

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	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
¹ Percent of youth re-adjudicated within one year after release from all residential placements	20.9%	18.8%	20.0%	20.0%	20.0%	20.0%	20.0%
¹ Percent of young women in residential programming who are re-adjudicated or convicted within one year after release	7.5%	7.7%	6.3%	6.3%	6.3%	6.3%	6.3%
Percent of committed youth with identified behavioral health needs connected with service providers 30 days from discharge	N/A	N/A	N/A	85.1%	71.4%	71.4%	71.4%
Percent of families of committed youth who felt informed during their child's commitment and re-entry process	N/A	N/A	N/A	96.9%	93.2%	93.2%	93.2%
Average percent of committed youth in out-of-state residential placement	11.0%	11.5%	9.9%	8.5%	11.9%	11.9%	11.9%
Percent of committed youth seeking employment who are employed within 30 days of discharge	N/A	N/A	N/A	21.1%	14.5%	14.5%	14.5%

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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	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of youth referred to intake	16,880	15,629	14,510	13,786	12,827	12,827	12,827
Number of placements to detention facilities, pre-disposition, juvenile jurisdiction	4,368	3,716	3,254	2,665	2,377	2,377	2,377
Number of admissions to Community Detention / Electronic Monitoring (CD/EM) program	3,474	3,402	2,890	2,306	2,020	2,020	2,020
Percent of youth who have no new charges while on CD/EM	94.0%	92.8%	93.6%	94.1%	93.9%	93.9%	93.9%
Average number of youth on Informal Supervision	1,105	966	817	739	742	742	742

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	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Average daily population (ADP) of youth pending placement in detention	84.7	66.0	59.8	60.8	61.2	61.2	61.2
Percentage of youth in detention pending placement for under 30 days	69%	69%	72%	69%	67%	67%	67%
Percent of youth released from DJS committed facilities who took part in career development programming during placement	N/A	N/A	N/A	83%	81%	81%	81%
ADP of youth detained after ejection from a committed program	26.1	18.3	11.0	14.0	13.5	13.5	13.5
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement	0.001	0.001	0.002	0.006	0.001	0.001	0.001
Injuries to youth per 100 days of youth placement, resulting from youth incidents (DJS operated or licensed programs)	0.073	0.103	0.131	0.135	0.119	0.119	0.119
Number of DJS youth who are the victims of a homicide	3	6	8	4	10	10	10

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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	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Percent of families of committed youth attending youth re-entry planning meetings	N/A	N/A	N/A	72%	76%	76%	76%
Average number of youth on Probation	2,628	2,429	2,258	2,292	2,204	2,204	2,204
Average number of youth on Aftercare	1,534	1,177	1,044	1,209	1,080	1,080	1,080
Number of youth newly assigned to probation in a year	2,338	2,012	1,833	1,608	1,586	1,586	1,586
¹ Percent of youth re-adjudicated or convicted within one year of probation assignment	19%	18%	17%	17%	17%	17%	17%

NOTES

¹ Fiscal year 2017 and 2018 data are estimated.

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FACILITY SUMMARIES

BALTIMORE CITY JUVENILE JUSTICE CENTER	Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
	Admissions: Detention	1,427	1,210	992	867	661	661	661
	Admissions: Pending Placement	226	205	201	202	223	223	223
	Admissions Adult Court Detention	133	111	167	140	134	134	134
	Discharges: Adult Court Detention	100	122	142	158	156	156	156
	Operating Capacity	120	120	120	120	120	120	120
	Occupancy Rate	75%	71%	71%	82%	82%	83%	81%
	Average Daily Population (ADP): Detention	43	40	31	31	31	36	35
	ADP: Pending Placement	21	12	14	12	18	14	14
	ADP: Adult Court Detention	27	33	41	56	50	50	49
	Average Length of Stay (ALOS): Detention	11	12	11	13	18	18	18
	ALOS: Pending Placement	32	22	25	22	28	28	28
	ALOS: Adult Court Detention	72	105	92	114	136	136	136
	Daily Cost Per Capita	\$565	\$635	\$640	\$592	\$585	\$521	\$581
	Average Cost Per Capita	\$206,393	\$231,688	\$234,261	\$216,427	\$213,371	\$190,155	\$211,979
	Youth on Youth assaults with injuries requiring medical care	94	92	120	124	116	116	116
	Escapes	0	0	0	0	0	0	0
	Rate of assaults with injuries per 100 youth days	0.29	0.30	0.39	0.34	0.32	0.32	0.32

