



JUVENILE JUSTICE MONITORING UNIT
OFFICE OF THE ATTORNEY GENERAL

1st QUARTER 2011 REPORTS



NICK MORONEY
Director

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

June 10, 2011

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, Maryland 21201

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

Enclosed please find the most recent Quarterly Reports from the Juvenile Justice Monitoring Unit (JJMU) at the Office of the Attorney General. This report covers the First Quarter of 2011, from January 1 – March 31, 2011. The Department of Juvenile Services (DJS) Response is also included, as a separate document.

I would be pleased to answer any questions you may have about these reports. I can be reached by email at nmoroney@oag.state.md.us and by phone at 410-576-6599 (o) or 410-952-1986 (c). All reports of the Juvenile Justice Monitoring Unit are also available 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 C. Anthony Muse, Maryland State Senate
The Honorable Victor Ramirez, Maryland State Senate
The Honorable Robert A. Zirkin, Maryland State Senate
The Honorable Norman Conway, Maryland House of Delegates
The Honorable Kathleen Dumais, Maryland House of Delegates
The Honorable Adelaide Eckardt, Maryland House of Delegates
The Honorable Ana Sol Gutierrez, Maryland House of Delegates
The Honorable Susan Lee, Maryland House of Delegates
The Honorable Anthony J. O'Donnell, Maryland House of Delegates
The Honorable Samuel Rosenburg, Maryland House of Delegates
The Honorable Luiz R.S. Simmons, Maryland House of Delegates
The Honorable Nancy Stocksdales, 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
Katherine Winfree, Chief Deputy Attorney General, Office of the Attorney General

Electronic Copies: Howard Freedlander, Treasurer's Office
Ronojoy Sen, Governor's StateStat Office
Linda McWilliams, Karl Pothier, Tammy Brown and Wendy Estano

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NICK MORONEY
Acting Director

STATE OF MARYLAND
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JUVENILE JUSTICE MONITORING UNIT

FACILITY REPORT
ALLEGANY COUNTY GIRLS GROUP HOME
JANUARY – MARCH, 2011

Facility: Allegany County Girls Group Home
10700 Leslie Lane
Cumberland, Maryland 21502
Administrator: Jennifer Younker

Dates of Visits: January 20 and March 3, 2011

Reported by: José D. Saavedra
Monitor

Persons Interviewed Administrator

Date of Report: April 2011

INTRODUCTION

The Allegany County Girls Group Home (ACGGH) is a short-term residential treatment program for up to nine girls ages 13 to 18. The home, located in Cumberland, MD, is licensed and owned by the Department of Juvenile Services (DJS/the Department) and operated by the Cumberland YMCA. Girls are referred by DJS and the Department of Social Services (DSS). The average length of stay ranges from 7 to 12 months.

SUMMARY OF CRITICAL FINDINGS

- Long-needed window repairs have not been undertaken.

FINDINGS

1. Population

On average, five to six girls resided at the ACGGH during the quarter. All were referred by DJS and come from five different counties - Allegany, Anne Arundel, Baltimore, Montgomery, and Washington.

2. Staffing

The director at the ACGGH is a licensed clinical social worker. The facility was short a Program Manager and three Direct Care Workers during the quarter. However, the staff-to-youth ratio remained consistently within DJS policy for adequate coverage.

A contracted clinical coordinator provides ongoing group and individual therapeutic counseling to residents. Counseling services provided at the facility include specialized trauma and abuse counseling.

3. Safety and Security

a. Security Equipment and Practices

Window repairs have not been done as requested since August of 2009.

b. Behavior Management Plan

Staff utilizes a Level System accountability structure to manage behavior. Girls earn privileges through positive behavior and lose them for misbehavior. Youth clearly understand the system expectations and processes, benefits and consequences.

4. Physical Plant and Basic Services

a. Fire Safety

A State Fire Marshal inspection completed during the second quarter of 2011 found ACGGH free of fire code violations.

b. Physical Plant

The facility interior is clean and the exterior is free of debris and environmental hazards.

The sunroom windows have not been fixed since the problem was raised during the third quarter of 2010. Duct tape still seals the windows to protect the home from the elements and bugs. One window remains screwed shut due to a damaged lock. DJS committed to fix the problem by March, 2011, but has not yet done so.

c. Basic Services

On September 27, 2010, an Allegany County Health Department Inspector conducted an Environmental Health Survey at the facility. The Health Department assessed the facility's water supply, physical plant, waste handling, safety, and sewage disposal. The Inspector found no public health or environmental concerns.

Youth and staff have their meals together and staff members eat the same foods as the residents. Food is stored and prepared properly.

ACGGH recently requested a forty-one dollar per diem increase to \$211.17 to support a more intensive residential treatment program for each resident. A licensed mental health counselor was recently contracted to treat youth on-site. Additional nursing services are also being provided. There is abundant space available for confidential counseling and for the storage of youth records.

Applicable Standards

COMAR 14.31.06.07.C.1. *The licensee shall maintain all structures and grounds in good condition, free from health or safety hazards.*

COMAR 14.31.06.07 (A) (4). *The licensee shall ensure compliance with the local fire and health requirements by submitting annually to the licensing agency, reports of all fire and health inspections conducted by the local jurisdiction.*

COMAR 14.31.06.07.H. *The licensee shall maintain a designated space for private discussions and counseling session and space separate from the children's living areas for administration, records, secretarial work, and bookkeeping.*

5. Education

a. Classes

Youth attend Type I level classes, with trained teachers, sufficient learning space, and a productive classroom environment at local public schools, at least four hours daily. The case coordinator maintains contact with the various local public schools that residents attend.

b. General Education Development Program (GED), College Courses

The ACGGH provides GED preparation and coordination of testing to residents who qualify. Some girls also take higher-learning level coursework at a local community college.

c. Vocational Education

The ACGGH partners with the local Goodwill foundation to provide residents job and life skills development training, including job placement. Girls also take advantage of volunteer opportunities made available at a recycling center and animal shelter. The service coordinator provides aftercare planning and support.

Applicable Standard

COMAR 14.31.06.12.D.1. *The licensee shall train a child in work readiness according to the child's age and capability.*

6. Rehabilitative and Recreational Programming

a. Recreational Programming

Youth participate in one hour of large muscle exercise activity every day at the local YMCA and community college. The schedule of daily activities is clearly posted on a bulletin board in the living room and updated regularly.

Life skills' training is provided daily by Direct Care Workers to the residents as a group. Discussions take place around various issues such as anger management, self-esteem and personal wellness.

b. Parental Involvement

Youth make regular phone calls to parents and/or caregivers. Regular conferences with parents are facilitated, as needed, and residents can earn home passes as they make progress in treatment. Parents may visit during the weekend.

7. Medical

An increased capacity in nursing services and medication management has resulted in faster response to incidents requiring medical attention and more effective management of youth records.

8. Internal Monitoring

The DJS Program Evaluation unit found the ACGGH in full compliance with Staff Training, Employee Records and Personnel Administration, Safe Environment Plan, and Incident reporting standards.

Conclusion

The program at ACGGH provides high-quality residential services to Maryland girls. By coordinating local and regional resources and providing targeted treatment to residents, ACGGH promotes successful outcomes for vulnerable girls and helps prevent them from becoming more deeply involved in the juvenile justice system.

RECOMMENDATIONS

1. DJS should utilize ACGGH whenever appropriate.

UNABATED CONDITIONS

1. Repair the sunroom windows without further delay. The windows are still sealed by duct tape. One window is screwed shut.



NICK MORONEY
Acting Director

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

FACILITY REPORT
AUNT CC's HARBOR HOUSE
JANUARY – MARCH, 2011

Facility: Aunt CC's Harbor House
1031 East Monument Street
Baltimore, Md. 21202
Administrator: Donald Barrett

Date of Visit: February 16, 2011

Reported by: José D. Saavedra
Monitor

Persons Interviewed: Program Administrator

Date of Report: April 2011

INTRODUCTION

Aunt CC's Harbor House (Aunt CC's) is a temporary shelter for up to 15 boys ages 12 to 18, and is located in Baltimore City. The shelter is community-based and licensed by the Department of Juvenile Services (DJS). It is operated by the North American Family Institute. Boys are referred by DJS and the Department of Social Services. The average length of stay at Aunt CC's is 30 days.

SUMMARY OF CRITICAL FINDINGS

- Annual fire safety, fire alarm, fire extinguisher, sprinkler system, and health inspections are up to date.

FINDINGS

1. Population

Throughout the quarter, an average of ten boys resided at Aunt CC's. All were DJS-referred youth from Baltimore city.

2. Staffing

Staff coverage of youth was appropriately maintained at all times.

3. Safety and Security

a. Aggregate Incidents

Only eight incidents were reported this quarter. None resulted in serious injury nor threatened youth and/or staff safety.

b. Behavior Management Plan (BMP)

A written plan clearly explaining the model for residential treatment, expectations, admission procedures and detailing the incentives based point-system for successfully completing the program is given to youth upon admission. Each youth signs and keeps the BMP during his stay at Aunt CC's.

4. Physical Plant and Basic Services

a. Fire Safety

- The City of Baltimore Fire Department conducted a fire marshal's inspection, found the facility in compliance, and issued Aunt CC's a permit to operate residential board care services in November of 2010.
- On September 30, 2010, a private contractor serviced the facility's fire extinguisher. The equipment is valid until October of 2012. The contractor also found the fire alarms and sprinkler system to be fully operational.
- Fire drill logs indicate staff routinely practices effective and timely facility evacuation procedures on all shifts throughout the quarter.

b. Physical Plant

During the first two months of the quarter a private contractor provided the following services:

- Cleaned and installed new stove burners and unclogged the kitchen-sink;
- Repaired plumbing in the second floor bath shower stalls and installed a soap dispenser;
- Cleaned ceiling fans and pipes in all bedrooms;
- Cleaned vent pipes in TV room, hallway entrance, receptionist office areas, and computer room;
- Installed light bulb from outside fixture; and
- Repaired and installed TV stand.

c. Basic Services

In February, the Baltimore City Health Department (BCHD) found Aunt CC's in full compliance with food service procedures and protocols including:

- Food Source and Protection
- Employee Health and Hand Washing
- Potentially Hazardous Food [temperature control]
- Water and Sewage
- Food Service Standards

Applicable Standards

COMAR 14.31.06.07. (A)(4) *The licensee shall ensure compliance with the local fire and health requirements by submitting annually to the licensing agency, reports of all fire and health inspections conducted by the local jurisdiction.*

COMAR 14.31.06.07. (C)(1) *The licensee shall maintain all structures and grounds in good condition, free from health or safety hazards.*

COMAR 14.31.06.07.G.4 *The licensee shall regularly inspect the food service preparation area for cleanliness and proper temperature control.*

5. Education

Youth attend local public schools for at least four hours daily. An education coordinator from Aunt CC's visits the schools to advocate for residents.

6. Rehabilitative and Recreational Programming

Youth receive one hour of large muscle exercise daily. Staff regularly take youth to local outdoor parks and recreation centers for activities such as swimming, basketball and football.

7. Youth Advocacy, Internal Monitoring, and Investigation

The DJS Program Evaluation unit found Aunt CC's in full compliance regarding Basic Life Needs and Youth's Rights; Youth Records and Individual Service Plans (ISPs).

However, the facility was found in only partial compliance concerning Food Services and Emergency Planning, and General Safety & Transportation because:

- Refrigerator temperatures are not being checked and documented daily;
- The freezer thermometer is broken;
- There was dented food-cans and expired food present;
- Two bathroom windows were sealed-shut; and
- A window in the TV room was difficult to open despite several attempts.

RECOMMENDATION

Correct issues/areas DJS found to be in only partial compliance by:

- a. Regularly inspecting and documenting refrigerator temperature.
- b. Fixing freezer thermometer.
- c. Replacing dented food cans and food with expired "best by" dates.
- d. Repairing windows as needed.



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FACILITY REPORT
BALTIMORE CITY JUVENILE JUSTICE CENTER
JANUARY – MARCH, 2011

Facility: Baltimore City Juvenile Justice Center
300 North Gay Street
Baltimore, MD 21202
Superintendent: Mr. Anthony Wynn

Dates of Visits: January 3 and 20
February 7, 12 (Facility Advisory Board), and 28
March 12 (Facility Advisory Board), 14, 18, 21, 23, and 24

Reported by: Claudia Wright, Nick Moroney

Persons interviewed: Superintendent, Assistant Superintendent, staff, youth

Date of Report: April 2011

INTRODUCTION

The Baltimore City Juvenile Justice Center (BCJJC) 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 (DJS/the Department), which currently rates the population capacity at 120.

SUMMARY OF CRITICAL FINDINGS

- Disproportionate confinement of African American youth in Baltimore City has steadily increased over the last four years.
- Youths wait for extended periods for placement. Half of the youth in residence at BCJJC are in pending placement status.
- The population at BCJJC exceeded capacity approximately 50% of the time during the 1st Quarter.
- Youth remain in Orientation status for unacceptably long periods. Youth in Orientation status do not receive appropriate education or programming.
- The creation and implementation of the Intensive Services and Transition Units continues to contribute to a reduction in the level of violence.
- Although physical restraint has decreased, use of handcuffs during physical restraint has increased.
- One staff member received a third sustained finding of improper use of force against youth or use of improper restraint techniques. This staffer remains on the job, in a supervisory position and in contact with youth.
- Treatment of Special Needs youth was determined to be an area of Non-Performance by the DJS Office of Quality Improvement.

FINDINGS

1. Population

a. General

Facility Capacity	High Population	Low Population	Average Population	Days Over Capacity
120	127	102	January 117 February 113 March 122	43

High population, especially of youth awaiting placement, continues to be a cause for concern. When the population exceeds the available capacity at BCJJC, youth must

sleep in the infirmary, in the intake area, in the visitation area or in units which have empty beds but to which they are not classified.

When youth sleep in areas that do not have beds, they sleep on the floor in plastic boats. This practice is unsanitary.

b. Pending Placement and Detention

On March 31, 2011, there were 134 youth in residence at BCJJC. Seventy of the 134 (52%) were adjudicated and pending placement. The chart below indicates high-end lengths of stay for all youth housed at BCJJC during the 1st quarter.

January 1 to March 31, 2011	60 days and over	90 days and over
Pending Placement	38 youths (60*, 60*, 60, 62*, 63, 65, 66, 66*, 67, 67, 67, 67, 67, 68*, 68, 69, 69*, 70, 72*, 72, 72, 75, 76*, 76*, 77, 78, 78, 79, 82, 82, 83, 84, 84, 84, 85, 85, 86 and 89 days)	36 youths (90, 90, 91*, 91, 92*, 94*, 96, 97*, 97, 99*, 100*, 100, 101, 101*, 101, 102, 105, 105, 106, 106, 108*, 109, 117, 118, 122, 124*, 126, 127, 127*, 127, 129, 131, 144, 144*, 145 and 146 days)
Detention	8 youths (60, 60*, 62, 62*, 68, 68, 68 and 73 days)	1 youth (96 days)

*Youth still at BCJJC as of data collection date (April 13, 2011).

c. Population Breakdown by Race/Ethnicity

	1st Quarter 2010	1st Quarter 2011
Total Admissions	684	718
African American	665	709
White/Caucasian	13	2
Other	6	7

Ninety-nine percent of youth admitted to BCJJC during the 1st Quarter were African American. Disproportionate confinement of African American youth in Baltimore City has increased from 97% in 2010 and 96% in 2008.

Applicable Standards

Maryland Rules, Rule 11-112. Detention or shelter care. *Maximum period of detention or shelter care – continued detention or shelter care pending the adjudicatory or waiver hearing may not be ordered for a period of more than thirty days.*

JDAI Standards I (D) Population Management *1. Written policies, procedures and actual practices (shall) ensure that when the institutional population approaches or reaches its rated capacity, appropriate youth are released or “stepped down” to non-secure settings. 2. Written policies, procedures and actual practices (shall) ensure that staff review the institutional population on a daily basis to make sure that youth who no longer need secure confinement are promptly released, are “stepped down” to less restrictive settings, or transferred to other settings.*

Md. Standards for Juvenile Detention Facilities 5.1.5.1 *The provision of ... living space shall be sufficient to adequately meet the needs of the detained youth.*

2. Staffing

a. General

In March, there were seven Resident Advisor openings and a case manager opening. The facility received authorization for thirteen new contract positions for direct care staff. In April, the Department reported that six new Resident Advisers (4 male and 2 female) were hired, and four more will be starting soon. Two Resident Adviser Supervisor positions are open.

Drafting of staff still occurs daily. Drafting occurs when staff complete a scheduled shift and are then required to remain for a second shift. This practice results in staff fatigue and burnout. The Department is conducting a staffing analysis to determine staffing needs. That analysis is not yet available.

b. Staff Misconduct

On January 14, 2011, the Department's Office of the Inspector General (DJS/OIG) issued a report that concluded that a staff member had violated DJS "Standards of Conduct: 2.10 Performance of Duties and 2.25 Use of Force, 4.5.3.09, Third Category Infraction." DJS Standard of Conduct 4.5.3.09 reads, "Third category infractions are cause for automatic termination of employment and include: .09. Wantonly careless conduct or unwarrantable excessive force in the treatment or care of an individual who is a client, patient, prisoner, or any other individual who is in the care or custody of this State." The incident under investigation occurred at BCJJC on January 5 and is recorded on video.

The individual who was the subject of that report, IR #11-87969, was also investigated concerning an incident that occurred on November 30, 2010, at BCJJC, IR #10-87080. That investigation sustained a violation of DJS Standards of Conduct 2.10 Performance of Duties and 2.25 Use of Force and recommended disciplinary action.

The same individual was earlier found to have violated DJS Standards of Conduct 2.10 Performance of Duties, use of an unapproved C.P.M. (restraint) technique, while a member of the supervisory staff at Waxter (IR #10-84447, August 10, 2010). Two earlier investigations of this staff member at Waxter were not sustained, IR #10-84029 July 23, 2010, and IR #10-81383 March 28, 2010, but resulted in disciplinary counseling and eventual transfer to BCJJC.

Personnel records are not available to JJMU monitors so details of the disciplinary process are unknown. However, this individual remains on duty, in a supervisory capacity, at BCJJC.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.5.5 Staffing *Staffing levels shall ensure the proper supervision and safety of the residents.*

Md. Standards for Juvenile Detention Facilities 5.1.3 Staffing *Staffing arrangements shall aim to provide a safe, humane, and caring environment.*

Md. Dept. of Juvenile Services Standards of Conduct 2.10 Performance of Duties *An employee of the Department shall be responsible for his or her own actions, as well as the proper performance of his or her duties....*

Md. Dept. of Juvenile Services Standards of Conduct 2.25 Use of Force *An employee may not strike or use physical force on a delinquent youth, offender, client, or any other person, except in self-defense, defense of another employee, member of the public, youth or client, to prevent an escape or serious disturbance, to protect a youth from harming him or herself or others, to prevent serious property damage, to prevent the commission of a crime, or otherwise in conformity with the Department's Use of Force Policy....*

3. Safety and Security

a. Aggregate Incidents

Incident Categories	1st	1st
	Quarter 2010	Quarter 2011
1. Youth on Youth Physical Assault	147	106
2. Youth on Youth Physical Assault with Injury	85	61
3. Alleged Youth on Staff Physical Assault	16	19
4. Alleged Youth on Staff Physical Assault with Injury	4	5
5. Group Disturbances (injury/property destruction)	13	6
6. Group Disturbances (without injury/destruction)	7	0
7. Restraints	191	164
8. Restraints with Handcuffs	32	45
9. Contraband	11	8
10. Suicide Ideation, Gesture, Attempt or Behavior	4	8
Total Incidents	334	268

b. Videotaping of Incidents

Digital footage from the camera system at BCJJC is deleted after 30 days. Video of critical incidents should be retained for at least a year.

c. Intensive Services and Transition Units

During the third and fourth quarters of 2009, DJS staff planned and implemented an Intensive Services Unit (ISU). The ISU began as a pilot program for youth involved in aggressive incidents at BCJJC. A Transition Unit was added later for youth in the process of moving from the ISU back into the regular youth population.

The result of the ISU program is a significant decrease in violence at the facility. The program positively affects the atmosphere and group dynamic among youth at BCJJC. The ISU model includes individualized behavioral and educational assessments and goals. The program incorporates guarded care plans. On-unit education is provided

with MSDE-certified teachers and a Special Education instructor. ISU staffers receive specialized training. The ISU is a well-designed and effective behavior modification system.

The ISU program requires that representatives from direct care staff, case management, mental health and education meet weekly to review the progress of each youth. At this meeting, the committee members review the goals that have been set for each youth. Both mental health and education staff have had difficulty in setting goals for youth and assessing progress towards those goals in a timely manner. Personnel additions and changes have occurred which should help solve this problem.

The Department should expand the ISU and Transition programs to the other detention facilities.

d. Security Equipment and Practices

Staffers at BCJJC still use mechanical restraints during physical restraint of students far more than any other DJS facility. Use of handcuffs increased 71% over the same period in 2010. Recently, however, the administration has limited the number of personnel who are allowed to carry handcuffs with them while on duty.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.1 Security and Control *Security in a detention facility shall recognize and balance the legitimate need for security and safety felt by staff and society with the residents' need for a setting that provides them with safety and a reasonable quality of life.*

Md. Department of Juvenile Services Policy and Procedure RF-02-07 Use of Crisis Management (CPM) Techniques Policy *Employees of the Department of Juvenile Services (DJS) ... shall establish and maintain a safe and orderly environment within each facility.*

4. Fire Safety and Physical Plant

BCJJC is up-to-date and in full compliance regarding state fire prevention inspection requirements and food handling inspection requirements.

Review of the Fire Drill logs indicate that two fire drills were held in January, two fire drills were held in February, and three fire drills were held in March. Fire drills must be held on each shift (three shifts) monthly.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.2.1 *All detention facilities shall conform to State fire safety requirements.*

Md. Standards for Juvenile Detention Facilities 5.6.4.1 *The facility shall provide for the control of vermin and pests. Licensed pest control professionals shall be used on a regular basis.*

5. Education

The DJS Office of Quality Improvement (DJS/OQI) issued a Comprehensive Quality Review Report on January 20, 2011. The Review includes a finding of Superior Performance in the area of Student Supervision. The reviewer noted that “the facility staff do an exceptional job of supervising school movement and student behavior and take pride in their roles in the school.” Four DJS staff members are assigned daily to the school. The education department also received Satisfactory ratings in the areas of Curriculum and Instruction, School Staffing and Professional Development, Parent, Guardian and Surrogate Involvement (in Special Education cases), Individualized Education Programs, Career Technology and Exploration Programs, and School Environment and Climate.

An area of concern is School Entry, which received the lowest rating of Non-Performance. Upon review by DJS, only 7 of 33 (21%) students’ records were requested from their local schools within 72 hours as required. Another 7 (21%) had no request for records done at all. This problem is a result of the poor management of youth in Orientation status at BCJJC. School staff do not request records for youth until they leave orientation status, rather than requesting their records upon admission to the facility. This causes delay. Youth should not be held in orientation for more than 72 hours, but at BCJJC the average length of stay on orientation, according to DJS/OQI, is 11.1 days. Some youth have been in the facility before and do not need to go through orientation again. These youth should immediately be assigned to their living units and begin to attend school.

Youth in orientation are not allowed to go to school and are often crowded into a single living unit to spend the entire day with nothing to do but watch TV. Instruction, if provided at all, is provided by distribution of packets which the youth fill out on their own.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.1 Educational Services *The Department shall ensure that educational services provided within the detention facility are consistent with state requirements and that they meet the individual needs of the youth.*

6. Rehabilitative and Recreational Programming

All residents receive one hour each day of physical exercise. This exercise usually takes place indoors. Each resident also participates in the BCJJC Boys Club two hours per week.

Residents in Orientation status do not receive adequate programming. They do not attend school. Youth in Orientation spend most of the day watching TV or playing card games.

BCJJC youth attend religious services, but alternatives are not offered for those who do not wish to attend.

BCJJC has a Youth Advisory Board that meets regularly.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.5.4 ... *(E)xercise and recreation ... services shall be maintained at a sufficient level to accommodate the number of youth at the facility.*

Md. Standards for Juvenile Detention Facilities 4.5 Recreational activities *A well-defined and structured recreation program shall be provided for each resident.*

Md. Dept. of Juvenile Services Policy and Procedure RF-08-07 Recreational Activities Policy *The Department of Juvenile Services (DJS) shall provide recreation and leisure activities to youth in DJS residential facilities and programs to promote skill development and prevent idleness. Recreation shall be available to all youth each day. Leisure activities shall be provided to alleviate boredom, provide positive reinforcement and develop skills of cooperation, teamwork and sportsmanship.*

7. Medical

Medical services were reviewed in the Comprehensive Quality Review Report conducted by DJS/OQI in January. The area of Special Needs Youth was determined to be in Non-Performance. The reviewer found that "Overall implementation of the special needs program fell short of standards." Satisfactory Performance was found in areas of Health Care Inquiry Regarding Injury, Medication Administration, Dental Care, and Medical Records Retrieval. Partial Performance was determined for Health Assessment and Availability of Medical Services.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.3 health Care Services *Health care services shall be in accordance with established Departmental policy and procedures.*

8. Youth Advocacy, Internal Monitoring and Investigation

The Department of Juvenile Services Office of Quality Improvement issued a Comprehensive Quality Review Report in January. This report determined Non-Performance in two areas, School Entry and Special Needs Youth. Student Supervision during education was found to be Superior Performance.

Three grievances were filed by BCJJC youth during the quarter.

The DJS Office of Quality Improvement (DJS/OQI) issued a Comprehensive Quality Review Report on January 20, 2011. The DJS Office of Quality Improvement reports are focused, detailed and accurate.

RECOMMENDATIONS

1. The Department must maintain the BCJJC population within the rated capacity of 120.
2. Consistently half of the BCJJC population are youth awaiting placement. These youth should be moved to placement in a timely manner.
3. The Department should expand the ISU and Transition programs to other DJS facilities.
4. Staff who have been repeatedly found to have used excessive force should be removed from contact with youth.
5. Handcuffs should only be used for transport. Soft handcuffs should be used when restraint is judged to be necessary.

