



**JUVENILE JUSTICE MONITORING UNIT
STATE OF MARYLAND**

2022 THIRD QUARTER REPORT

The Maryland Juvenile Justice Monitoring Unit (JJMU)

The Juvenile Justice Monitoring Unit (JJMU) is an independent state agency housed in the Office of the Maryland Attorney General. The JJMU is responsible for reporting on Maryland Department of Juvenile Services (DJS) operated and licensed facilities across the state. Monitors from the unit conduct unannounced visits to these sites to guard against abuse and ensure youth receive appropriate treatment and services.

The mission of the JJMU is to promote the transformation of the juvenile justice system into one that meets the needs of Maryland's youth, families, and communities. This mission is accomplished by collaborating with all who are involved with the system.

The Unit has access to DJS incident and case notes databases and to DJS internal investigation and grievance documents. Monitors spend significant time gathering information and observing all aspects of operations. We sit in on activities and classes, interview youth, staff and administrators, and review video footage and original incident report documentation. The JJMU issues public reports covering each calendar quarter. These reports include data and analysis concerning treatment of and services provided to youth in DJS detention and placement facilities throughout our state. Formal responses from DJS and the Juvenile Services Education Program (JSEP) (which assumed responsibility for education services in DJS facilities at the end of June 2022) are included within the reports.

The JJMU has been instrumental in driving positive changes in the Maryland juvenile justice system since its formation in the wake of widespread systemic abuse issues. The activities of the independent monitoring agency increase the transparency and accountability of the system and raise awareness of the needs of justice-involved Maryland youth. We will continue to push for the adoption of best practices as we evaluate current and emerging research that serves to both enhance public safety and produce positive outcomes for young people in contact with the juvenile justice system.

JJMU Third Quarter 2022 Report Compendium

The Maryland Juvenile Justice Monitoring Unit (JJMU) issues public reports covering each calendar quarter. The reports include data and analysis concerning treatment of and services provided to children and young people in Maryland Department of Juvenile Services (DJS) directly run and licensed facilities throughout the state. Enclosed please find the unit's compilation of 2022 third quarter reports.

The Maryland Department of Juvenile Services' response and a response from the Juvenile Services Education Program (JSEP) are both included, as indicated on the contents page.

The JJMU 2022 Third Quarter Report was produced by Margi Joshi, Nick Moroney, Tim Snyder, and Marvin Stone. Thanks to Taran Henley, Fritz Schantz, and Maria Welker for technical assistance.

We respectfully submit this report to the Governor, the members of the Maryland General Assembly, the Secretary of the Department of Juvenile Services, and the members of the State Advisory Board for Juvenile Services as required under Maryland law.

Current and prior reports of the Maryland Juvenile Justice Monitoring Unit and related responses are available through our website at:

<http://www.marylandattorneygeneral.gov/Pages/JJM/default.aspx>



NICK MORONEY
Director

STATE OF MARYLAND
JUVENILE JUSTICE MONITORING UNIT

December 2022

The Honorable Lawrence J. Hogan, Jr., Governor
State of Maryland

The Honorable Bill Ferguson, President of the Senate
Maryland General Assembly

The Honorable Adrienne A. Jones, Speaker of the House of Delegates
Maryland General Assembly

The Members of the Maryland General Assembly

The Honorable Sam J. Abed, Secretary
Department of Juvenile Services

The Members of the State Advisory Board for Juvenile Services
c/o The Maryland Department of Juvenile Services

Dear Governor Hogan, Senate President Ferguson, Speaker of the House Jones, Members of the General Assembly, Secretary Abed and State Advisory Board Members:

Enclosed is the Juvenile Justice Monitoring Unit's 2022 third quarter report which offers an update on conditions in Department of Juvenile Services' (DJS) operated and licensed facilities.

Maryland continues to automatically charge youth as adults for certain acts despite a growing recognition that treating kids as adults and pushing them into the adult criminal justice system endangers their physical and mental well-being, exacerbates trauma and fails to protect public safety. Maryland prosecutes more children in the adult system than any other state with the

exception of Alabama, and Maryland youth of color are disproportionately tried in adult court. The state should end the automatic prosecution of youth as adults.

The overwhelming challenge in DJS facilities is the unaddressed mental health, trauma care and grief counseling needs of young people. Youth of color make up the majority of youth in the juvenile justice system, and many justice-involved youth people are from underprivileged and under-resourced families and communities. We need to bolster mental health resources within communities and outside the juvenile justice system and hold state mental health entities accountable as far as making community-based outpatient and inpatient resources available to all Maryland youth and families, regardless of income or location.

DJS facilities continue to be guided by a corrections and compliance-oriented mindset rather than a trauma-informed, child-centered approach, and robust mental health and career readiness resources that would assist young people for successful re-entry are lacking. DJS committed placement sites are located in remote areas far from youth families and communities, and the culture at placement sites is plagued by troubles found in most prison-like settings. This includes an adversarial relationship between youth and staff in which issuance of disciplinary reports (and resulting extension in time served) is used as a control tactic and compliance is privileged over establishing rapport to facilitate skill-building, learning and positive behavior.

In addition, overarching staffing issues have affected facility and youth safety and youth services across DJS detention and placement facilities. The recruitment and retention of qualified staff remain ongoing issues and front-line staff report high rates of burnout and low morale due to continued staffing shortages and a lack of support from DJS operations leadership.

To begin to improve facility climates, mental health resources should be increased and clinical staff should have a more direct role in facility operations and be integrated into all aspects of the facility milieu. At the department headquarters level, officials overseeing facility operations (who have a correctional background but lack experience and expertise in developing functional treatment and therapeutically-oriented programs) should be required to share operational oversight and decision-making with mental health and other experts skilled in running effective youth programs and creating a healthy and engaging work environment.

Respectfully submitted,

Nick Moroney

Nick Moroney
Director
Maryland Juvenile Justice Monitoring Unit

Cc: Attorney General Brian Frosh
Chief Deputy Attorney General Elizabeth Harris
Deputy Attorney General Carolyn Quattrocki
State of Maryland Treasurer's Office
The Office of the Comptroller of Maryland
Deputy Secretary Wallis Norman, Mr. Karl Pothier and Mr. Jay Cleary, DJS
Margi Joshi, Tim Snyder and Marvin Stone, JJMU

JUVENILE JUSTICE MONITORING UNIT 2022 THIRD QUARTER REPORT

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JUVENILE JUSTICE REFORM IN MARYLAND

Juvenile Justice Reform in Maryland

The Department of Juvenile Services (DJS/the Department) in collaboration with juvenile justice stakeholders has made significant strides in reforming the juvenile justice system in Maryland to align with the developmental approach¹ and research-supported practices.² Notable accomplishments include:

- Passage of significant juvenile justice reform legislation by the Maryland Assembly during the 2022 legislative session that, among other needed changes, privileges community-based supports and interventions and limits the use of detention and out-of-home placement. The legislation builds on the success DJS has achieved in decreasing the numbers of incarcerated youth and diverting Department resources to community-based programming.³ This best practice is consistent with research which has demonstrated that incarceration is disruptive to healthy adolescent development and that community-based services are more effective at rehabilitating young people and protecting public safety;⁴
- Passage of an education bill for incarcerated young people in DJS facilities that transfers operational control of education services to an independent school board that is dedicated to increasing the quality of school services and improving transparency and accountability within the school system.⁵

Challenges remain to ensure that the juvenile justice system is fair, equitable, and responsive to youth and family needs.

- ☒ Maryland continues to automatically charge youth as adults for certain acts despite a growing recognition that treating kids as adults and pushing them into the adult criminal justice system endangers their physical and mental well-being, exacerbates trauma and fails to protect public safety. Maryland prosecutes more children in the adult system than any other state with the exception of Alabama, and Maryland youth of color are disproportionately tried in adult court.⁶ The state should end the automatic prosecution of youth as adults.

¹ See Reforming Juvenile Justice: A Developmental Approach (2013), available at: [Reforming Juvenile Justice: A Developmental Approach |The National Academies Press](#)

² For more information, see [THE MARYLAND DEPARTMENT OF JUVENILE SERVICES: A DECADE OF SUSTAINED SUCCESS](#)

³ Ibid.

⁴ For a thorough synopsis of the juvenile justice reform bill and other important juvenile justice-related legislation, see [Department of Juvenile Services \(DJS\) End of Session Report:2022 Legislative Session of the Maryland General Assembly](#)

⁵ See [Juvenile Services Education Program \(JSEP\) and Board \(maryland.gov\)](#)

⁶ See Maryland Juvenile Justice Reform Council Supplemental Report (page 11), available at: [Juvenile Justice Reform Council Supplemental Report \(maryland.gov\)](#)

- ☒ DJS facilities continue to be guided by a corrections and compliance-oriented mindset rather than a trauma-informed, child-centered approach, and robust mental health and career readiness resources that would assist young people for successful re-entry are lacking. To begin to improve facility climates, mental health resources should be increased and clinical staff should have a more direct role in facility operations and be integrated into all aspects of the facility milieu. At the department headquarters level, officials overseeing facility operations (who have a correctional background but lack experience and expertise in developing functional treatment and therapeutically-oriented programs) should be required to share operational oversight and decision-making with mental health and other experts skilled in running effective youth programs to ensure that facility practices are trauma-informed and culturally- and gender-responsive; recognize the dignity and worth of the children they serve; and are focused on providing resources, services, and interventions that promote healing, wellness and positive growth for young people rather than focused on control and compliance.

- ☒ The recruitment and retention of qualified staff remain ongoing issues across DJS facilities, and front-line staff at many facilities report high rates of burnout and low morale due to continued staffing shortages inside facilities and a lack of faith in leadership at both the facility and headquarters level. Staffing issues have affected facility and youth safety and youth services. Incidents have been elevated across all DJS-facilities as facility populations (especially in detention) have continued to rise compared to the beginning of the COVID-19 pandemic.

- ☒ DJS committed placement sites are located in remote areas far from youth families and communities, and the culture at placement sites are plagued by troubles found in most prison-like settings including an adversarial relationship between youth and staff in which the issuance of disciplinary reports (and resulting extension in time served) is used as a control tactic and where compliance is privileged over establishing rapport to facilitate skill-building, learning and positive behavior. Youth requests for more phone/video contact with loved ones and the opportunity to earn home passes have not been consistently accommodated. Furthermore, despite years of advocacy by juvenile justice stakeholders, placement centers continue to lack meaningful opportunities for community engagement and pro-social interactions through off-campus (or on-campus) volunteer, work, internship, recreation, and enrichment opportunities, and there have been little efforts to change the status quo. There are no long term career and technical education courses offered on-site to provide training in jobs which provide to prospect of a livable wage, and a popular work program which allowed incarcerated youth to earn minimum wage for performing tasks inside facilities was discontinued by DJS. The result is that young people feel that they are “just doing time” rather than receiving help

and resources to overcome challenges. Or, as one prison historian's notes, "when custody meets treatment, custody always wins."⁷ That observation encapsulates the current climate within DJS-operated facilities.

⁷ McCarthy, Patrick, Vincent Schiraldi, and Miriam Shark. The Future of Youth Justice: A Community-Based Alternative to the Youth Prison Model. *New Thinking in Community Corrections Bulletin*. Washington, D.C.: U.S. Department of Justice, National Institute of Justice, 2016. NCJ 250142. (p. 11). Available at: <https://www.ncjrs.gov/pdffiles1/nij/250142.pdf>

COVID-19 RESPONSE IN JUVENILE SERVICES' FACILITIES

COVID-19 Response in Juvenile Services' Facilities

COVID-19 mitigation strategies continue to cause significant hardship for incarcerated youth and contribute to a deterioration of youth mental health. Periods of isolation and quarantine, reductions in the variety and frequency of recreational and enrichment programming, and interruptions in facility schedules have increased feelings of frustration, anxiety, and boredom among youth.

