

**JUVENILE JUSTICE MONITORING UNIT
OFFICE OF THE ATTORNEY GENERAL**

2011 ANNUAL REPORT



NICK MORONEY
Director

STATE OF MARYLAND
OFFICE OF THE ATTORNEY GENERAL
JUVENILE JUSTICE MONITORING UNIT

January 2012

The Honorable Thomas V. Miller, Jr., President of the Senate
Maryland General Assembly, H107 State House
Annapolis, MD 21401

The Honorable Michael E. Busch, Speaker of the House
Maryland General Assembly, H101 State House
Annapolis, MD 21401

The Honorable Sam J. Abed, Secretary
Department of Juvenile Services, One Center Plaza, 120 West Fayette Street
Baltimore, Maryland 21201

Rosemary King Johnston, Executive Director
Governor's Office for Children, Office of the Governor
301 W. Preston Street, Suite 1502
Baltimore, MD 21201

Members of the State Advisory Board on Juvenile Services
c/o Department of Juvenile Services, One Center Plaza, 120 West Fayette Street
Baltimore, MD 21201

Dear Mr. President, Mr. Speaker, Sec. Abed, Ms. Johnston, and State Advisory Board Members:

Enclosed please find the 2011 Annual Report of the Juvenile Justice Monitoring Unit (JJMU). The report covers systemic issues over the 2011 calendar year and includes a facility update section. The Department of Juvenile Services (DJS) Response to the report is also included, as indicated on the contents page.

I would be pleased to answer questions about this report. I can be reached by email at nmoroney@oag.state.md.us and by phone at 410-576-6599 (office) or 410-952-1986 (cell). All current and previous reports of the Juvenile Justice Monitoring Unit are available via link on our website at www.oag.state.md.us/jjmu.

I look forward to continuing to work with you to enhance programs and services provided to the youth of Maryland.

Respectfully submitted,

Nick Moroney

Nick Moroney
Director
Juvenile Justice Monitoring Unit

Cc: The Honorable James Brochin, Maryland State Senate
The Honorable Joan Carter Conway, Maryland State Senate
The Honorable Brian Frosh, Maryland State Senate
The Honorable Lisa Gladden, Maryland State Senate
The Honorable Nancy Jacobs, Maryland State Senate
The Honorable Edward Kasemeyer, Maryland State Senate
The Honorable Delores Kelley, Maryland State Senate
The Honorable Nancy King, Maryland State Senate
The Honorable James Mathias, Maryland State Senate
The Honorable Anthony Muse, Maryland State Senate
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The Honorable Nancy Stocksdale, Maryland House of Delegates
The Honorable Joseph Vallario, Maryland House of Delegates
The Honorable Jeff Waldstreicher, Maryland House of Delegates
The Honorable Nancy Kopp, Treasurer's Office
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JJMU ANNUAL REPORT FOR 2011

Introduction

The Juvenile Justice Monitoring Unit (JJMU) respectfully submits this report to the Governor, members of the General Assembly, the Secretary of Juvenile Services, and members of the State Advisory Board on Juvenile Services as required by *Md. State Govt. Code Ann. §6-404 et seq. (Replacement Volume 2009)*. The year 2011 marks the eleventh anniversary of the creation of the Independent Monitor's Office (established in 2000) and this document is the ninth annual report since codification of the office in 2002.

The JJMU Annual Report for 2011 discusses treatment of and services provided to Maryland youth in Department of Juvenile Services (DJS/the Department) directly run and DJS licensed facilities throughout the State. The report covers the following interconnected concerns:

1. Detention center overcrowding and lengthy wait time before placement
2. Capital planning and alternatives to detention
3. Safety, security and staffing
4. Services for female youth

The current Annual Report includes: A section showing the Department's usage of detention alternatives and evidence based services; charts detailing incidents involving aggression or potential self-harm; an update on the status of each facility monitored by JJMU; and a section about the MSDE takeover of education services in DJS facilities.

Readers are referred to our website at www.oag.state.md.us/jjmu for copies of this report and all other reports of the Independent Juvenile Justice Monitor and related responses from DJS covering the years from 2002 to the present.

The JJMU Annual Report for 2011 was produced by the staff of the Juvenile Justice Monitoring Unit – Nick Moroney, Claudia Wright, José Saavedra and Tim Snyder.

Major Issues

1. **Overcrowding, Lengthy Wait Time for Placement**

SELECTED DJS DETENTION CENTER POPULATION DURING 2011

FACILITY	DJS-Set Population Capacity	High Population	Low Population	Average Population	Days Over Rated Capacity
BCJJC	120	130	94	115	110
CYF	115	135	91	114	158
HICKEY	72	97	51	74	212
LESCC	24	31	11	23	173
WMCC	24	30	17	25	201

During 2011, DJS detention centers experienced population surges. Overcrowding in detention facilities affects safety and security, staffing, living conditions, education, available programming and recreation. Insufficient space prompted inappropriate temporary measures at the Cheltenham Youth Facility (CYF), the Baltimore City Juvenile Justice Center (BCJJC) and the Waxter detention/committed program, where youth slept on plastic boat beds placed on the floor, to meet demand.

Lack of available placement resources for vulnerable youth in Maryland remains a leading contributor to the overpopulation problem. Youth continue to wait in large numbers at detention centers for a placement opening to become available. The Department has not operationalized a comprehensive plan to address this issue.

Overpopulation in detention has been effectively addressed in other states by statutory limits on criteria for detention and on the time a youth may be held in detention. See, e.g. [Chapter 985.24 – 985.195, Florida Statutes 2010](#). With statutory limits, youth must be moved from detention to community-based or other appropriate settings expeditiously. If legislative measures were taken to address this issue, the State would save money and the public and youth would be better served.

Cheltenham Youth Facility in Prince George’s County is the most overcrowded DJS-run facility in the State. Two of the three remaining CYF cottages (Rennie and Henry) house older, bigger, and more challenging youth and were consistently and chronically overcrowded throughout 2011 (and 2010). The two units hold many more youth than stated DJS unit capacity allows. Two youths sleep in almost every cell – one on a plastic boat bed placed on the floor. Each youth should have an individual cell.

CHELTENHAM YOUTH FACILITY (CYF) by unit on January 21, 2012	DJS RATED YOUTH CAPACITY	NUMBER OF YOUTH RESIDENTS
Rennie Cottage	24	44 (+85%)
Henry Cottage	24	38 (+60%)
Cornish Cottage	24	25 (+5%)
Infirmary¹	14	4
Re-Direct (Murphy Cottage) [closed February 2010]	24	0
Shelter House [closed February 2010]	5	0
Total Youth at CYF	115	111

Of 115 youth at CYF on January 21, 46 or 41% of the population were waiting to be placed elsewhere. In 2011, as in prior years, 40 to 50% of the population at Cheltenham and Baltimore City (BCJJC) were pending placement. Many youth at BCJJC spent over two months, post adjudication, in the detention center before leaving for their placement.

BCJJC	Youth in Pending Placement – January to December 2011
60 days and over	Total = 199 youth
Days Spent Pending Placement in Detail	60, 60, 60, 60, 61, 61, 63, 63, 63, 63, 63, 64, 64, 64, 64, 64*, 65, 65, 65, 66, 66, 67, 67, 67, 67, 67, 67, 68, 68*, 69, 69, 69, 69, 69, 69, 69, 69, 69*, 70, 70, 70, 70*, 70*, 71, 71, 72, 72, 72, 72*, 73, 74, 74, 75, 75, 75, 75, 75, 75, 75*, 75*, 76, 76, 76, 76, 77, 77, 78, 78, 78, 78, 78, 79, 79, 79*, 82, 82, 82, 82, 83, 83, 84, 84, 84, 84, 85, 85, 85, 85, 86, 86, 86, 86, 86, 86, 87, 88, 89, 90, 90, 90, 91, 91, 91, 91, 92, 92*, 93, 93, 93, 93, 93, 93*, 94, 94, 94, 94*, 95, 95, 95*, 96, 96, 97, 97, 97, 97, 98, 99, 100, 100, 101, 101, 101, 101*, 102, 102, 103, 104, 105, 105, 105, 105, 106, 106, 106, 107*, 109, 109, 110, 111, 112, 113, 113*, 14, 116, 116, 116, 117, 117, 117, 117, 118, 119, 120, 121*, 122, 123, 124, 124, 126, 126, 127, 127, 127*, 128, 129, 129, 129, 130, 131, 131, 133, 135, 139, 140, 141, 141, 143, 144, 145, 145, 146, 156, 159, 166, 169*, 172, 177, 190 and 198 days

*Youth still at BCJJC as of data collection date (January 11, 2012).

¹ The 115 capacity number set by DJS for CYF includes 14 slots in the infirmary which has six cells. The infirmary should not be included in the capacity figure (per best practices) and youth housed there should have individual sleeping quarters. Additionally, the CYF facility capacity should accord with CYF individual unit capacity figures. If the facility rating did not include the infirmary and was based on individual unit capacity figures, CYF capacity would be 72 youth. CYF held an average of 114 youth throughout 2011.

At Cheltenham, the numbers of youth stuck for months awaiting placement has grown despite significant reductions in the overall amount of youth entering the facility. In 2011, 179 fewer youth entered Cheltenham compared with 2010, however, the number of youth stuck for long periods waiting to go to a program increased by 25% in 2011 over 2010.

Youth at Cheltenham Awaiting Treatment

YEAR	PENDING PLACEMENT 60 DAYS OR MORE	TOTAL YOUTH ENTRIES
2011	117	2221
2010	94	2400
2009	78	2856

At the Hickey School in Baltimore County, 124 less youths entered the detention facility during 2011 than in the previous year, however, the number of youth waiting two months or more to go for treatment decreased only marginally (4 less youth during 2011 compared with 2010).

Wait time is not applied toward placement time, regardless of how long a youth spends in a detention center. Detention centers should always be the choice of last resort as they do not offer individualized treatment and are a drain on budgetary resources. Youth should be moving to placements within a week after disposition. The Department should operationalize a comprehensive plan to address overcrowding and pending placement.

As with detention criteria and time limits, pending placement time limits have also been addressed in other states by promulgation and enforcement of strict statutory criteria and limits on the length of time youth may be held in detention while they are waiting for placement.

