

SUMMARY OF CONDITIONS REQUIRING CORRECTIVE ACTION
AND REMAINING UNABATED FOR 30 DAYS OR MORE
AND CORRECTIVE ACTIONS
FIRST QUARTER, 2007

Systemic Issues

1. Detention and Pending Placement

a. Failure to observe legal limits on detention periods

DJS Corrective Action: The Department has assembled a multi-disciplinary team to meet weekly with an outcome goal of a reduction in pending placement. This meeting includes staff from the field, staff from headquarters, staff from the Governor's office and staff from the courts.

Area Responsible: Multi-disciplinary team

Projected Completion Date: Ongoing

JJMU Response:

1. Has the multi-disciplinary team produced recommendations? If so, please provide.
2. Do new policies place responsibility for reducing detention/pending placement periods on Case Managers? Is there a written policy to this effect? How will Case Managers' work be evaluated in terms of reducing detention/pending placement periods?

b. Failure to develop standards governing care of "pending placement" youth

DJS Corrective Action: DJS has established an Office of Best Practices which will oversee the development of all DJS related standards ensuring compatibility to national best practices as well as evidenced based approaches.

Area Responsible: Kim Bones

Projected Completion Date: 1-11-08

JJMU Response: We understand that Ms. Bones will be developing a set of best practices, but that development of actual standards governing pending placement youth is not planned at this time. This is an important distinction

because violations of standards can be enforced while violations of a set of “best practices” cannot

2. Staffing Shortages – Excessive Overtime

DJS Response/Corrective Action: Generally – What is the criterion or standard being utilized to determine what is “excessive overtime” and why is this not mentioned in the Individual Reports?

DJS continues to explore options to reduce call outs, maximize staffing schedule and evaluate staffing patterns. DJS has conducted a break even analysis to determine the need for additional positions versus the over utilization of overtime. An additional nine (9) direct care positions have been approved and will be available at the beginning of the '08 fiscal year. Overtime continues to be reduced. Staffing patterns are being looked at in advance to plan staffing needs.

Area Responsible: Facility Administration

Projected Completion Date: Ongoing

JJMU Response: 10-12% is a general industry standard (maximum of 4-5 hours of overtime/week).

- a. If DJS does not agree, by what standard do you propose measuring the agency’s success in decreasing overtime hours?
- b. What is the maximum number of hours DJS believes staff should work in a week or pay period?
- c. Please provide overtime records for facility staff for the 1st Quarter, 2007. Please designate the appropriate DJS staff member who will begin providing these records to JJMU by the last day of each quarter. One of JJMU’s statutory responsibilities is to examine the “adequacy of staffing” at DJS facilities and evaluation of overtime is an essential aspect of this evaluation.
- d. DJS’ corrective action plan refers to a “break even analysis” that has been completed and is being used to project staffing needs. Please provide more explanation including any results of the analysis.

3. Safety and Security

- a. Inaccurate reporting of violent incidents, seclusions, and child abuse/neglect allegations

No corrective action plan submitted.

- b. High number of youth on youth assaults (some facilities)
No corrective action plan submitted.
- c. High number of excessive force cases (some facilities)
No corrective action plan submitted.
- d. Need for strong behavior management plans at all facilities
No corrective action plan submitted.
- e. Needed facility renovations and installations to prevent suicide
Some conditions corrected (BCJJC); others remain (Carter, CYC, Noyes)
- f. Insufficient exterior security (some facilities)
No corrective action plan submitted.
- g. Replace vitreous china/porcelain bathroom fixtures (LESCC, WMCC)
No corrective action plan submitted.
- h. Make needed facility repairs/renovations (Carter, Cheltenham, MYRC, Noyes, Sykesville, TOYC, Waxter)
No corrective action plan submitted.

4. Other

- a. Lack of commitment care standards
No corrective action plan submitted.
- b. Monitoring escorts
Condition abated.

Individual Facility Issues

Allegany Girls Group Home (Allegany)

1. Access to caustic supplies (Unabated for 30 Days or More)

DJS Response: The summary indicates that access to caustic supplies is unabated for 30 days or more. The individual report indicates that the door leading to these supplies has been changed and a lock has been affixed. Please explain?

JJMU Response: This condition has been corrected and is no longer unabated.