UNABATED CONDITIONS

1. BCJJC remains unsuitable for housing youth for extended periods.
2. The Department continues to hold youth in pending placement status for long periods at BCJJC.
3. The orientation units remain overcrowded.
4. Youth in orientation do not receive appropriate education or program services.
5. All filmed incidents involving alleged abuse, assault and/or physical restraint should be archived and held for at least a year.



NICK MORONEY
Acting Director

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

FACILITY REPORT
J. DEWEESE CARTER CHILDREN'S CENTER
JANUARY – MARCH, 2011

Facility: J. DeWeese Carter Children's Center
300 Scheeler Road
Chestertown, MD 21620
Superintendent: Derrick Witherspoon

Dates of Visits: January 25 and March 31 (Facility Advisory Board)

Reported by: Claudia Wright, Tim Snyder

Persons Interviewed: Superintendent, Assistant Superintendent, staff, and youth

Date of Report: April 2011

INTRODUCTION

The J. DeWeese Carter Youth Facility (Carter) 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 (DJS/the Department).

SUMMARY OF CRITICAL FINDINGS

- The Carter facility continued to remain a safe and secure environment for youth during the first quarter of 2011.
- Youth population remained at or below the cap of 15 throughout the first quarter.
- Carter rated a Superior Performance from the DJS Office of Quality Improvement (DJS QI) in the area of Career Technology and Exploration Programs.

FINDINGS

1. Population

a. General

Rated Capacity	High Population	Low Population	Average Monthly Population	Number of Days Over Capacity
15	15	8	January 11 February 11 March 14	0

The Department lowered the rated capacity from 27 to 15. The lower capacity was not exceeded during the 1st Quarter. At a population of 15, each youth has his own room and bed.

b. Pending Placement

On March 31, 2001, 9 of the 14 youth held at Carter (64%) were adjudicated and awaiting placement. Two youths spent 70 days in pending placement status.

The Department is implementing a pre-placement orientation program called Treatment Placement Orientation (TOP) at DJS detention centers including Carter. The purpose of the program is to prepare youths for their treatment programs. It also provides the opportunity to receive credit towards placement time. This could help lessen extended periods of "dead time" spent waiting for placement.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 5.1.5.1 *The provision of ... living space shall be sufficient to adequately meet the needs of the detained youth.*

2. Staffing

At the end of the quarter, the Superintendent reports that one new Resident Advisor Supervisor will be joining the staff in early April. The administration is currently recruiting for one case manager, one Resident Advisor and one contractual Resident Advisor. One case manager is out on maternity leave.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 5.1.5.5 Staffing *Staffing levels shall ensure the proper supervision and safety of the residents.*

3. Safety and Security

a. Aggregate Incidents

Incident Categories	1st	1st
	Quarter 2010	Quarter 2011
1. Youth on Youth Physical Assault	5	7
2. Youth on Youth Physical Assault with Injury	1	0
3. Alleged Youth on Staff Physical Assault	1	1
4. Alleged Youth on Staff Physical Assault with Injury	0	0
5. Group Disturbances (injury/property destruction)	0	0
6. Group Disturbances (without injury/destruction)	0	0
7. Restraints	6	6
8. Restraints with Handcuffs	1	0
9. Contraband	2	0
10. Suicide Ideation, Gesture, Attempt or Behavior	2	3
Total Incidents	20	16

b. Security Equipment

DJS Headquarters indicates that Carter will be receiving twenty-two new surveillance cameras.

c. Suicide Watch

The DJS Office of Quality Improvement (DJS QI) rating in the area of Documentation of Youth on Suicide Watch was raised from Partial to Satisfactory Performance during the Quarter.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 5.1.1 Supportive Security
Security in a detention facility shall recognize and balance the legitimate need for security and safety felt by staff and society with the residents' need for a setting that provides them with safety and a reasonable quality of life.

4. Physical Plant and Basic Services

a. Fire Safety

Carter complies with fire safety requirements and is up-to-date on inspections.

b. Physical Plant

The staff includes a full time maintenance man who tends to maintenance needs in a timely manner. Beds are suicide-resistant and each youth has his own room. The exterior and interior of the facility are clean and well kept.

c. Basic Services

The Food Service Manager for Carter and the Lower Eastern Shore Children's Center (LESCC) works diligently to insure appropriate meals and healthy snacks for youth. Headquarters nutrition personnel also monitor the food service provider.

Administrators hold regular Town Hall meetings with staff and youth. Any suggestions or concerns about food and housing are addressed at these meetings.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.2.1 Conformity with Codes *All detention facilities shall conform to state fire safety requirements.*

Md. Standards for Juvenile Detention Facilities 5.5.1 Food Service Management *A full time staff member experienced in food service management shall supervise the food service operation within a detention facility.*

5. Education

The Maryland State Department of Education (MSDE) provides education services at Carter. The education building is clean, spacious and provides a constructive learning environment.

Youth at Carter enter school upon arrival. Records are requested from local schools, and are received, in a timely manner. The DJS QI rating for school entry was raised from Partial to Superior Performance during the Quarter.

Special education requirements continue to be consistently met at Carter.

Youth are in class for six hours each day. Classroom visits indicate youth are academically engaged. The staff to youth ratio allows individual attention to youth education needs. Youth and instructors utilize appropriate, up-to-date textbooks and computer equipment. Students needing GED programs are assisted on an individual basis.

Career planning and training is incorporated into the education component at Carter. During the quarter the DJS Office of Quality Improvement raised its rating of Career Technology and Exploration Programs to Superior Performance. These programs provide valuable training in two areas. In the Serv-Safe program, youths are trained and receive certification in food handling. In C-tech, youth may also receive certification in cable installation and fiber optic wiring. These certifications are valuable when youth seek employment in these areas. The programs are taught by MSDE teachers who are certified to teach the vocational classes.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.1 Educational Services *The Department shall ensure that educational services provided within the detention facility are consistent with state requirements and that they meet the individual needs of the youth.*

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

Staff and administration continue to provide a wide variety of programs to youth, including alcohol and drug abuse groups, focus groups and Town Hall meetings with the Superintendent. Behavioral health and social work staff provide ART (Aggression Replacement Therapy) twice per week. Speakers from Narcotics Anonymous and Alcoholics Anonymous visit the facility to meet with youth.

A new mental health vendor has begun work at Carter. The Superintendent indicates that mental health personnel are available anytime they are needed, and that they are providing superior service.

b. Recreational Programming

Carter youth participate in a variety of recreational activities including basketball, game room, holiday celebrations and Jeopardy challenges with other facilities. However, in their review, DJS QI indicated that the recreation schedule is not always followed, and that on two days per week youth only receive 45 minutes of recreation. The DJS QI rating remained at Partial Performance this quarter.

c. Parental Involvement

Parents or guardians can visit twice per week, and youth receive at least two phone calls per week. Parents and guardians are encouraged to attend treatment and education-related meetings for youth.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.5 Recreational activities *A well-defined and structured recreation program shall be provided for each resident.*

Md. Department of Juvenile Services Policy and Procedure RF-08-07(4)(a)(3) *Youth shall be provided a minimum of two hours of structured activities and one hour of leisure activities daily.*

7. Medical and Behavioral Health

Youth who come to Carter receive prompt physical exams and screenings regarding mental health issues. The physician conducting the physical exam also does the dental screening. Youth are not seen by a dentist unless referred by the physician or for emergencies.

Medical services are provided on-call on the third shift and on some weekends. A physician is present one day per week and a psychiatrist is available one day per week

for medication management. Dental services are provided in nearby Chestertown by appointment.

Carter staff includes two Licensed Clinical Social Workers (LCSW's), two case managers, and an addictions counselor to provide screening and counseling for youth. A behavioral health staffer is on-call after normal business hours.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.3 Health Care Services *Health care services shall be in accordance with established Departmental policy and procedures.*

8. Youth Advocacy, Internal Monitoring and Investigation

The DJS Child Advocate retrieves and processes youth grievances in a timely and effective manner. Eight grievances were filed during the 1st Quarter.

The Department's Office of Quality Improvement issued a Targeted Quality Review Report in March, 2011. The DJS Office of Quality Improvement reports are focused, detailed and accurate.

Applicable Standard

Md. Department of Juvenile Services Policy and Procedure MGMT-01-07 Youth Grievance Policy *The Department of Juvenile Services (DJS) shall permit youth and individuals on behalf of DJS youth to file a grievance for a circumstance or action related to behavior of other youth, behavior of employees, or conditions of confinement.*

RECOMMENDATION

1. Population should remain capped at no more than 15 youth.



NICK MORONEY
Acting Director

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

FACILITY REPORT
CHELTENHAM YOUTH FACILITY
JANUARY – MARCH, 2011

Facility: Cheltenham Youth Facility
11001 Frank Tippet Road
Cheltenham, MD 20623
Superintendent: William Wilson

Dates of Visits: January 6 (with Claudia Wright & José Saavedra) and 31
February 9
March 8, 16, and 23, 2011

Reported by: Nick Moroney
Senior Monitor

Persons Interviewed: Superintendent, Assistant Superintendents, Regional Director, DJS-OIG Investigators, Head Nurse, Shift Commanders, School Staff, Special Education Needs Assessment Staff, Residential Staff, Youth, Public Defenders, Glass Mental Health Staff, Facility Case Managers, Child Advocate, Office Administration Staff, DJS Headquarters Staff

Date of Report: April 2011

INTRODUCTION

Cheltenham Youth Facility (CYF) is operated by the Maryland Department of Juvenile Services (DJS/the Department) and is located in Prince George's County. CYF 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 for committed youth housed in Murphy Cottage was closed following the death of a staff member in February 2010. The third component, a small group home shelter program for youth who do not require secure confinement, has also been closed since February of 2010. The Shelter and ReDirect cottage units are located outside the security fence on the CYF campus.

SUMMARY OF CRITICAL FINDINGS

- The number of reported instances of aggression at CYF significantly increased during the first quarter of 2011.
- There is evidence to suggest that, prior to the current quarter, incidents involving aggression were under-reported.
- The residential cottages at CYF continue to be severely overcrowded.
- The Department has not lowered the DJS-set rated population capacity at CYF. The rated capacity should be lowered from 115 to 86 youth to reflect the loss of 29 beds with the closure of the Murphy and Shelter cottages.
- Every day during the first quarter of 2011, between 40 and 50% of youth at CYF were waiting at the detention facility to begin treatment elsewhere.
- The dilapidated residential cottages at CYF remain an inappropriate physical environment for youth.

FINDINGS

1. Population

a. General

Facility Capacity	High Population	Low Population	Average Monthly Population	Number of Days Over Capacity
115	135	91	Jan 111 Feb 105 Mar 123	36 (40%)

The chart above is based on current DJS population data which utilizes an outdated population capacity figure of 115. Cottage closures in early 2010 resulted in the loss of 29 youth beds. The rated capacity for CYF should be lowered to 86 youth to reflect the loss. The accurate capacity figure of 86 was exceeded every day during the first quarter of 2011.

Even with 29 fewer beds, the total number of youth entering Cheltenham increased during the first quarter of 2011.

Youth Entries to CYF

1st Quarter 2010	1st Quarter 2011
652	688

The cottages at CYF continue to be severely overcrowded. Many youth sleep in plastic boat beds which have a mattress placed inside and are then placed on floors in cells shared with at least one other youth. Staff call-outs and daytime shift coverage issues exacerbate the overcrowding situation. The situation is also complicated when cells are temporarily unfit for use or youth must be housed alone.

The Department currently rates infirmary capacity at 14 youth, however, with ten youth sharing six cells and one all-purpose common room, the infirmary was also congested at the end of the first quarter. Each youth in the infirmary should have an individual cell.

The chart below is based on the Department's population capacity rating for each residential cottage. It shows that, on the last day of the first quarter, the three operating cottages at Cheltenham were considerably over capacity.

CYF BY UNIT on March 31, 2011	YOUTH COUNT	RATED CAPACITY
Rennie Cottage	42 (+75%)	24
Henry Cottage	45 (+87%)	24
Cornish Cottage	28 (+16%)	24
Infirmary	10	14
Total Youth in Detention	67	--
Total Youth Pending Placement	58 (46%)	n/a
Re-Direct (closed since February 2010)	0	24
Shelter Care Program (closed since February 2010)	0	5
Total Youth at CYF	125	115

b. Pending Placement & Detention

On March 31, 2011, 46% of youth at CYF were pending placement - dead time that does not count towards completion of a treatment program.

First Quarter long stays in detail	60 days and over	90 days and over
Pending Placement	22 youths (62*, 62, 62, 63*, 63, 63*, 63*, 65, 67, 68, 69, 70*, 72*, 72, 79, 79*, 83*, 83*, 83, 86, 86 and 87days)	14 youths (92*, 92*, 98*, 104, 111, 112, 115, 118, 121*, 127*, 140, 153, 160 and 184 days)
Detention	10 youths (61, 64, 64, 70*, 71, 72, 73, 76, 79 and 79 days)	4 youths (104, 124, 128* and 188 days)

*Youth still at CYF as of data collection date (April 13, 2011).

Solutions to excessive lengths of stay must include more available in-state treatment options for youth. In the meantime, the Department continues efforts to streamline the process.

(i) Streamlining of Case Management Staffing

DJS has prioritized case management staffing in order to move youth to treatment faster. Prince George's County youth, who form the majority of the CYF residential population, are to be staffed within 15 days of arrival at CYF. Administrators and case managers at CYF have also been working to streamline release for youth who are eligible for community-based electronic monitoring (CDEM).

(ii) The Treatment Orientation Program (TOP) Initiative

The Department has also been attempting to mitigate dead time with the Treatment Orientation Program (TOP). Youth are offered comprehensive information about programs and expectations. Successful completion of TOP while in a detention center may result in a more successful, and shorter, stay at treatment placements. The TOP initiative is online at some DJS detention facilities but has not yet been implemented at CYF.

c. Population Breakdown by Race/Ethnicity

	1st Quarter 2010	1st Quarter 2011
Total Youth Entries	652	688
African American	543	570
White/Caucasian	69	81
Hispanic/Latino	32	36
Other/Unknown	8	1

Youth admissions to CYF increased by 5.5% this year. African American entries are up 5%; White/Caucasian entries increased approximately 16%; and Hispanic/Latino admissions are up 12.5%.

Applicable Standards

Maryland Rules, Rule 11-112. Detention or shelter care. *[C]ontinued detention or shelter care pending the adjudicatory or waiver hearing may not be ordered for a period of more than thirty days.*

Md. Standards for Juvenile Detention Facilities 5.1.5.1 *The provision of ... living space shall be sufficient to adequately meet the needs of the detained youth.*

JDAI Standards I (D) Population Management *1. Written policies, procedures and actual practices (shall) ensure that when the institutional population approaches or reaches its rated capacity, appropriate youth are released or “stepped down” to non-secure settings. 2. Written policies, procedures and actual practices (shall) ensure that staff review the institutional population on a daily basis to make sure that youth who no longer need secure confinement are promptly released, are “stepped down” to less restrictive settings, or transferred to other settings.*

Even with case management streamlining and other efforts to reduce stay time, a treatment resource shortage and increased youth entries to the facility means youth are stuck in overcrowded conditions at CYF.

2. Staffing

Eight new direct staff staffers are on duty and 9 more are in training. However, CYF continues to suffer a shortage of staff available for daytime and weekend shift work. This is due, in part, to call-outs. At 8 am on April 2, 2011, there were 48 youths in Rennie Cottage and 3 staffers. In Henry Cottage, there were 47 youths and 3 staffers. Because there was “not enough staff to safely supervise youth,” youth were not let out of their cells until staff arrived for the 2 pm to 10 pm shift (DJS IR #90762).

The Juvenile Protection Division of the Office of the Public Defender met with clients at CYF on April 6 and reported that, “[a]lmost all of the children [interviewed] reported being locked in their rooms for several days during the weekends due to insufficient staffing.” Youth also “described spending hours in their rooms with the door open because of staffing shortages.”¹ A CYF staffer on weekend duty in early March wrote that he feared for his life “due to staff getting attacked in the past couple days and being on the unit with 43 youths and 4 staff” (DJS IR # 89879).

CYF may benefit from the DJS Secretary’s decision to increase facility direct-care staffing system-wide through the transfer of employment pins. This would allow the hiring of 67 direct care staff. The Secretary also ordered a review of staffing needs across the DJS system.

¹ Office of the Public Defender-Juvenile Protection Division letter (dated April 12, 2011) to the CYF Superintendent, the DJS Director of Quality Improvement and the JJMU-OAG Acting Director.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 5.1.5.5 Staffing *Staffing levels shall ensure the proper supervision and safety of the residents.*

3. Safety and Security

a. Aggregate Incidents

Incident Categories	1 st	1 st
	Quarter 2010	Quarter 2011
1. Youth on Youth Physical Assault	52	102
2. Youth on Youth Physical Assault with Injury	27	57
3. Alleged Youth on Staff Physical Assault	2	14
4. Alleged Youth on Staff Physical Assault with Injury	2	9
5. Group Disturbances (injury/property destruction)	2	12
6. Group Disturbances (without injury/destruction)	1	2
7. Restraints	65	154
8. Restraints with Injury	25	67
9. Seclusions over eight hours	0	2
10. Physical Child Abuse Allegations (DJS Custody)	5	8
11. Suicide Ideation, Gesture, Attempt or Behavior	7	20
12. Alleged Inappropriate Staff Conduct/Comments	3	4

While youth admissions to CYF increased by 5.5% during the first quarter, reported incidents at CYF far outpaced population growth. For example, the number of youth on youth assaults reported at CYF almost doubled.

Conclusions regarding increases or decreases in incidents are tentative. There is evidence that, prior to the current quarter, incidents at CYF were under-reported. A DJS Quality Improvement Report issued on December 22, 2010, found CYF to be in “non-performance” status on incident reporting, and noted that “incident reports at CYF were

difficult to assess as they could not all be confidently found.”² In addition, JJMU reports for the first and third quarter of 2010 noted CYF staff were not accurately reporting seclusions.

Incident reporting at CYF has improved over recent months. Incidents are entered into the database in a more timely way. There were 297 total incidents reported at CYF for the first quarter of 2011, while 132 incidents were reported for the same period last year. Throughout the first quarter of 2011, the DJS Quality Improvement Unit has worked with CYF management and staff on the incident reporting process.

b. Suicide Ideation

There were 20 recorded incidents involving suicide ideation for the first quarter of 2011, while 7 were reported during the same period last year. Some instances during the current quarter are described below. The youths involved were placed on suicide watch.

- A youth with “a history of suicide attempts and self-injurious behavior” was “returned to CYF after approximately one month at Spring Grove Hospital” where he had been placed for psychological evaluation (DJS IR #88373).
- A youth “returned to CYF from court with a court order to be on suicide watch” (DJS IR #90994).
- A second youth also “...had a court order stating he should be place[d on] suicide watch’ and while “at court youth stated that he would kill himself if he was returned to CYF” (DJS IR #88322).
- Another youth who had just returned from a court hearing told staff he “had a plan – suffocation,” and “was tearful, banging his head on the table and had a blunted affect” (DJS IR #90301).
- On March 30, a youth took off his shirt, wrapped it around his neck and pulled on the sleeves “to make the shirt tighter.” Staff were able to “pull the shirt out of his hand and from around [the youth’s] neck.” The youth “then leaned over and vomited” (DJS IR #90992 and case notes).
- At the start of the second quarter, another youth “tied clothing or sheet around his neck and choked himself to the point of vomiting.” This event occurred in a cottage after the unit was “placed on lockdown following unacceptable behavior at school” (DJS IR #90857).

² See page 6 of DJS Quality Improvement Report <http://www.djs.state.md.us/quality-assurance/qir-cheltenham.pdf>

b. Abuse and Neglect

The DJS-Office of the Inspector General (DJS-OIG) investigated an allegation of child abuse. The investigators returned a sustained finding of excessive force against a staffer (DJS IR #11-88378).

After a fire alarm went off, a DJS staffer heard banging at the back of a cottage and found a youth in his cell who said, "they left me behind" (DJS IR #90215). The DJS-OIG sustained an allegation of child neglect.

d. Group Disturbances

Reports of group disturbances with injury or property damage increased six fold during the first quarter. There was also a pattern of increase month to month. There were three serious group disturbances in January, four in February and five in March. By April 27, there had been nine serious group disturbances during the month of April.

A female staffer attempting to break up a fight in the game room hit her head on the cement floor. She lost consciousness for a time (DJS IR #88005). During a fight involving ten youth, another female staffer "was struck in her head several times from behind" (DJS IR #88286).

e. Attempted Escapes

There were five attempted escapes during the first quarter.

- Three youth ran from the dining hall and were quickly caught (DJS IR #87976).
- Staffers secured a youth allegedly behaving in a violent manner inside a van as he was being transported to the CYF infirmary (DJS IR #87962).
- A youth walked away from a line exiting the infirmary and "continued to walk after verbal directives were ... given." The shift commander "came and contained the situation" (DJS IR #90070).
- A youth ran from the school and jumped on the fence before running behind the infirmary where he was surrounded by staff and "just [lay] on the ground" before being escorted away (DJS IR #90082).

On March 20, staff reported a youth as missing. A search of the facility grounds and escape notifications were initiated. The youth was later found on top of an abandoned building. He was persuaded by a supervisory staffer to come down (DJS IR #90256). The youth was at large within CYF for over four hours. During the time the youth was roaming around CYF, the fence alarm was activated four times and the fence

was checked and cleared by security each time. The youth remained undetected when a nurse came to dispense medication at the cottage where the youth resided. At that time, a direct care staffer in the cottage signed a document that indicated the youth had declined his medication. After the youth was found, he said, “they wouldn’t let me use the phone so I could call my mother.”

f. Intensive Services Unit

The Intensive Services (ISU) and Transition Units at BCJJC offer a well-designed program to address the needs of challenging youth. The number of serious incidents at BCJJC has fallen markedly since the ISU and Transition units came online. Administrators at Cheltenham should work with onsite mental health professionals to adopt a similar approach to address the needs of youth requiring intensive individualized services at CYF.

g. Security Equipment and Practices

The Department currently supplies enough radios at CYF to equip all staff. A number of radios are also available for use by teachers and medical personnel. The CYF key control system has been fine-tuned. The Department Secretary is addressing vehicle security issues and considering the banning of private vehicles inside detention facilities.

During the first quarter, the school was the most common location for youth on youth assaults and alleged youth on staff assaults. Nine percent of physical restraints of youth also occurred at the school. The Department has committed to installing cameras in CYF classrooms, in parts of residential cottages which are currently security surveillance blind spots, and in outdoor recreation areas behind the cottages. Cameras could be mounted in positions enabling administrators and staff to view pedestrian areas between buildings. While the Department has indicated a commitment to install approximately 45 more cameras at CYF and the bidding process is in motion, installation dates are unclear.

4. Physical Plant

Cheltenham has been in operation since 1872. Physical plant shortcomings are a long-term problem. The aged and decrepit cottages would be unfit for youth residency even if youth population remained below set capacity. Cheltenham is first in line for DJS facility replacement. Initial construction plans included an urgently needed 48-bed treatment center at Cheltenham. As of 2010, planning for the treatment center had been indefinitely postponed.

Planning for a purpose-built 72-bed detention facility at Cheltenham is underway but will take at least three years to complete. At time of writing, there were planning delays related to cost analysis. The delay may be short and a modern detention center

may still open at Cheltenham in three years, but in the meantime, youth at CYF will continue to be housed in an inappropriate physical plant environment.

Although the cottages are unsuited to housing youth, the Department made positive changes in the cottages during the first quarter of 2011. Dilapidated and broken furniture was removed. Newer chairs and heavy table/stool sets with game board designs have been moved to the cottages. More chairs are needed to accommodate the large number of youth residents.

The woodworking teacher replaced flimsy leg supports with sturdy wooden legs to help ping pong tables withstand heavy teenage usage. The general state of the cottage floors is improved but they remain a challenge to clean. Professional steam cleaning and waxing are required to assure ongoing cleanliness.

Cell floors are pockmarked with small holes. Some of the cells have dangerous metal bedsteads. The Department is in the process of replacing these with suicide proof beds. Workers have replaced some of the rusted, stained and potentially hazardous window fittings. In the past, personal belongings and foodstuff wrappers were noticed on cell floors. Cottages were noticeably tidier and cleaner during monitoring visits in February and March.

CYF is in compliance with fire safety regulations and mandatory inspections. Another fire marshal's inspection will be due at the end of September 2011.

The CYF shelter building located outside the fence has been closed since February of 2010 while there is a statewide shortage of shelter beds available to DJS youth. The Department should re-open the shelter program which offered a home-like and well-managed environment. If sprinklers are installed, the shelter could accept up to 12 youth, instead of the earlier maximum of 5.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.5.1 The condition of the physical plant *The provision of lighting, heat, plumbing, ventilation, living space, noise levels and recreational space shall be sufficient to adequately meet the needs of the detained youth.*

Md. Standards for Juvenile Detention Facilities 5.2.1 *All detention facilities shall conform to State fire safety requirements.*

5. Education

The Maryland State Department of Education (MSDE) and DJS have agreed that education services at CYF facilities will be taken over by MSDE as of early October 2011.

A plan to have a number of direct care staff assigned exclusively to the school during the school day and reporting to the school principal should be realized by the end of May.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.1 *The Department shall ensure that educational services provided within the detention facility are consistent with state requirements and that they meet the individual needs of the youth.*

6. Rehabilitative and Recreational Programming

Broken sections of the gym floor were repaired during the first quarter. Unusable equipment has been removed from the weight room and torn floor matting was taken out. The remaining exercise equipment is worn but usable.

Youth recreation time has been negatively impacted by staff coverage during the first quarter. Youth are scheduled to play basketball and flag football after school. Staff are expected to organize evening activities including basketball, chess and checkers tournaments, arts and crafts, and movie nights, all of which would constructively occupy a number of youth. These activities are not consistently offered and more programming and activities outside of school hours are needed.

A staffer told the CYF child advocate that Rennie residents had to spend recreation time inside the unit on a number of days because of “coverage issues and social separations.” Additionally, there was no recreation for Rennie youth on March 30 because of a “facility shakedown.” On April 1, Rennie youth spent recreation time in the cottage because the “unit almost had a major incident” in the dining hall that day. The child advocate concluded that “youth are not properly staffed to have recreation” (DJS Grievance #9271).

