

# Appendix A

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## Facility Overviews

This appendix profiles 21 existing State-owned and -operated facilities in detail and also describes the proposed Baltimore County Juvenile Detention Center. Our recommendations for each of these facilities can be summarized, briefly, as follows:

- ***Alfred D. Noyes Children's Center*** needs moderate/minor renovations and to be rebuilt in 2012–15. When a new facility is built, we recommend modeling it after the Baltimore City Juvenile Justice Center. Estimated costs for replacing the Noyes Center with a new 60-bed facility (48 for boys, 12 for girls), to be completed by 2015, are \$19.1 million.
- ***Allegany County Girls' Home*** needs no renovations. Physical issues should be addressed through the maintenance budget.
- ***The Backbone Mountain Youth Center*** needs no renovations. Physical issues should be addressed through the maintenance budget.
- ***The Baltimore City Juvenile Justice Center*** needs moderate renovations. The facility is currently undergoing an evaluation of its program capacity, especially for educational services, which may lead to a proposed program space renovation to accommodate services to operate at 108 beds.
- ***The Baltimore County Juvenile Detention Center*** has a planning study under way. Capital funding is to be decided in the General Assembly in 2006 legislative session. The current cost estimate is \$28.3 million.
- ***The Charles H. Hickey, Jr., School*** should close. We recommend replacing the detention program. Commitment programming at Hickey terminated Nov. 30, 2005.
- ***The Cheltenham Youth Facility*** needs moderate renovations and replacement in 2008–11. A new detention facility would be constructed adjoining the existing gymnasium and school buildings, allowing the detention center to function as a self-contained facility. Estimated costs for a new 96-bed detention facility, to open in 2011, are \$18.3 million. (This includes fees and other soft costs but does not include site acquisition costs.) The existing shelter program would be relocated from its current location in the Murphy Cottage to a 12-bed structure to be renovated (the former Superintendent's residence). Physical issues should be addressed through the maintenance budget.
- ***The Green Ridge Youth Center*** needs no renovations. Physical issues should be addressed through the maintenance budget.
- ***GUIDE–Catonsville Structured Shelter Care*** needs no renovations. Physical issues should be addressed through the maintenance budget.
- ***The Hurlock Center*** needs major renovations. Accommodate physical changes to reopen the facility as a coeducational shelter (six beds for boys, three for girls). Costs will be met through maintenance funding.
- ***The J. DeWeese Carter Center*** needs moderate renovations now and relocation and replacement in 2013–16. Estimated costs for a 30-bed replacement facility are \$12.7 million. The location of the replacement facility has not yet been determined. Current uses should continue until the facility is replaced.

- ***The Lower Eastern Shore Children’s Center*** needs no renovations.
- ***The Maryland Youth Residence Center*** needs major immediate renovations. We recommend that minor modifications be made immediately to the bathrooms to accommodate eight girls. The entire facility should undergo a systemic renovation during 2008–10 at an estimated cost of \$4.3 million.
- ***The Meadow Mountain Youth Center*** needs no significant renovations. Physical issues should be addressed through the maintenance budget.
- ***Mount Clare House*** needs no renovations. Physical issues should be addressed through the maintenance budget.
- ***The Savage Mountain Youth Center*** needs no renovations. Physical issues should be addressed through the maintenance budget.
- ***Sykesville Structured Shelter Care*** needs minor renovations. The facility will be converted from 10 beds for girls to 10 for boys. This and other physical changes will be addressed through the maintenance budget.
- ***The Thomas J.S. Waxter Center*** needs minor renovations and to be rebuilt in 6 years. Continue using the facility for detention for the immediate future, but eventually demolish it and redevelop the site. We recommend the construction of a new 12-bed facility for committed girls, at an estimated cost of \$3.4 million, at the same time that a 40-bed youth center for committed boys from Region 2 is built, at a cost of \$4.4 million, on the old (existing) Waxter site. The two facilities will share food service space.
- ***The Thomas O’Farrell Center*** needs moderate repairs and replacement in 2011–13. The estimated cost of replacement by 2013 is \$4.7 million. Short-term physical issues should be addressed through maintenance budget.
- ***The Victor Cullen Academy***, to reopen, needs moderate renovations. DJS is currently developing a request for proposals for a new 48-bed commitment facility, which could be located at Victor Cullen (or another site, to be provided by the contractor).
- ***The Western Maryland Children’s Center*** needs no renovations. No capital project is required.
- ***William Donald Schaefer House*** needs renovations, owing to code violations. Physical issues should be addressed through the maintenance budget.

A fuller description of our recommendations, and the options available for each facility, follows.

# Alfred D. Noyes Center

Region 3—Western Maryland

**NEEDS MODERATE/MINOR RENOVATIONS AND TO BE REBUILT IN 2012–15. When a new facility is built, we recommend modeling it after the Baltimore City Juvenile Justice Center. Estimated costs for replacing the Noyes Center with a new 60-bed facility (48 for boys, 12 for girls), to be completed by 2015, are \$19.1 million (including fees and other soft costs but not including site acquisition costs).**

9925 Blackwell Road  
 Rockville, MD 20850  
 Phone: 410.792.0865



Facility Information	
Size	24,976 sq. ft.
2005 Capacity	57
Year Built	1976

## PROGRAM TYPE

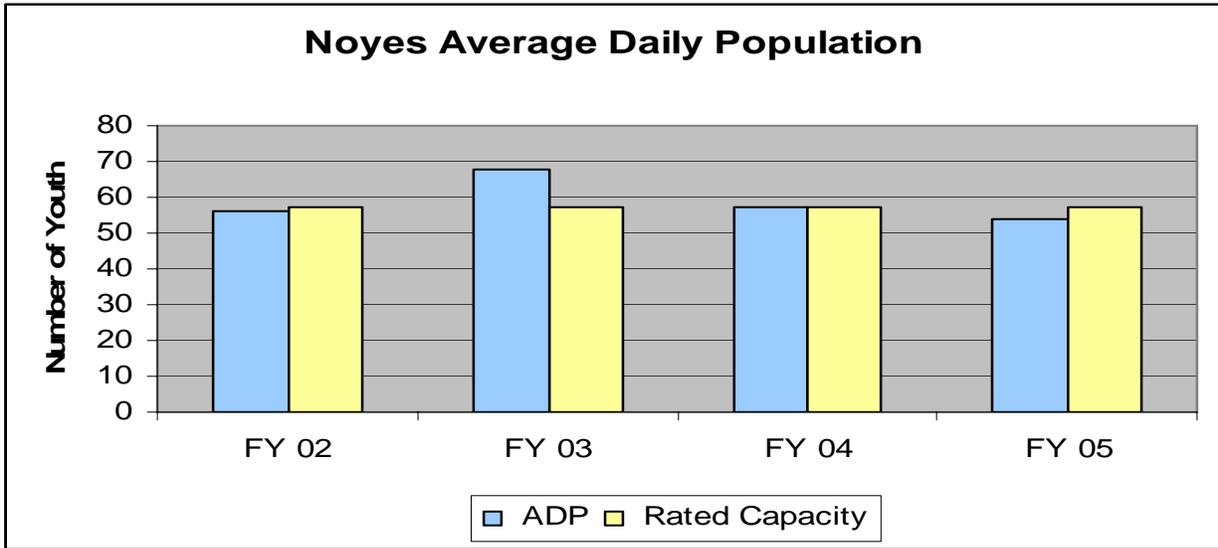
Current: Detention (boys and girls)

Proposed: Detention (boys and girls)

## GENERAL DESCRIPTION

The Alfred D. Noyes Center is a secure detention facility for boys from Montgomery and Howard counties and girls statewide. The Noyes Center is a single structure in a suburban commercial and institutional area in Rockville.

Population Trends and Facility Costs				
	2002	2003	2004	2005
Number Served	797	866	796	N/A
Average Daily Population (ADP)	56	68	57	54
Rated Capacity	57	57	57	57
Cost	\$3,362,471	\$3,632,875	\$3,314,119	\$3,655,286



## SITE



The site covers two acres and is accessed by Maryland highway 28 just west of I-270. Surrounding uses are institutional and include the Montgomery County Regional Institute for Children and Adults (RICA), the Shady Grove Adventist Hospital and Rehabilitation Center, and police and fire department training academies. Public water and sewers serve the facility.

## BUILDING



The building is a one-story structure with masonry exterior, interior walls with concrete columns, and a concrete waffle-slab roof. An administration area along the south side is accessed from the parking lot. The eastern end of this area houses the medical and intake areas and opens to the sallyport at the southeast corner. The central area of the

building contains the gymnasium and an open classroom area. Flanking these areas are two units on each side. The two eastern units contain seven individual rooms surrounding a dayroom. The western units contain single rooms, plus a larger dormitory-style room around the dayroom. A secure outdoor recreational area is accessed from the northwest corner of the building. The kitchen and dining areas are in the northeast corner, accessible from a loading/delivery area.

Some systems have undergone upgrades. Heat is provided by an oil-fueled boiler, replaced in 1997. And a new chiller and air-handling units were installed in 1992. But the controls are original and outdated, and it is difficult to obtain parts. The system also does not meet current ventilation standards. No major code or life-safety deficiencies were observed. The building is partially sprinklered, and the fire alarm system was upgraded in the last few years. The original underground fuel storage tank is still in use.



The original kitchen was rarely used, as meals are provided by the RICA facility. Most of the equipment has been removed, to create additional areas for staff, plus a game room. In general, program and common space are in short supply. The original central open classroom area, which is subdivisible with movable partitions, serves as a classroom space, room for attorney visits, and multipurpose area. It is congested and distracting. The dayrooms within the units are small for the number of detainees housed in the units. A modular building within the

secure outdoor area provides three classrooms.

Secure ceilings have been added to the intake room, corridors, and common areas within units. Windows have been upgraded to security units.

## **SUMMARY OF CONDITIONS**

The structure of the building is generally in good condition, although upgrades are still needed for some of the building systems. Program and common space are lacking for the number of detainees housed here. The site is fairly constrained and offers little opportunity for expansion.

## **RECOMMENDATIONS**

### **Program**

The existing facility will continue to serve the needs of Montgomery County and the rest of the Western Maryland region for boy and girls pending court adjudication and disposition as well as those youths pending placement. The new facility will provide these identical services.

### **Physical**

The difficulties with the building could be remedied by housing fewer youths in the facility. Should this be determined programmatically feasible, the structure of the building would allow interior reconfiguration to reduce the number of rooms and increase program spaces. In the short term, we recommend replacing the current classrooms and adding an additional two modular buildings for program space and modular buildings that provide six classrooms and administrative space for the schools.

In the longer term, we recommend that the facility at Noyes be replaced. Further, the future detention facility should be modeled conceptually after the Baltimore City Juvenile Justice Center—replicating its combination of services (intake, probation, court, detention, and State’s attorney’s office). Estimated costs for replacing Noyes with a new 60-bed facility (48 for boys, 12 for girls), to be completed by 2015, are \$19.1 million.

# Allegany County Girls' Home

Region 3—Western Maryland

**NO RENOVATIONS ARE NECESSARY.** Physical issues should be addressed through the maintenance budget.

3512 Leslie Avenue  
Cumberland, MD 21502  
Phone: 301.777.2131

Facility Information	
Size	2,974 sq. ft.
2005 Capacity	10
Year Built	1968



## PROGRAM TYPE

Current: Group home (girls)

Proposed: Group home (girls)

## GENERAL DESCRIPTION

The Allegany County Girls' Home is a State-owned but privately operated facility for delinquent girls. The YWCA of Cumberland, Md., operates the facility. Typical length of stay is 6 to 9 months.



<b>Population Trends and Facility Costs</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
<b>Number Served</b>	12	13	16	N/A

## **FACILITY**

This is a single structure consisting of a 2,974-sq.-ft., two-level home built in 1968. The building's structure, roof, mechanical and electrical systems, plumbing, and appearance all are in good condition, and the building seems entirely appropriate to continued use as a girl's group home.

## **RECOMMENDATIONS**

The only change necessary is that the driveway needs repaving. No other renovations are needed. Physical issues can be addressed through the maintenance budget.

# Backbone Mountain Youth Center

Statewide

**NO RENOVATIONS ARE NECESSARY.** Physical issues should be addressed through the maintenance budget.

124 Camp Four Road  
Swanton, MD 21562  
Phone: 301.359.9190

Facility Information	
Site Area	12 acres
2005 Capacity	40
Years Built	1966–2000



## PROGRAM TYPE

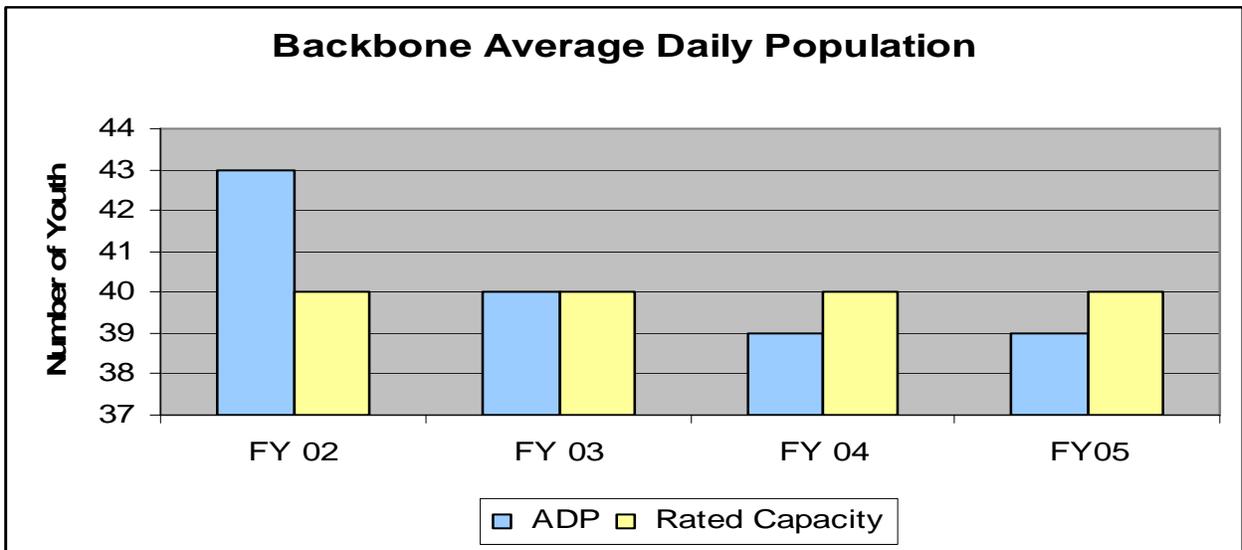
Current: Residential treatment (boys)

Proposed: Residential treatment (boys)

## GENERAL DESCRIPTION

The Backbone Mountain Youth Center is one of four youth centers in Western Maryland. These were established as Forestry Camps for Boys in the 1950s and 1960s. Backbone Mountain, in Garrett County, serves youths assigned from throughout Maryland.