2. Trees blocking the view in the drive should be cleared

DJS Response/Corrective Action: The corrective action request has been sent to the facility.

JJMU Response: The response is inadequate. DJS, not Allegany Girls Home, is responsible for making the repairs/facility renovations because the facility is state property, and the cost of the repair is in excess of \$500. (The lowest estimate for clearing out the trees is \$2,000.)

3. Driveway should be kept clear of snow and ice

DJS Response/Corrective Action: The corrective action request has been sent to the facility.

JJMU Response: JJMU will continue to monitor the condition.

4. Failure to hold Advisory Board meeting

No corrective action plan submitted.

Baltimore City Juvenile Justice Center (BCJJC)

1. Inadequate staff/youth ratios

DJS Corrective Action: BCJJC is maintaining a 1-6 ratio on the 1st and 2nd shifts and a 1-12 ratio on the 3rd shift. The center has five permanent vacancies and fifteen contractual vacancies.

Area Responsible: Facility Administration

Projected Completion Date: Ongoing until all of the positions are filled.

JJMU Response: The facility is maintaining an appropriate staff/youth ratio. Use of overtime to achieve the ratio continues to be a concern. (See general discussion on p. 2).

2. Excessive use of overtime to meet staffing ratios

DJS Corrective Action: DJS continues to explore options to reduce call outs, maximize staffing schedule and evaluate staffing patterns. DJS has conducted a break even analysis to determine the need for additional positions versus the over utilization of overtime. An additional nine (9) direct care positions have been approved and will be available at the beginning of the '08 fiscal year. Overtime continues to be reduced. Staffing patterns are being looked at in advance to plan staffing needs.

Area Responsible: Facility Administration

Projected Completion Date: Ongoing

JJMU Response: Please see general discussion of staffing issues on p. 2.

3. Inadequate staffing of Master Control

DJS Corrective Action: We currently have three staff assigned to the 1st and 2nd shifts and two on the third shift. At times we may move staff to assist in other areas based on need.

Area Responsible: Facility Administration

JJMU Response: Monitors will continue to check the adequacy of Master Control staffing during site visits.

4. Inaccurate reporting of aggressive/violent incidents

DJS Corrective Action: We continue to review incidents for accuracy and correct any discrepancies regarding incident codes or other discrepancies in the reports.

Area Responsible: Ms. Linette Bennett and Ms. Charese Perry are the data entry persons. Administrative staff and the shift commanders are responsible for reviewing and correcting all incident reports.

JJMU Response: JJMU will continue to monitor incident reporting and investigation. How are staff being trained to improve incident reporting?

5. Failure to report and fully investigate child abuse/neglect allegations

No corrective action plan submitted.

6. Inaccurate and incomplete documentation of seclusion

DJS Corrective Action: A comprehensive corrective action plan is being developed to address documentation of seclusion at the facility. A seclusion committee has been formed.

Projected Completion Date: June 30, 2007

JJMU Response:

- a. Who is responsible for development of a corrective action plan to improve documentation of seclusion?
- b. Please provide a copy of the plan.

7. Lack of suicide resistant barrier on second tiers of facility

DJS Corrective Action: Suicide resistant railing – Phase II was included in the FY'08 budget. Barriers have been installed on 6 units and installation is underway on the remaining unit.

Area Responsible: Facility and Department Maintenance

Projected Completion date: September, 2007

JJMU Response: Assuming all barriers are installed by September, 2007, condition is corrected/abated.

8. Lack of suicide resistant beds

DJS Corrective Action: All beds installed

JJMU Response: Condition corrected/abated

J. Deweese Carter Children's Center (Carter)

1. Inadequate number of staff positions

Nurse (evening shift)

Recreation Coordinator

DJS Response: For the J. DeWeese Care Children's Center (Carter) the summary indicates inadequate number of staff positions and specifies the need for an Evening Shift Nurse and Recreation Coordinator. The Individual Report indicates that a direct care staff will be assigned to fill the Recreation Coordinator role and that there is no evening shift nurse position. In addition, the individual

report states there is a nurse during the dayshift and contractual nurses on weekends. Please explain?

JJMU Response: There is a need for an evening shift nurse and a recreation coordinator. Although the individual report indicates possible interim solutions to these two problems, they do not alleviate the need for a permanent solution. Using a regular staff person as a recreation coordinator does not alleviate the need for a qualified recreation coordinator, and using contract nurses does not alleviate the need for a regular employee to cover evening and weekend medical needs.