WILLIAM DONALD SCHAEFER HOUSE	Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
	Admissions: Committed	36	34	24	N/A	N/A	N/A	N/A
	Operating Capacity	19	19	19	N/A	N/A	N/A	N/A
	Occupancy Rate	74%	63%	49%	N/A	N/A	N/A	N/A
	Average Daily Population: Committed	14	12	9	N/A	N/A	N/A	N/A
	Average Length of Stay: Committed	124	133	120	N/A	N/A	N/A	N/A
	Daily Cost Per Capita	\$417	\$512	\$630	N/A	N/A	N/A	N/A
	Average Cost Per Capita	\$152,034	\$186,964	\$230,533	N/A	N/A	N/A	N/A
	Youth on Youth assaults with injuries requiring medical care	3	0	0	N/A	N/A	N/A	N/A
	AWOLs	0	1	0	N/A	N/A	N/A	N/A
	Rate of assaults with injuries per 100 youth days	0.06	0.00	0.00	N/A	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	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Detention	651	591	535	476	437	437	437
Admissions: Pending Placement	205	174	194	167	154	154	154
Admissions: Adult Court Detention	14	17	59	51	69	69	69
Discharges: Adult Court Detention	13	11	55	60	77	77	77
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	64%	59%	78%	69%	82%	83%	81%
Average Daily Population: Detention	31	28	30	25	25	25	25
ADP: Pending Placement	12	11	11	11	12	11	11
ADP: Adult Court Detention	3	3	15	14	23	23	23
Average Length of Stay: Detention	18	17	20	19	20	20	20
ALOS: Pending Placement	21	24	21	23	28	28	28
ALOS: Adult Court Detention	83	82	67	80	101	101	101
Daily Cost Per Capita	\$908	\$1,049	\$846	\$974	\$762	\$751	\$780
Average Cost Per Capita	\$331,301	\$382,857	\$309,492	\$355,684	\$278,194	\$274,208	\$284,842
Youth on Youth assaults with injuries requiring medical care	35	48	66	58	86	86	86
Escapes	0	0	1	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.21	0.31	0.32	0.32	0.40	0.40	0.40

GREEN RIDGE
REGIONAL
YOUTH
CENTER

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Committed	112	78	98	88	109	109	109
Operating Capacity	40	40	40	40	40	40	40
Occupancy Rate	87%	60%	70%	67%	73%	73%	73%
Average Daily Population: Committed	35	24	28	27	29	29	29
Average Length of Stay: Committed	108	118	105	115	96	96	96
Daily Cost Per Capita	\$297	\$441	\$389	\$451	\$454	\$437	\$475
Average Cost Per Capita	\$108,422	\$161,137	\$142,306	\$164,471	\$165,623	\$159,648	\$173,412
Youth on Youth assaults with injuries requiring medical care	4	3	3	4	5	5	5
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.03	0.03	0.03	0.04	0.05	0.05	0.05

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*STATEWIDE
YOUTH
CENTERS*

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Committed	289	175	242	237	196	196	196
Operating Capacity	124	124	124	112	112	112	112
Occupancy Rate	85%	60%	60%	64%	50%	50%	50%
Average Daily Population: Committed	105	74	75	72	57	57	57
Average Length of Stay: Committed	130	144	114	115	90	90	90
Daily Cost Per Capita	\$398	\$643	\$707	\$823	\$965	\$865	\$902
Average Cost Per Capita	\$152,564	\$242,345	\$265,928	\$307,584	\$361,775	\$325,165	\$338,590
Youth on Youth assaults with injuries requiring medical care	22	6	18	14	2	2	2
Escapes	2	1	2	8	1	1	1
Rate of assaults with injuries per 100 youth days	0.06	0.02	0.07	0.05	0.02	0.02	0.02