Population Trends and Facility Costs				
	2002	2003	2004	2005
ADP	43	40	39	39
Rated Capacity	40	40	40	40
Operating Cost (Total for all Youth Centers)	\$9,942,946	\$10,342,720	\$10,489,959	\$11,810,124



**SITE**

The site includes 12 acres off Maryland highway 135 in eastern Garrett County. Surrounding property is forested. Water comes from a well, and sewage is handled by a Maryland Environmental Service treatment plant.



**BUILDINGS**

The buildings at Backbone Mountain include the 3,500-sq.-ft. dormitory built in 1965, the 4,400-sq.-ft. kitchen/dining room from 1965, the 1,000-sq.-ft. school building built in 1968, and the 3,500-sq.-ft. gymnasium from 1990.



The dormitory is a wood-framed building built over a crawlspace. The toilet, shower, and laundry areas are in an adjoining building area several steps lower, of concrete masonry construction on a concrete slab. There are moisture problems at the base of this building. The dining area had a significant interior humidity problem when the facility was visited in late spring, possibly caused by inadequate ventilation of moisture from cooking operations. The school is a leased modular building

containing three classrooms. A pole shed houses vocational education (woodworking) programs. A tower equipped for ropes courses is onsite.



## SUMMARY OF CONDITIONS

As at Meadow Mountain, the construction of some of the buildings at Backbone is insubstantial and not well suited to the harsher environment of Garrett County. Thus, there is deterioration of some of the structures despite the efforts of the maintenance staff.

## **RECOMMENDATIONS**

### **Program**

No program changes are proposed for Backbone Mountain. This facility will continue to provide traditional youth center programming for low- to medium-risk/low-need boys statewide until replacement regional youth centers are completed.

### **Physical**

A diligent maintenance staff keeps things running, but replacement of older buildings such as the kitchen/dining facility and the dormitory building will likely be required in the next decade or so. One modular classroom should also be added to this facility.

No other renovations are necessary. Physical issues can be addressed through the maintenance budget.

The facility will be evaluated for an alternative use after the new replacement youth center opens.

# Baltimore City Juvenile Justice Center

Region 1—Greater Baltimore

**NEEDS MODERATE RENOVATIONS.** The facility is currently undergoing an evaluation of its program capacity, especially for educational services, which may lead to a proposed program space renovation to accommodate services to operate at 108 beds.

300 N. Gay Street  
Baltimore, MD 21202  
Phone: 443.263.8163



Facility Information	
Site Area	4.5 acres
Building Area	240,000 sq. ft.
2005 Capacity	144
Year Built	2003

## PROGRAM TYPE

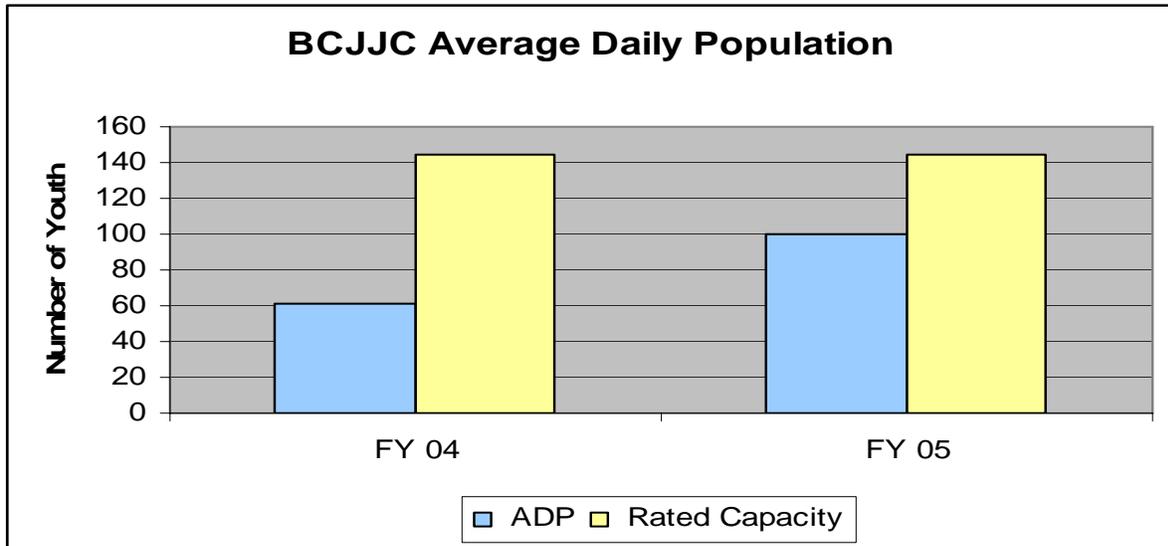
Current: Secure detention (boys)

Proposed: Secure detention (boys)

## GENERAL DESCRIPTION

The recently opened Baltimore City Juvenile Justice Center is located just east of downtown Baltimore. The three-story, 144-bed facility was designed to provide comprehensive services by locating intake, assessment, court, social/ probation, and detention facilities within one building.

Population Trends and Facility Costs		
	2004	2005
Number Served	1,033	N/A
ADP	61	100
Rated Capacity	144	144
Cost	\$8,796,825	\$13,194,450



**SITE**



The site is a constrained urban block, crossed diagonally by the elevated Orleans Street viaduct. The building occupies nearly all the site south of the viaduct, with the remaining triangular area north of the viaduct used for parking.

## **BUILDING**

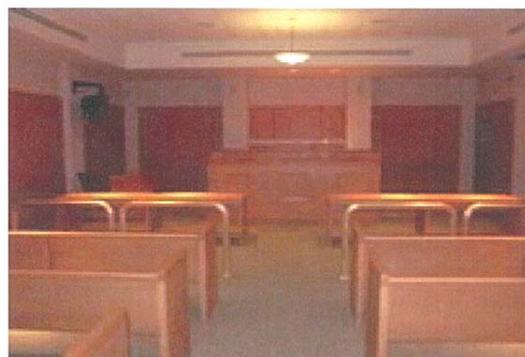
The detention areas are configured into three units, each with 48 beds. Each unit is further subdivided into four dayrooms, surrounded by 12 single rooms arranged in two tiers. Each room contains a toilet and sink, and two shared shower rooms are accessed from each dayroom.

Because of its recent construction, it is presumed that building, life-safety, and accessibility provisions are up to date. The design is more consistent with adult detention facilities in terms of the grade and quantity of locked control points. However, security design is poor in the kitchen/dining area. Although the building had been occupied for only 1 year, when assessed some components are already showing hard wear. Lighting fixtures, locks, and metal furnishings have been destroyed, and the poor-quality corridor carpet already needs to be replaced. The metal cots in the rooms could be a suicide threat.

The amount of program space provided is inadequate for the capacity of the facility. The school space cannot accommodate a fully occupied facility. The two outdoor recreation courtyards are small to begin with, but woefully undersized for 144 occupants. The dayrooms themselves are too small to serve as a common area for the 12 surrounding rooms—resulting in crowding that leads to conflicts—and are configured in such a way that it is difficult for staff to supervise the area.

## **SUMMARY OF CONDITIONS**

The overall physical condition of the building is good, although maintenance needs to be ongoing. Restricting detainee capacity could begin to address problems of staff supervision and crowding by reducing the number of occupied rooms that share day space and other program areas.



## **RECOMMENDATIONS**

### **Program**

No programming changes are proposed for this facility. However, a reevaluation of appropriate occupant capacity is currently under way. This study will establish an ideal capacity based on the amount of program space provided in the building. The results will likely suggest a reduction in the maximum number of detainees held at this facility.

### **Physical**

Further physical recommendations are pending the result of the occupant and program capacity assessment. The issue under consideration is inadequate treatment and education space, which can be rectified only by downsizing sleeping capacity. As it is currently configured, for adequate programming space the building should not exceed 72 beds. To create education and treatment space, three or more units would be required to close.

The current evaluation may lead to a proposed program space renovation to accommodate services to operate at 108 beds.

# Baltimore County Juvenile Detention Center

Region 1 only

**A PLANNING STUDY IS UNDER WAY. Capital funding is to be decided in the General Assembly in 2006 legislative session. The current cost estimate is \$28.3 million.**

Location to be determined.

Facility Information	
Size	An estimated 91,072
Proposed Capacity	96
Estimated Completion Date	2009
Site Area	TBD

## PROGRAM TYPE

Proposed:     Secure detention (boys)  
                  Secure detention (girls)

## GENERAL DESCRIPTION

This project is the construction of a modern, state-of-the-art detention facility to house juveniles who have been ordered by Maryland Juvenile Court Judges to be confined temporarily in a secure facility where they may await adjudication, disposition, or placement to a long-term treatment facility.

## SITE

The detention center shall provide housing for 96 youths—72 boys and 24 girls. Using a staffing ratio of 1:6 for the first two shifts and 1:12 for the third shift (12 a.m. to 7 a.m.) has led the Department of Juvenile Services to request eight housing pods each designed for 12 youths. Each housing pod will consist of 12 single-occupancy bedrooms opening into a common central quiet living area that facilitates small group functions and has unobstructed sightlines from a staff station. The housing pods will use a “direct supervision” model for the design, meaning that the staff will not be separated from the youths in the dayroom. The living area meets the American Correctional Association Standard for providing a dayroom immediately adjacent to the sleeping rooms. Support areas such as showers and storage are also included in each housing pod.

Further details will be provided upon submission of the planning study for the Baltimore County Juvenile Detention Center.

<b>Tabulations of Approximate Square Feet by Area</b>				
<b>Component No.</b>	<b>Program Component</b>	<b>Net Assignable Area</b>	<b>Nonassignable Area</b>	<b>Total Gross Sq. Ft.</b>
1.0	Detention Center Administration	2,646	1,111	3,757
2.0	Housing	16,272	12,204	28,476
3.0	Intake	2,305	1,223	3,528
4.0	Medical	3,590	2,693	6,283
5.0	Behavioral Health	2,608	1,956	4,564
6.0	Case Management	300	225	525
7.0	Food Service	5,059	2,530	7,589
8.0	Security and Control	610	458	1,068
9.0	Visitation	320	240	560
10.0	Education	13,852	2,400	16,252
11.0	Recreation	8,190	3,686	11,876
12.0	Laundry	606	182	788
13.0	Support Services	3,386	1,016	4,402
14.0	Mechanical/Electrical	0	1,404	1,404
<b>Total Areas for All Components</b>		<b>59,744</b>	<b>31,328</b>	<b>91,072</b>
<b>Overall Building Efficiency Factor</b> <b>91,072 Gross Sq. Ft. / 59,744 Net Assignable Area</b>				<b>1.52</b>

# Charles H. Hickey, Jr., School

Statewide (short-term only)

**SHOULD CLOSE.** We recommend replacing the detention program. Commitment programming at Hickey terminated Nov. 30, 2005.

2400 Cub Hill Road  
Baltimore, MD 21234  
Phone: 410.668.3300

Facility Information	
<b>Size</b>	380,806 sq. ft.
<b>2005 Capacity</b>	330
<b>Years Built</b>	1910–1993*
<b>Site Area</b>	206 acres



## PROGRAM TYPE

Current:      Secure detention (boys)  
                  Secure residential (boys)  
                  Special treatment (boys [sex offenders])

Proposed:     Discontinue use

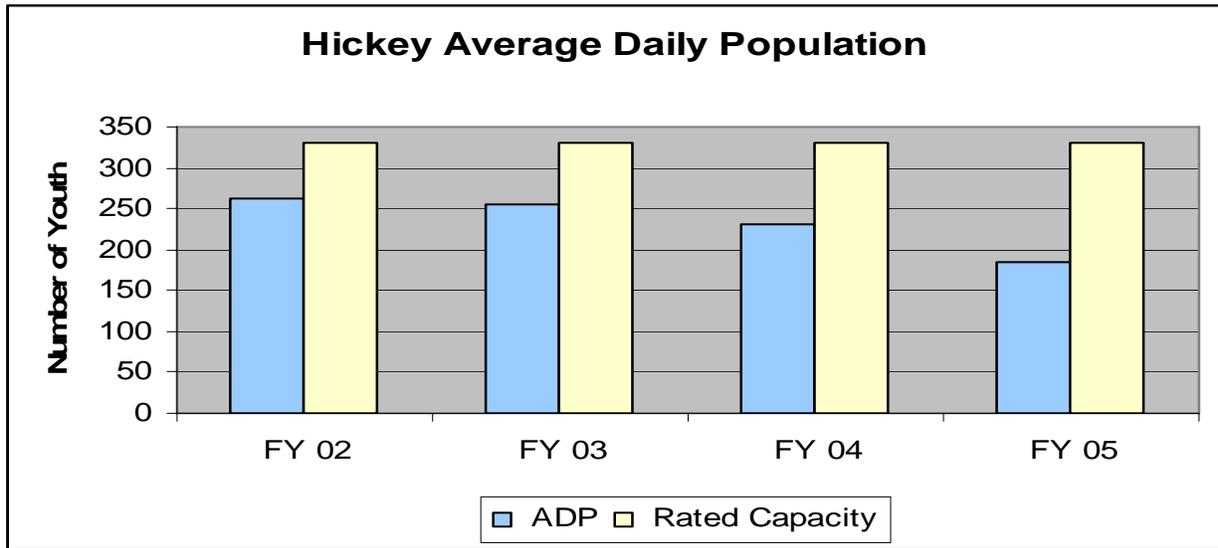
## GENERAL DESCRIPTION

The Charles H. Hickey, Jr., School is a State-owned and -operated facility for boys ages 15–17 from across Maryland. For young people awaiting trial, the Hickey School is a detention center. For youths committed by the court, it is a training school. Short-term commitment is provided for less serious offenses and longer incarceration for more serious or multiple offenses. From September 1991 to April 2004, private firms under contract with DJS ran the school. In April 2004 the Department resumed operation of the school.

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\*Several structures were built at different times.

Population Trends and Facility Costs				
	2002	2003	2004	2005
Number Served	1,349	1,205	999	N/A
ADP	263	254	230	184
Rated Capacity	330	330	330	330
Cost	\$16,730,832	\$17,109,027	\$14,526,321	\$14,028,064



## SITE



The campus of the Charles H. Hickey, Jr., School occupies 206 acres in Baltimore County, just north of Baltimore City and about two miles northeast of the Baltimore beltway. The buildings are divided between two adjacent campuses: the Pratt campus to the northwest and the Fletcher campus to the east. The Pratt campus contains the oldest buildings, dating from the early 1900s, built as the Maryland Training School for Boys. The oldest residential buildings on this campus are vacant, as is the school building.