DJS Corrective Action: DJS continues to explore options to determine the need for additional positions. We are continuing to explore options for hiring a Nurse as well as a Recreation Coordinator.

Area Responsible: Human Resources

Projected Completion Date: Ongoing until all required positions are filled.

JJMU Response:

- a. Please provide the Department's plan for evening medical coverage and the anticipated date when this plan will be in place.
- b. Please provide the Department's plan for provision of recreational services and when this plan will be in place.

2. Increase in number of aggressive/violent incidents

DJS Corrective Action: DJS continues to review aggressive/violent incidents to determine the best methods to deter behavior problems. We are looking at different methods to de-escalate these types of behaviors before they begin.

JJMU Response:

- a. When will a new behavior management program be implemented at Carter?
- b. How will staff be trained on the program?
- c. Please provide a copy of the new behavior management program.

3. Failure to report and/or investigate violent incidents

DJS Corrective Action: We continue to review our response to investigations for those that have not been reported in the appropriate manner.

Area Responsible: Facility Administration

JJMU Response: JJMU will continue to monitor incident reporting.

4. Lack of gym and recreation space

DJS Corrective Action: DJS has explored the use of an outdoor conversion kit to provide a synthetic closure for the recreation yard. Three estimates received for basketball cover. No funding to date. This is a Capitol Project which will be requested through the Capital Project procedures as required.

Area Responsible:

Projected Completion Date: FY 09

JJMU Response: Lack of recreation is a major issue (see above re: recreation director). The synthetic enclosure for the basketball court would be a step forward. The Carter Advisory Board was assured by DJS that they were seeking alternatives through grants to provide the synthetic enclosure, and that such monies would be available for the purchase or lease of the enclosure by the fall or winter of 07.

1. Does this response mean that the grant alternative is not available and that a Capital Project request will be made instead?
2. Is there a definite plan for the enhancement of recreation facilities in the FY09 Capital Projects Plan?
3. What are the details of the Plan and when will the enhancements be available for use by the youth?

5. Need for repairs to outdoor basketball court

No corrective action plan submitted.

6. Lack of suicide resistant beds

DJS Corrective Action: DJS is in the process of selecting a new model of suicide beds, as some are presently being used in our facilities.

JJMU Response: By what date will suicide resistant beds be installed at the Carter facility?

Cheltenham Youth Facility (CYF)

1. High number of staff vacancies

DJS Corrective Action: Eighteen new staff have been hired over the last six months. The facility administration has held three inclusive recruitment events resulting in more than 50 applicants.

Area Responsible: Human Resources and Facility Administrators

Projected Completion Date: Ongoing until no vacancies exist

JJMU Response:

- How many staff vacancies remain, what are the positions that remain vacant?
- What is the current staff/youth ratio at Cheltenham?

2. Excessive use of overtime to meet staffing ratios

DJS Corrective Action: As new staff are hired and complete Entry Level Training, along with more oversight, the use of overtime will begin to decline.

JJMU Response: Please see general response on overtime, p 2.

3. Excessive number of aggressive/violent incidents

DJS Corrective Action: The aggressive/violent incidents have continued to decline since October, 2006.

Area Responsible: Facility Administration

Projected Completion Date: Ongoing

JJMU Response: JJMU will continue to monitor incidents.

4. Failure to report child abuse allegations and discipline staff

DJS Corrective Action: All allegations of abuse are immediately investigated and staff involved are immediately placed on non-contact status.

JJMU Response: DJS should move towards the creation and implementation of a Memorandum of Understanding among all relevant agencies investigating child abuse allegations at Cheltenham. DJS should also move forward to implement joint training in the recognition and investigation of child abuse by all the relevant agencies.

5. Inaccurate reporting of aggressive/violent incidents and/or seclusions

DJS Corrective Action: Our records indicate accurate reporting of all incidents

Area Responsible: Superintendent

JJMU Response: What is the DJS plan for training of staff to improve the accuracy of incident reporting?

6. [Lack of suicide resistant beds](#)

DJS Corrective Action: The Norix beds are very costly and we have experienced problems at Hickey with them. We are discussing other options.

Area Responsible: James Smith and Director of Maintenance

Projected Completion Date: Funding has to be identified.

