

POLICY

POLICY: Administration and Management of Residential Facilities
NUMBER: RF-736-17
APPLICABLE TO: All DJS Facility Staff

APPROVED: _____ /signature on original/
Sam Abed, Secretary
DATE: _____ 8/22/17

I. POLICY

The Department shall establish and operate the facilities that are necessary to properly diagnose, care for, train, educate, and rehabilitate children who need these services in accordance with the Md. Code Ann., Human Services §9-226.

II. AUTHORITY

- A. Md. Code Ann., Hum. Svcs., §9-226
- B. Md. Code Ann., Courts and Judicial Proc., §3-8A-01
- C. Md. Code Ann., Crim. Proc., §4-202
- D. Md. Code Ann., Crim. Proc., §4-202.2
- E. American Correctional Association (ACA) Standards, 4-JCF-6A-01 through 4-JCF-6A-15

III. DIRECTIVES/POLICIES RESCINDED

None

IV. FAILURE TO COMPLY

Failure to comply with departmental policy and procedures shall be grounds for disciplinary action up to and including termination of employment.

V. STANDARD OPERATING PROCEDURES

Standard operating procedures have been developed.

VI. REVISION HISTORY

DESCRIPTION OF REVISION	DATE OF REVISION
New policy issued.	8/22/17
Procedures updated and re-distributed; updated information for the facility annual report.	4/3/18

PROCEDURES

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NUMBER: RF-736-17

APPLICABLE TO: All DJS Facility Staff

APPROVED: _____ /s/ signature on original

Linda McWilliams, Deputy Secretary

DATE: _____ 4/3/18

I. PURPOSE

Each facility shall be administered and managed in a professional and responsible manner, consistent with legal requirements and department policies and procedures.

II. DEFINITIONS

Delinquent act means an act which would be a crime if committed by an adult.

Superintendent means the designated facility administrator.

Youth Advisory Committee means a youth committee consisting of a representative from each general population living unit in the facility. The youth representatives meet regularly with all levels of facility management to communicate formally to youth any concerns and requests.

III. PROCEDURES

A. Mission and Organization

1. Each facility shall develop and post a facility mission statement that describes the function of the facility within the context of the Department of Juvenile Services.
2. Each facility shall develop an operating procedure entitled *Facility Administration and Management* that includes the facility mission statement and a program description that identifies programs and services available at the facility. The procedure shall also include an organization chart that groups similar functions, services, and activities in administrative subunits.

3. The facility operating procedure shall be reviewed at least annually, and updated, as needed.

B. Population Served

1. Detention facilities serve:
 - a. Youth charged with a delinquent act.
 - b. Youth adjudicated of a delinquent act and pending a committed placement.
 - c. Youth charged as an adult and pending a transfer hearing to determine whether the case is transferred to juvenile court.
2. State operated committed facilities serve:
 - a. Juveniles adjudicated of a delinquent act and committed by the Court for placement.
 - b. Youth convicted in adult court and the court transfers the case to the juvenile court for disposition.

C. Facility Administration

1. Each facility and its programs shall be managed by a single administrator/superintendent. All employees or units of management are responsible to the Superintendent.
2. The qualifications of the superintendent are established by the Maryland Department of Budget and Management and are reflected in the position classification description (MS-22). At this time it is understood that the qualifications include, at a minimum, the following:
 - a. bachelor's degree in an appropriate discipline;
 - b. two years of related administrative experience; and
 - c. demonstrated administrative ability and leadership.
 - d. The degree requirement may be satisfied by completion of a career development program that includes work-related experience, training, or college credits at a level of achievement equivalent to the bachelor's degree.
3. The qualifications of the Superintendent and Assistant Superintendent are specified in writing in the job announcement. The authority and responsibilities of the superintendent and assistant superintendent, as assigned, are specified in a written position description.
4. The Superintendent is responsible for ensuring implementation of the department's policies and procedures. As required, the Superintendent is responsible for developing facility operating procedures in adherence with departmental policies and procedures.
5. The Superintendent shall ensure the establishment and availability of a policy and procedures manual(s) in hard copy or electronic format.
6. Staff shall acknowledge receipt of orientation/training of policy and procedures through written or electronic signature.
7. The Superintendent, in collaboration with the Energy Conservation Coordinator shall support the implementation of strategies that promote

recycling, energy and water conservation, pollution reduction, and the utilization of renewable energy alternatives.