2. Capital Planning and Alternatives to Detention

The data in the charts on previous pages indicates a statewide treatment bed shortage and not a detention bed shortage. The number of youth in pending placement artificially inflates detention population numbers. As with detention criteria and time limits, pending placement time limits have also been addressed in other states by promulgation and enforcement of strict statutory criteria and limits on the length of time youth may be held in detention while they are waiting for placement.

Currently, there are plans to build two new detention centers with a total of 120 beds to replace CYF - one at Cheltenham (72 beds) and another in southern Maryland (48 beds). Initial planning also included a 48-bed treatment facility at Cheltenham. If youth were to be moved to community-based and residential placements more expeditiously, there would be no need for a new 72-bed detention facility at Cheltenham. A 48-bed detention facility would be sufficient if appropriate alternatives to detention were comprehensively utilized and youth were moved out of detention and into treatment without undue delay. Maryland needs small and specialized community-based juvenile treatment programs and small, modern and purpose built juvenile detention facilities.

Construction of the previously planned treatment center at Cheltenham (or, better still, a number of smaller specialized facilities) and a similar plan in or near Baltimore City should be prioritized over the building of large detention centers. The availability of small and specialized treatment centers to be used when (and only when) youth cannot be served in a community-based treatment setting would significantly lower detention numbers. With less youth inappropriately placed in detention centers, the State would have no need for a large number of detention beds. Also, with less demand for detention center slots, the Baltimore City Juvenile Justice Center (BCJJC) could be used as originally envisioned, as a short term assessment unit for youth statewide.

Expanded usage of appropriate community-based alternatives to detention throughout the State would further reduce detention center populations and ensure the State does not pay more than necessary for care and supervision. Expansion of day and evening reporting centers should continue. The use of evidence-based programs should increase and enhanced, supportive supervision in the community should also be utilized as a detention alternative. The Department should continue to work with the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI), which is currently operating in Baltimore City, and should encourage the expansion of JDAI into Prince George's County and around Maryland. Youth who qualify for non-secure placements should wait elsewhere with support and not languish in an expensive, maximum security detention environment. Those who are waiting to go to a non-hardware secure (not high security) program could safely wait in the community with enhanced support and supervision (as provided to youth in the Violence Prevention Initiative [VPI] program). Some youth could also be offered temporary foster

home placement with intensive therapy, in collaboration with the Maryland Department of Human Resources (DHR).

3. **Safety, Security and Staffing**

Two youths escaped from Cheltenham in July of 2011 – a JJMU Special Report is available at:

http://www.oag.state.md.us/JJMU/reports/CYF_Escape_special_10_5_11.pdf

During 2011, there were 1067 incidents reported from Cheltenham, a 62% increase over 2010², indicating a significant rise in violence at CYF during 2011 (see the chart below and a more detailed chart on page 17).

CYF		
Selected Incident Categories	2010	2011
1. Youth on Youth Assault	221	370
2. Serious Group Disturbances	12	65
3. Physical Restraints	298	555

In September of 2011, new management took over at Cheltenham and there was a noticeable decline in aggressive incidents during the final quarter of last year: 76 youth on youth assaults compared with 108 during the second quarter; 6 serious group disturbances (injury/property damage) compared with 26 in the third quarter; and 103 physical restraints compared with 158 during the second quarter.

The Department is currently looking for a chief administrator for the Victor Cullen Center, a DJS-operated treatment facility in Frederick County, where reported incidents also increased markedly in 2011. In August of 2011 (population: 42 youth), there was 103 reported incidents versus 27 reported incidents in August of 2010 (population: 43 youth). The Department should determine the specific treatment needs and security challenges to be addressed at the Victor Cullen Center and focus attention on them or consider contracting with an organization that has a track record of success in addressing those targeted needs and challenges.

² Incidents were not reported as required from CYF during 2010, according to a DJS Quality Improvement Report issued in December of 2010. See <http://www.djs.state.md.us/quality-assurance/qir-cheltenham.pdf>

Reported incidents were down in 2011 over 2010 at the Noyes (Montgomery County) detention center, but up at the Hickey (Baltimore County) and Waxter (Anne Arundel County) facilities. The detention center in Baltimore (BCJJC) continued to make progress - reported instances of aggression were at their lowest for years. Carter and LESCC on the Eastern Shore and WMCC in western Maryland (all smaller DJS detention centers) also continued to be well managed and there were few incidents involving aggression at those facilities during 2011. (For detailed facility incident report information, see pages 16 to 21.)

At Cheltenham, Hickey and elsewhere, the use of mandatory overtime continues and points to an ongoing staff recruitment and turnover problem. Salaries offered should be competitive with the adult system and with salaries in neighboring states. The hiring process should be streamlined. The Department's analysis delineating staffing needs should be completed and distributed. Open positions should be filled without delay.

In addition, DJS should continue to work on staffing and physical plant issues with the Maryland State Department of Education (MSDE) to facilitate an MSDE takeover of education services at the Waxter detention facility in July of 2012. There were substantial problems with the education program at Waxter during 2011 (for details, see the section on services for female youth which begins on the next page).

4. Services For Female Youth

Progress was made during 2011 but disparities still exist in the provision of services and much has yet to be done in order to provide parity of opportunity for female youth within Maryland's juvenile justice system. Girls continue to be disproportionately affected by lack of DJS resources and by a lack of therapeutic treatment. The majority of girls in DJS custody have been abused or neglected and need comprehensive, individualized treatment.

There are few alternatives to detention for girls, including a shortage of available shelter beds. However, new slots were opened for girls in evening reporting centers in Prince Georges County and Baltimore City. The only remaining DJS-licensed shelter for girls is Graff, in western Maryland. Female youth in detention experienced overcrowding, staff shortages and the inadequacy of the physical plants at Waxter and Noyes. There are no plans to replace Waxter until at least 2020.

Education was a major problem at Waxter during 2011. An inspection of the special education services was conducted by the Maryland State Department of Education (MSDE). On November 15, MSDE issued the following findings:

- The Waxter Center does not consistently ensure that students with disabilities are provided with a Free Appropriate Public Education (FAPE).
- Waxter students are not provided with special education instruction and related services when there is inadequate staffing to escort the students from the residence to the education building.
- DJS has not ensured that students with disabilities who cannot attend school due to a physical or emotional condition are provided with special education services in accordance with COMAR requirements for Home and Hospital Teaching.
- DJS does not have policies and procedures in place to provide students with disabilities the protections of the Individuals with Disabilities Education Act (IDEA) and COMAR if they are disciplinarily removed from school.

MSDE ordered the following remedial measures:

- DJS must provide documentation by February 25, 2012, that the Waxter Center has identified students with disabilities under the IDEA who resided in the facility between September 2010 and October 2011 and determine what special education services those students might have missed as a result of inadequate staffing. The Waxter Center must contact the parents of each student identified and inform them of their right to request an IEP team meeting to determine the amount and nature of compensatory services needed to remediate the loss of

services.

- DJS must provide documentation by February 25, 2012, that steps have been taken to ensure compliance with the IDEA and COMAR requirements for violations identified in the investigation and to ensure that the violations do not recur.

The transfer of the education program at Waxter to MSDE should be a high priority for the Department.

In November, the secure committed program for girls was moved from Waxter to the J. DeWeese Carter Center in Chestertown on the Eastern shore. Boys who had been held in detention at the Carter Center were released or re-assigned to other detention locations, and the building was renovated to meet the needs of girls. Carter was closed to admissions for a month to allow for the renovations and so that staff could be trained for their new mission. A new treatment model is a work in progress. Ten girls are now on-site at Carter. The move to Carter provides a positive environment for staff and girls in the secure committed program. The move also alleviates over-population and improper mixing of detention and committed girls at Waxter.

The Waxter detention facility should be closed and - if needed - replaced by a small and purpose built facility. Individualized treatment programs should be developed at Carter and in less restrictive settings to address treatment needs of female youth in DJS care. Female youth committed to the Department should have regular access to vocational and sporting opportunities such as those provided to male youth at the Silver Oak Academy and at four youth centers in western Maryland. In the meantime, if the Department has difficulties arranging for resources close to youths' communities to attain these goals, one of the youth centers should be converted for female youth and girls should be allowed to use vocational and sports resources at the Silver Oak Academy.

The Department should develop a girls' services unit at DJS headquarters. The legislature should again consider and pass a statute requiring parity between girls and boys services in Maryland.

Detention Alternatives and Evidence Based Services

Youth Enrolled in Detention Alternative Programs (State-Wide)

Detention Alternatives	October 2010	October 2011
Shelter	15	41
Evening Reporting (including PACT/Baltimore City)	63	32
Community Detention/ Electronic Monitoring	575	485
Other Detention Alternatives (DRAP)	13	5

Source: Maryland State Stat

(a) Shelters

When youth are placed in DJS custody, the court may stipulate that a youth is eligible to be held in a shelter. However, if there are no shelter beds available, the youth may be placed in a detention center – this is deleterious to the youth and expensive for DJS. The Department should continue to support the provision of more shelter beds throughout the State. For example, the shelter at Cheltenham could be re-opened.

(b) Day and Evening Reporting Centers

The PACT Center³, a reporting center in Baltimore City, has been recognized by the Federal Office of Juvenile Justice and Delinquency Prevention as an effective strategy to reduce detention numbers. Independent research data supports the PACT program. Of the 400 youth served (many judged “high risk”), 98% appeared for scheduled court hearings and 92% did not re-offend while participating in the program. 99% of the youth served in PACT are African American.⁴ The center has helped to reduce racial disparity in detention.

As an alternative to detention, reporting centers help youths and save the State money - they should be used in all appropriate circumstances. The expanded use of reporting centers

³ PACT Center: Pre-Adjudication Coordination and Transition Center.

