Maryland Department of
Juvenile Services
Successful Youth • Strong Leaders • Safer Communities

One Center Plaza
120 West Fayette Street
Baltimore, MD 21201

Anthony G. Brown
Lt. Governor

Martin O'Malley
Governor

Sam Abed
Secretary

STATEMENT OF NEED
INCREASED NUMBER OF PLACEMENTS AT SILVER OAK ACADEMY
REVISED MAY 3, 2013

INTRODUCTION

The Department of Juvenile Services (DJS) is committed to providing quality care and appropriate services to youth and families involved in the juvenile services system. DJS operates a system of services delivered in communities and facilities designed to meet the specific special needs of youth and their families, while minimizing risks to public safety. Additionally, DJS contracts with a number of private providers to deliver high quality residential treatment programs and after-care services to committed youth.

DJS is required to issue a Statement of Need (SON) before it may increase the number of placements in a residential child care program. Md. Code, Human Services, §8-703.1(e)(3). Pursuant to COMAR 14.31.09.04D, the SON shall include: (1) identification of the geographic areas of need, including the primary region or regions of residence of the children who will be placed in the facility; (2) identification of the population to be served, including specialized mental, physical, behavioral health, and developmental needs of the children affected by the SON; (3) a description of the services that will be provided; (4) a description of the current availability of the proposed services in the region or regions; (5) a description of the actual or projected number of children who need the proposed services from the region or regions; (6) the number of beds required; (7) a description of the methodology used as the basis for the agency's calculations set forth in a manner that permits independent verification if requested; (8) the date by which proposals must be submitted; (9) the date by which beds must be available; and (10) the selection criteria.

STATEMENT OF NEED

The Department of Juvenile Services (DJS) is issuing a SON to increase the licensed number of placements of the Silver Oak Academy (SOA). The Silver Oak Academy is a staff-secure (non-fenced) residential program for boys which opened in July 2009 and is owned and operated by Rite of Passage, Inc. DJS currently licenses this residential child care program to house up to 48 male youth. The facility is centrally located in northern Carroll County in Keymar, Maryland.

This SON is based on the need for intensive, highly structured, and therapeutic services, including after-care, for males between the ages of fourteen (14) and twenty-one (21). These services will allow youth currently awaiting placement in detention around the State to be placed more quickly into a residential committed program, within the State of Maryland, that can safely and appropriately meet their therapeutic and security needs.

- **Identification of the geographic area or areas of need, including the primary region or regions of residence of the children who will be placed in the facility.**

  DJS has a Statewide need for staff-secure residential programs for male youth ages fourteen (14) to twenty-one (21). Please refer to Appendix A for details of the Statewide need.

- **Identification of the population to be served, including specialized mental, physical, behavioral health, and developmental needs of the children affected by the statement of need.**

  DJS requires additional placement beds for youth with an array of delinquent backgrounds, including multiple placement failures, often severe emotional and behavioral problems, severe assaultive and running away behaviors, learning and emotional disabilities, poor decision-making skills, low academic performance and a history of severe trauma, alcohol or drug abuse who need to receive educational, somatic health, mental health, substance abuse and other services on a self-contained campus. Placement in a staff-secure, self-contained program, located in Maryland, is in the best interest of these youth and is the least restrictive placement appropriate to their special needs and to the safety of the community. SOA is willing and able to meet the agency's need for a full array of residential and after-care services in a safe and staff-secure environment.

- **Description of the services that will be provided.**

  SOA is a residential treatment program, licensed by DJS for committed male youth ages fourteen (14) to eighteen (18). SOA is located on a 75-acre campus that provides on-site educational services, including special education, athletics and community activities, treatment services, vocational training services, on-site medical and mental health services, and after care services. Throughout the youth's involvement with SOA, the program encourages family participation.

  The school at SOA is approved by the Maryland State Department of Education (MSDE) as a Non-Public General Education and Special Education Program. The year-round school provides high school level instruction at a ratio of six students for each teacher. Students can earn a high school diploma or GED, earning credits that conform to the MSDE curriculum standards. The Special Education Program meets the needs of students diagnosed with specific learning disabilities or emotional disturbances providing related services as identified in the student's Individualized Education Plan.

  SOA offers an inter-scholastic activities program, competing in The Maryland Public Secondary Schools Athletic Association (MPSSAA) in football, cross country, basketball, wrestling, and track and field. Students also participate in regular health and wellness programs, including daily physical education classes, intramural sports on campus and the annual Presidential Physical Fitness competition. Additionally, community services and services learning activities are part of the Restorative Justice Model adopted by the SOA programming. Program completion standards require that each student participate in 200 hours of community services. High school diploma standards require 75 hours of service learning.

  In providing treatment services, SOA utilizes the Positive Achievement Change Tool (PACT) to assess criminogenic risks and behavioral factors in eleven different domains. To facilitate proper treatment and measure change accurately, a Measured Achievement Plan (MAP) is developed for each student based on this assessment. Major treatment goals are formulated and the corresponding services identified, including skills groups, substance abuse treatment, individual and family counseling and psychological and psychiatric interventions where necessary. Families and DJS case managers participate in this process.

  Licensed and trained SOA staff delivers evidence-based services such as, Aggression Replacement Training, Thinking for a Change, Pathways to Self-Discovery and Change, Restorative Solutions and Common Sense Parenting. The average length of treatment is nine months of on-campus activities and

three to four months of community after-care when the child returns to his home or other permanent placement.

SOA provides on-site vocational, career and technology programs in a newly built Workforce Development Center. The Center has established career technology programs that traditionally help youth succeed by offering training that can culminate with nationally recognized certifications. Through the different career technology classes, students are able to choose from an array of MSDE-approved vocations that not only are in demand, but also are of interest to the student and can meet his competency level. The career technology training program follows the approved MSDE curriculum and provides national certifications in the following:

- Barbering
- Culinary Arts
- Building Trades
- Computer Technology

SOA plans to expand its vocational, career and technology program. Current classes under review by MSDE include Certified Nursing Assistant and CNC Metal Fabrication.

