



**MARYLAND ATTORNEY GENERAL'S OFFICE
JUVENILE JUSTICE MONITORING UNIT
2011 PICTORIAL REPORT**



The Juvenile Justice Monitoring Unit (JJMU) 2011 Pictorial Report offers a concise visual guide to Maryland youth detention, treatment and shelter facilities operated or licensed by the Maryland Department of Juvenile Services (DJS).

As can be gathered from the photographs which make up the report, physical plant conditions at DJS facilities and (privately-run) DJS-licensed facilities run the gamut from modern and purpose built to old and inappropriate for youth residence.

The images in this report are intended to convey an inside perspective of the environment Maryland youth in DJS care and custody experience daily in various counties throughout our state. The pictures of the physical environment are also meant to provide an accurate idea of the resources and services provided to youth residents.

The JJMU hopes that the report will be valuable to those who are interested and involved with the juvenile justice system in Maryland. Perhaps the report will help as we continue to ask whether we are doing the best we can or can we do better for Maryland's youth?

This pictorial report was produced by the JJMU: Nick Moroney, José Saavedra, Tim Snyder and Claudia Wright. Invaluable help was provided by Eliza Steele and Fritz Schantz.

The DJS response to this report is included at the end of the document.

The artwork in the front cover photograph was created by youth and staff at the Baltimore City Juvenile Justice Center.

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Allegany County Girls Group Home



Private Treatment Facility - Allegany County

Until recently, the Allegany County Girls Group Home was licensed by DJS as a nine-bed residential treatment program for girls ages 13 to 18. The average length of stay ranged from 7 to 12 months. As of July 1, 2011, the home is licensed by the Department of Health and Mental Hygiene as an eight-bed therapeutic group home for girls. Previously, the facility was run by the Cumberland YMCA. The home is now operated by San Mar Children's Home, Inc., and continues to serve girls referred by DJS.

The home is set on a hill and has no major physical plant issues. The three bedrooms in the facility are spacious and neatly maintained. Individual and group therapy counseling sessions have been held in-house, though some girls received therapy off-site. Most recreational and learning activities as well as medical services are also provided locally. Residents prepare meals in a well-stocked and clean kitchen. The facility has consistently provided a healthy setting and a productive program for residents.



First floor bedroom



Bathroom



Kitchen



Second floor bedroom



Outdoor recreation area

Aunt CC's Harbor House



Private Shelter Facility - Baltimore City

Aunt CC's Harbor House is a temporary shelter for up to 15 boys ages 12 to 18. The Department of Juvenile Services licenses the North American Family Institute to manage administrative and residential services. The average length of stay at Aunt CC's is 30 days.

The strengths of the facility are the physical plant and the staff. The bedrooms and bathroom are well maintained by youth and staff. The intake and living rooms provide limited recreation space, including a television and computers. Most recreational activities take place off-site and a neighborhood park is used for large muscle exercise. Residents attend a local public school. The youth eat staff-prepared meals in a small cafeteria located in the basement of the home. Aunt CC's provides temporary residence for youth as an alternative to detention.



Recreation room/Intake



Living room



Bathroom

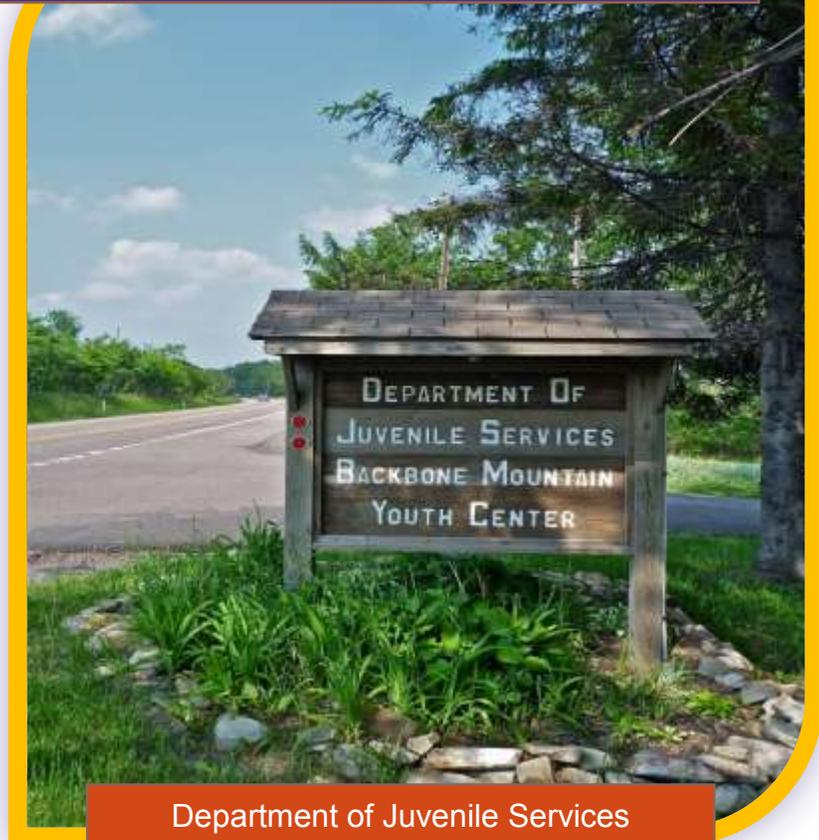


Bedroom



Cafeteria

Backbone Mountain Youth Center



Department of Juvenile Services
Treatment Center – Garrett County

Backbone Mountain is a residential wilderness program for 48 youth. It is located in the beautiful mountains of western Maryland. Most youth stay 6 to 9 months in the program. One group of 10 youth participates in a college preparation program. Backbone Mountain serves male youth residing primarily in non-western Maryland counties.

Backbone has a dedicated staff and has undergone physical plant improvements to enhance safety and security.



Administrative building



School building



Youth dormitory



Woodworking shop



Classroom with interactive board



Residents lounge – college preparation program



Dining hall



Welcome Rock in front of gymnasium



Aquaculture pond and wind generator



Baltimore City Juvenile Justice Center

DEPARTMENT OF JUVENILE SERVICES DETENTION CENTER

BALTIMORE CITY

The Baltimore City Juvenile Justice Center houses a detention facility for male youth on the ground floor of a building complex that includes juvenile courts and other youth-related services. The detention center is operated by the Maryland Department of Juvenile Services, which currently rates the population capacity at 120. School is provided by the Maryland State Department of Education.

Conditions have improved considerably at BCJJC over the last year. Violence has subsided since the administration implemented an Intensive Services Unit. Youth are placed in this specialized living unit based on objective criteria which focus on violent behavior. Release from the unit is also based on objective criteria which are evaluated weekly by a team of professionals. Youth receive intensive behavioral health, education and counseling services while in the ISU.

The architecture of BCJJC makes housing of youthful offenders very difficult. The prison-like environment is not conducive to rehabilitation. There is no adequate space for outdoor recreation. The administration is able to cope with these deficiencies by providing a full schedule of indoor recreation and activities.