On-going restrictions due to the pandemic at DJS facilities include the following:

- ☒ Youth who test positive for COVID-19 are placed in medical isolation and are required to stay inside their cell for 23 hours per day for between 5-10 days. In addition to the fear and physical malaise (for symptomatic youth) that accompanies infection, isolation can lead to severe psychological distress. Moreover, a significant percentage of youth in DJS custody have histories of trauma and have been diagnosed with mental disorders which can make them more vulnerable to the harmful effects of prolonged isolation.
- ☒ New admission youth inside DJS facilities are required to spend time in quarantine areas upon arrival. In addition, youth exposed to COVID-19 positive staff are required to spend a period of time in quarantine. During quarantine, movement is severely restricted and youth are required to eat, sleep, do school work and to spend leisure time in their pod or residential unit. On some days, youth are permitted up to an hour either in the gym, outside on facility grounds or inside walled areas of facilities open to the sky. However, the granting of outdoor-based recreation is dependent on the presence of adequate staffing numbers and on the outside temperature. In-person visitation is prohibited for youth on quarantine.
- ☒ Youth are required to wear masks during waking hours and face the potential for disciplinary action against them if they are not compliant.
- ☒ Quarantine is disruptive to school progress as students miss the opportunity to have in-person instruction. Some students in quarantine are provided with virtual education as an alternative while other students who lack internet access on living units are given packets to complete on their own. Virtual education has been proven to be a poor substitute for in-person schooling⁸ and incarcerated youth are even more vulnerable to

⁸ Bianca Vazquez Toness & Jocelyn Gecker, "COVID's online school hurt kids' test scores. Some adults regret it." (October 2022) Associated Press, available at: [COVID's online school hurt kids' test scores. Some adults regret it. | AP News](#)

pandemic-related learning loss given the high prevalence of special education students and disconnected youth within the population.

- ☒ Youth across all DJS facilities cite lack of sufficient family contact. At the height of the initial wave of the pandemic, young people incarcerated in DJS facilities were allocated an allowance of three free calls utilizing a for-profit prison communications company (GTL) that the State contracts with and pays to provide phone service to people in prisons and jails. Additionally youth were allowed three 15-20 minute calls (with a virtual call option for parents who opt-in) facilitated by DJS case managers. Administrators at DJS headquarters have reduced the number of free phone calls home that youth are allowed to make through GTL from the three-call allowance that incarcerated young people were allowed to make earlier in the pandemic. According to the administrators, the change was prompted by cost and the terms of the state contract with GTL. Youth now receive two 10-minute phone calls through the GTL phone system. The number of 15-minute phone calls/virtual contact facilitated by case management was also reduced from three instances to two instances. The Department needs to increase the frequency and duration of phone contact that youth receive.⁹
- ☒ Youth do not receive basic hygiene services such as haircuts and hair care services on a consistent basis because of frequent provider no-shows and periods of quarantine which hampers access to barbers and stylists when they do show up as scheduled.
- ☒ Excessive downtime is an ongoing issue at DJS facilities that has only been exacerbated with COVID-19 restrictions, and youth frequently report feelings of frustration and boredom due to the lack of opportunities for creative and constructive engagement. In-person volunteer programming has not returned to pre-COVID levels and programs that do exist are inconsistent due to testing requirements and frequent outbreak status at facilities during which outside visitors are prohibited. Facilities have had a hard time creating and implementing in-house structured activities on a consistent basis. In addition, youth at staff secure placement sites, which were created in part to incorporate nature and experiential outdoor learning as a therapeutic tool, are not allowed to go on outings in surrounding nature preserves and parks on a regular basis even though outdoor recreation is one of safest activities that can be undertaken under pandemic conditions. Sporadic events that are offered at these sites, such as a camping and team building weekend activity named Reflections, are frequently cancelled due to staffing issues. When they do occur, they are only available to a small number of youth due to stringent and overly-restrictive eligibility requirements and DJS COVID-19 protocols which allow

⁹ Some jurisdictions, recognizing that “constant contact reduces recidivism and the potential for violence while detained” have authorized juvenile detainees to receive unlimited free phone calls to their families. See [San Diego Jail Approves Free Phone and Video Calls | Prison Legal News](#)

only youth from one section of a facility to attend at a time (even though youth from different sections sleep in the same dorm room at the youth centers).

COVID-19 mitigation strategies within DJS facilities should be coupled with dedicated, sustained efforts to prevent and address the negative mental health, developmental, and academic consequences that accompany COVID-19 restrictions on movement, activities, and family involvement. In particular:

- Family engagement should be prioritized and youth should have increased opportunities family contact through phone and video calls (and home visits for youth in DJS placement centers). Family support can ease the monotony and stress of incarceration (which have only increased since the COVID-19 pandemic) and promote positive behavior.
- The use of paper packets as a substitution for school should be discontinued and all students on quarantine should, at the very minimum, have access to virtual education services. Students exhibiting learning loss due to disruptions in in-person schooling should receive additional services such as individual tutoring to ensure academic progress is achieved and maintained.
- The Department should develop a wide range of COVID-19 acceptable activities based on youth interest, provide facilities with the resources (staffing and otherwise) necessary to carry out these activities, and closely monitor facility programming to ensure that facility activity schedules are being adhered to and that youth are being provided access to programs that are developed. Youth in staff secure placement sites in remote western Maryland should have the opportunity to go on frequent outings in nearby nature parks in line with the program's original intent to utilize the natural surroundings for therapeutic use.

DJS Secure Detention Centers

Short-term, pre-disposition/pending placement

- Baltimore City Juvenile Justice Center (BCJJC)
- Cheltenham Youth Detention Center (CYDC)
- Charles H. Hickey, Jr., School (Hickey)
- Alfred D. Noyes Children's Center (Noyes)
- Western Maryland Children's Center (WMCC)
- Lower Eastern Shore Children's Center (LESCC)

DJS Committed Placement Centers

Long-term, post-disposition

- Victor Cullen Center (Cullen)
- Garrett Children's Center (GCC)
- Backbone Mountain and Green Ridge youth centers (two youth centers)
- Silver Oak Academy (SOA – DJS Licensed)

Incident and Population Trends

Third quarter 2022 population and incident trends versus third quarter of 2021:

- ✓ There were no youth on youth fights and assaults in secure detention at Noyes.
- ✓ Physical restraints decreased in secure detention at Noyes and in committed placement at the two youth centers.
- ✓ The use of mechanical restraints (handcuffs and/or leg irons) inside facilities decreased in secure detention at BCJJC and in committed placement at Cullen. Mechanical restraints were not used inside Noyes secure detention center for girls.
- ✓ Seclusion was not used at Noyes secure detention center for girls or in committed placement at Cullen.
- Average daily population (ADP) of young people increased significantly at all DJS-operated detention centers with the exception of the Noyes facility for girls and also increased in committed placement at Cullen.
- Youth on youth fights increased at all DJS-operated secure detention centers with the exception of the Noyes facility for girls and in committed placement at Cullen and the two youth centers.
- Physical restraints increased at all DJS-operated secure detention centers with the exception of Noyes secure detention center and in committed placement at Cullen.
- Mechanical restraints usage inside facilities increased at CYDC, Hickey, LESCC, and WMCC secure detention centers and in committed placement at the two youth centers.
- Seclusions increased at all DJS-operated secure detention centers except for Noyes secure detention center for girls (which did not use seclusion during the quarter).
- There were 31 incidents involving suicide ideation, one suicide attempt, and 17 incidents of self-injurious behavior reported from DJS-operated facilities during the third quarter of 2022 compared to 20 incidents of suicide ideation, one suicide attempt, and 14 incidents of self-injurious behavior at the same time last year.

COMMITTED PLACEMENT

Victor Cullen Center

The Victor Cullen Center (Cullen), in Frederick County, is a hardware secure (locked and fenced) committed placement center owned and operated by the Maryland Department of Juvenile Services (DJS/the Department). The DJS-rated housing capacity is 24 boys. African American or Black youth represented 97% of total entries during the third quarter of 2022 compared to 62% in the third quarter of 2021.

Victor Cullen – Selected Incident Categories	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	7	12	17
1. Youth on Youth Assault/Fight	2	7	13
2. Alleged Youth on Staff Assault	3	1	1
3. Physical Restraint	9	9	19
4. Use of Handcuffs and/or Shackles	7	5	3
5. Seclusion	6	0	0
6. Contraband	1	0	1
7. Suicide Ideation	0	1	0
8. Suicide Attempt	0	0	0
9. Self-Injurious Behavior	1	1	0

Comparing the third quarter of 2022 to the same time last year:

- Average daily population (ADP) at Cullen increased by 42%.
- Youth on youth fights and assaults increased by 86%.
- Physical restraints of youth by staff more than doubled.

- ✓ Use of mechanical restraints (handcuffs and/or leg irons) on youth by staff inside the facility decreased by 40%.
- ✓ Seclusion was not used during the third quarters of 2022 and 2021.

In mid-October of 2022, Noyes facility for girls was temporarily closed and detained girls awaiting adjudication and multiple staff from Noyes were transferred to Cheltenham in order to increase staff availability at Cheltenham. The Department plans for the facilities to remain combined until staffing issues are stabilized at Cheltenham.

Girls detailed at Noyes who were court-ordered to placement were moved from Noyes and sent to Cullen. Staff at Cullen received two 6-hour trainings led by detention center personnel in preparation for running a treatment program. An assistant superintendent at Cullen was given the responsibility for running the girls program and serving as the case manager for the girls unit in addition to continuing to attend to the needs of the boys at the facility and also being involved in direct-care coverage due to ongoing severe staffing shortage problems at Cullen.

Since their arrival at Cullen, girls have expressed to monitors that they would rather be in detention at Noyes because they had good rapport with and received support from administrators, a cadre of dedicated mental health clinicians located full-time at the facility, and direct-care staff; were provided with more individualized attention to their needs; and had more family contact while detained (in part because they had dedicated and engaged case management workers at Noyes) than at placement.

Once staffing issues are stabilized at Cheltenham and Noyes re-opens, the Department should move the girls at Cullen back to Noyes and utilize the Noyes facility as a placement site. Noyes has existing personnel who have experience working constructively with girls and can leverage programming opportunities in the surrounding metropolitan community of Rockville (where Noyes is located).

For information on education-related issues in DJS facilities, including a recent change on education service providers, see the section on page 39.

Garrett Children's Center

The Garrett Children's Center (GCC) facility, located in Alleghany County, is a Department of Juvenile Services (DJS/the Department) owned and operated hardware secure (locked and fenced) committed placement center for boys with a DJS-rated capacity of 24. There were no youth placed at GCC during the third quarter of 2022.

GCC	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	4	N/A	N/A
1. Youth on Youth Assault/Fight	0	N/A	N/A
2. Alleged Youth on Staff Assault	4	N/A	N/A
3. Physical Restraint	23	N/A	N/A
4. Use of Handcuffs and/or Shackles	11	N/A	N/A
5. Seclusion	0	N/A	N/A
6. Contraband	3	N/A	N/A
7. Suicide Ideation	0	N/A	N/A
8. Suicide Attempt	0	N/A	N/A
9. Self-Injurious Behavior	0	N/A	N/A

The state of Maryland spent close to \$6 million dollars to add fencing, locks and other security apparatus to convert the remotely located staff secure Savage Mountain Youth Center into a more prison-like hardware secure facility (renamed the Garrett Children's Center). Garrett Children's Center was operational for approximately 2 years (from December of 2018 to December of 2020) before it closed to youth in 2021 following a COVID-19 outbreak at the facility. However, the facility still retains staff that report on-site, including teachers who provide

online courses for those DJS schools that lack certified teachers in core content areas. Vacancies for superintendent and assistant superintendent position have recently been filled.