⁴ See http://www.cclp.org/documents/DMC/DMC_eNews_015.pdf

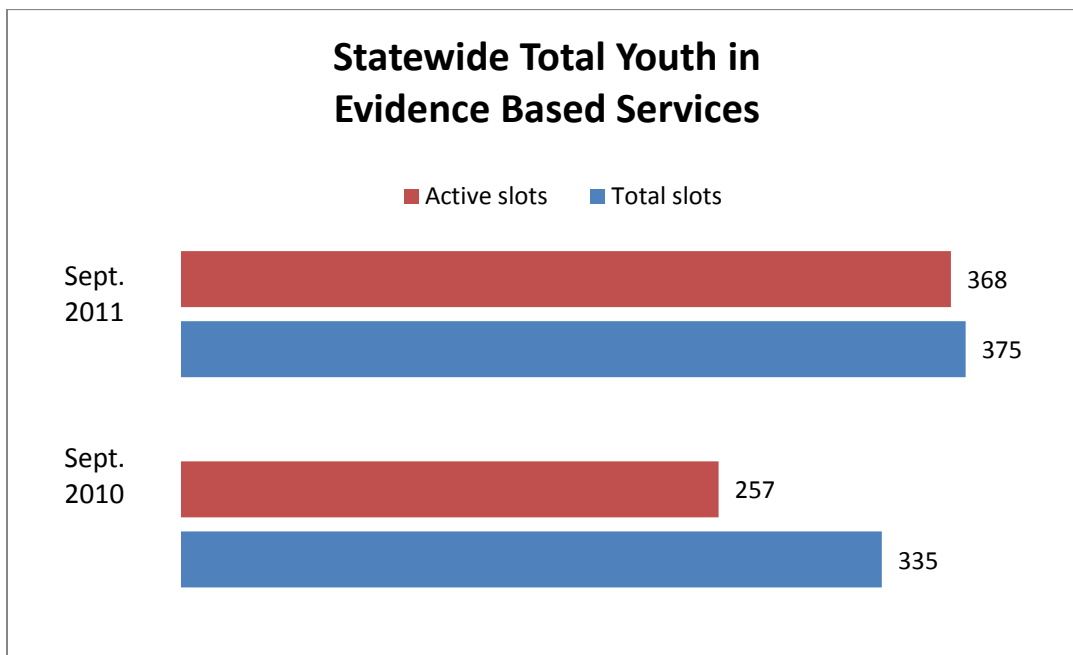
would help to decrease demand for beds at detention facilities. The recent opening of slots for female youth at reporting centers in Baltimore and Prince George’s County is a positive development. Plans to open evening reporting in Montgomery County should be finalized and plans should be made to make day and evening reporting options available throughout Maryland.

(c) Evidence Based Services (EBS)

The Department utilizes community based and family-focused services such as Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT). These programs are supported by evidence that shows that they work. The EBS therapy programs last for a period of months rather than years and are considerably less expensive than residential placement, especially out-of-state placement. The Department should expand the use of these proven programs. The Department also should ensure comprehensive follow-up services are provided to youth who complete these therapy programs.

The use of Evidence Based Services (EBS) by DJS increased for the second consecutive year. There were 290 slots in 2009. In September of 2010, there were 335 and in September of 2011, the number of slots was 375. In addition to the growth in slots, usage of the EBS slots has also increased as can be seen from the graph below which compares EBS usage in 2010 and 2011.

**DJS Funded Evidence Based Community Programs
September 2010 and September 2011**



Source: Maryland State Stat

Almost 100% of available EBS slots were filled in September of 2011. The Department should continue to widen and deepen the provision of evidence based therapeutic services to youth and families in Maryland.

Incident Report Charts

The charts on the following pages contain information on the numbers of reported incidents involving alleged aggression, potential self-harm and contraband finds at the larger detention facilities and a treatment center (the Victor Cullen Center), all of which are operated by DJS.

(1) Baltimore City Juvenile Justice Center

Incident Categories	2010	2011
1. Youth on Youth Assault	462	352
2. Youth on Youth Assault with Injury	257	203
3. Youth on Staff Assault	50	47
4. Alleged Youth on Staff Assault with Injury	13	15
5. Group Disturbances (injury/property destruction)	38	31
6. Group Disturbances (without injury/destruction)	13	7
7. Restraints	675	591
8. Restraints with handcuffs	180	186
9. Contraband	49	49
10. Suicide Ideation, Gesture, Attempt or Behavior	18	27

Significant reductions in reported incidents involving aggression continued at BCJJC. A total of 1181 incident reports of all types (including sports injuries, etc.) were filed for BCJJC in 2011. This was down from a total of 1213 in 2010.

(2) Cheltenham (CYF)

In 2011, there were 1067 incidents reported from Cheltenham, a 62% increase over 2010⁵. The table below shows incidents of aggression or self-harm and indicates a significant rise in all categories apart from contraband at CYF during 2011.

Incident Categories	2010	2011
1. Youth on Youth Assault	221	370
2. Youth on Youth Assault with Injury	108	151
3. Youth on Staff Assault	11	44
4. Alleged Youth on Staff Assault with Injury	2	16
5. Group Disturbances (injury/property destruction)	12	65
6. Group Disturbances (without injury/destruction)	3	7
7. Restraints	298	555
8. Restraints with handcuffs	20	44
9. Contraband	22	14
10. Suicide Ideation, Gesture, Attempt or Behavior	44	74

In September 2011, new management took over and there were significant declines in aggressive incidents during the last quarter: 103 physical restraints compared with 158 during the second quarter; 76 youth on youth assaults compared with 108 during the second quarter;

⁵ Incidents were not reported as required from CYF during 2010 according to a DJS Quality Improvement Report issued on December 22, 2010. See <http://www.djs.state.md.us/quality-assurance/qir-cheltenham.pdf>

and 6 serious group disturbances (with injury or property damage) compared with a high of 26 during the third quarter.

(3) Hickey

A total of 1005 incident reports of all types were filed at Hickey in 2011 - an increase from 795 in 2010. As indicated by the chart below, the number of instances involving aggression, including youth on youth assaults and physical restraints, increased significantly (for the second consecutive year). Suicide ideation events substantially decreased during 2011.

Incident Categories	2010	2011
1. Youth on Youth Assault	184	236
2. Youth on Youth Assault with Injury	111	137
3. Youth on Staff Assault	20	41
4. Alleged Youth on Staff Assault with Injury	9	14
5. Group Disturbances (injury/property destruction)	8	7
6. Group Disturbances (without injury/destruction)	2	6
7. Restraints	196	254
8. Restraints with handcuffs	6	13
9. Contraband	31	34
10. Suicide Ideation, Gesture, Attempt or Behavior	109	66

(4) Noyes

Incident reports at Noyes tend to be fairly low, considering the dual challenges of overpopulation and coed housing. Reported incidents of assault among youths markedly decreased in 2011 compared with 2010.

Incident Categories	2010	2011
1. Youth on Youth Assault	129	97
2. Youth on Youth Assault with Injury	95	68
3. Youth on Staff Assault	19	20
4. Alleged Youth on Staff Assault with Injury	4	6
5. Group Disturbances (injury/property destruction)	5	5
6. Group Disturbances (without injury/destruction)	1	4
7. Restraints	181	189
8. Restraints with handcuffs	24	15
9. Contraband	4	13
10. Suicide Ideation, Gesture, Attempt or Behavior	37	24

(5) Waxter

Incident Categories	2010	2011
1. Youth on Youth Assault	90	165
2. Youth on Youth Assault with Injury	48	101
3. Youth on Staff Assault	39	81
4. Alleged Youth on Staff Assault with Injury	18	54
5. Group Disturbances (injury/property destruction)	6	2
6. Group Disturbances (without injury/destruction)	3	3
7. Restraints	217	392
8. Restraints with handcuffs	31	31
9. Contraband	22	44
10. Suicide Ideation, Gesture, Attempt or Behavior	52	124

The data for 2010 and 2011 covers only the detention component at Waxter. A total of 994 incident reports covering all categories were filed in 2011. This was an increase from a total of 543 filed in 2010.

(6) Victor Cullen Center

Reported incidents in all categories almost doubled, from 326 to 649, at Victor Cullen in 2011 compared with 2010. The average number of youth at the facility did not change substantially during the same period. For example, during August of 2011, the youth population was 42 and there were 103 reported incidents. There were 27 reported incidents with a population of 43 in August of 2010.

Incident Categories	2010	2011
1. Youth on Youth Assault	42	94
2. Youth on Youth Assault with Injury	13	23
3. Youth on Staff Assault	20	73
4. Alleged Youth on Staff Assault with Injury	0	4
5. Group Disturbances (injury/property destruction)	0	2
6. Group Disturbances (without injury/destruction)	2	4
7. Restraints	109	346
8. Restraints with handcuffs	36	199
9. Contraband	16	49
10. Suicide Ideation, Gesture, Attempt or Behavior	3	6

The table above details instances of aggression, potential self-harm and contraband findings contained within reported incidents from Victor Cullen during 2010 and 2011. According to information within DJS incident reports, assaults among youth have more than doubled while assaults on staff have more than tripled as has the number of reported physical restraints performed on youth by staff. Handcuff usage is commonplace. Considerable growth in the number of reported instances involving aggression are cause for great concern as they indicate an extensive increase in violent events at Victor Cullen in 2011 compared with 2010.

Incidents at smaller facilities

Reported incidents remained low during 2011 at three smaller DJS-operated detention facilities: the J. DeWeese Carter Center, the Lower Eastern Shore Children's Center; and the Western Maryland Children's Center.

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Individual Facility Updates

Alfred D. Noyes Children's Center

The Alfred D. Noyes Children's Center (Noyes) was built in 1970 and is a State owned and operated detention facility located in Montgomery County. Noyes is comprised of three units for males and one unit for females. According to DJS StateStat information, Noyes can accommodate up to 57 youth.

Sleeping rooms house two residents with the exception of two larger rooms which can house up to four. The practice of housing more than one youth to a room is not recommended as it presents a constant safety and medical risk to residents, especially during the night hours when the doors are locked.

The female unit at Noyes experienced more than a month of overcrowding during 2011. The rated population capacity for Noyes set by DJS is based on housing at least two residents in every sleeping room and also does not take into account the mixed population. Since boys and girls cannot be housed on the same unit, sometimes the girls' unit is over capacity while the boys' unit is under capacity and vice versa.

Residents who have been adjudicated can spend between two weeks and four months at Noyes waiting to go to a placement elsewhere. Three out of four residents at Noyes are African American. One in seven is Latino/Hispanic.

In addition to services provided by social workers, psychiatric, psychological, and addictions counseling are available to Noyes residents.

There still continues to be no dedicated infirmary. A professionally staffed infirmary at Noyes would enable youth to be medically monitored and supported as needed. In addition, medical services are not available on-site at night and staff supervisors have to determine whether a youth requires professional medical assistance.

