

# 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 2016, 17.6 percent of youth assigned to probation will be re-adjudicated or convicted within one year after assignment.

**Obj. 1.2** 16.6 percent of youth released from DJS residential programs in fiscal year 2016 will be re-adjudicated within one year after release.

**Obj. 1.3** By 2017, reduce average percent of committed youth placed in an out-of-state residential setting to 6.9 percent.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of youth newly assigned to probation in a year	2,962	2,567	2,339	2,010	1,852	1,852	1,852
<sup>1</sup> Percent of youth re-adjudicated or convicted within one year of probation assignment	16.0%	18.5%	19.0%	17.6%	14.6%	12.8%	11.0%
<sup>1</sup> Percent of youth re-adjudicated within one year after release from all residential placements	21.0%	21.7%	20.8%	16.7%	16.6%	14.6%	12.5%
<sup>1</sup> Percent of young women in residential programming who are re-adjudicated or convicted within one year after release	13.6%	9.9%	7.5%	7.7%	6.0%	5.3%	4.5%
Average percent of committed youth in out-of-state residential placement	13.0%	12.7%	11.0%	11.5%	9.9%	6.9%	7.0%

### 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 22.7 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 2017, no youth will be the victim of a homicide while under DJS supervision.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of youth referred to intake	22,328	18,641	16,880	15,629	14,510	14,510	14,510
Number of placements to detention facilities, pre-disposition, juvenile jurisdiction	6,030	5,591	4,368	3,713	3,256	2,735	2,297
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement	0.002	0.000	0.001	0.001	0.002	0.001	0.001

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Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Injuries to youth per 100 days of youth placement, resulting from youth incidents (DJS operated or licensed programs)	0.50	0.09	0.07	0.10	0.13	0.10	0.10
<sup>2</sup> Number of probation youth newly assigned to VPI annually	183	203	217	150	138	N/A	N/A
<sup>1</sup> Percent of probation youth re-adjudicated or convicted within one year of VPI assignment	20.3%	20.1%	21.3%	22.7%	N/A	N/A	N/A
Number of DJS youth who are the victims of a homicide	5	2	3	3	8	5	3

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

**Obj. 3.1** By 2017, the percent of youth in pending placement for under 30 days will be 72 percent.

**Obj. 3.2** By 2017 the average daily population (ADP) of youth in detention following ejection from a committed program will be 11.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Average daily population of youth pending placement in	170.0	111.4	84.7	66.0	59.8	61.6	65.5
Percentage of youth in detention pending placement for under 30 days	52%	63%	69%	69%	72%	72%	72%
ADP of youth detained after ejection from a committed program	46	34.0	26.1	18.3	11.0	11.0	11.0

**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 2017.

**Obj. 4.2** During fiscal year 2017, meet 100 percent of staffing levels consistent with established caseload ratios.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of admissions to CD/EM program	5,127	4,896	3,474	3,402	2,890	2,289	2,289
Percent of youth who have no new charges while on CD/EM	97%	94%	94%	93%	94%	94%	94%
Average number of youth on Informal Supervision	1,464	1,212	1,105	966	817	817	817
Average number of youth on Probation	3,375	2,983	2,628	2,429	2,258	2,258	2,258
Average number of youth on Aftercare	1,570	1,642	1,534	1,177	1,044	1,044	1,044
Average number of youth on VPI	1,104	1,035	941	900	519	0	0
Percent of Community Services supervision standards-level staffing achieved	110%	N/A	136%	126%	121%	110%	110%

**NOTES**

<sup>1</sup> Fiscal year 2016 data is estimated.

# Department of Juvenile Services

## FACILITY SUMMARIES

<i>BALTIMORE CITY JUVENILE JUSTICE CENTER</i>	<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
	Admissions: Detention	1,954	1,960	1,427	1,210	992	853	656
	Admissions: Pending Placement	387	264	226	205	201	197	193
	Admissions Adult Court Detention	N/A	N/A	133	111	167	196	196
	Discharges: Adult Court Detention	N/A	N/A	100	122	142	165	165
	Operating Capacity	120	120	120	120	120	120	120
	Occupancy Rate	101%	66%	75%	71%	71%	82%	94%
	Average Daily Population (ADP): Detention	65	49	43	40	31	33	34
	ADP: Pending Placement	56	30	21	12	14	12	14
	ADP: Adult Court Detention	N/A	N/A	27	33	41	53	65
	Average Length of Stay (ALOS): Detention	12	11	11	12	11	12	12
	ALOS: Pending Placement	53	43	32	22	25	23	23
	ALOS: Adult Court Detention	N/A	N/A	72	105	92	99	99
	Daily Cost Per Capita	\$411	\$605	\$565	\$635	\$640	\$610	\$548
	Average Cost Per Capita	\$150,192	\$221,540	\$206,393	\$231,688	\$234,261	\$222,802	\$200,073
	Youth on Youth assaults with injuries requiring medical care	494	118	94	92	120	90	90
	Escapes	0	0	0	0	0	0	0
	Rate of assaults with injuries per 100 youth days	1.11	0.41	0.29	0.30	0.39	0.25	0.22