Classroom



Living unit dayroom



Hallway connecting three housing pods



Pod day room



Living unit day room



Youth sleeping room



Classroom



Art class



Library



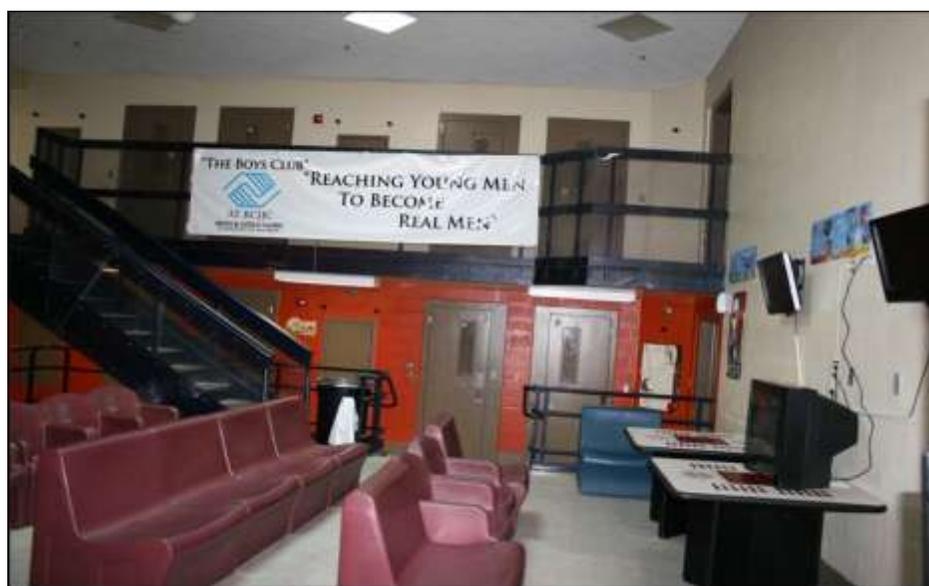
Outside recreation area



Gymnasium



Raven's lounge recreation room



Boys' Club classroom



J. DeWeese Carter Youth Facility

DEPARTMENT OF JUVENILE SERVICES DETENTION CENTER

KENT COUNTY

The J. DeWeese Carter Youth Facility is a 15-bed detention center for boys on Maryland’s Eastern Shore. It is located in Chestertown, Kent County. It is operated by the Maryland Department of Juvenile Services. Educational services are provided by the Maryland State Department of Education.

Youth at Carter are housed in one wing of a former mental health facility. Although the building was not designed to house detained youth, staff work diligently to provide a clean, safe, and pleasant environment. DJS has maintained the population at 15 for several years. The school is housed in a new modular building which is spacious and well equipped. The medical department is also appropriately staffed and equipped. There is no infirmary, but Chestertown medical facilities are located nearby. Youth are housed in individual rooms. Youth and staff would benefit from the addition of a large indoor recreation area.



Exercise Room



School



Main dayroom



Youth sleeping room



Medical examination room



Honor level bedroom



Classroom and teachers



New blacktop on the basketball court



Cheltenham Youth Facility

DEPARTMENT OF JUVENILE SERVICES DETENTION CENTER

PRINCE GEORGE'S COUNTY

Cheltenham Youth Facility serves young men ages 12 to 18 who are awaiting trial, adjudication, or committed placement. Although CYF is set amidst scores of acres, only three aged detention units and a renovated infirmary remain open to house youth. The three units, Henry, Rennie, and Cornish have a recommended capacity of 24 youth each. Henry and Rennie are generally severely overcrowded, each typically housing 35 to 40 youths. Cornish is also usually above capacity. The number of aggressive incidents at the facility has increased over the past year. Plans for a purpose built detention center at CYF seem to be stalled. The shelter building outside the fence at CYF is currently vacant and should be appropriately utilized.

Youth share cells due to overcrowding throughout CYF. Cells have a metal or suicide proof bed. Overflow youth sleep on plastic beds with a thin mattress inserted. There are six cells in the infirmary where capacity is set at 14 youths. Youth attend school for 6 hours per day. The Maryland State Department of Education will take over education services in October of 2011. Fenced-in blacktop pads at the back of each unit, a weight room, the CYF gymnasium and a recreation room provide outlets for youth. Small group vocational activities include woodworking, graphic design, horticulture and ceramics. These programs are well managed and valuable for students, however, they are only intermittently available.



Henry Cottage



Cottage hallway



Occupied cell - metal bed to be replaced



Cottage dryer and refrigerator



Window frame in a cottage cell



Window frame replacement is underway



Cottage cell for two youth utilizing plastic and metal beds



Cottage dayroom



Cottage activities room



Side view of cottage



Cottage recreation pad (inside secondary fence)



Gymnasium



Recreation room



Horticultural project (inside secondary fence)



Woodshop



Ceramics



Classroom



Infirmary cell with boat bed



CYF Shelter



Shelter living room - the shelter building remains unused

Graff Shelter for Girls



Private Shelter Facility – Washington County

The Dr. Henry F. and Florence Hill Graff Shelter for girls is a short-term residential program located in Boonsboro. The facility is licensed by the Department of Juvenile Services and the Department of Human Resources. The shelter can accept up to 12 girls, from age 13 to 18, who are awaiting court placement in a residential treatment program. Youth are referred to Graff by DJS and the Department of Social Services and may stay for up to 90 days.

The Graff shelter provides a positive and holistic residential treatment program to Maryland girls in DJS custody. The consistently bright atmosphere at the facility includes decorative and well-maintained living spaces and ongoing positive staff interaction with youth residents. Meaningful recreational and skills-building programs are available to youth and include gardening classes as well as community service excursions. Residents receive education on-site in a classroom or at a neighborhood public school. GED-bound students can prepare for the exam while at Graff. A counselor is available to provide planned therapy to the girls as needed. Nutritious meals are regularly provided by staff. Graff gives Maryland girls opportunities to focus on success during and after residential treatment.