After-care services for families are provided through an evidence-based model. The program is targeted to meet adolescents' needs, including severe emotional and behavioral problems, alcohol or drug use, truancy issues, domestic violence, suicidal ideation, depression and ADHD. The model engages students and families at the onset of placement and continues through the after-care period. Treatment, follow-up and linkage services assist students to reintegrate into their communities.

- **Description of the current availability of the proposed services in the region.**

DJS issued a Request for Expressions of Interest on August 23, 2012 to currently licensed residential child care providers who already provide or might be willing and able to provide a staff-secure, self-contained residential program for 48 delinquent males with intensive special needs committed to DJS. The only licensed residential child care program that provided a responsive expression of interest was SOA. SOA is the only licensed private residential child care program in the State that is currently willing and able to timely provide, on a staff secure campus, the full array of services needed by DJS for the particular population of special needs youth described in the Request for Expression of Interest. See Appendix B, Request for Expression of Interest.

- **Description of the actual or projected number of children who need the proposed services from the region or regions.**

Please refer to Appendix A, which illustrates the actual need for staff secure residential services in each DJS region.

- **Number of beds required.**

The Secretary of DJS has found that there is good cause to increase capacity at SOA by 48 beds based on the need identified in Appendix A. Md Code., Human Services, §9-238.1(5)(ii).

- **Description of the methodology used as the basis for the agency's calculations set forth in a manner that permits independent verification if requested.**

  The agency's calculations were made by conducting a count each month of the youth pending placement in all DJS detention facilities. DJS further evaluated this population by identifying the type of placement the youth was pending placement.

- **Date by which beds must be available.**

  The date by which the 48 beds must be available is July 1, 2013.

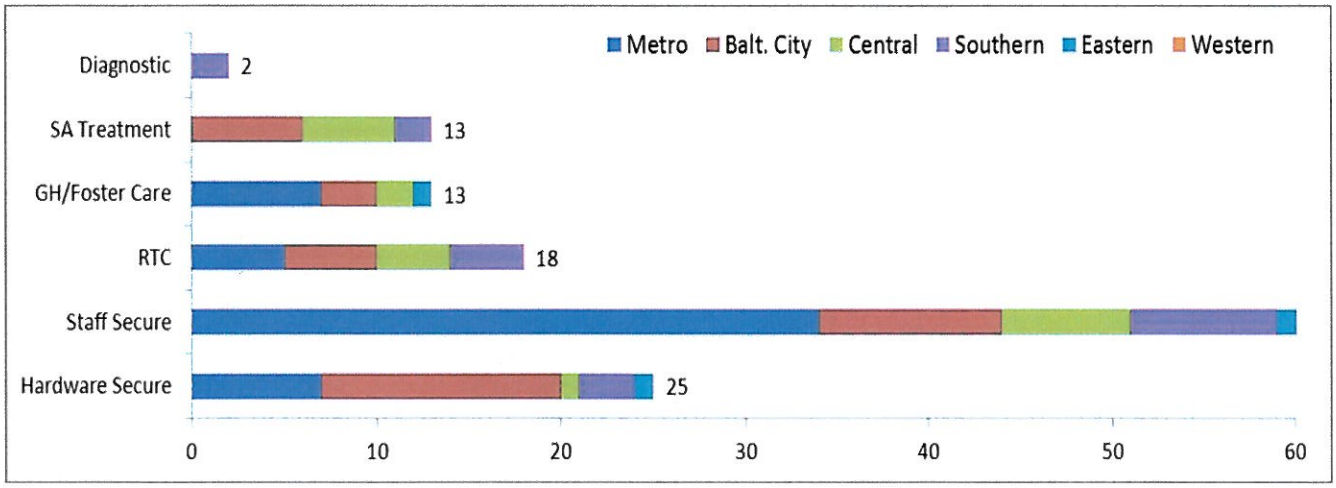
- **Selection criteria.**
  After a SON is issued in accordance with COMAR 14.31.09.04, the provider may submit an expansion of number of placements request and any materials required by the Governor's Office for Children in COMAR 14.31.02.

Appendix A

Pending Placement May 21, 2012

By type of committed program for which youth is waiting placement

Program Type[1]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	7	13	1	3	1	0	**25**
Staff Secure	34	10	7	8	6	3	**68**
RTC	5	5	4	4	0	0	**18**
GH/Foster Care	7	3	2	0	1	0	**13**
SA Treatment	0	6	5	2	0	0	**13**
Diagnostic	0	0	0	2	0	0	**2**
Total	**55**	**37**	**19**	**20**	**8**	**3**	**142**