Fiscal and human resources spent on keeping the empty facility running would be more effectively spent on further increasing the availability of community-based programming for young people. As experts in juvenile justice have recognized, “youth incarceration has several negative outcomes, including association with more delinquent peers and increased criminal behavior and recidivism. Closing underutilized juvenile correctional facilities and reinvesting the savings into evidence-based programs and services keeps young people out of the system, in school, and connected to their families.”¹⁰

For information on education-related issues in DJS facilities, see the section on page 39.

¹⁰ Office of Juvenile Justice and Delinquency Prevention (OJJDP), OJJDP Priorities, available at [OJJDP Priorities | Office of Juvenile Justice and Delinquency Prevention \(ojp.gov\)](https://www.ojjdp.gov/priorities)

Youth Centers x2

The youth centers, located in remote western Maryland, consist of Green Ridge and Backbone Mountain, two separate staff secure (not fenced and locked) facilities for up to 42 boys. Each of the centers is owned and operated by the Maryland Department of Juvenile Services (DJS/the Department). African American or Black youth represented 91% of total youth center entries in the third quarter of 2022 compared to 73% during the same time period in 2021.

Combined Youth Centers (x2) – Selected Incident Categories	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	21	33	33
1. Youth on Youth Assault/Fight	5	7	13
2. Alleged Youth on Staff Assault	2	2	8
3. Physical Restraint	18	62	53
4. Use of Handcuffs and/or Shackles	3	9	16
5. Seclusion	0	0	0
6. Contraband	4	4	7
7. Suicide Ideation	1	1	11
8. Suicide Attempt	0	0	0
9. Self-Injurious Behavior	0	1	0

Comparing the third quarter of 2022 to the same time last year:

- Average daily population remained constant (at 33).
- Youth fights and assaults increased by 86%.
- Alleged youth assaults on staff increased by 300%.

- Use of mechanical restraints (handcuffs and/or leg irons) on youth by staff inside facilities increased by 78%.
- Incidents involving suicide ideation increased by 1000%.

There were serious concerns about youth safety and the treatment of youth at Green Ridge Youth Center during the third quarter of 2022. Youth report that many staff do not intervene to prevent or de-escalate incidents, and that staff use the threat of disciplinary reports (behavior reports, or BRs) which extend a youth's time in placement to control and intimidate youth. The result is that youth experience a lack of physical or psychological safety within the facility.

In 171733, youth were being supervised by three staff when two youth entered the bathroom. While a staffer watched, one youth proceeded to punch another youth who fell to the ground. The youth then exited the bathroom and went back to the dorm area. One of the youth later informed a monitor that staff knew that the two youth were going to go into the bathroom to fight in order to settle their differences and did not stop them.

The incident was not reported by staff supervising the youth. The next day, the youth who was punched had two black eyes and was disoriented and vomiting. A supervisor, realizing that the youth was seriously injured, sent the youth to the hospital for symptoms consistent with a concussion. Staff supervising the youth reported the next day that youth were horse playing in the bathroom. One staffer later admitted to knowing about the fight and was subsequently terminated.

In Incident 171724, a youth with visible marks on his face reported to his mental health counselor that he was assaulted the night before in the bathroom. He told the counselor, "I would rather be dead than here." A management investigation revealed that staff had left their post overseeing bathroom breaks, and that is when the assault likely occurred.

A 14-year-old boy of small stature had major adjustment issues during his time at Green Ridge during the quarter. The boy was placed in the 90-day Mountain Quest program which was designed as an intensive outdoor therapeutic program with a shorter length of stay for youth with less serious needs than youth placed in the 6 to 9 month long program at Green Ridge. In actuality, with the exception of length of stay, the two programs are identical and youth placed in the Mountain Quest program are intermingled with youth in the 6 to 9 month program and sleep in the same dorms, attend the same classes and meals, and recreate together.

The boy was subject to harassment and his mental health deteriorated while at Green Ridge.

In Incident 171659, a staffer observed a youth expose his genitals to the boy and stated, "I am going to fuck you in the shower tonight."

In Incident 171904, the youth began to cry in front of peers and staff when he was (allegedly inadvertently) hit by a volleyball in the gym.

In Incident 171831, the boy threw an empty plastic bottle at another youth and stated, “I am tired of them always messing with me”. He then pointed out a specific youth and said that the youth “touched his dick” when staff were not looking and made threats toward him. The boy then spit towards the youth and speculated that the youth would retaliate against him at a later time for his actions.

In Incidents 171896 and 171789, the 14-year-old youth expressed suicidal ideation and stated in one incident “I just want to end it all”.

As a result of his adjustment issues and staff issuance of multiple behavior reports, administrators approved 52 additional days to the boy’s original length of stay thus further extending his exposure to high risk youth. Monitors expressed concerns for the boy’s safety and the potential short-term and long-term negative effects of prolonged incarceration at Green Ridge. His additional time was reduced.

There is no on-site recreation specialist at Green Ridge to develop and implement activities and programming, and requests to pursue outdoor activities in the adjacent state forest are frequently denied by DJS Headquarters who cite the facility’s location near a busy interstate road as a security risk.

Even the limited programming that is offered to youth is sporadically held and attended. An off-campus outdoor experiential weekend called Reflections is available to the small minority of youth who are at advanced levels in the program and who can manage to not get a Behavior Report (disciplinary report) within the two weeks prior to the event. Very few youth become eligible for the program, and when it is offered, only eligible youth from one section at a time can attend because of DJS COVID-19 restrictions (even though the event is held outdoors and youth from different sections sleep together every night in the same dorm). The Reflections program is also frequently cancelled because of weather-related or staffing issues, and DJS Headquarters has not responded to multiple requests to hold the program on or near each campus and open up eligibility so that all (or at least more) more youth can attend.

The Department should prioritize the development of a positive culture at Green Ridge with special attention given to establishing a safe environment for youth, providing extensive staff training on building rapport with youth, and developing robust programming to keep kids positively engaged.

For information on education services in DJS facilities, see page 39.

Silver Oak Academy

Silver Oak Academy (SOA), located in Carroll County, is a privately-operated staff secure (not locked and fenced) committed placement center licensed by the Department of Juvenile Services (DJS/the Department) to house up to 96 boys. There were no youth placed at Silver Oak through DJS during the third quarter of 2022.

SOA – Selected Incident Categories	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	N/A	15	N/A
1. Youth on Youth Assault/Fight	N/A	0	N/A
2. Alleged Youth on Staff Assault	N/A	0	N/A
3. Physical Restraint	N/A	19	N/A
4. Use of Handcuffs and/or Shackles	N/A	0	N/A
5. Seclusion	N/A	0	N/A
6. Contraband	N/A	3	N/A
7. Suicide Ideation	N/A	1	N/A
8. Suicide Attempt	N/A	0	N/A
9. Self-Injurious Behavior	N/A	0	N/A

DETENTION CENTERS

Baltimore City Juvenile Justice Center

The Baltimore City Juvenile Justice Center (BCJJC) is a maximum security detention center for boys. The Maryland Department of Juvenile Services (DJS/the Department) owns and operates BCJJC, which has a DJS-rated housing capacity of 120 youth. African American or Black youth represented 90% of total youth entries during the third quarter of 2022, compared to 84% during the same time period in 2021.

BCJJC – Selected Incident Categories	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	32	29	71
1. Youth on Youth Assault/Fight	22	34	52
2. Alleged Youth on Staff Assault	11	7	4
3. Physical Restraint	47	50	55
4. Use of Handcuffs and/or Shackles	18	14	13
5. Seclusion	17	19	20
6. Contraband	1	0	7
7. Suicide Ideation	0	3	8
8. Suicide Attempt	0	1	1
9. Self-Injurious Behavior	0	0	2

Comparing the third quarter of 2022 to the same time last year:

- Average daily population (ADP) at BCJJC increased by 144%.
- Youth on youth fights and assaults increased by 53%.
- Physical restraints of youth by staff increased by 10%.

- Use of seclusion increased by 1 (from 19 instances in the third quarter of 2021 to 20 instances in the third quarter of 2022).
- Incidents involving suicide ideation increased by 167%.
- There was one suicide attempt and two incidents involving self-injurious behavior during the quarter. During the suicide attempt, a youth had a TV cord wrapped around his neck and staff used a cut-down tool to remove the cord (Incident 171405). The youth was sent to the emergency room for evaluation.
- ✓ Use of mechanical restraints (handcuffs and/or shackles) on youth inside the detention facility decreased by 1 (from 14 instances in the third quarter of 2021 to 13 instances in the third quarter of 2022).

Youth safety, facility security, and contraband issues continue to be concerns at BCJJC as the following incidents demonstrate:

A youth reported to a monitor that he feared for his life after being assaulted by peers on two occasions (Incidents 171438, 171406). The youth required stitches over his right eye after one of the assaults (Incident 171406). The monitor requested that the youth be moved for safety and he was transferred to another unit.

In Incident 171752, a group of youth were able to leave their unit after a door was left unlocked and assault a youth on a different unit.

In Incident 171895, a monitor observed a supervisor cursing at and posturing aggressively toward an agitated youth. The supervisor confronted the youth face-to-face and shouted, "What's up, I don't give a fuck!" Other staff attempted to de-escalate the youth and requested multiple times that the supervisor leave the area because his presence was further upsetting the youth, however the supervisor refused and continued to instigate a fight with the youth. The youth was subsequently transferred to a facility farther away from his family and the supervisor continues to work with children at BCJJC.

In Incident 171893, DJS transportation staff securely transferred a youth from BCJJC to a DJS placement site. The youth was searched on arrival. During the search, placement center staff found that the youth had a pack of oxycodone.

In Incident 171636, a BCJJC security officer was found to have marijuana in his bag in the search area at the entrance to the facility. The officer was terminated.

Keeping youth safe from harm and providing youth with programs and services that aid in their development and successful community re-entry should be prioritized at BCJJC. Administration should:

- Re-train staff on security and supervision protocols and managing group dynamics and hold staff accountable for unprofessional behavior.
- Bolster mental health resources and increase responsibilities for mental health staff. Currently, the mental health vendor in charge of providing services to youth at BCJJC primarily provides crisis intervention and debriefing after youth have been involved in aggressive incidents along with periodically holding psycho-educational groups on the units on a rotating basis. Staffing and responsibilities for clinical staff should be increased so that each pod has a designated therapist that is able to check-in with youth multiple times per day (including in school), help guide direct-care and supervisory staff in managing population dynamics and implementing trauma-informed responses to youth behavior; provide training on mental health issues affecting juvenile justice populations; and help facilitate family engagement through their availability during visitation, special events involving family members, and individual sessions that incorporate family voice.
- Continue efforts to increase programming that is available for all youth to include enrichment and skill-based activities. Young people have expressed interest in attending parenting and music production classes and utilizing the on-site arcade which is currently only available to a small number of youth who manage to meet behavior eligibility requirements set by administration.

Youth With High Mental Health Needs

Youth in need of specialized mental health services continue to be inappropriately placed in detention environments where their conditions often worsen. A youth in need of specialized mental health care was involved in several incidents over a period of four days while housed at BCJJC, including the following:

In Incident 171892 the youth destroyed the light fixture in his room and was found with two razor-like sharp objects.

