

**MONITORS' ASSESSMENT OF FACILITIES AND THE  
DEPARTMENT OF JUVENILE SERVICES RESPONSE  
October-December 2005**

The **Allegany County Girls Group Home (ACGGH)** is located in Cumberland Maryland on property that is owned by the Department of Juvenile Services. The program is operated by the Cumberland YMCA, and serves nine female residents. The program functions as a "healthy-home" model, and relies on community resources for education, counseling, and health services. ACGGH offers a valuable treatment program for females that can be accommodated in a community setting.

**Staffing:**

A minimum of two staff are on duty at all times, including overnight. An additional position has been created to provide a weekend "floater" staff position. Director Cindy McGill frequently stays through dinner and evening hours, and additionally she has scheduled herself to be present on one weekend day. This helps to provide added coverage of a third person during times when it is most needed. Teamwork continues to improve as weekly staff meetings are held to provide training and to discuss concerns.

- Some staff lack the necessary training required by COMAR. This should be remedied as soon as possible. In the meantime a staff without training should only act as a shadow staff with a trained staff member.

**Response:**

Training will be provided and we will seek assistance from DJS if needed.

**Programming:**

In addition to the formal individualized counseling sessions that the residents receive, group sessions are held in the home when needed to resolve conflicts. Dr. Jim Miller, consultant psychologist, has described the treatment model as a "healthy home". Dr. Miller has met with the Director and then also with the staff on most Thursdays. Recently, Dr. Miller's visits have been increased to two days per week, Mondays and Thursdays, in order to allow sufficient time to go over the needs of each youth, and to provide training to the staff on pertinent issues such as group dynamics. The dynamics of the group at any given time is a key factor in the overall functioning of the program.

**Education:**

Diane Markwood, the Educational Coordinator for the Allegany County Girls Group Home, makes frequent visits to the schools to help support the girl's academic success. It is reported that overall, the residents are doing well in school, usually bringing home A's and B's. If it is more appropriate, a youth may enroll in the GED program, and several girls have gone on to enroll at the Allegany College of Maryland.

## **Facility and Maintenance:**

### **Unabated for 30 Days or More:**

- The driveway is in need of repair.

### **Response:**

This project is in the hands of DGS. There is nothing else we can provide about this ongoing issue.

The **Department of Juvenile Services Youth Centers** are State owned programs that are operated by the Department of Juvenile Services located in Allegany and Garrett Counties of Western Maryland. There are four Centers: **Green Ridge, Savage Mountain, Meadow Mountain, and Backbone Mountain.**

### **Regionalization:**

Green Ridge continues as a regional center, serving Area Three youth. The "Redirect" program has been changed from a 60-90 day program to a more intensive shorter term placement. The program provides an uncomfortable sparse environment with the intention of discouraging youths' desire to continue criminal behavior. The length of the program is 30 days with the possibility of adding a second 30 day stay for youth that are not successful in completing the requirements in the first 30 days.

Green Ridge continues to provide the Intensive Outpatient Program to provide treatment for youth whose primary need is substance abuse recovery. It is anticipated that youth will average 9 months length of stay.

Two traditional Youth Center treatment groups are also provided for Area Three youth. The length of stay is about 9 months, and home visits are be part of the program, along with more intensive family meetings.

### **Referrals:**

- The Youth Centers are accepting more hardened and challenging youth. Sometimes after a youth has been turned down he is subsequently accepted because of pressure from higher DJS authority. Given of the nature of youth entering the Centers and the shortage of staff, some of the programs have taken on more of a supervision function and less of an intensive treatment focus. DJS Youth Centers Guidelines for Admission states that: "the nature of the program and the fact that it is staff secure requires that youth be capable of a certain level of reasoning, decision making, and emotional maturity. It is also vital that students who are accepted will not present a threat to other students or to the staff." Only youth that fulfill these requirements should be accepted into the Youth Centers.

**Response:**

The Youth Centers has always made exceptions to admission guidelines when a youth is seen as having the potential to benefit from the programming. The only "pressure" that is applied is the population pressure that is currently systemic to the Agency. All youth have to be served, no matter what challenges they bring to the system.

**Staffing:**

- **Unabated for 30 Days or More:** Staffing shortage affects the programming at the Youth Centers. Center Supervisors and program personnel do their best to arrange schedules in order to provide adequate coverage, especially on second shift and on weekends. It is difficult to maintain sufficient staffing especially as the more difficult youth often require much more one on one time with staff. Due to staff shortages frequently Case Managers and supervisory personnel are required to be in direct care coverage. At times this occurs to the extent that they have difficulty meeting their other job requirements. Sometimes on second shift and on weekends, there are only 4 direct care staff in coverage for 36 to 40 youth, in the staff secure setting. This compromises safety and security and limits programming. Often groups cannot participate in off grounds activities, therapeutic wilderness trips, or ropes course experiences due to lack of staffing, and now also due to the transportation policy.

**Response:**

Youth Center Directors schedule as many staff as possible to cover evening shifts and week-ends. Unfortunately, vacancies and staff call outs prevent them from providing ideal coverage levels on all shifts throughout the day.

- Meadow Mountain Youth Center is in need of additional Addictions Counselors in order to provide more adequate substance recovery treatment. At this point there is just one Counselor for each group, and each Counselor doubles as a Case Manager. Two Addiction Counselors are needed for each group to provide treatment meetings during evening hours and on weekends, and additionally, to cover all of the case management requirements plus the addictions administrative requirements.

**Response:**

We have recently received permission to fill one of the vacant Addictions positions at Meadow Mountain and are currently recruiting for it. Any other positions that become available will be filled immediately.

- The intake office at the Youth Centers is staffed by one person, and is in need of additional staffing. Youth Center headquarters is aware of this, and supportive of

hiring an assistant, but have not been given permission to do so as of this writing. On the average, nearly 100 referral packets are received each month at the youth Centers to be reviewed. At any given time there are 75 to 85 packets in the process of being researched and reviewed for possible admission. Between November 1<sup>st</sup> and December 2<sup>nd</sup> of 2005 the Intake Officer enrolled 45 youth.

**Response:**

An additional position would be useful at the intake office, to provide assistance to the intake officer and fill in during her absences. We need additional positions in many areas, and have to choose where to use them as they become available based on program priorities.

**Incidents and Population:**

	April/June	Youth on Youth	Youth on Staff	Use of Force	Injury	Del/Crim Act	Total
Green Ridge		1			1		2
Savage Mt.				2	2		4
Meadow Mt.				1	3		4
Backbone Mt.		1		4			5
<b>April/June</b>	<b>Total</b>	2		7	6		<b>15</b>
	July/Sept.						
Green Ridge		1		3	1	1	6
Savage Mt.		2		1	1		4
Meadow Mt.		3		5			8
Backbone Mt.		3		3	1		7
<b>July/Sept.</b>	<b>Total</b>	9		12	3	1	<b>25</b>
	Oct./Dec.						
Green Ridge		4		2	4	1	11
Savage Mt.		2		2	1		5
Meadow Mt.				3	3	1	7
Backbone Mt.		1	2	5	3	1 (Escape)	12
<b>Oct./Dec.</b>	<b>Total</b>	7	2	12	11	3	<b>35</b>

Key: Y on Y (Youth on Youth Assault) Y on S (Youth on Staff Assault) U of F (Use of Force by staff to control a situation)  
 Del/Crim Act (Delinquent or Criminal Act) Injury (Accidental Injury)

The graph below shows that the number of youth with Robbery convictions continues to rise. There are two youth listed with Hand Gun Violation convictions, and one youth with an Arson conviction enrolled in the Youth Centers. The youth that escaped from Backbone Mountain Youth Center on 11/27/05 had a robbery conviction.

	Feb. 05	March 05	May 05	July 05	Aug. 05	Sept. 05	Dec.05
Robbery	3	5	5	9	11	9	16
Burglary	8	9	10	12	12	12	12

The more challenged and challenging youth that are entering the Youth Centers are requiring more one on one time for counseling as well as education. As the graph below indicates, the number of youth needing 20+ hours of special education services has increased from only 4 youth in May of 2003 to 10 youth in May of 2005, to 25 youth in December of 2005. Youth in the categories necessitating 10-19 hours and 20 + hours are typically in those categories because of behavior. Generally these youth require more intensive supervision and structure than other youth. It is often very disruptive to the group process when one or two youth in a group have greater difficulty responding to group intervention and demand intensive staff time devoted to them.

Hours of Serv./Wk	0-4 Hours	5-9 Hours	10-19 Hours	20 + Hours
May 1-31, 2003	8	6	13	4
May 1-28, 2004	8	7	13	6
April 1-29, 2005	10	5	9	7
May 1-31, 2005	11	4	12	10
June 1-24, 2005	9	3	15	11
July 1-29, 2005	8	2	14	12
Aug. 1-31, 2005	6	2	15	15
<b>Dec. 1-30, 2005</b>	7	5	12	<b>25</b>

- The Youth Centers are not facility secure, but are open programs providing only staffing security. It is incumbent upon the Department to provide adequate programming for youth needing more services, and also provide that youth, staff and the community are safe from violent youth behavior.

**Response:**

A budget line item has been created in the Departmental budget for the approaching fiscal year, and our intention is to expand it to more reasonable levels of programming in coming years than is now in place.

**Programming:**

Staff have continued to strive to provide good programming. At times, however, the focus has had to be on supervision at the cost of treatment programming. The Positive Peer Culture groups and the EQUIP classes are held and usually reported by youth to be helpful.

- Recreational activities and off-grounds treatment/recreational experiences are a very important aspect of the Youth Center program. Funding, however, has been very limited since the revision in the contract with AT&T. Additionally, the new transportation policy limits the Youth Center's capability of taking groups off grounds.

