

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. Improve positive outcomes for justice-involved youth

- Obj. 1.1** Achieve a 50 percent reduction in recidivism by fiscal year 2022 to ensure youth will remain in their communities and have opportunities to achieve positive outcomes.
- Obj. 1.2** Increase the number of parents/caregivers who engage in treatment planning and services.
- Obj. 1.3** Increase the number of justice-involved youth in the community attending educational programming and progressing towards academic completion.
- Obj. 1.4** Increase the number of employment-eligible justice-involved youth who earn wages.

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
¹ Percent of youth re-adjudicated within one year after release from all residential placements	21.7%	20.9%	18.8%	16.7%	14.6%	12.5%	10.5%
¹ Percent of young women in residential programming who are re-adjudicated or convicted within one year after release	9.9%	7.5%	7.7%	7.7%	7.7%	7.7%	7.7%
Average percent of committed youth in out-of-state residential placement	12.7%	11.0%	11.5%	9.9%	8.5%	8.5%	8.5%

Goal 2. Only use incarceration when necessary for public safety.

- Obj. 2.1** Increase the use of informal tools and programming to prevent juvenile justice system involvement.
- Obj. 2.2** Increase the appropriate uses of Alternative to Detention (ATD).
- Obj. 2.3** Utilize Accountability and Incentives Management (AIM) to reduce youth going further into the juvenile justice system.

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Number of youth referred to intake	18,641	16,880	15,629	14,510	13,786	13,786	13,786
Number of placements to detention facilities, pre-disposition, juvenile jurisdiction	5,591	4,368	3,716	3,254	2,665	2,665	2,665
Number of admissions to Community Detention / Electronic Monitoring (CD/EM) program	4,896	3,474	3,402	2,890	2,433	2,433	2,433
Percent of youth who have no new charges while on CD/EM	94.0%	94.0%	92.8%	93.6%	94.1%	94.1%	94.1%

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Goal 3. Keep committed and detained youth safe while delivering services to meet youth needs.

- Obj. 3.1 Ensure all youth in DJS committed facilities receive appropriate services to address identified needs.
- Obj. 3.2 Ensure all committed youth are placed quickly and appropriately post disposition.
- Obj. 3.3 Increase rate of successful completion of committed programs.
- Obj. 3.4 Monitor compliance with security procedures to ensure safety and security of staff and youth.
- Obj. 3.5 Ensure consistent implementation of facility behavior management program.
- Obj. 3.6 Increase the range and frequency of available pro-social activities for youth and families.

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Average daily population (ADP) of youth pending placement in detention	111.4	84.7	66.0	59.8	60.8	59.1	58.8
Percentage of youth in detention pending placement for under 30 days	63%	69%	69%	72%	69%	69%	69%
ADP of youth detained after ejection from a committed program	34.0	26.1	18.3	11.0	14.0	14.0	14.0
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement	0.000	0.001	0.001	0.002	0.006	0.006	0.006
Injuries to youth per 100 days of youth placement, resulting from youth incidents (DJS operated or licensed programs)	0.090	0.073	0.103	0.131	0.135	0.135	0.135
Number of DJS youth who are the victims of a homicide	2.0	3.0	6.0	8.0	4.0	5.0	5.0

Goal 4. Ensure a continuum of care for justice-involved youth that is age- and developmentally-appropriate.

- Obj. 4.1 Engage families, and communities at key case planning decision points.
- Obj. 4.2 Ensure assessment of youth for age and developmentally appropriate post- dispositional services.
- Obj. 4.3 Increase the percentage of youth who successfully complete community supervision.
- Obj. 4.4 Support and prepare youth and families for re-entry.

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Average number of youth on Informal Supervision	1,212	1,105	966	817	739	739	739
Average number of youth on Probation	2,983	2,628	2,429	2,258	2,292	2,292	2,292
Average number of youth on Aftercare	1,642	1,534	1,177	1,044	1,209	1,209	1,209
Number of youth newly assigned to probation in a year	2,567	2,338	2,012	1,833	1,608	1,608	1,608
¹ Percent of youth re-adjudicated or convicted within one year of probation assignment	18%	19%	18%	18%	18%	18%	18%

NOTES

¹ Fiscal year 2016 and 2017 data are estimated.