JJMU Response: What is the DJS plan for providing suicide resistant beds at to the youth at Cheltenham? When will these beds be available?

7. [Lack of video surveillance cameras](#)

DJS Corrective Action: The request for surveillance equipment was submitted to IT.

Area Responsible: Liz Wright

Projected Completion Date: No date at this time.

JJMU Response:

1. What surveillance equipment has been requested?
2. Please provide an approximate date of installation.

8. [Failure to make essential repairs to heating system](#)

DJS Corrective Action: All boiler repair and replacement work has been completed.

JJMU Response: Condition corrected/abated.

9. [Difficulties with locking system](#)

DJS Corrective Action: Chesapeake Locks have replaced all of the malfunctioning locks.

JJMU Response: Condition corrected/abated.

10. [Lack of sprinkling system in infirmary](#)

DJS Corrective Action: Installation of sprinklers in the infirmary has been approved by DGS. When installation at Cornish is complete, contractor will begin on the Health Center.

Area Responsible: DGS

Projected Completion Date: No completion date at this time.

JJMU Response: What is the anticipated date of completion of the sprinkler system in the infirmary building at Cheltenham?

GUIDE Structured Shelter Care

1. Physical plant repairs needed

No corrective action plan submitted.

2. Excessive incidents

DJS Response: The summary indicates excessive number of aggressive/violent incidents unabated for 30 days or more. The individual report only references one fight and indicates youth feel safe and fights between youth are very rare. Please explain?

JJMU Response: Aggressive/violent incidents are not currently an issue at GUIDE. Condition abated.

3. Failure to provide adequate recreation space and activities

No corrective action plan submitted.

4. Need to provide continuous, effective programming

No corrective action plan submitted.

5. Inadequate grievance procedures

No corrective action plan submitted.

Charles H. Hickey School (Hickey)

1. Excessive number of aggressive/violent incidents

DJS Corrective Action: Mr. Parker and Ms. McNair have begun restructuring the staff assignments at Hickey; this restructuring will ensure that senior more qualified staff are evenly distributed throughout the unit and shifts so that newer staff are better trained to be more proactive when dealing with assaults and other violent incidents. We are also using an interim housing classification matrix in an effort to safely and properly house the youth assigned.

Area Responsible: Superintendent and Assistant Superintendent

Projected Completion Date: Ongoing

JJMU Response: This corrective action response fails to recognize certain performance indicators. Rises in incidents of contraband, group disturbances, assaults, use of force, seclusion, etc., are all indicators of a failed behavior management program or improper assessment and placement. These indicators should drop consistently with appropriate behavior management programs, training, improved quality of staffing, proper assessment, and placement.

Please provide specific goals in this area and a time frame for correction.

2. High numbers of contraband incidents

DJS Corrective Action: In addition to pat search all youth prior to any organized unit movement; staff are required to use the wand with a metal detector to ensure no metal objects are being concealed on their persons. Sleeping rooms are searched by staff during waking hours and common areas are searched by the shift on the overnight shifts. Shakedown reports are reviewed and maintained by the Unit Managers.

Area Responsible: Unit Managers

Projected Completion Date: Ongoing

JJMU Response: This corrective action response fails to recognize certain performance indicators. Rises in incidents of contraband, group disturbances, assaults, use of force, seclusion, etc., are all indicators of a failed behavior management program or improper assessment and placement. These indicators should drop consistently with appropriate behavior management programs, training, improved quality of staffing, proper assessment, and placement,

Please provide specific goals in this area and a time frame for correction.

3. Inaccurate reporting of aggressive/violent incidents and/or seclusions

DJS Corrective Action: An audit and review process has been established for all incident reports and seclusion forms submitted by staff. Accurate reporting and documenting of incidents and seclusion have improved since requiring staff to attend departmental Report Writing Training and since the Department changed the Incident Reporting Form and the Seclusion Observation Sheets. Information in this area has proven to be greatly improved.

Area Responsible: Facility Administration

Projected Completion Date: Ongoing

JJMU Response: JJMU will continue to monitor accuracy of incident reporting.

4. Lack of interagency collaboration in reporting and investigation of child abuse cases

DJS Corrective Action: Interagency collaboration is ongoing and continues to be a work in progress.

Area Responsible: Jeff Merson

Projected Completion Date: No date for final MOU has been determined.