A few of the buildings on the Pratt campus are still occupied and serve the detention program: the main administration building (built in 1931), the food preparation facility (built in 1958), and the “Master Control” intake and infirmary building (built in 1971). The Pratt campus is not fenced. Many of the buildings on this campus are listed on the Maryland Historic Trust’s Inventory of Historic Sites.



The Fletcher campus is secured by a fence and gatehouse and includes pedestrian and vehicular sally ports. This campus contains seven residential cottages constructed in the 1950s and early 1960s, as well as a school building with a satellite dining facility (serving food prepared on the Pratt campus), a gymnasium, and modular classrooms. Detainees are housed in two of these cottages. The remaining five cottages either house youths in secure committed programs or are vacant.

The entire campus is served by public water and sewer utilities. The buildings were formerly on a central steam system, but that system was decommissioned when individual boilers were installed in all buildings.



## RESIDENTIAL BUILDINGS

The residential buildings on the Pratt campus are vacant. The oldest seven buildings, dating from the early 1930s, are two-story structures with basements, containing just less than 10,000 square feet and oriented around a central open green space. The main level of each building housed common areas, with large dormitory-style rooms on the upper level. Most of these buildings are in poor condition owing to their age and their abandonment for the past 10–12 years.





The structures are concrete and masonry, with stucco exteriors and mission-style, clay tile roofs. In addition to the historic residential buildings, there are four cottage-style residential buildings on the Pratt campus dating from the 1980s that recently housed committed youths in a nonsecure setting. These structures are similar in layout and size to the cottages on the Victor Cullen campus (see Chapter 4) from the same era.

There are seven residential buildings on the Fletcher campus, dating from the 1950 and 1960s. Four contain just less than 10,000 square feet each and three contain from 11,000 to nearly 13,000 square feet. All are constructed on a similar model, very much like the residential buildings at Cheltenham, with a modified H-shaped footprint with common areas in wings to each side of the entry, a connecting corridor serving a dorm-style bathroom and locker areas, and a rear wing containing sleeping rooms arranged along a double-loaded corridor. There is no plumbing in bedrooms.



The residential buildings on the Fletcher campus are assigned to either detained or committed youths, including those in the sex offender treatment program. The Fletcher campus residential detention buildings are in poor condition, with antiquated systems and deteriorating conditions owing to limited maintenance. The gas-fired boilers are in fair to poor condition, with control systems almost nonexistent. There are numerous leaks in boilers rooms, with moisture and mold

problems ongoing. A lower level of rooms and a dayroom at the rear of the buildings is not used because of moisture problems and difficulty of supervision. Public water and sewers serving the buildings are old and barely adequate. Many rooms have non-security-grade, hollow metal doors. Because of damage, some have been retrofitted. Light fixtures are not abuse resistant. Sprinkler heads are not tamper resistant, and are frequently activated by detainees. The buildings

are served by emergency generators that provide minimal, strictly emergency, service. Renovation of these buildings would be costly, and the operational difficulties described here are not correctable given the configuration of the buildings.

The commitment buildings vary in condition, depending on how recently renovations were performed.

## **OTHER BUILDINGS**



The remaining buildings on the Pratt campus include the main Administration building for the entire Hickey facility, the food service facility, the intake/infirmery building (Master Control), a school, and a gymnasium. The administration building was constructed in 1923. This structure contains some 13,000 square feet in two stories plus a basement, and is similar in style to the old residential buildings on the Pratt campus. A chapel adjoins this building. Similar to the other older buildings, systems are antiquated. Only the second floor has a central heating-ventilation-and-air-conditioning system.

The Barrett Building on the Pratt campus houses food service facilities for the entire campus. Built in 1958, it suffers from outdated systems and a serious mold problem in the basement. The dining facility in this building served youths housed on the Pratt campus. Meals prepared here are still delivered to a satellite dining facility on the Fletcher campus.



The Master Control building on the Pratt campus also serves the entire facility, serving as intake. Specialized space for intake functions, disciplinary seclusion, an infirmary, and overflow sleeping capacity are housed in a locked building on the Pratt campus outside of the security perimeter (and referred to as Master Control). Youths who are transported in and out of the Hickey facility must travel through this building—shackled, handcuffed, and transported in a security vehicle. The seclusion rooms have bars on the doors, which present a suicide risk. Further, they are not

equipped with toilets. The locked staff control room within the building has poor auditory and minimal sightline supervision, requiring staff to be stationed in hallways throughout the building to maintain supervision of detainees. Nursing and infirmary rooms are in poor condition but appear to be adequately sized. Youths needing to see a nurse or a doctor must be shackled when transported for their visit. Building walls are concrete masonry units. The physical condition of

this building is poor. The heating system in the room area is antiquated, with poor control over the system. Heating in intake room areas is so poorly distributed that the area near the floor is unbearably cold, while air near the ceiling is warm. Ceilings are nonsecure. Exterior steel lintels are rusted. Exterior louvers are damaged. The Master Control area is also used for overflow sleeping, which again requires transporting youths in shackles for the routine activity of sleeping.

There are school buildings on each campus. The Pratt campus school, Gary Hall, now closed, was built in the early 1930s and contains some 59,000 square feet. This building, constructed in the same stucco and tile roof style as the older housing buildings and the administration building, is in relatively good repair. It has a sprinkler system and appears to have a current fire alarm system. Spaces within are bright and airy. Windows are replacement-wood double-glazed units.



The Pratt campus also houses the larger of Hickey's two gymnasiums and an outdoor pool. The 16,000-sq.-ft. McKeldin Gym is in good condition.

Nonresidential buildings on the secure Fletcher campus include two schools—one conventional construction and one modular—and a smaller gymnasium.

The 12,000-sq.-ft. school building, constructed in the 1950s, contains a satellite dining room at one end, in which meals prepared on the Pratt campus are served. This building presents no obvious code violations and is in relatively good condition. Windows are steel security units. The second school on the Fletcher campus is a recently built modular facility located near the cottages used for detention; it serves detained youth. This facility accommodates 48 boys in six classrooms and is in good condition. However, this space is insufficient for the



detention population.

The Fletcher campus gymnasium, constructed in the 1960s, spans 6,000 square feet. This building exhibits some significant cracking in the tall masonry walls at all corners, which may reflect serious structural problems.

## **SUMMARY OF CONDITIONS**

The overall physical condition of the buildings at Hickey is poor to fair. Vacant buildings can be characterized as decaying through neglect. Occupied buildings suffer from hard use and deferred maintenance. Complete and proper renovation of the currently occupied residential buildings would require vacating them for an extensive capital project. In the case of the detention buildings, whose configuration is not suited to detention, this would be a poor investment. Routine maintenance will continue to be a challenge but must be undertaken until the replacement facility is available for use.

## **DETENTION REPLACEMENT PROGRAM**

A replacement facility for the Hickey detention program is in the planning stages under a separate contract with ABA Architects, Moseley Architects, and DSG (see Baltimore County Juvenile Detention Center, page A-17). The proposed facility will serve 72 boys (from Baltimore County and overflow from Baltimore City) and 24 girls (from Baltimore County and Baltimore City). The program planning study is under way. The location of this facility has not been determined.

## **RECOMMENDATIONS**

For the current Hickey facility, modular classrooms need to be added to accommodate an average of more than 70 juveniles.

When the detention program closes at Hickey (planned for 2011), the sex offender program currently located on the Hickey campus will need to be relocated.

# Cheltenham Youth Facility

Region 2—Southern Maryland

**NEEDS MODERATE RENOVATIONS AND REPLACEMENT IN 2008–11.** A new detention facility would be constructed adjoining the existing gymnasium and school buildings, allowing the detention center to function as a self-contained facility. Estimated costs for a new 96-bed detention facility, to open in 2011, are \$18.3 million. (This includes fees and other soft costs but does not include site acquisition costs.) The existing shelter program would be relocated from its current location in the Murphy Cottage to a 12-bed structure to be renovated (the former Superintendent's residence).

11001 Frank Tippet Road  
Cheltenham, MD 20623  
Phone: 301.396.5000

Facility Information	
<b>Size</b>	217,295 sq. ft.
<b>2005 Capacity</b>	110
<b>Years Built</b>	1939–1970*



## PROGRAM TYPE

Current: Secure detention  
(boys)  
Shelter (boys)

Proposed: Secure detention (boys and girls)  
Shelter (boys)

## GENERAL DESCRIPTION

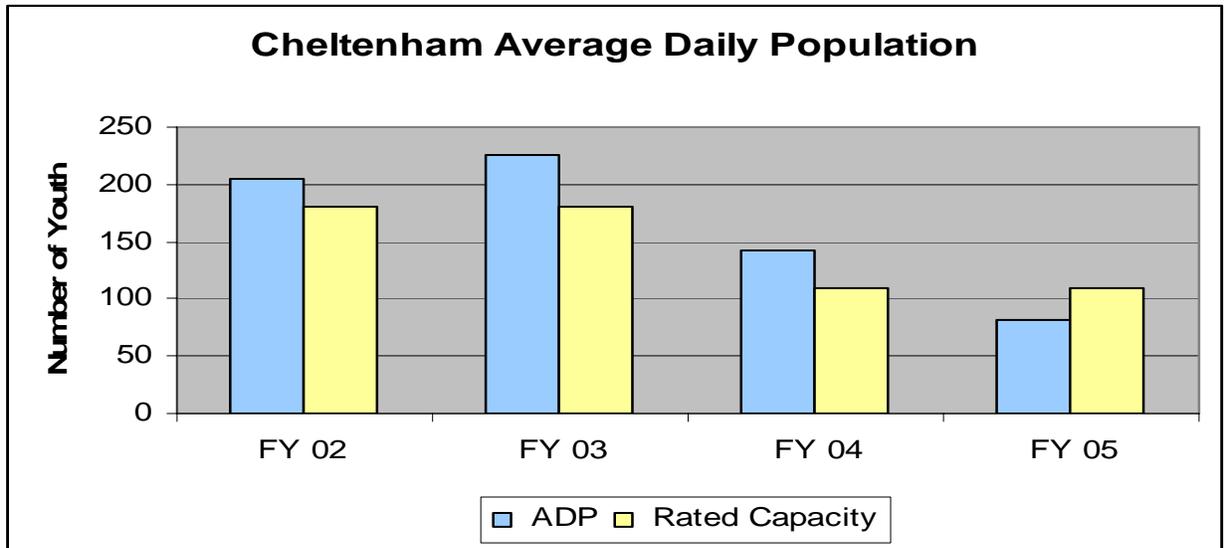


The Cheltenham Youth Facility is a campus of multiple buildings in a semirural area of Prince Georges County, near U.S. highway 301. The campus originally included 10 cottage-style residential buildings arranged around a central open space. Two of these buildings are now used by the adjacent Regional Institute for Children and Adolescents (RICA) school and are not considered in this evaluation.

Of the remaining eight cottages serving Cheltenham, seven are within a perimeter security fence, along with shared central facilities including a gymnasium, a school building with vocational shops on a lower level, a kitchen/dining facility, an infirmary, and the administration building. The central open space contains a running track and an open playing field. The cottage outside the fence is used as a shelter.



Population Trends and Facility Costs				
	2002	2003	2004	2005
<b>Number Served</b>	2,571	3,147	2,456	1,661
<b>ADP</b>	205	226	142	82
<b>Rated Capacity</b>	180	180	110	110
<b>Cost</b>	\$10,423,659	\$10,805,268	\$10,289,069	\$10,168,082



## SITE

Cheltenham occupies some 900 acres. About 40 of its acres are within the perimeter security fence. Adjacent properties include the RICA–Southern Maryland and a Maryland National Guard armory. The nearest residential development is about a quarter-mile away, on Frank Tippet Road.

Site utilities include overhead electrical and telephone, water through private wells, and a private sewage treatment facility across Surratt Road. Fuel for heating systems is provided by underground fuel tanks located at each building.

## RESIDENTIAL BUILDINGS

The eight residential cottages were constructed from 1947 to 1961 and range in size from just over 8,000 square feet to over 12,000 square feet. All cottages have a similar H-shaped building footprint, with common areas in the wings to each side of the entry, a connecting corridor serving a dorm-style bathroom and locker areas, and a rear wing that contains sleeping areas. In two of the cottages, the rear wing consists of two dormitory rooms, each containing 12 or 13 beds. Only one of these dormitory cottages, Murphy Cottage, is occupied; it serves as the shelter. In the remaining six cottages, the sleeping wing is configured as a double-loaded corridor serving individual bedrooms. The bedrooms have no plumbing. Three cottages are occupied and contain 17, 29, and 32 rooms.





The cottage structures are slab-on-grade with masonry bearing walls. Building systems are mostly original and inadequate by modern standards. Heating systems are hydronic, served by an oil-fired boiler in each building. The lack of control zones results in uneven temperatures throughout the building. Electrical service is also outmoded, with antiquated wiring, and is inadequate for air conditioning and new lighting. Two of the cottages, Rennie and Henry, are designated to house detained youth and are equipped with automatic sprinkler systems and electronic locking hardware on the doors. Most

spaces have hard ceilings, although exposed piping and conduit, typical in the bathrooms, presents a suicide risk.

## **OTHER BUILDINGS**

The gymnasium—undated in the State inventory, but likely constructed in the 1930s—is located adjacent to the central open space. Exterior walls are solid brick, with steel roof trusses supporting a wood plank deck. The building contains 12,000 square feet on two levels, with the main or upper level oriented toward the central campus “quad” and the lower level (which is at a lower elevation than the quad) accessed at grade from the rear. The main level is one open gymnasium space with a wood athletic floor. The lower level houses a chapel/assembly area.



The gymnasium connects to the school, constructed in 1960. The 24,000-sq.-ft. school is also on two levels, situated on a slope, with vocational shop areas accessed at grade from the West and its classrooms arranged along a double-loaded corridor. The structure consists of masonry exterior walls with concrete “dox”-plank floor and roof structures.

Meals are prepared and served in the Lane Building, constructed in 1951. This two-level building contains the kitchen and dining room on the upper level, with a central laundry on the lower level. The laundry’s dryers are fueled by propane. This structure has masonry walls and a concrete waffle slab floor system. There is evidence of corrosion of reinforcing steel, attributable to the serious humidity and moisture problems, particularly on the lower level.