<i>WILLIAM DONALD SCHAEFFER HOUSE</i>	<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
	Admissions: Committed	64	50	36	34	24	N/A	N/A
	Operating Capacity	20	19	19	19	19	N/A	N/A
	Occupancy Rate	65%	79%	74%	63%	49%	N/A	N/A
	Average Daily Population: Committed	13	15	14	12	9	N/A	N/A
	Average Length of Stay: Committed	75	103	124	133	120	N/A	N/A
	Daily Cost Per Capita	\$398	\$310	\$417	\$512	\$630	N/A	N/A
	Average Cost Per Capita	\$145,187	\$113,297	\$152,034	\$186,964	\$230,533	N/A	N/A
	Youth on Youth assaults with injuries requiring medical care	5	8	3	0	0	N/A	N/A
	AWOLs	0	0	0	1	0	N/A	N/A
	Rate of assaults with injuries per 100 youth days	0.11	0.15	0.06	0.00	0.00	N/A	N/A
<i>Note: William Donald Schaeffer House closed on May 26, 2016.</i>								

# Department of Juvenile Services

CHARLES H.  
HICKEY  
SCHOOL

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Admissions: Detention	833	720	651	591	535	485	440
Admissions: Pending Placement	307	215	205	174	194	153	128
Admissions: Adult Court Detention	N/A	N/A	14	17	59	71	71
Discharges: Adult Court Detention	N/A	N/A	13	11	55	63	63
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	98%	65%	64%	59%	78%	85%	94%
Average Daily Population: Detention	42	32	31	28	30	30	32
ADP: Pending Placement	28	15	12	11	11	12	12
ADP: Adult Court Detention	N/A	N/A	3	3	15	20	24
Average Length of Stay: Detention	19	16	18	17	20	19	19
ALOS: Pending Placement	33	26	21	24	21	22	22
ALOS: Adult Court Detention	N/A	N/A	83	82	67	61	55
Daily Cost Per Capita	\$593	\$814	\$908	\$1,049	\$846	\$730	\$694
Average Cost Per Capita	\$216,378	\$297,074	\$331,301	\$382,857	\$309,492	\$266,268	\$253,371
Youth on Youth assaults with injuries requiring medical care	444	56	35	48	66	50	50
Escapes	0	0	0	0	1	0	0
Rate of assaults with injuries per 100 youth days	1.73	0.33	0.21	0.31	0.32	0.22	0.20

GREEN RIDGE  
REGIONAL  
YOUTH  
CENTER

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Admissions: Committed	110	122	112	78	98	97	98
Operating Capacity	40	40	40	40	40	40	40
Occupancy Rate	97%	98%	87%	60%	70%	70%	64%
Average Daily Population: Committed	39	39	35	24	28	28	26
Average Length of Stay: Committed	136	108	108	118	105	111	111
Daily Cost Per Capita	\$242	\$257	\$297	\$441	\$389	\$421	\$530
Average Cost Per Capita	\$88,434	\$93,693	\$108,422	\$161,137	\$142,306	\$153,716	\$193,437
Youth on Youth assaults with injuries requiring medical care	45	3	4	3	3	4	3
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.32	0.02	0.03	0.03	0.03	0.04	0.03

# Department of Juvenile Services

*STATEWIDE  
YOUTH  
CENTERS*

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Admissions: Committed	338	322	289	175	242	263	265
Operating Capacity	124	124	124	124	124	112	112
Occupancy Rate	99%	94%	85%	60%	60%	67%	61%
Average Daily Population: Committed	123	117	105	74	75	75	69
Average Length of Stay: Committed	164	134	130	144	114	129	129
Daily Cost Per Capita	\$310	\$341	\$398	\$643	\$707	\$628	\$783
Average Cost Per Capita	\$113,303	\$124,443	\$152,564	\$242,345	\$265,928	\$237,972	\$294,658
Youth on Youth assaults with injuries requiring medical care	83	52	22	6	16	15	15
Escapes	0	0	2	1	2	0	0
Rate of assaults with injuries per 100 youth days	0.19	0.12	0.06	0.02	0.06	0.06	0.06

