

Department of Juvenile Services

MISSION

By law, the Department of Juvenile Services (DJS) is a child-serving agency responsible for assessing the individual needs of referred youth and providing intake, detention, probation, commitment, and after-care services. DJS collaborates with youth, families, schools, community partners, law enforcement, and other public agencies to coordinate services and resources to contribute to safer communities.

VISION

Successful youth, strong leaders, safer communities.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Reduce recidivism for supervised or committed youth.

- Obj. 1.1** In fiscal year 2015, 23.5 percent of youth assigned to probation will be re-adjudicated or convicted within one year after assignment.
- Obj. 1.2** 19.7 percent of youth released from DJS residential programs in fiscal year 2014 will be re-adjudicated within one year after release.
- Obj. 1.3** By 2016, reduce average percent of committed youth placed in an out-of-state residential setting to 10 percent.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Number of youth newly assigned to probation in a year	3,105	2,962	2,567	2,339	2,010	1,700	1,700
¹ Percent of youth re-adjudicated or convicted within one year of probation assignment	19.4%	16.0%	18.5%	18.3%	18.2%	18.0%	17.8%
¹ Percent of youth re-adjudicated within one year after release from all residential placements	24.6%	21.0%	21.5%	19.1%	18.9%	18.7%	18.5%
¹ Percent of young women in residential programming who are re-adjudicated or convicted within one year after release	15.4%	13.6%	9.5%	7.4%	7.3%	7.3%	7.2%
Average percent of committed youth in out-of-state residential placement	12.0%	13.0%	12.7%	11.0%	11.5%	11.6%	10.2%

Goal 2. Keep supervised and committed youth safe while holding youth accountable for their actions.

- Obj. 2.1** In fiscal year 2016, 100 percent of youth admitted to DJS operated or licensed residential facilities will be safe.
- Obj. 2.2** Less than 27.5 percent of youth newly assigned to violence prevention initiatives (VPI) program supervision in fiscal year 2015 will be re-adjudicated or convicted within one year of assignment.
- Obj. 2.3** By calendar year 2015, no youth will be the victim of a homicide while under DJS supervision.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Number of youth referred to intake	N/A	22,328	18,641	16,880	15,629	14,500	14,500
Number of placements to detention facilities, pre-disposition	6,726	6,030	5,591	4,368	3,713	3,504	3,101
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement	N/A	0.002	0	0.001	0.001	0.001	0.001

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Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Injuries to youth per 100 days of youth placement, resulting from youth incidents (DJS operated or licensed programs)	N/A	0.5	0.1	0.1	0.1	0.1	0.1
Number of probation youth newly assigned to VPI annually	N/A	183	203	217	150	150	150
¹ Percent of probation youth re-adjudicated or convicted within one year of VPI assignment	N/A	20.3%	20.2%	19.4%	19.2%	19.0%	18.8%
Number of DJS youth who are the victims of a homicide	10	5	2	3	3	2	1

Goal 3. Promote continuums of care for referred and delinquent youth.

Obj. 3.1 By 2016, the percent of youth in pending placement for under 30 days will be 70 percent.

Obj. 3.2 By 2016 the average daily population (ADP) of youth in detention following ejection from a committed program will be 20.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Average daily population of youth pending placement in detention	198.0	170.0	111.4	84.7	66.0	79.0	74.0
Percentage of youth in detention pending placement for under 30 days	47%	52%	63%	69%	69%	72%	75%
ADP of youth detained after ejection from a committed program	N/A	46.0	34.0	26.1	18.3	15.0	13.0

Goal 4. Provide appropriate services and interventions to all youth referred to the Department.

Obj. 4.1 Ensure that more than 94 percent of youth accepted to Community Detention/Electronic Monitoring (CD/EM) have no new charges while on CD/EM in fiscal year 2016.

Obj. 4.2 During fiscal year 2016, meet 100 percent of staffing levels consistent with established caseload ratios.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Number of admissions to CD/EM program	5,694	5,127	4,896	3,474	3,402	3,350	3,350
Percent of youth who have no new charges while on CD/EM	96%	97%	94%	94%	93%	94%	94%
Average monthly number of youth on Informal Supervision	1,335	1,464	1,212	1,105	966	850	850
Average monthly number of youth on Probation	3,358	3,375	2,983	2,628	2,429	2,400	2,400
Average monthly number of youth on Aftercare	1,532	1,570	1,642	1,534	1,177	1,460	1,460
Average monthly number of youth on VPI	N/A	1,104	1,035	941	900	360	360
Percent of Community Services supervision standards-level staffing achieved	95%	110%	N/A	136%	126%	100%	100%

NOTES

¹ Fiscal year 2015 data is estimated.