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FACILITY SUMMARIES

	Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
<i>BALTIMORE CITY JUVENILE JUSTICE CENTER</i>	Admissions: Detention	1,960	1,427	1,210	992	867	734	622
	Admissions: Pending Placement	264	226	205	201	202	201	199
	Admissions Adult Court Detention	N/A	133	111	167	140	164	192
	Discharges: Adult Court Detention	N/A	100	122	142	158	180	205
	Operating Capacity	120	120	120	120	120	120	120
	Occupancy Rate	66%	75%	71%	71%	82%	81%	81%
	Average Daily Population (ADP): Detention	49	43	40	31	31	30	30
	ADP: Pending Placement	30	21	12	14	12	12	12
	ADP: Adult Court Detention	N/A	27	33	41	56	56	56
	Average Length of Stay (ALOS): Detention	11	11	12	11	13	13	13
	ALOS: Pending Placement	43	32	22	25	22	22	22
	ALOS: Adult Court Detention	N/A	72	105	92	114	121	128
	Daily Cost Per Capita	\$605	\$565	\$635	\$640	\$625	\$619	\$611
	Average Cost Per Capita	\$221,540	\$206,393	\$231,688	\$234,261	\$228,205	\$226,112	\$222,919
	Youth on Youth assaults with injuries requiring medical care	118	94	92	120	124	124	124
	Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.41	0.29	0.30	0.39	0.34	0.35	0.35	
<i>WILLIAM DONALD SCHAEFFER HOUSE</i>	Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
	Admissions: Committed	50	36	34	24	N/A	N/A	N/A
	Operating Capacity	19	19	19	19	N/A	N/A	N/A
	Occupancy Rate	79%	74%	63%	49%	N/A	N/A	N/A
	Average Daily Population: Committed	15	14	12	9	N/A	N/A	N/A
	Average Length of Stay: Committed	103	124	133	120	N/A	N/A	N/A
	Daily Cost Per Capita	\$310	\$417	\$512	\$630	N/A	N/A	N/A
	Average Cost Per Capita	\$113,297	\$152,034	\$186,964	\$230,533	N/A	N/A	N/A
	Youth on Youth assaults with injuries requiring medical care	8	3	0	0	N/A	N/A	N/A
	AWOLs	0	0	1	0	N/A	N/A	N/A
Rate of assaults with injuries per 100 youth days	0.15	0.06	0.00	0.00	N/A	N/A	N/A	

Note: William Donald Schaeffer House closed on May 26, 2016.

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CHARLES H.
HICKEY
SCHOOL

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Detention	720	651	591	535	476	427	383
Admissions: Pending Placement	215	205	174	194	167	165	163
Admissions: Adult Court Detention	N/A	14	17	59	51	59	59
Discharges: Adult Court Detention	N/A	13	11	55	60	65	71
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	65%	64%	59%	78%	69%	72%	72%
Average Daily Population: Detention	32	31	28	30	25	24	24
ADP: Pending Placement	15	12	11	11	11	11	11
ADP: Adult Court Detention	N/A	3	3	15	14	18	18
Average Length of Stay: Detention	16	18	17	20	19	21	22
ALOS: Pending Placement	26	21	24	21	23	23	23
ALOS: Adult Court Detention	N/A	83	82	67	80	81	81
Daily Cost Per Capita	\$814	\$908	\$1,049	\$846	\$974	\$895	\$866
Average Cost Per Capita	\$297,074	\$331,301	\$382,857	\$309,492	\$355,684	\$326,760	\$316,236
Youth on Youth assaults with injuries requiring medical care	56	35	48	66	58	58	58
Escapes	0	0	0	1	0	0	0
Rate of assaults with injuries per 100 youth days	0.33	0.21	0.31	0.32	0.32	0.30	0.31

GREEN RIDGE
REGIONAL
YOUTH
CENTER

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Committed	122	112	78	98	88	95	102
Operating Capacity	40	40	40	40	40	40	40
Occupancy Rate	98%	87%	60%	70%	67%	64%	61%
Average Daily Population: Committed	39	35	24	28	27	26	24
Average Length of Stay: Committed	108	108	118	105	115	115	114
Daily Cost Per Capita	\$257	\$297	\$441	\$389	\$449	\$478	\$524
Average Cost Per Capita	\$93,693	\$108,422	\$161,137	\$142,306	\$164,471	\$174,417	\$191,303
Youth on Youth assaults with injuries requiring medical care	3	4	3	3	4	4	4
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.02	0.03	0.03	0.03	0.04	0.04	0.05