Youth should also be able to take advantage of Woodworking and Graphic Arts programs in the evenings. These programs are not always available. The Department is negotiating a contract to re-open the CYF Ceramics Studio for a ceramics program for youth and with youth family involvement.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 5.1.5.4 *... (E)xercise and recreation ... services shall be maintained at a sufficient level to accommodate the number of youth at the facility.*

7. Medical and Behavioral Health

Glass Mental Health Services provide behavioral health services. Therapists help youth and staffers address issues of concern. Dedicated office space is needed for therapists working with youth in the cottage units.

Applicable Standards

Md. Standards of Juvenile Detention Facilities 4.3.2 Mental Health Services *The Department shall be responsible for acquiring, either directly or by agreement or contract with a public or private mental health agency, necessary mental health care and services for youth within facilities operated by the Department and its vendors. All mental health services shall be provided in accordance with guidance from the Department of Health and Mental Hygiene.*

8. Youth Advocacy, Internal Monitoring and Investigation

The child advocate at CYF promptly and conscientiously responds to youth grievances. The advocate received a grievance maintaining that staff practiced favoritism in one of the cottages, and did not fairly apportion behavior program points. The cottage supervisor denied such was the case. Another supervisor failed to respond for two months, but finally told the advocate that he had retrained staff on the behavior program and would “try and review the point log every other day” until cottage staff improve how they implement the program (DJS Grievance #9148). The advocate continues to monitor this issue. Youth and staff express dissatisfaction with the current behavior management system. CYF administrators plan to institute a different behavior program model starting during the second quarter.

Youth not being able to make phone calls per DJS policy has been a problem leading to frustration. A youth “took his elbow and broke the glass out of his door window” and “said that he was mad because he did not get a phone call” (DJS IR #87958).

From mid-March through early April, various youth residing in Rennie cottage filed grievances stating they had not been allowed to make two 10-minute telephone calls per week as required by DJS policy (DJS Grievances #9263, #9269, #9270, #9271, and #9272).

Managing phone calls has been an ongoing problem at CYF. The DJS Quality Improvement Unit published a Comprehensive Quality Review Report on CYF at the end of 2010. After reviewing youth grievances from January 1 through November 17, 2010, reviewers found that “the top complaint was about not getting phone calls.”³

³ See page 7 of DJS Quality Improvement Report <http://www.djs.state.md.us/quality-assurance/qir-cheltenham.pdf>

Case managers in each cottage are responsible for ensuring calls are scheduled and made. During the quarter, a case manager told the child advocate that some youth may not have been able to make calls for two weeks because of staff unavailability, youth on lockdown and “having to deal with disruptive youth.” Some staff say complying with policy by offering youth two ten-minute calls per week is almost impossible given overpopulation and staffing issues, as well as frequent difficulties in initiating communication with parents or guardians. Case managers “squeeze in calls whenever they can,” according to staff and youth sometimes receive single 20-minute calls instead of the required two 10-minute calls.

The child advocate wrote that the phone call issue was unresolved “due to the one [case manager] assigned to each unit” being unable “to complete 40 plus phone calls a week without assistance” (DJS Grievance #9271). With over 40 and sometimes close to 50 youth staying in both Henry and Rennie cottages, the number of calls to be accommodated is between 80 and 100 per week in each of those cottages.

The advocate continues to raise the issue and CYF administrators are changing cottage schedules, including telephone call times. They are also working on a new facility operating procedure concerning youth phone calls.

Applicable Standard

Md. Dept. of Juvenile Services Policy and Procedure RF-10-05 3(2) *Each youth is allowed a minimum of two telephone calls of ten minute duration per week at the Department's expense. These telephone calls shall not be denied for disciplinary reasons.*

RECOMMENDATIONS

1. Cheltenham's youth population should not exceed 86.
2. The Department should ensure enough direct care staffers are available to cover every shift and youth should never be confined to cells because of coverage problems.
3. Camera coverage should be extended to all areas in the facility, interior and exterior, frequented by youth.
4. Each youth at Cheltenham should have his own individual cell. No youth should have to sleep in a plastic bed placed on the floor.
5. A comprehensive schedule of programmatic and recreational activities should be planned and carried out to ensure youth are constructively occupied outside of school hours.
6. The Department should expand on the success of the ISU and Transition model at BCJJC by bringing the model to Cheltenham.

UNABATED CONDITIONS

1. The cottages at Cheltenham continue to be severely overcrowded.
2. The DJS rated capacity for CYF should be lowered to 86 youth to reflect the loss of 29 beds with the closure of the Murphy and Shelter cottages.
3. The CYF Shelter should be fitted with a sprinkler system and re-opened.



NICK MORONEY
Acting Director

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

FACILITY REPORT
THE GRAFF SHELTER FOR GIRLS
JANUARY – MARCH, 2011

Facility: Dr. Henry F. and Florence Hill Graff Shelter for Girls
8504 Maplesville Road
Boonsboro, MD 21713
Administrator: Bruce Anderson

Date of Visit: February 10, 2011

Reported by: José D. Saavedra, Monitor

Persons Interviewed: Program Administrator, Intake Director

Date of Report: April 2011

INTRODUCTION

The Dr. Henry F. and Florence Hill Graff Shelter for girls (Graff) is a short-term shelter program located in Boonsboro, Washington County. The facility is licensed by the Department of Juvenile Services (DJS/the Department) and the Department of Human Resources and can accept up to 12 girls, from age 13 to 18, who are waiting for 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.

Graff is owned and operated by San Mar Children's Home, Inc. (San Mar). In addition to Graff, San Mar operates several programs for youth including, a group home for girls, a therapeutic group home for girls and treatment foster care program for boys. San Mar is licensed by the Department of Health and Mental Hygiene and serves youth with psychiatric diagnoses. School is provided onsite under license from the Maryland State Department of Education.

SUMMARY OF CRITICAL FINDINGS

- No critical issues to report this quarter

FINDINGS

1. Population

Throughout the quarter nine to ten girls resided at Graff. All were DJS-referred youth who came from seven different counties (Anne Arundel, Baltimore City, Carroll, Frederick, Montgomery, St. Mary's, and Washington).

Nineteen girls were transferred from the program to probation, community detention, therapeutic group homes, and independent-living. Two youths successfully completed the program and were released.

2. Staffing

Staff-to-youth ratio is consistently maintained within DJS standards. There is an intake staffer, at least one direct-care worker, a case manager, and a teacher onsite during the day.

3. Safety and Security

According to the DJS Incident Reporting database, only five incidents occurred during the quarter. Upon review of ten randomly selected daily shift reports, the JJMU found Graff internal incident reporting consistent with the information the facility posted on the DJS database.

4. Physical Plant and Basic Services

The Graff Shelter facility is clean and orderly. Staff goes to considerable effort to provide a warm, home-like environment. During a visit this quarter, all rooms were clean and well furnished.

5. Education

a. Classes

Girls attend school on-site or at a nearby public school.

b. General Educational Development Program (GED), College Courses,

GED training is provided and staff coordinates examination opportunities regularly.

c. Vocational Education

During the first quarter, one of the residents successfully completed “San Mar Academy.” This is an intense 90-day program with a continuum of services to prepare girls for life after residential treatment. The program includes an education level assessment and documents needs and strengths, life skills, mental health or substance abuse issues, and personality traits to develop an effective treatment plan.

San Mar Academy includes classes in key program areas such as:

- Technology
- Service learning
- Core education content
- Social skills for employment
- Health and Wellness, and
- Money management

Applicable Standards

COMAR 14.31.06.12.D.1. *The licensee shall train a child in work readiness according to the child's age and capability*

COMAR 14.31.06.12.C (1-10). *The licensee shall provide each child with life skills training appropriate to the age and capability of the child in areas including;*

- (1) Accessing community resources and services;*
- (2) Conflict resolution;*
- (3) Dating, marriage, and family planning;*
- (4) Decision making;*
- (5) Money management;*
- (6) Nutrition;*
- (7) Personal hygiene and grooming;*
- (8) Personal relationships;*
- (9) Personal safety; and*
- (10) Time management.*

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

Given the short duration of a youth's time at Graff, therapy is offered on an as-needed basis by therapists and work primarily at the San Mar Group Home next door. In addition, a licensed social worker holds weekly group meetings. A psychiatrist is on contract to manage medication issues.

Youth learn life skills through daily activities including table set up, cleaning, cooking and laundry.

b. Recreational Programming

Girls participate in service learning activities, such as arts & crafts at a local nursing home, every Friday. Youth exercise at least one hour daily. Girls rotate their activities daily. Four girls go to the gym while the remaining girls play volleyball, swim, play fitness-related games on a Nintendo Wii game console (e.g., "Wii fit" or "Just Dance"), or walk. Every Wednesday youth residents travel to restaurants or on field trips to historical sites or other destinations. Youth also regularly visit the local library.

Applicable Standard

COMAR 14.31.06.12.B.1. *The licensee shall provide the children with a range of indoor and outdoor recreation and leisure activities both in the program and in the community.*

7. Youth Advocacy, Internal Monitoring and Investigation

The DJS Program Evaluation unit found Graff in partial compliance with Emergency Planning, General Safety and Transportation, Basic Life Needs and Youth Rights, Orientation and Student Handbook, Staff Training, Physical Restraints, and Employee Records and Personnel Administration standards. Graff will be taking corrective action.

RECOMMENDATION

1. Maryland girls thrive at San Mar Graff and should be supported in any and every way possible.
2. The San Mar Academy should be considered as a model program worthy of replication throughout the state.



NICK MORONEY
Acting Director

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

FACILITY REPORT
THE CHARLES H. HICKEY, Jr., SCHOOL
JANUARY – MARCH, 2011

Facility: Charles Hickey School for Boys
2400 Cub Hill Road
Baltimore, Md. 21234
Administrator: Mark Hamlett

Dates of Visits: January 20, February 3, and March 17

Reported by: Claudia Wright, Tanya Suggs

Persons Interviewed: Superintendent, Assistant Superintendent, child advocates, custodial staff, administrative staff, and youth

Date of Report: April 2011

INTRODUCTION

The Charles H. Hickey, Jr., School (Hickey) is a Department of Juvenile Services (DJS) 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 (MSDE) utilizes modular buildings at Hickey to provide educational services to resident youths.

SUMMARY OF CRITICAL FINDINGS

- The population at Hickey exceeded rated capacity more than two-thirds of the quarter. One-third of the population was awaiting placement.
- Ford Hall was re-opened to house the overflow population.
- Ford Hall is also used to house youth on Intensive Behavior Management Plans in isolation.

FINDINGS

1. Population

a. General

Facility Capacity	High Population	Low Population	Average Daily Population	Average Monthly Population	Days Over Capacity
72	87	60	75	January 76 February 76 March 74	68

Ford Hall was re-opened to house the overflow population. Because Ford Hall is available, no youth were required to share cells or sleep on the floor in boats. Most of the youth housed in Ford Hall were on Orientation status.

b. Detention and Pending Placement

On March 31, 2011, 28 of 92 youth at Hickey (29%) were pending placement.

	Number of Youth in Status 60+ Days	Number of Youth in Status 90+ Days
Pending Placement	7	3
Detention	4	1

c. Population Breakdown by Race/Ethnicity

African-American youth made up 76 % of the population during the 1st Quarter.

	1st Quarter, 2010	1st Quarter, 2011
Total Admissions	301	380
White/Caucasian	64	85
African American	224	288
Hispanic/Latino	10	6
Other	3	1

2. Staffing

In January, the Superintendent indicated that there were 3 Resident Adviser (RA) vacancies, 2 RA Lead vacancies and 1 Assistant Superintendent vacancy. The Assistant Superintendent has been hired and is on duty. Hickey Administration is interviewing for six new contractual Resident Adviser positions. The Department is conducting a staffing analysis to determine the number of staff needed. That analysis is not yet available.

3. Safety and Security

a. Aggregate Incidents

Incident Categories	1st	1st
	Quarter 2010	Quarter 2011
1. Youth on Youth Physical Assault	46	48
2. Youth on Youth Physical Assault with Injury	30	26
3. Alleged Youth on Staff Physical Assault	2	10
4. Alleged Youth on Staff Physical Assault with Injury	1	3
5. Group Disturbances (injury/property destruction)	0	2
6. Group Disturbances (without injury/destruction)	1	3
7. Restraints	44	47
8. Restraints with Handcuffs	1	2
9. Contraband	4	10
10. Suicide Ideation, Gesture, Attempt or Behavior	25	23
Total Incidents	169	231

Incidents overall increased 37% over the 1st quarter 2010. Hickey maintains one of the lowest rates in the system in the use of handcuffs. Very few staff members at Hickey are allowed to carry handcuffs. When needed, they must be obtained from the Intake office.

b. Security Equipment and Practices

Hickey does not have internal video camera surveillance in the residence halls or the school building. There is no external video camera surveillance. Video cameras are invaluable to ensure the safety and security of staff and youth. Video review is also useful as a training tool for staff.

Teachers do not have radios or distress alarms. The facility should purchase distress alarms and radios to ensure the safety of all staff and youth.

c. Seclusion

On the evening of April 7, a youth popped the sprinkler in his room (IR #11-91042). He was taken to the medical department for evaluation. After he was cleared by medical he was not returned to his assigned room, but was taken to Room 445 on the east wing of Ford Hall. Ford Hall has been closed for some time. It is not used for housing except when the population exceeds the rated capacity of 72. The youth was assigned to this wing and to Room 445 for 11 days. He was the only youth assigned to this wing. Entry and exit doors to the unit were locked at all times. He was allowed to leave his room to watch TV in an adjacent room during the daytime, but was not allowed to leave the wing except for one hour each day for exercise.

One staff person was assigned to supervise the youth during the daytime. He was not allowed to go to school. He did not receive instruction. Education packets were delivered on some, but not every, school day. He was required to eat all his meals on the unit, alone. He had no contact with any other student until he began a transition to regular housing on April 14. He was also placed on seclusion, locked in room 445, at least once during the 11 day confinement. He was locked in his room each night from 8 p.m. until 6 a.m. the next morning. He was allowed no books, games, radio, or any personal items.

Prior to and during his confinement, the youth was not provided with notice that his behavior (popping the sprinkler in his assigned room) would result in removal from the program and placement in a remote confinement area. He was not allowed to make a statement in his own defense, as required by DJS Standard 5.3.8.2. He was not re-classified as required by DJS Policy RF-01-08. He was not allowed any of the procedures required by the Hickey Behavior Management Procedure, as outlined in the Hickey handbook. He was not provided with any of the protections against improper seclusion, time-out or social separation, and the period of time he was confined exceeded the maximum allowed for any such placement, pursuant to DJS policy or COMAR. The procedure by which he was confined is called the Intensive Behavior Management Plan. There are no rules or policy which define or limit the conditions under which an individual can be confined under the Plan. The Intensive Behavior Management Plan is arbitrary and does not comply with any DJS or other state standard. The program is arbitrary. It has not been tested or validated. There is no evidence to show that it might result in positive behavior change.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.3.8.2 Opportunity to provide statement *A youth accused of a major infraction of facility rules that results in a loss of privileges shall be informed of the infraction(s) as soon as possible, once safety and order in the facility or unit is ensured, but always within 24 hours of the infraction(s). Staff responsible for reporting the incident shall complete a written report by the end of the shift during which the incident occurred, and the youth shall be given the opportunity to write his statement of the infraction or if unable to write it, dictate his statement to a staff member or Child Advocate, who will write verbatim and have the youth sign the document when completed. Copies of the report and the youth's signed statement of alleged major rule infractions shall be included in the youth's case record*

Md. Dept. of Juvenile Services Policy and Procedure RF-02-07 Use of Crisis Management (CPM) Techniques Policy (1) *...Crisis Prevention Management techniques may be utilized only to: protect or prevent a youth from imminent injury to self and others or to prevent overt attempts at escape. In the event that a youth remains an imminent threat to self or others and the youth's behavior has escalated, restraints or seclusion may be used as a last resort. Employees may not use CPM techniques, including restraints or seclusion, as a means of punishment, sanction, infliction of pain or harm, demonstration or authority, or program maintenance (enforcing compliance with directions).*

(3)(o) *Seclusion means the placement of a youth in a locked individual room, separate from the youth's room, where a youth is kept for a period of time.*

(3)(p) *Social Separation means the supervised placement of a youth in his/her room for an non-punitive "cooling-off" period of no more than 60 minutes, which provides an opportunity for a youth to calm down and the situation to defuse. The door of the room shall remain opened and unlocked.*

(4)(a)(4)(i) *Seclusion shall only be used to de-escalate behavior and not as punishment or a sanction.*

(4)(b) *A youth shall be released from restraint or seclusion when the Team Leader indicates that the youth is calm, or the restraint is no longer needed to protect or prevent the youth from imminent injury to self or others, or to prevent overt attempts at escape.*

Md. Dept. of Juvenile Services Policy and Procedure RF-01-08 Classification of Youth in detention Facilities (1) *...The classification assessment shall be implemented for all youth on their admission to the facility and shall provide for reclassification in response to circumstances or special needs that may require modification of housing assignments.*

(3)(a) *Housing Classification Assessment/Re-Assessment means the assessment tool used to determine the appropriate level of supervision and housing assignment of youth upon completion of the Intake process, and re-assessment to be completed as dictated by the needs of youth or the security of the facility.*

(3)(c) *Special Needs means identified behavioral health and/or medical issues, developmental disabilities, or sensory impairment issues that may require special supervision.*

(4)(b)(2)(i) *Housing Classification Re-Assessment shall be used to update a youth's housing classification and/or supervision level considering the youth's program participation, interaction with peers and staff, and general behavior. (iii) shall be completed within 24 hours of a youth being involved in a third serious incident since initial housing classification assessment.*

COMAR 14.31.06.15 (A)(2)(c)(vi) *A licensee may not use the following measures as disciplinary measures: the withholding of program participation other than recreation or leisure activities.*

COMAR 16.18.02.03 Use of Locked Door Seclusion (C)(3) *The maximum stay in seclusion as a result of a single incident may not exceed 72 hours, unless a declared written emergency is issued by the superintendent.*

(D) *A youth shall be released from locked door seclusion when the youth no longer fits the criteria for placement in locked door seclusion.*

4. Physical Plant and Basic Services

a. Fire Safety

A Fire Safety inspection was conducted by the State Fire Marshal on September 1, 2010. Noted violations included a non-working fire alarm system in Building 7, no sprinkler protection in the Administration building and no certification that the sprinkler systems meet standards. No documentation was provided to show that any of the violations in the September 1 report have been corrected.

Fire drills were conducted once per month on each shift.

b. Physical Plant

Living units are clean and well maintained. Many have recently been refurbished with paint and new flooring.

c. Basic Services

Food preparation areas were inspected by the Baltimore County Department of Health in February 2011, and no major violations were noted. Youth indicate that they enjoy the quality and quantity of food they receive at Hickey.

Laundry service at Hickey is remarkable. Youth care for their personal laundry in the units, but linens are distributed from a central laundry. Every youth is regularly provided with crisp, clean sheets, towels and blankets. Laundry staff should be commended for providing outstanding service to youth.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.2 *All detention facilities shall conform to state fire safety requirements.*

Md. Standards for Juvenile Detention Facilities 5.5.6 *Food service shall comply with applicable sanitation codes as promulgated by the federal, state, and local authorities.*

Md. Standards for Juvenile Detention Facilities 5.6.5.5 *The facility shall issue clean bedding and linen, including two sheets, a pillow and pillow case, a mattress and sufficient blankets to provide comfort under existing temperature controls. Linen shall be exchanged at least weekly, and towels exchanged three times per week.*

5. Education

Education is provided by the Maryland State Department of Education. Education services were not monitored this quarter.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.1 *The Department should ensure that educational services within the detention facility are consistent with state requirements and that they meet the educational needs of the youth.*

6. Rehabilitative and Recreational Programming

All Hickey residents receive one hour per day of large muscle exercise, usually in the gym or outdoors if weather permits. Residents participate in a Behavior Management Program. Points are earned for good behavior. As points are accumulated, residents reach levels at which a variety of rewards are available. Rewards include additional time in the game room, videos, additional phone calls to parents and commissary items.

Youth and staff participate in a Unit of the Month program. Youth and staff are graded daily on appearance and performance. The unit selected each month receives group privileges.

Youth receive clinical services from a private provider, Glass Mental Health Services. Glass clinicians also provide Anger Replacement Training.

7. Medical and Behavioral Health

Medical and Behavioral Health were not monitored this quarter.

8. Youth Advocacy and Internal Monitoring and Investigation

a. Youth Advocacy

Hickey residents filed 26 grievances during the quarter.

b. Internal Monitoring

The DJS Office of Quality Improvement issued a Comprehensive Quality Review Report on Hickey in June, 2010. This report was followed by a Targeted Quality Review Report issued in January, 2011. The January report showed improvement in a number of areas, including incident reporting, control of keys, post orders, staff training, school entry, career programs and dental care.

c. Incident investigation

Three investigations conducted by the Department of Juvenile Services Office of the Inspector General (DJS/OIG) sustained violations of DJS policy by employees. One incident involved a security violation for lost keys (IR #11-88551). One report pertained to a failure by staff to provide a clear, concise and accurate report of an incident in which a youth received a fracture of the orbit of the right eye (IR #11-89045). The third sustained violation involved an allegation of physical child abuse (IR # 11-89433).

Applicable Standard

Md. Department of Juvenile Services Policy and Procedure MGMT-01-07 Youth Grievance Policy *The Department of Juvenile Services (DJS) shall permit youth and individuals on behalf of DJS youth to file a grievance for a circumstance or action related to behavior of other youth, behavior of employees, or conditions of confinement.*

RECOMMENDATIONS

1. The arbitrary Intensive Behavior Management Plan should be abandoned.
2. All fire code violations should be corrected immediately.
3. Video cameras for surveillance should be installed throughout the facility.



NICK MORONEY
Acting Director

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

FACILITY REPORT
KARMA ACADEMY FOR BOYS - RANDALLSTOWN
JANUARY – MARCH, 2011

Facility: Karma Academy for Boys - Randallstown
KHI Services, Inc.
4202 Holbrook Road
Randallstown, Md. 21133
Administrator: Janet Scruggs-Hadley

Date of Visit: February 17, 2011

Reported by: José D. Saavedra
Monitor

Persons Interviewed: Program Administrator, Direct care staff, and Youth

Date of Report: April 2011

INTRODUCTION

The Karma Academy for Boys (Karma) is a short-term residential program for up to eight boys ages 14 to 18, and is located in Randallstown. The group home is licensed by the Maryland Department of Juvenile Services (DJS/the Department) 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.

SUMMARY OF CRITICAL FINDINGS

- Reported incidents increased five-fold compared with the first quarter of 2010
- The facility is significantly behind in meeting required DJS standards
- Recreational and vocational activities are inadequate

FINDINGS

1. Population

During the first quarter of 2011, the population was six to seven youth. Residents were from four different counties (Anne Arundel, Baltimore, Carroll, and Prince George's).

One youth was unsuccessfully discharged and transferred to a detention center. A second youth was transferred to a semi-independent living program at another group home.

2. Staffing

With two counselors present during each shift throughout the quarter, the staff-to-youth ratio remained consistent with DJS policy for adequate coverage.

In March, the Program Director resigned and a licensed clinical professional counselor and former program director took over administrative duties.

3. Safety and Security

a. Aggregate Incidents

The total number of reported incidents was twenty-six this quarter, up from five for the same period last year.

b. Physical Assault Youth on Youth

All three youth on youth physical assaults were committed against one particular youth (DJS IR #88283, #88644 and #89917). In one incident, the alleged victim was struck with what he thought was a bar of soap in a sock (IR #88644). Repeated assaults on the same youth, at times by a group, may indicate the youth was being targeted by other residents.

4. Physical Plant and Basic Services

DJS re-licensed Karma Academy.

a. Fire Safety

A December 2010 inspection by the Baltimore County Fire Department found no fire safety code violations at Karma.

Fire drill logs indicate staff practiced effective and timely facility evacuation procedures on all shifts throughout the quarter.

b. Physical Plant

In general, the condition of the physical plant is satisfactory. The interior is cleanly maintained and the exterior is free of debris and environmental hazards.

c. Basic Services

The Baltimore County Department of Health (BCDH) completed an annual Health Safety Inspection of the facility in September of 2010. The inspector found a dryer needed minor repairs and the machine was fixed.

Applicable Standard

COMAR 14.31.06.07 (A)(4) *The licensee shall ensure compliance with the local fire and health requirements by submitting annually to the licensing agency, reports of all fire and health inspections conducted by the local jurisdiction.*

5. Education

a. Classes

Youth attend classes at local public schools for at least four hours each weekday. Karma staff maintains contact with local public schools and advocate for residents.

b. Vocational Education

Karma does not provide educational opportunities for youth to develop practical employment skills.

Applicable Standard

COMAR 14.31.06.12.D.1. *The licensee shall train a child in work readiness according to the child's age and capability.*

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

The home utilizes Positive Peer Culture and Aggression Replacement therapy. Each week, youth meet with a counselor and participate in independent life skills peer support group meetings, sex-offender rehabilitation, and narcotics anonymous meetings.

b. Recreational Programming

Youth are provided one hour of large muscle exercise daily at school and on the facility grounds recreation space. However, alternative leisure activities are not offered at Karma.

c. Parental Involvement

Every month, a therapist at Karma hosts a family group therapy session to include parents and guardians in the youth rehabilitation process.

7. Youth Advocacy and Internal Monitoring

a. Youth Concerns

Youth interviewed said treatment has effectively helped them handle problems, and that one-on-one counseling is particularly useful as is the general availability and accessibility of treatment.

b. Internal Monitoring

i. DJS-Operated Programs

The DJS Program Evaluation unit found Karma in partial compliance regarding Food Services, Emergency Planning, General Safety/Transportation, and Incident Reporting standards because:

- Between meal snacks were not made available to youth;
- Emergency fire drills and vehicle checklists were not being done; and
- Incidents were not being reported as required by COMAR.

In February, DJS visited the facility to follow-up concerning corrective action planning dating back to September 28, 2010.⁴ Due to the transition in leadership during the reporting quarter, no progress was made.