*WESTERN  
MARYLAND  
CHILDREN'S  
CENTER*

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Admissions: Detention	324	339	273	257	299	288	288
Admissions Pending Placement	72	75	97	75	122	115	119
Admissions Adult Court Detention	N/A	N/A	4	10	18	32	32
Discharges: Adult Court Detention	N/A	N/A	4	7	19	33	33
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	100%	89%	76%	68%	83%	88%	96%
Average Daily Population: Detention	18	17	14	12	13	13	14
ADP: Pending Placement	6	5	4	3	4	4	4
ADP: Adult Court Detention	N/A	N/A	0	1	4	5	6
Average Length of Stay: Detention	21	20	19	17	15	14	12
ALOS: Pending Placement	28	19	14	15	11	10	9
ALOS: Adult Court Detention	N/A	N/A	38	45	58	72	90
Daily Cost Per Capita	\$459	\$513	\$626	\$748	\$721	\$645	\$689
Average Cost Per Capita	\$167,498	\$187,159	\$228,522	\$273,057	\$263,848	\$235,542	\$251,504
Youth on Youth assaults with injuries requiring medical care	52	7	13	5	10	9	9
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.60	0.09	0.19	0.08	0.14	0.12	0.11

# Department of Juvenile Services

VICTOR  
CULLEN  
ACADEMY  
OPERATIONS

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Admissions: Committed	106	111	111	78	82	90	90
Operating Capacity	48	48	48	48	48	48	48
Occupancy Rate	88%	98%	94%	77%	64%	64%	59%
Average Daily Population: Committed	42	47	45	37	31	31	28
Average Length of Stay: Committed	141	151	143	166	135	150	150
Daily Cost Per Capita	\$547	\$486	\$539	\$797	\$908	\$998	\$1,081
Average Cost Per Capita	\$195,466	\$177,419	\$196,909	\$291,018	\$332,151	\$364,137	\$394,598
Youth on Youth assaults with injuries requiring medical care	103	1	12	20	16	14	14
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.67	0.01	0.07	0.15	0.14	0.13	0.14

J. DEWEESE  
CARTER  
CENTER

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Admissions: Detention	44	N/A	N/A	N/A	N/A	N/A	N/A
Pending Placement	24	N/A	N/A	N/A	N/A	N/A	N/A
Committed	19	25	23	20	17	15	13
Operating Capacity	14	14	14	14	14	14	14
Occupancy Rate	91%	86%	78%	71%	64%	64%	64%
Average Daily Population: Detention	2	N/A	N/A	N/A	N/A	N/A	N/A
Pending Placement	1	N/A	N/A	N/A	N/A	N/A	N/A
Committed	9.8	12	10.9	10	7.8	7.8	7.2
Average Length of Stay: Detention	19.7	17.7	N/A	N/A	N/A	N/A	N/A
Pending Placement	19.3	21.2	N/A	N/A	N/A	N/A	N/A
Committed	205.1	188.7	160.9	201	127.8	164.4	164.4
Daily Cost Per Capita	\$583	\$705	\$708	\$814	\$1,034	\$1,168	\$1,315
Average Cost Per Capita	\$212,893	\$257,474	\$258,383	\$297,255	\$378,356	\$426,363	\$480,067
Youth on Youth assaults with injuries requiring medical care	2	1	2	1	3	2	2
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.04	0.02	0.05	0.03	0.11	0.07	0.08

# Department of Juvenile Services

LOWER  
EASTERN  
SHORE  
CHILDREN'S  
CENTER

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Admissions: Detention	283	379	302	307	319	307	307
Pending Placement	103	114	101	87	95	104	104
Admissions Adult Court Detention	N/A	N/A	5	3	15	20	20
Discharges: Adult Court Detention	N/A	N/A	4	2	17	22	22
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	103%	89%	76%	75%	76%	79%	85%
Average Daily Population: Detention	18	15	12	13	12	12	13
ADP: Pending Placement	7	6	5	4	4	4	4
ADP: Adult Court Detention	N/A	N/A	1	1	2	3	3
Average Length of Stay: Detention	23	15	15	16	14	13	13
ALOS: Pending Placement	26	20	18	16	16	15	14
ALOS: Adult Court Detention	N/A	N/A	43	171	48	48	48
Daily Cost Per Capita	\$463	\$552	\$664	\$719	\$776	\$749	\$770
Average Cost Per Capita	\$169,081	\$201,350	\$242,364	\$262,309	\$283,989	\$273,396	\$281,009
Youth on Youth assaults with injuries requiring medical care	67	4	5	8	12	14	12
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.74	0.05	0.07	0.12	0.18	0.20	0.16