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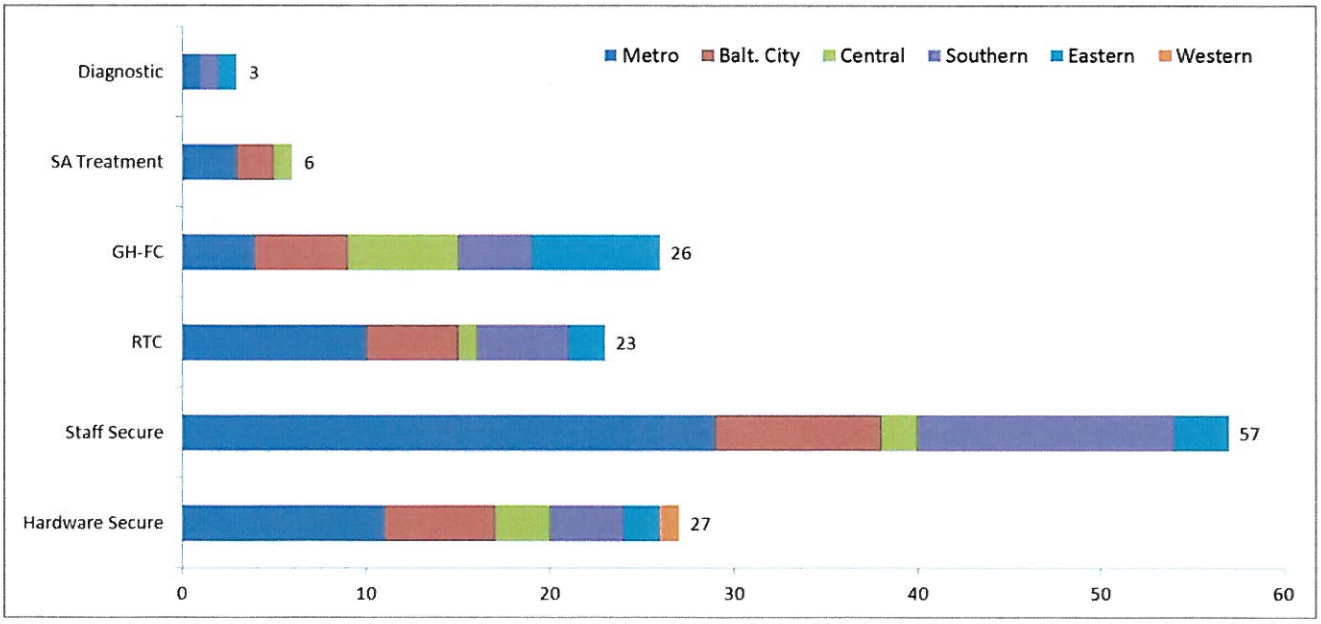
RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / Foster Care = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement June 22, 2012

By type of committed program for which youth is waiting placement

Program Type[2]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	11	6	3	4	2	1	**27**
Staff Secure	29	9	2	14	3		**57**
RTC	10	5	1	5	2		**23**
GH-FC	4	5	6	4	7		**26**
SA Treatment	3	2	1				**6**
Diagnostic	1			1	1		**3**
Total	**58**	**27**	**13**	**28**	**15**	**1**	**142**



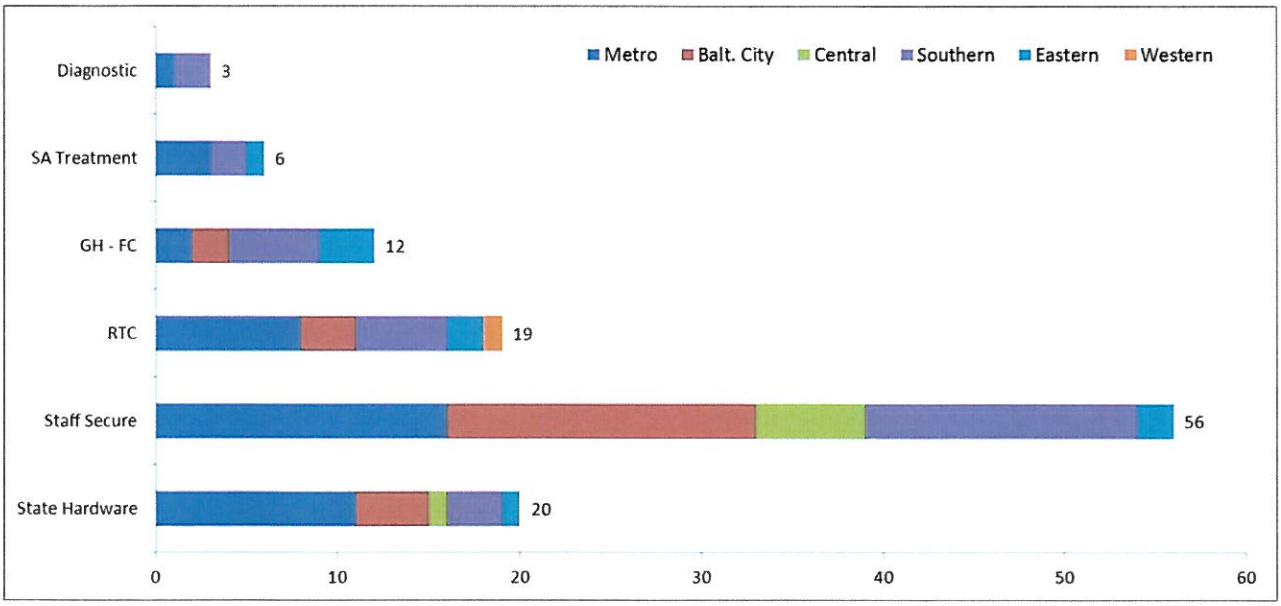
2

RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement July 27th, 2012

By type of committed program for which youth is waiting placement

Program Type[3]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
State Hardware	11	4	1	3	1		**20**
Staff Secure	16	17	6	15	2		**56**
RTC	8	3		5	2	1	**19**
GH – FC	2	2		5	3		**12**
SA Treatment	3			2	1		**6**
Diagnostic	1			2			**3**
Total	**41**	**26**	**7**	**28**	**9**	**1**	**112**