A DJS education team manages the school program at Noyes. After school hours, staff take youth to the gym or allow them to watch television and play card games. External contractors and volunteers provide art classes, mentoring, and meditation services.

A new superintendent took over management of Noyes during 2011 and reported incidents of aggression and formal youth grievances are down over 2010. Youth who reach a high participation level in the Behavior Management Program (BMP) are rewarded with movie nights and other extra activities. After many complaints by youth of miscalculation and unfair reductions in points, the Superintendent assigned a particular staffer to manage the BMP points system during the second quarter of 2011. Youth and staff say they are pleased with progress regarding the BMP.

Open staff management positions have been filled. Early in 2011, Group Life Managers were moved to work the morning shift, increasing leadership presence during the time of day when most activities occur. Lead Resident Advisors were also given autonomy over daily operations on unit, which has helped increase staff accountability and ensure supervisory management involvement in activities. In addition, a staffer was nominated to manage inventory and distribution of youth supplies such as sweaters and toiletries. Youth and staff have responded positively to the changes.

Allegany County Girls Group Home

During the first and second quarter of 2011, the Allegany County Girls Group Home (ACGGH) was licensed by the DJS as a nine-bed residential treatment program for girls ages 13 – 18. The home provided a safe and healthy atmosphere with extensive access to community resources for education, mental health, medical, and recreational services.

In July of 2011, the ACGGH became a therapeutic group home for eight girls licensed by the Department of Mental Health and Hygiene. The home is now operated by San Mar Children's Home, Inc., and continues to serve female youth referred by DJS.

Aunt CC's Harbor House Shelter

The Aunt CC's Harbor House (Aunt CC's) is a Baltimore-city based temporary shelter for up to 15 boys. The North American Family Institute (NAFI) operates the DJS-licensed home.

The facility is an emergency shelter and functions as an alternative to detention - a placement for youth who require temporary care. Male youth at low risk of offending and between the ages of 12 and 18 are referred by both DJS and the Department of Social Services. The average length of stay is 30 days.

The shelter provides a positive experience to residents via group and individual clinical services, life skills education, and post release clinical services. Very few incidents take place at Aunt CC's and the administration maintains the home within all fire and health standards.

Baltimore City Juvenile Justice Center

Baltimore City Juvenile Justice Center (BCJJC) is a 144-bed facility for boys. In late 2007, two 12-bed units were closed, making the maximum current capacity 120 youth. It is located in the juvenile justice complex that includes courts and youth services in downtown Baltimore City, Maryland.

When it opened in October 2003, BCJJC was intended to serve youth for short stays awaiting court dates. The facility was not designed to house youth for waiting periods of more than 30 days and the physical design is very poor – each unit is two-tiered with half the beds in the upper area.

In 2011, the population decreased from a monthly average of 118 in 2010 to 115. The facility population exceeded the rated capacity on 110 days. However, population fell steadily over the year, and in the 4th quarter, the average daily population was 110 and rated capacity was exceeded on only 7 days. When the rated capacity is exceeded, some youth must sleep on the floor of the visiting room on boats. Boats are plastic shells which hold a mattress and which are placed directly on the floor. Sleeping on the floor in boats is unsanitary.

Population numbers at BCJJC were swollen by the large number (forty to sixty percent) of youth who are adjudicated but who are not sent to their placements for long periods of time. Youth waiting to be placed would be placed if slots were available. Youth should be moved more quickly to their placements.

There are still concerns about disproportional minority representation. More than 97% of youth admitted to BCJJC in 2011 were African-American.

The level of violence has been reduced significantly. During 2010, the administration implemented a new program (ISU) to provide intensive services to the most difficult to manage youth. The ISU was established to serve those youth who must be temporarily removed from the general population. DJS also opened a step-down or transition unit for ISU youth to help them transition back into the general population. The ISU/Transition program, along with other behavior modification efforts, was immediately successful, and the level of violence in the facility has continued to drop.

BCJJC was released from Federal CRIPA monitoring in August of 2010. Improvements that were initiated during the CRIPA monitoring period have been maintained throughout 2011, and conditions have continued to improve.

Charles H. Hickey, Jr., School for Boys

The Charles H. Hickey, Jr., School (Hickey) is a cottage style secure detention facility located in Baltimore County, Maryland. The Maryland State Department of Education (MSDE) utilizes several modular buildings to provide education services to youth at the facility.

Incident reports have increased significantly during 2011. Cameras were installed throughout the facility during the year. Heightened awareness of incidents that should be reported may have contributed to the rise in incident reports.

Hickey administration continues to use the Intensive Behavior Management program, designed in collaboration with Glass Mental Health staff, to manage difficult youth (See JJMU 1st Quarter 2011 Report). Youth who are subject to this program are separated from the general population for indefinite periods of time. They are held in a vacant wing of Ford Hall that is now referred to as "Infirmary Overflow." Youth placed in this status are not allowed to dine, go to school or have recreation with other residents.

In contrast to the Intensive Services Unit at Baltimore City Juvenile Justice Center, this program fails to comport with Department policy. There are no rules or policy which define or

limit the conditions under which an individual can be confined under the Intensive Behavior Management program. Youth are not provided with notice that such a plan exists (for example, in their handbook which does describe the regular Behavior Management program) or what behavior may subject them to such punishment. The program is arbitrary. There are no written, objective criteria for admission or release from the program. It has not been tested or validated. There is no evidence to show that participation in the program results in positive behavior change. For youngsters who are classified as requiring Special Education services, the denial of those educational services constitutes a violation of federal law.

Cheltenham Youth Facility

Cheltenham Youth Facility (CYF) in Prince George's County is operated by DJS and serves young men from 12 to 18 years old. The facility includes three separate components. The detention component at CYF consists of youth awaiting trial, adjudication or committed placement. The ReDirect program, a short-term program for committed youth housed in Murphy Cottage, remains closed following the death of a staff member in February 2010. The third component at CYF is a small group home shelter program for youth under court supervision who do not require secure confinement. The shelter has also been closed since February of 2010. The Shelter and ReDirect units are outside the security fence on the CYF campus.

A JJMU Special Report was issued addressing an escape from the Cheltenham Youth Facility (CYF) by two youths on July 15, 2011. The report concluded that, before and immediately following the escape, staff at Cheltenham failed to follow basic supervisory, safety and security procedures. The complete report and DJS Response can be found at:

http://www.oag.state.md.us/JJMU/reports/CYF_Escape_special_10_5_11.pdf

As detailed in the first section of this report under "Overcrowding", CYF continues to be plagued by overcrowded conditions. The JJMU has reported on overcrowded conditions in the three remaining CYF residential cottages for over two years. The crowding has not been alleviated. Two boys are housed in almost every cell in aged residential cottages. Cheltenham remains an inappropriate environment for youth residence.

The population overflow is, in part, due to a lack of available placements for adjudicated youth and a shortage of alternatives to detention for youth. Between 40% and 50% of youth at CYF at any time have been adjudicated and are waiting for a transfer to a placement elsewhere. (For more details, see pages 6 through 9 of this report)

There was a significant rise in reported violent incidents at CYF during 2011 (see the Incident Report Charts section on page 17 for details). Aggressive incidents dipped during the fourth quarter of 2011 after new management took over CYF in September. The facility should provide a comprehensive and individualized program for youth involved in aggressive incidents. The Department should implement a program similar to the successful Intensive Services Unit initiative at BCJJC. There has been a significant reduction in violent incidents at BCJJC since that program came online.

The Maryland State Department of Education has taken over education services at CYF, however, DJS has yet to install security cameras in the school classrooms. The number of DJS residential advisers assigned exclusively to the school should be raised to four to ensure efficient running of school activities, including the supervision of teachers and youth during one-on-one or small group instruction.

Additional staff need to be hired as the facility continues to struggle with shortages during daytime shifts. Overtime hours remain high and mandatory overtime continues to be enforced. Basic staff compensation rates remain below those offered to workers elsewhere in the Mid-Atlantic region and below rates offered to staff at adult facilities around the State.

At a time of statewide shortage of shelter beds, the shelter at CYF remains closed – it should be fitted with a sprinkler system and re-opened as soon as possible.

Graff Center for Girls

The Graff Shelter for Girls (Graff) is a 12-bed facility serving girls ages 13 to 18. Located in Boonsboro in rural Washington County, the shelter is operated by San Mar Children's Home, Inc. (San Mar) and licensed by DJS. Graff residents are referred by either DJS or the Department of Social Services. Youth may stay at the facility for up to 90 days.

Graff is a safe, clean, and well-maintained facility. Residents are provided meaningful recreational and skills-building programs and community service excursions. The girls receive education in an on-site classroom. Youth taking the GED examination can prepare for the exam while at the Graff. A counselor is available to provide planned therapy as needed and nutritious meals are provided by staff. Throughout 2011, Graff provided Maryland girls with opportunities and support to help them be successful during and after residential treatment.

J. DeWeese Carter Children's Center

Population at the J. DeWeese Carter Center remained at or below the rated capacity of 15 youth throughout the year. During the Fall of 2011, all the boys in detention at Carter were released or re-assigned, and the facility was converted to house a treatment program for committed girls. Modifications to the facility include painting, conversion of the bathrooms to meet the needs of girls, and new furniture. Extensive training was carried out to prepare staff for their new mission. At the end of the year, 10 girls had been admitted to the program.

The move to Carter has been positive for the committed girls who were previously housed at Waxter. The staff at Carter has demonstrated a strong commitment to create and maintain a program that is trauma-informed and gender specific. The treatment model is still under construction, but significant progress has been achieved and is continuing.

Karma Academy - Randallstown

The Karma Academy for Boys (Karma) is a short-term residential program for up to eight boys ages 14 – 18. The group home is licensed by DJS and operated by KHI Services, Inc. to provide intensive therapy to low-level offenders and youth in need of sex-offender treatment and services.

Karma, located in the suburbs of Randallstown, is spacious and well-maintained by the youth and staff. In the second quarter of the year, the basement porch and living area was significantly renovated to provide residents appropriate space for indoor recreation. Youth receive an education at a local school.

The home utilizes Positive Peer Culture and Aggression Replacement therapy. Therapeutic counselors are onsite throughout the day and provide ongoing counseling as needed. Residents, together with family members, participate in family therapy on a monthly basis. A review of Treatment Service Plan (TSP) documents indicated that Karma employees administer treatment plans conscientiously and effectively.