D. Quality Improvement Practices

1. Each facility shall be audited by the department's Quality Assurance Unit (Q & A) annually. The following areas shall be inspected and reviewed: space requirements, operations, and established measureable goals and objectives. The Q & A Annual Report shall be reviewed by the department's Executive Review Board.
2. Annually the superintendent, with input from staff, shall formulate and review goals for the facility and translate them into measureable objectives. The facility's goals and objectives shall be posted for review by staff, volunteers, and the public.
3. The Superintendent shall complete a facility annual report that shall include the following:
 - a. Mission statement;
 - b. Listing of administrators;
 - c. Organization chart;
 - d. Outcomes/accomplishments of the previous year goals and objectives;
 - e. Q & A audit outcomes;
 - f. PREA audit outcomes;
 - g. Staff recognition events;
 - h. Family engagement activities;
 - i. Physical plant upgrades; and
 - j. Goals and measurable objectives for the upcoming year.
4. The facility annual report shall be submitted to the Deputy Secretary of Operations by March 31st of each year.

E. Meetings and Communication

1. **At least quarterly**, the Superintendent shall submit the **Facility Administration and Management Quarterly Activity Report (Appendix 1)** to the assigned Executive Director. The report shall include:
 - a. major developments in each department or administrative unit;
 - b. major incidents;
 - c. population data;
 - d. assessment of staff and youth morale; and
 - e. major problems and corrective action plans.
2. The Superintendent shall conduct regular meetings, **at least monthly**, with facility department heads. A meeting agenda and minutes shall be maintained.
3. The Deputy Secretary for Operations and/or designee(s) shall hold regular meetings, **at least quarterly**, with superintendents. A meeting agenda and minutes shall be maintained. The meetings shall facilitate communication

regarding established policies and procedures, and ensure conformity to legal and fiscal requirements.

4. Each facility shall establish a Youth Advisory Committee. The committee shall establish a means of two-way communication between all levels of facility management and youth. Meetings shall be held **monthly**.

F. Facility Operating Policy and Procedures

1. Staff shall be given the opportunity to participate in the formulation of policies, procedures, and programs for operating and maintaining the facility.
2. New or revised policies and procedures are disseminated to designated staff and volunteers and, when appropriate, to juveniles and their parent(s) or guardian prior to implementation.
3. As appropriate, staff will receive orientation and review of new and updated policy and procedures. Documentation of staff acknowledgment and understanding shall be maintained.
4. Policies and procedures shall be accessible to all staff through hard copy manuals or electronic format.
5. Policy and procedures shall be reviewed at least annually and updated, as needed.

IV. RESPONSIBILITY

The Superintendent is responsible for implementation and compliance with this procedure. Executive Directors must provide ongoing oversight.

V. INTERPRETATION

All exceptions to these procedures must be approved by the Deputy Secretary for Operations.

VI. DIRECTIVES/POLICIES REFERENCED

No policies referenced.

VII. LOCAL OPERATING PROCEDURES

Local Operating Procedures are required. The Superintendent must develop facility operating procedures within 30 days of receipt of this procedure.

VIII. APPENDICES

1. Facility Administration and Management Quarterly Activity Report



Successful Youth • Strong Leaders • Safer Communities

DJS POLICY AND STANDARD OPERATING PROCEDURES Statement of Receipt and Acknowledgment of Review

SUBJECT: Administration and Management of Residential Facilities

NUMBER: RF-736-17

APPLICABLE TO: All DJS Facility Staff

REVISED DATE: 4/3/18

I have received and reviewed a copy (electronic or paper) of the above titled policy.

I understand that failure to sign this acknowledgment form within five working days of receipt of the policy shall be grounds for disciplinary action up to and including termination of employment.

I understand that I will be held accountable for implementing this policy even if I fail to sign this acknowledgment form.

SIGNATURE

PRINT FULL NAME

DATE

WORK LOCATION

***SEND THE ORIGINAL, SIGNED COPY TO THE DIRECTOR FOR THE DJS OFFICE OF
HUMAN RESOURCES FOR PLACEMENT IN YOUR PERSONNEL FILE.***