**Response:**

The transportation team, just like the direct care team, is subject to the impact of vacancies and staff illnesses. They cover all trips that they can within the parameters imposed on them by Departmental Policy, and since it is essential that youth receive any and all required medical treatment, it is and will continue to be necessary for direct care staff to augment the transportation staff at times to meet those needs.

- Family contact is another crucial aspect of providing treatment. Green Ridge Youth Center has begun implementing home visits for youth placed in the 9 month Therapeutic Group program. Youth also make calls home during the week. One call is paid by the program, and one call is collect. The other Centers have not implemented home visits as of yet, but the youth do make calls, and families may visit the Center. The difficulty with youth making collect calls is that the expense is prohibitive for many families. The connecting charge is reported to be \$12, and the per-minute charge is \$7. Youth have suggested many times that calling cards be allowed so that the calls can be more affordable.

**Response:**

As the result of a recent policy issue, youth at the Center's will be allowed to make multiple free calls to their families during the week, eliminating any need for the use of calling cards. Additional telephone lines are in the process of being installed to make the additional calls possible in all Centers.

- Another very valuable, but under utilized, treatment resource at the Youth Centers is the Ropes/Reflections Program which in the past has had two full time staff. Ropes/Reflections now only has one staff member, and this staff has often been called into direct care coverage. As a result, services provided to the youth are limited. Ropes/Reflections not only offers experiential services to Youth Center youth, but has also served many youth as an early intervention and prevention experience, and as a training/teambuilding experience for other groups. Staff from the other Youth Centers, who are trained and certified, assist with their groups in the Ropes program when they are available. Now, along with staff shortages, vacations, sickness, and call outs, the lack of vans and the new transportation

policy also limit the possibility of youth benefiting from the Ropes Program.

**Response:**

At the moment, there are no staff assigned to the Ropes/Reflections program due to a recent resignation. The recruitment process has been begun to obtain a primary facilitator, but there will be a significant delay in his obtaining the necessary training and certifications that are required to manage the program. It would be nice if we can obtain an additional position to facilitate the program full time, but we need positions everywhere, and will have to determine where the priorities are, based first on safety of staff and youth and security.

**Standards:**

- Commitment Care Standards are not provided for DJS commitment care programs as of yet. It is reported that standards are being developed however, and will be presented in March of 06. The Youth Centers currently operate under a procedural manual and Secretary Directives.

**Response:**

The Standards are still in the process of being developed. The monitor will be provided with a copy as soon as they are completed.

**Transportation:**

- The 15 passenger vans are in need of replacement. The vans have been deemed unsafe by the National Safety Board. The Youth Centers previously had 4 vans for each campus, but 4 of the vans have been taken to be used in other locations. Two other vehicles were also taken from DJS Youth Center Headquarters to be used elsewhere. Each Center needs to have 4 vans to provide for the transportation needs of the groups, and to provide for emergency evacuation if needed.
- Many times the Youth Centers are required to provide staff and a vehicle for clinic runs. This creates a further complication in providing coverage, and in having vans available for off-campus group activities or to be available in case of an emergency.

**Response:**

The Department has developed a plan and a schedule for replacing it's worn out vehicles, and all replacement vans will be 12 passenger models.

**Supplies:**

- Clothing and supplies have been lacking. The system of procurement is not meeting the needs of the youth in the Youth Centers. Youth have had to go without such items as boots, socks, hats, gloves, undershirts, and personal hygiene

supplies as well.

**Response:**

Supply inventories have been difficult to control in recent months due to the clothing storage and distribution site being separated from the warehouse manager. Procedures have been implemented to offset those difficulties until all Region III functions can be integrated at a single site when the new Headquarters building becomes available in the summer.

**William Donald Schaefer House Schaefer House** accommodates 19 youth, and provides a three-month substance abuse recovery program. The facility is located in a nice setting on Druid Park Lake Drive in Baltimore. The Schaefer House, once a beautiful house, is badly in need of repair and painting.

- Schaefer House does not have a community advisory board as of yet. Some local community members have expressed an interest in serving. An active involved advisory board could be very helpful to the facility.

**Response:**

The first meeting of the Advisory is scheduled to take place on Thursday, June 8, 2006 at 6:00 p.m.

**Staffing:**

- The Schaefer House has three new Resident Advisors. The additional staff have helped the programming in that more activities are reportedly taking place, both in the facility and off campus. In the past the youth were not always receiving the required one hour of large muscle exercise each day. Also, at times supervision of youth was insufficient. These concerns have reportedly been remedied as now there are more staff to provide the necessary supervision for all activities.

**Response:**

No response necessary.

**Programming:**

- Although in general the program appears to be successful in helping youth achieve treatment goals, it has been expressed by staff at Schaefer House that a transition program, and more intensive aftercare services are needed to help youth maintain the successes they experience once they have left the program. The program tracks youth at 30, 60, and 90 days after release from the program. Approximately 70% to 75% of the youth maintain compliance with treatment goals 30 days after being released. At 60 days after release, approximately 60% to 65% of the youth maintained compliance, and at 90 days approximately 45% to 55% maintained compliance.



**Response:**

Not sure of the response needed.

**Education:**

- The youth consistently report that the educational program is very good and helpful to them. The GED program has also been very successful with a high percentage of youth passing the exam. Teachers report that they are in need of specialized software to enhance the overall program and help meet the individualized needs of youth. Also, the furniture in the classrooms is old and the chairs especially need to be replaced.

- **Response:**

Fifteen chairs have been ordered and will be delivered to the facility. Additional student furniture will be purchased pending approval of the FY07 budget

**Maintenance and Physical Plant:**

- **Phone System:**

The phone system is in need of an upgrade. Getting through has been problematic at times. Reportedly a new system will be installed that will directly connect Schaefer House with DJS Headquarters.

**Response:**

A new telephone system is expected to be installed in April 2006.

- **Basketball court:**

The basketball goal has been replaced. There is no padding on the goal posts.

**Response:**

Work orders have been submitted to maintenance for the padding.

- **Kitchen:**

Though it was reported that the Department has contracted with a cleaning company to complete a power cleaning in October 2005, as of this monitor's inspection on 12-14-05, the kitchen was filthy, especially around the perimeter. Some of the kitchen cabinets doors have fallen off.

Ceiling vents are greasy and dirty.

The floor drain under the largest sink is covered in a greasy substance.

There is a leak under the small sink.

The ice machine has not worked for over a year.

**Response:**

There were problems with paying with a purchase order and we have just received an estimate from a different cleaning company to complete the cleaning and repairs.

- **Cafeteria:**

The flooring in the cafeteria is broken in places, collects dirt, and should be replaced.

**Response:**

The work order was submitted to maintenance in June of 2005 and it is on the agenda for repairs.

- **Sunroom:**

Caulking is missing around the windows, and this allows outside air to come into the room. The ceiling vent covers are missing.

**Response:**

These items are on the list for repairs.

- **Building exterior:**

**Unabated for 30 Days or More:** The exterior of Schaefer House is in a state of deterioration. The exterior, especially the rotted window casings, should be repaired and painted.

- **Response:**

DGS is responsible for handling the repair. As of this report period, we do not have a date when they will be completed.

- **Kitchen:**

It is reported that the Department has contracted with a cleaning company to complete a power cleaning in October 2005. As of the end of this reporting period this had not been done.

**Unabated for 30 Days or More:**

Some of the kitchen cabinets doors have fallen off.

Ceiling vents are greasy and dirty.

The floor drain under the largest sink is covered in a greasy substance.

There is a leak under the small sink.

**Response:**

We have just received a new estimate from a cleaning company to complete the cleaning and repairs.

- **Sunroom:**

**Unabated for 30 Days or More:** Caulking should be applied where needed to prevent outside air from coming into the sunroom. The ceiling vent covers should be replaced.

**Response:**

All of the maintenance items have been submitted according to procedures

- **Dayroom:**

The flooring in the back dayroom is soft. The carpet is also in need of replacement.

**Response:**

The work order was submitted to maintenance in June of 2005.

- **Bathrooms: Unabated for 30 Days or More:**

**2<sup>nd</sup> floor bathroom:** A plan for reconstruction has been approved. Work will reportedly begin in the spring of 2006

**Response:**

This is still the plan.

- **Boiler Room/ Heating System:** The heating system is insufficient to maintain warmth throughout the house.

**Response:**

The heating system was repaired in January 2006.

- **Recreation Room:** The new weight equipment needs to be assembled. The walls need to be scraped, sealed and painted

- **Response:**

There are a number of work orders that have been sent to maintenance that we are waiting for completion.

The **Alfred D. Noyes Children's Center (Noyes)** is a State owned and operated detention facility that houses both males and females under the age of 18. The facility operates under DJS Detention Standards and other DJS policies and procedures. Noyes

has been in the process of attempting to address significant problems. Inadequate staffing and lack of programming continue to be major concerns. Single staff coverage of units housing up to 20 residents has led to incidents involving injury to youth. Programming has improved somewhat, but is still insufficient. The facility also lacks security equipment necessary to help ensure safety and security.

**Staffing:**

Single staff coverage of units housing up to 21 youth has been the norm at Noyes. This far exceeds national standards, best practices and the Department's stated goal of providing a 1 to 8 minimum staff to youth ratio. A sample coverage schedule from Thursday, December 1<sup>st</sup> through Monday, December 12<sup>th</sup> 2005 reveals that the 7am to 3pm shift was single staffed 58% of the time. The second shift, from 3pm to 11pm was single staffed 54% of the time. These unacceptable figures actually represent an improvement in the overall coverage. Many of the staff providing coverage are working 16 hour days, as many as 4 days during the week. Often the second shift, when there is double coverage, staff are on the second half of a double shift. At other times, staff are new and inexperienced, or both, and working a double shift. Staff that are fatigued and inexperienced present a potential danger, as they cannot provide the needed supervision to ensure the safety of youth. Numerous incidents reflect the lack of staffing and programming in the facility. Upon interview by this monitor, staff have seemed frustrated, concerned about the future, in need of relief, in need of training and teambuilding. Frequently staff call out sick just to get some time off, as they know if they show up they may be forced to work 16 hours again.