Living room



Dining room



Bedroom



Bathroom

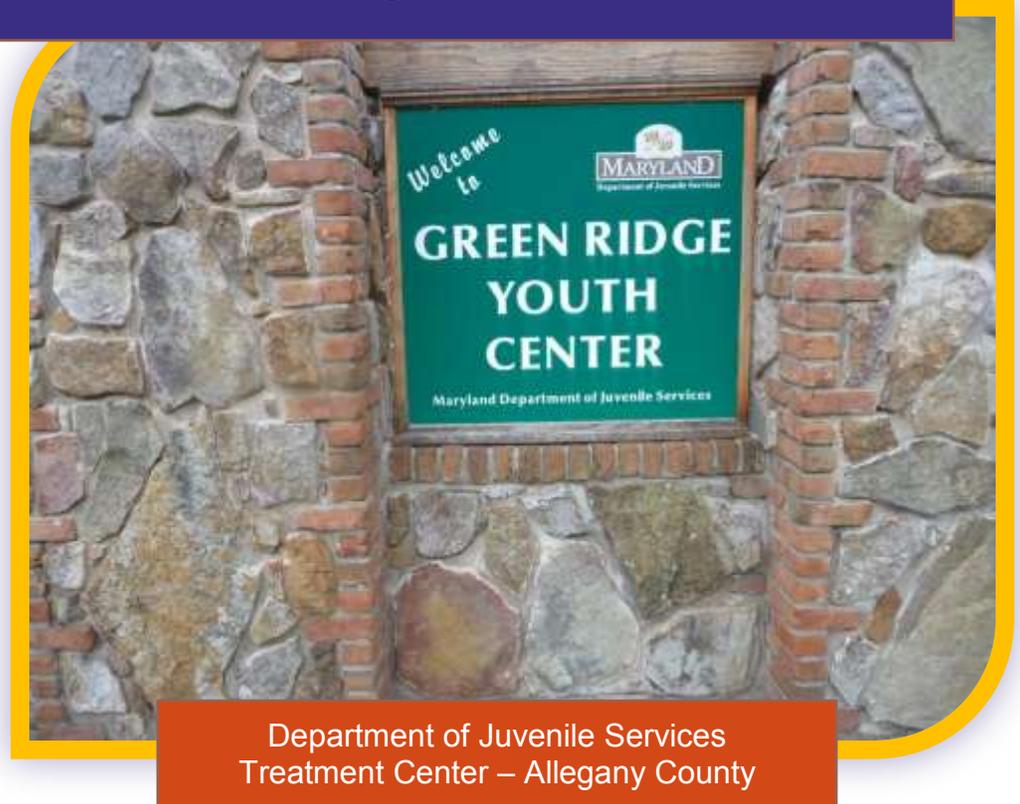


Classroom



Garden tiles painted by residents

Green Ridge Youth Center



Green Ridge is located in Allegany County near Flintstone. The program provides residential services in a bucolic setting to 40 youth. Green Ridge primarily serves Western Maryland male 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 averaging six to eight months.

The staff at Green Ridge are experienced and dedicated.



Administrative building



Dining hall



Youth sleeping quarters in the dormitory



Recreation room



Classroom with interactive board



Vocational classroom



Gymnasium



Outdoor recreation field



Mountain Quest on-grounds campsite



Charles H. Hickey, Jr. School for Boys

DEPARTMENT OF JUVENILE SERVICES DETENTION CENTER

BALTIMORE COUNTY

The Charles H. Hickey, Jr., School is a Department of Juvenile Services owned and operated detention facility for male youth between the ages of 12 and 18. The facility is located in eastern Baltimore County. The facility houses 72 youth. The Maryland State Department of Education provides educational services to resident youths.

Hickey is an old fashioned, reform school model with widely spaced living cottages and vast acreage behind razor wire fence. However, most of the cottages have been renovated so that youth living quarters are clean and comfortable. Each youth has his own room. There is a wealth of space and equipment for both indoor and outdoor recreation. There is a focus on sanitation and upkeep from the superb laundry facility, to the competition between cottages (including staff) for “best appearance” honors, to the sweeping, well-maintained lawns. The sense of orderliness is evident in youth behavior as well. Hickey youth participate enthusiastically in the grievance system to resolve disputes and problems. There is very little violence. Medical and behavioral health systems provide excellent care. The school is well-equipped and staffed. The Hickey school includes a well-stocked library.



Housing cottages on Hickey’s spacious campus



School



Roosevelt Hall



Roosevelt Hall dayroom



Sleeping room



Renovated bathrooms



Dining area



Ms. Dorothy Stewart makes sure youth have clean linens



Game room



Gymnasium



School library



Swimming pool

Karma Academy for Boys - Randallstown



Private Treatment Facility - Baltimore County

The Karma Academy for Boys - Randallstown is a short-term residential program for up to eight boys ages 14 to 18. The home is licensed by the Maryland Department of Juvenile Services and operated by KHI Services, Inc., to provide intensive therapy to low-level offenders and youth in need of sex-offender treatment and services. The program takes six to nine months to complete successfully.

A series of physical plant and resource improvements have been completed over the past year. The weight room and basement area have been renovated, cleaned and organized. Repairs have been made to the ceiling and the ventilation system. Youth and staff reorganized the library and computer room.

Karma provides intensive, evidence-based family therapy and individual and group counseling sessions are held daily. Education and recreation activities take place off-site. Reported incidents of aggression are rare at Karma.



Living room



Bathroom



Bedroom



Kitchen



Weight room



Library and computer room

Kent Youth Boys Group Home



Private Treatment Facility - Kent County

Kent Youth Boys Group Home is located in Chestertown on the Eastern Shore of Maryland. It is operated by Kent Youth, Inc., and provides a comfortable, home-like environment for 10 adjudicated boys aged 14 to 18. The residential group home was founded in 1971 as a local alternative to institutional or out-of-state placement of Eastern Shore youth. The group home is licensed by the Maryland Department of Juvenile Services.

The facility is a beautifully renovated residence situated on a tree-shaded hill. The home is clean and well maintained. The boys participate in household chores. Youngsters travel to local public schools every day, and participate in community activities. Therapeutic services are offered in the home. Kent Youth provides a comfortable, safe environment.



Main living area



Game room



Living room



Kitchen



Dining area



Youth bedroom



Exercise area



Lower Eastern Shore Children's Center

DEPARTMENT OF JUVENILE SERVICES DETENTION CENTER

WICOMICO COUNTY

The Lower Eastern Shore Children's Center in Salisbury is a 24-bed maximum-security detention facility owned and operated by the Maryland Department of Juvenile Services. The facility opened in 2003 and is designed to house male and female youth awaiting adjudication or placement. Youth are separated into three housing pods according to gender and security considerations. Pod A houses a maximum of 6 girls; Pod B accommodates 6 boys; and Pod C houses 12 boys.

LESCC continues to need greater numbers of direct care staff to provide supervision, safety and security. There are many reasons why staff members are not available for duty including illness, injury, family leave, training, and vacation. Staffing plans also take into account one-to-one supervision needs and situations where counselors or teachers untrained in crisis intervention work with youth. Although there is a shortage of direct care workers, staff at LESCC have implemented a full schedule of activities for youth and ensure a working behavior system that rewards positive decision making among residents.



