

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:**

2nd 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 1st through Monday, December 12th 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 20th of 2005, there were 15 pending placement youth. Of

the 15 youth in pending placement status on December 20th, 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	60	0.65
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	72	0.78

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.

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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