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*STATEWIDE
YOUTH
CENTERS*

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Committed	322	289	175	242	237	280	331
Operating Capacity	124	124	124	124	112	112	112
Occupancy Rate	94%	85%	60%	60%	64%	61%	58%
Average Daily Population: Committed	117	105	74	75	72	69	65
Average Length of Stay: Committed	134	130	144	114	115	103	92
Daily Cost Per Capita	\$341	\$398	\$643	\$707	\$823	\$718	\$751
Average Cost Per Capita	\$124,443	\$152,564	\$242,345	\$265,928	\$307,584	\$271,035	\$282,319
Youth on Youth assaults with injuries requiring medical care	52	22	6	18	14	14	14
Escapes	0	2	1	2	8	8	8
Rate of assaults with injuries per 100 youth days	0.12	0.06	0.02	0.07	0.05	0.06	0.06

*WESTERN
MARYLAND
CHILDREN'S
CENTER*

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Detention	339	273	257	299	221	210	200
Admissions Pending Placement	75	97	75	122	100	122	150
Admissions Adult Court Detention	N/A	4	10	18	25	32	39
Discharges: Adult Court Detention	N/A	4	7	19	31	32	39
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	89%	76%	68%	83%	88%	84%	83%
Average Daily Population: Detention	17	14	12	13	11	11	11
ADP: Pending Placement	5	4	3	4	4	4	4
ADP: Adult Court Detention	N/A	0	1	4	6	5	5
Average Length of Stay: Detention	20	19	17	15	18	19	20
ALOS: Pending Placement	19	14	15	11	15	15	16
ALOS: Adult Court Detention	N/A	38	45	58	68	84	103
Daily Cost Per Capita	\$513	\$626	\$748	\$721	\$680	\$720	\$739
Average Cost Per Capita	\$187,159	\$228,522	\$273,057	\$263,848	\$248,311	\$262,825	\$269,906
Youth on Youth assaults with injuries requiring medical care	7	13	5	10	25	25	25
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.09	0.19	0.08	0.14	0.32	0.34	0.34

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VICTOR
CULLEN
ACADEMY

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Committed	111	111	78	82	72	69	67
Operating Capacity	48	48	48	48	48	48	48
Occupancy Rate	98%	94%	77%	64%	59%	56%	53%
Average Daily Population: Committed	47	45	37	31	28	27	26
Average Length of Stay: Committed	151	143	166	135	143	134	126
Daily Cost Per Capita	\$486	\$539	\$797	\$908	\$981	\$1,072	\$1,063
Average Cost Per Capita	\$177,419	\$196,909	\$291,018	\$332,151	\$358,207	\$391,239	\$387,934
Youth on Youth assaults with injuries requiring medical care	1	12	20	16	6	6	6
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.01	0.07	0.15	0.14	0.06	0.06	0.06

J. DEWEESE
CARTER
CENTER

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Detention	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Pending Placement	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Committed	25	23	20	17	24	27	31
Operating Capacity	14	14	14	14	14	14	14
Occupancy Rate	86%	78%	71%	64%	65%	62%	59%
Average Daily Population: Detention	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Pending Placement	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Committed	12	10.9	10	7.8	9.1	8.7	8.3
Average Length of Stay: Detention	17.7	N/A	N/A	N/A	N/A	N/A	N/A
Pending Placement	21.2	N/A	N/A	N/A	N/A	N/A	N/A
Committed	188.7	160.9	201.0	127.8	170.2	167.4	164.7
Daily Cost Per Capita	\$705	\$708	\$814	\$1,034	\$934	\$974	\$1,040
Average Cost Per Capita	\$257,474	\$258,383	\$297,255	\$378,356	\$341,008	\$355,573	\$379,598
Youth on Youth assaults with injuries requiring medical care	1	2	1	3	2	2	2
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.02	0.05	0.03	0.11	0.06	0.06	0.07

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LOWER
EASTERN
SHORE
CHILDREN'S
CENTER

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Detention	379	302	307	319	245	221	200
Pending Placement	114	101	87	95	80	77	75
Admissions Adult Court Detention	N/A	5	3	15	15	15	15
Discharges: Adult Court Detention	N/A	4	2	17	26	26	26
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	89%	76%	75%	76%	75%	71%	71%
Average Daily Population: Detention	15	12	13	12	10	10	9
ADP: Pending Placement	6	5	4	4	5	4	4
ADP: Adult Court Detention	N/A	1	1	2	4	3	3
Average Length of Stay: Detention	15	15	16	14	15	15	14
ALOS: Pending Placement	20	18	16	16	20	23	25
ALOS: Adult Court Detention	N/A	43	171	48	39	39	39
Daily Cost Per Capita	\$552	\$664	\$719	\$776	\$861	\$847	\$910
Average Cost Per Capita	\$201,350	\$242,364	\$262,309	\$283,989	\$314,228	\$309,154	\$332,144
Youth on Youth assaults with injuries requiring medical care	4	5	8	12	12	12	12
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.05	0.07	0.12	0.18	0.18	0.19	0.19