- **Unabated for 30 Days or More:** It is critical that more than one staff be placed on a unit to provide the required level of supervision and to ensure the protection of residents.

**Response:**

Many strides are being made to increase the staffing at this facility. Staff have been transferred from other facilities to be temporarily assigned to assist with the staffing shortages. In addition, five new Resident Advisors have been hired and began employment in March.

Two Resident Advisors have been assigned to each unit which has resulted in a decrease in the number of incidents and call outs

- Relief staff should be provided so that excessive overtime, burnout, and tired and frustrated staff are not forced into back to back coverage shifts.

**Response:**

The additional staff from other facilities are assisting in providing the necessary relief. Many staff are volunteering for additional coverage in an effort to avoid

forcing overtime. This allows some staff to work on scheduled off days and avoid some of the double shifts.

At present Noyes has only one full time and one part time Case Manager. At a minimum, especially with overcrowding, two full time Case Managers are needed to ensure that youths' needs are being met. There is only one Addiction Counselor, two are needed. A Social Worker is also needed to help provide required services.

- An additional Case Manager, Addiction Counselor and Social Worker should be provided to ensure that all services to youth are provided as required by standard and by policy.

### **Response:**

The position has been posted to be filled. We have also requested the mutual transfer of another Case Manger from another facility. Community Case Managers from Area III are also providing some Case Manager coverage after their normal working hours and on weekends.

The facility is slated for one addictions counselor. This position is filled by an ADC III who has been successful in completing screening requirements and establishing and maintaining an intense schedule of addictions services (NA and AA) group meetings for those youth identified by the screening tool who show an interest in attending the groups. Mr. Finch also works closely with the Facility Case Manager, the Community Case Mangers, Dr. Jimenez (Psychiatrist), Dr. Mason (Psychologist) and Mrs. Britton in a collaborative effort to meet any substance abuse needs and establish prevention education methods for all youth.

A number of Noyes staff have left or are seeking other employment. While concentrated efforts have been undertaken to advertise, interview, and hire direct care staff, the process has been very slow.

- Special tactics and strategies need to be implemented in order to attract, hire, train, and retain staff at Noyes.

### **Response:**

Staff are being aggressively recruited and interviewed to fill vacancies. Staff assigned to Noyes have been approved to start at a step 4 on the pay scale rather than base as an incentive to attract and retain staff.

### **Staff Culture and Teamwork:**

It is crucial that the staff culture at Noyes be exemplified by positive values and professional behavior. Most of the staff do reflect positive values and norms. At times, however, some staff have demonstrated a deplorable example for youth, including swearing at fellow staff and at youth, allowing fighting to take place on the unit,

engaging in abusive behavior in assaulting youth, and generally demonstrating a street, thug-like demeanor. The Department has been active in investigating incidents, and in reporting abuses to Child Protective Services. It is imperative that strong, capable leadership be provided to work with the positive staff in building a safe therapeutic environment for the youth being served at Noyes.

- Teambuilding including, improved communication, problem identification and constructive problem resolution should be undertaken, and modeled by leadership.

**Response:**

Changes have been made in the facility administration with the express intent to establish consistency and positive leadership. An interim superintendent has been replaced by a newly recruited permanent Superintendent who brings to the table a wealth of knowledge in facility and programming practices. As part of his vision, teamwork and communication are in the forefront of items to be addressed, along with training to assist in issues with problem identification and resolution.

**Programming:**

Lack of programming has added to the difficulty of maintaining positive behavior. Though there is a written schedule which includes treatment groups and activities, in reality, the schedule is rarely followed. There is excessive "down time" where youth are on the units with little or nothing to do.

- Programming should be enhanced. Sufficient staffing and scheduling of appropriate groups and activities is needed.

**Response:**

The facility administration has been organizing committees and collecting materials that will provide for the programming at Noyes. Staff will be trained in how to establish group norms. The current level system will be replaced by a system that is similar to the Behavioral Management System in use at Western Maryland Children's Center.

- A number of gangs, organized and neighborhood, are represented on the units. Gang related behavior, and incidents, have taken place. Gang signing is a problem between units. Rival gangs flash gang signs, and threaten to fight, or worse. There needs to be more gang awareness training, as well as implementation of gang behavior intervention strategies. Intensive training in gang awareness and gang behavior intervention should be provided.

**Response:**

Staff are being scheduled to attend Gang Awareness training. We will continue to provide staff with the most up to date information available to the department in an effort to address this issue. A Gang identification board has been created and is maintained in

the Assistant Superintendent's office. Personnel in Intake, Education, Case Management and staff assigned to the units have all attended training since January 2006; we will continue to schedule staff for this training.

Three levels are provided so that youth receive additional privileges as they earn the higher level. A game room is available to level three youth to use for an hour several evenings a week. Special activities have been held on some weekends for the youth that have reached level three during the week, and this is a positive step. The holidays were celebrated with a number of activities and events. The Recreational Director is very proactive in providing as many recreation and creative leisure time activities as possible. With limited staffing, however, even these positive activities are insufficient to meet the recreational and leisure needs of youth. Youth need immediate feedback, including meaningful rewards, and consequences that are fair. The three level system that is in place is insufficient to provide the immediate rewards and consequences needed to be effective.

- Enhanced programming needs to be implemented to provide more levels with the opportunity to receive more activities and other rewards, and to provide that more immediate reward and consequence is added to the overall program. It is recommended that the program at Western Maryland Children's Center be reviewed for ideas, adaptation, and possible implementation.

**Response:**

The current level system will be replaced by a system that is similar to the Behavioral Management System in use at Western Maryland Children's Center. Changes to programming as well as a new daily schedule are being considered. Some challenges such as facility mixed-gendered population, unit capacities and staffing are all being reviewed, considered and taken into account while addressing this issue.

- New staff are often not familiar with the policies and procedures, and Noyes should develop a policy and procedural manual. There is a lack of consistency from unit to unit and from staff to staff in the implementation of routine, structure, program, and policy. New staff should receive training in DJS policies and procedures of the Department and Noyes before assuming duties on the units. All staff should receive an annual refresher course.

**Response:**

Staff are receiving the appropriate training before they assume their duties. All staff are required to receive 18 hours of training each year. Staff are also receiving the Field Training Mentoring Manual to document specific areas covered during OJT and reiterated in entry level training.

The pending placement population at Noyes continues to be problematic. For example, on December 20<sup>th</sup> of 2005, there were 15 pending placement youth. Of

the 15 youth in pending placement status on December 20<sup>th</sup>, 11 had total lengths of stay exceeding 30 days, 183, 123, 69, 55, 54, 49, 47, 45, 42, 40, and 36, respectively. Two of the above had lengths of stay in pending placement status longer than 30 days, 77, and 51 days. Six other youth, not in pending placement status, but typically pending a hearing, had total lengths of stay at Noyes exceeding 30 days, 156, 126, 111, 74, 43, and 40 days. As reflected by these figures, about a third of the total population at Noyes has been there for over 30 days. The youth in pending placement status are entitled to individualized treatment services that DJS cannot provide in a detention environment.

**Response:**

Each week a confinement review unit meeting is held at the facility to discuss each youth assigned and the status of his/her placement or detention. Joey Rivera, Community Case Management, has been reassigned to Noyes in an effort to assist with speedier placement of youth.

**Incidents:**

Incidents continue to be a concern, and a threat to youth and to staff.

Month	Y on Y ASLT	Y on S ASLT	CHAB	UOF	TOTALS	Avg. # of Incidents Per Day
July 2005	9	1		6	16	0.51
August 2005	11	1	1	6	19	0.61
September 2005	18	1	2	4	25	0.83
Total	38	3	3	16	<b>60</b>	<b>0.65</b>
October 2005	29	1	1	2	33	1.06
November 2005	14			3	17	0.57
December 2005	13	1	Delinquent/ Criminal Acts by youth - 4	4	22	0.70
Total	56	2	5	9	<b>72</b>	<b>0.78</b>

Key: Y on Y ASLT = Youth on Youth Assaults; Y on S ASLT = Youth on Staff Assaults

CHAB = Sexual and Physical Child Abuse Incidents; UOF = Use of Force.

- The number of incidents has remained an area of concern with a daily average of between 0.6 and 0.7 per day, except in October when there were even more incidents, averaging one incident each day. Youth and staff safety and security is very much at risk. Staff members have regularly commented to this writer that the environment is not safe. Immediate measures are required to reduce the level of serious incidents.

**Response:**



In an effort to reduce incidents and injury, youth are classified in such a way as to maintain the highest degree of safety and security possible, without an in-depth personal knowledge of each youth received. Once an issue of safety or security is identified the issue is addressed either by the reclassification of a youth or his or her transfer if more therapeutic efforts have failed. Statistically, as a result of rising populations, an increase in incidents may result, however, measures to maintain safety and security have not dwindled and are improving as our staffing increases and more staff training is completed.

**Education:**

While educators do their best given the resources they have and the population diversity and numbers of youth they serve, the lack of staffing, programming, safety and security greatly affects educational services. On most of this monitor's visits it appears that little education is taking place. The classes, which sometimes have 20 or more youth present, are disrupted and chaotic. Youth sometimes sleep at their desks or even on the floor, wander around the classroom, use vulgar language, taunt one another, and even have been assaultive in their behavior. Youth that may be, or perceive themselves to be limited educationally fear being embarrassed in the classroom and they often act out or sleep.

The youth in the units have educational abilities, and needs at all conceivable levels. Additionally, at least one youth currently detained is not at all fluent in English. The Hispanic population in the area is very large. Detaining youth that do not speak English is likely to continue, and special resources are needed to meet their educational requirements. The curriculum is designed to begin again every 30 days, and many of the youth complain that because they stay much longer, they get bored going over the same material. Also, the books are frequently old and worn out, some marked up with graffiti. Additional teachers are needed.