In Incident 171891 the youth hit a staff in the face, took the staff's radio and started screaming.

In Incident 171888, the youth, unprovoked, assaulted a peer.

In Incident 171884, the youth tore down a camera on the unit and started swinging off a pole.

In Incident 171881, the youth was found with a piece of metal on his person.

In Incident 171877, the youth was placed in seclusion and destroyed the light fixture in his room.

In Incident 171876, the youth was playing basketball and got upset that he was losing and started to curse at and chase his peers.

Direct care staff at DJS detention and placement facilities do not receive specialized training in preventing, managing and treating severely agitated youth who may be prone to experiencing mental health crises due to their underlying psychiatric conditions. Detention centers lack specialized resources and the particular professional clinical expertise and clinical staffing levels necessary to address the needs of this population and instead rely on physical and mechanical restraints, social isolation from peers, and seclusion to manage youth behavior.

The Maryland juvenile justice system cannot become a default component of the State mental health system. Maryland state government and its various departments need to comprehensively address the current severe shortages affecting in-patient psychiatric facilities. The lack of treatment resources for mentally ill children are causing delays in performing professional team evaluations of youth in crisis as well as delays in facilitating appropriate community-based and residential placements for young people in need of specialized mental health services.

Education

Operational control of education services in DJS facilities was permanently transferred from the Maryland State Department of Education (MSDE) to an independent school board. The new school system is referred to as the Juvenile Services Education Program (JSEP). A superintendent was hired by the board and is responsible for helping to create and implement JSEP policies and for overseeing school operations.

JSEP is chronically understaffed, including at the school at BCJJC. Vacancies for guidance counselors and math, science and special education teachers remain unfilled. On occasion, school ended early during the third quarter of 2022 because of a lack of teachers.

For more information on the change in education service provider and other education-related issues in DJS facilities, see page 39.

Cheltenham Youth Detention Center

Cheltenham Youth Detention Center (CYDC), located in Prince George’s County, is a hardware secure (locked and fenced) detention center owned and operated by the Department of Juvenile Services (DJS/the Department). The DJS-rated housing capacity is 72 boys. African American or Black youth represented 74% of total youth entries in the third quarter of 2022 versus 73% during the same period in 2021. Hispanic/Latino youth represented 11% of entries during the third quarter of 2022, a decrease of 6% when compared with the same period last year (17%).

CYDC– Selected Incident Categories	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	37	23	37
1. Youth on Youth Assault/Fight	20	1	23
2. Alleged Youth on Staff Assault	0	0	2
3. Physical Restraint	29	10	32
4. Use of Handcuffs and/or Shackles	2	0	1
5. Seclusion	2	1	14
6. Contraband	7	1	4
7. Suicide Ideation	1	1	3
8. Suicide Attempt	3	0	0
9. Self-Injurious Behavior	2	4	12

Comparing the third quarter of 2022 to the same time last year:

- Average daily population (ADP) at CYDC increased by 61%.
- Youth on youth fights and assaults increased by 2200%.

- Physical restraints of youth by staff increased by 2 (from zero instances in the third quarter of 2021 to 2 instances in the third quarter of 2022).
- Use of seclusion increased by 1300%.
- Incidents involving suicide ideation increased by 2 (from 1 incident in the third quarter of 2021 to three incidents in the third quarter of 2022) and incidents involving self-injurious behavior tripled.
- Contraband incidents increased by 3 (from 1 incident in the third quarter of 2021 to 4 incidents in the third quarter of 2022).

Staffing shortages continued to impact facility operations and youth services during the third quarter of 2022, including in the following areas:

Youth on different units were combined during overnight hours because of lack of staffing inside the facility during the overnight shift. Staff continued to report excessive overtime and burnout, and the facility faced a shortage of middle management throughout the quarter to assist in supervision of facility operations.

Recreation programming utilizing the facility's outdoor space is limited because of staffing issues. Cheltenham has a large, fenced-in open space located in the back of the facility with a football field, track, outdoor exercise equipment, and a basketball court. This space has been rarely utilized since the new facility opened in 2016. Lack of staff to provide adequate supervision for the area prevented weekly use of the space throughout the third quarter of 2022. The youth should be allowed to spend time in the outdoor recreation space every day unless weather conditions make that impractical.

A daily activity schedule created by administration and posted on living units was rarely adhered to due to staffing issues, lack of resources, and lack of follow-up by administration to ensure activities were occurring as scheduled. With the exception of a weekly movie night, the schedule was not consistently implemented. When asked during monitoring visits about the posted activity schedule, one youth remarked, "that's just for show to make them look good, they don't actually do any of that stuff".

Units did not attend school on several occasions during the third quarter, sometimes for consecutive days at a time, because of a lack of direct-care staff to supervise school operations.

Being required to work excessive amounts of overtime can lead to staff exhaustion and burnout which affects the ability of staff to establish consistent structure and provide quality supervision of youth. Several incidents during the quarter involved a failure to appropriately monitor youth movement while on residential units. In incident 172026, youth were eating on a residential unit when one youth was able to grab a boxed meal sitting on a table, douse the food with urine, and then go over to another youth who was in his cell and offer the contaminated food to him. The youth in the cell ate the food before realizing it had been tampered with. In Incident 171992, a staffer supervising youth mistakenly left a youth in the dayroom by himself when taking the other youth outside to play basketball. The youth went to the staff desk, removed

the staff phone and sat under the desk making phone calls until he was discovered by a case manager. In Incident 171817, youth were walking around the unit going in and out of each other's cells when a youth took a glass of water and walked into another unit's room and poured water on the youth.

Vacancies in school staffing have also impacted student services. The school at Cheltenham has openings for a principal and five instructional positions as well as school guidance counselor positions. Guidance counselor tasks such as school records requests, GED prep assistance, and class enrollment duties fell on the school principal who also fulfilled the administrator role within the school throughout the third quarter of 2022. At time of writing (November 17, 2022), the principal resigned.

In mid-October of 2022, Noyes facility for girls was temporarily closed and detained girls and multiple staff from Noyes were transferred to Cheltenham in order to increase staff availability at Cheltenham. The Department plans for the facilities to remain combined until staffing issues are stabilized at Cheltenham.

For information on the change in education service providers and other education-related issues in DJS facilities, see page 39.

Charles H. Hickey, Jr., School

The Charles H. Hickey, Jr., School (Hickey) in Baltimore County is a maximum security detention center for boys. Hickey is owned and operated by the Department of Juvenile Services (DJS/the Department) and has a DJS-rated housing capacity of 72 beds. African American or Black youth accounted for 78% of entries in the third quarter of 2022, compared to 80% during the third quarter of 2021.

Hickey – Selected Incident Categories	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	28	35	50
1. Youth on Youth Assault/Fight	12	25	42
2. Alleged Youth on Staff Assault	0	1	0
3. Physical Restraint	13	25	38
4. Use of Handcuffs and/or Shackles	3	3	6
5. Seclusion	3	1	13
6. Contraband	0	4	2
7. Suicide Ideation	2	1	1
8. Suicide Attempt	0	0	0
9. Self-Injurious Behavior	0	0	1

Incidents of aggression at Hickey remained elevated throughout the third quarter of 2022.

Comparing the third quarter of 2022 to the same time last year:

- Average daily population (ADP) at Hickey increased by 30%.

- Youth on youth fights and assaults increased by 68%.
 - Physical restraints of youth by staff increased by 52%.
 - Use of seclusion increased by 1200%.
 - Incidents involving suicide ideation increased by 2 (from one incident in the third quarter of 2021 to three incidents in the third quarter of 2022).
- ✓ Contraband incidents decreased by half (from four incidents in the third quarter of 2021 to one incident in the third quarter of 2022).

Programming

Hickey has initiated creative programming options to keep youth engaged including a physical fitness program run by recreation staff, a music program, art therapy, and life skills and money management class. A parenting class should be added to the list of activities as several youth expressed interest in a course geared toward young fathers.

Education

Operational control of education services in DJS facilities was permanently transferred from the Maryland State Department of Education (MSDE) to an independent school board. The new school system is referred to as the Juvenile Services Education Program (JSEP). A superintendent hired by the board is responsible for helping to create and implement JSEP policies and for overseeing school operations.

Disruptions in in-person instruction due to COVID-19, significant numbers of teacher vacancies at Hickey, and lack of post-secondary options for high school graduates continue to negatively impact education services at Hickey.

Education options for high school graduates are limited. During the quarter, a high school graduate was not enrolled in college courses or engaged in any meaningful post-secondary courses or activities. Instead, he sat in on high school courses for the majority of the school day. Post-secondary education plans that are tailored to student needs, interests and strengths should be created and implemented for youth who have already earned a high school diploma.

For more information on the change in education service providers and other education-related issues in DJS facilities, see page 39.

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

The Thomas J.S. Waxter Children's Center (Waxter) in Anne Arundel County was a hardware secure (locked and fenced) detention center for girls. Waxter was operated by the Department of Juvenile Services (DJS/the Department) and had a DJS-rated housing capacity of 32 girls.

The facility closed in March of 2022. The physical plant at Waxter was aged, cramped and in disrepair. The Department refurbished the Noyes secure detention center in Montgomery County to serve as an all-girls detention facility. Noyes is also an old and space-challenged facility, but the physical plant is in slightly better condition in some respects than the wholly decrepit Waxter center.

Alfred D. Noyes Children’s Center

The Alfred D. Noyes Children’s Center, located in Montgomery County, is a Department of Juvenile Services (DJS/the Department) owned and operated maximum security detention center for girls with a DJS-rated capacity of 29 youths. African American or Black youth represented 56% of entries in the third quarter of 2022 compared to 80% during the same period in 2021.

Noyes – Selected Incident Categories	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	15	10	10
1. Youth on Youth Assault/Fight	2	0	0
2. Alleged Youth on Staff Assault	1	2	2
3. Physical Restraint	7	6	4
4. Use of Handcuffs and/or Shackles	1	1	0
5. Seclusion	0	0	0
6. Contraband	0	3	0
7. Suicide Ideation	3	4	2
8. Suicide Attempt	0	0	0
9. Self-Injurious Behavior	4	7	2

Comparing the third quarter of 2022 to the same time last year:

- Average daily population (ADP) at Noyes remained constant (at 10).
- ✓ Physical restraints of youth by staff decreased.
- ✓ Incidents of suicide ideation and self-injurious behavior decreased.

- ✓ There were no incidents of seclusion or mechanical restraint (handcuffs and/or leg irons) inside the facility during the quarter.

In mid-October of 2022, Noyes facility for girls was temporarily closed and detained girls awaiting adjudication and multiple staff from Noyes were transferred to Cheltenham in order to increase staff availability at Cheltenham. The Department plans for the facilities to remain combined until staffing issues are stabilized at Cheltenham.

The displacement is the second time girls have been moved from Noyes to Cheltenham. Earlier in 2022, from April to June, girls from Noyes were temporarily moved to Cheltenham due to a fire at Noyes.

Girls detained at Noyes who were court-ordered to placement were moved from Noyes and sent to Victor Cullen Center, a hardware secure placement center for boys in Frederick County, MD. Staff at Cullen received two 6-hour trainings led by detention center personnel in preparation for running a treatment program. The assistant superintendent at Cullen was given the responsibility for running the girls program and serving as the case manager for the girls unit in addition to attending to the needs of the boys at the facility and being in direct-care coverage due to severe staffing problems at Cullen.

Since their arrival at Cullen, girls have expressed that they would rather be in detention at Noyes because they had good rapport with and received support from administrators and direct-care staff, were provided with more individualized attention to their needs, and had more family contact while detained (in part because they had dedicated and engaged case management workers at Noyes) than at placement.