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FACILITY SUMMARIES

<i>BALTIMORE CITY JUVENILE JUSTICE CENTER</i>	Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
	Admissions: Detention	2,061	1,954	1,960	1,427	1,210	960	749
	Admissions: Pending Placement	518	387	264	226	205	209	209
	Admissions Adult Court Detention	N/A	N/A	N/A	133	111	187	187
	Discharges: Adult Court Detention	N/A	N/A	N/A	100	122	139	139
	Operating Capacity	144	120	120	120	120	120	120
	Occupancy Rate	0%	101%	66%	75%	71%	73%	73%
	Average Daily Population (ADP): Detention	51	65	49	43	40	39	39
	ADP: Pending Placement	72	56	30	21	12	14	14
	ADP: Adult Court Detention	N/A	N/A	N/A	27	33	35	35
	Average Length of Stay (ALOS): Detention	9	12	11	11	12	11	11
	ALOS: Pending Placement	51	53	43	32	22	24	24
	ALOS: Adult Court Detention	N/A	N/A	N/A	72	105	79	79
	Daily Cost Per Capita	\$391	\$411	\$605	\$565	\$635	\$597	\$635
	Average Cost Per Capita	\$142,607	\$150,192	\$221,540	\$206,393	\$231,688	\$217,946	\$231,867
	Youth on Youth assaults with injuries requiring medical care	587	494	118	94	94	122	100
	Escapes	0	0	0	0	0	0	0
	Rate of injuries per 100 youth days	1.31	1.11	0.41	0.29	0.30	0.38	0.31

<i>WILLIAM DONALD SCHAEFER HOUSE</i>	Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
	Admissions: Committed	40	64	50	36	34	43	45
	Operating Capacity	20	20	19	19	19	19	19
	Occupancy Rate	45%	65%	79%	74%	63%	63%	63%
	Average Daily Population: Committed	9	13	15	14	12	12	12
	Average Length of Stay: Committed	80	75	103	124	133	144	144
	Daily Cost Per Capita	\$517	\$398	\$310	\$417	\$512	\$514	\$572
	Average Cost Per Capita	\$188,569	\$145,187	\$113,297	\$152,034	\$186,964	\$188,136	\$208,746
	Youth on Youth assaults with injuries requiring medical care	-	5	8	3	-	-	-
	AWOLS	-	-	-	-	1	-	-
	Rate of injuries per 100 youth days	0.00	0.11	0.15	0.06	0.00	0.00	0.00

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CHARLES H.
HICKEY
SCHOOL

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Detention	948	833	720	651	591	591	591
Pending Placement	272	307	215	205	174	174	174
Admissions Adult Court Detention	N/A	N/A	N/A	14	17	57	57
Discharges: Adult Court Detention	N/A	N/A	N/A	13	11	57	57
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	110%	98%	65%	64%	59%	76%	76%
Average Daily Population: Detention	47	42	32	31	28	28	28
ADP: Pending Placement	32	28	15	12	11	11	11
ADP: Adult Court Detention	N/A	N/A	N/A	3	3	15	15
Average Length of Stay: Detention	18	19	16	18	17	17	17
ALOS: Pending Placement	42	33	26	21	24	24	24
ALOS: Adult Court Detention	N/A	N/A	N/A	83	82	82	82
Daily Cost Per Capita	\$532	\$593	\$814	\$908	\$1,049	\$763	\$825
Average Cost Per Capita	\$194,450	\$216,378	\$297,074	\$331,301	\$382,857	\$279,099	\$300,966
Youth on Youth assaults with injuries requiring medical care	523	444	56	35	48	67	50
Escapes	1	0	0	0	0	1	0
Rate of injuries per 100 youth days	1.81	1.73	0.33	0.21	0.31	0.31	0.25

GREEN RIDGE
REGIONAL
YOUTH
CENTER

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Committed	53	110	122	112	78	90	90
Operating Capacity	40	40	40	40	40	40	40
Occupancy Rate	100%	97%	98%	87%	60%	70%	70%
Average Daily Population: Committed	40	39	39	35	24	28	28
Average Length of Stay: Committed	213	136	108	108	118	130	130
Daily Cost Per Capita	\$227	\$242	\$257	\$297	\$441	\$377	\$414
Average Cost Per Capita	\$82,918	\$88,434	\$93,693	\$108,422	\$161,137	\$138,073	\$151,105
Youth on Youth assaults with injuries requiring medical care	30	45	3	4	3	1	-
Escapes	1	-	-	-	-	-	-
Rate of injuries per 100 youth days	0.21	0.32	0.02	0.03	0.03	0.01	0.00