- Additional space is needed to break into smaller classes, and updated materials are needed. Also, the curriculum should be revised to meet the needs of youth at all academic levels, and to provide for ongoing as well as repeating lesson plans.

**Response:**

Teachers and other educational staff and volunteers are being actively recruited, interviewed and hired. Salaries have been adjusted on a state level to attract more teachers. Each youth is taught at his or her current grade/skill level. Although for operational reasons units move to school as a group, youth requiring specialized attention, receive it. Detention, by its nature, presents a challenging classroom and educational environment, but we are addressing the issues of those students disrupting class and threatening other youth or staff and removing youth who consistently inhibit the group educational process and placing them in a more individualized environment.

**Medical and Food Service:**

In at least one instance known to this monitor, the on grounds physician made a dental assessment rather than sending a youth complaining of his tooth hurting to a dentist.

- The medical needs must be attended to by specialists when needed.

**Response:**

Upon evaluation and recommendation of treatment and care by the facility pediatrician, All youth receive services in accordance with Detention Standards.

- The food at Noyes is prepared at RICA and delivered to the facility. According to youth and to staff, it is often cold. Food is required by the Health Department to be maintained at certain minimum temperatures. The food provided at Noyes should be monitored and served at the required temperatures.

**Response:**

Managers are delivering food to youth immediately after receiving the food at the facility. The new administration is seeking clarity on the initial agreement established for food delivery, handling and serving and will seek to either have it followed properly or adjusted if need be in an effort to comply with Detention Standards.

**Maintenance and Physical Plant:**

**Unabated for 30 Days or More:** Of major concern is the lack of cameras, monitors, and recording equipment to cover the activities on the units, and a fence alarm, and perimeter lighting to secure the property. Though hand held cameras are available to use, this is inadequate to provide the needed safety, security and documentation.

- The facility should be equipped with cameras, monitoring and recording equipment to monitor the units. Lighting, camera monitoring, and an alarm system should be provided for the perimeter fence.

**Response:**

Currently we have access to and use portable digital video taping devices.

- **Unabated for 30 Days or More:** Another concern is the presence of insects and rodents in the facility. On one visit this monitor was presented with a dead mouse that had just been found in the gym, which doubles as the cafeteria. In general, the facility is dirty, unkempt, and marked in places with gang graffiti. The graffiti should be removed. Also, the facility should be thoroughly cleaned and freed of pests.

**Response:**

No current complaints have been made regarding the presence of pests. In an effort to prevent infestations, Pest Control services are contracted and regular visits and inspections are made at the facility.

- A secured fire escape route at the rear of the building and to the outdoor recreation area is not present, but is needed for youth and staff on unit 3 and/or the game room should egress to another exit be impassable. A fenced walkway could be constructed from the sally port to the recreation area.

**Response:**

Currently there are several emergency points of egress from the facility. The youth currently practice one form of egress due to the perimeter fencing and safety and security measures; Mr. Jackson is in the process of developing the facility operating procedure for emergency evacuations, however staff are being trained on alternate points of egress.

- The gym used to have mats at each end under the basketball goals to keep youth from injuring themselves. One end has no mat and the other end is missing one mat. The mats should be replaced.

**Response:**

Requisitions have been and are being submitted for new gym equipment including padding for the gym walls beneath the basketball goals. Some equipment has arrived; we will continue to follow up on current requests.

- The beds on the units are not suicide proof and should be replaced with beds that do not present tie off points that could be used in a suicide attempt.

**Response:**

Suicide resistant beds have been requested. Due to concerns regarding the construction and noise level, delivery of beds has not been approved.

- **Unabated for 30 Days or More:** Youth and staff complain that basic supplies such as soap, lotion, wash cloths, and the like are in short supply. Supply in general has been reported to take an excessively long time between ordering and arrival. The basic supplies and clothing should be readily available at all times.

**Response:**

Clothing and hygiene supplies are provided for youth. Two staff have been identified and trained to order supplies and maintain an accurate working inventory of all supplies and materials needed. Periods of shortages are much less prevalent now than prior to the identification and assignment of staff to this collateral duty.

The **Western Maryland Children's Center (WMCC)** located in Hagerstown, is designed to accommodate up to twenty-four youth. The population, however, has risen to as much as 36 youth. At times the additional youth have been moved to WMCC because they were creating a disturbance at another detention facility. The influx of these youth has made it more difficult to maintain safety and security, as well as education and programming. The problem of understaffing, forced overtime and staff fatigue adds to

the difficulty, and is the greatest crisis DJS faces in maintaining safety for the youth in their care, and for providing the programming that is required.

Even while being challenged with overpopulation, lack of staff, and forced overtime, the team at WMCC has put every effort into maintaining the positive culture they have developed. Staff members from every department within the facility, have demonstrated a willingness to work together, and to wear many hats in the process of providing supervision and programming.

**Staffing:**

Staff vacancies, fatigue, burnout, call outs, sickness, and injury are major factors affecting WMCC. Direct care staff are forced to work 16 hour shifts as many as 3 days out of 5, often back-to-back double shifts, with only 8 hours between 32 hours of work. A number of WMCC staff live 1 ½ hours away in Allegany County, and so, only can get 5 hours of rest at the most between working successive double shifts. This presents a safety and security concern.

On two of the locked pods, A and B, there is only single staff coverage when there are up to 6 youth on the pod. These pods have six single bed sleeping rooms, but at times have had to accommodate two additional youth. DJS Administrators have now authorized an extra staff to be on those units when the number of youth exceeds six.

On second shift there is supposed to be a roving staff on duty, along with a Supervisor, but, at times, there is no rover. Two rovers are needed, in addition to a Supervisor on second shift and on weekends. The Supervisor can easily be tied up with an intake, another incident, doing the laundry, facilitating youth getting their medications, or many other duties. Family visitation also takes place on Monday and Wednesday evenings, and Saturdays, which requires staff coverage. These important meetings often bring up feelings for youth that need to be processed, and this takes one on one staff time. This monitor has been present in the facility on several occasions in the evenings when understaffing was evident and presented a potential risk to youth and to staff.

- **Unabated for 30 Days or More:** Though efforts have been made, extra measures should be taken to ensure that adequate staffing is maintained at WMCC. In addition, more staff are needed when the facility is required to house youth beyond its stated capacity. Two staff should be on duty on each six person locked unit, especially on second shift. A Supervisor of Group Living, two rovers, and control room coverage should be provided on second shift. Overnight staffing should, at a minimum comprise five staff.

**Response:**

Recruitment of staff continues as well as requests for additional staff positions.

- **Unabated 30 Days or More:** In addition to direct care staff shortages at WMCC the second Case Manager, Addictions Counselor, and Social Worker positions

have not been filled. Though effort has been made to hire for the Social Worker position, as of this writing it has been unsuccessful. Services to youth are affected due to these positions not being filled. These positions should be filled as soon as possible so that youth can receive the services needed and required.

**Response:**

The second Case Manager specialist is presently being recruited and an attempt was made to fill the Social Work position—with no positive responses at this time.

- Since its beginning in the fall of 2003, WMCC has reportedly lost 10 PIN (benefited) positions. Some of these positions then became contractual, however, some positions have been taken from the facility. These PIN positions should be returned to the facility, and the contractual positions should be converted back to PIN positions.

**Response:**

Mr. James Smith, Assistant Secretary is attempting to designate each facility with a specific amount of PIN positions.

**Programming:**

The programming at WMCC is structured. Routine and order is maintained. The youth are treated with respect, which results in the youth usually responding in kind. A creative level system, identified by different color wrist bands, is used. Behavior Management System (BMS) reviews are held each evening to evaluate the positives and negatives of each youth's day and to assign the appropriate level up or down the scale to the youth. Privileges are accorded the different levels as youth demonstrate their ability and willingness to take responsibility for themselves, and to maintain positive behavior.

- Competency Training and Life Skills classes were being provided on the units in the evenings, but with overcrowding and understaffing, could not be maintained. Recently these important sessions have been resumed, at least on the weekends. Staffing should be provided that allows competency training, and Life Skills to be provided on a daily basis. A Young Fathers Program had been designed but has not been implemented.

**Response:**

The Young Father's Program will be implemented by Mrs. Hill upon her return from Acting Administrative duties.

**Case Management:**

Washington County maintains a good record of visits to youth detained at WMCC. Other counties with youth at WMCC generally do not maintain as good a record of youth

visitation by Case Management, and especially Montgomery County and Baltimore City seem to have difficulty with Case Managers making the required visits. There are some exceptions, as some Case Managers are very diligent, but some youth receive few or no visits.

- Community Case Managers should visit youth in their care at WMCC at least monthly and preferably more frequently for youth that are in pending placement status.

**Response:**

Bob Weaver is addressing this issue with the Area Directors.

- Each time a youth goes to court, and returns under a different status the practice is to begin counting the days of stay over again on ASSIST. When a youth is transferred to another detention center, the count starts over on ASSIST. These practices create a misleading record as to the total time a youth may be detained. DJS should amend ASSIST so that an up to date record of Community Case Management visitation is maintained for all who have access to ASSIST to check.

**Response:**

The ASSIST Users Group is discussing methods to reflect the total length of stay in facilities.

**Maintenance/Physical Plant:**

Cameras have now been installed in areas identified, and staff will receive training on the recording equipment. Tinting and blinds in the control room help provide confidentiality, but youth still can see into the room, and have been able to identify specific equipment. This presents a possible security risk. New radios have been purchased, and appear to be much more reliable than the old ones. New suicide proof ADA hand rails have been approved for installation. Tinting of the sleeping room windows on the east and west sides of the building was begun, and then halted because it was shown to be ineffective when a person stands next to the window. Cameras will now monitor these areas. An x-ray machine is now in place so that packages can be examined.