JJMU Response: A written agreement (MOU) governing interagency reporting and investigation of child abuse is already in effect for the Hickey School. Nevertheless, compliance with this agreement is spotty, at best.

In several cases, the Maryland State Police or Child Protective Services did not accept cases for investigation, but an investigation by DJS resulted in sustained violations. This fact highlights the importance of all relevant agencies working together.

The DJS Office of Investigations and Audits is responsible for providing interagency coordination – not JJMU. JJMU's responsibility is solely to report on the success of this interagency collaboration which, to date, has been severely inadequate.

5. Physical security issues

DJS Corrective Action: On October 1, 2006, perimeter security was contracted out to a private vendor. This measure has allowed more staffing on critical posts, as this post is no longer manned by DJS residential staff. In November 2006 staff began utilizing the Watch Tour electronic monitoring of youth during sleeping hours. Seclusion was relocated to the secure area in Detention to avoid transporting youth to the other side of the campus. The facility is in the final stages of relocating facility staff and operations to the secure area in Detention (Master Control and Administration).

Area Responsible: Administration and Security Vendor

Projected Completion Date: Ongoing

JJMU Response: Any changes in security policy and procedures that were instituted before the May escape were insufficient to prevent youth from leaving the campus. Changing the location of seclusion, while a positive step, also does nothing to prevent escape from dorms.

Lower Eastern Shore Children's Center (LESCC)

1. Staff vacancies

DJS Response: For the Lower Eastern Shore Children's Center (LESCC) the summary indicate staff vacancies unabated for 30 days or more. The Individual

Report indicates that staffing has been maintained at ratio of 1:6. Please explain?

DJS Corrective Action: DJS will conduct a series of recruitment drives to increase the applicant pool. DJS has developed a procedure by which applicants are exposed to all the pr-screening processes at one time. This enhanced process has dramatically reduced the hiring time. Although some additional enhancements such as Live-scan for fingerprinting are needed, it has already proven successful.

Area Responsible: Kathryn Marr

Projected Completion Date: 12-21-07

JJMU Response: Condition has been corrected for 1st Quarter, 2007.

2. Excessive use of overtime to meet staffing ratios

DJS Corrective Action: DJS continues to explore options to reduce call outs, maximize staff schedule and evaluate staffing patterns. DJS has conducted a break even analysis to determine the need for additional positions versus the over utilization of overtime.

Area Responsible: Facility Administration and Human Resources

Projected Completion Date: Ongoing until all positions are adequately staffed.

JJMU Response: See general staff discussion, p. 2.

3. Inadequate numbers of male staff or male role models

DJS Response: What is the criterion or standard being utilized to determine "inadequate numbers of male staff or male role models" and why is this not mentioned in Individual Reports?

DJS Corrective Action: DJS agrees that the facility needs an increase in male staff. DJS continues to creatively recruit for positions at this facility by looking at area colleges and universities, eligible military retirees, and other sources of potential male applicants.

Area Responsible: Human Resources and Facility Administration

JJMU Response: Discussions of the issue may be found in 2006 reports on this facility. Condition is abated.

4. Toilet and sink replacement

DJS Corrective Action: Funding will be requested again in the FY '09 budget for toilets and sinks. DJS is also pursuing potential grant funding.

Area Responsible: Director of Maintenance.

Projected Completion Date: Request in January, 2008

JJMU Response: In 2004 DJS agreed in writing to replace porcelain fixtures at LESCC and WMCC. No further action has been taken since that time.

Maryland Youth Residence Center (MYRC)

1. Inadequate staff/youth ratios

DJS Corrective Action: DJS will conduct a series of recruitment drives to increase the applicant pool DJS has develop a procedure by which applicants are exposed to all the pre-screening processes at one time. This enhanced process has dramatically reduced the hiring time. Although some additional enhancements such as Live-scan for fingerprinting are needed, it has already proven successful.

Projected Completion Date: Ongoing until vacancies are filled.

JJMU Response:

- a. What is the number of vacant staff positions?
- b. If all staff positions are filled, what will be the staff/youth ratio?

2. Inadequate numbers of male staff or male role models

DJS Response: What is the criterion or standard being utilized to determine "inadequate numbers of male staff or male role models" and why is this not mentioned in Individual Reports?