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THOMAS J. S.
WAXTER
CHILDREN'S
CENTER

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Detention	567	478	454	374	291	233	187
Pending Placement	106	123	101	115	94	92	90
Admissions Adult Court Detention	N/A	7	10	17	17	23	31
Discharges: Adult Court Detention	N/A	7	10	19	18	26	36
Operating Capacity	42	42	42	42	42	42	42
Occupancy Rate	69%	60%	60%	66%	59%	60%	59%
Average Daily Population: Detention	21	16	15	16	13	13	13
ADP: Pending Placement	8	8	7	9	8	8	8
ADP: Adult Court Detention	N/A	1	3	4	3	4	4
Average Length of Stay: Detention	13	13	12	15	17	20	24
ALOS: Pending Placement	29	23	26	28	32	35	39
ALOS: Adult Court Detention	N/A	38	93	68	63	52	43
Daily Cost Per Capita	\$667	\$767	\$795	\$776	\$951	\$956	\$985
Average Cost Per Capita	\$243,578	\$280,045	\$290,018	\$283,937	\$347,242	\$348,889	\$359,438
Youth on Youth assaults with injuries requiring medical care	3	14	33	53	37	37	37
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.03	0.15	0.36	0.52	0.41	0.40	0.41

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CHELTEN-
HAM YOUTH
FACILITY

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Detention	1,521	1,078	856	790	517	408	322
Pending Placement	385	361	315	261	221	185	155
Admissions Adult Court Detention	N/A	15	19	64	100	136	172
Discharges: Adult Court Detention	N/A	14	22	46	105	141	177
Operating Capacity	115	115	115	115	115	72	72
Occupancy Rate	81%	72%	60%	52%	50%	71%	71%
Average Daily Population: Detention	60	55	44	35	21	20	20
ADP: Pending Placement	33	26	21	15	14	14	14
ADP: Adult Court Detention	N/A	2	4	9	22	17	17
Average Length of Stay: Detention	15	18	18	17	15	14	12
ALOS: Pending Placement	32	26	24	22	23	23	23
ALOS: Adult Court Detention	N/A	62	73	50	30	30	30
Daily Cost Per Capita	\$509	\$594	\$709	\$825	\$943	\$1,031	\$1,048
Average Cost Per Capita	\$185,632	\$216,747	\$258,888	\$301,012	\$344,336	\$376,287	\$382,628
Youth on Youth assaults with injuries requiring medical care	55	48	29	24	38	38	38
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.16	0.16	0.11	0.11	0.18	0.20	0.20

Department of Juvenile Services

ALFRED D.
NOYES
CHILDREN'S
CENTER

Performance Measures	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.
Admissions: Detention	545	403	357	213	328	350	374
Pending Placement	186	148	107	77	115	127	141
Admissions Adult Court Detention	N/A	10	24	26	48	70	103
Discharges: Adult Court Detention	N/A	12	15	32	46	68	101
Operating Capacity	57	57	57	57	57	57	57
Occupancy Rate	77%	54%	50%	45%	56%	52%	52%
Average Daily Population: Detention	30	19	19	15	16	15	15
ADP: Pending Placement	14	10	7	6	7	7	7
ADP: Adult Court Detention	N/A	2	2	5	9	8	8
Average Length of Stay: Detention	20	18	18	16	18	18	18
ALOS: Pending Placement	27	25	24	16	21	21	21
ALOS: Adult Court Detention	N/A	68	41	30	72	72	72
Daily Cost Per Capita	\$463	\$625	\$731	\$804	\$752	\$819	\$847
Average Cost Per Capita	\$169,064	\$228,054	\$266,825	\$294,161	\$274,300	\$299,037	\$309,164
Youth on Youth assaults with injuries requiring medical care	44	24	49	22	35	35	35
Escapes	0	0	0	0	1	1	1
Rate of assaults with injuries per 100 youth days	0.28	0.22	0.47	0.24	0.30	0.32	0.32