- Tinting of the control room should be installed in such a manner that staff have the needed visibility; while the confidentiality of youth is ensured, and so that youth cannot see into the room.

**Response:**

That is our plan. The tinting will occur in such a manner as to not compromise safety and confidentiality.

- Tinting of the youths' sleeping rooms on the outside of pod A and pod C, needs to be completed with material that is sufficient to ensure youth privacy and

confidentiality. In addition to tinting and cameras, motion detectors should be installed on the outside of pod A and pod C to help ensure that confidentiality, safety, and security is maintained.

**Response:**

Maintenance chief Cress has been directed to begin tinting of control room windows. Also, with the tinting and new cameras that have been installed, motion detectors were viewed as not needed.

The beds, desks, and stools have long been identified as a potential threat to youth as they provide easy tie off places that youth could, and have used in attempting suicide. A state industries metal bed was approved, and constructed. These beds have been placed on one of the pods at WMCC, and were scheduled to be placed on all of the pods. Installation of the beds was halted however, when Federal Monitors determined that the hollow bed could be used to make excessive noise by a youth jumping on the bed. WMCC has not experienced this problem.

- **Unabated for 30 Days or More:** Suicide proof beds should be installed.

**Response:**

Pod A and B have suicide proof beds installed. Maintenance is in the process of installing the beds in Pod C.

The biggest physical plant threat to youth, and to staff, is the vitreous china sinks and toilets. The china is very vulnerable to breakage, and when broken it produces very sharp glass-like shards. Youth have used these shards to cut themselves and threaten staff. The toilets have been broken by being kicked and all of the seats have had to be removed from toilets that the youth use because the toilets can be broken merely by slamming the toilet seat.

- **Unabated for 30 Days or More:** The vitreous fixtures should be replaced with a fixture that is unbreakable.

**Response:**

The Department is currently awaiting information from a facility outside of Maryland that presently uses polymer fixtures, sink/toilet that is one piece.

The outside recreation area is not sufficiently fenced to provide the security needed. As a result, extra staff must be placed outside of the fence during outdoor recreation. With the shortage of staffing, this has proven difficult, and as a result, youth have not been able to receive outdoor recreation on a regular basis. Even with a staff person outside of the fence, it would be possible for a youth to scale the building and gain access to the roof, and thus be able to jump off at any point in order to attempt an AWOL from the facility.

- The outdoor recreation area should receive additional fencing to ensure that youth cannot escape by scaling the building or jumping from the basketball goal.

**Response:**

Security concerns are being reviewed on a continuous basis and as budgetary considerations allow for security enhancement, they are being made.

- The carpets on the pods at WMCC have become soiled, ragged in places, and at times, trash has been seen on the floor. Spills and flooding, when the sprinklers have been pulled out, has caused much of the damage. Though the carpets are cleaned, they are unsightly and appear dirty. The carpets should be replaced.

**Response:**

We agreed that better quality of carpet should be installed or remove old carpet altogether.

**The Cheltenham Youth Facility (CYF)** is a State-owned and operated facility located in Cheltenham, Maryland. The facility has four detention units and one 24-bed shelter. The facility operates under the DJS Detention Standards and other DJS policies and procedures.

CYF housed approximately 90-115 male youth during this reporting period.

Cheltenham continues to experience staffing issues with shortages due to excessive use of leave. Supervisors and staff complain of many hours of required overtime in an effort to provide adequate staffing ratios to the youth.

A Case Manager position is vacant.

There were three group disturbances in November and one in December. No serious injuries occurred to youth or staff.

On December 2<sup>nd</sup> a nurse gave prescribed medication to the wrong youth. The same nurse was also cited in July 2003 for failing to monitor medication properly when a youth overdosed in the Alfred D. Noyes Children's Center and was hospitalized.

**Response:**

This monitor has not received a schedule of programming services provided to the youth other than recreation and religious services.

**Response:**



The Master School Schedule is attached.

A Cheltenham youth won the State Oratorical Contest in November.

Prince Georges County Department of Health has provided the facility with one staff member to conduct substance abuse assessments.

On occasion, youth did not receive 5 hours of daily instruction as required. The facility plans to hire five new teachers and one art teacher.

**Response:**

Improved procedures to ensure consistent and timely school attendance were put in place in January 2006 and are working well. All students consistently arrive on time to school each day.

An additional FTE Teacher Assistant was hired February 2006. A certified social studies teacher was assigned to CYF in March 2006. A certified English teacher will join the CYF school staff in May 2006. Active recruiting is ongoing, & significant upgrading of State teacher salaries anticipated in FY 07 Budget will facilitate hiring and retention of additional education staff. [A grant-funded guest artist is also currently working with CYF students.]

The facility has two DJS Child Advocates who visit the housing units and school daily basis.

Although the facility was built many years ago, the physical plant is adequately maintained.

**Unabated for 30 or More Days:** Many of the staff radios are old and damaged causing interference during transmissions. The JJMU has cited this issue many times and DJS has continued to state that the Department is currently awaiting funding and a FCC license for the radios to be issued to the facility. Other facilities have received new radios while CYF continues to struggle with this security breach.

**Response:**

All of the facility staff have received new radios.

The **J. DeWeese Carter Children's Center** is a 24-bed detention facility located in Chestertown, Maryland with a design capacity of fifteen male youth. The average total population ranged from 15 to 25 youth. The facility operates under DJS Detention Standards and other DJS policies and procedures.

**Unabated for 30 or More Days:** Carter currently has many staff vacancies; including six Resident Advisor positions, one Teacher's Assistant, one Nurse, and one Social Worker position. The staff works many hours of overtime and management level staff must work in coverage on the unit. The Kent County Administrator offered to allow DJS to use the Kent County Public Works Building as a testing site for potential candidates.

**Response:**

DJS Community Services Case Managers worked in Carter during evening hours to add more staffing coverage.

In October, Carter reported a group disturbance occurred where a staff member and a youth were taken to the hospital. In November, a Prince George's County youth attempted to start a fight between several youth from the Eastern Shore and Harford County. In December a staff member overheard a group of youth conspiring to riot and escape. One youth disclosed that a male staff member asked him to assault youth in retaliation for being disrespectful to a female staff member. The male staff member was disciplined. In each case, youth were transferred to other detention facilities.

The facility's Community Advisory Board is committed to improving the living and working conditions within Carter. In a letter to DJS Secretary Montague, the President of the Board expressed concerns about staffing and youth from counties outside of the Eastern Shore being housed within the facility. James Smith, Director of Residential Operations and Carter administrators met with the Kent County Council to discuss the concerns. The JJMU also attended the meeting.

The DJS Child Advocate/Investigator for the Eastern Shore must divide his time between conducting investigations and hearing grievances in approximately eight facilities. Many times, the investigations take priority so youth may have been released before the grievance is heard.

This monitor has not received a copy of the monthly grievance summary report as required by the DJS/JJMU Standard Operating Procedure.

**Response:**

The Department no longer completes a monthly grievance report.

The youth continue to receive the required 5 hours of daily instruction.

The facility's beds need to be replaced with a more suicide proof model similar to the one in the Lower Eastern Shore Children's Center.

**Response:**

The beds are scheduled to be ordered through our ordering process

The wooden doors within the facility have not been replaced with more secure doors. The doors were damaged months ago by a youth.

**Response:**

The metal security doors were installed January, 2006

**The Lower Eastern Shore Children's Center (LESCC)** is a State-owned and operated facility located in Salisbury, Maryland that houses males and females between the ages of 12 and 18 years old. The facility operates under the DJS Detention Standards and other DJS policies and procedures. The facility is a twenty-four bed detention center located on the grounds of the Wicomico County Adult Detention Center and shares its building with DJS transportation officers, electronic monitors, and the fiscal manager for the Eastern Shore.

**Unabated for 30 or More Days:** The facility continues to provide single staffing coverage on the two six-bed pods and double coverage on the twelve-bed pod. Many times, the Shift Commander is required to work in coverage due to inadequate staffing.

**Response:**

All vacant positions are diligently being recruited for and interviewed and filled.

The Superintendent stated that he is actively recruiting but the DJS' lengthy personnel process causes potential candidates to seek employment elsewhere.

The facility does not have a Case Manager or Mental Health worker. An Addictions Counselor does provide individual assessments and counseling to the youth.

Many times youth were placed in seclusion for more than eight hours without the required documentation to show the need for continued seclusion. Some youth were in seclusion for two and three days without the proper documentation. On some occasions, the documentation stated youth were placed in seclusion for more than eight hours due to an incident.

**Response:**

Seclusion is used as the last resort and according to DJS policy. On October 7<sup>th</sup>, a fight between two youth resulted in a third youth pushing the buttons on the staff control panel to release the rest of the youth from their rooms. The youth engaged in a group disturbance by throwing the trash cans/ tables/ chairs, pulling the payphone off of the wall, knocking over a file cabinet, and attacking a youth for no reason.

On October 17<sup>th</sup>, another group disturbance occurred when seven boys attacked 5 others. A staff member was taken to the hospital after responding to the unit.

On October 25<sup>th</sup>, the Teaching Supervisor was assaulted by a female youth. In November, a youth on youth fight required all staff to report to unit B to assist with securing the unit. During this time, a youth in unit A was able to get out of her room and push the buttons on the staff's control panel to release the other girls from their rooms.

In November, this monitor learned that the youth were only receiving three hours of daily instruction. The Superintendent and an MSDE official developed the "Abbreviated School Schedule" to be in effect when the facility did not have adequate staffing. Both men admitted to this monitor that DJS headquarters had not approved the plan but they continued to use it. They both admitted to agreeing that the facility must have at least two staff members in each classroom and one supervisor working in order for the required school schedule to take place. When five staff members were not available during school hours, unit's A and B shared a classroom for three hours in the morning. Then, unit C attended school for three hours in the afternoon. The JJMU immediately notified DJS Headquarters about the "abbreviated school schedule"; however, facility documentation showed the practice continued throughout December.