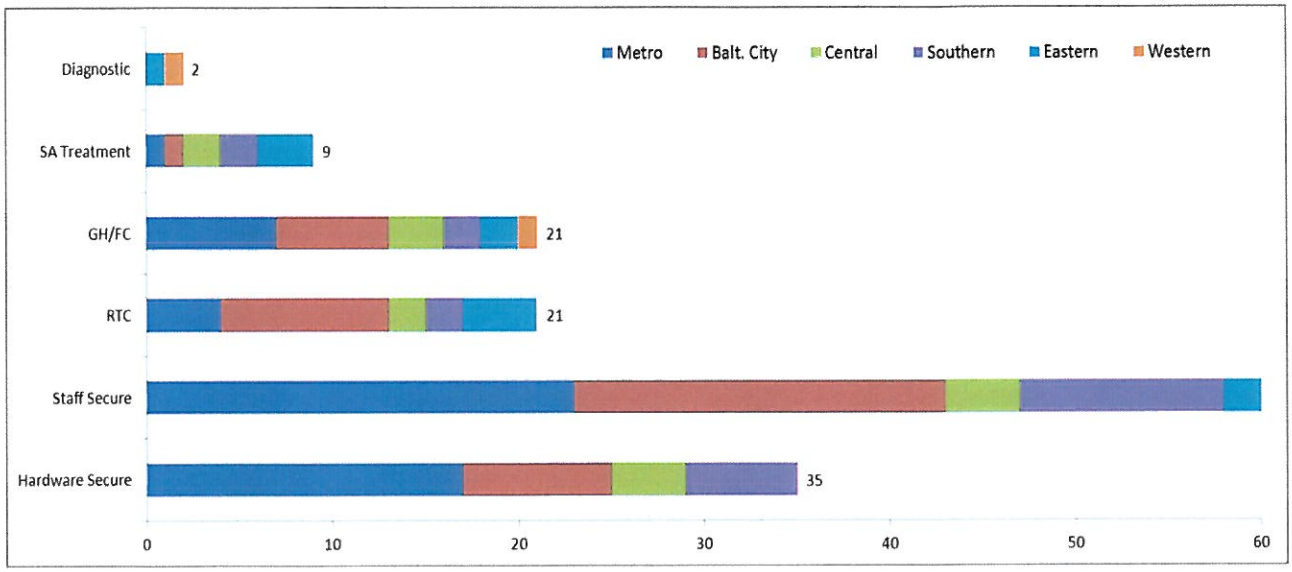
3

RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement August 15, 2012

By type of committed program for which youth is waiting placement

Program Type[4]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	17	8	4	6	0	0	**35**
Staff Secure	23	20	4	11	3	1	**62**
RTC	4	9	2	2	4	0	**21**
GH/FC	7	6	3	2	2	1	**21**
SA Treatment	1	1	2	2	3	0	**9**
Diagnostic	0	0	0	0	1	1	**2**
Total	**52**	**44**	**15**	**28**	**13**	**3**	**155**



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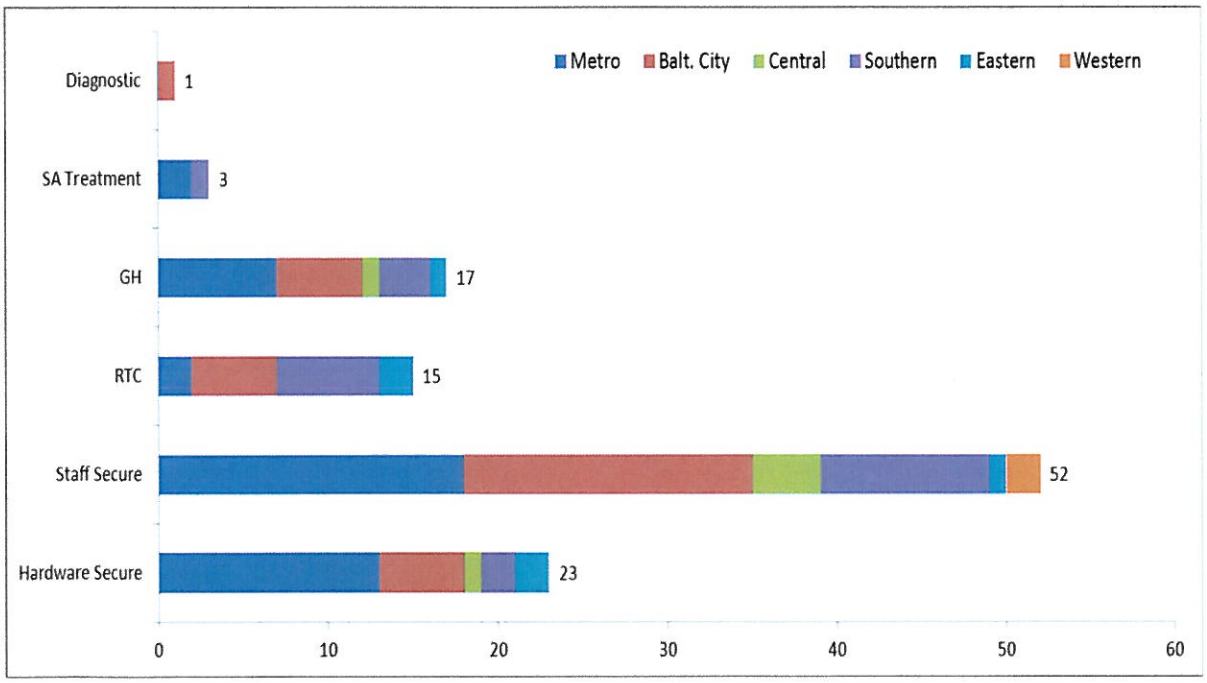
RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement

September 12, 2012

By type of committed program for which youth is awaiting placement

Program Type[5]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	13	5	1	2	2		**23**
Staff Secure	18	17	4	10	1	2	**52**
RTC	2	5	0	6	2		**15**
GH	7	5	1	3	1		**17**
SA Treatment	2			1			**3**
Diagnostic		1					**1**
Total	**42**	**33**	**6**	**28**	**6**	**1**	**116**