RECOMMENDATIONS

1. Karma should comply with DJS Corrective Action Plan requirements without further delay.
2. Karma and the department should investigate the potential for bullying at Karma and ensure an effective strategy is implemented to support potential victims of bullying.
3. Karma should provide more recreational and vocational education options for residents.

⁴ CAP's missing for 9/28/10, 10/13/10, 11/04/10, 12/14/10, and 01/13/11



NICK MORONEY
Acting Director

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

FACILITY REPORT
KENT YOUTH BOYS GROUP HOME
JANUARY – MARCH, 2011

Facility: Kent Youth Boys Group Home
7582 Quaker Neck Road
Chestertown, MD 21620
Administrator: Jillyn Coleman

Date of Visit: January 25

Reported by: Claudia Wright
Senior Monitor

Persons Interviewed: Executive Director

Date of Report: April 2011

INTRODUCTION

Kent Youth Boys Group Home (Kent Youth) 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 (DJS/the Department).

SUMMARY OF CRITICAL FINDINGS

The program is stable and is performing as an essential resource to redirect children who might otherwise become more deeply involved with the juvenile justice system. The home provides personal attention and mentoring within a less restrictive setting than youth would experience in an institution.

FINDINGS

1. Population

At the end of the 1st Quarter the facility is full, with 10 boys in residence.

2. Staffing

The program director is a certified Child Care Program Administrator who previously worked as program manager at Kent Youth. The program is fully staffed.

Applicable Standard

COMAR 14.31.06.06.3 *The program administrator shall be certified as required by Health occupations Article, Title 20, and Annotated Code of Maryland.*

3. Safety and Security

a. Aggregate Incidents

There were 7 incidents reported at Kent Youth during the quarter, including 3 AWOL's. In response, alarms have been installed on all the windows in the upstairs sleeping areas.

b. Security Equipment

Kent Youth administration has received clearance from DJS and is awaiting funding to install cameras throughout the facility.

4. Physical Plant and Basic Services

The physical plant consists of home-like environment which is fastidiously maintained by staff and youth.

Kent Youth is up-to-date and in full compliance regarding state fire prevention, nutrition, food preparation, sanitation and well-water inspections. A Fire Marshall performed an annual inspection and noted no violations.

An inspection conducted by the DJS Office of Program Evaluation on March 2 noted several housekeeping issues that require submission of a corrective action plan.

Applicable Standard

COMAR 14.31.06.07 A.1 *The licensee shall comply with federal, State, and local building, fire, and health codes, and all applicable local zoning laws.*

COMAR 14.31.06.07 C. *The licensee shall maintain all structures and grounds in good condition, free from health or safety hazards.*

5. Education

Residents at Kent Youth attend Kent County public schools. The facility ensures each youth is represented at school-based meetings concerning the educational needs and academic progress of Kent Youth residents.

A well-equipped computer room is available to residents for research and homework. Some members of the evening shift direct care staff have college degrees and assist youth during a period set aside daily for supervised study and tutoring.

Applicable Standard

COMAR 14.31.06.12.2(C) *The placing agency and licensee shall work cooperatively with the local school system to participate as appropriate in the child's educational activities.*

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

Kent Youth residents participate in the Passage program that includes a level system. Youngsters work their way up to higher levels with good behavior and participation in the program. Youth may be released 30 days after reaching the highest level. Each higher level increases privileges such as extra phone calls.

Youth also receive individual and group counseling four times a week with a licensed clinical social worker (LCSW). Drug and alcohol education programs are offered once to twice a week while a therapist provides weekly anger management sessions. Numerous life skills programs and activities, including cooking and cleaning, occur throughout the week including a weekly formal life skills program. Family therapeutic meetings are scheduled monthly to every 6 weeks or more frequently depending on a counselor's assessment of youth and family therapeutic needs.

b. Recreational Programming

Youth play basketball and use the weight room daily, with staff guiding youth on physical fitness related issues. There is a recreation room in the basement where youths can watch TV and DVDs, read, and play games. Off-campus activities include trips to the library, roller skating, and shopping. Kent Youth residents have a full schedule of activities which is published monthly.

c. Parental Involvement

Parents participate in the orientation process when youth first come to the facility. Ongoing visiting takes place on Sunday afternoons. Phone calls are allowed in the evening, with details worked out in accordance with the facility behavior level system (Passage). Parents are included in the preparation of Individual Service Plans and discharge plans. Youths can earn weekend home passes through the Passage system.

Applicable Standards

COMAR 14.31.06.17.2.F *Within 30 days after admission, develop for each child an individual service plan that identifies documentation indicating that the child, child's advocates, guardian, and family, when appropriate, have been involved in, informed of, and agree with the plan.*

COMAR 14.31.06.12.B.1 *The licensee shall provide the children with a range of indoor and outdoor recreation and leisure activities both in the program and in the community.*

COMAR 14.31.06.12.C.1 *The licensee shall have a written plan of normal daily routines which shall be made available to the children and employees.*

7. Medical

The residents at Kent Youth see a local family doctor upon entry to the program and for routine medical needs. The doctor is available as needed. Regular visits to a dentist are also scheduled for each youth.

Applicable Standards

COMAR 14.31.06.13.G.1 *The licensee shall secure for each child a physical examination and a copy thereof within 30 days of admission or earlier if indicated by the child's health status.*

COMAR 14.31.06.13.E.2 *The licensee shall unless a child has been examined and treated as necessary during the 12 months before the child's admission to the program, have each child examined by a dentist within 30 days after admission.*

COMAR 14.31.06.13.E.3 *Have each child examined by a dentist at least every 12 months or more frequently as prescribed by the dentist.*

8. Youth Advocacy, Internal Monitoring and Investigation

The DJS Youth Advocate visits Kent Youth regularly and responds promptly to any grievances. Two grievances were filed during the 1st Quarter.

RECOMMENDATION

Youth should continue to be referred to Kent Youth. This program is an essential resource helping to redirect children who might otherwise become more deeply involved with the juvenile justice system.



NICK MORONEY
Acting Director

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

FACILITY REPORT
LOWER EASTERN SHORE CHILDREN'S CENTER
JANUARY – MARCH, 2011

Facility: Lower Eastern Shore Children's Center
405 Naylor Mill Road
Salisbury, MD 21801
Superintendent: Derrick Witherspoon

Date(s) of Visit: January 20
February 2
and March 17, 2011

Reported by: Tim Snyder
Monitor

Persons Interviewed: Superintendent, Group Life Supervisors,
Resident Advisors, Dietary Staff,
Maintenance Staff, and Youth

Date of Report: April 2010

INTRODUCTION

The Lower Easter Shore Children’s Center (LESCC) in Salisbury is a 24-bed maximum-security detention facility owned and operated by the Maryland Department of Juvenile Services (DJS/the Department). 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.

SUMMARY OF CRITICAL FINDINGS

- DJS should increase staffing levels to provide supervision, safety, and security.
- Population should not rise above 24.

FINDINGS

1. Population

a. General

Facility Capacity	High Population	Low Population	Average Daily Population	Average Monthly Population	Days Over Capacity
24	28	11	22	January 24 February 24 March 25	22

When the population is over 27, youth must be housed in the infirmary, double bunked with another youth, or must sleep in a boat (a fiberglass container with a mattress) in the pod day room. The population should be at or below the rated capacity of 24, and LESCC should not be required to house over 24 youth.

b. Detention and Pending Placement

	Number of Youth in Status 60+ Days	Number of Youth in Status 90+ Days
Detention	1 (65 days)	2 (93 and 94 days)
Pending Placement	8 (60, 61, 61, 61, 66, 70, 76, and 82 days)	3 (92, 94 and 140 days)

The length of stay figures above refer to those youth at LESCC on the last day of the first quarter 2011.

c. Population Breakdown by Race/Ethnicity

	1st Quarter, 2010	1st Quarter, 2011
Total number of Youth Detained	106	127
White	30	48
African American	70	78
Latino	6	1

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.5.1 *The provision of ... living space shall be sufficient to adequately meet the needs of the detained youth.*

JDAI Standards I (D) Population Management *1. Written policies, procedures and actual practices ensure that when the institutional population approaches or reaches its rated capacity, appropriate youth are released or “stepped down” to non-secure settings. 2. Written policies, procedures and actual practices ensure that staff review the institutional population on a daily basis to make sure that youth who no longer need secure confinement are promptly released, are “stepped down” to restrictive settings, or transferred to other settings.*

2. Staffing

a. General

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. Sometimes, staff members call out at the last minute. That causes another staff member to stay over for an additional 8-hour shift. In addition, DJS requires one on one staff/youth supervision in situations where counselors or teachers that do not have the crisis intervention training are working with youth.

It has recently been reported that the facility will be permitted to hire an additional five contractual direct care staff. If this does take effect, it will help provided much needed support and will enhance safety and security.

Maryland Code requires that the Juvenile Justice Monitoring Unit evaluate the adequacy of staffing at each facility monitored and the Unit requested that DJS provide the "Overtime Justification Report" which documents the reasons for overtime and supports the need for increased levels of staffing. Although the report has been available in the past, the information could not be included in this report as the Monitor has not been granted access.

Considerable overtime has been incurred during the 1st Quarter. Staff report that excessive overtime is tiring and presents a safety issue. Tired staff are not able to attend to the needs of youth. DJS reports that overtime costs/hours at LESCC were \$13,468.60 (611.4hours) in January, \$13,047.02 (443.1 hours) in February, and \$15,518.29 (644.3 hours) in March of 2011. DJS could use this money to help provide direct staff members.

LESCC is known for its positive culture. There are many dedicated staff members and many activities developed for youth participation. Positive reinforcement is the norm and youth comment that staff listen to them and go out of their way to help them. LESCC staff members demonstrate a significant sense of ownership and responsibility. Supervisors and Group Life Managers at LESCC come in at least 30 minutes early to give themselves time to be briefed concerning any issues. During the first quarter, direct care staff have also been coming in 10 minutes early to be briefed by the outgoing shift members. This practice has reportedly been very helpful in facilitating a smooth transition and early intervention with youth that are demonstrating problematic attitudes and behaviors.

LESCC has a staff recognition process that rewards staff who go the extra mile in their work. The "You Have Been Spotted" procedure allows staff members to recommend another staff for the honor. Administration has a special certificate made

and posts the award on the bulletin board for all to see. This formal recognition of positive efforts has helped raise staff morale.

b. Staff Training

In late December of 2010, this Monitor reported to the LESCC Superintendent that some staff members did not seem to comprehend their responsibility in reporting possible staff misconduct. Intensive staff training was conducted shortly thereafter in early January covering the many topics relevant to staff management, discipline, investigations and reporting responsibilities.

LESCC has a state of the art digital surveillance system. In addition to adding a measure of safety and security, administration uses the system to enhance staff training. Administrators review camera recordings regularly to determine if staff could have responded more effectively or appropriately to incidents. This is a very valuable training tool.

The Department uses the JIREH curriculum for training staff. This curriculum is on the Governor's Office for Children's (GOC) "not approved" list of vendors. Private providers that contract with the Department are not permitted to use JIREH. DJS staff have noted the deficiencies of the training. However, it should be noted that the GOC does not have jurisdiction over the Department's choice of crisis management trainer for staff in DJS operated facilities. Reportedly, the Department is considering alternatives.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.5.5 Staffing *Staffing levels shall ensure the proper supervision and safety of the residents.*

Md. State Govt. Code Ann. § 6-404. Duties. *The Unit shall: (1) evaluate at each facility: (v) the adequacy of staffing.*

COMAR 14.31.06.05 F (3) *The training of employees who may provide direct care to children shall include: (f) approved forms of discipline and behavior management techniques including crisis management and the use of isolation and restraints.*

3. Safety and Security

a. Aggregate Incidents

Incident Categories	1 st Quarter 2010	1 st Quarter 2011
1. Youth on Youth Physical Assault	8	9
2. Youth on Youth Physical Assault with Injury	6	5
3. Alleged Youth on Staff Physical Assault	1	4
4. Alleged Youth on Staff Physical Assault with Injury	0	1
5. Restraints	17	20
6. Restraints with Injury	8	7
7. Seclusion	0	2
8. Physical Child Abuse Allegation (DJS custody)	1	1
9. Suicide Ideation, Gesture, Attempt or Behavior	9	7
10. Law Enforcement on grounds for incident, injury or allegation	4	7

Staff members sometimes injure youth, or are injured themselves during a restraint. As noted above, DJS should provide more effective crisis intervention and restraint training to staff. Injury should be a rare occurrence.

DJS is reportedly adding twelve more security cameras in and around the facility. This will enhance safety and security.

b. Alleged Inappropriate Staff Conduct

LESCC referred the incident of alleged physical child abuse to Child Protective Services. CPS screened out the incident. The DJS internal investigation “found that the youth’s allegations were false and based on a preponderance of evidence the investigation was closed as Not Sustained.” Police charged the youth making the allegation with Destruction of Property.

c. Behavior Management Plan

LESCC provides each youth with a Youth Handbook that describes the expectations, responsibilities, rewards, and consequences of youth behavior. Youth generally describe the system as being fair. The program utilizes a four-level system built on earning points and levels with increasing privileges as youth progress. Administrators reinforce ownership and pride in cleanliness by providing a special weekly prize to the “Cleanest Unit.”

Youth have opportunities to express concerns and ideas to staff during Town Hall Meetings held on a bi-weekly basis. The LESCC administration selects youth from each unit to participate in monthly Youth Advisory Meetings. This is a luncheon meeting held with an administrator to discuss facility operation and to suggest changes.

4. Physical Plant and Basic Services

LESCC is short one dietary food service employee.

Youth and staff report that the food and food service at LESCC is very good. The Maryland Department of Health and Mental Hygiene conducted a comprehensive inspection of the food service at LESCC in January of 2011 and a follow-up inspection on April 11. Major corrective action was not required.

The Maryland State Fire Marshall’s Office conducted a Fire Safety Inspection in May of 2010. The Inspector indicated several areas that needed attention including general housekeeping in the laundry rooms. Simplex Grinnell checked the fire alarm systems in September of 2010.

LESCC reportedly conducts fire drills on a monthly basis, but documentation is inconsistent. LESCC conducted fire drills in January and March, but there is no record that staff conducted a fire drill in February of 2011. Staff report that a drill was conducted in February, but not documented.

<p>Applicable Standards</p> <p>Md. Standards for Juvenile Detention Facilities 5.2.1 Conformity with Codes <i>All detention facilities shall conform to state fire safety requirements.</i></p> <p>Md. Standards for Juvenile Detention Facilities 5.1.5.2 Sanitation <i>Proper sanitation within the facility shall be maintained to include the control of vermin and insects, clean food preparation areas, medical facilities lavatories, showers and places to eat, sleep and work.</i></p>

5. Education

Maryland State Department of Education teachers provide classes that include Math, Language Arts, Social Studies, Science, Computer Technology, Career Development, Life Skills, and Library Media. Youth attend 6 hours of instruction each school day. Upon admission to LESCC, teachers assess youth in order to design a curriculum that meets each youth's individual educational needs. Teachers also administer a career interest inventory. Generally, one-third to one-half of the youth at any given time require special education services. A special education teacher provides these services as needed. Youth may prepare to take the GED test if appropriate.

Youth at LESCC can earn a Certificate of Achievement in school. Youth earning this award have their picture posted on the wall in front of the master control room.

LESCC offers limited vocational programming through MSDE. Programming includes the opportunity for youth to earn a ServeSafe certificate. Youth who have earned the ServeSafe certificate will more easily be able to obtain employment in the food industry. MSDE also allows students to become involved in C-Tech entry level training where youth begin to learn fiber optic cable installation. Youth are also able to earn the privilege of working at housekeeping duties within the facility. These youths receive minimum wage and can use the experience in developing a work resume including references from supervising staff.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.1 Educational Services *The Department shall ensure that educational services provided within the detention facility are consistent with state requirements and that they meet the individual needs of the youth.*

6. Rehabilitative and Recreational Programming

A number of youth at LESCC have both substance abuse and mental health issues. Counselors and therapists see youth individually as needed. The therapeutic staff members provide a number of services including psycho-educational groups and substance abuse groups. Staff report that approximately 85% of LESCC youth have experienced substance abuse problems. A psychiatrist comes to LESCC weekly. Youth also participate in Aggression Replacement Training (ART).

Youth who have been accepted and are awaiting placement at the DJS Youth Centers or Victor Cullen Academy are eligible to be enrolled in the Treatment Orientation Program (TOP). Youth complete a workbook and maintain contact with designated staff in the receiving facility. Staff at the detention centers track progress as youth begin learning and adopting cognitive and behavioral changes that will facilitate completion of the program in the Youth Centers. The TOP program helps youth feel

that they are not doing “dead time” in detention, but have the opportunity to begin pre-placement treatment.

LESCC staff members provide many other programming activities, such as LESCC After Dark which occurs monthly. Youth who earn enough points are awarded a special evening of refreshments, games and movies. LESCC also provides Gender Responsive Activities. In January, LESCC invited a local poet to meet with the girls unit in an open mike format. In March, to honor Women’s History Month, LESCC hosted a tea party for female youth residents and arranged a guest speaker to speak about women in history

Youth at LESCC receive at least one hour of large muscle exercise per day, typically in the gymnasium or, weather permitting, in the outdoor recreation area.

In late-April, LESCC is planning a walkathon around the outdoor recreation area to give youth an opportunity to help others. Staff and others interested are encouraged to sponsor youth. Youth will donate proceeds to the American Red Cross to help aid Japanese tsunami and radiation victims. LESCC will host a cookout where prizes will be awarded to the top donation winners.

c. Parental Involvement

Parents or guardians can visit on Wednesdays and there are two visiting sessions every Sunday.

DJS policy permits youth at least two phone calls per week. LESCC also encourages parents/guardians to attend treatment and education-related meetings for youth. Staff at the facility provide families and youth a “fun box” which includes puzzles and card games for use during visitation hours. The intention is to help facilitate positive social interaction by broadening the focus to more than conversation.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.5 Recreational Activities *A well-defined and structured recreation program shall be provided for each resident.*

7. Medical and Behavioral Health

Youth receive timely physical exams and mental health, substance abuse and suicide ideation screenings. Staff manage medication appropriately within the facility, however, some youth miss medication when DJS Transportation does not transport medications together with incoming youth. The Department must remedy this problem.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.3 Health Care Services *Health care services shall be in accordance with established Departmental policy and procedures.*

8. Youth Advocacy, Internal Monitoring and Investigation

The DJS Child Advocate retrieves and processes grievances with youth and DJS employees in a timely and effective manner. Investigations into alleged staff misbehavior are conducted as needed.

Applicable Standard

Md. Department of Juvenile Services Policy and Procedure MGMT-01-07 Youth Grievance Policy *The Department of Juvenile Services (DJS) shall permit youth and individuals on behalf of DJS youth to file a grievance for a circumstance or action related to behavior of other youth, behavior of employees, or conditions of confinement.*

RECOMMENDATIONS

1. DJS should not house more than 18 male youth and 6 female youth at LESCO.
2. DJS should increase staffing levels. A staffing formula of 2.0 is recommended to replace the current 1.74 formula.
3. DJS should use a Governor's Office of Children approved provider for restraint and incident intervention training.
4. All fire drills should be conducted and documented as required.



NICK MORONEY
Acting Director

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

FACILITY REPORT
MORNING STAR YOUTH ACADEMY
JANUARY – MARCH, 2011

Facility: Morning Star Youth Academy
1441 Taylors Island Road
Woolford, MD 21677
Chief Administrator: Dave Boyle
Program Administrator: Gerry Fox

Dates of Visits: January 6
February 1
March 1 and 21, 2011

Reported by: Tim Snyder
Monitor

Persons Interviewed: Administrators, Supervisors, Direct Care Staff,
Therapists, Teachers, and Youth

Date of Report: April 2011

INTRODUCTION

Vision Quest National operates Morning Star Youth Academy (Morning Star). The Maryland Department of Juvenile Services (DJS/the Department) licenses the residential program to accommodate up to 40 youth. The facility is located in rural Dorchester County, near Cambridge, on Maryland's Eastern Shore. Vision Quest/Morning Star also contracts with DJS to provide Functional Family Therapy (FFT) to youth and their families following residential enrollment in the Morning Star program.

SUMMARY OF CRITICAL FINDINGS

- The census continues to be relatively low.
- Staff teambuilding is needed.
- Programming activities need to be increased and enhanced.

FINDINGS

1. Population

Morning Star continues to work with DJS to screen referrals thoroughly for admission. According to the initial license granted by DJS, Morning Star can serve up to 40 residents. However, the facility remains under-utilized. The census has increased somewhat but continues to be under 30 youth. Reportedly, the small increase in population has allowed the program to meet their expenses. Increased revenue from utilization would allow the facility to add staff and to expand programming activities.

2. Staffing

a. General

The new Chief Administrator is Dave Boyle. He has been in place for almost 9 months. He has helped bring increased stability to the program. Gerry Fox, the Vision Quest Program Administrator, continues to maintain regular contact with Morning Star. His presence is important in lending support to the program.

There have been times when the facility has not maintained a 1 to 8 staff/youth supervision ratio. At times staff members "call out", which means they call to say they are not reporting for work. When that occurs, the previous shift staff stay over to meet coverage requirements. Morning Star has a minimum of one direct care staff overnight on each unit, a roving supervisor, and a contract night watchman. Recently the staffing has improved in numbers and in cohesion.

b. Staff Training

The DJS Program Evaluation Specialist conducted visits in January and February. He identified a need to address an increase in physical altercations. Morning Star has taken positive action in response to the concern.

In March, a comprehensive training took place on the Morning Star Campus. The training focused in part on identifying potential problems before youth act out behaviorally. Morning Star utilizes Safe Crisis Management training developed by JKM, Inc. The training emphasizes prevention, de-escalation, and use of positive reinforcement. The Maryland Governor's Office for Children has approved JKM training for use by Maryland childcare providers. Dave Boyle and Compliance Coordinator Emma Diaz are on-site trainers in Safe Crisis Management. Other senior staff members teach aspects of the training curriculum. Staff members receive all additional required State of Maryland training for direct care responsibilities regarding youth at the facility.

Vision Quest/Morning Star has recently stepped up its recognition of staff in an effort to build a stronger staff culture and commitment to the program. In early April, ten staff members were "pinned." Vision Quest borrowed this ceremony from a Native American tradition in which dedicated tribal members stake themselves at the perimeter of the camp to symbolize their commitment to protecting the members of the tribe. Pinned members at Morning Star are promoted to the level of Senior Professional Staff. This is an important and necessary step to address the need for staff cohesion and teambuilding. Management should continue to place emphasis on developing effective communication between all staff members. The implementation of consistent structure and positive norms is also important. More emphasis should be placed on effective communication between all departments in the organization. Youth interviewed express that they have little contact with Morning Star administrative staff.

3. Safety and Security

a. Aggregate Incidents

During the 1st Quarter, Morning Star reported 13 incidents. Five of the incidents involved youth on youth physical assault. An alleged sexual abuse by staff was cleared as unfounded. Three incidents were related to sports injuries requiring medical care. There was also an attempted AWOL incident.

All personal keys (car keys etc.) brought to the facility by staff members and visitors are locked in a secure location during duty and visitation hours.

4. Physical Plant and Basic Services

a. Fire Safety

A State Fire Marshal conducted an inspection in April of 2010. Staff members conduct fire drills each month. The drills vary as to location and shift. Youth and staff are aware of fire safety procedures and know where to go in the event of an emergency.

b. Physical Plant

Morning Star leases the land and buildings - modular units that are approximately 50 years old and in poor to fair condition. The owner of the property is not involved in maintaining or upgrading the facility. Vision Quest assures buildings and grounds meet State standards. A full-time maintenance person has been attending to repairs and upgrades. More work is needed to improve the facility.

When it rains there is standing water on the grounds between the buildings. Leaves and pine needles clog the drains, where there are drains. The land is at sea level and the water has no place to go. Standing water draws mosquitoes and presents a health risk. Dorchester County is installing a new septic system. Some trees on the property and the road to the facility will have to be dug up. The County will have to supply additional electrical power to the facility to operate grinder pumps for waste control.

Emphasis placed on picking up trash has had a positive impact on the campus environment.

Morning Star has 16 cameras placed in strategic places on campus. More cameras have been ordered which will be installed in the classrooms, however, the vendor is reportedly waiting until the ground is dry enough to complete the underground trenching needed to run the cables.

c. Basic Services

The Dorchester County Health Department conducts regular food service inspections, most recently in October of 2010. Administrators also inspect the kitchen and dining areas weekly to ensure cleaning requirements are met. Two new cooks have been hired and have made a positive impact on dietary service.

Applicable Standards

COMAR 14.31.06.07 (A)(4). *The licensee shall ensure compliance with the local fire and health requirements by submitting annually to the licensing agency, reports of all fire and health inspections conducted by the local jurisdiction.*

COMAR 14.31.06.07.C.1 *The licensee shall maintain all structures and grounds in good condition, free from health or safety hazards.*

5. Education

a. General

Morning Star operates a Type III school. The school follows the Dorchester County School curriculum and meets Maryland State Department of Education (MSDE) standards. Morning Star has an agreement with the Dorchester County School System that allows youth requiring five or fewer hours of special education to be served at the facility. No students, as of this writing, have been admitted within this criterion.

The facility school provides ninth grade level classes and offers remedial help to those who need it. In the past, Morning Star has provided up to six hours of study each school day. The school has had one teacher vacancy for many months. Morning Star has been actively recruiting for this position but without success.

1. Records

Morning Star requests school records as part of the intake process. Morning Star educators work with the Maryland State Department of Education and local school district offices to coordinate communication with the LEA (Local Educational Authority). Even so, school records have been difficult to obtain at times. The records are needed prior to admission screening to determine if youths require more than five hours of special education and ascertain that youth have an IQ of 70 or higher.

2. Educational Plan

Morning Star enrolls new admissions directly into the educational program and a Personal Education Plan (PEP) is developed. Educators fill out regular report cards providing weekly educational progress updates to guardians and therapists.

b. General Educational Development Program (GED)

Approximately 75% of Morning Star youth who have taken the GED test have been successful. Post GED studies or pre-college studies are not provided at Morning Star. Those youth who have already passed the GED before entering Morning Star (or who are staying after taking the exam) have a 27-hour per week work schedule. After 30 days internship, youth keep a time sheet and earn a wage.

c. Vocational Education

The program offers Serve-Safe training and a completion certificate to help youth gain employment in the food service industry. Although Morning Star does not offer any other formal vocational education courses, youth can use work experience at the facility for reference purposes after leaving the facility.