DJS Corrective Action: DJS agrees that this facility needs an increase in male staff. DJS continues to creatively recruit for positions at this facility by looking at area colleges and universities, eligible military retirees, and other sources of potential male applicants.

Area Responsible: Human Resources and Facility Administration

Projected Completion Date: Ongoing until vacancies are filled

JJMU Response: Discussions of the issue may be found in 2006 reports on this facility. Condition has been corrected for 1st Quarter, 2007.

3. Second floor bathroom repairs

DJS Corrective Action: Bathrooms on 2nd floor – funding will be requested in FY'09 budget

Area Responsible: Director of Maintenance

Projected Completion Date: January, 2008

Area Responsible: Director of Maintenance

Projected Completion Date: January, 2008

JJMU Response:

- a. What is the DJS plan for the renovations of the bathrooms at MYRC?
- b. What is the anticipated date of completion of these renovations?

4. Need for repairs to dining room ceiling (from bathroom leaks)

No corrective action plan submitted.

5. Parking lot lighting

DJS Corrective Action: Parking lot lighting requested through Rez. #V00R720425

Area Responsible: Director of Maintenance

JJMU Response: What is the anticipated date of completion of the parking lot lighting project?

6. Need for additional van

No corrective action plan submitted.

7. Questionable effectiveness of CHOICE program

No corrective action plan submitted

8. Lack of on-site food service (need to reinstate kitchen staff positions)

No corrective action plan submitted

Mount Clare House

1. Need to replace air conditioner

JJMU Response: Air conditioner was replaced during second quarter. Condition is corrected.

Alfred D. Noyes Children's Center (Noyes)

1. Inadequate permanent (PINS) positions

DJS Response: For the Alfred D. Noyes Children's Center (Noyes) the summary indicates inadequate PINS positions unabated for 290 days or more. The Individual Report indicates that this issue is being corrected and indicates six contractual employees have been converted to permanent PINS. Please explain?

JJMU Response: The report states that "reportedly Noyes has a lower percentage of PINs than other facilities, but this is being *slowly* corrected." Although progress is being made, staffing is still a significant issue at Noyes.

DJS Corrective Action: DJS continues to assess staffing and overtime in all facilities. DJS has converted a number of contractual positions in to PIN positions. The newly hired Superintendent will begin on 6-20-07 and will develop and submit a revised staffing plan by August 1, 2007

Area Responsible: John Dowdy and James Smith

Projected Completion Date: 8-01-07

JJMU Response: The corrective action plan is appropriate.

2. Inadequate staff/youth ratio

DJS Response: For Noyes the summary indicates inadequate staff/youth ratios unabated for 290 days or more. The individual report does not reference staff/youth ratios. Please explain.

JJMU Response: The individual report does reference staff/youth ratios. "DJS has allocated 53 direct care positions to Noyes, and the facility currently employees 42 direct care staff. The facility needs approximately 60 positions to provide consistent coverage. Staff training (40 hours required/year), vacations, sickness/injury, family medical leave, and last minute 'call outs' all contribute to diminish the number of staff on duty and the need for forced overtime. While the current recommended ratio is 1.7 staff persons per positions, in reality the facility needs a two to one staff/position ratio."

DJS Corrective Action: DJS will conduct a series of recruitment drives to increase the applicant pool. DJS has developed a procedure by which applicants are exposed to all the pre-screening processes at one time. This enhanced process has dramatically reduced the hiring time. Although some additional

enhancements such as Live-scan for fingerprinting is needed, it has already proven successful.

Area Responsible: Human Resources and Facility Administration

Projected Completion Date: Ongoing until positions are filled.

JJMU response: The Corrective Action Plan is appropriate if, when implemented, it provides:

- Two staff members on all units at all times
- At least one staff member is certified
- 2.0 staff per position

3. High number of staff vacancies

2 full-time Residential Group Life Managers

2 full-time Recreational Specialists

1 additional full-time Addictions Counselor

1 full-time Maintenance staff

JJMU response: No corrective action plan was submitted to provide additional residential group life managers, recreational specialists, or addictions counselors.

The maintenance person is on board now full time, and this issue is abated. \

3. Lack of secure and sufficient fencing

DJS Corrective Action: Fencing has been enhanced and the shake system is underway.