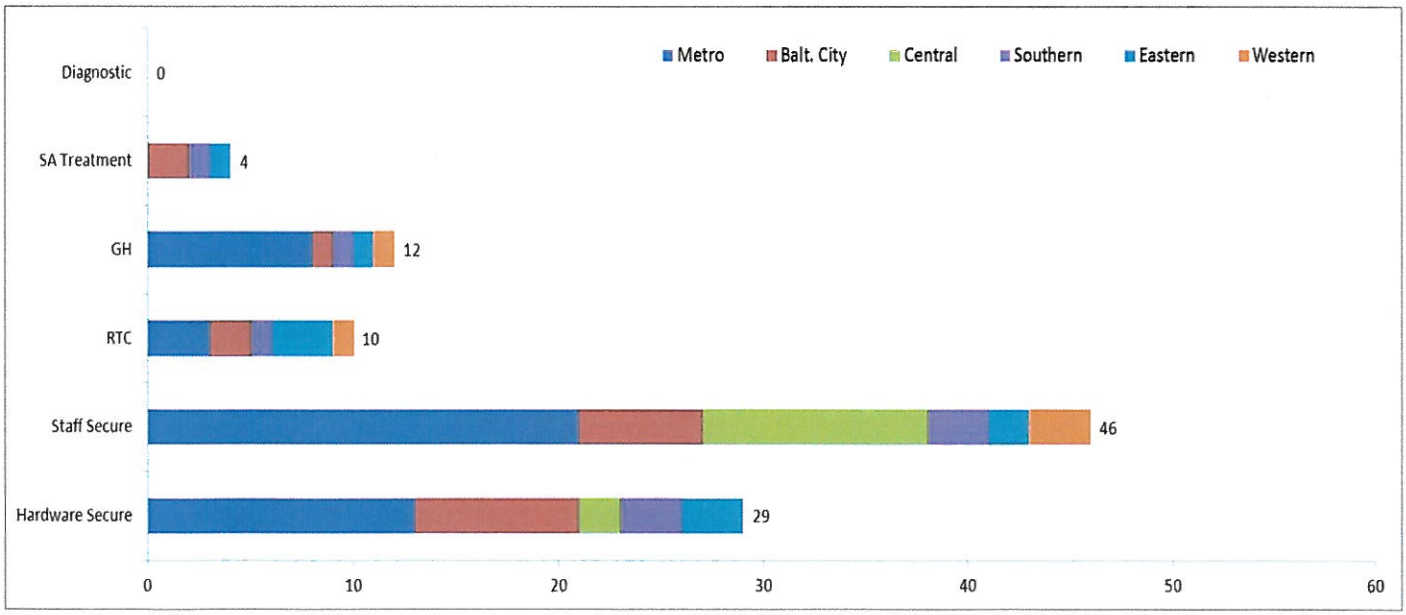


[5] RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement October 15, 2012

By type of committed program for which youth is waiting

Program Type[6]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	13	8	2	3	3		**29**
Staff Secure	21	6	11	3	2	3	**46**
RTC	3	2	0	1	3	1	**10**
GH	8	1		1	1	1	**12**
SA Treatment		2		1	1		**4**
Diagnostic							**0**
Total	**45**	**19**	**13**	**9**	**9**	**5**	**100**

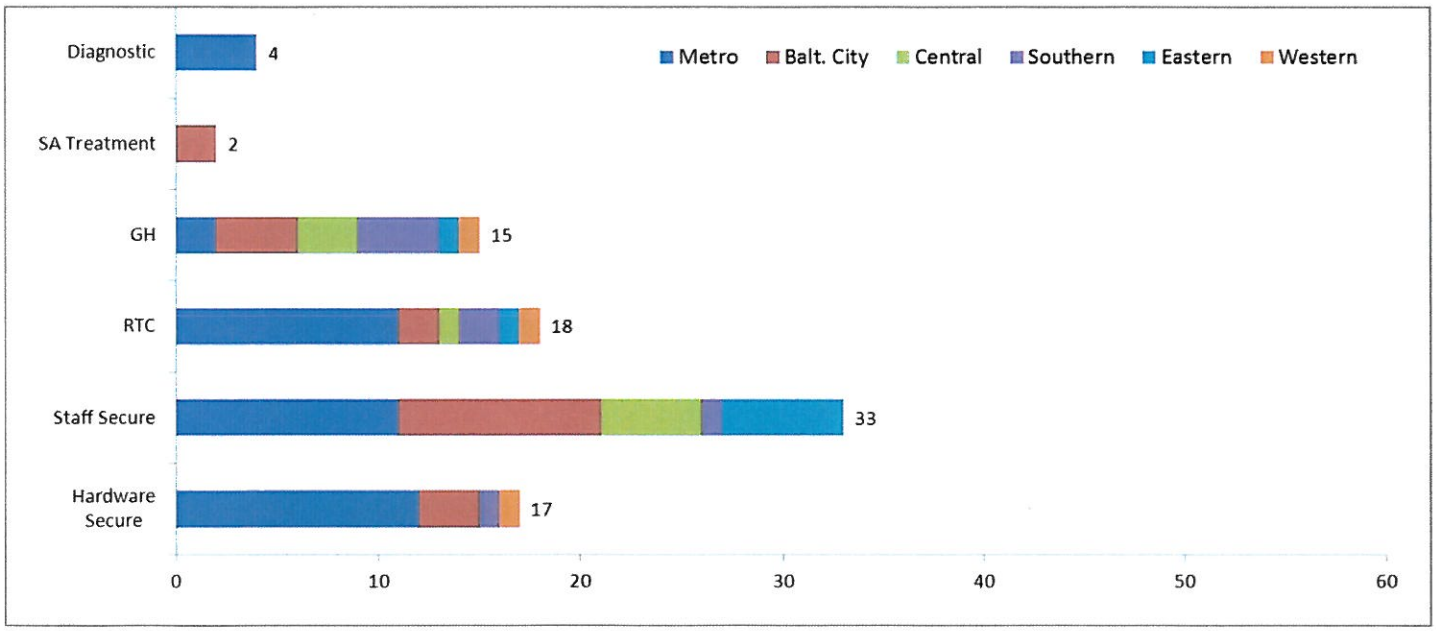


[6] RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement December 28, 2012

By type of committed program for which youth is waiting

Program Type[7]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	12	3		1		1	**17**
Staff Secure	11	10	5	1	6		**33**
RTC	11	2	1	2	1	1	**18**
GH	2	4	3	4	1	1	**15**
SA Treatment		2					**2**
Diagnostic	4						**4**
Total	**40**	**21**	**9**	**8**	**8**	**3**	**89**