## SUMMARY OF CONDITIONS

The age of the buildings combined with a policy of deferred maintenance has resulted in deteriorating systems and structures, and also building and life-safety code problems. However, the abundance of potential building space at this site makes Cheltenham a valuable resource for the State. The gymnasium and school provide usable building area that could, with appropriate renovations, provide adequate program spaces. The outmoded configuration of the residential cottages, as well as their physical separation from other program functions, makes them unsuitable for housing detention programs, although they could be adapted to serve another type of program.



## RECOMMENDATIONS

### Program

Proposed programmatic changes at Cheltenham are discussed in detail in Chapter 2 and include the construction of a new coeducational detention facility at Cheltenham. The existing shelter program would be relocated from its current location in the Murphy Cottage to a 12-bed structure to be renovated (the former Superintendent's residence). The current Murphy Shelter will house 12 Refocus and Opportunity (R&O) beds and 12 other short-term (less than 2 weeks) graduated sanctions programs.

### Physical

A new detention facility would be constructed adjoining the existing gymnasium and school



buildings, allowing the detention center to function as self-contained facility. The new construction would house sleeping space for detained youth, as well as an intake area, a health suite, food preparation and dining areas, and an enclosed outdoor recreation area. The adjacent educational and indoor recreation facility would connect physically to the new facility, allowing youths to access these areas without having to traverse the site. The new detention facility could be constructed as a secure facility, and the existing school and gymnasium areas could be secured by additional security fencing connecting the buildings to the existing perimeter enclosure. The illustration above shows a 96-bed facility adjoining the existing school building.

Construction of the detention facility would require removal of an existing adjacent cottage and the intake/health building at the southeast corner of the school. The current food preparation and dining building would be obsolete, and could be removed. The new food service facility constructed as part of the detention building could provide meals for shelter residents, R&O participants, and participants in other short-term graduated sanctions programs. Remaining unused cottage buildings should be closed.

# Green Ridge Youth Center

Region 3—Western Maryland

**NO RENOVATIONS ARE NECESSARY.** Physical issues should be addressed through the maintenance budget.

P.O. Box 51  
Fifteen Mile Creek Road  
Flintstone, MD 21530-0051  
Phone: 301.478.2930

Facility Information	
Site Area	9.72 acres
2005 Capacity	40
Years Built	1957-1996



## PROGRAM TYPE

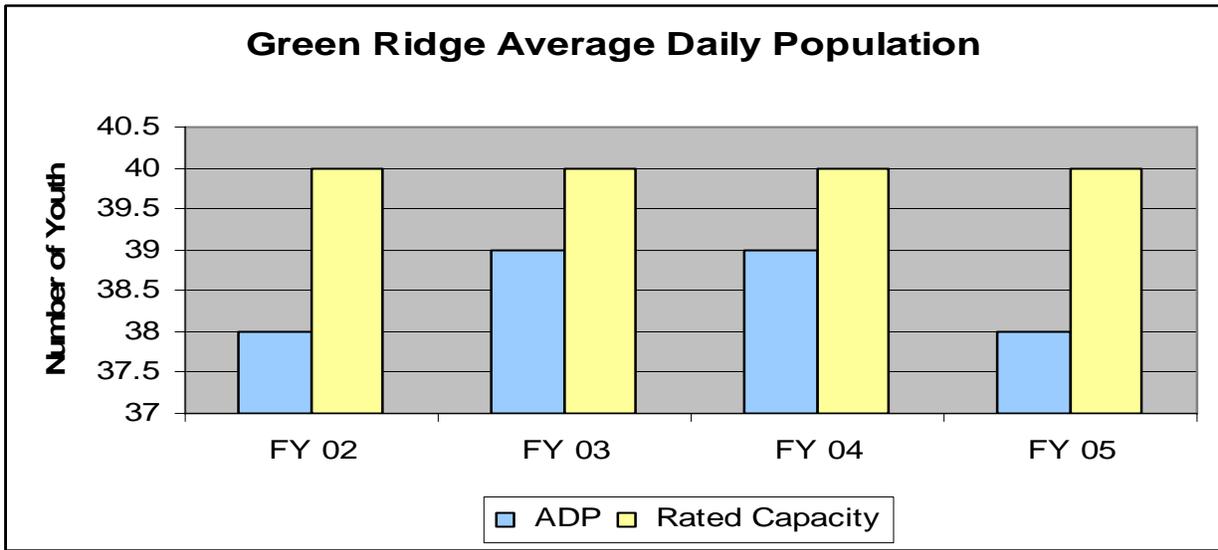
Current: Residential treatment (boys)

Proposed: Residential treatment (boys)

## GENERAL DESCRIPTION

The Green Ridge Youth Center is one of four youth centers in Western Maryland. These were established as Forestry Camps for Boys in the 1950s and 1960s. Green Ridge, in Allegany County, is the easternmost of the youth centers and is currently assigned as a commitment facility exclusively for boys from Western Maryland.

Population Trends and Facility Costs				
	2002	2003	2004	2005
ADP	38	39	39	38
Rated Capacity	40	40	40	40
Operating Cost (Total for all Youth Centers)	\$9,942,946	\$10,342,720	\$10,489,959	\$11,810,124



## SITE



The site includes just less than 10 acres, about six miles east of the town of Flintstone, near Interstate 68. Surrounding property is rural and sometimes forested. Much of the youth center property is within the floodplain of Fifteen Mile Creek, and additional buildable area is limited. Water comes from a well and is filtered to remove the heavy iron content. A Maryland Environmental Service treatment plant handles sewage.

## **BUILDING**

Buildings are clustered along a bituminous loop drive, with small parking areas near the buildings. The oldest building at the youth center, a small log cabin now used for storage, remains from the site's use as a Civilian Conservation Corps youth center in the 1930s. Major buildings include a 4,100-sq.-ft. dormitory constructed in 1974, a 3,400-sq.-ft. school building built in 1957, a 6,000-sq.-ft. recreation/gymnasium building built in 1968 and 1979, a 2,400-sq.-ft. kitchen/dining facility from 1975, a 1,000-sq.-ft. intake/staff building, and a 1,800-sq.-ft. vocational education building built in 1997.



The school building, recreation building, dormitory, and kitchen/dining buildings are one-story concrete masonry structures. The vocational educational building is a pole barn structure housing woodworking equipment. The intake and staff office building is a one-story wood-framed structure, completed in the last few years. The kitchen/dining facility is a modular structure.

Buildings are not sprinklered, but occupied buildings are equipped with a fire alarm system tied back to the intake/staff building. Fuel is liquid propane gas.

## **SUMMARY OF CONDITIONS**

The buildings are in good condition, thanks to intensive maintenance by the staff

## **RECOMMENDATIONS**

### **Program**

This facility will continue to house Western Maryland low- to medium-risk/low-need boys. One modular classroom should also be added to this facility.

# GUIDE–Catonsville Structured Shelter Care

Region 1—Greater Baltimore

**NO RENOVATIONS ARE NECESSARY. Physical issues should be addressed through the maintenance budget.**

5406 Valley Road  
Catonsville, MD 21228  
Phone: 410.747.5221

Facility Information	
Site Area	on larger State property
Building Area	2,000 sq. ft.
2005 Capacity	10
Year Built	c. 1970



## PROGRAM TYPE

Current: Shelter (boys)

Proposed: Shelter (boys)

## GENERAL DESCRIPTION

The GUIDE–Catonsville Structured Shelter Care program occupies a single-family residence in Catonsville, in Baltimore County. The program is operated by GUIDE Program, Inc., under a contract with the Department of Juvenile Services (DJS). The facility has capacity for 10 residents. Residents are youths who do not need the security of a locked facility. Most youths are assigned from the Baltimore area and counties to the West.



## **SITE**

The house is sited on the grounds of Spring Grove State Hospital, immediately off the entrance drive, and is about 300 feet from the nearest buildings of the hospital complex. Surrounding land is low-density residential. There is a small paved parking area in front of the house.

## **BUILDING**

The building is a single-story structure with a basement under the main structure and a crawl space under the bedroom wing. The front entrance to the house faces southeast, but the door leading to the kitchen/eating area, which is accessed from the parking area, is used as the main entrance. The main volume of the houses contains the living and dining areas, a kitchen, two staff offices, and a half-bathroom for staff. A wing houses six bedrooms and two full bathrooms, arranged along a double-loaded corridor with an exit at the end. The basement includes a finished area housing a classroom, a laundry room containing a washer and dryer, and mechanical areas. The furnace is located in the crawlspace. The furnace and hot-water heater are electric; there is no gas to the site.

The structure is wood-framed, with concrete masonry foundation walls and vinyl siding. The roof is asphalt shingle. There is a fire alarm system and smoke detectors. Current smoke detectors are not tamper resistant.

There is an ongoing problem with the basement flooding, which appears to be due to the ineffective stairwell drain and storm drain line. In addition, vinyl sheet and tile flooring in the kitchen and the two resident bathrooms has deteriorated to the point where moisture has damaged the subfloor. Subfloor in these areas should be replaced, and new flooring installed.

## **SUMMARY OF CONDITIONS**

The building overall is in fair to good condition, but the level of wear imposed on this building by 8 to 10 boys requires diligent maintenance. The storm drain leading from the basement drain should be investigated, and flooring repairs should be made to the kitchen and bathrooms.

## **RECOMMENDATIONS**

### **Program**

This facility should continue to serve as a shelter for boys.

### **Physical**

No physical changes are needed to accommodate the facility's continued use as a shelter, other than the maintenance items described above.

# Hurlock Youth Center

Region 4—Eastern Shore

**NEEDS MAJOR RENOVATIONS.** Accommodate physical changes to reopen the facility as a coeducational shelter (six beds for boys, three for girls). Costs will be met through maintenance funding.

6606 Elwood—East Road  
Hurlock, MD 21643

Facility Information	
Site Area	0.25 acres
2005 Capacity	0
Year Built	1940



## PROGRAM TYPE

Current: Closed

Proposed: Shelter (boys and girls)

## GENERAL DESCRIPTION

The Hurlock Youth Center is a single-family residence located in a rural area on Maryland route 16, west of the town of Hurlock in Dorchester County. There is an adjacent residence to the South.

## SITE

The site spans about one-quarter acre, with frontage along the west side of Maryland highway 16, just north of the intersection with Maryland 331, which leads east into Hurlock. The surrounding land is agricultural. The house receives water from a well and has a



septic system. The house sits close to the highway, with a small gravel pullout for parking. The large backyard is unfenced and contains a paved basketball court.

## BUILDING



The house is a two-story Cape Cod-type structure with a basement. Foundation walls are concrete masonry units. An oil-fired boiler provides heat through baseboard units. A basement air-handling unit provides air conditioning for the first floor, while an attic unit serves the second floor. Exterior condensing units are at the rear.

The first floor provides common space, with the original configuration of the house largely

intact. The former front porch has been enclosed to provide additional living space plus a small office. The main living room and dining room provide gathering space for residents, and an attached single car garage has been converted to a study. A bedroom on this floor was used as an additional office. The kitchen has residential appliances. The first floor includes a half bathroom. The basement contains an additional refrigerator/freezer unit, washer and dryer, and the mechanical equipment. The second floor has been opened up to create three interconnected sleeping rooms, without doors between them. A large full bathroom has been installed on this level. A wooden stair providing a second means of egress from this floor has been constructed at the rear of the house. A window opening to this stair has been enlarged and a full-height door installed to access this stair.



The building is in generally good condition. There is water damage to the second floor ceiling at the rear of the house from an apparent roof leak. There is also damage to the first floor bedroom closet ceiling from a second floor bathroom-plumbing leak. The exterior stair contains some damaged and rotting wood. No code deficiencies were observed. With classification as a residential occupancy



because of the small number of residents housed, the building appears to have proper egress, exit light signage, smoke detectors, and fire alarm devices. The building is not sprinklered.

## **SUMMARY OF CONDITIONS**

With minimal repairs, this facility could be reopened to serve as a shelter.

## **RECOMMENDATIONS**

### **Program**

This facility should be reopened for use as a coeducational shelter with capacity for six boys and three girls from the Eastern Shore region with sufficient instructional space.

### **Physical**

To accommodate both boys and girls, modifications should be made to the first floor bathroom to add at least a shower. This would allow one gender to occupy the larger area on the second floor, while providing one bedroom that could house two youths on the first floor. Repairs should be made to the damaged roof and ceilings and the egress stair.

# J. DeWeese Carter Center

Region 4—Eastern Shore

**NEEDS MODERATE RENOVATIONS NOW AND RELOCATION AND REPLACEMENT IN 2013–16. Estimated costs for a 30-bed replacement facility are \$12.6 million. The location of the replacement facility has not yet been determined. Current uses should continue until the facility is replaced.**

300 Scheeler Road  
Chestertown, MD 21620  
Phone: 410.778.6444

Facility Information	
Site Area	22.8 acres
Building Area	9,600 sq. ft.
2005 Capacity	27
Year Built	1982



## PROGRAM TYPE

Current: Secure detention (boys)

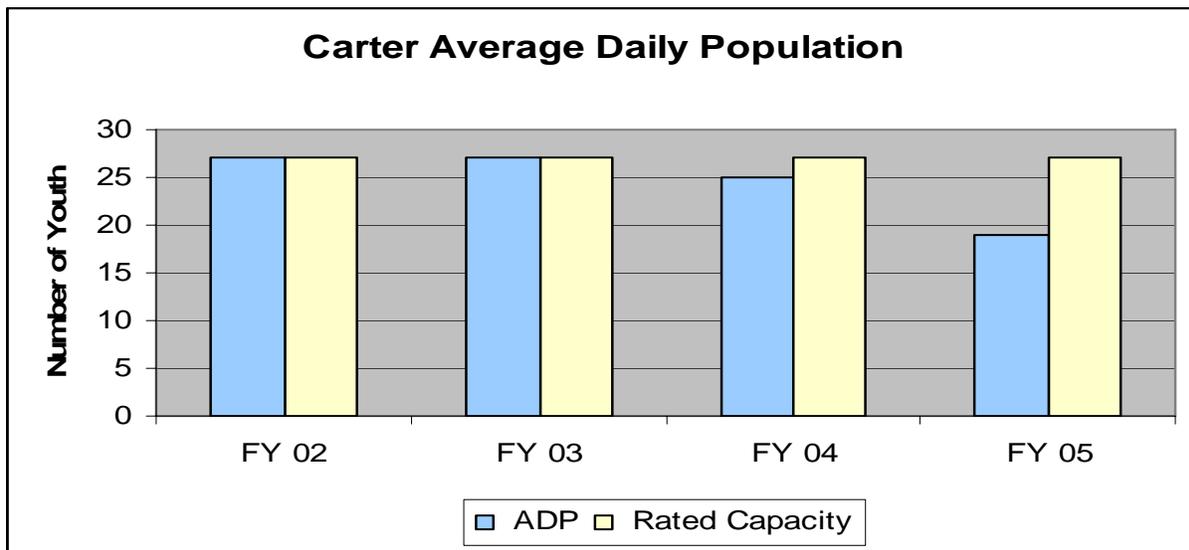
Proposed: Secure detention (boys)



## GENERAL DESCRIPTION

The J. DeWeese Carter Center, just north of Chestertown, serves the northern counties on the Eastern Shore. The facility provides secure detention space for 27 boys and girls.