Area Responsible: Director of Maintenance

Projected Completion Date: 8-15-07

JJMU Response: The corrective action plan is inadequate. Though a sensor system has been installed, cameras have not been installed. Additional fencing to enclose all of the sleeping rooms has not been installed.

4. Lack of monitoring equipment (both outside and inside the facility)

DJS Corrective Action: Funds will again be requested in the next budget request cycle.

Area Responsible: John Dowdy and James Smith

JJMU Response: The response that funds will again be requested in the next budget request cycle is inadequate. This should be an extremely high funding priority as it affects the safety of youth, staff, and members of the community. Sensors, lights, cameras and recording equipment should be installed on the perimeter fence.

5. No announce box at the front door

DJS Corrective Action: Funds will again be requested in the next budget request cycle.

Area Responsible: John Dowdy and James Smith

JJMU Response: See #4 above - the response does not address the concern.

6. Front door and windows not tinted

DJS Corrective Action: Funds will again be requested in the next budget request cycle.

Area Responsible: John Dowdy and James Smith

JJMU Response: See #4 above - the response does not address the current problem.

7. Monthly fire drills not held

DJS Corrective Action: We will revise our procedure for documentation of fire drills to be readily accessible.

Projected Completion Date: July, 2007

JJMU Response: Fire drills and fire alarm system are no longer unabated conditions.

8. Alarm system malfunctioning

No corrective action plan submitted.

9. Need for purchase and installation of backup generator

DJS Corrective Action: The current generator was never designed to operate all of the electrical capacity. The generator is not on the replacement list.

Area Responsible: Director of Maintenance

JJMU Response: The response does not address the problem. When PEPCO goes down, as it has in the past, it presents a safety security and health problem for youth and staff at Noyes.

10. Lack of suicide resistant beds

DJS Corrective Action: DJS is exploring the selection and installation of suicide resistant beds for the entire facility

Area Responsible: James Smith

Projected Completion Date: December, 2007

JJMU Response: The installation of beds has begun – the corrective action is appropriate.

11. Need for Behavior Alternative Classroom for disruptive students

No corrective action plan submitted

12. Need for additional trailer for education program

No corrective action plan submitted

Thomas O'Farrell Youth Center (TOYC)

1. Excessive number of Youth on Youth assaults

DJS Corrective Action: DJS has established the Director of Best Practices. DJS will continue to monitor this program closely.

Area Responsible: Cheryl Brown, James Smith, Kim Bones

JJMU Response: Aggressive incidents at TOYC continue to be of great concern. Please provide specific plans for enhancing the safety of staff and youth at this facility.

2. Facility renovations needed

No corrective action plan submitted.

3. Improper handling of staff child abuse allegation

No corrective action plan submitted.

Sykesville Shelter Care

1. Driveway repairs

DJS Corrective Action: The driveway is slated for repair with the advent of the deficiency budget.

Area Responsible: Director of Maintenance

Projected Completion Date: No date determined at this time.

JJMU Response: Please provide an approximate date of completion.

Thomas J.S. Waxter Children's Center (Waxter)

1. High number of staff vacancies

DJS Corrective Action: DJS will conduct a series of recruitment drives to increase the applicant pool. DJS has developed a procedure by which applicants are exposed to all the pre-screening processes at onetime. This enhanced process has dramatically reduced the hiring time. Although some additional enhancements such as Live-scan for fingerprinting is needed it has already proven successful.

Area Responsible: James Smith and Human Resources

Projected Completion Date: Ongoing until all positions are filled

JJMU Response:

1. What is the current number of vacant staff positions?
2. What is the current staff/youth ratio? If all positions are filled, what will the staff/youth ratio be?
3. What is the DJS plan for staff increases?

2. Excessive number of aggressive/violent incidents

DJS Corrective Action: Violent and aggressive incidents have continued to decrease since this report was written. We continue to review new programming and we have consulted with a National Consultant to assist us in new programming.

Area Responsible: Marion Daniel

Projected Completion Date: Process will begin no later than July, 2007.

3. Nursing Log inaccuracies

DJS Corrective Action: New procedures have been instituted to reflect changes in how the nursing log is completed

4. [Youth on Youth sexual assaults](#)

DJS Corrective Action: Further clarification is needed from the monitor

5. [Failure to properly investigate allegations of sexual assault and child abuse](#)

No corrective action plan submitted.