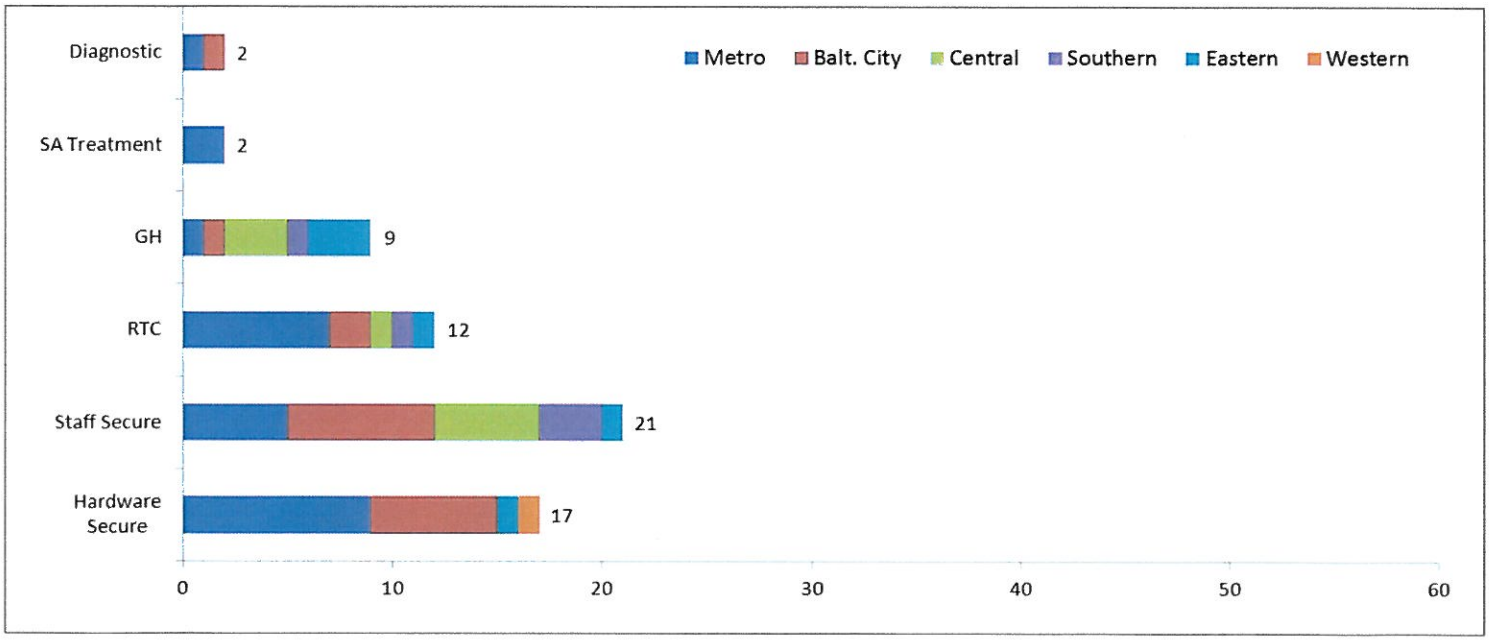


[7] RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement January 28, 2013

By type of committed program for which youth is waiting

Program Type[8]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	9	6	0	0	1	1	**17**
Staff Secure	5	7	5	3	1	0	**21**
RTC	7	2	1	1	1	0	**12**
GH	1	1	3	1	3	0	**9**
SA Treatment	2	0	0	0	0	0	**2**
Diagnostic	1	1	0	0	0	0	**2**
Total	**25**	**17**	**9**	**5**	**6**	**1**	**63**

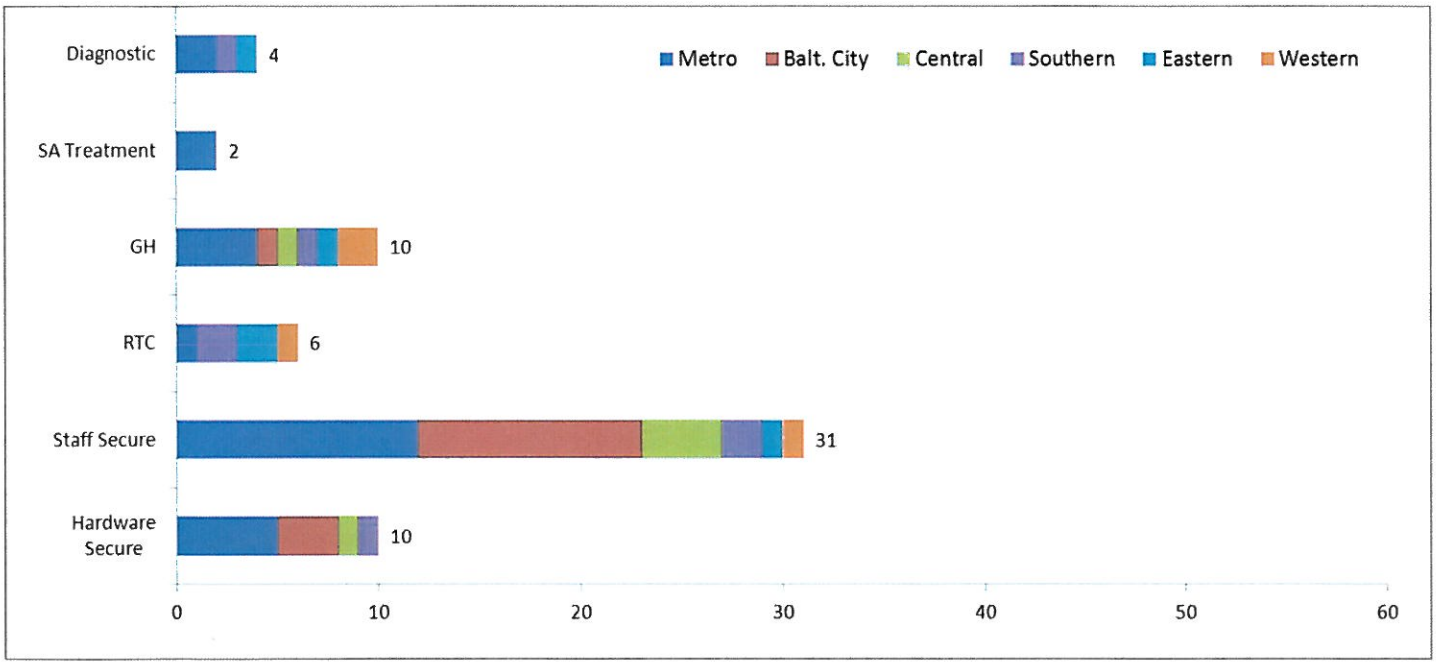


[8] RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement February 28, 2013