Population Trends and Facility Costs				
	2002	2003	2004	2005
Number Served	478	407	414	N/A
ADP	27	27	25	19
Rated Capacity	27	27	27	27
Cost	\$1,400,899	\$1,512,212	\$1590,483	\$1,495,809



## SITE

The facility is located on the campus of the Upper Shore Community Mental Health Center, which is owned and operated by Maryland’s Department of Health and Mental Hygiene. The Carter Center is leased by DJS. The site of both facilities is a semirural area on the North side of town. The entrance drive and parking areas are shared with the adjacent hospital, as are site utilities. The two wings of the detention center housing the sleeping rooms form two sides of an exterior recreation area, enclosed on the other two sides by security fencing.

## BUILDING

The detention center was constructed at the same time as the hospital facility, and is similar in appearance and structure. The buildings are one-story, slab-on-grade. Exterior walls are brick with concrete masonry unit interior.



The building is arranged in four wings, with the main entrance into the administration wing. Secure doors lead into the housing area, which consists of one dayroom, a dining room, and a warming kitchen. Two room wings lead from the dayroom, configured as double-loaded corridors with rooms on each side. One corridor contains 5 sleeping rooms; the other has 10. Emergency egress from these corridors leads to the secure exterior recreation area. Also accessed from the dayroom is the medical and intake area.

The building is sprinklered, with tamper-resistant heads in detainee areas. There are hard ceilings in the sleeping room wings, but suspended acoustical ceilings throughout the common areas. Windows are security type.



The detention center's mechanical room houses an air-handling unit served by chilled and hot water piped from the hospital. The hospital also houses the emergency generator and fire pump for the entire campus. The configuration of the mechanical system allows only limited control through the 20 variable-air-volume-unit boxes in the building. The system provides only heat or cooling to the entire building. Fresh air ventilation is inadequate. Humidity control is a problem, particularly in the dining area, where condensation on the floor creates a slippery and hazardous condition.



The amount of common spaces available for the number of detainees is limited, resulting in youths spending most of their time in extremely close quarters. There is no dedicated classroom. Metal beds create a suicide risk.

## **SUMMARY OF CONDITIONS**

The overall physical condition of the building is good, with the exception of the difficulties in controlling the mechanical

system. Space within the existing mechanical room is limited, and may not accommodate a new system separate from the hospital.

Site space is also limited, given the proximity of the hospital buildings, and does not offer a good opportunity for expansion of common and program areas for the detention center.

## RECOMMENDATIONS

No programming changes are proposed for this facility. The Carter Center can continue to provide secure detention for upper Eastern Shore boys. Whenever possible, the population numbers should be kept low to compensate for the limited program space. This can be done through priority docketing and priority per diem placement to reduce the average length of stay, thereby reducing the average daily population. The long-term future of the facility, however, is tied to the status of the adjacent hospital facility. With the shared utilities and heating system, any change in the operation of ownership of the hospital will affect the detention facility.



### Physical

We recommend constructing a new J. DeWeese Carter Youth Center (30 beds) in 2013–16. We recommend continued use of the current facility pending construction. In the meantime, we recommend the addition of a new modular building for program space and two new modular buildings for classrooms.

# Lower Eastern Shore Children's Center

Region 4—Eastern Shore

**NO RENOVATIONS ARE NECESSARY.**

405 Naylor Mill Road  
Salisbury, MD 21801  
Phone: 443.523.1520

Facility Information	
Site Area	23.5 acres
Building Area	27,000 sq. ft.
2005 Capacity	24
Year Built	2003



## PROGRAM TYPE

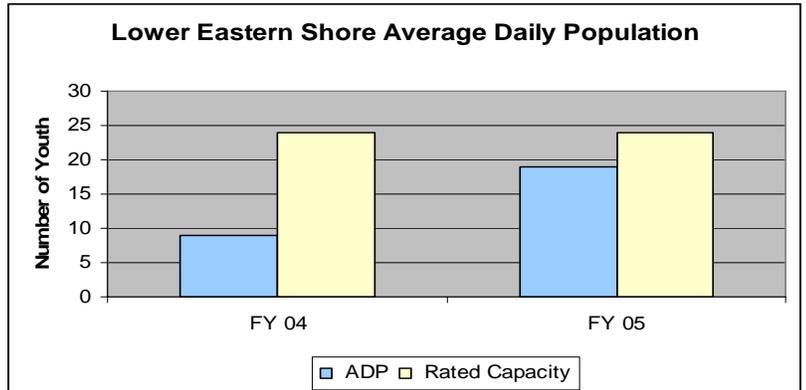
Current: Detention (boys [and girls as needed])

Proposed: Detention (boys [and girls as needed])

## GENERAL DESCRIPTION

The Lower Eastern Shore Children's Center opened in 2003 to provide secure detention for 24 boys and girls from the Eastern Shore region.

Population Trends And Facility Costs		
	2004	2005
Number Served	105	N/A
ADP	9	19
Rated Capacity	24	24
Cost	\$1,611,597	\$2,879,382



## SITE

The site spans 23½ acres, including the adjacent Wicomico County Public Safety Complex. The complex is located about three miles north of downtown Salisbury, just northwest of U.S. highway 50 and Maryland highway 13.

## BUILDING

Built at about the same time as the Western Maryland Children’s Center, the two facilities are similarly configured. The facility is a one-story structure, with two 12-bed pods. One pod is further subdivided with a central wall creating two six-bed pods. The dayrooms access dorm-style shower rooms; toilets and sinks are located in each room.

The public entrance accesses administration and visiting areas. The detainee intake area, via a vehicle sallyport, connects to the medical area. A full kitchen and dining area serves detainees. An indoor gymnasium and secure outdoor area provide recreation space. Program areas include a classroom and life skills area. A central control station housing multiple video monitors is located at the midpoint of the corridor connecting the residential pods.

No areas of building code of life-safety nonconformance were noted in this recently constructed building. As in other facilities, metal beds present a suicide hazard.

## SUMMARY OF CONDITIONS

The facility is in good condition.

## RECOMMENDATIONS

### Program

This facility will continue to serve the needs of Eastern Shore boys and girls pending court adjudication and disposition, as well as those youths pending placement.

**Physical**

No physical changes are required to accommodate the program. It has ongoing building and warranty issues related to its original construction. The subdivision of one of the residential pods into two six-bed units would allow the facility to better accommodate a small number of girl detainees.

# Maryland Youth Residence Center

Regions 1 and 2—Greater Baltimore and Southern Maryland

**NEEDS MAJOR IMMEDIATE RENOVATIONS.** We recommend that minor modifications be made immediately to the bathrooms to accommodate eight girls. The entire Maryland Youth Residence Center should undergo a systemic renovation during 2008–10 at an estimated cost of \$4.3 million.

721 Woodbourne Avenue  
Baltimore, MD 21212  
Phone: 410.433.6041

Facility Information	
Site Area	3.5 acres
Building Area	27,000 sq. ft.
2005 Capacity	36
Year Built	1937



## PROGRAM TYPE

Current: Shelter (boys)

Proposed: Shelter (boys and girls)

## GENERAL DESCRIPTION

The Maryland Youth Residence Center (MYRC) is a three-story building with a basement. Originally built as a school in Northeast Baltimore, the building currently provides shelter housing for 36 boys who are not deemed dangerous and who can be housed in a nonsecure facility. Other spaces within the building provide counseling and educational services. The third floor houses offices for the Department's Electronic Monitoring Control Center.

## SITE

The site spans 3½ acres on the south side of Woodbourne Avenue in northeast Baltimore City. The surrounding neighborhood, which is mostly residential, includes a middle school (less than a quarter-mile from the site) and a commercial shopping strip (less than a half-mile from the facility). Most of the area around the building is grass. There is a small parking area west of the building and a paved playing court behind the building, to the South.

## BUILDING



The building is configured with a central east west section, with perpendicular wings at each end. The first floor is mostly administrative offices, with two dormitory rooms in the east wing. The second floor contains additional offices in the central section, with two dormitory rooms in each of the east and west wings. The third-level office area is within the roof structure, with dormer windows in all the spaces. The full basement includes a dining room in the east wing, boiler room and maintenance areas in the west wing, and kitchen and laundry areas in the center section. This level is at walkout level at the back.

Since the first floor is elevated above the ground, there is no handicapped-accessible entrance to the main level. Handicapped access is through a back door at the basement level, then to the other levels by elevator. Because of the age of the building, there are numerous building- and life-safety code issues, including inadequate enclosure of the two egress stairs, the inadequate fire separation provided by the corridor and its openings, and the lack of a sprinkler system and current fire alarm devices.

Although the sleeping rooms are clean and fairly well maintained, the dorm-style bathrooms are in poor condition, owing mostly to continuing leaks in the plumbing system. Building systems, including heating and plumbing piping, are for the most part original to the building and obsolete.





A central boiler provides steam heat to the building; there is no central air conditioning. Window units in the offices and bedrooms provide cooling. All windows are vinyl replacement units. There are security screens as the interior of the windows. The elevator is ancient and likely original to the building. There has been some abatement of asbestos.

The multistory configuration of the residential areas makes supervision of youth more difficult. The kitchen is functional, providing meals not only for MYRC but also for the Schaefer House.

## SUMMARY OF CONDITIONS

The overall physical condition of the building's systems is fair to poor, although the structure itself is sturdy and well constructed. Maintenance funding cannot fully address the problems of the aging systems, and a major capital project will eventually be required to renovate the building to current standards if its long-term use is to continue. In favor of continued use, the structure contains adequate space to house current programs with some room for expansion, and the city location is convenient for departmental needs as well as the youth served. The site is spacious, with room for outdoor recreation as well as expansion of parking areas.



## RECOMMENDATIONS

### Program

With the continuing need for a shelter in Baltimore City, the master plan proposes continuing use of this facility, with assignment of 8 beds for use by girls plus 12 beds for boys in the Refocus and Opportunity Program. Boys and girls could be assigned to different floors of the building. The upper floor can continue to be used by the Electronic Monitoring Center.

### Physical

Renovations to the bathrooms should be performed to accommodate the female population. A systemic



renovation should be initiated in 2008 and completed in 2010 that would upgrade building systems (plumbing, heating, cooling, electrical, sprinklers, fire alarm, and elevator) and bring the building into compliance with codes. Space needs to be reconfigured to provide classroom space.

# Meadow Mountain Youth Center

Statewide

**No SIGNIFICANT RENOVATIONS NECESSARY. Physical issues should be addressed through the maintenance budget.**

234 Recovery Road  
Grantsville, MD 21536  
Phone: 301.895.5669

Facility Information	
Site Area	8.2 acres
Building Area	18,700 (multiple structures)
2005 Capacity	40
Years Built	1958–1994



## PROGRAM TYPE

Current: Specialized residential treatment (boys)

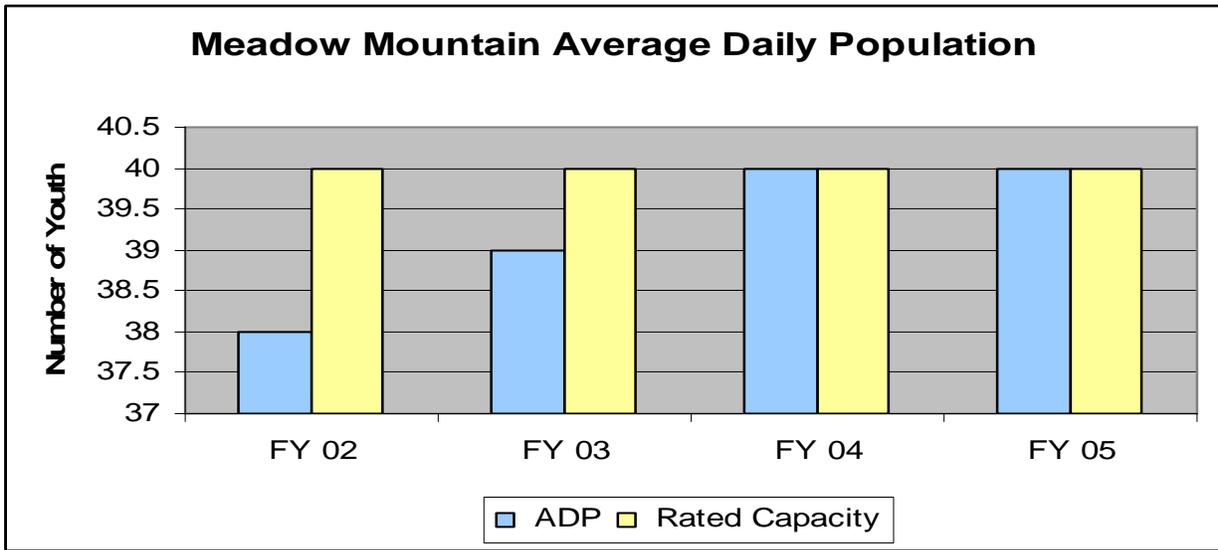
Proposed: Specialized residential treatment (boys)\

## GENERAL DESCRIPTION



The Meadow Mountain Youth Center is one of four youth centers in Western Maryland. These were established as Forestry Camps for Boys in the 1950s and 1960s. Meadow Mountain, in Garrett County, serves youths assigned from throughout Maryland for intensive substance abuse treatment.

Population Trends and Facility Costs				
	2002	2003	2004	2005
ADP	38	39	40	40
Rated Capacity	40	40	40	40
Operating Cost (Total for all Youth Centers)	\$9,942,946	\$10,342,720	\$10,489,959	\$11,810,124



## SITE

The site includes just over eight acres in a mountainous, wooded area off New Germany Road in central Garrett County. Surrounding property is forested. Water comes from a well, and a Maryland Environmental Service treatment plant handles sewage.