On average, it takes youth between 6 and 9 months to successfully complete the Karma program. Most youth complete the program successfully.

Kent Youth Boys' Group Home

The Kent Youth Boys' Group Home is licensed by DJS, located in Chestertown, and operated by Kent Youth, Inc. Founded in 1971 as a local alternative to institutional or out-of-state placement of Eastern Shore youth, the house provides a comfortable, home-like environment for 10 adjudicated boys aged 14 to 18.

Throughout 2011 the Kent Youth program continued to provide excellent care. Kent Youth is an essential resource in helping to redirect children who might otherwise become more deeply involved with the juvenile justice system.

Liberty House Shelter for Boys

Liberty House began operating as a shelter-care facility licensed by the Department of Juvenile Services during the second quarter of 2011. The facility offers a 24-hour residential alternative to detention for boys 13 to 18 years old. The program emphasizes therapy and tutoring in life skills and coordinates with local providers for medical, behavioral health and legal services as needed.

Lower Eastern Shore Children's Center

The Lower Eastern Shore Children's Center (LESCC) in Salisbury is a 24-bed maximum-security detention facility housing male and female youth awaiting adjudication or placement. This DJS-run facility opened in 2003. Youth are separated into three housing pods according to gender and security considerations.

The youth population at LESCC was over the rated population capacity of 24 on 173 days during 2011. At one point, there were 31 youth at the facility. The youth population at LESCC should be capped at 18 male and 6 female youth - the stated capacity as determined by DJS.

Although the facility was often over capacity, incident numbers continued to decline in 2011. Aggressive incidents were rare and LESCC continued to be a model detention facility providing a safe, secure and well-managed environment for youth. Facility management and direct care staff maintained their commitment to the youth in their care by again consistently volunteering to organize extra activities and enhance program opportunities for youth. Youth report they feel safe and cared for while staff morale is good and the working environment is conducive to cooperation.

DJS has added safety and security upgrades including additional surveillance cameras and a Tour Guard system which electronically records staff movement during safety and security rounds.

LESCC administrators continue to recruit and train new employees to fill vacancies, however, use of overtime work is still required to maintain adequate safety and security. Vacation time, sick leave, family leave, training time and unplanned staff call outs indicate more staff are needed to reduce overtime and prevent staff burnout. DJS should revise the staffing formula to reflect these ongoing needs and the Department should also address the longstanding need for an assistant superintendent position at the facility.

Morningstar Youth Academy

Morningstar Youth Academy is a privately run residential camp serving up to 40 boys. The facility is operated by Vision Quest National and is licensed by DJS as a large group home with a substance abuse treatment component. It is located in rural Dorchester County. There is a private alternative school on grounds for residents.

In addition to substance abuse issues, the program focuses on behavioral, relational, self-esteem, and mental health concerns. Morningstar utilizes a cognitive behavioral approach and partners with Eastern Shore Psychological Services to provide behavioral health therapy. Morningstar also provides Functional Family Therapy (FFT) to youth and their families. Equine Assisted Therapy is available onsite as well.

A number of staff changes were instituted in 2011 as the Morning Star management team introduced improvements to treatment and education-related services.

The facility buildings are aged and generally in poor condition. A full time maintenance person has carried out significant repairs and some of the interior spaces in the buildings have been repainted. Although there continued to be physical plant challenges, Morningstar remained a safe and therapeutic environment for youth during 2011.

One Love Group Home for Boys

The One Love Group Home is located in the Northwood community in Baltimore City. The facility is operated by Building Communities Today for Tomorrow, Inc. and began accepting admissions during the first quarter of 2011.

One Love provides a comfortable, home-like environment for adjudicated boys ages 14 to 17. Youth are referred to the home by DJS, which also licenses the facility.

Youth at One Love attend local schools. The program includes a case manager who works with youth and local school administrators in assuring youth receive appropriate education services. Throughout 2011, staff at the home provided personal attention and mentoring within a less restrictive setting than youth would experience in an institution.

The One Love program encourages individual development and includes individualized and group therapy, academic tutoring, conflict resolution, and money management. The home and staff offer a positive and constructive program to help redirect children who might otherwise become more deeply involved with the juvenile justice system.

Silver Oak Academy

The Silver Oak Academy (SOA) is a staff secure (non-fenced) residential program for boys which opened in July of 2009 and is owned and operated by Rite of Passage, Inc. The Department of Juvenile Services licenses the facility to house up to 48 boys.

The facility is located in northern Carroll County in Keymar, Maryland, on the grounds of the former Bowling Brook Academy. SOA reached full capacity early in 2010, and has remained at its rated capacity since that time.

Incidents numbers were low at SOA throughout 2011 and the facility provided a safe and therapeutic environment for youth throughout the year. In addition to group therapy, programming includes comprehensive and well-structured regular, vocational and technical education components and an emphasis on athletics, teamwork, personal development and community service. Youth enjoy and excel in the athletic programs that are offered at SOA.

In addition to facility-based staff, SOA employs staff to help transition youth back into their communities after graduation.

The value of the program offered at SOA has grown so that it has become an important resource in aiding youth who otherwise might become more involved with the justice system.

Victor Cullen Center

The Victor Cullen Center is a 48-bed hardware secure (fenced) facility operated by the Department of Juvenile Services and offering a 6 to 9 month treatment program for adjudicated males between the ages of 14 and 19. The facility is near Sabillasville, in Frederick County.

The facility downsized to 36 youth residents following a riot and escape in May of 2009, but returned to 48 youth, spread over four cottage units, during 2010. The population capacity has remained at 48 throughout 2011.

During 2011, incidents involving violence increased significantly at Victor Cullen (see the chart on page 21 for details). The facility also suffered from inadequate staffing, insufficient training and the lack of a cohesive program model. Effective leadership has also been an issue - the facility has had six different superintendents in recent years and the Department is again seeking to fill the head administrator position.

Staffing related issues (including shortages, rapid turnover, lack of effective problem resolution, and ineffective teambuilding) have plagued the facility in recent years and continue to be a problem. For a detailed description of problems at Victor Cullen, please see the JJMU 2011 Third Quarter Reports and DJS Response at:

http://www.oag.state.md.us/JJMU/reports/11_Quarter3.pdf

Thomas J. S. Waxter Children's Center

The Thomas J. S. Waxter Children's Center (Waxter) is a State owned and operated detention/residential treatment facility in Laurel, Maryland. The facility houses girls in detention and pending placement and includes an honors unit. Since the secure committed program was moved to the Carter facility in November, 2011, the rated capacity has been reduced to 30. The facility has not been overcrowded since the secure committed program was moved. This reduction in population should result in a reduction in the high level of violence and incident reports at Waxter.

A number of important improvements are under way. The space that is used for Intake (Tour Office) has been cleaned and painted. Permanent, secure storage units for youth clothing and belongings have been installed. This innovation should result in smoother transition of youth into and out of the facility.

The space that was vacated by the secure committed program (Unit A) has been cleaned and painted and will be used to house a new Orientation Unit. Youth will be separated from the general population until medical, psychological, educational and social assessments are completed.

Education remains a problem at Waxter. MSDE continues monitoring violations of special education requirements. However, a new Principal joined the Waxter school staff during the 3rd quarter. The new principal was transferred from an Assistant Principal position at Cheltenham. Girls are attending school regularly. However, it is clear that the DJS operated

school does not meet the needs of youth in detention. Transfer of school operations at Waxter to MSDE should be a high priority.

There are no vocational classes for girls at Waxter.

The Way Home – Mountain Manor

The Way Home is a 15-bed, non-secure group home for girls who are committed to the Department of Juvenile Services. It is located within the Mountain Manor complex of therapeutic programs in West Baltimore. The girls in residence go out during the day to local public schools. The population has remained steady at 8 -10 youth over the year.

The Way Home offers a gender-appropriate, comfortable and therapeutic environment to troubled girls. The program benefits from its location on the grounds of Mountain Manor, which offers a wide variety of inpatient and outpatient mental health services. The Department should endeavor to maintain the program at optimum capacity.

Western Maryland Children's Center

The Western Maryland Children's Center (WMCC) is a DJS operated detention facility for male youth and located near Hagerstown in Washington County. The facility can accommodate up to 24 residents in individual rooms spread over three living units or pods. Residents who have been adjudicated spend from two weeks to four months at WMCC waiting to go to a placement.

The center was over the DJS-set rated population capacity of 24 on 201 days during 2011, with the population reaching thirty youth at one point. Facility management was able to cope with the influx despite the occasional additional difficulty of a room being unusable due to a broken sink or toilet.

Breakable bedroom sinks and toilets are a serious hazard at WMCC. On at least two occasions, a youth broke a bedroom toilet and sink. In one instance, a youth was found unconscious with a sheet around his neck that was tied to a sink knob. The youth was rescued by staff and hospitalized (see page 93 of the [2011 JJMU 3rd Quarter Report](#) on WMCC). The situation clearly indicates the need to replace - as soon as possible - porcelain sinks and toilets with safer, non-breakable, alternatives.

While at WMCC residents receive academic, health, and recreational services. The Maryland State Department of Education (MSDE) provides on-site classes in two classrooms and on the housing units. Special education and GED preparation services are provided, however, vocational, career, and technical education opportunities are not available. Substance abuse, anger management, victim awareness, and clinical counseling support services are available to residents when the licensed counselor is available. Although the facility lacks a Director of Recreation, community volunteers, direct care staff and MSDE employees do provide recreation activities to reduce idle time for youth.

Throughout 2011, youth and staff reported feeling safe at WMCC and the facility was in compliance with a mandated daytime staff-to-youth ratio of 1 to 8. However, current staffing capacity does not allow for 24-hour one-on-one supervision should the need arise. Facility administrators also face challenges in providing extra direct care staff support. The Department should prioritize the hiring of more direct care workers for WMCC to help ensure safety at all times.

William Donald Schaefer House

The William Donald Schaefer House (WDSH) is a 90-day residential substance-abuse treatment program for up to 20 boys ages 14 to 18. The facility is located in Northeastern Baltimore City. DJS operates all services at the home, including education.