Department of Juvenile Services

*STATEWIDE
YOUTH
CENTERS*

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Committed	279	338	322	289	175	185	185
Operating Capacity	124	124	124	124	124	124	124
Occupancy Rate	100%	99%	94%	85%	60%	67%	67%
Average Daily Population: Committed	124	123	117	105	74	83	83
Average Length of Stay: Committed	163	164	134	130	144	150	150
Daily Cost Per Capita	\$290	\$310	\$341	\$398	\$643	\$505	\$557
Average Cost Per Capita	\$105,912	\$113,303	\$124,443	\$152,564	\$242,345	\$195,047	\$211,225
Youth on Youth assaults with injuries requiring medical care	79	83	52	22	5	4	2
Escapes	-	-	-	2	-	-	-
Rate of injuries per 100 youth days	0.17	0.19	0.12	0.06	0.02	0.01	0.01

*WESTERN
MARYLAND
CHILDREN'S
CENTER*

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Detention	289	324	339	273	257	360	360
Pending Placement	64	72	75	97	75	98	98
Admissions Adult Court Detention	N/A	N/A	N/A	4	10	22	22
Discharges: Adult Court Detention	N/A	N/A	N/A	4	7	17	17
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	100%	100%	89%	76%	68%	83%	83%
Average Daily Population: Detention	17	18	17	14	12	14	14
ADP: Pending Placement	7	6	5	4	3	3	3
ADP: Adult Court Detention	N/A	N/A	N/A	0	1	3	3
Average Length of Stay: Detention	22	21	20	19	17	13	13
ALOS: Pending Placement	39	28	19	14	15	11	11
ALOS: Adult Court Detention	N/A	N/A	N/A	38	45	51	51
Daily Cost Per Capita	\$466	\$459	\$513	\$626	\$748	\$611	\$680
Average Cost Per Capita	\$170,030	\$167,498	\$187,159	\$228,522	\$273,057	\$223,523	\$248,361
Youth on Youth assaults with injuries requiring medical care	75	52	7	13	5	3	2
Escapes	0	0	0	0	0	0	0
Rate of injuries per 100 youth days	0.86	0.60	0.09	0.19	0.08	0.04	0.03

Department of Juvenile Services

*VICTOR
CULLEN
ACADEMY
OPERATIONS*

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Committed	111	106	111	111	78	89	90
Operating Capacity	48	48	48	48	48	48	48
Occupancy Rate	104%	88%	98%	94%	77%	79%	90%
Average Daily Population: Committed	50	42	47	45	37	38	43
Average Length of Stay: Committed	164	141	151	143	166	154	154
Daily Cost Per Capita	\$396	\$547	\$486	\$539	\$797	\$710	\$670
Average Cost Per Capita	\$144,410	\$195,466	\$177,419	\$196,909	\$291,018	\$259,756	\$244,589
Youth on Youth assaults with injuries requiring medical care	88	103	1	12	19	19	15
Escapes	-	-	-	-	-	-	-
Rate of injuries per 100 youth days	0.48	0.67	0.01	0.07	0.14	0.14	0.10

*J. DEWEESE
CARTER
CENTER*

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Detention	128	44	-	-	-	-	-
Pending Placement	69	24	-	-	-	-	-
Committed	N/A	19	25	23	20	22	22
Operating Capacity	27	14	14	14	14	14	14
Occupancy Rate	44%	91%	86%	78%	71%	79%	79%
Average Daily Population: Detention	7	2	0	0	0	0	0
Pending Placement	5	1	0	0	0	0	0
Committed	0	9.8	12	10.9	10	11	11
Average Length of Stay: Detention	21	19.7	17.7	0	0	0	0
Pending Placement	28.1	19.3	21.2	0	0	0	0
Committed	N/A	205.1	188.7	160.9	201	181	181
Daily Cost Per Capita	\$529	\$583	\$705	\$708	\$814	\$770	\$843
Average Cost Per Capita	\$192,976	\$212,893	\$257,474	\$258,383	\$297,255	\$281,673	\$307,712
Youth on Youth assaults with injuries requiring medical care	0	2	1	2	1	1	1
Escapes	0	0	0	0	0	0	0
Rate of injuries per 100 youth days	0.00	0.04	0.02	0.05	0.03	0.02	0.02

Department of Juvenile Services

LOWER
EASTERN
SHORE
CHILDREN'S
CENTER

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Detention	319	283	379	302	307	334	334
Pending Placement	108	103	114	101	87	82	82
Admissions Adult Court Detention	N/A	N/A	N/A	5	3	12	12
Discharges: Adult Court Detention	N/A	N/A	N/A	4	2	14	14
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	96%	103%	89%	76%	75%	77%	77%
Average Daily Population: Detention	16	18	15	12	13	12	12
ADP: Pending Placement	7	7	6	5	4	4	4
ADP: Adult Court Detention	N/A	N/A	N/A	1	1	2	2
Average Length of Stay: Detention	18	23	15	15	16	13	13
ALOS: Pending Placement	25	26	20	18	16	18	18
ALOS: Adult Court Detention	N/A	N/A	N/A	43	171	45	45
Daily Cost Per Capita	\$462	\$463	\$552	\$664	\$719	\$703	\$793
Average Cost Per Capita	\$168,467	\$169,081	\$201,350	\$242,364	\$262,309	\$257,281	\$289,321
Youth on Youth assaults with injuries requiring medical care	106	67	4	5	9	9	5
Escapes	0	0	0	0	0	0	0
Rate of injuries per 100 youth days	1.26	0.74	0.05	0.07	0.14	0.13	0.07