## BUILDINGS



Major buildings at Meadow Mountain include the 3,700-sq.-ft. dormitory built in 1981, the 3,600-sq.-ft. kitchen/dining facility built in 1958, and the gymnasium, a 3,500-sq.-ft. preengineered metal building from 1984. The dormitory is a one-story frame structure over a crawlspace. The kitchen/dining facility is of similar construction. A modular school building was moved to the site from Havre de Grace in 1984, though it was built in 1961. Other buildings include storage and maintenance buildings, a vocational education building (auto mechanics), a concrete masonry

administration building, and an aquaculture building.

The dormitory, school, kitchen/dining building, and gym have fire alarm systems tied back to an annunciator panel in the dormitory. There are significant moisture problems in the dining hall; areas of the wood floor structure are spongy and rotting, possibly from an inadequately vented crawlspace below. The adjoining maintenance/storage building has water infiltration along the foundation's north side.



The modular classroom building is in poor condition: its thin walls and poorly insulated roof are hot in summer and cold in winter. The metal roof is noisy in the rain, but the flimsy structure likely cannot support a more substantial roof.

## **SUMMARY OF CONDITIONS**

The overall condition of the buildings at Meadow Mountain is worse than that at the other youth centers, particularly the classroom building and the dining facility. Although the maintenance staff is vigilant, the harsh winter climate of this location creates thermal and moisture problems that the flimsy construction of some of the buildings cannot accommodate.

## **RECOMMENDATIONS**

### **Program**

No program changes are proposed for this facility. Meadow Mountain will continue to serve statewide boys in need of more intensive substance abuse treatment.

### **Physical**

This facility's current classroom building should be removed and replaced with two new modular classroom buildings.

# Mount Clare House

Statewide

**No RENOVATIONS ARE NECESSARY. Physical issues should be addressed through the maintenance budget.**

116 Callender Street  
Baltimore, MD 21201-1013  
Phone: 410.625.0087

Facility Information	
Size	4,800 sq. ft.
Site Area	0.07 acres
2005 Capacity	12
Year Built	Pre-1900



## PROGRAM TYPE

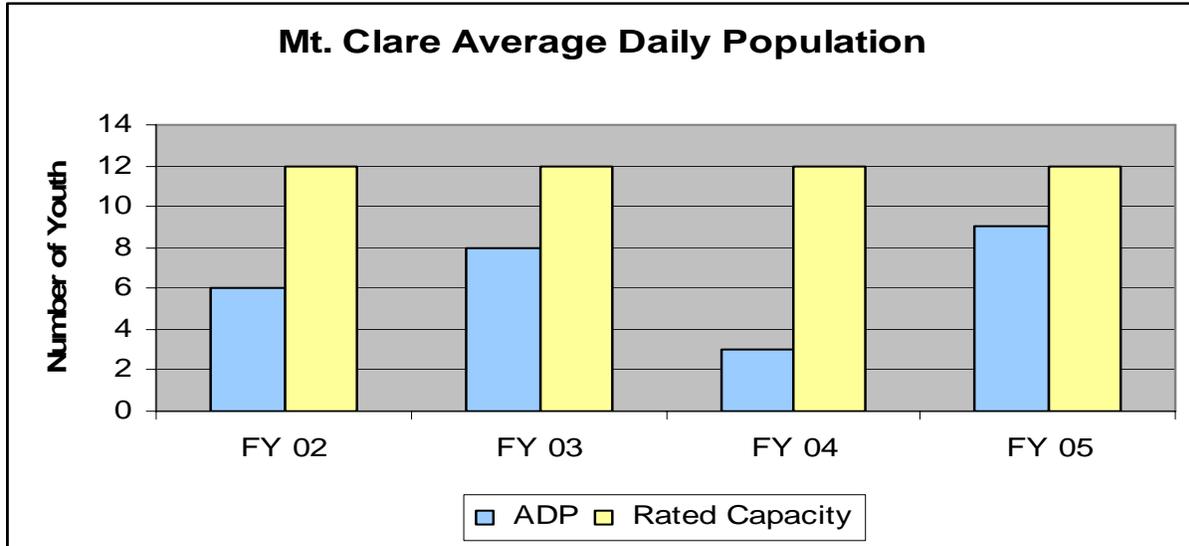
Current: Group home (boys)

Proposed: Group home (boys)

## GENERAL DESCRIPTION

Mount Clare House is a nonsecure residential care facility for 12 youths in Baltimore City. Owned by the State of Maryland, use of the facility is shared by three State agencies: DJS, the Department of Human Resources, and the Department of Health and Mental Hygiene.

Population Trends and Facility Costs				
	2002	2003	2004	2005
ADP	6	8	3	9
Rated Capacity	12	12	12	12
Cost	\$860,400	\$885,762	\$887,554	\$870,517



## SITE

The site is four connected row houses on the west side of a narrow street in southwest Baltimore, near the B&O Railroad Museum. The site is constrained, with the building abutting the sidewalk in front, and a shallow rear yard in back.

## BUILDING

The four houses, each measuring roughly 12 feet by 25 feet, are combined to form one facility. Typical of 19th-century Baltimore row houses, they are constructed with masonry bearing walls and wood-framed floors and roofs. The façade has been altered to eliminate entrances to the two center buildings; the main entrance is in the northernmost building, and a service entrance is at the front of the southernmost building. Common spaces are on the ground floor, with shared bedrooms for youths on the second and third floors. On the upper floors, corridors running North to South, through the original party walls, provide access to spaces. Two egress stair towers serve the building—an open stair at the northwest corner and an enclosed stair at the southwest corner. Heating and air conditioning are provided by a central unit on each floor. A central hot-

water heater in the basement serves the entire facility. Meals are prepared in a kitchen on the first floor.

The facility has an automatic sprinkler system and fire alarm, although the alarm does not meet current Americans With Disabilities Act guidelines. There is no handicapped access at the front entrance of the building.

The facility is in fair condition. Windows were replaced with residential-type vinyl units in the past few years. The kitchen equipment is old.

## **SUMMARY OF CONDITIONS**

A building of this age requires a vigilant, ongoing maintenance program, in lieu of a major rehabilitation of the structure and its systems, which would require vacating the facility for several months.

## **RECOMMENDATIONS**

### **Program**

No changes to programs are proposed for this facility. This facility functions adequately to house the type of program and population it serves.

### **Physical**

The Department may need to address the shortage of space available for counseling and meeting areas.

# Savage Mountain Youth Center

Statewide

**NO RENOVATIONS ARE NECESSARY. Physical issues should be addressed through the maintenance budget.**

164 Freedom Lane  
Lonaconing, MD 21539  
Phone: 301.463.5699

Facility Information	
Size Area	8.2 acres
Building Area	21,400 (multiple structures)
2005 Capacity	36
Years Built	1957–1990



## PROGRAM TYPE

Current: Residential treatment (boys)

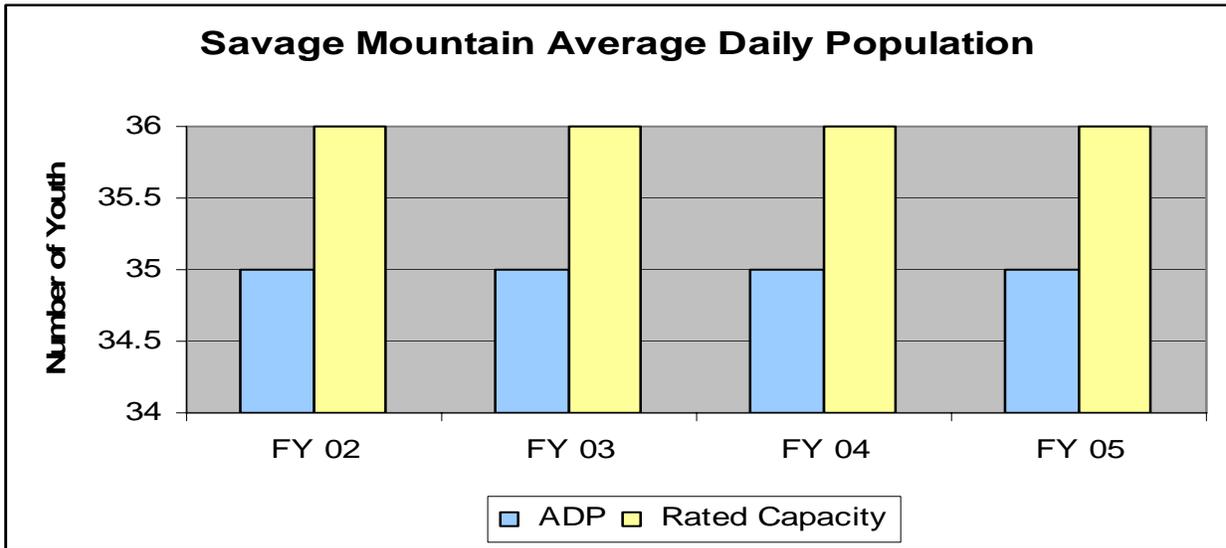
Proposed: Residential treatment (boys)

## GENERAL DESCRIPTION



The Savage Mountain Youth Center is one of four youth centers in Western Maryland. These were established as Forestry Camps for Boys in the 1950s and 1960s. Savage Mountain, in eastern Garrett County, serves youths assigned from throughout Maryland.

Population Trends and Facility Costs				
	2002	2003	2004	2005
ADP	35	35	35	35
Rated Capacity	36	36	36	36
Operating Cost (Total for all Youth Centers)	\$9,942,946	\$10,342,720	\$10,489,959	\$11,810,124



## SITE



The site includes just over eight acres in a mountainous, wooded area 3½ miles northwest of the town of Lonaconing along Maryland highway 657. Surrounding property is forested. Water comes from a well, and a Maryland Environmental Service treatment plant handles sewage.

## BUILDINGS

The residential building, built in 1981 and containing about 7,400 square feet, is a one-story concrete masonry structure.

Twenty-four single bedrooms are arranged about two double-loaded corridors, and there are two larger dormitory rooms. The building also includes dorm-style bathrooms, group meeting rooms, and a central recreation area.

The kitchen/dining building, also from 1981 and of the same construction type, contains 3,600 square feet. Adjoining the dining building is the 2,600-sq.-ft. gymnasium, a preengineered metal building built in 1985.



The facility's office is in a 400-sq.-ft. wood-framed building from 1958. The current school is a 1,100-sq.-ft. modular building on a concrete foundation. The vocational education building, containing garage bays for automotive mechanic instruction, is a 1,300-sq.-ft. post and beam barn from 1968.

## SUMMARY OF CONDITIONS

Most of the buildings are in good condition, except for the modular school building, whose concrete masonry foundation shows cracking. Harsh winter conditions make continued diligent maintenance necessary.



## **RECOMMENDATIONS**

### **Program**

No program changes are necessary. This facility will continue to provide traditional youth center programming for low- to medium-risk/low-need boys statewide until replacement regional youth centers are completed.

### **Physical**

Ongoing maintenance will ensure upkeep of the modular school building. One modular classroom should also be added to this facility.

No other renovations are necessary. Physical issues can be addressed through the maintenance budget.

The facility will be evaluated for an alternative use after the new replacement youth center opens.

# Sykesville Structured Shelter Care

Region 3—Western Maryland

**MINOR RENOVATIONS ARE NECESSARY.** The facility will be converted from 10 beds for girls to 10 for boys. This and other physical changes will be addressed through the maintenance budget.

7273 Cooper Drive  
Sykesville, MD 21784  
Phone: 410.795.7361

Facility Information	
<b>Building Area</b>	2,921 sq. ft.
<b>2005 Capacity</b>	10
<b>Year Built</b>	1980



## PROGRAM TYPE

Current: Shelter (girls)

Proposed: Shelter (boys)

## GENERAL DESCRIPTION

Sykesville Structured Shelter Care occupies a single-family-like residence in Sykesville, in Carroll County.

Population Trends and Facility Costs				
	2002	2003	2004	2005
Number Served	82	56	90	83
Rated Capacity	10	10	10	10
Cost	\$386,268	\$445,230	\$466,505	\$518,636

## SITE



The site is on Cooper Drive, immediately west of Maryland highway 32, on the northern side of Sykesville. Surrounding land is low-density residential. There is a paved parking area between the house and the road.

## BUILDING

The house is a single-story structure with a basement. The foundation is cast-in-place concrete. The siding is vinyl. Bedrooms, living areas, kitchen and dining, and offices are on the first level. A bedroom wing has been expanded to increase the capacity of the house to 10 girls. Corridors are narrow, the building is cramped, and circulation congested. The basement is mostly finished and provides study areas as well as a group meeting room.



There are moisture problems in the basement. Drainage from an adjacent property is directed toward the Shelter. The sewage system

relies on an ejector pump. When power fails, toilets and showers are unusable. There is some spalling on the foundation concrete and at the paving.

## **SUMMARY OF CONDITIONS**

The building is overall in fair to good condition, but the level of wear imposed on this building requires diligent maintenance. The basement moisture problems should be addressed after an examination of the foundation drainage problem.

## **RECOMMENDATIONS**

### **Program**

This facility will be converted from 10 beds for girls to 10 beds for boys. With the reopening of the Hurlock House on the Eastern Shore, and the proposed addition of a 24-bed shelter program for girls, demand on this facility will be eased.

### **Physical**

Only minor renovations are necessary to convert this facility from 10 beds for girls to 10 for boys. These and other physical changes will be addressed through the maintenance budget.

# Thomas J.S. Waxter Center

Region 2—Southern Maryland for proposed Youth Center  
Statewide for Committed Girls

NEEDS MINOR RENOVATIONS AND TO BE REBUILT IN 20 YEARS. Continue using the facility for detention for the immediate future, but eventually demolish it and redevelop the site. We recommend the construction of a new 12-bed facility for committed girls, at an estimated cost of \$3.4 million, at the same time that a 40-bed youth center for committed boys from Region 2 is built, at a cost of \$4.4 million, on the old (existing) Waxter site. The two facilities will share food service space.