Once staffing issues are stabilized at Cheltenham and Noyes re-opens, the Department should move the girls at Cullen back to Noyes and utilize the Noyes facility as a placement site. Noyes has existing personnel who have experience working constructively with girls and can leverage programming opportunities in the surrounding metropolitan community of Rockville (where Noyes is located).

Lower Eastern Shore Children’s Center

The Lower Eastern Shore Children’s Center (LESCC) is a hardware secure (locked and fenced) detention center located in Salisbury. LESCC is owned and operated by the Maryland Department of Juvenile Services (DJS/the Department) and has a DJS-rated housing capacity of 24 youth. African American or Black youth represented 82% of entries during the third quarters of 2022 and 2021.

LESCC – Selected Incident Categories	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	14	9	15
1. Youth on Youth Assault/Fight	2	3	13
2. Alleged Youth on Staff Assault	1	0	6
3. Physical Restraint	14	18	47
4. Use of Handcuffs and/or Shackles	0	0	1
5. Seclusion	1	1	6
6. Contraband	2	2	3
7. Suicide Ideation	1	5	3
8. Suicide Attempt	0	0	0
9. Self-Injurious Behavior	1	0	0

Incidents involving aggression at LESCC were elevated during the third quarter of 2022.

Comparing the third quarter of 2022 to the same time last year:

- Average daily population (ADP) at LESCC increased by 67%.
- Youth on youth fights and assaults increased by 333%.

- Alleged youth on staff assaults increased by 6 (from zero instances in the third quarter of 2021 to six instances in the third quarter of 2022).
- Physical restraints of youth by staff increased by 161%.
- Use of seclusion increased by 5 (from one instance in the third quarter of 2021 to 5 instances in the third quarter of 2022).
- ✓ Incidents involving suicide ideation decreased by 2 (from five incidents in the third quarter of 2021 to three incidents in the third quarter of 2022).
- Contraband incidents increased by 3 (from 1 incident in the third quarter of 2021 to four incidents in the third quarter of 2022).

For information on the change in education service providers and other education-related issues in DJS facilities, see page 39.

Western Maryland Children’s Center

Western Maryland Children’s Center (WMCC), located in Washington County, is a 24-bed maximum security detention center for boys which is owned and operated by the Maryland Department of Juvenile Services (DJS/the Department). African American or Black youth represented 69% of total entries during the third quarter of 2022 compared to 66% in the third quarter of 2021. Latino/Hispanic youth accounted for 13% of total entries during the third quarters of 2022 and 2021.

WMCC – Selected Incident Categories	Q3 2020	Q3 2021	Q3 2022
Average Daily Population (ADP)	14	9	15
1. Youth on Youth Assault/Fight	6	6	11
2. Alleged Youth on Staff Assault	0	1	4
3. Physical Restraint	15	10	28
4. Use of Handcuffs and/or Shackles	1	1	9
5. Seclusion	1	2	4
6. Contraband	2	0	0
7. Suicide Ideation	2	0	3
8. Suicide Attempt	0	0	0
9. Self-Injurious Behavior	0	0	0

Comparing the third quarter of 2022 to the same time last year:

- Average daily population (ADP) at WMCC increased by 67%.
- Youth on youth fights and assaults increased by 83%.

- Alleged youth on staff assaults increased by 3 (from one instance in the third quarter of 2021 to four instances in the third quarter of 2022).
- Physical restraints of youth by staff increased by 180%.
- Use of seclusion doubled.
- Incidents involving suicide ideation increased by 3 (from zero incidents in the third quarter of 2021 to three incidents in the third quarter of 2022).

For information on the change in education service providers and other education-related issues in DJS facilities, see page 39.

SMALLER FACILITY UPDATES

SMALLER FACILITY UPDATES

Morning Star Youth Academy

Morning Star Youth Academy is a staff secure (not locked or fenced) committed placement center on Maryland's eastern shore. The facility is operated by Vision Quest, Inc., and licensed by the Department of Juvenile Services to house up to 24 boys.

Supervision issues and the presence of contraband on campus (Incidents 171765, 171529) continue to be ongoing concerns at Morning Star that need to be comprehensively addressed by administration.

One Love Group Home

One Love Group Home (One Love) is a privately-run 8-bed group home for boys in Baltimore City operated by Building Communities Today for Tomorrow, Inc. The home is licensed by and receives referrals from the Maryland Department of Juvenile Services and accepts young people between the ages of 17 and 20.

Youth reside in a home-like environment with nurturing staff. Local resources are leveraged to provide therapeutic, educational, and recreational services. Residents have the opportunity to attend school and work in the surrounding area.

One Love began accepting foster care youth through the Maryland Department of Social Services in the third quarter of 2022. Many of these young people have significant mental health challenges and are in need of highly structured care and intensive treatment services. There was an uptick in incidents during the quarter, including two suicide attempts involving a troubled youth in the foster care system (Incidents 171480, 171478) and 12 incidents involving youth who ran away from the group home (Incidents 171743, 171741, 171717, 171609, 171495, 171430, 171409, 171411, 171289, 171166, 171014). Administrators should consider increasing supervision and having trained clinical staff on-site during times when youth are in the home, given the high needs of the population.

MARYLAND STATE DEPARTMENT OF EDUCATION IN DJS FACILITIES

JUVENILE SERVICES EDUCATION PROGRAM

The Maryland State Department of Education (MSDE) was responsible for the delivery of instruction, resources and services for students in the schools within Department of Juvenile Services' (DJS) operated detention and placement facilities until June 28, 2022. Starting at the end of June, an independent Juvenile Services Education Program (JSEP) Board focused solely on education in DJS facilities took over responsibility of education services inside DJS facilities with implementation and resource assistance from DJS. The Board has already selected a superintendent to oversee school operations and is in the process of hiring additional staff and developing policies and procedures for the Juvenile Services Education Program (JSEP).¹¹

Primary emphasis should be placed on addressing the high number of vacancies for education staff in JSEP schools. Both the quality and continuity of education services suffer when students do not have access to education personnel. School time has been cut short, in-person classes in some subject areas are replaced by virtual lessons, and records requests and testing capabilities (such as for the Accuplacer) face delays when schools are not adequately staffed.

Below is a list of vacancies across the JSEP system at time of writing (Mid-November of 2022):

DETENTION CENTERS

Baltimore City Juvenile Justice Center – Vacancies for 4 teachers, 2 school guidance counselors and an office administrator (recruitment is in process for one of the teacher and one of the counselor positions)

Cheltenham Youth Detention Facility – vacancies for a principal, 5 teachers and a school guidance counselor

Charles H. Hickey School – vacancies for 5 teachers (recruitment for two of the teacher positions is in process); a school guidance counselor; and 2 academic office administrators

Alfred D. Noyes Children's Center – vacancies for 3 teachers and a school guidance counselor

Western Maryland Children's Center – no vacancies

Lower Eastern Shore Children's Center – 1 teacher vacancy

PLACEMENT CENTERS

The Victor Cullen Center – vacancies for 5 teachers

¹¹ See [Juvenile Services Education Program \(JSEP\) and Board \(maryland.gov\)](#)

Green Ridge Youth Center – 1 teacher vacancy

Backbone Youth Center – 1 teacher vacancy (recruitment in process)

Garrett Children’s Center – 1 teacher vacancy

**MARYLAND DEPARTMENT OF JUVENILE
SERVICES AND JUVENILE SERVICES
EDUCATION PROGRAM – RESPONSE**



DJS RESPONSE TO THE COVID-19 PANDEMIC

For a detailed description of the response by the Department of Juvenile Services (DJS) to the COVID-19 pandemic and its efforts to protect the safety and well-being of youth, staff and the community at-large, please see the “DJS COVID-19 Response” document found on the DJS website at https://djs.maryland.gov/Documents/COVID-19/DJS-Overview-COVID-19_08.21.2020.pdf.

COVID-19 CASES IN DJS FACILITIES

In the Third Quarter of 2022, there were 156 total confirmed cases of COVID-19 among DJS facility staff (68, 54 and 34 cases in July, August and September, respectively). Out of the 156 cases, all but 6 of the affected staff returned to work.

There were 56 confirmed cases of COVID-19 among youth in DJS facilities in the Third Quarter (17, 27 and 12 cases in July, August and September, respectively). Out of the 56 cases among facility youth, 54 youth successfully recovered in a DJS facility while 2 youth were released by court order to recover at home.

DJS will continue to monitor the health metrics both in the community and facility settings and make adjustments as needed for the safety and benefit of DJS staff, youth and families. For updated testing information and other COVID-19 response information, please see the COVID-19 Response page on the DJS website, <https://djs.maryland.gov/Pages/COVID-19.aspx> or call the agency’s COVID-19 24-hour hotline at 877-357-4161.

VACCINE REQUIREMENTS FOR DJS FACILITY STAFF

On August 5, 2021, Governor Hogan announced that State employees who work in congregate care settings were required to receive their first dose of the COVID-19 vaccine by September 1, 2021. Coinciding with the Governor’s announcement, the Maryland Department of Health (MDH) issued an Order that required that all employees in facilities operated by DJS show proof of their vaccine status by

September 1, 2021 and any staff who fail to do so will be subject to weekly COVID-19 testing and required to wear appropriate Personal Protective Equipment.

While many staff in DJS facilities have already received their COVID-19 vaccine, DJS leadership will continue to work with facility administrators to implement the requirements of the Governor's Order. At the time of this writing, 65% of DJS facility staff are fully vaccinated. Going forward, DJS will continue to monitor vaccination rates among DJS facility staff and stress the importance of the COVID-19 vaccine as the best available defense for youth and staff against the virus.

COVID-19 INFECTION CONTROL MEASURES

DJS appreciates JJMU's acknowledgement of the Department's efforts to protect youth and staff during this pandemic. In March 2020, the Department began making significant changes to facility procedures in anticipation of the arrival of the coronavirus to Maryland. These changes were made in consultation with the DJS Medical Director and Health Team, and based on national best practices. Infection control measures such as social distancing, universal masking, increased hygiene and sanitation, limiting facility entry to staff and approved vendors, creating intake admission units in juvenile detention facilities, and creating medical isolation units for youth who test positive for COVID-19 were implemented in an effort to keep youth and staff safe while maintaining the continued operation of the Department's secure facilities.

Additionally, DJS has implemented a pre-entry screening procedure consisting of a questionnaire and a temperature check. Every staff person or vendor seeking to enter a DJS facility must complete and sign a symptom questionnaire and submit to a temperature scan before entering. Any staff or vendor who indicates possible COVID-19 symptoms on the questionnaire and/or has a temperature over 100 degrees Fahrenheit is denied entry. Additionally, the DJS Medical Director and other medical staff are available in the event that any questions or concerns arise about admitting staff or vendors to DJS facilities. Through this rigorous process, DJS seeks to ensure that staff who are potentially sick are identified before possible exposure of youth or staff inside the facility.

The use of medical isolation for individuals testing positive for COVID-19 (or any other highly contagious virus) is a medical best practice and similar to what occurs in the community, whether in the home or in a hospital or other setting. Under normal circumstances, DJS policy restricts the use of "time out" periods for a youth to be away from the larger population in his/her room as a means of "cooling off." DJS recognizes that being in a room isolated from others is difficult for anyone. To alleviate the stress for the youth that have tested positive for COVID-19 and required to be medically isolated, DJS has provided handheld games and cell phones for youth to call family while they recover. Additionally, all youth in medical isolation and youth housed on quarantined units are assessed by a licensed medical professional daily and at frequent intervals as ordered by our medical director and team of physician and nurse practitioner staff. Given the highly infectious nature of COVID-19, our healthcare staff agreed that medical isolation is necessary to protect youth and staff in DJS facilities.