While youth interviewed express an active desire to receive more vocational training, there are no plans to introduce a formal vocational training track at Morning Star. Lack of funding limits the program's ability to provide additional training programs for youth.

Applicable Standard

COMAR 13A.09.10.13.A.1 *A school shall maintain instructional materials and equipment of sufficient variety, quantity, and quality, and, at an appropriate range of reading levels, to implement its educational program in each curricular area for each age, grade, instructional program, or any combination of these, based on the classification of the educational program specified on the approval document of the school.*

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

The objective of the program at Morning Star is to treat male youth ages 14 to 19 years old who exhibit substance abuse issues in addition to behavioral, relational, self-esteem, and mental health concerns. Youth generally require 6 to 8 months to complete the program. The facility utilizes a cognitive behavioral approach in helping youth make positive changes. The program collaborates with Delmarva Family Resources to provide behavioral health therapy. Morning Star also offers an equine assisted therapy program.

Morning Star, like other Vision Quest programs, integrates Native American values and rituals from the Crow Tribe within its overall programmatic model. This aspect of programming was substantially lost at Morning Star. Leadership personnel are currently re-cultivating this rich and meaningful aspect of treatment. The model includes four levels (or "directions": North, East, South and West) in which youth engage and work. Residents master successive rites of passage (treatment goals) from admission to discharge. They move from cottage to cottage as they progress. Youth begin in the orientation cottage and move to Cottage B, then to Cottage A and finally to the Upper Dorm. Residents who demonstrate significant problems may lose a level. Those who incur a major infraction may have time added to their placement.

Morning Star integrates family involvement into the treatment programming. Youth must complete three successful home visits before release. As a youth prepares for release, he creates and presents a Discharge Board for senior staff to review. After a successful presentation, staff post the Board on a wall in the administration building. Staff and youth also sign off on a Youth Guide, which lists the significant steps as successfully completed by the youth.

Youth at Morning Star follow a treatment plan including participation in a number of therapeutic elements: Cognitive Behavior Therapy (CBT); Aggression Replacement

Training (ART); Seven Challenges substance abuse counseling; individual therapeutic sessions; group process intervention; and equestrian-based therapy. A therapist from Delmarva Family Resources works with Morning Star youth for 40 hours each week. A multidisciplinary team meets monthly to review progress and needs for each youth in the program.

b. Recreational Programming

The facility has a partially covered basketball court, a space for volleyball, football, weight lifting and a swimming pool for use from April through October. During inclement weather, resources are limited. The weight room needs to be refurbished and new equipment supplied. The Ping-Pong table is broken, as is the air hockey table. Youth commonly complain about a lack of available activities and say too much time is spent in the cottages watching TV and/or playing cards.

Youth have opportunities to participate in activities in the local community. For example, a group of youth and staff has been readying for participation in a local running marathon due to take place in April.

c. Parental Involvement

Residents can telephone home once during the week and once on weekends. They earn weekend home visits to maintain family contact and prepare for transition back to communities. Family visits take place once a week. Youth can receive and send mail from approved sources. Morning Star therapists provide Functional Family Therapy for youth and parents following residential treatment. Family members take part in multidisciplinary meetings.

Applicable Standard

COMAR 14.31.06.12.B.1 *The licensee shall provide the children with a range of indoor and outdoor recreation and leisure activities both in the program and in the community.*

7. Medical

Morning Star staff members administer the Facility Initial Reception/Referral Screening Tool (FIRRST) assessment to youth upon arrival. FIRRST screens for immediate concerns that might preclude admission. The MAYSI youth screening test is administered within two hours of entry. Health and safety screening is completed within 24 hours. The Child and Adolescent Needs and Strengths (CANS) assessment is administered within 20 days, again at 90 days and once more upon discharge from the program.

Morning Star provides full time onsite nursing care with an examination room and infirmary. The RN is present 40 hours per week and on call 24/7. The nurse responds to sick call slips from 12.30 pm but sees youth immediately as needed. Youth are taken

to a doctor's office in Easton for physician services. Choptank Community Dental Service provides for youth dental service needs.

8. Youth Advocacy

a. Community Advisory Board

Morning Star hosts monthly Advisory Board meetings. A meeting is held on the first Wednesday of each month. There are also periodic "Congress" events that include a cookout, games, and other activities. Members of the Advisory Board along with DJS officials, Community Case Managers, staff members, and youth family members are invited to attend.

b. Youth Advocacy

There is a locked box for youth grievances in the dining hall and youth report the system works well. The DJS child advocate responds to youth concerns in a timely way.

c. Community Case Manager Visitation

Many DJS Community Case Managers (Probation Officers) are dedicated. Others rarely call or visit. DJS regulations require Community Case Managers to visit youth onsite on a monthly basis. The clinical staff at Morning Star noted at least 6 youth who have not been visited as required. Several youth have never received a visit during their residential placement at Morning Star.

Applicable Standard

Department of Juvenile Services Policy CJ-1-05.1(2) *Community Case Manager Specialists shall: (vi) Meet at least monthly with youth who are in residential care in Maryland to assess progress and plan for community reintegration.*

RECOMMENDATIONS

1. DJS should utilize this program as an appropriate placement for youth in the care of the Department.
2. Morning Star should continue to offer staff team-building and additional training to ensure a consistent and constructive treatment environment for youth.
3. Communication between departments at Morning Star should be facilitated and enhanced.
4. Additional activities should be provided. This could include fixing or replacing old or broken recreational equipment.
5. DJS Community Case Managers should visit youth at Morning Star as required.
6. Morning Star should provide post-GED and college preparation courses.
7. A formal vocational component should be provided to youth as part of the education curriculum.



NICK MORONEY
Acting Director

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

FACILITY REPORT
ALFRED D. NOYES CHILDRENS CENTER
JANUARY – MARCH, 2011

Facility: Alfred D. Noyes Children's Center
9925 Blackwell Road
Rockville, MD 20850
Acting Superintendent: Wallis Norman
Assistant Superintendent: Danjuma Gaskins

Dates of Visits: February 3, 5, and 14, 2011

Reported by: José D. Saavedra
Monitor

Persons Interviewed: Acting Superintendent, Assistant Superintendent,
Direct Care staff and Youth

Date of Report: April 2011

INTRODUCTION

The Alfred D. Noyes Children’s Center (Noyes) is a state owned and operated detention center located in Montgomery County. The facility has three male housing units and one female unit. The Department of Juvenile Services (DJS/The Department) rated population capacity for Noyes is 57.

SUMMARY OF CRITICAL FINDINGS

- Reported incidents increased significantly, compared with the same period last year
- There is a disconnect between the behavior management as planned and as practiced
- Residents are not provided sufficient structured activities throughout the day

FINDINGS

1. Population

a. General

Rated Capacity	High Population	Low Population	Average Daily Population	Average Monthly Population	Number of Days Over Capacity
57	64	33	44	Jan. 42 Feb. 47 Mar. 44	1

The population at Noyes remained within the rated capacity of 57 throughout the quarter. With only one day over population, facility administrators achieved consistently appropriate population-levels during the first quarter.⁵ The low, average daily and monthly population and number of days over capacity were much less than the same quarter last year. The reduction means that fewer youth were processed through the Montgomery County children’s center this year compared to last, and that no significant crowding issues were experienced.

However, to ensure youth are safely and successfully treated at Noyes, DJS should move towards reaching best practice by providing single-occupancy housing of youth in detention. The criterion for establishing a facility’s rated capacity is flawed as it prioritizes budget and operating estimates as the housing standard. This practice, while seemingly the most cost-effective approach, fails to account for safety risks that could,

⁵ On March 26, there were 64 youth at Noyes.

for example, result from inappropriately matching youth who reside in the same cell and housing residents with medical conditions alongside others who may not be ill.

If Noyes was limited to single-occupancy, the rated capacity would be 32. Moving towards more appropriate standards for housing requires remodeling at Noyes to ensure that each youth has an individual room. In the meantime, youth who are eligible for alternative placements should be moved expeditiously, particularly lower-level offenders or those deemed as low or no flight risks.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.5 Crowding. *The population of each juvenile detention facility shall generally be limited to the budgeted operating capacity.*

American Correctional Association (ACA) Standards for Juvenile Detention Facilities 3-JDF-2C-01 Juvenile Housing. *Living units are primarily designed for single occupancy sleeping rooms; multiple occupancy rooms do not exceed 20 percent of the bed capacity of the unit.*

Md. Standards for Juvenile Detention Facilities 6.5.2 Resident rooms. *Each resident shall be afforded: (1) a clean, dry room of moderate temperature, equipped with light sufficient for reading during regular waking hours; and (2) access to adequate toilet and bathing facilities.*

b. Detention and Pending Placement (on March 31, 2011)

Two youth were detained for longer than two months during the quarter (for 76 and 117 days respectively). The average length of stay for youth was 28 days.

c. Population by Race/Ethnicity

	1st Quarter, 2010	1st Quarter, 2011
Total # of Youth Detained	227	229
White	32	28
African American	158	169
Hispanic/Latino	30	28
Other	7	4

The charted data shows the overall number of youth entries to Noyes increased by two youth. While the numbers of White, Hispanic/Latino, and youth counted under

“Other” decreased slightly, the African American youth population at Noyes increased by 4%.

Data on the percentage of youth detained by race/ethnicity, for the same time period last year, clearly indicate that African Americans continue to be disproportionately represented, increasing to 74% this year. The White and Hispanic/Latino detained population each made up 12% of the total population. At least six times more African Americans resided at Noyes during the first quarter in 2011 than any other racial/ethnic group.

(Percentage of Total Population by Race/Ethnicity)

	% of Total 2010	% of Total 2011	% Change
White	14%	12%	(- 2%)
African American	70%	74%	(+ 4%)
Hispanic/Latino	13%	12%	(- 1%)
Other	3%	2%	(- 1%)

Source: *DJS ASSIST database*

2. Staffing

Maintaining the adequate number of staff at Noyes has been challenging since last year. In January, an interim superintendent took office.⁶ One residential advisor and three supervisory positions were also vacant during the reporting period. However, the appropriate 1:8 staff-to-youth ratio was consistently maintained throughout the quarter.

According to the DJS Office of Quality Improvement staffing has improved at Noyes, but training staff has been a challenge.⁷

⁶ The position has, since April 8th, been filled.

⁷ See Internal Monitoring section for more information

3. Safety and Security

a. Aggregate Incidents

Incident Categories	1 st Quarter 2010	1 st Quarter 2011
1. Alleged Inappropriate conduct/comments by youth	31	71
2. Physical assault youth on youth	22	25
3. Youth requiring on grounds medical care (Sports or non-incident related injury)	9	14
4. Physical plant problems	0	5
5. Suicide Ideation, Gesture, Attempt or Behavior	0	4
6. Group disturbance resulting in bodily harm/property destruction	0	2
7. Contraband	0	2
8. Alleged Inappropriate conduct/comments by staff	0	1
9. Alleged Youth on Staff Physical Assault	2	0
10. Other	10	2
11. Youth requiring non-routine off grounds medical care (Sports or non-incident related injury)	2	0
12. Sick youth requiring emergency/hospital care	2	0
TOTAL	78	126

The total number of incidents reported during the first quarter at Noyes, increased 1.6 times during the first quarter compared with the same period last year.⁸

b. Alleged Inappropriate conduct/comments by youth

Compared to first quarter last year, the rate of Alleged Inappropriate conduct/comments by youth increased to 54% from 39%. Considering that the number of youth detained was not significantly higher this quarter compared to last year, it appears that staff and youth have experienced more disruption in detention. A well-executed and consistent behavior management practice by staff at all levels may produce better results and ultimately decrease this incident-type in the future.

⁸ Source: *DJS ASSIST database*

c. Group disturbances resulting in bodily harm/property destruction

Two group disturbances occurred during the first quarter this year while there was only one such incident during the whole of 2010. This type of incident tends to occur unexpectedly, can be highly disruptive to daily activities, and very dangerous to everyone present. However, it can also be symptomatic of underlying issues, such as staff ineffectiveness in discerning behavior before such events occurs or programs not reaching youth to keep them occupied in a positive manner. Noyes leadership must do a better job at providing an ongoing experience where all youth feel included into a process that benefits from their participation. Training staff in effective prevention methods and providing more programming that effectively incorporates youth would also increase the likelihood of successful treatment and safety for all at Noyes.

d. Behavior Management Plan

The Noyes Behavior Management Plan (BMP) was updated at the beginning of the quarter. Sections on processes, procedures, youth rights, and resources have been clarified and the point-levels system provides more incentives for positive behavior in education programs than before. To ensure youth are well-informed, bulletin boards have been installed in all units, with pages from the BMP on youth rights and the point system, including rewards. Effectively implementing the plan, however, appears to be a challenge for staffers.

During the reporting period, several youth submitted grievances for loss-of-points because they were incorrectly accused of being involved in an incident, harshly punished by staff, or points were incorrectly calculated or not added to points-sheet by staff (e.g., Grievance #9198, 9165, 9220, and 9242). All but a couple of youth had points re-instated upon investigation by the child advocate.

To ensure that youth participate and respond positively to the new BMP process, staff must commit to following-through on awarding all points earned for appropriate behavior.

Applicable Standard

Md. Dept. of Juvenile Services Behavior Management Program for DJS Detention Facilities RF-10-07. *The Department of Juvenile Services (DJS) shall utilize an incentive-based level system of behavioral management for detained youth which promotes the reinforcement of pro-social behaviors. The goal of the system is to emphasize pro-social interactions while consistently encouraging positive behaviors and modifying non-compliant, maladaptive behaviors. Employee training and methods of quality assurance will ensure the integrity and fair application of the behavior management program throughout DJS Detention Facilities.*

4. Physical Plant and Basic Services

a. Fire Safety

The State Fire Marshal inspected in December 2010 and noted violations were addressed according to administrators.

Fire safety practice at Noyes is inadequate. According to ASSIST incident reports 88341, 89727, and 90491, the security system failed to trigger the alarm in zones 1, 2, and 3 during perimeter checks. The administration does not document regular internal sprinkler, emergency lighting, and other fire safety equipment inspections. The Department also reported that youth are only being lined-up at housing unit doors during fire drills. Consequently, while it appears some security safety checks occurred, there is a critical need for a thorough inspection by the regulating fire safety authority, improvement in evacuation practices, and some repairs may also be needed.

b. Physical Plant

Noyes is not appropriate for the housing of 57 children. However, significant improvements were made to the building. Walls throughout the entire facility were painted with lead-free paint. The septic tank was replaced, including the fence surrounding it. Floor-tiles in the hallways were replaced and there is new furniture in the visitors lobby and on housing units. Non-working payphones were removed from two units. Posters with inspirational messages were installed throughout the facility. New enclosed glass-cased bulletin boards were mounted on the wall in each housing unit.

According to incident report # 90113, a light fell from the gymnasium ceiling with youth present. No one was injured, however, to ensure youth are safe in case of an emergency and during recreation activities, the security system and building need to be inspected and repaired as needed.

c. Basic Services

Since March, buffet-style hot meals have been served in the gymnasium. Staff eat together with youth.

During the quarter, youth grievances revealed:

- A staff member returned clothes in poorer condition than before they were washed;
- Drains were clogged; and
- An instance when feminine hygiene products were not disposed of properly on the girls unit.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.2.1 Conformity with codes. *All detention facilities shall conform to state fire safety requirements.*

Md. Standards for Juvenile Detention Services RF-04-07. *Department of Juvenile Services (DJS) facilities and programs shall be regularly inspected by Administrative Employees to ensure a safe, secure, clean, and healthy environment for youth, employees, and visitors. Inspections shall include all security devices, the state of sanitation, and maintenance in and around the facility as well as its property. Contact with employees and youth shall be part of the inspection process. Any deficits discovered shall be corrected in a timely manner.*

Md. Standards for Juvenile Detention Services HC-01-06. *Department of Juvenile Services shall utilize the procedures delineated in this Policy and Procedure to minimize the transmission of communicable diseases among DJS youth and personnel through the safe and proper handling, treatment, and disposal of contaminated waste.*

Md. Standards for Juvenile Detention Facilities 5.1.5.2 Sanitation. *Proper sanitation within the facility shall be maintained to include the control of vermin and insects, clean food preparation areas, medical facilities, lavatories, showers and places to eat, sleep and work.*

5. Education

The Maryland State Department of Education (MSDE) provides education services on-site at Noyes. Youth attend lessons for six hours each day to study writing, reading, science, math, social studies, and computers. The classes take place in the education room, on the unit, and occasionally in a separate building outside.

6. Recreational Programming

All youth receive large muscle exercise daily. Each unit is also permitted time in the game room four days a week. Youth who reach Level 4 in the BMP may participate together in fun activities, including movie nights and card game tournaments. Male residents at Noyes are given barbering class, while females have no option for extracurricular activities. Outside contractors provide arts and other group learning activities. However, during each monitoring visit this quarter, programming did not take place as scheduled. Youth and staff report that activities rarely occur as scheduled and that there is a considerable amount of idle time after school hours during the week and also on the weekends.

Applicable Standards

Md. Dept. of Juvenile Services Policy and Procedure RF-08-07 Recreational Activities Policy. *The Department of Juvenile Services (DJS) shall provide recreation and leisure activities to youth in DJS facilities and programs to promote skill development and prevent idleness. Recreation shall be available to all youth each day. Leisure activities shall be provided to alleviate boredom, provide positive reinforcement and develop skills of cooperation, teamwork and sportsmanship.*

DJS Recreational Activities Policy RF-08-07; ACA 3-JDF-5E-01-02-03-04. *Written policy, procedure and practice document that youth receive planned, structured, outdoor and indoor activities and regular rehabilitative programming that teaches social skills.*

7. Medical and Behavioral Health

a. Basic Medical Services

There is no dedicated infirmary at Noyes. Medical services are not provided at night so shift supervisors must determine if a youth is sick enough to call for medical help.

Compared to the first quarter last year, there were four more instances of suicidal ideation. One youth was reportedly found with marks on his arm (DJS Incident Report #90424). Because the consequences of following-through with the act of committing suicide would be devastating, it is extremely vital that youth have access and availability to fully-trained staff and resources and that an effective plan is established and carried-out to address the issue.

b. Mental Health Services

A psychiatrist visits Noyes as needed. There is a full-time clinical psychologist. Two addictions counselors and a licensed social worker provide mental health services.

Applicable Standard

Md. Dept. of Juvenile Services Suicide Prevention Policy & Procedure HC-01-07. *All administrative, direct care, medical, and clinical staff and all other personnel working with youth under the custody of the Department of Juvenile Services (DJS) are responsible for protecting youth from suicidal or harmful actions by and to themselves in all facilities operated by DJS. This policy and procedure delineates the procedures that all staff shall utilize when assessing, reporting, and intervening with those youth at risk for suicidal behavior. All Department facilities, including those that are state owned and vendor operated and those DJS licensed programs shall follow the suicide prevention, intervention, and follow-up procedures as indicated in this Policy and Procedure.*

8. Youth Advocacy, Internal Monitoring and Investigation

a. Youth Advocacy

Noyes youth understand and frequently use the DJS grievance system. The Child Advocate responds promptly to youth grievances. Thirty-two grievances were filed during the quarter.

b. Internal Monitoring

The most recent audit of Noyes was done in October 2010 by the DJS Office of Quality Improvement (QI).⁹ Of the 21 standards assessed in the report, one improved to *Satisfactory*, three improved to *Partial Performance* and three worsened to *Non Performance*. No area was rated as superior performance. Below is a list of notable results from the report:

- *Staffing*: Noyes improved to *Partial Performance*, but to improve the QI noted that more staff needs to be hired, a consistent training plan should be implemented, and staff should supervise youth at all times.¹⁰
- *Staff Training*: Noyes received a downgraded rating to *Non Performance* because direct care and management staff have not participated in required trainings.¹¹
- *Structured Rehabilitative Programming*: The facility remained at *Partial performance* because not enough activities are being offered to youth.
- *Behavior Management Program*: Noyes remained at *Partial performance* because significant discrepancies were found in the implementation of a BMP.¹²

⁹ The unpublished progress report is titled, *Targeted Quality Review Report*.

¹⁰ Page 25

¹¹ Page 11

¹² Page 28

RECOMMENDATIONS

1. Ensure security system alarms are in working order.
2. Conduct and document regular internal facility inspections of sprinklers, emergency lighting, and other fire safety equipment inspections.
3. Ensure emergency evacuation practices are appropriately planned and managed.
4. Improve completion rate for staff trainings with benchmarks for meeting annual requirements.
5. Develop and implement an accountability plan that would encourage program service providers and staff to follow-through on regularly scheduled activities.
6. Develop and carry-out a strategy to effectively and consistently institute the new BMP.



NICK MORONEY
Acting Director

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

FACILITY REPORT
ONE LOVE GROUP HOME FOR BOYS
JANUARY – MARCH, 2011

Facility: One Love Group Home
5301 Georges Avenue
Baltimore, MD 21212
Administrator: James Stokes

Dates of Visits: February 28
March 24 and 25, 2011

Reported by: Nick Moroney
Senior Monitor

Persons Interviewed: Administrator, Case Manager, Direct Care Staff, Office Staff,
and Youth

Date of Report: April 2011

INTRODUCTION

One Love Group Home (One Love) is located in the Northwood community in Baltimore City. One Love is operated by Building Communities Today for Tomorrow (BCTT), and provides a comfortable, home-like environment for adjudicated boys aged 14 to 17. Youth are referred to One Love by the Maryland Department of Juvenile Services (DJS/the Department) which also licenses the home. The group home is newly opened and has been accepting admissions since January 31, 2011.

SUMMARY OF CRITICAL FINDINGS

The One Love Group Home program is a resource to redirect children who might otherwise become more deeply involved with the juvenile justice system. The home provides personal attention and mentoring within a less restrictive setting than youth would experience in an institution.

FINDINGS

1. Population

The One Love program can accept up to six youth and is not yet fully utilized. The program serves Baltimore City youth within their own community as envisaged by the Maryland Model promulgated by DJS. A 17-year-old youth from Baltimore City was placed at the home on March 3 and was in residence as of April 12, 2011. A 15-year-old Baltimore City youth resided at the home from January 31 through April 8 when he was unsuccessfully discharged. Administrators expect two more Baltimore City youth to be in residence by the middle of May.

2. Staffing

The program is fully staffed. The staffing pattern is based on three shifts: 7am to 3pm; 3pm to 11pm; and 11pm to 7am. At least two staffers are onsite throughout the day and during evening and weekend shifts. After bedtime there is one staffer on duty. The staffers on duty during monitoring visits had substantial experience working with BCTT and other youth serving organizations. One staffer worked for some years at the Hickey School which is currently operated by the Department.

3. Safety and Security

There were no recorded incidents of aggression involving youth residents during the first quarter. The home is a safe environment for youth in residence.

Both youth who were resident at the home during the first quarter AWOLed for brief periods. The youth who was later discharged from the program briefly AWOLed on February 14th and 28th before returning to the program (DJS IR # 89425 and # 89541). The second (current) resident left school early and visited his mother's home for a couple of hours without authorization on March 28. He then telephoned the group home to arrange to return after telling One Love staff that his action was impulsive (DJS IR # 90470).

4. Physical Plant and Basic Services

The physical plant consists of a converted private residence. It is impressive overall. The house is nicely decorated and well maintained. There is a fenced-in lawn area at the back of the house. The furnishings and amenities include good quality home furniture and utilities such as a washer and dryer. There is a comfortable common room with a television and a designated study area outfitted with computers. Youth use the computers for homework and academic research purposes. Youth bedrooms are bright, clean and neat. Bathrooms are clean and well maintained. A Baltimore City Health Department inspection during the second quarter found no health law or regulation violations.

One Love was inspected by a fire marshall in March 2011, found to be in compliance with fire codes, and granted a fire prevention permit by the City of Baltimore Fire Department. A facility fire drill evacuation log documents drills which are conducted for each shift.

5. Education

Residents at One Love attend local public schools or local concerns offering GED preparation courses. The facility ensures each youth is represented at school-based meetings concerning the educational needs and academic progress of One Love residents. The facility case manager follows-up with youth and the schools to check on academic engagement and progress. Homework time is part of the evening schedule at the home.

Applicable Standard

COMAR 14.31.06.12.2(C) *The placing agency and licensee shall work cooperatively with the local school system to participate as appropriate in the child's educational activities.*

6. Rehabilitative and Recreational Programming

The One Love program encompasses life skills, money management and career planning; behavioral health services; and independent living skills assessment and coaching. Current treatment plans included provision of intensive community outpatient therapeutic services.

Staff follow a set daily schedule. Youth visit local libraries, and residents will be required to apply for a library card. Youth outings include attending a play and going to the movies. Residents play basketball on local courts. Membership at a local athletic club is being negotiated. Youth have access to books and board games as well as sports-related video games.

Applicable Standards

COMAR 14.31.06.12.B.1 *The licensee shall provide the children with a range of indoor and outdoor recreation and leisure activities both in the program and in the community.*

COMAR 14.31.06.12.C.1 *The licensee shall have a written plan of normal daily routines which shall be made available to the children and employees.*

7. Medical

Youth in residence had seen a dentist. An appointment was planned with an orthodontist. Visits to a primary care doctor and to an optician were scheduled. Medication is to be administered by a nurse at the home.

Applicable Standards

COMAR 14.31.06.13.G.1 *The licensee shall secure for each child a physical examination and a copy thereof within 30 days of admission or earlier if indicated by the child's health status.*

COMAR 14.31.06.13.E.2 *The licensee shall unless a child has been examined and treated as necessary during the 12 months before the child's admission to the program, have each child examined by a dentist within 30 days after admission.*

COMAR 14.31.06.13.E.3 *Have each child examined by a dentist at least every 12 months or more frequently as prescribed by the dentist.*

8. Youth Advocacy, Internal Monitoring and Investigation

Both youth residents at One Love expressed satisfaction with all aspects of the facility and evidenced positive, constructive relationships with staff members. One of the youths said he was bored during the period when he was the only program resident.