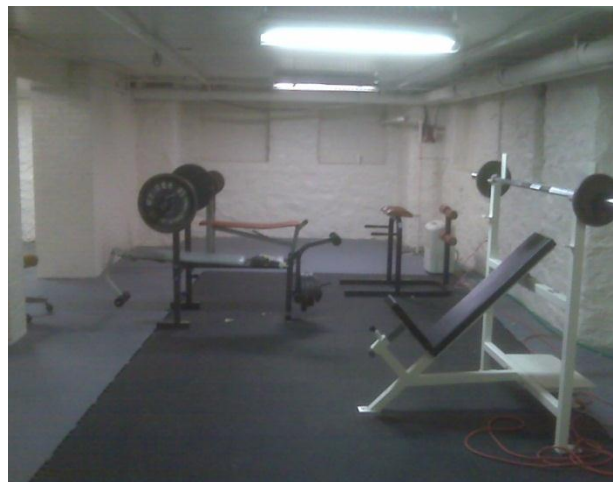
The three-level home consists of four bedrooms, two sunrooms, a cafeteria, a kitchen, a basement and a number of rooms used as office space. Hot meals are delivered to the WDSH daily from the Baltimore City Juvenile Justice Center. Recreation is provided at neighborhood centers and at an outdoor basketball court.

The facility has onsite classroom and counseling space. Some education is provided at the nearby evening reporting center. Counselors provide ongoing therapy via the Youth Competency self-awareness training and Seven Challenges substance abuse programs.

The basement was under-utilized for years due to decrepit conditions and inadequate ventilation but the area was renovated during 2011 to provide for indoor recreation space (see pictures below).



BASEMENT BEFORE RENOVATION



AFTER RENOVATION

Youth Centers

The DJS Youth Centers have a combined population capacity of 164 youth and provide commitment care services to male youth in four separate facilities:

- **Green Ridge** in Allegany County serves up to 40 youth in three separate programs: Mountain Quest, a 90-day intensive adventure based treatment impact program; Revelations, a substance abuse program lasting a minimum of 120 days; and a therapeutic program lasting an average of six to eight months.
- **Savage Mountain** in Garrett County serves up to 36 youth primarily from non-Western Maryland counties.
- **Backbone Mountain** serves up to 48 youth. There are 32 to 38 beds places in a six to eight month treatment program, while 10 to 16 places are reserved for youth in a college preparation program.
- **Meadow Mountain** serves up to 40 youth primarily from non-Western Maryland counties and specializes in addiction treatment over the course of a 6 to 9 month program.

Over the past six years, the Youth Centers have accepted more challenging youth. Because the Youth Centers are “staff secure” and not “hardware secure” (fenced) facilities, security is largely dependent upon the quality and quantity of staffing, however, the centers operate with a shortage of staff. Weekly clinic runs, training requirements, vacation time, sick leave, family leave and unscheduled staff call outs contribute to staff not being available for duty.

Before the winter holidays, the Department made a decision to forbid youth movement between Youth Center buildings after dark because of a perceived risk of elopement. Youth are to be confined to the dormitories during the hours of darkness over the winter months.

The dormitories at three of the four centers are open areas housing up to 40 youth and with typically only 5 or 6 staffers on duty. Lights out occurs at 8:30pm, so the new stipulation means youth are stuck together in close proximity for approximately three hours with nothing to do except use newly provided video game equipment or play cards. Youth Center staff members are attempting to develop other activities and treatment program options to help keep the youth productively occupied during hours they previously may have spent in the gymnasium or in other recreation areas. Off campus trips may still reportedly be made in the evening, provided there is adequate staff coverage available to supervise outings.

The Department also recently began requiring center managers to provide more staff than had been the practice when individuals or groups are in movement or in transport. Youth Center managers have tightened up youth supervision practices to enhance safety and security for youth and staff.

Even with staff shortages, direct care personnel at the Youth Centers are attentive and responsive to the needs of youth residents and provide safety, security and programming to the best of their ability. The dedication of staff at Green Ridge is especially noteworthy in regard to the quality of services delivered to youth.

DJS should recalculate the staffing formula for the centers in order to ensure the provision of safety, security and adequate programming in the Youth Centers.

Youth Center administrators have worked diligently on physical plant upgrades including new flooring, new roofing and refurbished buildings and offices.

A large number of youth recidivate following completion of programs at the DJS Youth Centers. According to a DJS StateStat Report dated October 8, 2010, concerning post-commitment recidivism rates, an average of 53% of youth are re-arrested. By three years out, the re-arrest rate reaches 74%.

The Maryland State Department of Education at DJS Facilities

The Maryland State Department of Education (MSDE) took over education services at Cheltenham Youth Facility (CYF) in October of 2011.

In addition to CYF, MSDE currently manages education services at five other detention facilities: The Baltimore City Juvenile Justice Center; the Charles H. Hickey, Jr., School; the Lower Eastern Shore Children's Center; and the Western Maryland Children's Center. Two DJS treatment facilities, the Victor Cullen Center in Frederick County and the J. DeWeese Carter Center in Kent County, also include schools managed by MSDE.

Plans for the MSDE transfer of education services at other DJS detention and treatment centers include the Thomas J.S. Waxter Center in Laurel and the Alfred D. Noyes Children's Center in Rockville (both detention centers) and the William Donald Schaefer House (WDSH), a treatment facility in Baltimore City. The four DJS Youth Centers in Western Maryland will also come under MSDE jurisdiction.

MSDE and DJS are currently in negotiation concerning a takeover of the Waxter facility by July of 2012. There were significant problems with the education program at Waxter during 2011 (see the "Services to Female Youth" section which begins on page 12 of this report). The JJMU recommends an MSDE takeover of education services at Waxter as soon as possible.

Appendix A

The Juvenile Justice Monitoring Unit in 2011

1. The Monitor's Function

During 2011, the Juvenile Justice Monitoring Unit investigated and reported on conditions at 24 Maryland Department of Juvenile Services operated and licensed facilities per *Md. State Govt. Code Ann. §6-404 (2009 Replacement Volume)*.

The facilities monitored by JJMU included DJS-operated detention centers and committed care programs, as well as privately operated shelters and committed care programs. Reports of the Unit's evaluations are issued on a quarterly basis and address the following issues:

- Treatment of and services to youth, including:
 - whether their needs are being met in compliance with State law;
 - whether their rights are being upheld;
 - whether they are being abused;
- Physical conditions of the facility;
- Adequacy of staffing; and
- Effectiveness of the child advocacy grievance process and DJS monitoring process.

Monitors make unannounced visits to facilities. Visiting frequency is determined by challenges and progress at each facility. During visits, monitors may inspect the physical plant, interview youth and staff, observe classes, review medical and school records, and receive copies of documents including full incident reports, seclusion logs and reports, activity logs, and staffing charts.

Monitors review the DJS Incident Reporting and ASSIST databases and may follow up on incidents in facilities, particularly those involving alleged staff on youth violence, youth on youth violence, group disturbances or any incident involving injury or an allegation of abuse or neglect. Monitors also review DJS Investigative Reports concerning incidents that have prompted formal investigations and review grievances filed by youth. In regions where they occur, monitors participate in multi-agency meetings called to discuss reports of alleged child abuse or neglect in facilities.

Twice yearly, monitors incorporate findings into comprehensive Individual Facility Reports. In addition, when a serious or immediate threat to youth and/or staff safety is identified (e.g., fire safety code violations, escapes, or serious staffing or operational issues), the Juvenile Justice Monitoring Unit may issue a Special Report.

Monitors attend Facility Advisory Board meetings, which include community leaders and advocates, and report their findings to the Boards. The JJMU also attends meetings of the State Advisory Board on Juvenile Justice.

2. Activities and Accomplishments in 2011

In calendar year 2011, our staff conducted facility monitoring visits that resulted in 75 monitoring reports. These included the 2010 Annual Report with individual facility updates, published in February of 2011, in addition to individual facility reports covering the first quarter and third quarter of 2011.

During 2011, the unit also published a comprehensive pictorial report which encompassed every facility operated and licensed by DJS facilities. The JJMU 2011 Pictorial Report and DJS Response is available at:

<http://www.oag.state.md.us/JJMU/reports/JJMU2011picReport.pdf>

Also in 2011, the JJMU published a Special Report concerning an escape from the Cheltenham Youth Facility – the report and the Department’s Response can be accessed at:

http://www.oag.state.md.us/JJMU/reports/CYF_Escape_special_10_5_11.pdf

All previous reports of the Juvenile Justice Monitoring Unit are available via link on our website at www.oag.state.md.us/jjmu.

Additionally, over the course of the past year, the Juvenile Justice Monitoring Unit worked with a variety of state and local agencies and youth-serving organizations to improve the quality of services for Maryland youth. The agencies and organizations included the Maryland State Advisory Board for Juvenile Services and various facility advisory boards; Maryland State’s Attorneys’ Offices and the Maryland Office of the Public Defender; the Maryland Disability Law Center; the Montgomery County Commission on Juvenile Justice; and Baltimore City CASA.

Appendix B

JJMU Facility Monitoring Responsibilities

<ul style="list-style-type: none"> • Baltimore City Juvenile Justice Center • Charles H. Hickey School • J. DeWeese Carter Children's Center • Kent Youth Boys Group Home • The Way Home - Mountain Manor • Thomas J.S. Waxter Children's Center 	<p>Claudia Wright: (410) 576-6597, cwright@oag.state.md.us</p>
<ul style="list-style-type: none"> • Cheltenham Youth Facility • Silver Oak Academy • One Love Group Home • Liberty House Shelter 	<p>Nick Moroney: (410) 952-1986, nmoroney@oag.state.md.us</p>
<ul style="list-style-type: none"> • Backbone Mountain Youth Center • Green Ridge Youth Center • Lower Easter Shore Children's Center (LESCC) • Meadow Mountain Youth Center • Morningstar Youth Academy • Savage Mountain Youth Center • Victor Cullen Center 	<p>Tim Snyder: (410) 591-6166, tsnyder@oag.state.md.us</p>
<ul style="list-style-type: none"> • Alfred B. Noyes Children's Center • Aunt CC's Harbor House Shelter • Graff Shelter for Girls • Karma Academy for Boys Randallstown • William Donald Schaefer House • Western Maryland Children's Center 	<p>José Saavedra: (410) 576-6953, jsaavedra@oag.state.md.us</p>
<p>Nick Moroney Director (410) 576-6599 nmoroney@oag.state.md.us</p>	

JJMU Staff Biographies

Juvenile Justice Monitoring Unit (JJMU) staff members have a broad range of professional experience and educational qualifications. In carrying out duties, monitors utilize practical skills and substantive knowledge of juvenile programming, special education, civil rights law, juvenile legal representation, counseling, casework, program operations and management.