Main entrance



Youth room doorway



Residential pod with door control station



Youth room



Medical examination room



Cafeteria



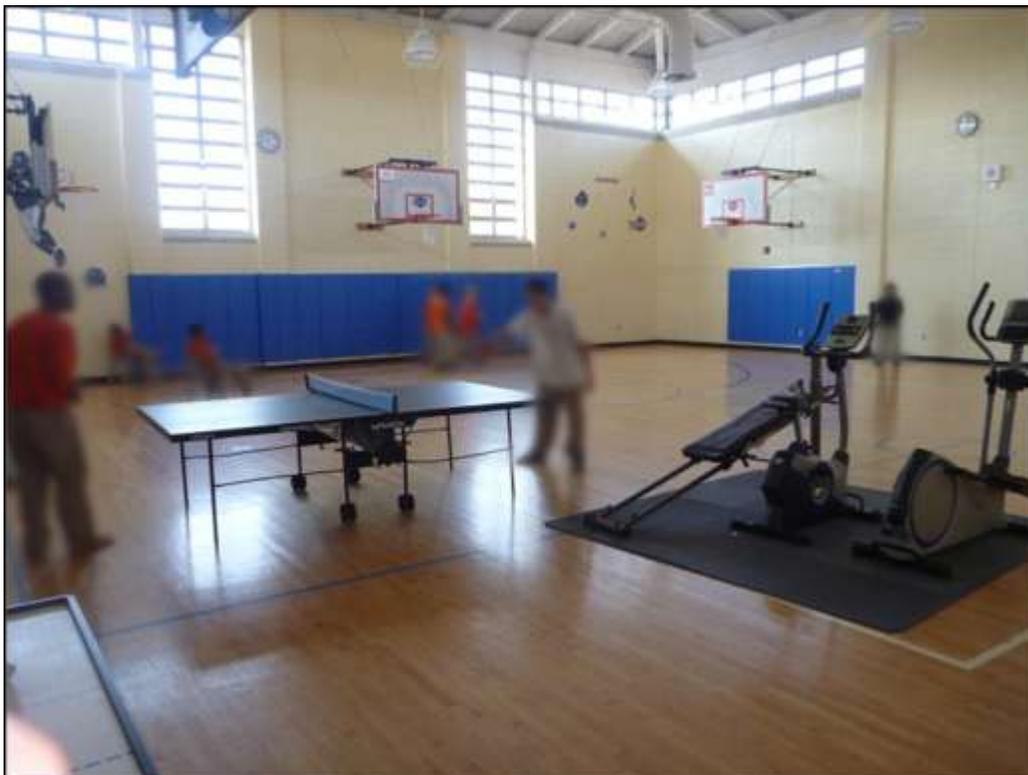
Classroom



Outside recreation area



Culinary certification classroom



Gymnasium and general recreation area

Liberty House Shelter



Private Shelter Facility - Baltimore City

In April of 2011, Liberty House began operating as a shelter-care facility licensed by the Department of Juvenile Services. 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.



Resident room



Computer room



Living room



Resident shower



Basement fitness equipment

Meadow Mountain Youth Center



Department of Juvenile Services
Treatment Center – Garrett County

Meadow Mountain is a 40-bed residential program that specializes in treatment of addictions. Most youth expect to stay 6 to 9 months. The program serves male youth residing primarily in non-Western Maryland counties. Meadow Mountain is best known for its innovative vocational programs including aquaculture and horticulture. Staff shortages impact the opportunities for youth to participate in these programs.

The Reflections therapeutic adventure center is located on the grounds at Meadow Mountain. All youth centers, as well as youth from other DJS programs, may participate in the Reflections program.



Administration building



Cafeteria



Gymnasium



Youth sleeping area



Classroom with interactive board and book collection



Aquaculture building (also known as the "Fish House")



Fish breeding tanks



Outdoor basketball court and gymnasium



Ropes course and Reflections therapeutic adventure center



Reflections program climbing wall



Reflections wilderness cabin

Vision Quest - Morning Star Youth Academy



Private Treatment Facility – Dorchester County

The Maryland Department of Juvenile Services licenses the Morning Star residential program which usually houses up to 30 youth from around Maryland. The facility is located near Cambridge on Maryland's Eastern Shore. Morning Star is operated by VisionQuest, a national youth services organization, which also contracts with DJS to provide Functional Family Therapy to youth and their families following residential enrollment in the Morning Star program.

The facility physical plant and land is leased by Vision Quest/Morning Star and is situated in a low-lying area close to the Little Choptank River. The campus has standing water after heavy rainfall and the physical plant consists of modular buildings which, although periodically renovated, continue to need attention and improvement.

Morning Star should continue to enhance staff development, training and teambuilding efforts to ensure program effectiveness.



Administrative and counseling building



Campus during wet weather



Resident cottages



Sleeping room



Cafeteria



Swimming pool (and basketball court cover)



Basketball court interior



Weight room



Classroom



Main school buildings



Morning Star offers equestrian therapy



Alfred D. Noyes Children's Center

DEPARTMENT OF JUVENILE SERVICES DETENTION CENTER

MONTGOMERY COUNTY

The Alfred D. Noyes Children's Center is a detention facility in Rockville which is owned and operated by the Maryland Department of Juvenile Services. Noyes has one female and three male housing units. The DJS recommended total population capacity for Noyes is 57 youth.

The facility physical plant is almost 40 years old. There is no dedicated infirmary and education services are usually provided in a room where consecutive classroom sessions are accomplished through partitioning space. There is an underutilized separate building with three classrooms behind the main facility. There is also a little used full-length basketball court and open field behind the main building. A large gymnasium is used for large-muscle exercise. The gym is also used as a cafeteria and, as of this year, residents have been able to enjoy hot meals served by a private vendor.

The recreation room is colorfully decorated and offers youth a locale for activities and pastimes. Youth who earn a certain amount of points through participation in the behavior management system receive rewards such as movie nights. Dayrooms at Noyes are spacious and include bathrooms with showers.



Hallway



Female living unit



Four-person bedroom in girls' unit



Girls' unit shower



Boys' unit dayroom



Boys' unit bathroom



Outside school building



Classroom



Art by youth



Recreational field



Recreation Room



Intake and teleconference office

One Love Group Home



Private Treatment Facility - Baltimore City

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 provides a comfortable, home-like environment for adjudicated boys ages 14 to 17. Youth are referred to One Love by the Department of Juvenile Services, which also licenses the home. The facility has been accepting admissions since January 31, 2011.

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. The home provides personal attention and mentoring within a less restrictive setting than youth would experience in an institution. The program encourages individual development and includes individualized and group therapy, academic tutoring, conflict resolution, and money management. One Love offers a positive and constructive program to help redirect children who might otherwise become more deeply involved with the juvenile justice system.



Youth and staff dining room



Computers and printer for resident use



Resident bathroom



Resident bedroom



Upstairs resident relaxation room

Savage Mountain Youth Center



Department of Juvenile Services
Treatment Center – Garrett County

Savage Mountain, located in Garrett County near Lonaconing, provides a residential wilderness program to 36 youth. The facility primarily serves youth from non-Western Maryland counties. The program includes vocational and academic education as well as unique recreational opportunities.