The Department has assigned a child advocate to visit youth at the home. There were no reported grievances during the first quarter.

DJS Program Evaluators visited One Love during the quarter. Corrective action has been taken to address issues related to required personnel documentation. The Department has also requested additions to the facility youth handbook.

RECOMMENDATION

Youth should continue to be referred to the One Love Group Home. The home is an important resource helping to redirect children who might otherwise become more deeply involved with the juvenile justice system.



NICK MORONEY
Acting Director

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

FACILITY REPORT
RITE OF PASSAGE - SILVER OAK ACADEMY
JANUARY - MARCH, 2011

Facility: Silver Oak Academy
999 Crouse Mill Road
Keymar, MD 21757
Facility Administrator: Kevin McLeod
Executive Director: James Bednark

Dates of Visits: February 10
March 3 and 25, 2011

Reported by: Nick Moroney
Senior Monitor

Persons Interviewed: Executive Director, Facility Administrator and Supervisors,
Direct Care Staff, Instructors, and Youth.

Date of Report: April 2011

INTRODUCTION

The Silver Oak Academy (SOA) is a 48-bed, staff secure residential program for boys. It is owned and operated by Rite of Passage, Inc. The Maryland Department of Juvenile Services (DJS/the Department) licenses the facility. SOA began admitting youth into the program in July of 2009. It is located in Keymar, in northern Carroll County, Maryland, on the grounds of the former Bowling Brook Academy.

SUMMARY OF CRITICAL FINDINGS

- The number of reported instances involving aggression at Silver Oak was low during the first quarter and the number of restraints was 50% lower than during the same period of the previous year.
- A sampling of incident reports found that reportable incidents were now being more consistently and completely filed as required by Maryland regulations (COMAR) and DJS policy.
- In January of 2011, the school at SOA was removed moved from intensive monitoring by the Maryland State Department of Education (MSDE) after being found in compliance with COMAR regulations. Periodic MSDE monitoring will continue.
- SOA has contracted with a local behavioral health concern for evaluations, medicine management and therapy.
- There are no fixed security cameras in the facility.

FINDINGS

1. Population

The program is licensed to accept up to 48 youth and was full throughout the first quarter. There were 48 youth at Silver Oak at time of writing (April 14, 2011), and youth had spent from 2 days to 430 days at the facility. There were 19 youth in the program who were from Baltimore City and 8 from Baltimore County; 7 from Prince George's County; 5 from Montgomery County; 4 from Anne Arundel; 2 from Charles County; and 1 each from Howard, Queen Anne's and Cecil counties. Youth ranged in age from 16 to 18 years old. There were 45 African American youth; 1 Hispanic/Latino youth; 1 White/Caucasian youth and 1 youth classified as Native Hawaiian/Pacific Islander.

2. Staffing

All direct care positions are filled at SOA. Daytime staff to youth ratio is one to eight and nighttime is one to twelve. There are 2 staffers in each dormitory area at night.

3. Safety and Security

a. Aggregate Incidents and Incident Reporting

Incident Categories	1 st Quarter 2010	1 st Quarter 2011
1. Youth on Youth Physical Assault	3	3
2. Restraints	10	5
3. AWOL(S)	3	3
4. Physical Child Abuse Allegations	1	1
5. Suicide Ideation, Gesture, Attempt or Behavior	0	0

The number of reported instances involving aggression at Silver Oak was low during the first quarter and the number of restraints was 50% lower than during the same period of the previous year.

There are no fixed cameras at SOA. Security could be further enhanced by the addition of security cameras at the facility. Camera footage can also be used in training and retraining of staff.

Incomplete incident reporting by Silver Oak was a concern during 2009 and 2010. An onsite examination of first quarter incident reports involving alleged aggression and AWOL found all paperwork in order and matching the original supporting documentation.

Applicable Standard

COMAR 14.31.06.18.A (1) *The licensee shall submit reports and maintain records as requested by the licensing agency in order to ensure compliance with these regulations and other federal and State laws.*

b. AWOL

At around 7:15 pm on March 9, a youth AWOLed after climbing out a window (DJS Incident Report #89827). Staff were subsequently disciplined for lax supervision (DJS Investigation #11-89827). The two other AWOLs during the first quarter occurred offsite when youth failed to return after earning a home pass (DJS Incident Report #88853 and #88044).

Applicable Standard

COMAR 14.31.06.16. A. *The licensee shall have and follow a written policy to govern its actions when a child is discovered to be absent without leave. B.* *If the child has not returned to the program within 2 hours, the licensee shall notify (1) the local law enforcement authority; (2) the placing agency; (3) the licensing agency; (4) Unless inconsistent with the child's individual service plan, the child's parent. C.* *If an absent child does not return to the program within 24 hours, the licensee shall submit a written report to the licensing agency.*

4. Physical Plant and Basic Services

The physical plant at SOA is well appointed, suitable for youth residency and includes ample space for therapy, programming and recreation. The facility complies with fire and nutritional health codes. The annual Fire Marshall's inspection took place on February 25, 2011. Minor corrective actions were completed by March 15, 2011. However, a DJS program evaluator found that, between visits in January and April, no fire drill had been conducted on the overnight shift. The evaluator also found that SOA was without a documented emergency plan for people with disabilities.

Food services are licensed by Carroll County through the end of 2011. The next food preparation-related inspection by the Maryland Department of Health and Mental Hygiene is due in May of 2011.

The program operation license for SOA ran through February 26, 2011. The Department granted a three-month extension as the facility is seeking license renewal from DJS. The facility will continue to serve a maximum of 48 youth.

Applicable Standard

COMAR 14.31.06.07 A *The licensee shall comply with Federal, State, and local building, fire, and health codes, and all applicable local zoning laws.*

5. Education

In June of 2010, the school at SOA was placed on an intensive monitoring schedule by MSDE because of significant non-compliance with COMAR requirements. The school was judged to be in compliance and intensive monitoring was discontinued as of January 2011. MSDE will visit the school in June of 2011 as part of a regular site visit schedule and will continue to monitor the school on an annual basis until consistent compliance has been demonstrated. Classes at SOA include English, Algebra, Geometry, Physics, Biology, History, Government, and Music.

Vocational programming is becoming fully realized at SOA. Youth are offered basic and advanced computer skills classes. A number of class observations during the first quarter found youth to be actively engaged in career and workforce preparation, construction and culinary classes. Youth interest is spurring the expansion of the culinary class to four sections serving 25 youth. Youth also take courses on Living on Your Own and Financial Literacy.

Applicable Standard

COMAR 14.31.06.12 *Each licensee shall collaborate with the placing agency to ensure that each child of mandatory school age who has not earned a high school diploma or certificate of completion under COMAR 13A.03.02.02 is receiving an appropriate elementary or secondary school education.*

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

SOA uses guided group meetings. The program also offers Aggression Replacement Training (ART), a cognitive behavioral intervention program emphasizing social skills and moral reasoning to manage anger and reduce aggression. SOA provides family counseling and uses the Common Sense Parenting program developed by the Girls and Boys Town organization.

b. Recreational Programming

The program emphasizes participation in various athletic programs. Weightlifting, basketball, wrestling and football are available. There are 2 hours of structured recreational and leisure programming daily, 1 hour of large muscle exercise. Students participate in off campus football games. Soccer is to be added soon.

c. Parental Involvement and Transitional Services

Parents may visit students weekly. SOA staff are charged with maintaining contact with parents and the community, and assisting with transition when students complete the program. SOA employs two fulltime and a part time employee to help youth transition into and out of Silver Oak. Aftercare services include mentoring, school enrollment and job placement assistance.

7. Medical

Early in the first quarter, health care and medication administration was found to be in non-compliance by a DJS program evaluator and recommendations included the following: ensure youth diagnosed with asthma are medically cleared for sports with supporting documentation on file; make sure staff are trained on asthma related issues; and ensure staff have youths' pumps available during sports-related activities. Corrective action was taken and these concerns have been addressed.

Onsite health care is provided by a nurse. A behavioral health services provider based in Frederick manages psychotropic medications and provides evaluative and therapeutic services. In March of 2011, DJS program evaluation informed SOA that, per Maryland regulation, the program must have documentation from the medical provider showing the status of and any changes in provision of medication to youth.

Applicable Standard

COMAR 14.31.06.13C (3) (a) *For each child in the program who receives medications, the licensee shall: (a) Periodically obtain from the child's medical care provider a review of the child's medications and documentation of the reasons for continuing, discontinuing, or changing medication...*

8. Youth Advocacy, Internal Monitoring and Investigation

a. Youth Advocacy

DJS has assigned a Child Advocate to the facility. Youth are aware of the grievance process, however, youth seem to be reluctant to file grievances. No grievances were filed during the first quarter of 2011. The last full facility report on SOA was for the third quarter of 2010 and there were no youth grievances filed during that quarter either.

b. Internal Monitoring

The DJS Office of Program Evaluation visited SOA during the first quarter and reported on deficiencies, made recommendations and documented corrective action progress.

A January 2011 evaluation of home pass procedures included recommendations to obtain written approval from DJS and to review safety plans with youth before a pass is issued. Corrective action has been taken by SOA administrators.

An early April evaluative visit found physical plant shortcomings that had been noted in a January visit had been corrected, but that some window screens, torn mattresses and a piece of broken furniture needed to be replaced. During the April visit, the evaluator noted a broken fire extinguisher case that needed replacing. The evaluator also requested all medications be kept locked in a cabinet after finding saline mist in a youth's room.

Evaluation of behavioral intervention strategies resulted in a finding of full compliance after the April visit. At the same time, the SOA incident reporting process was given a partial compliance rating pending documentation demonstrating that each report is reviewed and critiqued by a facility administrator.

RECOMMENDATIONS

1. Youth should continue to be referred to Silver oak Academy which has become an important resource helping to redirect children who might otherwise become more deeply involved with the juvenile justice system.
2. Security cameras should be installed throughout the facility.



NICK MORONEY
Acting Director

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

FACILITY REPORT
THE WAY HOME-MOUNTAIN MANOR
JANUARY – MARCH, 2011

Facility: The Way Home-Mountain Manor
3800 Frederick Avenue
Baltimore, MD 21229
Program Director: Jennifer Posey

Dates of Visits: January 10 and March 15

Reported by: Claudia Wright, Tanya Suggs

Persons Interviewed: Paul Wells, Executive Director Mountain Manor; Barbara Groves, Vice President Mountain Manor; Jennifer Posey, Program Director, The Way Home, direct care staff and youth.

Date of Report: April 2011

INTRODUCTION

The Way Home (TWH) is a non-secure group home for girls who are committed to the Department of Juvenile Services (DJS/the Department). It is located within the Maryland Treatment Center, Inc., Mountain Manor complex of therapeutic programs in West Baltimore. The Way Home is rated by the Department to provide services to 15 residents.

SUMMARY OF FINDINGS

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.

FINDINGS

1. Population

The population remained below the rated capacity of 15 throughout the quarter. The Department should endeavor to utilize this facility to its full capacity.

2. Staffing

No staffing concerns were noted this quarter.

3. Safety and Security

a. Aggregate Incidents

AWOL of youths	2
Inappropriate conduct or comments by youth	3
Contraband	4
Physical assault youth on youth	0
Suicide ideation, gesture, attempt or behavior	1
Sick youth requiring emergency care	1
Total Incidents	15

The Way Home is not a secure facility. Girls attend school and work in the community. AWOL's generally walk away or fail to return home from school or work. Contraband could easily be carried into the facility from the community so personal possessions are closely monitored by staff.

b. Behavior Management Plan

The Way Home girls participate in a six-level behavior management system. Residents may apply for promotion to a higher level every two weeks. Requirements for promotion are based on each resident's treatment goals and therapeutic needs. Girls receive incentive awards such as increased computer time, cash allowance, and "kudos" which girls spend at The Way Home's store. Counselors and youth collaborate to develop individual program tasks and goals. There is a clear set of program rules and consequences for rule violations.

The Department of Juvenile Services Program Evaluation Unit determined that TWH is in full compliance with all applicable laws and standards in regard to behavioral interventions.

Applicable Standard

COMAR 14.31.06.15.A (1)(a)(b)(c)(f). *The licensee shall establish and follow written policies and procedures that are communicated to the child, the child's parent, employees, and the placing agency; identify all approved forms of discipline; specify the approved procedures for the administration of each form of discipline; and periodically review the forms of discipline used for effectiveness and safety.*

4. Physical Plant and Basic Services

a. Fire Safety

The program complies with all fire safety requirements.

b. Physical Plant

The Way Home group home is on the third floor of the main building of the Mountain Manor complex. It is not fancy, but it appears to be comfortable and appropriate for teenage girls. The structures and grounds are in good condition and comply with all health and safety codes. It is conveniently located for girls who need to use the bus for school or work.

The DJS Office of Program Evaluation conducted an evaluation of the physical plant on February 9, 2011, and found the program to be in full compliance with all COMAR regulations regarding basic life needs.

c. Basic Services

Basic services including food, clothing and shelter are adequate. Health Department inspections are up to date. No violations were noted in the February 9 DJS Office of Program Evaluation.

Applicable Standards

COMAR 14.31.06.07 A. 4 *The licensee shall ensure compliance with the local fire and health requirements by submitting annually to the licensing agency, reports of all fire and health inspections conducted by the local jurisdiction.*

COMAR 14.31.06.07.C.1 *The licensee shall maintain all structures and grounds in good condition, free from health or safety hazards.*

5. Education

The Way Home residents go off campus for school and work. The director maintains close contact with school authorities.

Applicable Standard

COMAR 14.31.06.12.2(C) *The placing agency and licensee shall work cooperatively with the local school system to participate as appropriate in the child's educational activities.*

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

Girls at The Way Home participate in individual, group and family therapy. Individual and group grief counseling are offered. Outpatient substance abuse services are available within the Mountain Manor complex of programs. Individualized treatment Service Plans are created for each girl. Treatment teams meet weekly to determine progress and treatment needs. In its February visit the Department found Treatment Service Plans to be in full compliance with COMAR regulations.

b. Recreational Programming

Recreation schedules are provided each month. Activities for March, 2011, included an impressive and moving program on Black History/Women's History that was created and presented by the girls. Regular trips are scheduled to the YMCA, the library, and for shopping. Friday and Saturday evenings include movies, karaoke, roller skating and bowling. The girls also visited the Air and Space museum in March.

c. Parental Involvement

TWH provides family counseling. Hours and availability have been increased to make family therapy sessions more convenient for family members. Therapy sessions can now be scheduled around visitation times.

Applicable Standards

COMAR 14.31.06.17.2.F *Within 30 days after admission, develop for each child an individual service plan that identifies documentation indicating that the child, child's advocates, guardian, and family, when appropriate, have been involved in, informed of, and agree with the plan.*

COMAR 14.31.06.17.2.F.3 (a) *Assure that the individual service plan is reviewed and updated at least every 90 days.*

COMAR 14.31.06.12.B.1 *The licensee shall provide the children with a range of indoor and outdoor recreation and leisure activities both in the program and in the community.*

7. Medical

Youth at The Way Home have access to all medical services available at the Mountain Manor complex.

Applicable Standard

COMAR 14.31.06.13 A General Health Services. *The licensee shall: (1) observe a written plan for the provision of preventive, routine, and emergency medical, dental, and mental health care for the children.*

8. Youth Advocacy, Internal Monitoring and Investigation

a. Youth Advocacy

Youth grievances are processed efficiently. No grievances were filed during the 1st Quarter.

b. Internal Monitoring

The DJS Office of Program Evaluation regularly monitors the program.

Applicable Standard

COMAR 14.31.06.09.E.2 (a)(b)(c) *The licensee shall provide the child and the child's parents, as appropriate, a description of how to file a grievance, including any formal grievance forms or other requirements for the format and content of the complaint.*

RECOMMENDATIONS

1. The Way Home continues to improve. DJS should maintain the population at the optimum capacity.
2. The Department should make gender responsive training available to staff at The Way Home.



NICK MORONEY
Acting Director

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

FACILITY REPORT
THE VICTOR CULLEN CENTER
JANUARY – MARCH, 2011

Facility: The Victor Cullen Center
6000 Cullen Drive
Sabillasville, MD 21780
Superintendent: Ed King
Assistant Superintendent: Antoinette McLeod

Dates of Visits: January 19
February 3, 10 and 17
March 2 and 15

Reported by: Tim Snyder
Monitor

Persons Interviewed: Administrators, Group Life Managers, Maryland State
Department of Education Employees, Direct Care Staff,
Youth, and Case Manager

Date of Report: April 2011

INTRODUCTION

The Victor Cullen Center (Victor Cullen) is a hardware secure treatment facility owned and operated by the Department of Juvenile Services (DJS/the Department) and is located north of Sabillasville, in Frederick County. The facility houses adjudicated males between the ages of 14 and 19 who usually stay from 6 to 9 months. The facility capacity is 48, equally spread over four cottage units.

SUMMARY OF CRITICAL FINDINGS

- Staff development and teambuilding is needed.
- There is no video surveillance in the school buildings. This is an unabated issue.
- Program elements should be researched and developed to increase successful outcomes.
- Youth are inappropriately placed at Victor Cullen. Youth with low cognitive functioning, mental health concerns, or a history of unsuccessful placements because of aggression issues continue to be enrolled.

FINDINGS

1. Population

a. General (1st Quarter 2011)

Facility Capacity	High Population	Low Population	Average Daily Population	Number of Days Over Capacity
48	48	44	46	0

During the 1st Quarter, ten youths were discharged after violent assaults on other youth or staff members. In addition to aggression, three discharged youth demonstrated low cognitive functioning. Low functioning youth often have difficulty processing the abstract concepts of Positive Peer Culture therapy – the therapeutic model used at Victor Cullen.

Youth who are low functioning youth sometimes act out rather than appear to be inferior intellectually in front of their peers. Higher functioning youth sometimes take advantage of low functioning youth and encourage them to act inappropriately.

b. Population Breakdown by Race/Ethnicity

	1 st Quarter 2010	1 st Quarter 2011
Total Youth Enrolled	10	30
African American	8	24
White/Caucasian	1	5
Hispanic/Latino	1	1

2. Staffing

a. General

Until recently, one of two Assistant Area Directors for Western Maryland served as Acting Superintendent at Victor Cullen for approximately nine months. The facility experienced a large number of administrative changes and needs stable leadership to enable long-term planning. The Assistant Superintendent has been at Victor Cullen since 2008 and has provided some leadership stability. The appointment of Ed King as Superintendent should also help provide consistency.

Victor Cullen does not have sufficient numbers of staff to ensure separation of youth as needed. DJS should increase the number of direct care positions at Victor Cullen to ensure adequate supervision, safety, security and services. A significant turnover in staff and an influx of new, inexperienced staff occurred during the first quarter. Staff culture has been problematic with tension and unresolved problems among staff members. Ongoing team building and clear lines of accountability are needed.

Overnight staff coverage could be more efficient with 11 staff on 8 hour shifts rather than having 14 staff work 10 hour shifts. Cost savings could be used to provide more coverage on the second shift, when the majority of incidents occur.

b. Training

Direct care staff at Victor Cullen received Response Ability Pathways (RAP) training for 8 days from January through April of 2011. There will be additional 16 days of direct care staff coaching. The goal is to enhance staff ability to establish positive connections with youth in a climate of mutual respect. Staff said the training is helpful.

Staff should receive additional training in communication including listening skills and in problem resolution. The educational, treatment and direct care staff should meet frequently to ensure constructive collaboration.

Applicable Standards¹³

Md. Standards for Juvenile Detention Facilities 5.1.3 *Staffing arrangements shall aim to provide a safe, humane, and caring environment.*

Md. Standards for Juvenile Detention Facilities 5.1.3.1 Staffing Plan *Each facility shall develop a staffing plan which shall be reviewed and reassessed annually consistent with changes in population, facilities, activities and services.*

COMAR Title 16.05.03.02 *In addition to complying with the training standards set by the Maryland Correctional Training Commission: A. Program staff may participate in courses of study approved by the Department's Office of Professional Development.*

¹³ The Department has not promulgated commitment care standards that specifically address the unique culture of a treatment program as opposed to a detention center. JJMU therefore currently utilizes DJS detention standards and COMAR as applicable.

3. Safety and Security

a. Aggregate Incidents

Incident Categories	1 st Quarter 2010	1 st Quarter 2011
1. Youth on Youth Physical Assault	10	14
2. Youth on Youth Physical Assault with Injury	3	5
3. Alleged Youth on Staff Physical Assault	8	4
4. Contraband	5	12
5. Group Disturbances (injury/property destruction)	0	1
6. Group Disturbances (without injury/destruction)	1	1
7. Restraints	25	49
8. Restraints with Injury	1	6
9. Restraints with use of mechanical restraints	0	28
10. Physical Child Abuse Allegations (DJS Custody)	0	1
11. Alleged Inappropriate Youth Conduct/Comments	41	81
12. Alleged Inappropriate Staff Conduct/Comments	2	2

According to the DJS Incident database, the overall number of incidents at Victor Cullen has increased from 86 to 119 when comparing the first quarter of 2011 with the same period last year. Incidents reported under the “alleged inappropriate comments and/or conduct by youth” rubric have almost doubled, going from 41 to 81.

Incidents involving contraband have more than doubled and physical restraints of youth have almost doubled.

As youth on staff assaults have fallen by 50%, the use of mechanical restraints (handcuffs, shackles) during incidents where staff physically restrain youth has jumped from zero to twenty-eight. Injuries during physical restraints have also gone up, from one instance to six.

Victor Cullen is sometimes required by DJS headquarters to admit youth who have been screened out during the referral process. Recently, youth turnover has been very high at Victor Cullen. During the first quarter of 2011, thirty-two youth were discharged from the program - twenty-two successfully and ten unsuccessfully. At the same time, twenty-four youth were admitted to Victor Cullen in a single two month period. While some more positive youth successfully completed the program and were released, the large influx of new residents included some youth with a history of violence. There may be a connection between an increase in incidents and the rapid changes in population.

Shift reports are now being done regularly and recorded electronically. This means that administrative staff can more easily track issues before they become more serious and follow up with problem intervention in a more timely way. A specific 10-step Youth Intervention Process has been developed and implemented. This process allows staff to intervene more effectively to help youth refrain from escalating problematic behaviors. Youth who generate frequent incidents enter an Incident Intervention Process which engages extra coverage and group intervention.

b. Video Surveillance

Incidents frequently occur in the classrooms where there are no security cameras. Installation of cameras would help ensure the safety and security of youth and staff, serve as a training aid and possibly also serve as a deterrent.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 5.1.5.3 *Youth shall be protected from violent, emotionally disturbed, contagious or ill youth.*

Md. Dept. of Juvenile Services Policy and Procedure RF-05-07 *Department of Juvenile Services (DJS) employees shall video tape room extractions, escorts to seclusion, use of restraints or other critical incidents that relate to the safety and security of a residential facility.*

4. Physical Plant and Basic Services

DJS leadership is considering installing locks on doors in youth sleeping areas.

a. Fire Safety

A Fire Safety Inspection was due by March 15, 2011 by the Maryland State Fire Marshal. As of time of writing, the Fire Marshall has not conducted the annual inspection and the facility is out of compliance regarding fire safety.

Fire drills have not been conducted as required. In January two of the four cottages held documented fire drills and there is also a document pertaining to a fire drill

evacuation of the gym, but no indication of which cottage took part in the evacuation. In February the facility documented fire drills for three of the four cottages. In March, documentation indicates staff held fire drills for three out of four cottages.

b. Basic Services

A Maryland Department of Health and Mental Hygiene Inspector conducted an inspection in November of 2010 and did not note any major infractions.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 5.2.1 Conformity with Codes *All detention facilities shall conform to state fire safety requirements.*

5. Education

a. GED and Secondary Education

The Maryland State Department of Education (MSDE) operates the school at Victor Cullen. Teachers provide six hours of instruction during school days. Some youth work toward taking the GED and others work in secondary education. Several classes were observed during the first quarter. Behavior-related interruptions occurred and some youths used foul language, placed feet on chairs. A number of youth did not participate in class activities but kept their heads down. A youth walked out of a classroom, looked into other classrooms, and walked the halls. Victor Cullen administration reports that maintenance has installed privacy film in the classroom windows so youth cannot look into classrooms from the hallway. Two direct care staff are required to be in the classrooms with youth. This does not occur consistently.

Youth from different living units were attending classes together and this was problematic. Administrators changed the school schedule so that youth from each cottage now attend school together. This practice reduces behavior-related issues.

The facility collaborates with Hagerstown Community College so youth with a GED or high school diploma can take classes and receive credit towards a degree.

b. Vocational Education

Victor Cullen continues to operate an electrician-training program. The facility also runs a horticulture program open to all youth residents. The program provides students with the opportunity to earn service-learning credits. Youth who have obtained their GED or have a high school diploma may also work on the grounds of the facility. DJS pays these youth an hourly wage.

Victor Cullen implemented ServeSafe training for youth. The training provides a certificate youth can present when applying for work in the food service industry. Dietary

staff oversee the process and are trained as direct care workers to help supervise youth.

Applicable Standard

Victor Cullen Center Procedure Manual – pp 31 c. School 1. *Direct care staff will: A. Post inside the classrooms in the school, in a ratio of six youth to one staff, will post at both doors, will monitor the class and the youths' conduct and will support the teacher in charge of the class. B. Facilitate and supervise the youth when they change classes and will follow order of class changes in accordance with the VCC- MSDE-DJS liason's procedures and order.*

6. Rehabilitative and Recreational Programming

Staff at Victor Cullen are attempting to utilize the Positive Peer Culture (PPC) treatment model used in the DJS Youth Centers. The practice at Victor Cullen involves group meetings and adds Equip life skills and 7 Challenges substance abuse programming to the PPC model. Youth at Victor Cullen also receive individual mental health counseling.

The Department has been reassessing the program model at Victor Cullen. Many of the youth at the facility have not been successful in previous placements in which a group processing model such as Positive Peer Culture (PPC) was utilized. Victor Cullen has used PPC with mixed results. The Western Maryland DJS leadership is considering development of a time-based model with treatment objectives. In this model, youth would be given more immediate feedback regarding time added or time reduced in the program based on specific behaviors, as well as feedback on growth toward measurable treatment/behavioral objectives.