375 Red Clay Road  
Laurel, MD 20724  
Phone: 410.792.7416

Facility Information	
Site Area	11 acres
Building Area	24,000 sq. ft.
2005 Capacity	68
Years Built	1961, 1976



## PROGRAM TYPE

Current: Secure detention (girls)  
Secure residential (girls)

Proposed: Discontinue use of existing building  
Potential redevelopment of site

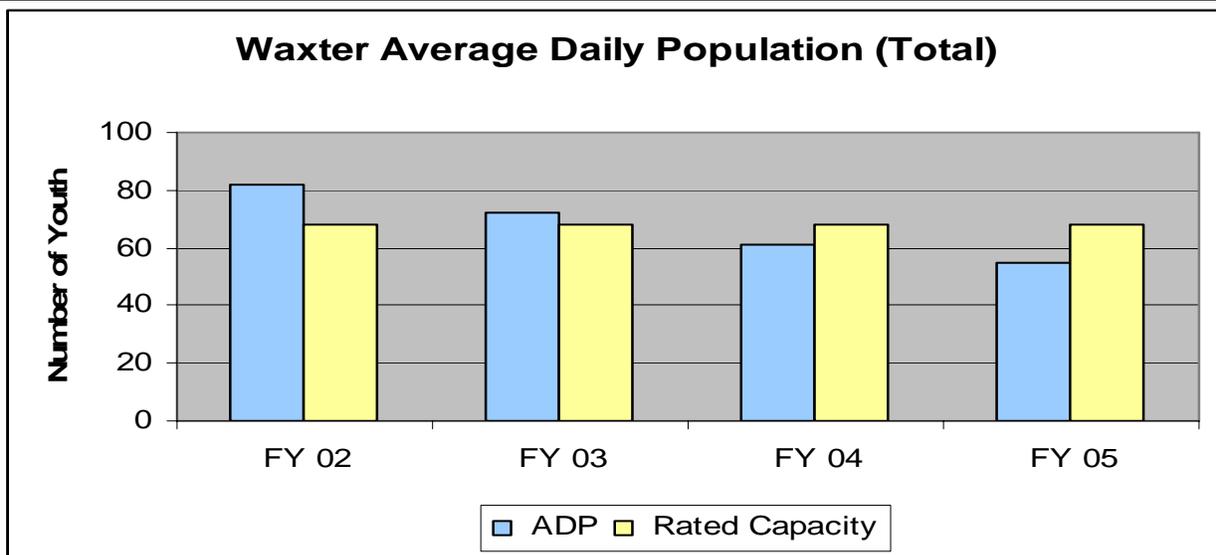


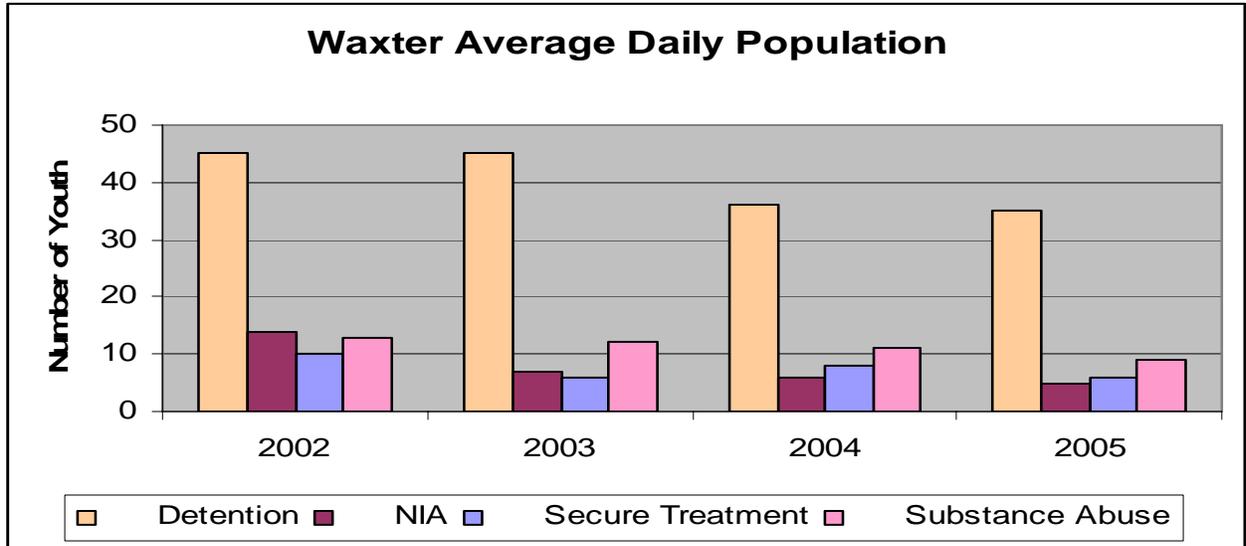
## GENERAL DESCRIPTION

The Waxter Center is located in a residential area of Laurel, adjacent to Maryland highway 295 (the Baltimore–Washington Parkway). The facility is

accessed by Red Clay Road, which dead-ends at the facility. The developed area of the site is surrounded by trees, buffering the institution from adjacent apartments to the North and the highway to the Southeast.

<b>Population Trends and Facility Costs</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
<b>Number Served</b>				
<b>Total</b>	843	847	695	777
<b>Nurturing Impact and Accountability (NIA)</b>	69	43	39	33
<b>Secure Treatment</b>	13	19	8	23
<b>Substance Abuse</b>	39	36	43	38
<b>Detention</b>	722	749	605	683
<b>ADP</b>				
<b>Total</b>	82	72	61	55
<b>NIA</b>	14	7	6	5
<b>Secure Treatment</b>	10	6	8	6
<b>Substance Abuse</b>	13	12	11	9
<b>Detention</b>	45	45	36	35
<b>Rated Capacity</b>	68	68	68	68
<b>Cost (Total)</b>	\$4,858,776	\$5,410,135	\$5,197,720	\$5,427,446
<b>NIA</b>	\$829,547	\$525,985	\$511,251	\$488,470.14
<b>Secure Treatment</b>	\$592,534	\$450,845	\$681,668	\$597,019.06
<b>Substance Abuse</b>	\$770,294	\$901,689	\$937,294	\$868,391.36
<b>Detention</b>	\$1,777,601	\$2,254,223	\$1,959,796	\$2,116,703.90
<b>Pending Placement</b>	\$888,800	\$1,277,393	\$1,107,711	\$1,356,861.50





## SITE

The Waxter site occupies 11 acres. The facility consists of one main building, modular trailers used for classrooms, and miscellaneous maintenance and storage sheds. A security fence encloses part of the site and connects to the building, containing outdoor recreation, circulation to classroom buildings, and emergency egress within a secure area.



## BUILDING



The original building includes a kitchen, a multipurpose room serving as both gym and cafeteria, two residential units (A and B), and administration, intake, and health areas. Each residential unit includes a dayroom, a classroom, and shared bathroom facilities. The rooms are single-occupant, lining a double-loaded corridor, and have no plumbing. At the end of each unit's corridor is a larger dormitory-style room that houses up to six beds. An additional residential unit, the "C"

unit, was constructed, leading from the dayroom of the “A” unit, around 1976. This was constructed as two dormitory-style rooms, two shared bathrooms, and a classroom. One of the dorm rooms now contains 18 beds, while the other functions as a dayroom for the unit. The building houses 14 youths plus the dorm occupants in the “A” unit, 13 youths plus the dorm occupants in the “B” unit, and 18 in the “C” unit.



The multipurpose area, accessed by stairs and a handicapped lift, is a level below the administration and residential areas of the building. The high ceilings and hard surfaces of the multipurpose room result in a noisy dining area. The kitchen and mechanical areas are also on this level of the building and have direct access to exterior maintenance and loading areas.

The building structure is masonry walls with concrete plank roof structures. The building has an automatic sprinkler system. Building systems are dated. The administration area has hydronic heat via fin tube units, and window-unit air conditioners. The residential area has a ducted central heating and air conditioning system. The kitchen equipment was replaced about 8 years ago.

## SUMMARY OF CONDITIONS



The building suffers from deferred maintenance in many areas. The configuration of the residential units does not allow appropriate sightlines for supervision of both units and is inappropriate for housing committed youths. The number of toilet and bathing fixtures is inadequate for the occupant load of the building. Apparently constructed to house boy detainees, the bathrooms are undergoing renovation to remove urinals.

## **RECOMMENDATIONS**

### **Program**

In the short term this facility can continue to serve the needs of girls pending court adjudication and disposition as well as those youths pending placement. But the facility is outmoded, and its residents should be relocated as soon as possible.

DSG also recommends that the other detention facilities operated by DJS continue to take female detainees as needed.

### **Physical**

The Thomas J.S. Waxter Center is an aging and outdated facility, and it is not suited for commitment programming. There is insufficient educational space. The three modular buildings are in decay and should be replaced with modular units that can accommodate four classrooms.

DSG recommends that only routine maintenance efforts be continued until the facility can be demolished and replacement facilities for committed boys and girls can be built on the site. The central location of the Waxter site is an asset to the Department, and the property should be redeveloped to house these recommended programs.

We recommend the construction of new 12-bed facility for committed girls as the same time as a 40-bed youth center for committed boys from Region 2 is built on the old (existing) Waxter site. The two facilities will share food service space.

# Thomas O'Farrell Center

Statewide

**NEEDS MODERATE REPAIRS AND REPLACEMENT IN 2011–13.** The estimated cost of replacement by 2013 is \$4.7 million. Short-term physical issues should be addressed through maintenance budget.

7960 Henryton Road  
Marriottsville, MD 21104  
Phone: 410.549.6330

Facility Information	
Site Area	7.0 acres
Building Area	18,000 sq. ft. (multiple bldgs.)
2005 Capacity	48
Year Built	1985



## PROGRAM TYPE

Current: Staff-secure residential (boys)

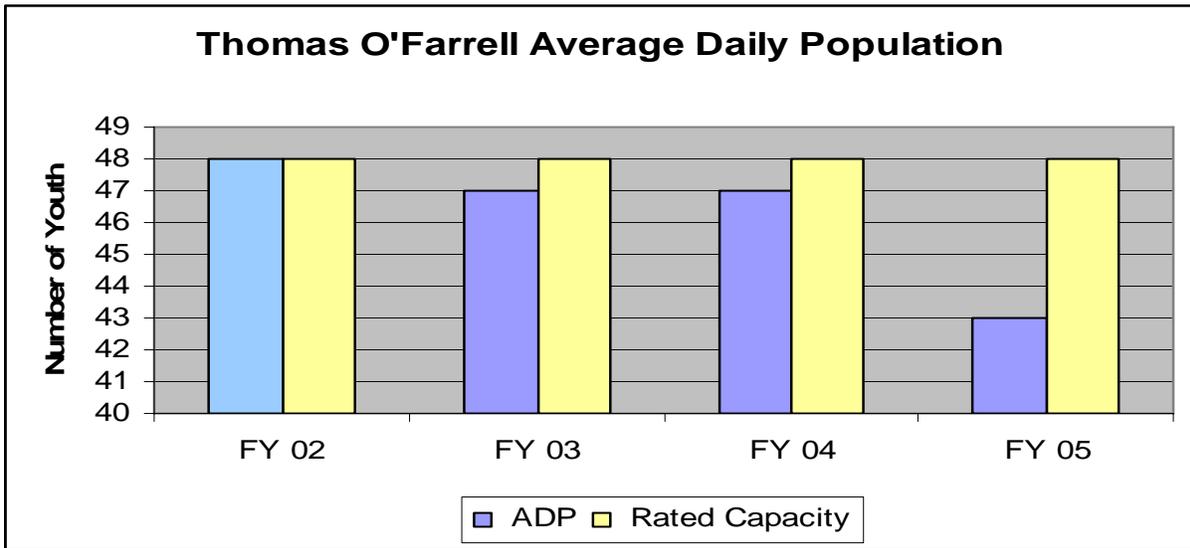
Proposed: Staff-secure residential (boys)



## GENERAL DESCRIPTION

The Thomas O'Farrell Center is a commitment facility in southeast Carroll County, serving youth from across the State. The center is a cluster of buildings in a wooded rural area about three miles east of Sykesville. The facility is State owned but operated by a private entity, the North American Family Institute.

Population Trends and Facility Costs				
	2002	2003	2004	2005
Number Served	96	92	87	114
ADP	48	47	47	43
Rated Capacity	48	48	48	48
Cost	\$2,844,036	2,844,036	\$3,019,237	\$2,985,545



## SITE

Surrounded by Patapsco State Park land, the site includes seven acres, accessed by Henryton Road west of Marriottsville Road. Other nearby uses are rural single-family residences and the grounds of the former Henryton Center, a State hospital facility that has been closed for 20 years. Although the wooded setting is an asset, the site is constrained in terms of available parking and land for outdoor recreational activities. The only organized recreation area is inside the gymnasium. The site has public water and a septic system. Fuel is liquid propane gas.

## BUILDINGS



The major buildings at the O'Farrell Center are the administration/gymnasium building, the dormitory and food service building, and two portable classroom structures. All date from about 1985. A donated caboose serves as a library.

The administration building and dormitory buildings are preengineered buildings with stained board siding on the exterior. The gymnasium is a separate module attached to the rear of the administration building. This

building is unsprinklered. Heating and cooling are via ducted systems. The dormitory building consists of four wings extending from a central circulation area, with the food service and dining area at one end. Although the gymnasium has concrete masonry unit walls to about eight feet, the construction of the remaining buildings is lightweight and does not provide a level of durability suitable for institutional use. For example, gypsum board walls at the dorms are in



constant need or repair. As such, maintenance is an ongoing concern. Toilets and showers are in poor condition. The portable classrooms have undergone upgrades to meet Maryland State Department of Education standards, including modifications to heating-ventilation-and-air-conditioning problems systems.



## **SUMMARY OF CONDITIONS**

With lightweight construction not suited for an Institutional level of use, the buildings at the O'Farrell Center may be past the midpoint of their lifespan. Twenty-year-old systems will soon need replacing, and maintenance needs in general will continue to increase as the buildings age.

## **RECOMMENDATIONS**

### **Program**

No programmatic changes are proposed for this facility.

### **Physical**

For long-term operation of a facility on this site, replacement of the existing buildings and additional space is proposed to begin in 2011 and be completed in 2011. In the meantime, we recommend adding an additional modular structure for a special education classroom and two modular buildings for additional programming.

# Victor Cullen Academy

Statewide

**TO REOPEN, NEEDS MODERATE RENOVATIONS. DJS is currently developing an RFP for a new 48-bed commitment facility, which could be located at Victor Cullen (or another site, to be provided by the contractor).**

600 Cullen Drive  
Sabillasville, MD 21780

Facility Information	
Site Area	500 acres
Building Area	200,000 sq. ft.
2005 Capacity	80 (recommended)
Years Built	1908–1994



## PROGRAM TYPE

Current: Closed

Proposed: Secure facility for high-risk/high-need boys



## GENERAL DESCRIPTION

The Victor Cullen Academy is located in a rural area outside of Sabillasville, in Frederick County. The facility is accessed from Maryland highway 505, near the Pennsylvania border. The institution began as a State sanitarium for tuberculosis patients, then became a State hospital. In 1965, it became a reform school for boys, and then was transferred to Juvenile Services in 1967.