Department of Juvenile Services

THOMAS J. S.
WAXTER
CHILDREN'S
CENTER

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Detention	537	598	567	478	447	497	497
Pending Placement	128	107	106	123	97	132	132
Admissions Adult Court Detention	N/A	N/A	N/A	7	10	21	21
Discharges: Adult Court Detention	N/A	N/A	N/A	7	10	19	19
Operating Capacity	68	42	42	42	42	42	42
Occupancy Rate	46%	72%	69%	60%	60%	80%	80%
Average Daily Population: Detention	21	22	21	16	15	18	18
ADP: Pending Placement	10	8	8	8	7	12	12
ADP: Adult Court Detention	N/A	N/A	N/A	1	3	4	4
Average Length of Stay: Detention	14	14	13	13	12	13	13
ALOS: Pending Placement	28	28	29	23	26	32	32
ALOS: Adult Court Detention	N/A	N/A	N/A	38	93	63	63
Daily Cost Per Capita	\$495	\$661	\$667	\$767	\$795	\$634	\$655
Average Cost Per Capita	\$180,803	\$241,436	\$243,578	\$280,045	\$290,018	\$232,181	\$238,900
Youth on Youth assaults with injuries requiring medical care	330	200	3	14	29	29	20
Escapes	0	0	0	0	0	0	0
Rate of injuries per 100 youth days	2.92	1.82	0.03	0.15	0.31	0.31	0.16

Department of Juvenile Services

*CHELTEN-
HAM YOUTH
FACILITY*

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Detention	1,687	1,509	1,521	1,078	856	830	830
Pending Placement	465	467	385	361	315	240	240
Admissions Adult Court Detention	N/A	N/A	N/A	15	19	50	50
Discharges: Adult Court Detention	N/A	N/A	N/A	14	22	26	26
Operating Capacity	115	115	115	115	115	115	115
Occupancy Rate	99%	96%	81%	72%	60%	48%	48%
Average Daily Population: Detention	61	61	60	55	44	35	35
ADP: Pending Placement	53	49	33	26	21	14	14
ADP: Adult Court Detention	N/A	N/A	N/A	2	4	6	6
Average Length of Stay: Detention	13	15	15	18	18	16	16
ALOS: Pending Placement	28	41	32	26	24	21	21
ALOS: Adult Court Detention	N/A	N/A	N/A	62	73	31	31
Daily Cost Per Capita	\$454	\$450	\$509	\$594	\$709	\$886	\$921
Average Cost Per Capita	\$165,732	\$164,179	\$185,632	\$216,747	\$258,888	\$323,319	\$336,015
Youth on Youth assaults with injuries requiring medical care	477	440	55	48	32	15	15
Escapes	0	0	0	0	0	0	0
Rate of injuries per 100 youth days	1.15	1.10	0.16	0.16	0.13	0.07	0.07

Department of Juvenile Services

ALFRED D.
NOYES
CHILDREN'S
CENTER

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Admissions: Detention	757	736	545	403	357	357	357
Pending Placement	142	167	186	148	107	107	107
Admissions Adult Court Detention	N/A	N/A	N/A	10	24	24	24
Discharges: Adult Court Detention	N/A	N/A	N/A	12	15	15	15
Operating Capacity	57	57	57	57	57	57	57
Occupancy Rate	105%	85%	77%	54%	50%	50%	50%
Average Daily Population: Detention	49	34	30	19	19	19	19
ADP: Pending Placement	11	15	14	10	7	7	7
ADP: Adult Court Detention	N/A	N/A	N/A	2	2	2	2
Average Length of Stay: Detention	24	17	20	18	18	18	18
ALOS: Pending Placement	28	32	27	25	24	24	24
ALOS: Adult Court Detention	N/A	N/A	N/A	68	41	41	41
Daily Cost Per Capita	\$324	\$435	\$463	\$625	\$731	\$735	\$777
Average Cost Per Capita	\$118,153	\$158,818	\$169,064	\$228,054	\$266,825	\$269,046	\$283,721
Youth on Youth assaults with injuries requiring medical care	239	134	44	24	50	25	25
Escapes	0	0	0	0	0	0	0
Rate of injuries per 100 youth days	1.09	0.76	0.28	0.22	0.48	0.24	0.24