As of August 2022, youth are required to return to wearing masks indoors. Facility staff continue to wear N95/KN95/well-fitting surgical masks indoors around youth, but are not required to wear masks outdoors.

In early September 2022, DJS modified the protocols for youth who are going from detention to a treatment program. Youth will continue to be tested before being transferred. However, instead of being placed on a quarantine unit, youth will be admitted directly into the general population. Within the first 3 to 5 days of admission, youth will be retested. This process will help expedite youth being transferred from detention to a treatment program and reduce the times youth are on quarantine and separated from the general population.

FACILITY PROGRAMMING DURING THE PANDEMIC

As the rates of COVID-19 cases in both DJS facilities and the community have stabilized, certain infection control measures have been eased.

Volunteers are continuing to return to the facilities to provide faith based and other types of services. Two examples include a volunteer art program and male leadership groups that facilitate discussions about empowerment and life skills.

To further enhance the facility programming schedule, DJS staff have spearheaded several staff-led programs. These include the 10th annual obstacle course event known as “Mountain Madness Challenge” as well as youth versus staff kickball games, gardening and outdoor fun days with tire pulls, relays and tug of war challenges.

For the Youth Centers, DJS will continue to permit youth to attend college courses off-grounds and enjoy events in the community. DJS is in the process of initiating contracts with vendors who worked with facility youth prior to the pandemic.

In September and October 2022, the CHAMPS program teamed up with Mothers Against Drunk Driving (MADD) to organize several walks and t-shirt design challenges to support the “No More Victims” message. DJS facility youth also created a motivational and inspiring “We Care about You” message board for cancer patients at Inova Schar Cancer Institute in Fairfax, Virginia.

In October 2022, a Youth Roundtable was held with the Deputy Secretary of Operations and his executive team with special guests from the State Advisory Group (SAG) Emerging Leaders Committee from the Governor’s Office of Crime Prevention, Youth, and Victim Services.

FAMILY ENGAGEMENT

DJS Operations leadership has relaxed previous infection control measures to improve the family engagement experience for youth in DJS facilities.

Each facility will be offering multiple dates for families to attend family holiday events, which will include a dining experience and joint activities with the youth and their families. DJS continues to promote daily visitation with approved family and significant persons contingent on 24-hour notice to the facility case manager.

DJS continues to recommend and support home passes for youth who are at Honors Senior level within the behavior motivation system for the treatment programs.

The facilities will continue to provide a minimum of five calls per week to each youth. This includes two on the department's phone system, one call for 20 minutes facilitated by case management and two virtual video calls for 15 minutes each also facilitated by case management. All facilities received direction to provide more phone calls, if possible, during leisure time. DJS has received approval to add two additional calls to the DJS phone system, this will increase the amount of calls youth get each week and offer more time for Facility Case Management to interact with youth to provide support, counseling and services.

DJS will continue to monitor the data and trends in COVID-19 case rates in DJS facilities and make any adjustments necessary to keep youth and staff as safe as possible.

HAIR CARE SERVICES

Barber and hair care services in DJS facilities are consistently taking place on a bi-weekly basis. Vendors providing those services are required to comply with the COVID testing requirements before entrance into a DJS facility. When units are on quarantine and medical isolation, DJS infection mitigation measures prohibit barbers and hair care contractors from providing services on those units. DJS has requested that barber and hair care vendors call ahead prior to scheduled service to learn whether the facility is on outbreak status and, if so, reschedule the visit.

NAVIGATING THE NEW NORMAL

DJS recognizes that the "new normal" in its facilities has required an adjustment on the part of staff and youth. From wearing masks to restrictions placed on activities and the use of quarantine and isolation when medically required, DJS acknowledges that these changes could produce anxiety among staff and youth. However, in these challenging times, the agency has witnessed facility staff rising to the occasion and youth demonstrating incredible resiliency and adaptability. DJS remains committed to keep facility staff and youth as safe as possible during this pandemic and to continue to find creative solutions to address programming challenges in the facility.

DEPARTMENT OF JUVENILE SERVICES RESPONSE TO JJMU 2022 THIRD QUARTER REPORT

The Department of Juvenile Services (DJS) has reviewed the Juvenile Justice Monitoring Unit's (JJMU) 2022 Third Quarter Report, and provides the following response:

FACILITY STAFFING

Along with policies based on best practices, standards of conduct and accountability through disciplinary and quality assurance processes, appropriate staffing levels at DJS facilities is an important part of creating a safe, supportive environment for youth and staff. DJS continuously recruits entry-level direct-care workers to work in DJS facilities. At most DJS facilities, staffing levels are stable and staff turnover is within expected ranges.

But, DJS is not immune to larger economic trends. As has been reported, the U.S. is experiencing a shortage of entry level workers for a variety of reasons related to the economic impact of the COVID-19 pandemic and a changing employment market.¹² This shortage of entry level workers has impacted employers from retail to food service and government agencies. DJS has also experienced this impact especially at the three facilities that are experiencing higher than usual vacancies: the Victor Cullen Center (VCC), Cheltenham Youth Detention Facility (CYDC) and the Baltimore City Juvenile Justice Center (BCJJC).

¹² See "America's Entry Level Worker Shortage" found at <https://edition.cnn.com/videos/business/2022/08/06/smr-entry-level-workers.cnn/video/playlists/business-latest-videos/>

Recently, DJS has taken a dramatic step to attract qualified applicants to apply for a Resident Advisor position, which directly supervises and supports youth in DJS facilities. In partnership with the Department of Budget and Management (DBM), DJS increased the starting annual salary for the entry-level Resident Advisor position by approximately 12% from \$42,189.00 to \$47,871.00. Additionally, DJS now offers a bonus of \$5,000.00 for all new entry-level Resident Advisors. This bonus is paid in installments over the course of 3 years. Taking the increase in starting salary and the bonus together, entry-level Resident Advisors are now receiving an additional 20% in compensation.

The increase in salary was also extended to current Resident Advisors working DJS facilities. As such, all Resident Advisor positions making less than \$47,871.00 will have their salaries increased to that level and any Resident Advisor positions making \$47,871.00 or more will receive a one-step increase in salary in accordance with the DBM salary schedule. These compensation enhancements were made effective on November 15, 2022.

The Department hopes to attract, recruit and retain more qualified Resident Advisors with the new salary structure and bonus incentives. The increase in compensation for both new and current Resident Advisors reflects the important role that those staff members fulfill in DJS facilities as they work directly with youth in the Department's care.

Additionally, to address staffing concerns in the near term, the Department has realigned resources to supplement staff at Cheltenham Youth Detention Center (CYDC). On October 20, 2022, the Department ceased operations at the Alfred D. Noyes Children's Center (Noyes) and reassigned 33 Noyes direct care staff to CYDC. The purpose of this action is to stabilize CYDC's direct care staffing levels in preparation for the potential dual impacts of increased staff and youth cases of influenza and COVID-19 as well as holiday-related time off taken by staff. The Noyes staff reassignments are temporary with a tentative reopening of Noyes scheduled for January 25, 2023. However, DJS leadership will continue to closely monitor CYDC's operations and may extend the Noyes staff reassignments, if necessary.

DJS continues to aggressively recruit entry-level staff through hiring "blitzes," particularly in Western Maryland, Prince George's County and Baltimore City. These blitzes involve holding hiring events, often located right at the facilities in greatest need, where applications can be filled out and accepted, interviews are conducted on-the-spot and applicants can be fingerprinted. The completion of these steps at a hiring event saves significant time and allows the agency to onboard new staff more quickly.

Facility administrators continue to reach out to staff who have been on extended leave to plan their return to work at the facility. Very often, staff previously on extended leave can and do return to work after direct interactions with facility administrators who guide them through the process.

Despite the staffing challenges at VCC, CYDC and BCJJC, those facilities have been able to maintain proper staff-to-youth ratios at or better than the national standard of 8 to 1. When supplementation is necessary to meet appropriate staffing levels, overtime is used in all DJS facilities but is monitored by both facility administrators as well as executive directors to avoid excessive use.

DJS will continue to aggressively recruit new facility staff and encourage current staff on leave to return to work. Even with a changing employment landscape, DJS remains committed to make sure that it recruits and retains qualified individuals who are committed to the agency's vision of successful youth, strong leaders, and safer communities.

DJS CONTINUES TO FOCUS ON COMMUNITY-BASED SOLUTIONS AS ALTERNATIVES TO SECURE PLACEMENTS

Prior to the COVID-19 pandemic's arrival in Maryland in March 2020, DJS implemented standardized tools to measure risks and needs of youth and expanded community-based programs like evening reporting centers to reduce the use of confinement for justice-involved youth. The DJS response to the COVID-19 pandemic accelerated these and many other operational reforms. Furthermore, at the onset of the pandemic, an order was issued by former Chief Judge Mary Ellen Barbera that required Maryland juvenile courts to limit the use of juvenile detention and commitment unless it was necessary for public safety. That administrative order remains in effect today.

Today, DJS continues to work with its stakeholders to reduce the use of secure detention and commitment. These efforts include weekly reviews of all young people in committed placement and regular communication and collaboration with stakeholders. While it is reasonable to expect that the number of youth in secure detention and committed placement may rise in a post-pandemic world, DJS remains firmly committed to incorporating and bolstering community-based alternatives for youth and families in Maryland.

DJS BEHAVIORAL HEALTH UNIT CONTINUES TO RECRUIT QUALIFIED PROFESSIONALS

The Behavioral Health Unit has continued to actively interview and recruit for vacancies during this period via advertising and attendance at job fairs. Services at CYDC, Charles H. Hickey, Jr. School (Hickey) and BCJJC are provided via contractual agreement. A part-time contracted provider began providing services at VCC in September 2022. Recruitments for positions at the Youth Centers, CYDC, and VCC as well as Headquarters remain active and applicant interviews are ongoing. Candidates have been identified for psychology and social work positions at Easton, Ellicott City and Hickey Shelter and will begin employment during the next quarter.

BEHAVIORAL HEALTH SUPPORTS IN DJS FACILITIES

DJS recognizes that youth with more complex mental health needs are being housed in juvenile detention facilities, which is reflective of the increasing mental health needs of youth throughout the United States (see <https://www.cdc.gov/healthyouth/data/yrbs/pdf/YRBSDataSummaryTrendsReport2019-508.pdf>).

The DJS team will continue to work with stakeholders, including the courts, to identify more appropriate placements for youth who have significant mental health needs. For the benefit of all youth in DJS care, the Department is working to include behavioral health staff in its leadership and team meetings at all of its facilities in order to ensure that the clinical lens is part of operational decision making.

To better respond to mental health crises among DJS youth, all DJS facility staff receive entry level training in trauma informed care and Youth Mental Health First Aid. Youth Mental Health First Aid is designed to teach parents, family members, caregivers, teachers, school staff, peers, neighbors, health and human services workers, and other caring citizens how to help an adolescent (age 12-18) who is experiencing a mental health or addictions challenge or is in crisis. Youth Mental Health First Aid is primarily designed for adults who regularly interact with young people. The course introduces common mental health challenges for youth, reviews typical adolescent development, and teaches a 5-step action plan for how to help young people in both crisis and non-crisis situations. Topics covered include anxiety, depression, substance use, disorders in which psychosis may occur, disruptive behavior disorders (including AD/HD), and eating disorders.