**Response:**

This monitor has not received the monthly grievance summary reports as required by the DJS/OIM Standard Operating Procedure.

**Response:**

The Department no longer completes a monthly grievance advocacy summary report.

**Unabated for 30 or More Days:** The DJS Investigator is also acting as the Child Advocate.

**Response:**

All positions vacant at LESCC have been requested and are diligently being filled.

**Unabated for 30 or More Days:** Youth have damaged the porcelain toilets and sinks in attempt to use the broken pieces as weapons. They have kicked the hard plastic lavatory shields off to access the plumbing. Because the fire sprinkler heads are not vandal resistant, the youth have tamper with them causing the dayrooms to be flooded.

**Response:**

This request has been submitted to our maintenance department.

**Unabated 30 or More Days:** The facility continues to operate without a Recreation Coordinator.

**Response:**

A request to fill the position has been submitted.

**Catonsville Structured Shelter Care (GUIDE)** is a privately operated non-secure facility located on Department of Juvenile Services' property. The current license allows for a capacity of ten male youth. The current vendor is held accountable for its services by Code of Maryland Regulations (COMAR) and certain Maryland Department of Juvenile Services licensing requirements.

A new Program Director, Godwin Bell, was hired in November 2005. He stated that the facility has no vacancies.

The facility's computer still has not been equipped with DJS' ASSIST database as stated on the JJMU's July –September Corrective Action Plan.

**Response:**

Our response stated that the DJS, IT Unit would contact the facility administrator to determine if their equipment can adequately handle the ASSIST program, we did not indicate that it would be equipped.

There was one allegation of child abuse that was unfounded.

The youth receive the required 5 hours instructional training. Maryland State Department of Education (MSDE) conducted a site visit on November 21, 2005 to review the Shelter's education program.

The Program Director processes the grievances with the youth and provides a copy to the DJS Community Services Worker.

The badly worn kitchen and dining room floors have not been replaced. The Program Director states that DJS has this issue on a list of repairs to be completed.

**Response:**

The floor is on the list for repairs. We do not have a conclusive date.

Mr. Bell stated that the pipes require insulation to be protected from the cold winter weather.

**Response:**

That is a correct statement. The pipes are on the list of repairs.

**Unabated for 30 or More Days:** The basement/classroom has flooded on several occasions due to poor drainage during heavy rainfalls. A plumber recommended that the outside sewer should be cleaned at the main holding/distribution point.

**Response:**

This maintenance need has been submitted to maintenance.

**Mount Clare House** is located on the fringe of downtown Baltimore City. The facility is a two-story house owned by the Department of Juvenile Services and operated by First Home Care Corporation. This is a twelve-bed group home that serves male youth (ages 15 ½ - 18) who have emotional and behavior problems. The length of stay is nine months to one year. A cook on-site prepares meals. Although licensed by DJS, the group home also contracts four beds with the Department of Human Resources (DHR); four beds with the Department of Health and Mental Hygiene (DHMH) and is governed by COMAR.

Mt. Clare House continues to have a seasoned and dedicated staff.

The youth attend the local public schools as required.

Staff reports that there are no outstanding physical plant issues at this time.

**The Young Women's Facility of Maryland at Waxter** is a State-owned and operated detention/residential treatment facility located in Laurel, Maryland that operates under DJS Detention Standards and other DJS policies and procedures. The facility houses females under the age of 18 and is comprised of one detention unit, one pending placement unit, and one secure committed program. The facility is operated under DJS Detention Standards and other policies and procedures. The Assistant Superintendent began working at Waxter in July 2005.

At times, the facility must combine the pending placement unit with the secure unit due to a lack of staff. There are also times where the two units have single staffing coverage.

The facility does not have a metal detector at the door. Staff stated that a security wand is available to detect possible contraband being brought into the facility. However, this monitor has never observed the device being used on people entering the facility. Visits occur within the secure area of the facility, visitors should be searched as required.

**Response:**

Metal Detectors for the front entrance door have been requested and approved. The Hand Wand is used for visitor and parents visiting their youths.

Contraband has been found on the units such as a razor, pills, and a used condom that was in between two beds in a dorm room.

In October, youth on the secure unit alleged that a staff member permitted two girls to spend time in a bedroom together unsupervised. They also alleged that the same staff member allowed two girls to kiss; which is in direct violation of Waxter's zero tolerance policy for sexual activity among youth. The Child Advocate interviewed the youth involved and requested that the Office of Professional Responsibility and Accountability (OPRA) conduct a DJS investigation. This monitor also viewed a memorandum written by a facility supervisor requesting a formal investigation into the matter. An OPRA investigation was never conducted and all documents relating to the allegation were placed in a youth's file.

**Response:**

In November, a youth alleged that four other youth sexually assaulted her in the dorm room of the pending placement unit. OPRA did not investigate allegations.

**Response:**

The police and DSS were called and the allegations were not sustained. OPRA did not investigate.

Administration reports that five showers and four toilets will be added to the detention unit's bathroom sometime this year.

**Unabated for 30 or More Days:** The female population has not been afforded recreational resources as the male population. The facility does not have a Recreation Coordinator.

**Response:**

A Recreation Coordinator has been assigned to the facility since February 2006.

**The Baltimore City Juvenile Justice Center (BCJJC)** has the capacity to house 144 male detention youth but concerns with access to the second tier handrails decreases the number of beds legitimately available to only the lower tier, which will house 72. The property is owned and operated by DJS and is governed by the Maryland Department of Juvenile Services Standards for Juvenile Detention Facilities.

**Unabated for 30 Days or More:** The numbers of aggressive incidents (youth on youth assaults, staff assaults, child abuse and use of force incidents) were consistent comparing

this quarter to last quarter. However, when comparing 2005 to 2004, the numbers of aggressive incidents have risen significantly.

- There were 640 aggressive incidents in 2004 and 917 aggressive incidents in 2005.
- Youth on youth assault increased from 440 to 508
- Youth on staff assaults increased from 72 to 126
- Use of force incidents increased from 125 to 279

It should also be noted that during the past three months, 21 incident reports labeled as "other" in the DJS Incident Report database involved aggressive activities and disrespect by youth. Those incidents did not result in an assault or restraint and are not included in the preceding numbers.

**Response:**

No response required.

**Unabated for 30 Days or More:** Seclusion logs are being completed more thoroughly and accurately; however, the use of seclusion remains high, although there appears to be no effect in reducing the number of aggressive incidents as indicated above.

According to the Seclusion Log in Master Control, there were:

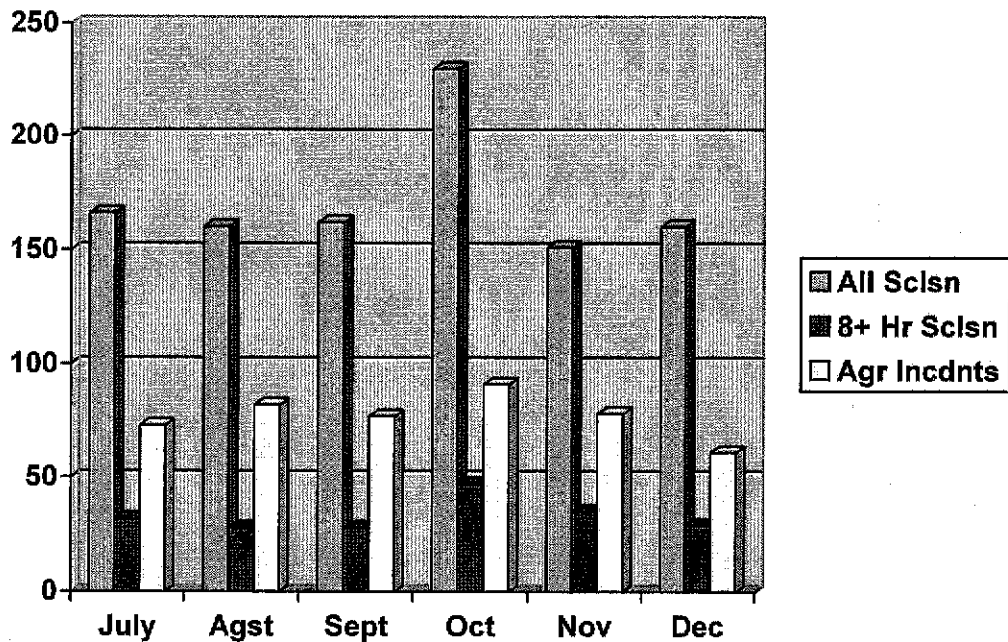
- 166 reported incidents for the use of seclusion in July,
- 160 incidents in August,
- 162 in September,
- 230 in October,
- 151 in November and
- 160 in December through 12/28/05.

These figures average out to more than 5.5 incidents of seclusion every day.

Reported incidents of youth being placed in *locked door seclusion for more than 8 hours* (ICAU Incident Report Database) rose from 61, 51 and 88 in the first three quarters of the year rose to 111 this quarter.

To determine the effect of seclusion on the number of assaults and aggressive type incidents see the following chart. The following chart indicates the number of **All Seclusions (including less than 8 hours), Locked Door Seclusion for More than 8 hours** and **Aggressive Type** incidents that have been entered in the Seclusion Log and ICAU Incident Report Database for July through December of 2005.





**Response:**

BCJJC has been awarded a grant to have a community organization come in to train staff and youth on peer mediation and conflict resolution techniques.

**Unabated for 30 Days or More: Child Abuse Interagency Agreement and Training:**

An interagency meeting was held on 10/24/05 but there was no representation from the Baltimore City Police Department. There is still no agreement in effect and no training has taken place for DSS, DJS and Police investigators relating to the proper use of restraints in DJS facilities. This monitor recommends that all investigators who are involved with child abuse and/or neglect should observe the crisis intervention training that is provided to entry-level DJS employees.