Administration building



Youth sleeping room



Dormitory recreation room



Classroom (Savage Mountain only has one classroom in the building)



Vocational mechanics shop and classroom



Cafeteria



Counseling center



Outdoor basketball court with gym in the background



Outdoor recreation area and climbing tower

Silver Oak Academy



Private Treatment Facility - Carroll County

The Silver Oak Academy is a 48-bed, staff secure (non-fenced) residential program for boys. It is owned and operated by Rite of Passage, Inc. The Maryland Department of Juvenile Services licenses the facility. SOA began admitting youth in July of 2009. The facility is located in Keymar, on the grounds of the former Bowling Brook Academy. SOA employs staff to transition youth back into their communities after graduating from a program that emphasizes personal development and teamwork. The curriculum includes regular education, vocational and technical education as well as an athletics component. Youth at the facility also partake in group therapy and community service. SOA has become an important resource in aiding youth who otherwise might become more involved with the justice system.



SOA Campus



Track and football field



Recreational pad used for basketball and other sports



Weight room



Gymnasium



Cafeteria



Youth room



Sleeping quarters - common area



Residents play using a board game and pieces they crafted



Construction and woodworking shop



Classroom



Library



Graduation ceremony



Victor Cullen Center

DEPARTMENT OF JUVENILE SERVICES TREATMENT CENTER

FREDERICK COUNTY

The Victor Cullen Center is a hardware secure (fenced) treatment facility owned and operated by the Department of Juvenile Services. It is located north of Sabillasville near the Pennsylvania border. The facility houses adjudicated males between the ages of 14 and 19. The length of stay is 6 to 9 months. The facility capacity is 48 and is spread over four cottage units.

Victor Cullen has abandoned the Positive Peer Culture program and is operating with no identifiable program. The lack of structure has resulted in an alarming rise in violent incidents. Four seclusion cells have been added as a means to separate and isolate youth. Staff have not been trained in the procedures and policy necessary to safely operate seclusion cells.

The Maryland State Department of Education operates the school. Teachers struggle to provide instruction due to the lack of trained security staff to maintain order in the school.



Pedestrian sally port



Administration building



Cafeteria



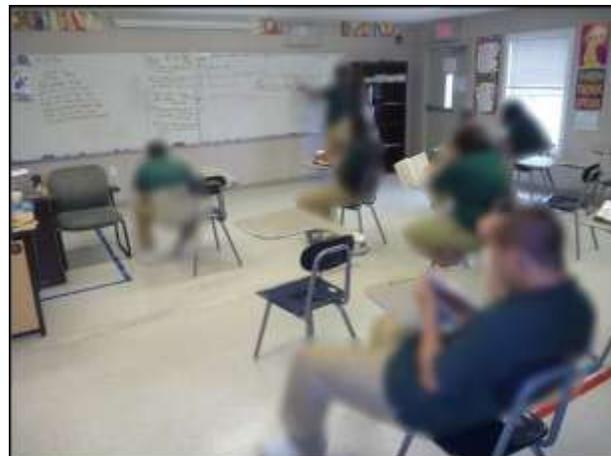
Youth cottages



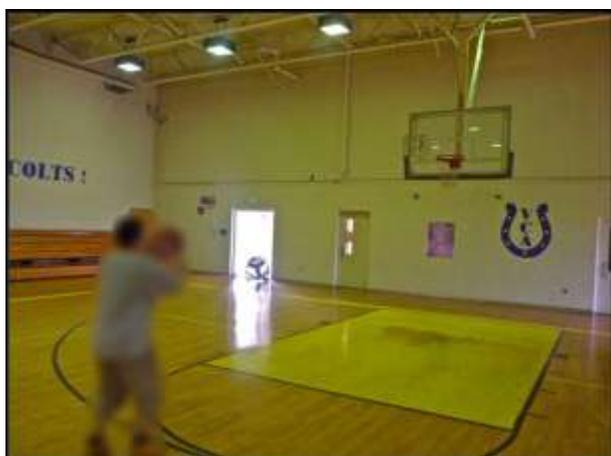
Cottage dayroom



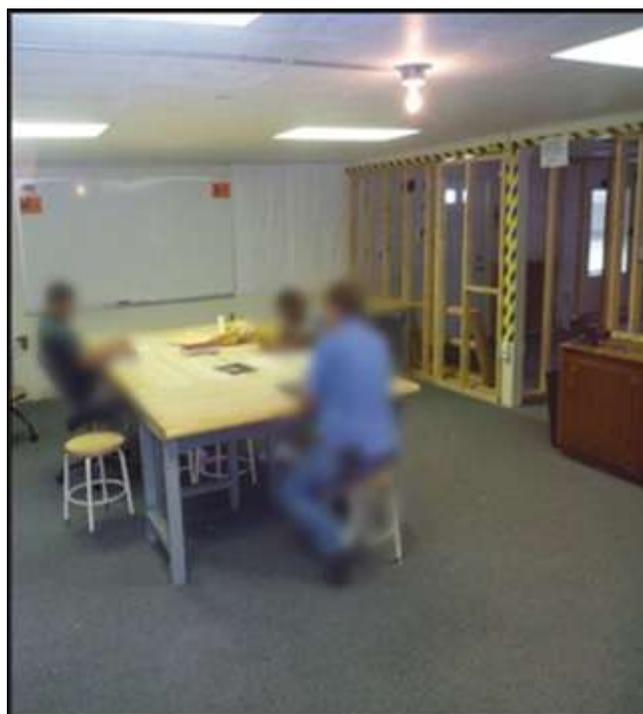
Youth room



School classroom



Gymnasium



Vocational education classroom



Hallway to Seclusion room



Seclusion room door



Seclusion room



Thomas J. S. Waxter Children's Center

DEPARTMENT OF JUVENILE SERVICES
DETENTION/TREATMENT CENTER FOR GIRLS

ANNE ARUNDEL
COUNTY

Thomas J. S. Waxter Children's Center is a Department of Juvenile Services owned and operated detention and residential treatment facility for girls in Laurel. The facility is comprised of two units for detention and pending placement and a third unit which houses a 12-bed secure committed program. The facility capacity is 40.

The Waxter facility is not adequate to provide necessary services to girls. There is not enough space to safely separate girls of varying classification and risk levels. Waxter is the only facility in Maryland that houses both detained, pending placement and secure, high-risk committed girls. The result is an unacceptable level of violence.

Because of the cramped and chaotic environment, very little programming is offered. There is almost no equipment available for therapeutic or recreational programs. School staff struggle to provide minimal educational opportunities. Many girls refuse, without consequences, to attend school. The indoor recreation area (the Cafenasium) must also double as the dining area. Noise levels in the Cafenasium are intolerable.

The disparity between opportunities available for boys and those for girls in DJS custody is unacceptable.