By type of committed program for which youth is waiting

Program Type[9]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	5	3	1	1	0		**10**
Staff Secure	12	11	4	2	1	1	**31**
RTC	1	0	0	2	2	1	**6**
GH	4	1	1	1	1	2	**10**
SA Treatment	2	0	0	0	0		**2**
Diagnostic	2	0	0	1	1		**4**
Total	**26**	**15**	**6**	**7**	**5**	**4**	**63**

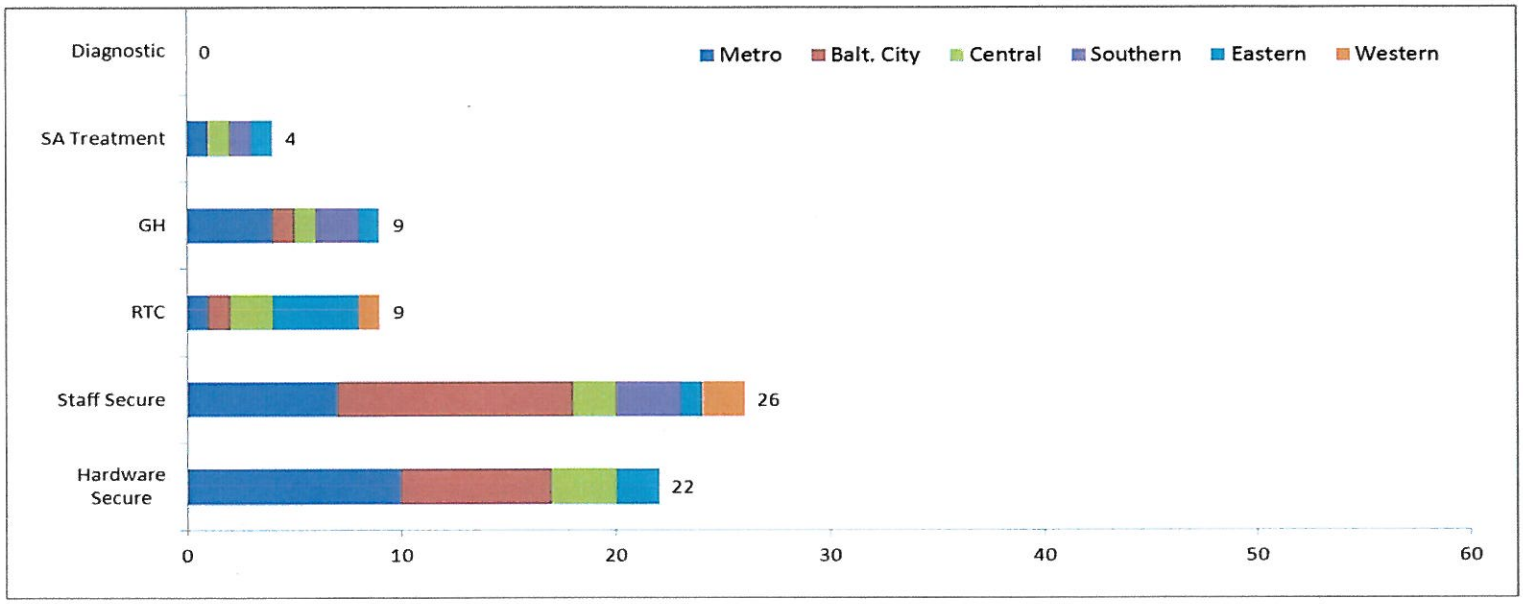


[9] RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement March 29, 2013

By type of committed program for which youth is waiting

Program Type[10]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	10	7	3	0	2	0	**22**
Staff Secure	7	11	2	3	1	2	**26**
RTC	1	1	2	0	4	1	**9**
GH	4	1	1	2	1	0	**9**
SA Treatment	1	0	1	1	1	0	**4**
Diagnostic	0	0	0	0	0	0	**0**
Total	**23**	**20**	**9**	**6**	**9**	**3**	**70**