**Response:**

We will take this recommendation under advisement.

**Staff Misconduct:**

- On 10/22, a supervisor of group life was charged with theft from the youth property room (see ICAU case number 24682).
- ICAU Incident Report 33630 was labeled "Inappropriate Conduct/Comments by Staff" and indicated that a staff person had caused an incident to occur on the unit and was rewarding a resident for negative behaviors. However, the staff person's name was placed in the Full Name of Youth section of the report.
- During a visit by this monitor on 12/29, it was observed that staff persons on the units were failing to answer Master Control and/or horse playing over the radio when Master Control was making inquiries. Staff advised that the DJS monitor had made previous comments about the personnel at the facility lacking professionalism.

**Response:**

We will monitor all incident reports for accuracy and completeness.

Immediate notification must be made to the facility administrator if staff misconduct is observed in the facility; especially if the conduct jeopardizes the safety and security of the youth or the facility.

**Unabated for 30 Days or More: Requests for information:**

- There has been no response to this monitor's request for the administrative review of an improper restraint described in the 8/5/05 Special Timely Report.
- According to the Director of the DJS Office for Professional Development and Training, there has still been no review of the questionable restraint incident that took place on 7/7/05 and resulted in a youth losing consciousness

**Response:**

Mr. Keefer, Assistant Director of OPRA spoke to Jeff Merson, Roxanne Parson and James Smith and an agreement was made that all facility administrators will be trained in the restraint techniques on March 21, 2006. This meeting occurred in the office of James Smith, Assistant Secretary Residential Services.

**Unabated for 30 Days or More Staff: Youth Ratios:**

- Supervisory staff report that staff are still calling out and overtime is still being used to maintain the staffing ratio of 1:6.
- Several staff complained about staff callouts and being forced to work 16-hour shifts. On 12/29, four staff had been "drafted" to work overtime due to call-outs.
- Some staff report that although the logs indicate there are sufficient staff working, staff are often left alone with up to 12 youth.

**Response:**

Shift Commanders will be instructed to seek volunteers to work overtime when shortages exist. Also, staff scheduled off from work will be notified to determine if he/she wishes to work overtime. Ultimately, all mandatory posts must be covered on all three shifts.

**Unabated for 30 Days or More:** Several staff advised there is still no consistent daily programming being implemented to keep the youth active and engaged after school hours or on the weekends; however, there has been an increase in volunteer activity.

**Response:**

The 24 hour youth schedule will continue to be implemented at the facility and varied activities are being planned and implemented for youth e.g. health fairs, life skills, career fairs, tournaments, barbecues, speakers, gospel events etc.

**Unabated for 30 Days or More:** Youth are only supposed to be “detained” for a period of 30 days prior to their adjudication hearing, while youth who have been adjudicated and are awaiting placement should be placed within 60 days from their date of commitment. Numerous youth continue to be held in detention at the facility longer than the 30-day period. Several requests for information from DJS regarding this concern have resulted with no response.

**Response:**

DJS and the Juvenile Detention Alternatives Initiative are actively working on this problem.

**Unabated for 30 Days or More::**

There continue to be problems with the entry of numerous incident reports in the database, report inaccuracies and a lack of timeliness. Information regarding the identification of staff/youth and the notification of police, DSS, case manager and parent/guardian is often incomplete or absent. See reports 33630, 34577, 34642 and 34750 as examples. Also some reports are not completed for up to two weeks after the incident has occurred. See case numbers 34718, 34717 and 34716 as examples.

**Response:**

Incident reports will be reviewed on a daily basis to determine accuracy and training implications for the facility.

**Unabated for 30 Days or More:** The dining hall serving line still does not have a barrier erected to prevent youth from jumping over the counter and entering the kitchen.

**Response:**

The barrier for the dining hall has been requested and we are awaiting funding allotment and completion of this work project.

**Unabated for 30 Days or More:** Suicide Attempts and other Second Tier Railing Problems:

- Although this Office has repeatedly insisted that the second tier railings be suicide proofed and although this issue was addressed again in a Special Timely Report submitted on 8/5/05 and again in last quarter’s report, the upper tier railing system is still not suicide proof. Attempts to commit suicide and other safety concerns regarding the upper tier railings continue.
- On 10/8/05 another youth placed pajama pants around his neck and threatened to hang himself from the second tier railing (see ICAU number 33242).
- On 12/1, staff were reportedly trying to deal with a hostile youth and one staff was on the second tier standing at the youth’s door while another staff was below the railing and the youth was in between staff. Due to the lack of any solid barrier, the youth was able to throw a trash can and other items at staff from the top tier (see ICAU number 34642)..

**Response:**

Again, this request has been submitted to the maintenance department and DGS for resolution.

**Grievances and Grievance Procedure:** This monitor has not received any DJS grievance summaries from ICAU this quarter.

**Response:**

The department no longer completes a monthly grievance summary.

**The Maryland Youth Residence Center (MYRC)** The Maryland Youth Residence Center (MYRC) is a shelter care facility for up to thirty boys, ages 12 to 18 but its residential population has decreased due to the Choice Program that uses the facility to commit some youth for 7 days only, then works with them on Home Detention. Under the *Shelter Care Program*, boys who need supervision but are *not deemed dangerous* are housed there while they await a court hearing or placement in another residence.

**Unabated for 30 Days or More:** Although it has been recommended that MYRC have two staff working on every unit, the facility feels it needs one additional staff to officially fill existing vacancies.

**Response:**

A request for additional staff has been submitted to the appropriate administrators.

**Unabated for 30 Days or More:** The population at the facility has decreased due to the Choice Program; therefore, the number of reported incidents involving youth on youth assaults has also decreased. There were 25 the first quarter, 20 the second quarter, 19 last quarter and 13 this quarter. The number of use of force incidents has decreased from 5 incidents last quarter to 3 this quarter; however, two of the youth on youth assaults required more than first aid.

**Response:**

We will continue to monitor all youth and provide programming that should assist in reducing the number of youth on youth assaults.

**Choice:**

The facility has been partnering with Choice in Baltimore County and Baltimore City to provide additional programming for younger youth. The Choice program is a 7-day transitional program to help youth transition into placements. On 12/14 there were reportedly 12 youth in the Choice Program but only 1 youth had successfully completed the program as of 12/29/05.

**Response:**

The program is in the beginning stages. The population should increase and the rate of completion and success should improve.

**Unabated for 30 Days or More:** Although DJS maintains that youth who run away from the facility are labeled AWOL, the Incident Report database incidents are still being designated as an "Escape from a Staff Secure Facility." During this past quarter, 18 incidents of youth running away from the facility were reported to the DJS Incident Report database. Of those, 16 were labeled "Escape" and 2 were labeled "AWOL." The facility is designated as a "shelter" and youth who abscond are considered AWOLs.

**Response:**

The term AWOL is now being used in reports. There are specific guidelines for shelter: no active handgun charges, no sex offenses, no 1<sup>st</sup> degree assault, however if the court puts shelter only in the court order we have to accept the youth.

On 12/25/05, a youth's clothes were removed from the storage room of the facility and donated to charity because the clothes were not properly marked (ICAU Number 35133). This monitor contacted the youth's family and as of this date, they had not received any compensation for the lost items.

**Response:**

A check has been sent to the family for reimbursement of personal items. Clothing room has been reorganized to prevent future mishaps. The youth at MYRC wear their personal clothing.

**Unabated for 30 Days or More:** Cosmetic repairs and painting have been completed in the showers and bathroom areas but DGS architects are reportedly still preparing to make repairs and modifications. These permanent repairs should be completed as soon as possible.

**Response:**

The repairs will be completed as soon as possible.

Staff has complained that although it is marked "no parking," too many staff are parking in the circle at the entrance to the facility. The staff says there is too much congestion in the area at times and the overcrowded parking may hinder an emergency exit for some reason. Complaints have reportedly been made to the administration but nothing has been done about it.

**Response:**

There has been continuous discussion on expanding the parking lot. We are looking forward to resolution to this challenge.

**Unabated for 30 Days or More:** Although this issue has been addressed numerous times in previous reports and DJS has stated that the facility will receive a transportation van as soon as one becomes available, the facility is still in need of an additional transportation van.

**Response:**

Again, Fleet Management has been notified about the need for a van. They have indicated that no van is available at this time.

**Grievance Procedures:**

This monitor has received no monthly summary reports of grievances from DJS.

The **Charles H. Hickey School** is an aged facility managed by DJS that currently has two cottages dedicated to detention and one cottage dedicated to pending placement, which are located behind a razor wire fenced in area. The Maryland State Department of Education provides instruction to the youths at the facility. The Hickey School currently detains, cares for and treats approximately 75 delinquent boys and young men, ages 14 to 20, from across Maryland. This monitor conducted four (4) unannounced visits per the standard operating procedure between this Office and DJS.

**Unabated for 30 Days or More:****Aggressive Incidents:**

The number of youth at the facility continues to decline and there were 63 youth at the facility as of 12/29/05. Therefore, in general, incidents of assault and use of force at CHHS decreased from 1.8 to 1.5 per day when comparing last quarter to this quarter. However, despite the drop in population, youth on youth assaults with injury rose from 32 last quarter to 37 this quarter. When comparing the incidents to the population, it is apparent that the numbers of aggressive incidents and child abuse complaints have risen when compared to the population.

**Response:**

DJS will continue to aggressively monitor the safety of youth in our care. During this monitoring period although the number of youth was diminished, the youth at Hickey were among the most aggressive youth in DJS custody. The vast majority of the assaultive behavior was perpetrated by youth committed to our long term residential program. Among these youth there was a great deal anxiety and uncertainty over the closing of their committed program and their pending out-of-state placement which resulted in their acting out. We continue to monitor our youth's behavior and work toward substantially reducing their dependence upon violence as a means of problem solving

**Safety and Security:**

On 10/13/05, there was an escape from the master control/intake area of the facility (ICAU Number 33383) when staff were admitting one youth into the bullpen area, he broke free (he was not shackled – although previously charged with armed robbery and carjacking), ran out of the intake area through unlocked doors and exited the sallyport/intake area because the gate was left open.