**Dayroom in the C-Wing
Honors unit**



C-Wing classroom



**Renovated bathrooms on the A-Wing
secure program**



Youth room in the secure program



Honors unit dormitory



B-Wing detention dayroom



Honors unit bathroom



Laundry facilities remain problematic at Waxter



Food service in the cafenadium



Cafenasium



Outdoor recreation area

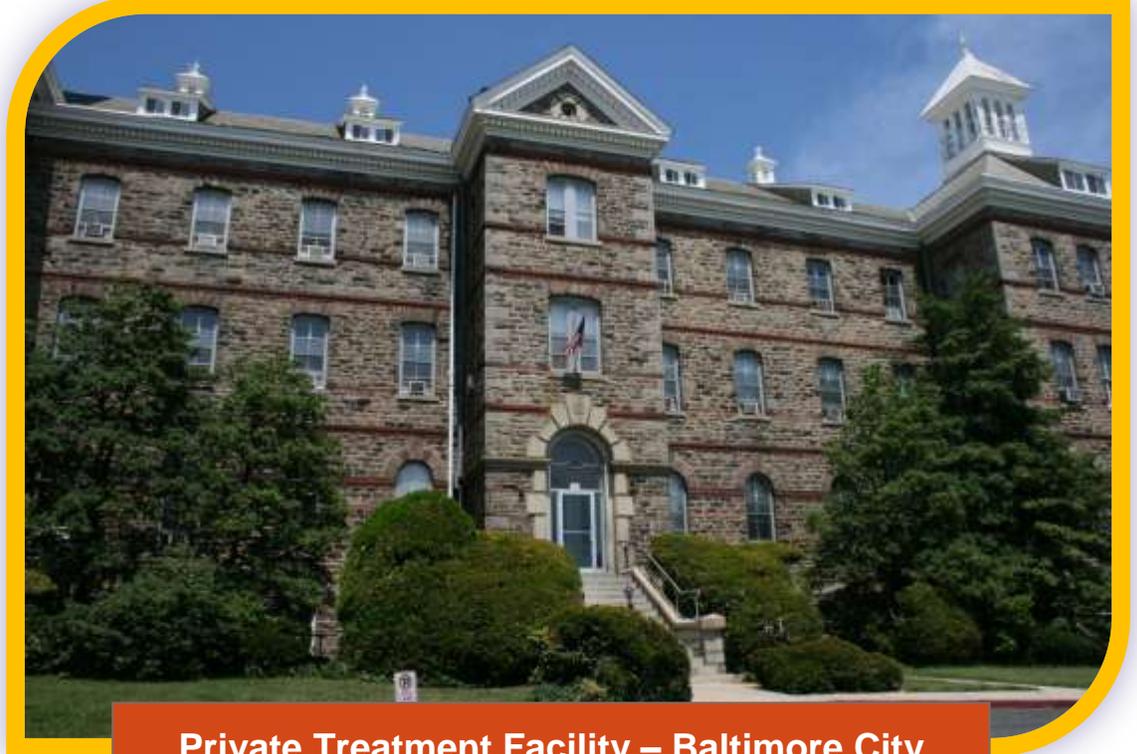


Recently renovated examination room in the medical department



Youth artwork

The Way Home – Mountain Manor



Private Treatment Facility – Baltimore City

The Way Home is a non-secure group home for girls who are committed to the Department of Juvenile Services. It is located within the Maryland Treatment Center, Inc., Mountain Manor complex of therapeutic programs in west Baltimore. The Way Home provides services to 15 residents.

The Way Home offers a home-like environment where girls each have their own rooms. Residents travel to local public schools or jobs every day. Youth participate in a level system that allows them to earn meaningful rewards for positive behavior. A comfortable dayroom is used for groups and other program activities. The facility also provides a wide array of therapeutic services.



Entrance and main hallway



Girls at TWH are rewarded for levels of achievement



Bathroom

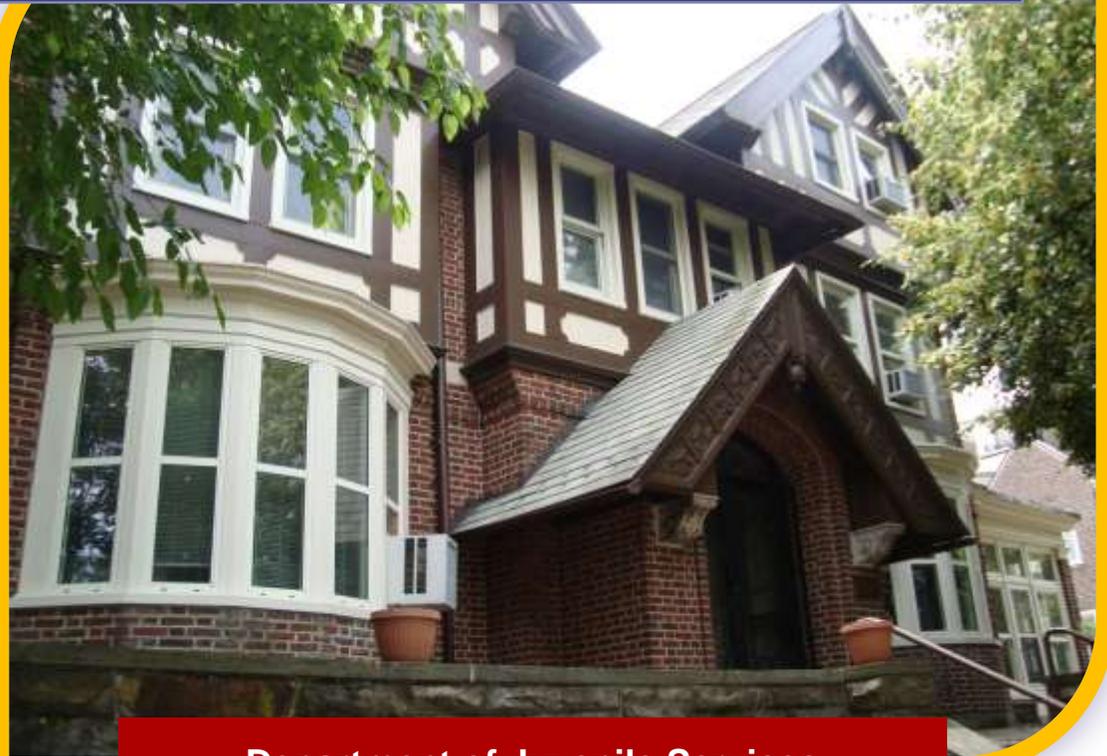


Girls decorate their own rooms at TWH



Dayroom

William Donald Schaefer House



**Department of Juvenile Services
Treatment Facility – Baltimore City**

The William Donald Schaefer House is a 90-day residential substance abuse treatment program for up to 20 boys ages 14 to 18. The facility is owned and operated by the Department of Juvenile Services.