6. [Inaccurate/incomplete incident reporting](#)

DJS Corrective Action: Accurate reporting of incident reports remains a priority for this area.

JJMU Response: We will continue to monitor incident reporting.

7. [Bathroom facilities amount to inhumane treatment](#)

DJS Corrective Action: Are still in design – final stage. Optimally within the DGS project time-line the project could begin as early as July-August, 2007. The design is for two (2) sets of bathrooms, six (6) toilets and six (6) showers each.

Area Responsible :Maintenance Department

JJMU Response: What is the anticipated completion date for the project?

8. [Failure to properly discipline staff](#)

DJS Corrective Action: All staff are appropriately disciplined according to the Department's Standards of Conduct

Area Responsible: Assistance Secretary, Facility Administrator and Assistant Attorney General Tom Sherman

Projected Completion Date: Ongoing when staff are in need of disciplinary actions

JJMU Response: We will continue to monitor staff behavior and discipline.

9. [Difficulties with locking system](#)

DJS Corrective Action: The locks have been changed and new keys distributed

Area Responsible: Tom Sherman – Facility Maintenance

Projected Completion Date: June 25, 2007

JJMU Response: Have staff been trained and tested on use of the new locks and keys, including ability to identify keys by touch?

Western Maryland Children's Center (WMCC)

1. High number of staff vacancies

Roving staff (3-11 pm shift)

Addictions Counselor

Social Worker

Case Manager

Intake Officer

(See discussion in #2 below)

2. Inadequate staff:youth ratios

DJS Corrective Action: DJS will conduct a series of recruitment drives to increase the applicant pool DJS has developed a procedure by which applicants are exposed to all the pre-screening processes at onetime. This enhanced process has dramatically reduced the hiring time. Although some additional enhancements such as Live-scan for fingerprinting is needed it has already proven successful.

Area Responsible: James Smith and Human Resources

Projected Completion Date: Ongoing until all positions are filled

JJMU Response: The corrective action response does partially address the staffing concern, but is incomplete, and does not address the need for additional staff in the various positions recommended.

3. Unsecured control room door

DJS Corrective Action: Air conditioning was installed in the Control Room to eliminate the need to have the door open.

Area Responsible: Maintenance Director

Projected completion Date: May 7, 2007

JJMU Response: The corrective action plan on safety and security is inadequate. Though an air conditioning unit was installed, it is not vented, and thus cannot be used at this time.

4. Lack of secure and sufficient fencing

DJS Corrective Action: An estimate for complete funding for the fencing and the toilets has been completed

Area Responsible: Maintenance Director

JJMU Response: See below.

5. Toilet and sink replacement

DJS Corrective Action: Funding for replacement toilets and sinks will be requested in '09 budgets.

Area Responsible: Maintenance Director

Projected Completion Date: January 2008

JJMU Response: The corrective action plan is inadequate. When will funding be requested? What are approximately completion dates for these projects? In 2004, DJS entered into a written agreement to replace the toilets at WMCC. No action has been taken since that time.

Youth Centers

1. Inadequate staff:youth ratios

JJMU Response: Staff to student ratios are not always met – the report explains why. At times there are only four staff on duty for 48 youth.

2. Staff shortages

DJS Corrective Action: DJS will conduct a series of recruitment drives to increase the applicant pool DJS has developed a procedure by which applicants are exposed to all the pre-screening processes at onetime. This enhanced process has dramatically reduced the hiring time. Although some additional enhancements such as Live-scan for fingerprinting is needed it has already proven successful.

Area Responsible: James Smith and Human Resources

Projected Completion Date: 12-21-07

JJMU Response: If implemented, the corrective action plan will address the staff shortage.

3. Passenger vans unsafe; need to additional vans; need for small bus

DJS Corrective Action: Many of the vans assigned to Youth Centers are scheduled to be replaced when interior reinforcements are complete. Vans deemed unsafe by our fleet manager are not operated by DJS

Area Responsible: Cindy Briscoe

Projected Completion Date: 8-15-07

JJMU Response: The Corrective Action Plan response to the issue of vans is appropriate if implemented. The statement that DJS does not operate unsafe vehicles is not supported by evidence. Staff report driving some vehicles with serious problems. A number of the vans at the Youth Centers and Transportation have mileage greatly in excess of 200,000 though DJS reports that it is their policy to retire a vehicle at 150,000 miles.