**Unabated for 30 Days or More:** There are still no security surveillance cameras installed on the units at the facility.

**Response:**

**Unabated for 30 Days or More:**

**Overcrowding:** This monitor received reports of overcrowding in the detention areas of the facility. On 10/18, there were 38 youth assigned to 32 beds in Mandella Hall, which made it necessary to send 6 youth to the infirmary and seclusion areas. There were several youth already in the infirmary and due to lack of space; several youth were forced to sleep in the seclusion area. Also, there were 40 youth assigned to the 32 beds in Clinton Hall, which made it necessary to sleep 8 youth in Roosevelt Hall, the pending placement unit

**Response:**

All youth committed or detained at the Charles H. Hickey School are provided appropriate sleeping accommodations as proscribed by law, regulation and DJS policy.

**Unabated for 30 Days or More:**

**Staff Misconduct:**

On 12/27, two staff members got into an altercation in the gatehouse that necessitated one of them leaving to prevent any further hostilities (ICAU Number 35389).

A staff person was indicated by DSS for physically abusing a youth on 10/17/05.

Several staff complained that the behavior of youth and staff from Clinton Hall was "off the hook." Staff from direct care and education (MSDE) stated there is favoritism and too much horseplay between staff and youth. A myriad of incidents occurred with a particular youth involving several use of force incidents and assaults from 11/16 through 11/18/05 (See ICAU Case Numbers 34327, 34329, 34333, 34337 and 34390). Some staff reported being intimidated by other staff and supervisors regarding their observations and statements about what occurred. This monitor notified DSS to investigate these incidents due to an allegation that the youth was kicked in the groin and punched in the eye. The incident(s) are still under investigation by DSS and the Maryland State Police.

Another staff person was charged with violating DJS Standards of Conduct when he injured a youth while horseplaying with him (ICAU Number 32703).

On 10/18, this monitor was visiting the infirmary/seclusion areas of master control and the appearance was very dirty and disorganized. Staff were questioned about who was in charge and they stated they did not know. It was later determined in speaking with the facility administrator that the staff member this monitor had questioned was supposed to be in charge of the area.

Staff advised that supervisors often fail to hold other staff or themselves accountable for inappropriate behavior and language.

**Unabated for 30 Days or More:**

**Investigation and Report Processing:**

There are still concerns with investigators from DJS, MSP and DSS communicating during child abuse investigations. As cited in last quarter's report (ICAU Number 29163), another particular abuse allegation case was investigated where photos had been taken of the youth's injury (ICAU Number 32963) but the case was subsequently ruled out and not sustained due to the victim youth's lack of cooperation. During the multi-disciplinary meeting, the case was discussed and the DSS investigator and the police investigator were *not aware* of the photographic evidence. There was also some question regarding the date the photo was taken and it was recommended by this monitor that all photos should be dated when they are taken and all investigators must share the photographic evidence.

The State took over operations of the facility on April 1, 2004 but the revised Interagency Agreement for responding to child abuse and neglect cases has not been signed and placed into effect during this quarter.

**Response:**

The agreement is still in the process.

**Unabated for 30 Days or More:**

**Programming:**

This monitor conducted interviews with several youth and asked about the effectiveness of incentives and punishments. The youth stated the rewards/punishment system is not effective with some youth because they are not concerned about incentives or losing privileges in the heat of the moment. They also felt some staff have poor attitudes and are disrespectful when dealing with some of the youth.

**Response:**

We expect professionalism from all staff and when the negative behavior is brought to the attention of the administration, they are dealt with in an appropriate manner.

**Unabated for 30 Days or More:**

**Maintenance Issues:**

The interior pedestrian sallyport gate was not functioning throughout the monitoring period.

On 11/17 this monitor observed the sallyport gate to the intake area was open and unsecured. Master control staff said the gate was not closed because there are problems with the staff in master control being able to observe when vehicles are leaving the intake sallyport area. It was suggested that some type of bell, buzzer, camera or other communication device be available to let master control staff know when vehicles are entering or exiting the sallyport. (See escape incident described above).

This monitor observed the television monitor of the bullpen area in master control and it was very hard to see. The television monitor needs to be repaired or replaced so master control staff can observe activities in the bullpen area.



On 10/18 this monitor observed that several toilets in the seclusion area of master control had not been flushed and there was a strong odor of urine present. Staff advised they had flushed the toilets yesterday.

On 12/17 it was observed on Clinton Hall that one toilet was clogged and leaking at the flush handle.

**Response:**

All for the repairs have been forwarded to the maintenance department.

**Unabated for 30 Days or More:** Ceiling vents in the bedroom units are still not suicide-proof.

**Response:**

The response remains the same.

**Unabated for 30 days or More:**

**Grievances:**

On 11/17, this monitor completed a DJS Confidential Survey of a youth at the request of DJS administrators to determine youth perspectives on issues. Here are some of the youth's concerns:

- His mother called the facility to speak with him and she was told he was not there.
- The youth had been at the facility for 1 week and no one had spoken to him about goals he needed to work on while at the facility.
- The youth said they do not go outside for large muscle exercise because a youth was injured playing flag football.
- The youth complained that there were not enough activities to occupy the time.

Also, this monitor has not received any recent monthly grievance reports pursuant to the Standard Operating Procedure developed between this office and DJS.

**Response:**

Please bring issues of this nature to the attention of the facility administrator immediately.

The department is no longer completing monthly grievance reports.

The **Thomas O'Farrell Youth** is an unlocked, staff-secure, privately managed residential program for male youths committed to the Maryland Department of Juvenile Services. The facility also maintains a transitional living unit off-grounds (TLC), which is designed to provide a safe, secure environment for youth to support a successful transition from residential treatment back to the community.

**Safety and Security**

**Unabated for 30 Days or More:** It appears that the trend for aggressiveness and violence has continued to climb at the facility. Incidents of youth on youth assaults decreased from 26 during last quarter to 21 this quarter and there was only 1 youth on youth assault reported in November. However, use of force incidents increased again. There were only 4 use of force incidents reported during April through June, that number increased to 32 last quarter and it increased again to 38 this quarter.

**Response:**

As the less aggressive youth is treated in the community and the more assertive youth is placed in out of home placement, there will be more aggression in the facilities until the youth are programmed into the program.

**Unabated for 30 Days or More:**

**Reporting and Investigations:**

There is still no written interagency agreement between the facility, DJS, DSS, MSP and the States Attorney's Office for handling child abuse and assault incidents. Previous attempts to develop a written agreement were initiated by this monitor but DJS/ICAU advised they would handle further coordination. There has still been no follow through by DJS.

**Response:**

As agreements are reached with the state operated facilities, DJS will begin to look at the other areas of need.

**Appropriateness of Youth for Program:**

Based on interviews with youth, staff and other observations, it appears that some youth who may not be appropriate for the services available at the facility are being sent to the facility anyway. DJS must ensure that youth are thoroughly assessed and ensure their placement is effective in addressing their needs.

**Response:**

Program changes are apparent as we begin to see a higher level of aggression in the youth coming into the system.

**Grievance Issues:**

**Unabated for 30 Days or More:**

The monthly summaries of the grievances have not been provided to JJMU.

**Response:**

The Department no longer completes a monthly grievance summary report.

**Maintenance Issues:**

A new grill is needed in the kitchen.

Support posts on the rear of the dorm back porches were not attached to the base supports and the roofs were leaning precariously. The facility administrator was advised of this condition and it was reportedly repaired immediately.

The Transitional Living Continuum has been greatly improved in appearance; however, there is a concern that vehicular traffic is not using the driveway/parking area properly and causing ruts and damage to the grassy area adjacent to the driveway/parking area.

**Response:**

Repair needs have been noted and will be responded to.

The **Sykesville Shelter Care Facility** is a structured shelter care facility that provides high levels of care for 100-120 at-risk female adolescents per year, ages 12 through 18, for a maximum of 90 days. The program houses up to 10 females at any one time.

This facility continues to provide outstanding services to the females who are appropriately placed in its program. There have been no incidents of youth assaulting other youth or the use of force at the facility for the entire quarter. There have only been 9 incidents of youth assaulting other youth and no use of force incidents at the facility for the past 4 years.

**Unabated for 30 Days or More:**

**Inappropriate Referrals to the Program:**

There were two incidents involving the same violent youth where police had to be called to handle the situation (ICAU numbers 34040 and 34071) occurred on 11/4/06 and 11/7/06 respectively. All procedures were followed and no one was injured during the incidents. A check on ASSIST revealed the youth does have a past record of violent and destructive behavior and was not appropriate for the facility. This monitor spoke with the clinical staff who was involved with accepting the youth from DJS and she advised the historical behavior of the youth was not scrutinized close enough and there was "pressure" from DJS to accept the youth. The pressure was defined as a request by DJS for Sykesville to submit written documentation as to why the youth would not be accepted. The clinician said they were very busy at the time (Friday) and instead of refusing the youth and submitting such documentation, the clinician said it was easier at the time to just accept the youth.

The youth in question had prior offenses of 2<sup>nd</sup> degree assault and Malicious Destruction of Property; therefore, *DJS was not specifically required to refrain from placing the youth at the facility, but considering the youth's violent past and the fact that she had a past "suicide watch" alert in her file from 4/1/05, DJS and the facility clinician should have been more pensive in their decision to place the youth with such a vulnerable population.*

**Response:**

It the court determines that a youth has to be sheltered instead of detained, we have no other option but to shelter her.

**Unabated for 30 Days or More:**

**Grievance Issues:**

The monthly summaries of the grievances have not been provided to JJMU.

**Response:**

The department does not complete a monthly grievance report.