In response to concerns regarding the intensity of some youth in DJS facilities, DJS recently implemented the Behavioral Health Mobile Crisis Support Team. The team is intended to offer extra support for youth with repeated high-risk behaviors, complex behavioral or psychiatric concerns, group incidents or dynamics, or other difficult situations. The team works to provide ideas for targeted interventions, support for behavior contracts or guarded care plans, additional supportive counseling, staff education and consultation with staff when needed. However, the support team is not a substitute for emergency on-call behavioral health services. This team is able to meet one-on-one with youth or staff, the applicable facility support team and/or offer consultations for a larger group of staff. Referrals may be received from superintendents and behavioral staff at any detention center or from executive staff.

Committed Programs

Victor Cullen Center (VCC)

On October 11, 2022, VCC initiated a female secure treatment program and received three girls who were court ordered to complete a Hardware Secure Committed Treatment Program. Prior to the opening of the female program, VCC staff received Gender Specific Training for female youth conducted by the Director of Behavioral Health. Additionally, the new treatment program was staffed by residential and behavioral health staff with expertise in working with female youth in residential care and the

Superintendent of the now-closed Alfred D. Noyes Children’s Center, which previously housed female youth. The Assistant Superintendent of VCC has been the girls’ case manager until a start date can be determined for the selected candidate.

VCC has three dedicated, full-time mental health clinicians, as well as additional mental health clinicians who provide clinical services to youth. All VCC youth receive weekly individual therapy as determined by their treatment needs and participate in daily groups. For a description of the minimum number of phone contacts with family, please see the “Family Engagement” discussion in the “DJS Response to the COVID-19 Pandemic” section.

Garrett Children’s Center (GCC)

Garrett Children’s Center has been closed since November 05, 2020.

Youth Centers

Regarding the use of Behavior Reports (BRs) at Green Ridge Youth Center (GYRC), administrative reviews of the use of BR’s and individual incidents are conducted pursuant to DJS policy and procedures and Positive Behavioral Interventions and Supports (PBIS) standards. These reviews are supplemented by regular check-ins with youth and staff. GRYC continues to monitor all BRs received and thoroughly investigate any matters that are out of compliance with PBIS programming.

Regarding Incident 171733, an investigation determined that staff acted inappropriately in violation of DJS Standards of Conduct. That staff member no longer works for the Department. Furthermore, the bathroom process was subsequently changed by adding a supervisor to the bathroom when it is in use. Regarding Incident 171724, an investigation determined that the staff member inappropriately left their post in violation of DJS Standards of Conduct. The staff member no longer works for the Department. The youth involved was moved to another group and continued to receive regular behavioral health services.

Regarding the 14-year-old youth placed in the Mountain Quest program,¹³ this youth arrived at the GRYC struggling with Attention Deficit Hyperactivity Disorder and behavioral issues. The youth had a 1-1 staffing multiple times for extended time periods throughout the quarter. Support was increased and the youth met multiple times daily with different departments, including to include facility administration, behavioral health, case management and direct care staff to address any issues he may have been having.

Once the youth’s medications were adjusted and took effect, the youth’s behavior improved and he expressed his desire to remain in the program until he achieves a successful completion.

¹³ The Mountain Quest program is in the process of winding down as it no longer fits within the DJS treatment continuum. Currently, there are 2 youth in the program. Once those youth successfully complete the program requirements, the Mountain Quest program will be discontinued.

Regarding Incident 171659, the incident was properly reported by the staff according to DJS policy and Prison Rape Elimination Act protocols. The victim, with his consent, was immediately moved to another group and offered additional services from behavioral health and case management. The youth who exposed himself and made the comment was held accountable through the behavior management program.

Regarding Incident 171904, administrative video review confirmed that the youth was accidentally hit in the face with a volleyball. His injury was minor and youth who were antagonizing him were held accountable.

Administrative review of Incident 171831 indicated that the youth threw an empty hand sanitizer bottle at one of his peers who had been antagonizing him. It was determined that both youth were culpable in the confrontation and were held accountable in accordance with the behavior management program. Behavioral health and case management provided support and counselling to the youth. Incidents 171896 and 171789 involved the same youth expressing his frustration at being at GRYC and being held accountable in school. During both incidents, staff followed the Suicide Prevention policy and reacted promptly. Both times the youth was seen by behavioral health staff and was able to return to normal programming after a brief time.

The recreation specialist at GRYC was deployed on military duty. The facility has been actively recruiting for a second recreation specialist and, in the meantime, is able to utilize RA staff to conduct scheduled activities.

While there are some COVID-19 related restrictions on off-campus trips, youth at GRYC participate in Reflections programming trips. The Reflections program, along with other off-campus trips, requires that certain eligibility standards for youth are met before they may participate. Due to COVID-19 related restrictions, GRYC cannot mix groups for any activities.

GRYC has been actively building a positive treatment-oriented culture for all. The facility had recent physical upgrades including the opening of a new Incentive Room and continues to hold many activities to keep youth engaged. Staff from Garrett Children's Center have supplemented the staff at GRYC. Youth roundtable meetings continue in an effort to solicit youth suggestions on improvements.

Detention Centers

[Baltimore City Juvenile Justice Center \(BCJJC\)](#)

Safety and Security

Administrative review of Incident 171405 indicated that the supervisor on duty responded to the area in a timely manner and appropriately followed steps to ensure youth safety. However, the staff

responsible for observing the youth did not act in accordance with policy. The staff was held accountable and retrained. All televisions were removed from youth rooms in the infirmary area.

Regarding Incidents 171438 and 171406, the youth expressing concerns for his safety was moved to another unit. The staff on the units where the incidents occurred were retrained in crisis prevention Management and De-Escalation techniques. Behavioral health staff processed with the youth. BCJJC administrators will continue to monitor coverage, conduct unannounced rounds through the facility by various departments, and conduct random video reviews.

Administrative review of Incident 171752 determined that the staff member did not act in accordance with policy. Consequently, the staff member was held accountable in accordance with the DJS Standards of Conduct and retrained on safety and security procedures. The youth was held accountable through the behavior management program. Maintenance checked the locks to ensure they were operating properly.

Regarding Incident 171895, the DJS Office of the Inspector General (OIG), Child Protective Services (CPS), and Maryland State Police (MSP) were contacted immediately to investigate. It was determined that the staff member did not act in accordance with policy. Consequently, the staff member was held accountable in accordance with the DJS Standards of Conduct and retrained on crisis prevention management and de-escalation procedures. Facility administrators continue to monitor and provide guidance to staff.

Administrative investigation into Incident 171893 found that suboxone was in the youth's personal property. Intake Staff were retrained on facility admission and release search policy. Transportation staff will also continue to search youth and their property in accordance with DJS policy.

Regarding Incident 171636, the staff member involved no longer works for the Department.

Behavioral Health Services at BCJJC

The behavioral health vendor's staff is composed of various licensed professionals including: a psychiatrist, social workers, licensed professional counselors, a substance abuse counselor, and two art therapists. DJS also has two full-time substance use counselors who provide additional substance use assessments, groups, and individual counseling to the youth at BCJJC. The services that are provided by the team include, at a minimum: weekly psychoeducational groups on each unit that cover a gamut of topics (including substance abuse), weekly individual sessions, daily check-ins, biopsychosocial assessments, crisis debriefing, suicide evaluations, care coordination to and from acute care facilities for high risk youth, responding to on call/crisis after hours, case consultation with staff, psychiatric services, family and collateral contacts, and requests from family during visitation. Staff are consistently called on to provide and write-up mental health summaries and participate in MAST meetings. These services are provided, at a minimum, between the hours of 8 am to 8 pm Monday to Friday and a minimum of 8 hours at each facility on Saturdays, Sundays, and all holidays. Behavioral health staff also participate in

weekly multidisciplinary team meetings in collaboration with shift commanders and supervisors to guide and aid in the management of difficult youth.

At BCJJC, multiple behavioral health staff are assigned to each pod. Each pod is visited by several behavioral health staff several times a day. Behavioral health staff are present in the school setting and collaborate with educators to de-escalate potential incidents. Youth are provided with extra groups and sessions on weekends and an array of emotionally-enhancing and prosocial leisure activities, along with family contacts conducted by staff as allowed per the permission. Extra services are provided such as career exploration, art therapy, experiential groups, victim's awareness, and holiday memories, cards, and creative expressions for families.

Residential staff are offered training in a variety of topics (including trauma-informed care) during staff meetings and upon request. Residential staff are provided support daily by behavioral health clinicians to review guarded care plans, behavior contracts, and other interventions to educate/guide staff to achieve effective youth outcomes. The vendor aims to ensure that behavioral health plays a pivotal role in the day-to-day operations and is involved in the emotional and social aspects of the youths' daily experience.

BCJJC currently has vendors that are providing sessions on fatherhood. Staff led groups have also been added to discuss fatherhood topics and life skills. BCJJC will continue to communicate with the Statewide Program Services Coordinator to identify and add additional programming as approved. Currently, discussions are being conducted with the Statewide Program Services Coordinator for music therapy, art therapy, and additional parenting classes. Arcade usage has increased as more youth are meeting behavior eligibility requirements set by administration. Usage of the arcade is continually monitored.

Youth with High Mental Health Needs

See "Behavioral Health Supports in DJS Facilities" in the Introduction section of this Response.

Education

A guidance counselor has been identified for school and is currently in the pre-employment screening process.

The Juvenile Services Education Program (JSEP) is working closely with Human Resources to attract, recruit, and retain qualified teachers.

Cheltenham Youth Detention Center (CYDC)

Staff continue to create and implement additional programming for the youth. CYDC is also seeking vendors to provide a variety of programming options for the youth. The facility continues to hold its

Youth Advisory Board Meetings to give youth an opportunity to express their ideas to improve the facility experience.

During the Third Quarter, CYDC had one youth who had multiple incidents of self-injurious behavior and suicidal ideation. The youth was eventually placed at Spring Grove Hospital for evaluation and treatment.

Direct Care Staffing

The facility has been working diligently to increase staffing levels through hiring blitzes, bi-weekly in-person and virtual interviews, ongoing recruitment, and a continuous recruitment application process. Interviews for Resident Advisor Trainee, Resident Advisor Supervisor, Group Life Manager I and II have been conducted.

Use of the facility's outdoor space has been included in the recreation schedule daily as weather permits. At this time of year, only one unit can be scheduled each day due to daylight saving time. While weekly schedules are developed and posted, the Department acknowledges that some programming was postponed due to staffing issues.

There were three days during the quarter where youth were unable to attend school due to staffing shortages. On the three days that youth did not attend school, education packets were sent to the youth to be completed in their respective living areas.

Administrative review of Incidents 172026 and 71992 indicated that the staff members did not follow DJS policy. The staff were disciplined according to the Standard of Conduct, retrained on the Supervision and Movement of Youth policy, and referred to additional refresher training.

The youth who tampered with the food in Incident 172026 was held accountable through the Department's behavior motivation program. The youth was also referred to behavioral health and received counseling. The victim was referred to the facility's medical department and monitored for any signs of illness. The victim was also referred to behavioral health.

Review of Incident 171817 indicated that too many youth were allowed to move around the unit at the same time. Staff were counseled on the importance of structuring the environment by using controlled movement. Mediation was conducted with the youth where facility staff reemphasized the Department's zero tolerance policy for bullying and horseplay.

CYDC administrators continue to train staff on the importance of adhering to policy and procedures in order to provide proper safety and security. These points are addressed during staff meetings, shift briefings, and referring additional training for the specific staff involved.

CYDC School Staffing

JSEP is working closely with Human Resources to attract, recruit, and retain qualified teachers and an administrator.

[Charles H. Hickey Jr. School \(Hickey\)](#)

Programming

DJS appreciates the JJMU recognizing its efforts to offer creative programming options including programs in physical fitness, music, art therapy, life skills, and money management.