# Department of Juvenile Services

THOMAS J. S.  
WAXTER  
CHILDREN'S  
CENTER

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Admissions: Detention	598	567	478	447	376	361	347
Pending Placement	107	106	123	97	114	114	113
Admissions Adult Court Detention	N/A	N/A	7	10	17	26	26
Discharges: Adult Court Detention	N/A	N/A	7	10	19	27	27
Operating Capacity	42	42	42	42	42	42	42
Occupancy Rate	72%	69%	60%	60%	66%	70%	75%
Average Daily Population: Detention	22	21	16	15	16	16	17
ADP: Pending Placement	8	8	8	7	9	8	9
ADP: Adult Court Detention	N/A	N/A	1	3	4	5	6
Average Length of Stay: Detention	14	13	13	12	15	14	12
ALOS: Pending Placement	28	29	23	26	28	31	34
ALOS: Adult Court Detention	N/A	N/A	38	93	68	68	68
Daily Cost Per Capita	\$661	\$667	\$767	\$795	\$776	\$759	\$786
Average Cost Per Capita	\$241,436	\$243,578	\$280,045	\$290,018	\$283,937	\$277,092	\$286,965
Youth on Youth assaults with injuries requiring medical care	200	3	14	33	53	30	30
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	1.82	0.03	0.15	0.36	0.52	0.28	0.26

# Department of Juvenile Services

*CHELTEN-  
HAM YOUTH  
FACILITY*

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Admissions: Detention	1,509	1,521	1,078	856	790	693	600
Pending Placement	467	385	361	315	261	239	203
Admissions Adult Court Detention	N/A	N/A	15	19	64	81	103
Discharges: Adult Court Detention	N/A	N/A	14	22	46	72	72
Operating Capacity	115	115	115	115	115	72	72
Occupancy Rate	96%	81%	72%	60%	52%	72%	75%
Average Daily Population: Detention	61	60	55	44	35	35	37
ADP: Pending Placement	49	33	26	21	15	16	17
ADP: Adult Court Detention	N/A	N/A	2	4	9	0	0
Average Length of Stay: Detention	15	15	18	18	17	0	0
ALOS: Pending Placement	41	32	26	24	22	12	15
ALOS: Adult Court Detention	N/A	N/A	62	73	50	46	43
Daily Cost Per Capita	\$450	\$509	\$594	\$709	\$825	\$824	\$783
Average Cost Per Capita	\$164,179	\$185,632	\$216,747	\$258,888	\$301,012	\$300,780	\$285,787
Youth on Youth assaults with injuries requiring medical care	440	55	48	29	23	30	25
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	1.10	0.16	0.16	0.12	0.11	0.14	0.11

# Department of Juvenile Services

ALFRED D.  
NOYES  
CHILDREN'S  
CENTER

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Admissions: Detention	736	545	403	357	213	322	286
Pending Placement	167	186	148	107	77	139	142
Admissions Adult Court Detention	N/A	N/A	10	24	26	28	30
Discharges: Adult Court Detention	N/A	N/A	12	15	32	40	50
Operating Capacity	57	57	57	57	57	57	57
Occupancy Rate	85%	77%	54%	50%	45%	48%	52%
Average Daily Population: Detention	34	30	19	19	15	15	16
ADP: Pending Placement	15	14	10	7	6	6	6
ADP: Adult Court Detention	N/A	N/A	2	2	5	7	8
Average Length of Stay: Detention	17	20	18	18	16	15	15
ALOS: Pending Placement	32	27	25	24	16	13	11
ALOS: Adult Court Detention	N/A	N/A	68	41	30	36	36
Daily Cost Per Capita	\$435	\$463	\$625	\$731	\$804	\$801	\$865
Average Cost Per Capita	\$158,818	\$169,064	\$228,054	\$266,825	\$294,161	\$292,531	\$315,823
Youth on Youth assaults with injuries requiring medical care	134	44	24	49	22	30	25
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.76	0.28	0.22	0.47	0.24	0.30	0.23