Nick Moroney was appointed as director of the JJMU in April of 2011. He joined the Unit as a monitor in February of 2008, was promoted to senior monitor in early 2010 and became acting director in October of the same year. For several years before he joined JJMU, Mr. Moroney taught in an alternative public school for troubled youth. Prior to teaching, he worked as an editor and writer on issues affecting vulnerable populations in Maryland and Washington, D.C. Mr. Moroney holds a Master's Degree from Georgetown University.

José Saavedra joined JJMU in August of 2010. Prior to joining the Unit, Mr. Saavedra worked on juvenile justice reform issues with youth in local communities and was Juvenile Justice Network Coordinator with a national non-profit organization. Mr. Saavedra also founded an after-school program for youth believed "hardest-to-reach." He holds a Master's Degree in Public Policy from American University.

Timothy Snyder joined the Unit in 2001 after many years of working directly with troubled youth and their families. Previously, for eleven years, he served as Director of the New Dominion School in Maryland, an adventure-based residential treatment program for troubled youth. He also worked in direct care and family services at New Dominion School in Virginia. As a private practitioner, Mr. Snyder consulted with numerous families experiencing difficulties with their children. He holds an M.A. in Pastoral Counseling (special emphasis in marriage and family counseling) from LaSalle University and a B.A. from Guilford College (Sociology).

Claudia Wright is senior monitor at JJMU and has been with the Unit since January of 2007. Ms. Wright began her career as a public defender, serving as Chief of the Juvenile Division of the Public Defender's Office in Jacksonville, Florida. She later litigated major class action cases for the American Civil Liberties Union National Prison Project, including cases challenging conditions of confinement for children in training schools, jails and detention centers. She was lead counsel on *Bobby M. v. Chiles*, which was the catalyst for reform of the juvenile justice system in Florida. Ms. Wright was a founder of Florida State University's first juvenile law clinic and founded Gator TeamChild, a multi-disciplinary juvenile law clinic at the University of Florida. Her article, *Making Systems Integration Work*, was published in the Fall 2011 edition of *The Connector*, the online journal for the Robert F. Kennedy Children's Action Corps and the Center for Juvenile Justice Reform at Georgetown University.

A Brief History of the Juvenile Justice Monitoring Unit

In 1999, the Maryland Department of Juvenile Justice (precursor to the Maryland Department of Juvenile Services/DJS) received national media coverage over the treatment of youth in its boot camps facilities. A Task Force investigation concluded that the Department lacked oversight and recommended creation of an external monitoring agency to report to the Governor and members of the General Assembly on conditions in DJS facilities as well as on the safety and treatment of youth in DJS custody. As a result, the Office of the Independent Monitor was established in 2000.

Legislation to codify the Office of the Independent Juvenile Justice Monitor was passed into law in 2002. The Independent Juvenile Justice Monitor was originally housed in the Governor's Office of Children, Youth, and Families. In 2006, the monitoring unit was moved to the Office of the Attorney General and was renamed the Juvenile Justice Monitoring Unit (JJMU).



Maryland Department of
Juvenile Services
Treating • Supporting • Protecting

February 17, 2012

DJS Response to the Juvenile Justice Monitoring Unit (JJMU) 2011 Annual Report

DJS appreciates the time and care the JJMU has taken to provide DJS with their findings in the JJMU 2011 Annual Report and has thoughtfully considered the reporting and suggestions provided. We will take corrective action in areas in need of our attention and response.

This response will first address the following four areas the JJMU has highlighted in their report and then will address comments regarding the facilities.

1. Population and pending placement;
2. Capital planning and alternatives to detention;
3. Safety, security and staffing; and
4. Services for female youth.

1. Population and Pending Placement

a. Population

Though there are occasionally times when every facility has more youth in residence than the rated capacity, at no time is a DJS facility so overcrowded as to affect the safety of or services to the youth we serve.

As the JJMU are aware, Juvenile Court Judges and Masters issue detention orders (after arguments from both State's Attorneys and Public Defenders) with which we must comply. We do our very best, using a variety of methods (including detention case reviews) to keep detention populations low, but the population is often a result of factors we cannot control but still have to manage. Our primary concern is for staff and youth safety and security; neither have been compromised on the occasional day that we have higher populations.

Additionally, all of our Regional Directors work hand-in-hand with our facility staff to communicate about population spikes and move youth when necessary to avoid overcrowding.

Both the population and pending placement concerns the JJMU lists are limited to DJS' detention facilities. Though we understand the JJMU's concerns about keeping the population within the safe, rated capacity, the JJMU's own chart shows that the average daily population across 2011 was either just slightly above or below the rated capacity at each facility.

b. Pending Placement

The Department agrees and can fully appreciate the JJMU's remarks and frustration with youth remaining in detention centers waiting for a placement to treatment. Accordingly, the Department has developed a System of Care reform plan to address this problem.

The first component of the plan is the creation of a system of care out of the committed placements available in our system. The Department operates five facilities for committed youth with a combined capacity of 245. In addition, DJS contracts with 64 private providers accounting for 142 programs for additional committed beds. There are 665 youth in placement with private providers in Maryland. Youth who cannot be managed within the range of options available in Maryland are placed with out of state contractors.

The concept of a system of care contemplates taking all of the placements available and arranging them into a continuum based on their treatment delivery and their security level. At the shallow end of the continuum are the placements for youth with the lowest level of security and the least restrictive environments and at the high end, are the most secure facilities. Placements will be grouped by security level and within each group.

When youth struggle within a placement, rather than ejecting them back into detention, the system of care approach will move them into another placement and they will continue their treatment until completed.

The second component of the plan is the development of a Reception and Assessment Center for evaluation and placement of youth. Movement of youth within the system will be carried out at the Reception and Assessment Center. The goals of the DJS Reception and Assessment Center (RAC) are:

- 1) Administer evaluations of youth committed to DJS to expedite placement into appropriate facilities;
- 2) Coordinate placements so youth are sent to facilities that best meet their treatment, educational, medical and security needs;
- 3) Develop a standardized assessment process under a best practices method that insures consistent, quality recommendations to the court and other requesting agencies;
- 4) Prepare youth to understand and become initiated into DJS' system of care that would facilitate the youth's transition into his/her appropriate placement;
- 5) Provide monitoring of the youth's progression and placement in various settings to insure that the services he/she receive are appropriate and maintained – and transferred if the youth's needs change during the course of treatment intervention; and
- 6) Provide further evaluation/assessment to those youth who are released from locations unsuccessfully and require transfer to an alternative placement.

The third phase is the development of Length of Stay Guidelines. The length of stay will be based on the severity of the offense committed and the treatment needs of the youth. The low end of the range given will be attainable if the youth successfully meets treatment goals, makes satisfactory progress in educational achievement and exhibits good behavior during the time in

commitment. The high end of the range will be used if the youth is not engaged in treatment and/or education or otherwise behaves poorly.

It is important to have an assigned length of stay for youth which can be articulated at the beginning of their commitment so they know where the finish line is and what is expected of them.

Additionally, when considering the system of care concept above, it is vital to track the overall length of stay for youth who may be moving from one provider to another. This serves as a safeguard so that youth do not stay longer when we move to the continuum approach.

2. Capital Planning and Alternatives to Detention

The Department has an existing gap analysis that we are reviewing and evaluating to determine what updates may be necessary. We also continue to work closely with the Annie E. Casey Foundation on our Juvenile Detention Alternatives Initiative (JDAI). The Department has also hired a new JDAI Coordinator who has created a committee that will focus on decreasing disproportionate confinement in Maryland. The committee includes stakeholders as well as DJS employees. Because the Department is ultimately required to take all youth ordered by a court into secure detention, the Department's participation on this committee is extremely important.

3. Safety and Security

The Department appreciates the JJMU acknowledgment of the decline in aggressive incidents at Cheltenham during the last quarter of the year. There have been a number of positive changes since the new Superintendent started in September of 2011.

On July 15, 2011, two youth at the Cheltenham Youth Facility (CYF) escaped from their living unit in the middle of the night through a back door that was left unsecured by staff error. The youth then used bolt cutters to cut a hole in the fence and flee the secure campus. The youth were quickly apprehended by law enforcement and, after questioning, sent to different secure detention facilities to be held.

Per policy, DJS immediately conducted an investigation through the Department's Office of the Inspector General. The investigation was completed and all the findings and recommendations identified in the investigative report have been addressed as well as discipline to staff based on the Standards of Conduct.

A mandatory staff meeting was held and led by the Superintendent. All security procedures were reviewed and reinforced with staff. Details of the security breakdowns which allowed the escape to occur were shared with staff to highlight deficiencies. Procedures for the inventory and control of tools have been established for maintenance staff.

The bullets below provide a summary of the completed corrective actions:

- Disciplinary action was taken against all staff who failed to follow the Department's policies and procedures, which included the facility's leadership.
- An immediate inventory and security sweep was conducted to ensure all tools were accounted for. Maintenance has increased their random inventory audits to ensure the tool control policy is being enforced.
- The Deputy Secretary of Operations debriefed with all staffed involved and addressed their actions that contributed to the incident.
- A follow-up review of video footage and a walkthrough of the facility was conducted to identify blind spots within the video surveillance system. Additional cameras have been ordered and will be installed within the areas identified.
- A scope of work has been submitted to maintenance for the installation of alarms to the back and side doors of the living units.
- All CYF staff were re-trained on the following policies and procedures which are also emphasized in all shift briefings, unit meetings, and formal training sessions:
 - Requirements for youth supervision;
 - Movement;
 - Log book documentation;
 - Tool control;
 - Staff notification and approval from the Shift Commander prior to letting a youth out of their room; and
 - The Housing Unit Staff Post Orders.
- Random video audits have been increased to ensure compliance with policies and procedures.
- Executive level staff has increased oversight as well as unannounced administrative visits on both night and day shifts.
- All equipment and fence alarms were tested to ensure they were functional and will be continuously checked by staff when they assume their post, using a checklist.
- Shift commanders were directed to increase rounds per shift and areas that need to be covered.
- Increased the number of routine checks and thorough inspections of the fence area.
- Conduct radio checks during the night shift.
- Ensure all tools are repossessed from a staff person vacating a position. The tools will be secured until the position is filled or the tools are reassigned to other maintenance staff.
- Inventory and reconcile all maintenance tools entering into the facility. A thorough security sweep will be done of any area where tools have been used.
- Security related policy and procedures will be a part of regular staff meetings.
- Document and log administrative reviews of random video footage throughout each shift each day.
- Additional utility vehicles assigned to the facility to assist in perimeter control.
- Facility management is now required to review random selections of video recordings to ensure staff is conducting room checks, youth counts and other security procedural requirements daily. Additionally, tour guard reports must be reviewed daily.