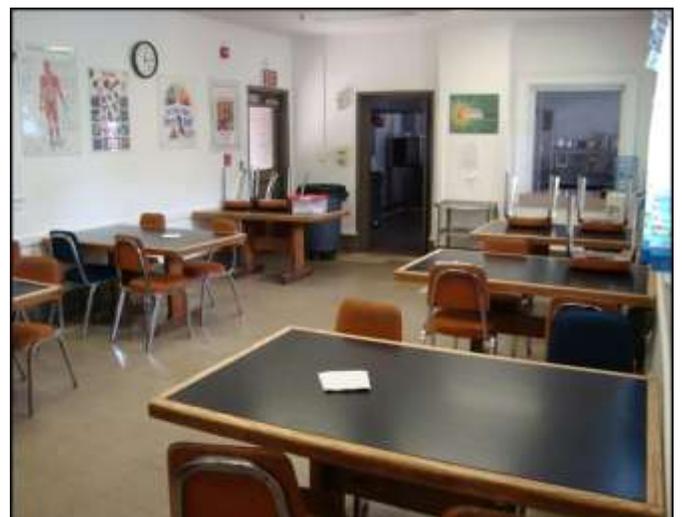
The three-level home has four bedrooms, two sunrooms, a cafeteria, kitchen, basement and office space. There is also a classroom, a counseling office and room for a GED class. The facility is clean and well maintained. There is a full-length basketball court outside of the building. The spacious basement has, for years, been out of use due to a lack of adequate ventilation and the decrepit condition of the walls and ceiling. The basement recreation room is currently being renovated to provide an onsite indoor option for activities. The well-equipped kitchen is not staffed and therefore not being appropriately utilized although hot meals are delivered daily from the Baltimore City Juvenile Justice Center. WDSH provides valuable treatment services for young male residents.



Sunroom



Classroom



Cafeteria



Hot food station



Bedroom



Showers



Bathroom



Western Maryland Children's Center

DEPARTMENT OF JUVENILE SERVICES DETENTION CENTER

WASHINGTON COUNTY

The Western Maryland Children's Center is a state owned and operated secure facility located in Hagerstown. The DJS rated capacity is 24 boys. The facility has one 12-resident and two six-resident living units.

The WMCC physical plant was purpose-built a decade ago. There is a full medical services area with a doctor's office, two examination rooms, two sick rooms, a laboratory, two counselor's offices, and an administration area for medical documents.

The cafeteria provides a place for youth to eat hot meals prepared in a well-equipped kitchen. Youth living areas are usually well maintained, however, toilets and sinks should be made suicide proof. The heavily used shower area in the largest of the three units is subject to mold and needs to be properly ventilated.

Education services are provided by the Maryland State Department of Education. There is a gymnasium with a basketball court and a weight room used by youth who have earned the highest achievement-level in the behavior management system. There is also a full-length outdoor basketball court. Staff periodically organize and partake in events such as cookouts for youth and their family members.



Living unit



Youth room



Bathroom



Large unit shower



Classroom



Cafeteria



Gymnasium



Kitchen



Examination room



Laboratory



Sick room



Doctor's office

Juvenile Justice Monitoring Unit History and Monitoring Responsibilities

In 1999, the Maryland Department of Juvenile Justice (precursor to DJS) received national media coverage over the treatment of youth in its boot camp 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 Monitoring Unit was originally housed in the Governor's Office of Children, Youth, and Families. In 2006, the Unit was moved to the Office of the Attorney General and was renamed the [Juvenile Justice Monitoring Unit](#) (JJMU).

<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>
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Maryland Department of
Juvenile Services
Treating • Supporting • Protecting

September 27, 2011

DJS Response

In response to the Juvenile Justice Monitoring (JJMU) Unit's 2011 Pictorial Report, the Department of Juvenile Services (DJS) has worked with its facility Superintendents and staff to provide the comments below. DJS appreciates the time and care the JJMU has taken to provide DJS with their findings and has thoughtfully considered the reporting and suggestions provided. We will take corrective action in areas that need our attention and response.

The report includes summaries and pictures of twenty four residential programs of various types with different security levels. It also includes privately-run facilities as well as DJS operated facilities. Within the report there are a number of positive acknowledgments regarding the dedicated and experienced staff who operate these facilities, physical plant improvements to enhance both treatment and security, the excellent medical and behavioral health services provided, meaningful recreation, the focus on sanction and upkeep, school and vocational services and, in many instances, the Department's efforts to make do with the number of old and antiquated physical structures, some of which were built in the late 1800s.

The Department has the following facility-specific responses in the order in which they appear in the JJMU Report below.

DJS Facility Specific Responses

Baltimore City Juvenile Justice Center (BCJJC)

DJS and the JJMU are in agreement about the benefit that the Intensive Services Unit (ISU) has brought in the reduction of youth violence at the facility. The ISU concept, coupled with dedicated staff, has provided a means for BCJJC to separate youth who are not compliant with the Behavior Management Program, work with them on changing their behavior, and transition them back to their units with more tools for a successful stay. We appreciate the JJMU heralding BCJJC's success.

According to the referenced report, *"The architecture of BCJJC makes housing of youthful offenders very difficult. The prison-like environment is not conducive to rehabilitation. There is no adequate space for outdoor recreation."*

The Department agrees that architectural design of the building does present some challenges. However, the administration is able to overcome the design problems by providing a full schedule of indoor recreation and activities. Within the facility, the gymnasium and Raven's lounge recreation room are fully utilized. Pictures of those appear in the BCJJC section of the report.

The youth do use the outside recreation areas as weather and scheduling permit. While the external building structure cannot be altered, the following recommendations are being considered to create an outdoor recreation area atmosphere, which may reduce the risk of injury and increase visual appeal:

- Power cleaning the brick walls.
- Installing rubber flooring to cover the concrete surface of the 96' x 128' outdoor area;
- Installing 12' stainless steel bench seating to be bolted, for added safety and security, to the building surface;
- Installing vinyl-covered padding behind goals to be bolted, for added safety and security, and finally;
- Installing creative mural-type vinyl banners to be bolted, for security, safekeeping and visual appeal.

Pricing, procurement and installation research is currently being conducted to determine best options for implementation.

In response to the picture showing a room with graffiti, the facility does not condone graffiti. The facility has painted the rooms and removed all graffiti. The supervisors have been reminded to ensure that no graffiti is present when they do the daily room inspection. Below is a picture of the newly painted room:



Cheltenham Youth Facility (CYF)

The Department continues to work on reducing the detention population at Cheltenham. The facility maintains ongoing communication with Regional Director about the population spikes and moves youth when necessary to avoid overcrowding.

Cheltenham Youth Facility (CYF) is the Department's oldest and most antiquated facility, which is why it is the first facility on the Department's capital plan schedule. The Department has selected the design company and has received several drawings for consideration to replace the existing campus. In the interim, the Department works diligently to maintain the space.

In response to the rust on the window frames, all but eight of the older window frames have been replaced and the remaining eight are slated for installation as soon as they are delivered. Painting throughout the facility is already underway and the school is painted quarterly each year.

As of this month, the facility is under new leadership. The new leader is focusing on programing and the utilization of vocational space because the Department agrees these programs are very valuable to the youth.