The proposed treatment model changes could include a specific post release plan to be implemented if a youth deteriorates following discharge. In this scenario, a treatment bed could be kept open for 30 to 60 days in case the youth needs to return to the facility.

Youth receive at least one hour of large muscle exercise as required. Victor Cullen has a well-equipped gymnasium and a Recreational Specialist on staff. This staff member has frequently had to pinch hit in a direct care capacity which takes the staffer away from planning and providing the services for which he was hired.

Victor Cullen arranged for several off campus recreation trips for youth who earned the privilege during this reporting period. Youth would benefit from additional programming involving arts and crafts and music.

Applicable Standard

Md. Dept. of Juvenile Services Policy and Procedure RF-08-07 Recreational Activities Policy *The Department of Juvenile Services (DJS) shall provide recreation and leisure activities to youth in DJS residential facilities and programs to promote skill development and prevent idleness. Recreation shall be available to all youth each day. Leisure activities shall be provided to alleviate boredom, provide positive reinforcement and develop skills of cooperation, teamwork and sportsmanship.*

7. Medical

The medical department is only open between 6:30 am to 8:30 pm. Department policy states that a facility nurse should be immediately contacted when an incident has occurred or when a youth has sustained an injury. It is vital that nursing staff also be accessible to youth without delay. Youth involved in an incident need to be medically assessed in a timely way. In addition to treatment needs, it should be noted that signs of injury change over time and evidence can dissipate or disappear within hours or days. So, for example, the photographing and documentation of injuries and any verbal statement from youth need to be taken care of without delay.

Applicable Standard

DJS Policy and Procedure RF-11-05.3(1) *The Facility nurse shall be informed of any incident involving injury to youth as soon as the incident has occurred.*

8. Youth Advocacy, Internal Monitoring and Investigation

During the quarter, a Victor Cullen staff member was accused of choking a youth and the incident was subsequently investigated by the DJS Office of the Inspector General (DJS-OIG) as a case of alleged child abuse (DJS IR #90519). The investigation resulted in a sustained finding and the staffer was removed from employment at the facility. Child Protective Services investigated and sustained the abuse allegation and Maryland State Police pressed charges. The outcome of the charges is pending.

RECOMMENDATIONS

1. The Department should increase direct care positions to a minimum of 70.
2. The facility should focus on staff teambuilding, trust building, accountability, communication and problem resolution.
3. The Department should consider re-scheduling overnight supervision to 8 hour shifts. This would require fewer staff in direct care capacity.
4. The Department should develop a treatment model to more effectively serve the population.
5. Discharges and intakes should be spread out over time so as not to overwhelm the program with new youth at any given time.
6. The Department should carefully screen youth for admission and rule out youth with mental health or functioning concerns that affect full participation in the program.
7. The Department should install video surveillance cameras in the school.
8. The facility should conduct all fire drills as required.
9. The program should be enhanced with the inclusion of arts, crafts, and music instruction.
10. Nursing staff should be immediately available so as not to jeopardize the safety of youth.
11. The Department should develop commitment care standards.



NICK MORONEY
Acting Director

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

FACILITY REPORT
THOMAS J. S. WAXTER CHILDREN'S CENTER
JANUARY – MARCH, 2011

Facility: Thomas J.S. Waxter Children's Center
375 Red Clay Road, SW
Laurel, MD 20724
Administrator: Johnitha McNair

Dates of Visits: January 7 and 11
February 8
March 8, 10, and 29

Reported by: Claudia Wright
Senior Monitor

Persons Interviewed: Superintendent, custodial staff, medical staff and youth

Date of Report: April 2011

INTRODUCTION

Thomas J. S. Waxter Children's Center is a Department of Juvenile Services (DJS/The Department) owned and operated detention and residential treatment facility in Laurel, Maryland. The facility is comprised of two units for detention and pending placement and a third unit which houses an 8-bed secure committed program. The facility capacity is 40.

CRITICAL FINDINGS

- The Comprehensive Quality Review Report issued March 4, 2011, by the Department of Juvenile Services office of Quality Improvement (DJS/OQI) shows no improvement in the conditions of confinement since the previous report issued in January of 2009.
- Population remained relatively stable during the quarter and was over capacity only 11 days.
- There is no system of classification in place at Waxter.
- Fourteen Resident Adviser positions are vacant. The facility is still without an Assistant Superintendent.
- There was a dramatic and disturbing increase in the number of incident reports and the level of violence during the quarter.
- There is no functioning Behavior Management program at Waxter.
- The condition of the physical plant is superficially improved in some areas of the facility, but remains unacceptable for the long term. The secure treatment program remains within the same facility as the detention program.
- The Department is not evaluating the Growing Great Girls program to document effectiveness.
- The DJS/OQI Comprehensive Report noted significant problems with education services. Girls are allowed to refuse school.
- There is no therapeutic model in operation for girls in detention.
- The DJS/OQI Comprehensive Report noted significant problems with medical services.
- Mentally ill youth are inappropriately placed at Waxter.

FINDINGS

1. Population

a. General

Facility Capacity	High Population	Low Population	Average Daily Population	Average Monthly Population	Number of Days Over Capacity
40	53	26	35	January 37 February 35 March 34	11

When population exceeds capacity, girls must sleep in plastic boat beds with a mattress on top – the boat is placed on the floor of the dayroom of the detention unit. This practice is unacceptable. Sleeping in boats on the floor is unsanitary.

Further, it is not possible to classify youth for safety reasons when the population is greater than the number of rooms and beds available. The DJS/OQI comprehensive report issued during the quarter rated the area of classification as Non-Performance. No system of classification is in place at Waxter.

b. Detention and Pending Placement

	Number of Youth in Status 60+ Days ¹⁴	Number of Youth in Status 90+ Days ¹⁵
Detention	1	3
Pending Placement	1	0

¹⁴ March 31, 2011

¹⁵ March 31, 2011

c. Race/Ethnicity Breakdown

	1st Quarter, 2010	1st Quarter, 2011
Total Admissions	162	200
White	24	50
African American	130	150
Hispanic	3	0
Other	5	0

Applicable Standard

Md. Dept. of Juvenile Services Policy and Procedure RF-01-08 *The Department of Juvenile Services (DJS) shall ensure a safe, secure and stable environment for detention facilities. Each facility shall implement an objective internal classification system to assess youths' potential vulnerability and supervision needs, and shall utilize the results of the classification assessment to guide appropriate housing decisions. The classification assessment shall be implemented for all youth on their admission to the facility and shall provide for reclassification in response to circumstances or special needs that may require modification of housing assignments.*

2. Staffing

a. General

The Superintendent reports that thirteen new Resident Adviser (RA) staff persons are on duty. Interviews are ongoing for the remaining 14 (6 merit positions, 8 contractual positions) RA openings. Staff report that they still are required to work 2-3 double shifts per week.

The facility is still without an Assistant Superintendent. This critical position has been open for more than a year. There are also openings for a nurse and a nurse supervisor in the medical department.

b. Staff Training

The Administration at Waxter is striving to provide all employees with gender responsive training. With many new staff on board this has been difficult. About half the RA staff has had some form of gender responsive training.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.3.1 *Staffing arrangements shall aim to provide a safe, humane and caring environment. Youth to staff ratios developed by the Department shall ensure adequate supervision of youth.*

ACA Standards for Juvenile Detention Facilities 3-JDF-1C-04 *The staffing requirements for all categories of personnel are determined to ensure that juveniles have access to staff, programs, and services. Comment: Staffing requirements should be determined on more than juvenile population figures and should include review of staffing needs for all programs and services. Workload ratios should reflect such factors as goals, legal requirements, character and needs of the juveniles supervised, and other duties required of staff. Workloads should be sufficiently low to provide access to staff and effective services.*

3. Safety and Security

a. Aggregate Incidents

Incident Categories	1 st Quarter 2010	1 st Quarter 2011
1. Youth on Youth Physical Assault	19	39
2. Youth on Youth Physical Assault with Injury	8	33
3. Alleged Youth on Staff Physical Assault	2	28
4. Alleged Youth on Staff Physical Assault with Injury	2	23
5. Group Disturbances (injury/property destruction)	2	1
6. Group Disturbances (without injury/destruction)	0	2
7. Restraints	44	108
8. Restraints with Handcuffs	13	5
9. Contraband	3	16
10. Suicide Ideation, Gesture, Attempt or Behavior	12	30
Total Incidents	103	304

Total incidents reported have tripled over the same time period last year. Of greatest concern is the increase in assaults on staff and injuries in all types of assaults. Restraints have more than doubled.

The Superintendent indicates that retention of staff is a serious problem that contributes to the increase in incidents. Of 32 current Resident Adviser staff, 10 have less than 6 months experience and 3 have been out for extended sick leave. Other contributing factors include the inadequate design of the building and the high number of youth with behavioral and mental health issues.

b. Security Equipment and Practices

The Superintendent has limited the use of handcuffs within the facility. Handcuffs were used 5 times during the quarter.

The Guard Tour system has been installed and staff are being trained to use it. The Guard Tour system allows the computerized documentation of supervision of youth while they are locked in their rooms.

Applicable Standard

Md. Dept. of Juvenile Services Policy and Procedure MGMT-03-07 *The Department of Juvenile Services (DJS) employees, and employees of public and private vendors serving youth under DJS supervision shall report and manage incidents involving a youth or program in a manner that provides for the public safety and the proper care, health, safety and humane treatment of DJS youth.*

c. Restraints and Seclusion

Physical restraint remains a serious problem at Waxter. The use of physical restraint is in contradiction to the principles of gender responsive programming. However, use of handcuffs and leg shackles has decreased. Seclusion is rarely used at Waxter.

d. Behavior Management Plan

The DJS/OQI Comprehensive Review rated the area of Behavior Management as Non-Performance. There is no functioning Behavior Management Plan.

Applicable Standards

Md. Dept. of Juvenile Services Policy and Procedure RF-02-07 (4) (a) (2) (ii) *Restraints shall be used as a last resort only when a youth displays behavior indicative of imminent injury to self or others, or makes an overt attempt to escape. The goal of a physical restraint should be to ensure safety.*

Md. Dept. of Juvenile Services Policy and Procedure RF-01-07 (4) (a) (7) *Seclusion shall not be used as punishment and is limited to youth who: (i) Present an imminent threat of physical harm to themselves or other individuals; (ii) Have not responded to less restrictive methods of control or for whom less restrictive measures cannot reasonably be tried; or (iii) Have escaped or are attempting to escape.*

Md. Dept. of Juvenile Services Policy and Procedure RF-10-07 *The Department of Juvenile Services (DJS) shall utilize an incentive-based level system of behavioral management for detained youth which promotes the reinforcement of pro-social behaviors. The goal of the system is to emphasize pro-social interactions while consistently encouraging positive behaviors and modifying non-compliant, maladaptive behaviors. Employee training and methods of quality assurance will ensure the integrity and fair application of the behavior management program throughout DJS detention facilities.*

4. Physical Plant and Basic Services

a. Fire Safety

The facility is in compliance with all applicable fire safety requirements.

b. Physical Plant

Superficial improvements, such as cleaning and painting, have been made to the facility. But the design and condition of the building remain unacceptable for the housing of youth.

c. Basic Services

Adequate food and clothing are provided. A new washer and dryer have been installed on the detention unit.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.2.1 Conformity with Codes *All detention facilities shall conform to State fire safety requirements.*

Md. Standards for Juvenile Detention Facilities 5.5.6 *Food service shall comply with applicable sanitation codes as promulgated by the federal, state, and local authorities.*

American Correctional Association Standards for Juvenile Detention Facilities 3-JDF-2C-03 *Each sleeping room has at a minimum the following facilities and conditions: Sanitation facilities, including access to toilet facilities that are available for use without staff assistance 24 hours a day; A wash basin with hot and cold running water; A bed, desk, hooks or closet space, chair or stool; Natural light; Temperatures that are appropriate to the summer and winter comfort zones.*

Md. Standards for Juvenile Detention Facilities 5.6.5.2 Clothing *Youth shall be provided the opportunity to have three complete sets of clean clothing per week.*

Md. Standards for Juvenile Detention Facilities 5.6.2.5 Clean bedding *The facility shall issue clean bedding and linen, including two sheets, a pillow and pillow case, a mattress, and sufficient blankets to provide comfort under existing temperature controls. Linen shall be exchanged at least weekly, and towels exchanged three times per week.*

5. Education

The DJS/OIG report issued March 4 noted significant problems in education at Waxter. The area of Curriculum and Instruction was rated a Non-Performance. The evaluator stated, "The facility has to ensure that youth are attending school on a daily

basis. Students should not be allowed to refuse school. Teachers cannot teach youth who are not present. There simply is not enough consistent school provided across the population to give a Satisfactory rating.” It is clear that the education staff and the direct care staff are not working together to provide a safe and secure school environment.

School records are not requested within 72 hours of admission as required. No educational assessments are being done. Because records are not requested on time and assessments are not done, identification of special education students is not adequate.

There is no separate GED class, but some students work on GED materials during the regular classes.

There are no vocational classes for girls in detention. Girls in the secure program may participate in the SafeServ program which offers certification in food handling.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.1 Educational Services *The Department shall ensure that educational services provided within the detention facility are consistent with state requirements and that they meet the individual needs of the youth.*

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

Growing Great Girls is a gender responsive, trauma informed program that is utilized in the secure program at Waxter. The outlook for Growing Great Girls is positive, but there is no data on whether the program has any positive effect on behavior once the girls leave the facility. The Department should endeavor to evaluate and validate the Growing Great Girls program to see if it is in fact beneficial to the target population.

There is no functioning therapeutic program for girls in detention or pending placement at Waxter. Although the girls report they may participate in mental health groups or drug abuse programs, there is not a cohesive program that would include behavior management, education, individual mental health services or therapy, and other rehabilitative programming.

b. Recreational Programming

Girls receive one hour per day of exercise, usually in the poorly designed Cafenadium. Religious services are offered, but no alternatives are offered for those who do not wish to participate. The only other activities for girls in detention are weekend programs such as poetry and drumming with Class Acts, a contractor for recreational services.

Applicable Standard

Md. Dept. of Juvenile Services Policy and Procedure RF-08-07 Recreational Activities Policy (4) (a) (1) *A qualified employee trained in recreation and/or leisure services shall be responsible for planning, organizing and supervising recreational activity programs, including the use of the gym, outdoor areas, arts and crafts programs and special events.*

7. Medical and Behavioral Health

a. Basic Medical Services

The DJS/OQI comprehensive Review rated the area of Health Assessment as Non-Performance. Nursing assessments were accomplished for only 23% of sampled youth within 72 hours as required. The reviewer noted, "Most concerning is that sick call is not conducted in accordance with DJS standards." Sick call slips are not collected daily. Sick call is not conducted every day, youth file multiple sick call slips for the same complaint, and the sick call log is not consistently maintained.

As with education, there is little communication or cooperation between the medical staff and the direct care staff, to the detriment of the residents.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.3 Health Care Services *Health care services shall be in accordance with established Departmental policy and procedures.*

c. Mental Health Services

The mental health department is fully staffed with 3 PhD psychologists, a Master's level psychologist and a substance abuse counselor. Many youth with significant mental health issues are held at Waxter, sometimes for long periods of time, awaiting placement in Residential Treatment Centers. The mental health team now working with Waxter girls provides group and individual therapy.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.3.2.2 Transfers to mental health agencies *When a youth demonstrates behavior that is indicative of severe emotional disturbance that indicates a need for more intensive services than can be provided on site, the youth shall be seen by the designated facility health professional. If the health professional determines that a youth's behavior is a risk to himself or others, the health professional shall authorize the youth to be transferred to an area hospital for evaluation.*

8. Youth Advocacy, Internal Monitoring and Investigation

a. Youth Advocacy

There are two advocates assigned to review grievances at Waxter. Youth understand the grievance system, and are not hesitant to file grievances. During the quarter, two grievances were filed. None have been filed since January 11, 2011.

b. Internal Monitoring

The DJS/OQI issued a Comprehensive Quality Review Report on March 4, 2011. The report showed no improvement in conditions at Waxter since its last report in 2009.

RECOMMENDATIONS

1. The DJS Classification system is required by policy and should be utilized.
2. An Assistant Superintendent should be hired.
3. An effective Behavior Management program that is designed to meet the needs of girls must be utilized.
4. The secure program should immediately be relocated from the main Waxter facility. The current Waxter facility should be abandoned for housing youth at the earliest possible date.
5. The Department should consistently evaluate and validate the Growing Great Girls program.
6. Girls must be required to attend school every day. The Department must strive to create an atmosphere of cooperation between the education and direct care departments at the facility. Transition to MSDE operation of the school should be a priority.
7. Medical services must immediately be brought to minimum DJS standards. Sick call must be held every day.
8. Mentally ill youth should not be housed at Waxter.



NICK MORONEY
Acting Director

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

FACILITY REPORT
WESTERN MARYLAND CHILDREN'S CENTER
JANUARY – MARCH, 2011

Facility: Western Maryland Children's Center
18420 Roxbury Road
Hagerstown, Md. 21740
Administrator: Mark Bishop

Date of Visit: February 15, 2011

Reported by: José D. Saavedra
Monitor

Persons Interviewed: Administrator, Direct Care staff, and youth

Date of Report: April 2011

INTRODUCTION

The Western Maryland Children's Center (WMCC) is a State owned and operated secure facility located in Hagerstown for detained male youth. The current capacity at WMCC is 24 with two 6-bed pods and a 12-bed pod.

SUMMARY OF CRITICAL FINDINGS

- Chronic overpopulation
- The facility is short on direct care and clinical professional staff
- A staffer used inappropriate restraint techniques on youth
- WMCC needs more structured recreational and learning activities

FINDINGS

1. Population

a. General

Rated Capacity	High Population	Low Population	Average Daily Population	Average Monthly Population	Number of Days Over Capacity
24	30	18	26	Jan. 22 Feb. 28 Mar. 27	58

The Western Maryland Children's Center (WMCC) was over-population every day in February and all but one day in March (58 days), during the first quarter of 2011.¹⁶ The average daily population at WMCC during the quarter exceeded the rated capacity.

Some youth regularly go without a bedroom at the facility and sleep on plastic boats placed on the floor in a day room. To ensure hygiene standards are maintained appropriately for residents, staff should thoroughly clean and store bed-sheets, pillows, and boats in a clean space every day that population exceeds the rated capacity. Youth should also be provided a safe place to keep personal property.

¹⁶ On March 2, there were 24 youth at WMCC.

b. Pending Placement and Detention

	Number of Youth in Status 60 days or more	Number of Youth in Status 90 days or more	Average Length of Stay
Pending Placement Detention	2 (73 and 77 days)	0	38
Detention Pending Placement	2 (65 and 65 days)	2 (106 and 124 days)	39

Youth pending placement at the Western Region Youth Center and Victor Cullen have an opportunity to earn credit towards time reduction in placement by participating in the Treatment Placement Orientation (TOP). This could help ease frustration during extended periods of “dead” time spent waiting for treatment placement.

c. Population Breakdown by Race/Ethnicity at WMCC

	1st Quarter 2010	1st Quarter 2011	Total change since 2010
Total # of Youth Detained	127	113	(- 14)
African American	66	45	(- 21)
White/Caucasian	56	64	(+ 8)
Hispanic/Latino	3	3	(0)
Unknown	2	0	(- 2)

The data charted above indicates that overall youth entries decreased by 14 while the African American population decreased by 12% and the population of White youth increased by 13%.

Percentage of Population by Race/Ethnicity	% of Total 2010	% of Total 2011	% Change
African American	52%	40%	(- 12%)
White/Caucasian	44%	57%	(+ 13%)
Hispanic/Latino	2%	3%	(+ 1%)
Other	2%	0%	(- 2%)

A lesser proportion of African American and higher proportion of White youth resided at WMCC in the first quarter of 2011 than in the past. In comparison to the same time period last year, the chart on the previous page indicates the proportion of African Americans at WMCC went down from 52% to 40% while the proportion of White youth increased from 44% to 57%.

2. Staffing

At the time of the monitors visit, there were 21 Resident Advisors (RA's) at WMCC. The youth-to-staff ratio was maintained consistently within the DJS standard of 1:8. A quarter of all staff underwent training such as CPM, CPR/First Aid, and Suicide Prevention.

Currently, vacancies exist for four RA's, a clinical social worker, a building services worker, and a part-time nurse. Three contracted employees are slated to begin work in May.

Direct care staff shortages create significant challenges in staffing youth meetings, test-taking with teachers, family visits, one-on-one suicide watch duty, and intake, in addition to regular group supervision throughout the day. Overtime hours and double-shifts are on the increase, further stretching staff services. It is important that the Department administration continues to prioritize staff hire at WMCC.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.3. *Staffing arrangements shall aim to provide a safe, humane, and caring environment.*

Md. Standards for Juvenile Detention Facilities 5.1.5.5. *Staffing levels (should) ensure the proper supervision and safety of residents.*

3. Safety and Security

a. Aggregate Incidents

Incident Categories	1 st Quarter 2011	1 st Quarter 2010
1. Alleged Inappropriate conduct/comments by youth	25	22
2. Physical assault youth on youth	8	2
3. Youth requiring on grounds medical care (Sports or non-incident related injury)	7	3
4. Suicide Ideation, Gesture, Attempt or Behavior	3	2
6. Alleged Youth on Staff Physical Assault	1	2
7. Contraband	1	0
8. Alleged Physical Child Abuse (DJS custody/supervision)	0	1
9. Physical plant problems	0	1
TOTAL	46	35

b. Incident-Related Procedures, Practices, and Reporting

During an Alleged Youth on Staff Physical Assault incident (Incident Report #88676), the DJS Office of Inspector General (OIG) found staff used inappropriate physical restraint techniques. Although screened out by Child Protective Services, one staff reportedly applied a chokehold, straddling a youth who was face-down, holding the youth down using a knee on the youth's back, and then lifted the youth up by the arms while the youth was handcuffed. The OIG found that this staffer failed to use a proper restraint technique and the investigative report indicates a need to improve Crisis Prevention Management training for some staff.

The Administrator immediately investigated the incident and disciplined the staff involved.

c. Behavior Management Plan

Every evening youth meet to review the Behavior Management System (BMS) and discuss follow-up plans and strategies to improve residential living at WMCC. Youth understand and value the behavior modification level system and appropriately adhere to protocol for succeeding in the program. Feedback, rewards and consequences are instituted in a timely and meaningful manner in accordance with youth progress.

Applicable Standards

Md. Dept. of Juvenile Services Use of Crisis Prevention Management (CPM)

Techniques Policy RF-02-07. *Employees of the Department of Juvenile Services (DJS) and DJS-licensed private residential facilities shall establish and maintain a safe and orderly environment within each facility. Crisis Prevention Management (CPM) techniques may be used only by staff who have completed a DJS-approved training program and who provide documentation of completion of semi-annual refresher training. Crisis Prevention Management techniques may be utilized only to: protect or prevent a youth from imminent injury to self and others or to prevent overt attempts at escape. In the event that a youth remains an imminent threat to self or others and the youth's behavior has escalated, restraints or seclusion may be used as a last resort. Employees may not use CPM techniques, including restraints or seclusions, as a means of punishment, sanction, infliction of pain or harm, demonstration of authority, or program maintenance (enforcing compliance with directions).*

Md. Dept. of Juvenile Services Behavior Management Program for DJS Detention

Facilities RF-10-07. *The Department of Juvenile Services (DJS) shall utilize an incentive-based level system of behavioral management for detained youth which promotes the reinforcement of pro-social behaviors. The goal of the system is to emphasize pro-social interactions while consistently encouraging positive behaviors and modifying non-compliant, maladaptive behaviors. Employee training and methods of quality assurance will ensure the integrity and fair application of the behavior management program throughout DJS Detention Facilities.*

4. Physical Plant and Basic Services

a. Fire Safety

Fire safety practice at WMCC is satisfactory. The Fire Marshal inspected the facility in March of 2010. Private contractors assessed the sprinkler-system and checked fire extinguishers in August and September of 2010.

b. Physical Plant

The facility interior is clean and the exterior is free of debris and environmental hazards. Youth beds are suicide-proof.

c. Basic Services

The facility passed a Washington County Health inspection in May of 2010. No issues regarding food or clothing were reported during the quarter.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.1. *The facility shall recognize and balance the legitimate need for safety of youth and staff and provide an environment that ensures a reasonable quality of living conditions.*

Md. Standards for Juvenile Detention Facilities 5.2.1 Conformity with codes. *All detention facilities shall conform to state fire safety requirements.*

Md. Standards for Juvenile Detention Services RF-04-07. *Department of Juvenile Services (DJS) facilities and programs shall be regularly inspected by Administrative Employees to ensure a safe, secure, clean, and healthy environment for youth, employees, and visitors. Inspections shall include all security devices, the state of sanitation, and maintenance in and around the facility as well as its property. Contact with employees and youth shall be part of the inspection process. Any deficits discovered shall be corrected in a timely manner.*

5. Education

a. General

The Maryland State Department of Education (MSDE) provides education services on-site at WMCC. Youth attend six-hours of lessons daily studying subjects such as writing, reading, science, math, social studies, and computers. The classes take place in two classrooms and on housing units.

b. Special Education

Two teachers assist youth who require special education services.

c. General Educational Development Program (GED), College Courses.

WMCC offers GED preparation and practice testing. The GED curriculum is transferrable for youth who begin at WMCC and are transferred to Victor Cullen for treatment.

d. Vocational Education

WMCC/MSDE does not offer vocational, career or technical education. However, MSDE is working towards implementing the "Serve-Safe" program to provide life skills learning opportunities to youth. Successful completion of the program would allow residents to earn a certificate in food handling, which could be utilized in the workforce post-detention.