Management is looking into the feasibility and logistics involved in offering a parenting class.

Education

A special education teacher and a resource teacher have recently been hired at Hickey.

The following post-secondary options are available at all JSEP Schools:

- Frederick County Community College for credit and workforce development courses.
- Accuplacer Preparation and Testing
- Code.org Computer Science Discoveries
- Conover Work Place Readiness Job
- CPR/First Aid
- Flagger
- OSHA 10
- OSHA 30
- ServSafe Food Handler
- ServSafe Manager

[Thomas J.S. Waxter \(Waxter\)](#)

Waxter was permanently closed in March 2022.

[Alfred D. Noyes \(Noyes\)](#)

Noyes was closed indefinitely on October 20, 2022. Girls in need of secure detention in Region VI are now housed at CYDC.

[Lower Eastern Shore Children's Center \(LESCC\)](#)

The Recreational Specialist position has been filled, which will help increase structured programming at the facility.

Western Maryland Children's Center (WMCC)

WMCC staff continue to provide a safe and supportive environment and develop structured programming for the youth.

Private Programs

Silver Oak Academy (SOA)

DJS Response: There were no DJS youth placed at SOA during the Third Quarter of 2022

Vision Quest Morningstar Youth Academy (VQMS)

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1. "Supervision issues and the presence of contraband on campus (Incidents 171765, 171529) continue to be ongoing concerns at Morning Star that need to be comprehensively addressed by administration."

VQMS Response: The program conducts regular meetings with the Child Care Workers and Shift Supervisors to discuss issues of supervision and potential barriers and strategies. The program conducts regular searches of the living units and surrounding areas and buildings. Regarding Incident #171765, and through the review of the situation, it was believed that one of the youth was able to bring the contraband in from a home visit. Upon completion of each on and off site visit, every youth is searched. As a result of this situation, the programs Case Manager reviewed visitation rules and expectations with all family members. A process was also put in place that prior to each youth's home pass they provide the staff with shirts and a t-shirt. A change of clothing is brought up to the welcome center prior to the youth going on the home pass. When the youth returns he changes into the clothing and his returning clothing are searched and washed. The youth submits to a drug test and search, which includes a pat down and being wanded using a security wand.

In regards to Incident #171529, the program believes that a youth was able to secure a broken knife from a trash bag and make a weapon with it. The program implemented a process where pictures were taken of all knives and items stored in the secure knife box. A knife inventory log is reviewed daily to ensure all knives are accounted for. In the event that a knife is broken then a process was implemented to ensure the appropriate destruction of the knife. The policy was revised in September 2022. The policy reads "In the event that a piece of equipment breaks to include but not limited to glass bowls, knives and/or cooking utensils, the kitchen staff will

communicate the breakage to the Program Administrator or designee. The broken item will be wrapped in newspaper, bubble wrap, or an old piece of cloth. Tape will be placed around it to secure everything in place. A staff member will then place the item directly in the dumpster. The discarding of the broken equipment will be noted on the program's knife/sharps log."

DJS Response: L&M conducts a review of all VQMS incident reports for compliance. A review of incident 171529 resulted in a request for a Corrective Action Plan (CAP) for failure to document searches. The CAP was approved by L&M on November 9, 2022. L&M requested the program revise their current Search Policy to include procedures that ensure all types of searches are documented. L&M continues to monitor to ensure that VQMS is in compliance with COMAR 14.31.06, program policies, and the CAP as written as it relates to supervision of youth and searches.

[One Love Group Home \(OLGH\)](#)

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1. "One Love began accepting foster care youth through the Maryland Department of Social Services in the third quarter of 2022. Many of these young people have significant mental health challenges and are in need of highly structured care and intensive treatment services. There was an uptick in incidents during the quarter, including two suicide attempts involving a troubled youth in the foster care system (Incidents 171480, 171478) and 12 incidents involving youth who ran away from the group home (Incidents 171743, 171741, 171717, 171609, 171495, 171430, 171409, 171411, 171289, 171166, 171014)".

One Love Response: Since DHS awarded One Love Group Home the contract to provide group home services to DSS youth, we have worked closely with DSS staff to try to get all information available about the referred youth. We review all available documentation, talk to the caseworker about their client, and then interview the youth. We always want to see if the youth can continue with his previous behavioral and medical health services.

In the case of the youth that was involved in incidents #171480 & 171478, his therapist Stephanie Stout LCSW-C was involved in his treatment when he was accepted to our program. The youth also had 24-hour one-on-one aid support that DHS recommended and arranged. In answering the question about how we handled the two suicide threats involving this youth, we contacted BCPD, his caseworker and his therapist in both incidents. The one-to-one aid was present at both incidents. After the last incident, the youth was admitted to John Hopkin Hospital.

In reviewing, any AWOL staff meet with the youth upon return to determine reasons, causes and what we can put in place to help prevent future AWOL. We noted that the increase in AWOLs with DHS youth appeared to be because they were not used to following the rules of a group home, were not skilled at controlling their impulse to come and go as they pleased and were not used to having a curfew.

Of the eleven AWOL incidents listed in the request for information (above) for the four DHS youth that have been admitted to OLGH in all but two the youth returned to OLGH on their own within hours of AWOL. In one of the two exceptions, that youth contacted OLGH and asked to return after being gone two weeks. That youth had four AWOLs the first time he was placed with us. Since his return on 10/4/2022, he has not AWOLed. The youth who has not returned AWOLed four times. We will not take that youth back. We currently have two of the four DSS youth referred to OLGH. Those two youth are doing better accepting and following rules. Please note that the AWOLs cited above happened within a short period of time and were disruptive to all the youth. Discharging the two youth with the most problematic behaviors has significantly reduced general behavior problems in the home as well as AWOLs. The last AWOL return was 10-29-22.

It should also be noted that two youth had one-on-one aides at the time of the AWOLs. They were not able to prevent the youth leaving though in some (not all) cases did follow and try to engage the youth in returning.

Given the challenges encountered with the four youth admitted through DSS, OLGH has looked at our admission criteria, staff education and support, and relationships with DSS one-on-one aid providers.

We have tailored our admissions assessment to focus on asking questions to better determine if a youth will be a good fit for a program that is not hardware secure. We are also focusing more on the residents currently in the home and how personalities and noted behavior problems of a new resident may affect the milieu.

OLGH has spoken with staff on AWOL prevention and how to best support residents who are struggling with rules and impulsive behavior. While OLGH has a strong record of staff training and support, the three months in question were very stressful for staff and the house manager and case manager increased contact and supervision in response.

While OLGH is thankful for the one-to-one aids provided by DSS, we note varying quality, attention, and training. The OLGH house manager has increased contact with the one-to-one aid providers to provide aid performance feedback and in hopes of better coordination of services.

DJS Response: Licensing and Monitoring (L&M) will note that the JJMU report indicates that there were twelve incidents. A review of the DJS Incident Database confirms that number. Out of these incidents, eleven involved DHS youth and only one involved a DJS youth. L&M had observed an increase in AWOL incidents since the program began accepting DHS youth. On September 1, 2022, L&M had a meeting with One Love Group Home not only about the increase of AWOLs

from DHS youth but also about their mental health needs. L&M provided technical assistance to the program as the program had only begun to accept DHS youth in their care.

As to addressing the mental health needs of youth in care, L&M will note that the program has a therapist who provides clinical services twenty hours per week and in times of crisis. In addition, DHS youth were being admitted with one- on-one care as well.

DJS has followed up on each of the incidents mentioned above and found that the program had no COMAR violations. In July 2022, as part of monitoring, L&M found that the program was in violation of their policy on 15-minute nightly room checks. At that time, L&M provided Technical Assistance. On September 15, 2022, because staff were still not documenting the checks every 15 minutes, as their policy requires, L&M requested a Corrective Action Plan (CAP). The program submitted their CAP, and it was approved on October 13, 2022. L&M is continuing to monitor this CAP for compliance.

2. “Administrators should consider increasing supervision and having trained clinical staff on-site during times when youth are in the home, given the high needs of the population”.

One Love Response: We currently have a Therapist Margaret Kroen LCSW-C who provides clinical services to our youth twenty hours per week. She is available on site or by phone to assist the program when crises arise. The program has also made the following changes:

- OLGH Administration has spoken with staff on AWOL prevention and how to best support residents who are struggling with rules and impulsive behavior. While OLGH has a strong record of staff training and support, the three months in question were very stressful for staff and the house manager and case manager increased contact and supervision in response.
- The OLGH House Manager has increased contact with the one-to-one aid providers to provide aid performance feedback in hopes of better coordination of services.

DJS Response: During monitoring visits, L&M reviews youth records to ensure that youth are receiving services as recommended in their treatment service plans. The program has a therapist who provides clinical services on site twenty hours per week and by phone when crises arise. During the September 15, 2022 quarterly monitoring visit, L&M was able to contact the therapist to review information on a youth’s treatment plan. L&M will continue to monitor the program to ensure clinical services continue to be provided to the youth as appropriate.

JUVENILE SERVICES EDUCATION PROGRAM RESPONSE

On July 1, 2022 the Juvenile Services Education Program transitioned to the Juvenile Services Education Program (JSEP) as required by HB 497. JSEP Leadership is working to expand partnerships and develop policies that will improve educational outcomes for students.

Effects of COVID on Instruction

JSEP is undergoing short-term and long-term Wi-Fi Expansion projects to mitigate challenges to provide in-person instruction for youth on quarantine.

Short Term:

- The student network has been fully migrated to the DJS-managed JSEP-Student Wi-Fi. Completing this switch over to a DJS-managed network will narrow the students' ability to bypass security and access unapproved sites and better allow JSEP to troubleshoot and manage these issues.
- Wi-Fi is now accessible on all units at Victor Cullen and the Lower Eastern Shore Children's Center.

Long Term:

- The Department's Deputy Secretary of Facility Operations completed a list of every space in DJS facilities in which a youth may frequent as a group for active programming and need Wi-Fi connectivity. Consequently, 180 Wi-Fi drops have been ordered as part of the long-term project to expand Wi-Fi at all facilities.

JSEP continues to look for ways to improve educational outcomes for all students, including those who are not able to come to school.

Staffing

JSEP leadership meets weekly with Human Resources to strengthen our recruitment plan and discuss ways to retain qualified teachers. JSEP staff continue to participate in statewide hiring events in which candidates are interviewed and screened at the event.

In terms of marketing the job openings, JSEP has purchased advertisements in a nationwide educational journal. JSEP has also posted the job announcements on education-specific job boards and sent job postings to local colleges and universities. To supplement this education-focused outreach, DJS posts all education recruitments on its social media platforms, which reach thousands of followers.

The educator shortages are concentrated in the counties in the central part of the state (Frederick, Montgomery, and Prince George's counties, respectively and Baltimore City). Recently, JSEP

participated in a community-based career fair in Baltimore City. JSEP will also participate in a nationwide virtual career fair for educators in January 2023.

Expanding Post-Secondary and Career and Technical Education (CTE) Options.

JSEP has continued to partner with DJS on the virtual Career Exploration Guest Speaker Series. The most recent speakers included a CDL Driver, a former U.S. Army Corps of Engineers Construction Manager, and an Event Planner. These panels engaged the youth, providing an insight on different professional fields with inspiring speakers who brought their perspectives and shared what it takes to be a leader in their industries.

The JSEP administration will continue to work with school personnel to ensure all graduates are participating in the minimum of 2.5 daily hours of meaningful opportunities as required by law, as well as by JSEP policy. JSEP continues to fill Leadership positions that will monitor the implementation of the Post-Secondary policy.