Lower Eastern Shore Children's Center (LESCC)

In previous JJMU reports LESCC has been noted for its "positive culture." DJS agrees. The facility is led by an experienced Superintendent and seasoned Group Life staff who work well with our youth. The facility promotes a calm environment with a solid educational component. As with all of our facilities, LESCC continues to recruit and hire direct care staff. LESCC is always in compliance with youth-to-staff ratios and at all times there is adequate supervision to ensure safety and security.

Vision Quest- Morning Star Youth Academy

DJS is responsible for the licensing of Morning Star Youth Academy which is run by Vision Quest. DJS asked that Morning Star provide DJS with a response to the standing water and JJMU's assertions that the modular buildings were in need of improvement. Accordingly, Morning Star reported that their maintenance specialist ensures that the ditches are free from debris and leaves that frequently cause standing water on the campus. In addition he discovered malfunctioning culverts, which have also been repaired in an effort to alleviate standing water.

The Chief Administrator and Maintenance Specialist developed a renovation plan. To date the upper dorm is being renovated and all other buildings will be addressed.

Alfred Noyes Children's Center (Noyes)

While there is not a 24 Hour Infirmary at Noyes, the facility does house a medical suite which is furnished with a private examining room. The Medical Department is staffed with a minimum of two nurses, Monday through Friday, and one nurse during the weekend.

Classes are not held solely within the Education Multi-Purpose Area; instead, the English, Science, and Mathematics classes are also held within the three education trailers located behind the main facility on a daily basis. The education trailers had been closed due to major repairs to the ceiling; however, these repairs have been completed and the classrooms are now in use.

The full length basketball court and the open field are utilized when weather permits. Youth recreation is not permitted outside during heat advisories.

We appreciate the JJMU's positive comments about the recreation room, day rooms and the behavior management system. DJS works to maintain and improve our detention center environments whenever possible.

In response to the picture of the girls shower unit in the JJMU report below is a picture that demonstrates detail cleaning measures that have been performed. We have also put into place a weekly housekeeping plan in an effort to maintain this level of cleanliness.



Victor Cullen Center (VCC)

The JJMU's report states that the Victor Cullen Center (VCC) has abandoned the Positive Peer Culture Program (PPC) and is operating with no identifiable program. This is inaccurate. Although VCC is exploring other options, PPC continues to be utilized. There have been 36 documented PPC meetings in the past 30 days across campus, not including informal round-ups and morning, afternoon and evening focus meetings. All youth and staff are familiar with and use PPC.

The report also references a lack of structure, which the report attributes to an increase in incidents. While there has been rise in incidents, the Department attributes this to VCC's willingness to accept, and attempt to work with, very troubled youth. Before February 2011, VCC had never been fully staffed with social workers. After those individuals were trained and acclimated, VCC was encouraged to accept youth with greater mental health issues. For example, since July 1, 2011 there have been 60 youth who have stayed at VCC. Of those, 11 youth have either been in a residential psychiatric facility or were at one time staffed for a residential psychiatric facility. Combined, those 11 youth have been in a total of 202 incidents while in placement and have a combined Department of Public Safety and Correctional Services arrest count of 122.

In an effort to ensure safety and security, JJMU correctly reports that DJS has created four seclusion rooms to separate youth, to address incidents, and prevent further harm to staff or youth. DJS and the JJMU acknowledge that there are times during which youth will have to be secluded in order to provide safety and security. In most DJS facilities this is accomplished by securing a youth in their sleeping room. VCC was opened without individual door locks installed on the bedroom doors and has been in the process of adding magnetic locks since July 2011. Understanding the occasional necessity of separating youth, VCC installed four locks on these rooms as a temporary measure until the bedroom docks can be installed.

All shift supervisors were trained in the use of seclusion. Additionally, the facility administrator or on-call supervisor must approve the use of seclusion and all youth on seclusion are on a 1:1 staffing, which is identical to the suicide level III supervision, on which all staff are trained annually.

The Maryland State Department of Education (MSDE) operates the school. However DJS aids MSDE by having direct care works in the school and maintaining a 1:6 staffing ratio of direct care staff during the school day. There is also a campus supervisor as well as various administrative support staff available during those times.

In addition to the pictures provided within the JJMU Pictorial Report, below are additional photos demonstrating activities and programs that are ongoing at VCC.



Youth enjoying the slip and slide to beat the heat in July



Youth participating in the recycling project at VCC



Youth participating in an Art Program at VCC



Youth and staff attending to the Green House



Cooking class at VCC

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

The Department is relocating the committed treatment program for girls at the Thomas J. S. Waxter Children's Center (Waxter) and will open a new treatment program for girls by November 2011. Waxter will remain open but will solely operate as a girls' detention facility.

The decision to move the committed treatment program for girls from Waxter is a step towards improving the quality of care for girls under DJS's care and will provide a more appropriate environment to treat our highest-risk girls. It will also allow the staff there to focus solely treatment services.

While the Department agrees with the JJMU's assessment that there are space limitations, we would like to acknowledge that Waxter does currently offer programming for the girls. Some of the programs include:

- Class Acts Arts, which is a program consisting of visual, literary and performing arts instruction;
- Girl Scouts is offered to the youth bi-weekly to focus on leadership development for at-risk girls impacted by the judicial system;
- Weekly behavioral health groups which alternate focus on substance abuse and aggression replacement therapy;
- Narcotics Anonymous groups;
- Photography project with students from the Maryland Institute College of Art;
- The Girls Circle which is a weekly program focused on lending support to adolescent girls through establishing positive connections, building strengths and developing resiliency through improving social support, body image and self-efficacy; and
- Book club, which focuses on improving skills in literacy.

William Donald Schaefer House (WDSH)

In response to the report's recommendations regarding the basement area, the leadership at WDSH brought this to DJS' maintenance staff's attention. Work orders have been completed and now are being reviewed for the remodeling of the basement at WDSH.

Western Maryland Children's Center (WMCC)

DJS agrees that the photo of a youth shower that was included within the JJMU report at the Western Maryland Children's Center (WMCC) was not acceptable. Accordingly, the Department's maintenance unit did a complete overhaul on the showers and sanitation by maintenance will be increased from two days a week to three for all the showers. Pod staff will also be accountable to ensure daily maintenance of each Pod shower. Pod staff will spray each shower with GP66 (which is a biodegradable, concentrated, environmentally friendly cleaner/degreaser) and instruct the last youth who uses the

shower to wipe the shower walls dry after use. Please see the improvements pictured below.

Maintenance is also researching the possibility of ventilating the shower areas. During summer months, the humidity and lack of ventilation creates a high volume of buildup. The concrete walls are not conducive to water build up and the showers must be wiped down completely after every use. Shower cleanliness will be monitored weekly and addressed immediately if found to be in an unsanitary state.



Conclusion

As always, DJS is committed to the youth in our care and we continue to work diligently with an eye toward both public safety and our youths' success. Accordingly, we will continue to monitor the issues identified within the JJMU's report through our dedicated staff and facility leadership as well as our internal Quality Assurance Unit.



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