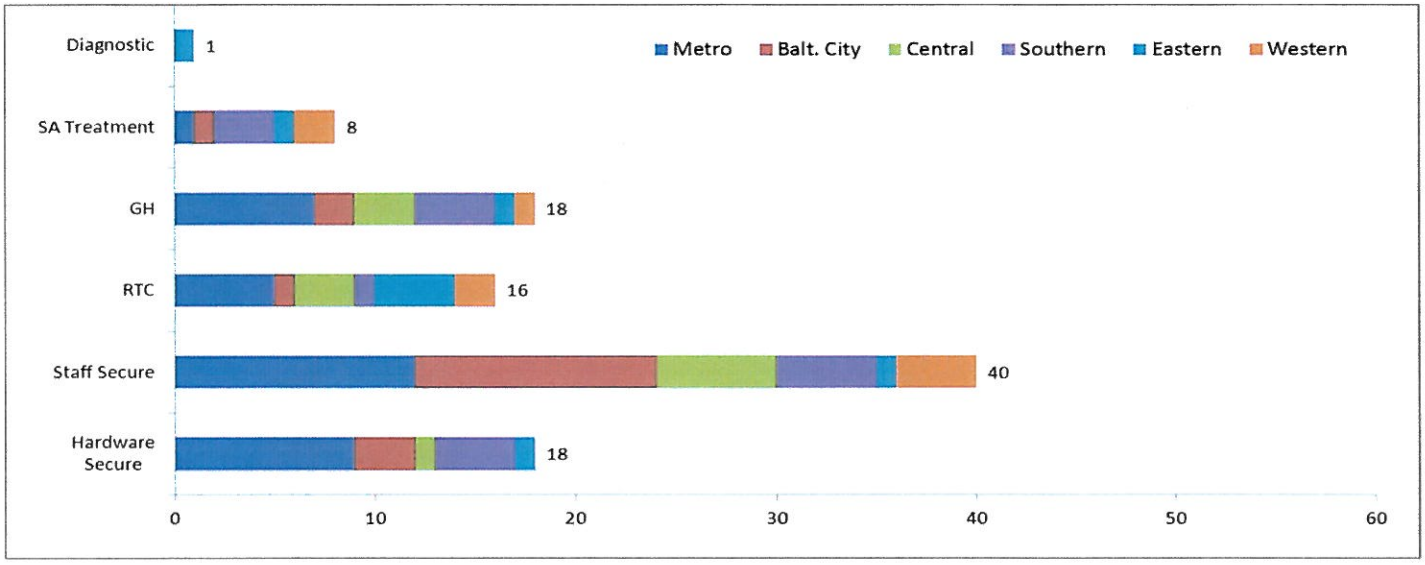


[10] RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

Pending Placement April 15, 2013

By type of committed program for which youth is waiting

Program Type[11]	Metro	Balt. City	Central	Southern	Eastern	Western	Statewide
Hardware Secure	9	3	1	4	1	0	**18**
Staff Secure	12	12	6	5	1	4	**40**
RTC	5	1	3	1	4	2	**16**
GH	7	2	3	4	1	1	**18**
SA Treatment	1	1	0	3	1	2	**8**
Diagnostic	0	0	0	0	1	0	**1**
Total	**34**	**19**	**13**	**17**	**9**	**9**	**101**



[11] RTC = Residential Treatment Center
SA Treatment = Substance Abuse Treatment
GH / FC = Group Home / Foster Care
Diagnostic = Youth waiting to receive a hospital based evaluation
Silver Oak Academy is a Staff Secure Program

FY 2012 Committed Program Youth Pending Placement (PP) Average Length of Stay (ALOS)

Committed Program	PP ALOS
Hardware Secure	76.6
Staff Secure	54.3
RTC	84.2
Group Home/Foster Care	30.4
SA Treatment	25.4
Diagnostic Units	15.8
Total	**49.1**

Note: The PP ALOS is the closest pending placement stay associated with that youth's admission.

Appendix B

Maryland Department of
Juvenile Services
Treating • Supporting • Protecting

One Center Plaza
120 West Fayette Street
Baltimore, MD 21201

Anthony G. Brown
Lt. Governor

Martin O'Malley
Governor

Sam Abed
Secretary

August 23, 2012

RE: **Request for Expression of Interest Responses MDV0031004779**
Residential and Non-Residential per Diem Providers

Dear Provider:

The Department of Juvenile Services (DJS or the Department) is requesting Expression of Interest responses from currently licensed per diem providers who provide or are interested in providing a staff-secure residential program for males committed to DJS. The program will need to meet all regulatory requirements set out in COMAR 14.31.05. and .06.

DJS is seeking a contractor to operate a forty eight (48) bed treatment program for males committed to the Department, ages fourteen (14) through eighteen (18) that require staff-secure residential care. The Department has determined that the highest population of males is from the Baltimore City Region and the Metro Region (Prince George's and Montgomery Counties). Providers operating in those regions are preferable but the specialized facility may be located in any region and must be willing and able to fully serve youth from all regions of the State.

The target population for this program is male adolescents, between the ages of fourteen (14) and eighteen (18) at the time of admission. The target length of stay will be between seven (7) to nine (9) months, but may vary based on the individual treatment needs of each youth.

The program will serve youth with an array of backgrounds, including multiple placement failures, physical aggression, oppositional, and runaway behaviors, as well as learning and emotional disabilities. The program must be able to accommodate youth that have serious offense histories, poor decision making skills, low academic performance, mental health needs, and a history of alcohol or drug abuse.

The residential treatment program shall provide on-site educational services including special education for some youth, athletics and community activities, treatment services, vocational training services, outdoor recreational space, and on-site medical and behavioral health services. The program also must provide transition services back to the youth's home community and aftercare services.

Please acknowledge receipt of this letter by submitting an Expression of Interest Letter or email with information regarding your program and organization and how you will meet the COMAR standards and provide the needed services.

Per COMAR 21.11.03, State procurements may be subject to a Minority Business Enterprise (MBE) subcontracting goal. To assist you in identifying certified MBEs, please refer to the Maryland Department of Transportation (MDOT), the state agency that certifies MBEs, website at www.mdot.state.md.us.

We strongly encourage all providers who are eligible to become MBE certified, to begin the certification process as soon as possible. You can speak directly with a MDOT certification specialist at 410-865-1269 to determine if you are eligible for MBE certification. For immediate access to the certification application, go to http://www.mdot.state.md.us/MBE_Program/Application.html.

Please ensure that your Expression of Interest Letter or e-mail response is received by the Department of Juvenile Services no later than 3:30 PM on October 1, 2012. Submit letters or e-mail responses to:

James Sult
Office of Procurement
Department of Juvenile Services
One Center Plaza
120 West Fayette Street
Baltimore, Maryland 21201
EMAIL: sultj@djs.state.md.us

Please call James Sult at 410-230-3326 or e-mail him if you need any further information.

Sincerely,

Marcus V. Filson

Marcus V. Filson, Director
Office of Procurement

C: Patricia Flanigan
Margo Wilson