- Facility management is now required to make and document unannounced facility visits during the night shift. Headquarters managers, including the Secretary, will continue to make unannounced visits to the facility, particularly during the night shift.

The Department also appreciates the positive remarks about the progress made at Noyes, Carter, the Lower Eastern Shore Children's Center, the Western Maryland Children's Center and the Baltimore City Juvenile Justice Center (BCJJC). We strive to have all of our facilities trend in this direction.

The Department has posted the superintendent position at Victor Cullen and is actively recruiting to find a strong leader to manage that facility. An interim superintendent has been identified and executive management has been visiting more frequently.

DJS is committed to safe staffing levels. The Department has done a thorough review of staffing plans for all DJS facilities, treatment and detention, to determine the appropriate staffing levels. The Secretary is committed to hiring residential staff and has streamlined the process to get new staff on board as soon as possible. There is no question that youth who are supervised by an appropriate number of trained, alert and engaged staff are safer themselves and able to stay busier with school, recreation and structured rehabilitative programming.

4. Services for Female Youth

It is a priority for the Department of Juvenile Services to ensure that all youth under the care of the Department receive appropriate services and programming. Accordingly, the Department has begun an in-depth analysis of the population and current resources to identify how the agency can better utilize existing resources to provide substantially equivalent services to girls.

At the beginning of that analysis, the Department identified an immediate need to expand alternatives to detention for girls as well as a need to re-locate the DJS committed residential program for girls. The Department worked with community partners to expand programming at Day and Evening Reporting Centers in Baltimore City and Prince Georges County to accept girls who are eligible for an alternative to detention. Additionally, a new Day and Evening Reporting Center for girls is slated to open in June 2012 in Montgomery County.

The Department also re-located the committed residential program for girls operated by DJS at the Waxter Children's Center (Waxter). Prior to re-locating the program, the Waxter facility housed both a committed residential program for girls and a girl's pre-adjudication detention center. Recognizing that the committed population would be best served in a facility solely dedicated to that population, the committed residential program for girls was moved from Waxter to the J. DeWeese Carter Youth Facility (Carter) in Chestertown, Maryland. The committed program at the Carter Center will provide the appropriate environment to treat our highest-risk girls with an entire staff solely dedicated to providing treatment services.

The Department is committed to further improving girls' services in Maryland and continually evaluating data and assessing the population to ensure that resources are directed appropriately.

The education team at Waxter has developed and monitors regularly a corrective action plan to ensure each youth receives appropriate educational services, including special education requirements. Effective documentation of school attendance and issues during the school day has contributed to process improvement. The education supervisor meets daily with the group life managers to ensure that all education issues are immediately addressed.

Facility Specific Responses

Alfred D. Noyes

In response to the concerns regarding the sleeping rooms housing two residents, the facility ensures that youth are placed in rooms together based on age and classification. Based on the youth's charges and predatory behavior, some youths are housed alone. When the female population exceeds the accommodated level, the female unit is divided into two units and one male unit, is split between the other two male units.

Noyes does have a fully staffed medical unit as well as access to the secured facility van to transport youth to the Shady Grove Adventist Hospital located 1.03 miles away in the event of an emergency in the evening. The Metro Transportation Unit is stationed out of Noyes and assists with Transports to include emergencies. The medical unit also provides a list of on-call nurses available for any questions that may arise when medical staff are not in the building.

As indicated in the JJMU's findings, incident reports at Noyes are fairly low and assaults among youth have markedly decreased in 2011 compared with 2010. The Department attributes these declines to the new direct care staff (16 out of 57 started in 2011) as well as the staffs' ability to appropriately de-escalate a youth and be proactive in separating youths to avoid physical assaults from occurring.

Baltimore City Juvenile Justice Center (BCJJC)

As noted in the JJMU monitor's report, in August of 2010, BCJJC did successfully exit from federal oversight by reaching substantial compliance with 29 provisions of the settlement agreement with the U.S. Department of Justice. The areas meeting compliance were in mental health, safety and security, suicide prevention, special education and behavior management. The rates of youth-on-youth violence showed a "steady downward trend" and youth are afforded a safe and structured environment within their home community. We appreciate that the JJMU includes this significant accomplishment in their annual report.

All Residential Staff have been trained to be proactive rather than reactive by responding quicker, using de-escalation techniques and receiving Crisis Prevention Management Training twice a year. The facility has also made strides to continue to improve the Behavior Management System and mental health contacts. The implementation of the Intensive Service Unit (ISU) has also contributed to preventing youth from committing additional assaults.

Charles H. Hickey Jr. School (Hickey)

The facility's number one priority is to ensure the safety and security of both youth and staff at all times. Accordingly, aggressive youth are placed in an Intensive Behavior Management program to ensure that the residents and staff are safe. When a youth is placed in the program a plan is developed to meet the individual needs of the youth by their Treatment Team. The youth is able to identify treatment goals, and his action steps to achieve such goals. The plans are youth driven, and supported through staff supervision, daily one to one interaction and encouragement. The Treatment Team meets weekly to discuss progress and/or to revise the plan. The youth attends each meeting. The youth is able to receive more intense services from the mental health department. The youth does receive educational, recreational services, etc.

The Intensive Behavior Management plan does not violate Departmental Policies. In fact, the Intensive Behavior Management plan promotes the safety and well-being of the youth, his peers, and staff. The youth's progress is directly attributed to the services received while on the Program.

Cheltenham Youth Facility

As indicated in the beginning of the Department's response, a plan is in place to address the pending placement issue through a system of care reform which will also assist in decreasing the populations of all the Department's detention facilities. The beginning of this response also addresses the corrective action that has been put in place after the escape in July.

In response to the JJMU's statements about the number of incidents at Cheltenham, the Department notes that there has been a gradual decrease over the past three months. Youth-on-youth altercations are also down for the month of January. While the Department always looks to replicate programs and models that are working in other facilities such as the ISU program at BCJJC, the facilities don't always have the space to implement the program. At Cheltenham, the Department does utilize a Behavior Management System, which is currently gaining support from both staff and youth.

J. DeWeese Carter Children's Center

As noted above, the Carter Center now serves the committed girls who were previously served at Waxter. The Department appreciates the JJMU's compliments to our staff at Carter who are very committed to providing quality programming and treatment to the girls they serve.

Victor Cullen Center (VCC)

The Department is implementing a new behavior management program at VCC called the CHALLENGE Program. When it is fully implemented by March 2012, the CHALLENGE Program will establish a structured and supportive environment for the delivery of treatment services. The program is based on behavior management principles for developing pro-social skills by rewarding appropriate/desired behaviors and holding youth accountable for inappropriate behaviors through the issuance of consequences and loss of privileges. Additionally, treatment services are individually established and provided by assigned therapists and counselors.

In reference to the superintendent position, as stated above, we are actively recruiting for a strong leader to run the facility.

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

The education team has developed and monitors regularly a corrective action plan to ensure each youth receives appropriate educational services. This includes special education requirements and effective documentation of school attendance. The education supervisor also meets daily with the group life managers to ensure that all education issues are immediately addressed.

Recruitment continues to be a priority at Waxter; interviews are conducted several times a month to facilitate recruitment efforts.

Western Maryland Children's Center (WMCC)

When the facility reaches its rated capacity and additional space is required, youth will sleep in the day room. However, youth assigned to that pod are generally those that have reached the highest level and have displayed positive behaviors for an extended period of time. Only in rare emergency situations would it be necessary for staff responsible for supervision on a pod be required to leave the pod with a youth not secured in a bed room. WMCC staffs 1st and 2nd shift with a rover and supervisor that would respond first in any duress situation. Third shift is also staffed with a rover for this reason. Pod C is staffed with two staff that could send one responder after securing youth, if necessary. In case of emergency, staff can communicate with control for supervision of the youth during any necessary response. Staff could also use the sally port on the pod to secure youth as a last resort.

In response to the concerns about breakable bedroom sinks and toilets at WMCC, DJS administration is currently investigating the transition from porcelain toilets to stainless steel. During the first week in February the director of maintenance visited WMCC and reported to the facility that this transition is likely to take place.

As the JJMU report indicates, WMCC utilizes community volunteers, direct care staff and MSDE staff as often as feasible to provide additional recreational activities and reduce idle time for the youth. MSDE also provides OSHA training for approximately fourteen youth a month in which each youth receive a nationally recognized certification from OSHA. MSDE is starting the ServSafe program also serving approximately fourteen youth who receive an additional nationally recognized certificate.

William Donald Schaefer House

We appreciate the JJMU's acknowledgement of the Department's efforts to renovate the basement and provide indoor recreation for the youth. The basement recreation area is now being utilized 2-4 times per week in addition to the 1 hour recreation that is given daily.

Youth Centers

A daylight savings time schedule has been instituted for all DJS facilities to ensure youth are not out during dark for safety reasons. However, programming on the units is being conducted. Specific to the

Youth Centers programming in the evening includes: positive peer culture (PPC) meetings, 7 Challenges program, journaling, team building activities and drug-education. Youth are also encouraged, by their staff to use any excess time for a study groups for upcoming tests at school.

Staffing shortages are being addressed. Requests to fill have been submitted by all the camps and interviews are scheduled on a continual basis. At Meadow Mountain Youth Center, one new line staff has completed Entry Level Training (ELT) and a 5 staff will be finishing up on February 16, 2012. At Savage Mountain Youth Center, one new line staff has completed ELT and a second staff is starting ELT in February. At Backbone Mountain Youth Center, one new line staff has is currently at ELT and additional interviews were conducted last week. At Green Ridge Youth Center, one new line staff completed ELT January 30, 2012. And lastly, the Department is also scheduling prescreenings in the Western Region to maintain an available pool of applicants that have been screened and are available to hire as soon as a vacancy occurs.