Applicable Standard

Md. Standards for Juvenile Detention Facilities 4.1. *The Department shall ensure that educational services provided within detention facilities are consistent with State and Federal requirements and meet the individual needs of the youth. Educational services shall be provided on an individual or small group basis. Personnel shall be deployed on the basis of identified instructional needs. A comprehensive educational program that addresses individual learning styles and special education needs shall be provided to every youth admitted to a detention facility. A continuum of comprehensive, quality educational programs and services shall be multifaceted and with a continuous integrated multi-disciplinary process for educating all youth that reflects diversity and commonality. The educational program shall adhere to all applicable educational regulations as established by the Maryland State Department of Education and the Code of Maryland Regulations (COMAR), 13A, Code of Maryland Annotated, Article 49D, United States Code, Title 20 – Education, IDEA, as well as federal guidelines.*

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

A case manager provides group substance abuse therapy sessions every week. The case manager also provides individual sessions on anger management and victim awareness. A part-time mental health counselor works with youth in need of clinical counseling support. However, due to staff shortages there is no therapeutic programming when the licensed counselor is unavailable.

A team of staff working across multiple disciplines at WMCC meets every Thursday to develop Treatment Service Plans for each resident. The team consists of the facility case manager, a social worker, a teacher, a nurse and (when available) a direct staff representative. The team meets on an as needed basis to review progress and needs and to update the Treatment Plan.

The Confinement Review Unit, Residential Case Managers, and DJS Community Services personnel meet every Tuesday to review each youth's status and develop transition and post-detention placement plans.

b. Programming

There are still too few activities for youth at the facility. Recruitment for community volunteers is being done to develop and provide new programs for residents and reduce idle time.

c. Recreation

Youth get large muscle exercise daily and, weather permitting, outdoor recreation. However, no other structured activities are provided. The facility currently lacks a Director of Recreation.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 4.5.1.2. *The recreational program shall provide a variety of planned structured large muscle and leisure activities. These activities shall include, but need not be limited to the following: organized sports and games that require large muscle activity and permit equal opportunity for participation, supervised small group leisure activities, creative activities, quiet individual leisure activities, activities adapted for physically and developmentally challenged residents.*

Md. Dept. of Juvenile Services Policy and Procedure RF-08-07 Recreational Activities Policy. *The Department of Juvenile Services (DJS) shall provide recreation and leisure activities to youth in DJS facilities and programs to promote skill development and prevent idleness. Recreation shall be available to all youth each day. Leisure activities shall be provided to alleviate boredom, provide positive reinforcement and develop skills of cooperation, teamwork and sportsmanship.*

7. Medical and Behavioral Health

a. Basic Medical Health

Staff admits, screens, and assesses for mental health and addictions within two hours of admittance and appropriately follows protocol when a youth meets the criteria for one-to-one suicide watch. Physical exams are completed within 72 hours of admission and sick calls are responded to in a timely manner. The nurse follows-up promptly after incidents occur.

b. Mental Health Services

A psychiatrist treats youth weekly. The Social Worker follows-up as needed and as available.

8. Youth Advocacy, Internal Monitoring and Investigation

Youth grievance forms are accessible to residents and the child advocate visits twice a week. Five grievances were submitted during the first quarter. The Youth Advocate followed-up in a timely and effective manner. No outstanding problems were reported.

Parents/guardians are allowed to visit youth Mondays, Wednesday, and Saturdays and on the weekend. In addition, parents who arrive on a day that falls

outside of the schedule visitation dates may see their child. The facility sometimes uses video conferencing for family communication.

The Facility Advisory Board meets quarterly and is actively engaged in addressing pressing issues at WMCC. According to one public defender, youth and legal counsel communication has become streamlined.

RECOMMENDATIONS

1. Ensure bed-spreads, pillows, and boats are thoroughly cleaned during days when population exceeds capacity and ensure that youth have a secure and clean place to store property.
2. Continue recruiting direct care and clinical professionals to ensure treatment services are provided without strain on human resources.
3. Ensure staff utilizes only permitted restraint techniques to safeguard residents and staff.
4. Provide more extra-curricular activities utilizing staff, MSDE, and community volunteers to give youth a greater number of pastime options.



NICK MORONEY
Acting Director

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

FACILITY REPORT
WILLIAM DONALD SCHAEFER HOUSE
JANUARY – MARCH, 2011

Facility: The William Donald Schaefer House
907 Druid Park Lake Drive
Baltimore, MD 21217
Superintendent: Martin Callum

Date of Visit: March 28, 2011

Reported by: José D. Saavedra
Monitor

Persons Interviewed: Direct Care Staff, Educator, Substance Abuse Counselor

Date of Report: April 2011

INTRODUCTION

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. The Department of Juvenile services (DJS) operates all services at WDSH, including youth education.

SUMMARY OF CRITICAL FINDINGS

- Basement needs significant repair
- More recreation and vocational education activities are needed

FINDINGS

1. Population and Staffing

On average, eight boys resided at the WDSH during the first quarter of 2011. The youth population went down to 3 boys and up to 12 during the quarter. No youth stayed longer than sixty days. All youth were referred through DJS and came from five different counties (Anne Arundel, Montgomery, Prince George's, St. Mary's, and Worcester) as well as from Baltimore City.

2. Staffing

During the first quarter, the facility had a director, group life manager, and twelve residential advisors. Considering the number of staff available and youth residents, the WDSH remained consistently within DJS staff to youth ratio standards.

3. Safety and Security

Only one incident was reported this quarter. The incident did not involve serious threat or injury to youth or staff.

4. Physical Plant and Basic Services

The City of Baltimore Fire Department issued a Fire Prevention Permit to the home after it was inspected by a fire marshal and found to be in compliance with fire safety standards. The permit runs through June of 2011.

A private contractor inspection found that the facility's fire suppression equipment does not meet safety requirements and corrective actions were carried out during the second quarter.

Overall, the physical plant is in good condition. However, the basement - which includes plenty of space for recreation – needs to be renovated. Please see the photographs below:





Maintenance work orders were submitted a year ago, but no progress has been made and the basement has been off limits for over a year. This means that recreation options for youth have been largely limited including during times of heavy snow falls when exercising outside is not really an option.

The home has sufficient space for private discussion with counselors, visitors, and others. Hot food is brought to the home from the Baltimore City Juvenile Justice Center. Since the facility does not prepare food on-site, a health inspection is not required. Youth are properly provided with clothing and personal hygiene products.

Applicable Standards

COMAR 14.31.06.07 (A)(4) *The licensee shall ensure compliance with the local fire and health requirements by submitting annually to the licensing agency, reports of all fire and health inspections conducted by the local jurisdiction.*

COMAR 14.31.06.07.C.1. *The licensee shall maintain all structures and grounds in good Condition, free from health or safety hazards.*

COMAR 14.31.06.07.D.4(a)(c) *The licensee shall ensure that each building that houses children has walls that are regularly cleaned or painted; and kept free of perforations, cracks, or punctures.*

5. Education

Classes in Social Studies, English and Math are provided on-site by the Teaching Education Specialist. A class schedule is available to youth and updated consistently. A General Education Program (GED) instructor provides GED preparation classes on-site. During the quarter, the Special Education and Teacher Assistant

positions were vacant. Residents attend Math, English, and Reading classes in the morning and afternoons at the evening reporting center next door to the home. No vocational education activities are being provided to boys at the home.

Applicable Standard

COMAR 14.31.06.12.D.1. *The licensee shall train a child in work readiness according to the child's age and capability.*

6. Rehabilitative, Recreational and Educational Programming

a. Therapeutic Programming

Therapy at the WDSH is through the *Youth Competency Training (YCT)* program in addition to substance abuse counseling through the *Seven Challenges* program.

The YCT model intentionally focuses on building youth awareness of their role in family, school, society, and within the home. It also teaches boys to develop a positive concept of self, practice peer support and develop public speaking abilities by presenting their understanding their role as an individual after program requirements are completed. The YCT provides guided rehabilitation to residents during their stay at the WDSH. In order to ensure successful and consistent application, however, more staff are needed at WDSH.

The Seven Challenges program provides substantial substance abuse treatment for WDSH residents. There are two on-site drug counselors to assess severity of drug and alcohol use among youth coming into the program and also to develop individual treatment plans. Individual treatment is provided five times a week and a psychiatrist and psychologist discuss progress and challenges with youth once a week. The Seven Challenges program is an appropriate model for the treatment of youth with substance abuse issues.

b. Recreational Programming

The only onsite recreation outlets are a basketball court just outside of the home and space to play board or card games on the first floor of the facility. Youth are taken offsite to a nearby park and recreation center for large-muscle activities. However, a scheduled list of structured activities is not available, perhaps because there is no recreation coordinator.

c. Parental Involvement

Visitation hours are on Saturdays and youth phone calls are coordinated by staff.

Applicable Standards

COMAR 14.31.06.12.B.1. *The licensee shall provide the children with a range of indoor and outdoor recreation and leisure activities both in the program and in the community.*

COMAR 14.31.06.12.B.2. *The licensee shall base recreation and leisure activities on a child's needs and interests and the group composition.*

COMAR 14.31.06.12.C.1. *The licensee shall have a written plan of normal daily routines which shall be made available to the children and employees.*

COMAR 14.31.06.12.C.2. *The licensee shall, unless inappropriate, permit the children to participate in planning normal daily routines.*

7. Youth Advocacy, Internal Monitoring and Investigation

No youth grievances were filed, nor were any evaluations done this quarter.

RECOMMENDATIONS

1. Identify resources to repair and remodel the basement as soon as possible.
2. Develop and implement (with youth participation), a schedule of recreation activities that provide more pastime options for youth.
3. Identify options to begin providing meaningful vocational education services to residents.



NICK MORONEY
Acting Director

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

FACILITIES REPORT
DEPARTMENT OF JUVENILE SERVICES YOUTH CENTERS
JANUARY – MARCH, 2011

Regional Address: Maryland Department of Juvenile Services (DJS)
Youth Center (YC) Headquarters
1 James Day Drive
Cumberland, Md. 21502
Regional Director: Bob McElvie

Reported by: Tim Snyder
Monitor

Persons Interviewed: Regional Director, Assistant Regional Director, Youth Center Administrators, Case Managers, Residential Advisors, Support Staff, and Youth

Date of Report: April 2011

Facilities and Dates of Visits:

Green Ridge YC
10700 15 Mile Creek Road NE,
Flintstone, Md. 21530
Administrator: Judy Hodel

Visits: January 24, February 16
and March 24, 2011

Savage Mountain YC
164 Freedom Lane
Lonaconing, MD 21539
Administrator: Steve Northcraft

Visits: January 3, February 8
and March 7, 2011

Meadow Mountain YC
234 Recovery Rd,
Grantsville, Md. 21536
Acting Administrator: Leslie Wilhelm

Visits: January 11, February 7
and March 10, 2011

Backbone Mountain YC
24 Camp 4 Road
Swanton, Md. 21562
Acting Administrator: Martin
Sharpless

Visits: January 13, February
22 and March 11, 2011

INTRODUCTION

The Maryland Department of Juvenile Services (DJS/the Department) Youth Centers provide commitment care services in four separate facilities:

Green Ridge, located in Allegany County near Flintstone, provides 40 beds and 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.

Savage Mountain, located in Garrett County near Lonaconing, provides 36 beds and primarily serves youth from non-Western Maryland counties.

Meadow Mountain provides 40 treatment program beds and specializes in treatment of addictions in a six to nine month program. The facility serves male youth residing primarily in non-Western Maryland counties.

Backbone Mountain provides 48 beds. Three groups of 10 youth and two groups of 9 youth make up the population. Four groups of youth are in the six to eight month treatment program and ten youth are in the college preparation program.

FINDINGS

1. Population

a. General

The combined population capacity of the Youth Centers is 164 youth. The Juvenile Justice Monitoring Unit has reported numerous times that, over the past five years, the Youth Centers have accepted more challenging youth. Because the Youth Centers are “staff secure” and not “hardware secure” facilities” security is largely dependent upon the quality and quantity of staffing.

A large number of youth recidivate following treatment in 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 Youth Centers Intake Office carefully reviews applications and sometimes denies a referred youth because of a history of violence, low cognitive functioning and/or his mental health needs. However, after being denied, the Department often submits a request for a second review called an appeal, and a team of Youth Center Administrators again review the referral. More than one appeal may take place for the same youth. A number of youth in the Centers are admitted subsequent to an initial denial.

Youth who are accepted for admission may be placed in any of the Youth Centers. The decision depends on where a slot opens up rather than a youth’s specific needs or the group dynamics where a youth might be placed. For the most part, Youth Center staff members comprise a dedicated group of individuals that try their utmost to help youth under difficult circumstances.

b. Population Breakdown by Race/Ethnicity

<u>GREEN RIDGE YC</u>	1 st Qtr 2010	1 st Qtr 2011
Total Youth Entries	63	61
African American	28	39
White/Caucasian	22	18
Hispanic/Latino	13	3
Other/Unknown	0	1

<u>SAVAGE MOUNTAIN YC</u>	1 st Qtr 2010	1 st Qtr 2011
Total Youth Entries	35	63
African American	27	58
White/Caucasian	5	4
Hispanic/Latino	3	1
Other/Unknown	0	0

<u>MEADOW MOUNTAIN YC</u>	1 st Qtr 2010	1 st Qtr 2011
Total Youth Entries	59	60
African American	46	48
White/Caucasian	12	8
Hispanic/Latino	1	4
Other/Unknown	0	0

<u>BACKBONE MOUNTAIN YC</u>	<u>1st Qtr 2010</u>	<u>1st Qtr 2011</u>
Total Youth Entries	73	70
African American	58	56
White/Caucasian	13	10
Hispanic/Latino	1	3
Other/Unknown	1	1

2. Staffing

a. General

The Youth Centers continue to operate with a shortage of staff, especially given the challenging youth served and the individualized interventions needed. Staff training, vacations, sick leave, family leave and staff call outs all contribute to staff not being available for duty. Additionally, direct care must make weekly clinic runs taking youth to doctor's appointments. This task is supposed to be covered by the DJS Transportation Office, but that office is also short of staff.

The Youth Centers experience significant overtime hours. In the JJMU 3rd Quarter 2010 Comprehensive Report, it was noted that 55% percent of the overtime hours at Backbone Mountain Youth Center between July 26th and September 9th of 2010 were due to staffing shortage. The information was taken from the DJS Youth Center Overtime Justification Report. That same information was requested for review during this reporting quarter, but the Monitor has not been allowed access to more recent overtime justification reports by DJS.

Reported overtime hours reported for the pay periods from December 15th 2010 through February 8th 2011 are as follows:

- Green Ridge 450.1 hours, costing \$11,041.35,
- Savage Mountain 622.3 hours, costing \$16,196.41,
- Meadow Mountain 300.4 hours, costing \$7,281.53,
- Backbone Mountain 1,006.7 hours, costing \$26,631.98.

The total overtime cost incurred for the four Youth Centers during the period noted was \$61,151.29. DJS should consider using a higher staffing formula in order to maintain safety, security, programming, and individualized intervention as needed.

b. Staff Training

DJS staff training in crisis intervention and restraint is inadequate even though several measures have been taken to enhance the course of instruction. The Department uses the JIREH curriculum for crisis management training. The JIREH curriculum is not approved by the Governor's Office for Children (GOC) and is not permitted as a training curriculum for private child care vendors, including vendors licensed by DJS. However, it should be noted that the GOC does not have jurisdiction over the Department's choice of crisis management trainer for staff in DJS operated facilities.

Applicable Standards¹⁷

Md. Standards for Juvenile Detention Facilities 5.1.3 *Staffing arrangements shall aim to provide a safe, humane, and caring environment.*

COMAR 14.31.06.05 F (3) *The training of employees who may provide direct care to children shall include: (f) approved forms of discipline and behavior management techniques including crisis management and the use of isolation and restraints.*

Md. Standards for Juvenile Detention Facilities 2.2.1 *The Department shall ensure that designated classes of departmental and vendor employees are trained according to the standards established by the Maryland Correctional Training Commission.*

¹⁷ The Department has not promulgated commitment care standards that specifically address the unique culture of a treatment program as opposed to a detention center. JJMU therefore currently utilizes DJS detention standards and COMAR as applicable.

3. Safety and Security

d. Aggregate Incidents

Green Ridge (40 youth)	2010 Incidents Jan/Mar	2010 Injuries Jan/Mar	2011 Incidents Jan/Mar	2011 Injuries Jan/Mar
Youth on Youth Assaults	7	4	2	0
Restraints/Use of Force	6	3	3	0
Total	13	7	5	0

Savage Mountain (36 youth)	2010 Incidents Jan/Mar	2010 Injuries Jan/Mar	2011 Incidents Jan/Mar	2011 Injuries Jan/Mar
Youth on Youth Assaults	3	1	12	4
Restraints/Use of Force	8	1	29	5
Total	11	2	41	9

Meadow Mountain (40 youth)	2010 Incidents Jan/Mar	2010 Injuries Jan/Mar	2011 Incidents Jan/Mar	2011 Injuries Jan/Mar
Youth on Youth Assaults	5	4	9	3
Restraints/Use of Force	3	1	23	1
Total	8	5	31	4

Backbone Mountain (48 youth)	2010 Incidents Jan/Mar	2010 Injuries Jan/Mar	2011 Incidents Jan/Mar	2011 Injuries Jan/Mar
Youth on Youth Assaults	9	1	5	1
Restraints/Use of Force	14	1	14	1
Total	23	2	19	2

Youth on youth assaults and restraints increased dramatically compared to the same quarter 2010 at Savage Mountain Youth Center and at Meadow Mountain Youth Center.

b. Incident-Related Procedures, Practices, and Reporting

The YC key control procedure is in place at all of the Youth Centers. The procedure includes the use of double locked boxes, with one key lock and one combination lock, located in several strategic places on campus.

DJS requires direct care staff to use portable video cameras to record incidents. Staff members do not follow this requirement. It is impractical for staff intervening in an incident to remove themselves in order to get a camera and video the event. The Youth Centers do not have stationary security cameras. Each center has completed a survey of building and grounds and made a recommendation for positioning of stationary cameras, however, funding for the cameras has not been allocated by DJS.

A number of physical plant changes have been completed to enhance security and supervision. Windows have been placed in the doors of offices where youth might be alone with staff. Policy and procedure has been developed to require that staff not be alone in a building with a youth. Also an “all clear” procedure is in place requiring that the last staff to leave and lock a building check in by radio to announce that the building has been checked.

The Centers have also implemented a policy so that female staff are not patting down male youth and are not supervising male youth taking showers.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.1.3 *Staffing arrangements shall aim to provide a safe, humane, and caring environment.*

Maryland Department of Juvenile Services Policy RF-05-07. *The Department of Juvenile Services (DJS) employees shall video tape room extractions, escorts to seclusion, use of restraints or other critical incidents that relate to the safety and security of a residential facility. Incidents shall be videotaped unless videotaping of the incident compromises the safety and/or security of youth and/or employees. The Department encourages the video taping of incidents to de-escalate incidents and to prevent further misbehavior and the use of physical restraint.*

4. Physical Plant and Basic Services

a. Fire Safety

All of the Centers hold current Fire Marshal Inspection Reports. Fire drills are held as required.

b. Physical Plant

Floor replacement in some dorm and dorm office areas has been completed. The installation of new roofing where needed has also begun

c. Medical

Each youth center has a nurse on grounds four days each week. Maintenance has completed the construction of a designated nurse's office at each center. The centers contract with the Allegany County Health Department for health services.

There are only two mental health counselors to cover the 4 facilities. This makes it very difficult for all youth to be seen as needed. There should be a full-time mental health counselor at each center. DJS is reviewing the contract with the Allegany County Health Department on delivery of mental health counseling.

d. Basic Services

All of the centers have received current health department inspections. Clothing continues to present a problem. Youth do not consistently have what they need. Shoes have been particularly difficult to adequately supply as they tend to wear out quickly.

e. Transportation

Transportation is a problem in the Centers. Because there is a shortage of transportation staff, direct care staff have to make clinic runs. There is also a general shortage of available direct care staff which limits the availability of off-grounds programming for youth.

Applicable Standards

Md. Standards for Juvenile Detention Facilities 5.6.5 *The stored inventory of clothing, bedding, and linens shall exceed that required for the facility's maximum youth population. An inventory system shall be maintained to ensure the consistent availability of clothing, bedding, and linens to replace items that are lost, destroyed, or worn out.*

Md. Standards for Juvenile Detention Facilities 5.6.5.2 *Youth shall be provided the opportunity to have three complete sets of clean clothing per week.*

COMAR 14.31.06.10.D. *The licensee shall ensure that the children have an adequate supply of clean, comfortable, well-fitting clothes, and shoes for indoor and outdoor wear.*

5. Education

Youth in the Centers generally state that the educational program is good and that they are making progress in school. The program provides for 4 hours of classroom instruction on each school day. Youth work independently and with teacher assistance. Teachers also utilize 30 to 40 minute "focus lessons" where the entire class receives instruction. Youth typically gain between two and four months towards completion of education requirements for every month that they would expect to gain in public school. Youth receive a health credit for participation in drug classes and the 7 Challenges program and can also earn a physical education credit. Youth who do not plan to return to school may enter the GED or Pre-GED program. Vocational instruction varies from center to center but generally offers little in the way of job training.

Youth also participate in the World of Work experience which involves accompanying staff three times per week to help with grounds work or maintenance. Classroom instruction in life skills related to working takes place twice weekly. A certificate is granted to youth for participation.

Backbone Mountain Youth Center is the home of The Honors Academy, a learning partnership between Garrett County Community College and DJS. A review team selects applicants to participate and the program includes college preparation courses in addition to participation in the treatment program.

Black History Month was honored by youth in the centers. On February 25th, selected youth representing all of the Centers participated in a black history contest held at the Lyric Center in Frostburg, Maryland.

6. Rehabilitative and Recreational Programming

a. Therapeutic Program

The DJS Youth Centers use Positive Peer Culture (PPC), EQUIP, and Seven Challenges. The Seven Challenges approach to treatment encourages honest dialogue with youth about their relationship with drugs and alcohol, and the need to take responsibility for their decisions. Most youth in the centers are in need of meeting individually with a mental health therapist at least once weekly. The EQUIP classes are now being co-facilitated during the day by a teacher and a direct care staff.

The youth in the centers earn their way home primarily through behavioral compliance. Behavioral change in itself is significant, and some youth gain meaningful insight and useful coping skills. However, there are insufficient resources to effectively address the deeper internal dynamics and conflicts that could lead to fundamental change and long-term success for more youth.

Group size is a significant factor in ensuring safety of youth and ensuring the success of the treatment modality. Savage Mountain is now the only Center that has groups of 12 youth. Green Ridge and Meadow Mountain have groups of 10 youth and Backbone Mountain has created a 5th group which has allowed them to reduce group size from 12 youth to 3 groups of 10 youth and 2 groups of 9 youth. Harry H. Vorrath and Larry K. Brendtro, the authors of the standard text on Positive Peer Culture, conclude on the issue of group size as follows: "Experience with groups of differing sizes has led to the general guideline that the ideal size of a PPC group is nine members" (*Positive Peer Culture*, 2nd Edition, 1985 page 52).

b. Recreational Programming

The Reflections facility and program at Meadow Mountain offers a valuable treatment resource for youth in the centers. The program offers high and low ropes course elements, caving, biking, rock climbing and hiking experiences. These activities present personal experiential challenges which require overcoming perceived risk, cooperation with others, the development of communication, problem solving skills and physical skill development. The experiences help youth develop self-confidence, increased self-worth and interpersonal skills.

Youth from the centers also go to Frostburg State University to participate in teambuilding activities and to use the recreational facilities. Other off-campus activities for youth center residents have included outings to nearby State Parks, local movie theatres, restaurants, and special events such as a jazz musician's show and a presentation of *A Man for All Seasons*.

c. Parental Involvement

Each center holds family days which offer family members the chance to visit and participate with youth in special activities. Each center now has video conferencing capability and it has been use for parents and community case managers in situations where on-site visitation is difficult.

Youth make weekly phone calls to parents and guardians. Some youth have the opportunity to earn a home visit as they near completion of the residential program.

7. Youth Advocacy, Case Management and the TOP Initiative

a. Youth Advocacy

The Child Advocate makes regular rounds to each center. Grievances reviewed this quarter indicate that the Child Advocate addressed the issues appropriately. However, some youth say the grievance process is not effective and others fear being “burnt” by staff if they write a grievance.

b. Case Management

It is essential that youth be given opportunities to have a consistent relationship with a dedicated case manager throughout the term of commitment. Sometimes one proxy worker is assigned to visit all the youth from a particular county. Such visits are often not meaningful for youth. Some youth do not even receive these kinds of courtesy visits.

Although community case managers see youth in court and may see them during a home visit, such visits do not meet the requirement that youths be visited at their placement on a monthly basis. DJS regulations require community case managers to visit youth at the centers at least once per month.

Applicable Standards

Md. Department of Juvenile Services Policy and Procedure MGMT-01-07 Youth Grievance Policy *The Department of Juvenile Services (DJS) shall permit youth and individuals on behalf of DJS youth to file a grievance for a circumstance or action related to behavior of other youth, behavior of employees, or conditions of confinement.*

Md. Department of Juvenile Services Policy and Procedure CJ-1-05. (1) *Youth who are committed to the Department of Juvenile Services (DJS) for placement... shall be assigned a Community Justice Case Management Specialist. DJS operated residential programs shall also assign a Facility Case Management Specialist. The Facility Case Management Specialist shall maintain daily contact with the youth and be responsible for the coordination of all services within the facility. In collaboration with the Community Justice Case Management Specialist and the facility Interdisciplinary Treatment Team, the Facility Case Management Specialist shall develop a Treatment Service Plan (TSP) and ensure that prescribed services are made available and delivered in accordance with the Department's Treatment Service Plan (TSP) Policy.*

(2) *The Community Justice Case Management Specialist shall: (vi) Meet at least monthly with youth who are in residential care in Maryland to assess treatment progress and plan for community reintegration.*

RECOMMENDATIONS

1. Youth admitted to the Youth Centers should meet the written admissions criteria. Youth who do not meet the IQ, behavioral or mental health criteria should not be admitted.
2. DJS should use a staffing ratio of 2.0 persons for each direct care position.
3. Appropriate and effective crisis intervention training should be provided.
4. Video cameras should be placed in strategic places in each building and on each center campus.
5. The Department should finalize commitment care standards.
6. Community case managers should visit youth on-site as required.
7. Community Case Managers should be assigned to each youth throughout youth involvement with the Department of Juvenile Services.
8. Vocational training, certification, and job placement should be provided to facilitate youth entry into the work force after treatment.