## SITE



The site contains about 500 acres. Most of the 30 buildings are within a security fence. The administration building is just inside the fence, with residential cottages along a loop drive farther from the gate. A gymnasium and modular school building are near the center of the campus. The campus was originally served by a central steam system; now, individual boilers serve each building. All boilers are electric—there is no gas available on the site. Water is provided by Washington County and pumped to a water tower, eliminating the need for fire pumps. Maryland Environmental Service provides sewage treatment.

## ADMINISTRATION BUILDING

The administration building, the Cullen Building, was constructed in 1946 as a hospital for tuberculosis patients. When last occupied by Juvenile Services, it housed offices on the first level, as well as a kitchen and dining facility in a wing that was added in 1955. The upper floor contained sleeping rooms for youths and other miscellaneous spaces. Total square footage is roughly 47,000.

This building is generally in good condition and has been well maintained during its vacancy. The kitchen is well equipped, and the dining room is a pleasant, airy space. The building's structure is reinforced concrete. The building is sprinklered, and fire alarm and emergency and exit lighting are current. The steam boiler provides domestic hot water also. There is no central air conditioning, but cooling is not generally a problem in this location, and the building is well ventilated. An emergency generator serves the building. The elevator is original and has outmoded controls.



## RESIDENTIAL BUILDINGS



The five residential cottages were constructed in 1972. They are identical one-story buildings of about 5,800 square feet, with concrete masonry unit exterior walls and precast concrete plank sloped roofs. Each cottage contains 18 single bedrooms, dorm-style bathrooms, and common lounge and classroom areas. The cottages are heated with individual hot-water boilers. There is no central air conditioning. One building has been recently renovated on the interior and is in excellent condition, with a new fire alarm, emergency and exit lighting, and sprinkler system. All cottages need roofs replaced. The

roofs are a low slope, and the current shingle roofs were installed with no ventilation beneath the shingles, leading to the deterioration of the material.

## GYMNASIUM

The gymnasium, built in 1972, is in good condition, although the building is unsprinklered and has an outdated fire alarm. Exterior walls are concrete masonry units faced with brick. The roof structure is steel bar joists and metal deck. The toilet and locker rooms are in fair condition. The 13,000-sq.-ft. gym provides a full-size basketball court and has an elevated stage at one end. The building is handicapped accessible, although there is not handicapped access to the stage. The gym is used by local schools.



## OTHER BUILDINGS



The remaining buildings on the campus include a modular school building, which is in poor condition and nearing the end of its useful life. There is a serious mold problem in this building. A one-story library building, constructed in 1993, is in good condition, although in need of a new roof. An attractive stone chapel sits just outside the security fence. It was constructed in 1933 and is in good

condition. Near the chapel on the outside of the security fence is the superintendent's residence, a two-story stone and shingled house built in 1932. Its condition is good. The adjacent staff apartments, constructed a few years later, are in poor condition. Small storage and maintenance buildings were not investigated.



## **SUMMARY OF CONDITIONS**

The Cullen campus is an excellent resource for DJS. The existing buildings, within a secure fence, contain valuable space that could be used to house youths needing a secure facility. The school building should be removed. Residential functions should be removed from the Cullen Building, which could be better used to house educational functions, along with the administrative and dining functions. Information technology infrastructure, i.e., cabling, should be added. Three cottages still require renovation and all cottage roofs require replacement

Victor Cullen has two cottages that have already been renovated and three more cottages that need minor renovation. The existing school building is in poor condition because of extreme mold and mildew. However, modular classroom buildings could be added

for educational space, or the administration building, which includes former hospital room wards, could easily be reallocated and retrofitted for use as classroom, medical, and administrative space.

## **RECOMMENDATIONS**

### **Program**

To reopen, Victor Cullen needs moderate renovations. DJS is currently developing an RFP for a new 48-bed commitment facility, which could be located at the Victor Cullen Academy (or another site, to be provided by the contractor).

# Western Maryland Children's Center

Region 3—Western Maryland

**NO RENOVATIONS NECESSARY. No capital project is required.**

18420 Roxbury Road  
Hagerstown, MD 21740  
Phone: 301.745.6051



Facility Information	
Size	27,000 sq. ft.
Site Area	8.4 acres
2005 Capacity	24
Year Built	2003

## PROGRAM TYPE

Current: Detention (boys [and girls as needed])

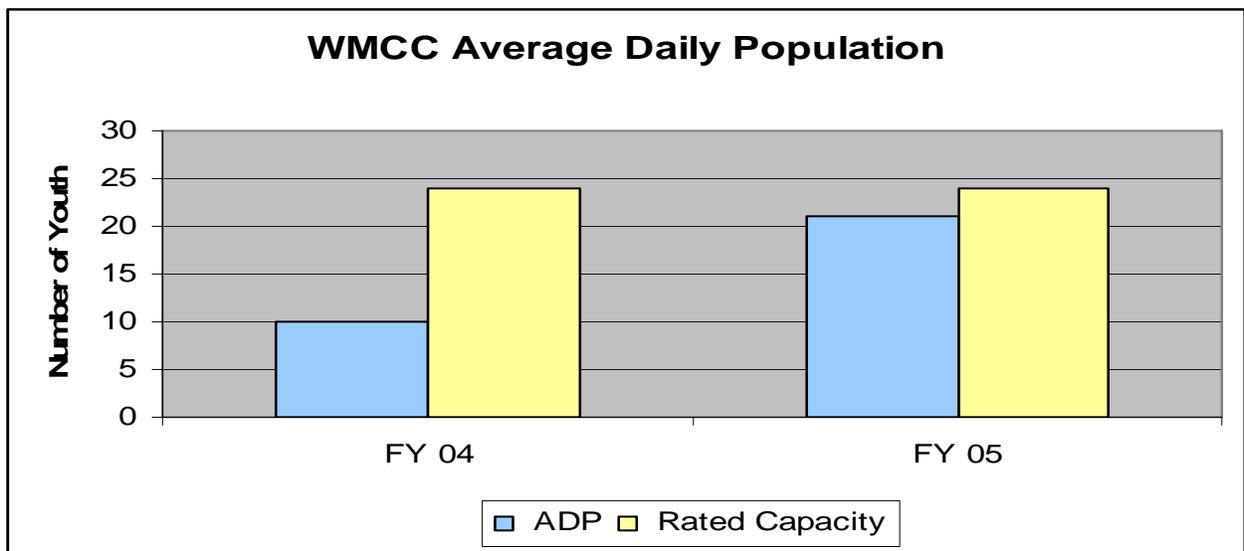
Proposed: Detention (boys [and girls as needed])

## GENERAL DESCRIPTION



The Western Maryland Children's Center opened in 2003 to provide secure detention for 24 boys and girls from the Western Maryland region.

Population Trends and Facility Costs		
	2004	2005
Number Served	112	243
ADP	10	21
Rated Capacity	24	24
Cost	\$2,457,822	\$3,017,915



## SITE

The site covers 8.4 acres. It is adjacent to adult correctional facilities operated by the Department of Public Safety and Corrections. The facility is accessed from Maryland highway 65, about five miles south of Hagerstown. The site is served by public water and sewer services.

## BUILDING

Built at about the same time as the Lower Eastern Shore Children’s Center, the two facilities are similarly configured. The facility is a one-story structure, with two 12-bed pods. One pod is further subdivided with a central wall creating two six-bed pods. The dayrooms access dorm-style shower rooms; toilets and sinks are located in each room.





The public entrance accesses administration and visiting areas. The detainee intake area, via a vehicle sallyport, connects to the medical area. A full kitchen and dining area serves detainees. An indoor gymnasium and secure outdoor area provide recreation space. Program areas include a classroom and life skills area. A central control station housing multiple video monitors is located at the midpoint of the corridor connecting the residential pods.

The recently constructed building exhibits no areas of code noncompliance, but there have been problems with construction deficiencies, including heating-ventilation-and-air-conditioning problems, noninstitutional grade plumbing fixtures, and malfunctions of drains, locks, and other items. The facility has been subjected to an outside engineering review.

As at BCJJC and Carter, metal beds present a suicide hazard.



## **SUMMARY OF CONDITIONS**

With resolution of construction-related problems, the facility should function well.

## **RECOMMENDATIONS**

### **Program**

This facility will continue to serve the needs of Western Maryland male and female youths pending court adjudication and disposition, as well as those youths pending placement.

### **Physical**

No physical changes are required to accommodate the program. It has ongoing building and warranty issues related to its original construction. The subdivision of one of the residential pods into two six-bed units would allow the facility to accommodate a small number of female detainees.

# William Donald Schaefer House

Statewide

**NEEDS RENOVATIONS, OWING TO CODE VIOLATIONS. Physical issues should be addressed through the maintenance budget.**

907–909 Druid Park Lake Drive  
Baltimore, MD 21217  
Phone: 410.333.7152

Facility Information	
Site Area	0.58 acres
Building Area	13,284 sq. ft.
2005 Capacity	19
Year Built	1976



## PROGRAM TYPE

Current: Residential treatment (boys)

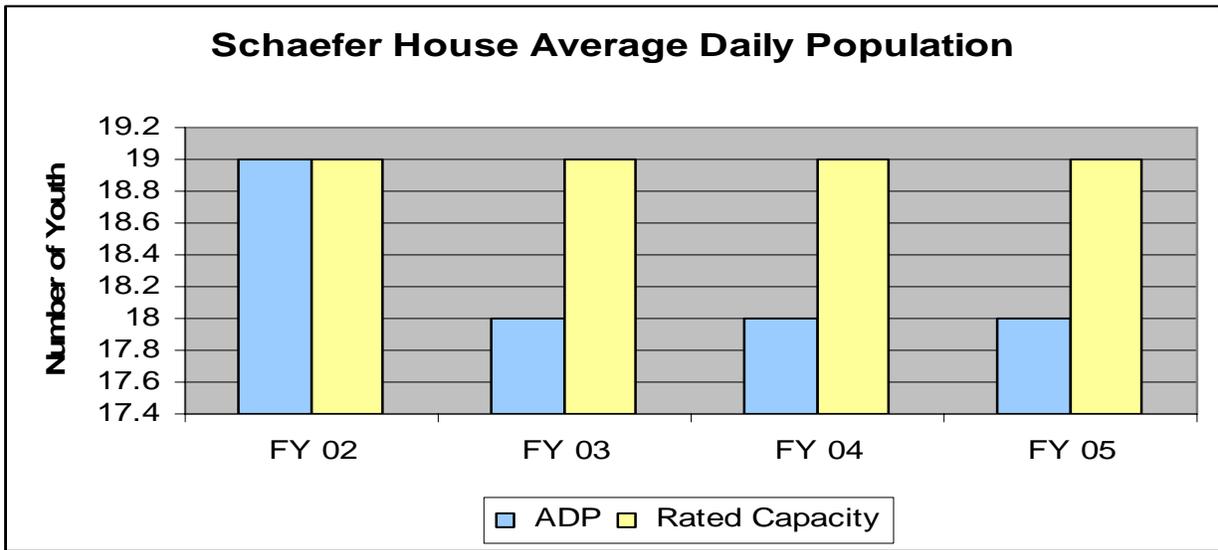
Proposed: Residential treatment (boys)

## GENERAL DESCRIPTION



The William Donald Schaefer House occupies two early 20th-century residences in Baltimore's Reservoir Hill neighborhood, facing Druid Park Lake. The program provides drug and alcohol treatment for about 19 boys from across the State.

Population Trends and Facility Costs				
	2002	2003	2004	2005
Number Served	85	82	81	N/A
ADP	19	18	18	18
Rated Capacity	19	19	19	19
Cost	\$1,123,022	\$1,149,053	\$1,264,718	\$1,418,535



**SITE**



The site is within an urban residential neighborhood. The combined area of both lots is over half an acre. East of the site is a high-rise apartment building. To the West is a parking lot and another large apartment building. The site is accessed from busy Druid Park Drive and from a rear alley. An area between the two houses, at the rear of the site, has been paved for a basketball court.

## BUILDINGS

The eastern building, at 907, contains areas used by the residents. The building has been a boys' group home since 1992. The first floor includes a dayroom and meeting areas in the original living and dining rooms, administrative offices, and a dining room and kitchen in a rear addition. There is a full commercial kitchen, but it is not used for meal preparation—instead meals are prepared at the Maryland Youth Residence Center. The central hall has an open stair leading to the second floor, which contains additional office space, plus four dormitory-style bedrooms and bathrooms. The basement includes a boiler and a hot-water heater, as well as an indoor recreation area. The building is a Tudor-style structure, with much of its elaborate woodwork and detailing intact. There is a shortage of program and common spaces for the residents.



The western building is used as classroom space and office space for teacher and the nurse, and houses DJS offices unrelated to this program.

The eastern building has a sprinkler system, fire alarm system, and emergency lighting. Life-safety upgrades were installed in the renovation for the 1992 occupancy. A masonry egress stair was also apparently constructed at that time. A second egress stair, probably originally constructed as the servants' stairwell, provides egress from the second floor. There is no separation between

the two floors, as required by code under either Institutional or Residential occupancy, although bedrooms each have a self-closing door and appear to be rated. Under either an Institutional occupancy classification (more than 16 residents) or Residential occupancy (16 or fewer residents), the building would need to be equipped with a sprinkler system conforming with requirements of the National Fire Protection Association to comply with the allowable building area. It is not clear whether the sprinkler system meets this requirement. There is no handicapped accessibility provided.

Plumbing fixtures are residential grade and do not stand up to the heavy use imposed on them. The plumbing system is mostly original, with some leaks, including at shower pans. The boiler was replaced in 1987. There is no onsite maintenance staff; maintenance is provided by staff from the Hickey School.

## SUMMARY OF CONDITIONS

Considering its age, the building is in fair to good condition. Problems with systems exist, but the initial impression of the building is not one of decrepitude and deterioration. However, the level of use imposed by 19 teenage boys should require a more vigilant maintenance program, as well as upgrading fixtures to Institutional quality. The renovations performed for the group home occupancy classification in 1992 were clearly attempted with some sensitivity to and interest in

preserving historic aspects of the building, which has resulted in a warm, noninstitutional atmosphere appropriate for a residential program.

## **RECOMMENDATIONS**

### **Program**

The Schaefer House should continue to serve the needs of statewide boys in need of substance abuse treatment.

### **Physical**

With relocation of unrelated programs occupying the 909 building, space could be appropriated for use by the residents of the Schaefer House programs. Maintenance should be intensified. Some repairs are already underway, including replacement of windows, lead paint abatement, and replacement of bathrooms.

Due to the nature and age of the existing residence, the date of its conversion to a group home and the changes in construction codes that have taken place since the conversion, we also recommend that a thorough analysis of the facility's compliance with building, life safety, and accessibility codes be performed.