries for \$600 each. To date, the request has not been approved.

**Response:**

New day room tables with seats connected to the tables and the tables bolted to the floor were received and installed in October.

- **Unabated for 30 or More Days:** The DJS Child Advocate/Investigator for the Eastern Shore must divide his time between conducting investigations and hearing grievances in approximately eight facilities. Many times, the investigations take priority so youth may have been released before the grievance could be heard. been approved.

**Response:**

A Child Advocate has been assigned to the facility and will be visiting the facility a minimum of once a week.

- **Unabated for 30 or More Days:** A decision has not been given as to the stainless steel replacements for the porcelain toilets and sinks. The information was provided to DJS Capital Planning approximately two months ago.

**Response:**

We are still waiting for the report from the consultants' assessment of the plumbing systems.

- **Unabated 30 or More Days:** The facility continues to operate without a Recreation Coordinator.

**Response:**

The Recreation Coordinator position has been requested.

**Catonsville Structured Shelter Care (GUIDE)** is a privately operated non-secure facility located on Department of Juvenile Services' 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 Services licensing requirements.

- The facility maintains an adequate staffing level and there are no vacancies. The average population of youth was seven during this past summer and the average length of stay was 23 days.
- The facility does not have access to the ASSIST Computer Program since receiving a new computer in May.

**Response:**

DJS, IT Unit will contact the facility administrator to determine if their equipment can adequately handle the ASSIST program.

- The youth attended various community events during the reporting period. They visited the Baltimore Harbor, National Zoo, various museums, and the U.S. Treasury Building. The youth also take weekly trips to area malls and movies. The youth also complete many hours of Community Service.
- The tree that had fallen behind the facility was removed in July.
- The kitchen cabinet doors were replaced. In May, the facility submitted two bids to DJS for replacement of the kitchen and dining room floors. The work has not yet been completed. The front entrance stairs were re-surfaced.

**Response:**

The work will be completed this fiscal year.

- The bedrooms received new beds, mattresses, desks and bureaus. Both bathrooms received new tubs.
- The basement/classroom has flooded on several occasions due to poor drainage during heavy rainfalls. A plumber recommended that the outside sewer should be cleaned at the main holding/distribution point.

**Response:**

No response at this time.

**Mount Clare House** is located on the fringe of downtown Baltimore City. The facility is a two-story house owned by the Department of Juvenile Services and operated by First Home Care Corporation. This 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 DJS, 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.

- The youth attended various community events throughout this past summer. They attended Baltimore Orioles and Washington Nationals games. They also went to the YMCA, Six Flags, Greenbriar State Park, and many Fairs around the City. In August, all of the youth went on the facility's annual trip to Virginia Beach and Kings Dominion for three days.
- Two youth maintained employment this summer. Facility staff provided transportation for both youth.
- Staff reports that there are no outstanding physical plant issues at this time.

**The Young Women's Facility of Maryland at Waxter** is a State-owned and operated detention/residential treatment facility located in Laurel, Maryland that operates under DJS Detention Standards and other DJS policies and procedures. The facility houses females under the age of 18 and is comprised of one detention unit, one pending placement unit, and one secure committed program. The facility is operated under DJS Detention Standards and other policies and procedures. The Assistant Superintendent began working at Waxter in July 2005.

- Understaffing continues to be a concern with this facility. Some staff complain of excessive overtime and under-training.

**Response:**

We continue to recruit and hire staff. Staff have been interviewed and all of the paperwork has been forwarded to Human Resources. In addition, hold over schedules has been implemented to ensure equal overtime.

- At times, youth have missed off-grounds medical appointments due to the lack of available staff to provide transportation and supervision.

**Response:**

The Nursing Department submits appointments two weeks in advance. Standardize dental and medical appointments are often only days in advance. More staff are schedule for duty on medical appointment days.

- The facility celebrated its' Employee Appreciation Day at the Old Country Buffet in Laurel on September 30<sup>th</sup>.

- Youth complained that while housed on the detention unit, they were placed in “the freezer” when acting out. The “freezer” was a nickname for seclusion because the unit was extremely cold. The youth stated that the staff would place them in a room wearing a robe and their undergarments. The staff would remove the mattress, sheets, and blanket; leaving the cold metal bunk for the girls to sit or lay on.

**Response:**

The temperature is being monitored and regulated regularly.

- Youth complained of staff on the overnight shift on the secure unit failing to allow the youth to use the bathroom as necessary. The youth state that the girls will sometimes urinate in the bedrooms because staff will not open the door and escort them to the unit bathroom. This results in the secure unit smelling like urine and the sheets having urine stains on them.

**Response:**

Staff are posted at the door of the Day Room and the door of the dorm area. Staff are also required to do 15 minute room checks when youth are sleeping. We are not aware of any occasions when youth have urinated in their bedrooms because staff would not open the door.

- Because the facility does not use bleach for security reasons, the white clothing and linen are not sanitized completely due to being light brown in color.

**Response:**

No response necessary.

- The youth complain of prejudice amongst the staff by stating that the African American staff speak in a demeaning manner towards the Caucasian youth. They also stated that the Caucasian staff speak in a demeaning manner towards the African American youth. The youth also complain that the staff curses at them.

**Response:**

Staff are being provided with Cultural Sensitivity Training and Professionalism. They are also being required to review the Standards of Conduct. Management is reviewing and modifying MS 22’s to reflect the requirements of the position.

- A review of the fire drill log revealed that drills were not conducted in April, May, or July 2005.

**Response:**

All Shift Commanders have been directed to have Fire Drills completed before the end of each month.

- **Unabated for 30 Days or More:** Because the detention unit only has two showers, it takes time to shower approximately 20 girls.

**Response:**

The space needs have been assessed for the facility and plans are being made to increase the bathroom space for all of the units.

- The female population has not been afforded recreational resources as the male population. The facility does not have a Recreation Coordinator.

**Response:**

The request for a Recreation Coordinator has been submitted. It has not been approved.

- The youth and staff state that more undergarments should be provided to the youth. They state that there are not enough bras and shoes in many sizes. There is also a need for more towels and washcloths.

**Response:**

Request for all of the garments have been requested. The order is being processed through Cheltenham.

- The youth and staff complained that the girls must share combs because the facility does not maintain an adequate supply to replace lost or damages combs.

**Response:**

We are ordering enough supplies so that the girls will not have to share.

- The facility established its Community Advisory Board in August during this reporting period. The group plans to meet bi-monthly. The Youth Advisory Board meets with the facility administration on a regular basis.

**Response:**

This statement does not require a response.