*WESTERN
MARYLAND
CHILDREN'S
CENTER*

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Detention	273	257	299	221	194	194	194
Admissions Pending Placement	97	75	122	100	77	77	77
Admissions Adult Court Detention	4	10	18	25	26	26	26
Discharges: Adult Court Detention	4	7	19	31	26	26	26
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	76%	68%	83%	88%	85%	86%	84%
Average Daily Population: Detention	14	12	13	11	9	9	9
ADP: Pending Placement	4	3	4	4	3	3	3
ADP: Adult Court Detention	0	1	4	6	8	8	8
Average Length of Stay: Detention	19	17	15	18	17	17	17
ALOS: Pending Placement	14	15	11	15	15	15	15
ALOS: Adult Court Detention	38	45	58	68	96	96	96
Daily Cost Per Capita	\$626	\$748	\$721	\$680	\$734	\$719	\$745
Average Cost Per Capita	\$228,522	\$273,057	\$263,848	\$248,311	\$268,003	\$262,356	\$272,104
Youth on Youth assaults with injuries requiring medical care	13	5	10	25	17	17	17
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.19	0.08	0.14	0.32	0.23	0.23	0.23

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*VICTOR
CULLEN
ACADEMY*

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Committed	111	78	82	72	60	60	60
Operating Capacity	48	48	48	48	48	48	48
Occupancy Rate	94%	77%	64%	59%	51%	51%	51%
Average Daily Population: Committed	45	37	31	28	25	25	25
Average Length of Stay: Committed	143	166	135	143	135	135	135
Daily Cost Per Capita	\$539	\$797	\$908	\$981	\$1,131	\$1,097	\$1,125
Average Cost Per Capita	\$196,909	\$291,018	\$332,151	\$358,207	\$412,733	\$400,258	\$410,619
Youth on Youth assaults with injuries requiring medical care	12	20	16	6	13	13	13
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.07	0.15	0.14	0.06	0.14	0.14	0.14

*J. DEWEESE
CARTER
CENTER*

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Detention	N/A						
Pending Placement	N/A						
Committed	23	20	17	24	14	14	14
Operating Capacity	14	14	14	14	14	14	14
Occupancy Rate	78%	71%	64%	65%	58%	58%	58%
Average Daily Population: Detention	N/A						
Pending Placement	N/A						
Committed	10.9	10	7.8	9.1	8.1	8.1	8.1
Average Length of Stay: Detention	N/A						
Pending Placement	N/A						
Committed	160.9	201.0	127.8	170.2	168.3	168.3	168.3
Daily Cost Per Capita	\$708	\$814	\$1,034	\$934	\$1,057	\$1,057	\$1,169
Average Cost Per Capita	\$258,383	\$297,255	\$378,356	\$341,008	\$385,719	\$385,763	\$426,778
Youth on Youth assaults with injuries requiring medical care	2	1	3	2	1	1	1
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.05	0.03	0.11	0.06	0.03	0.03	0.03

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LOWER
EASTERN
SHORE
CHILDREN'S
CENTER

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Detention	302	307	319	245	224	224	224
Pending Placement	101	87	95	80	67	67	67
Admissions Adult Court Detention	5	3	15	15	22	22	22
Discharges: Adult Court Detention	4	2	17	26	23	23	23
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	76%	75%	76%	75%	77%	77%	75%
Average Daily Population: Detention	12	13	12	10	11	10	10
ADP: Pending Placement	5	4	4	5	4	5	5
ADP: Adult Court Detention	1	1	2	4	4	4	4
Average Length of Stay: Detention	15	16	14	15	16	16	16
ALOS: Pending Placement	18	16	16	20	21	21	21
ALOS: Adult Court Detention	43	171	48	39	65	65	65
Daily Cost Per Capita	\$664	\$719	\$776	\$861	\$872	\$839	\$893
Average Cost Per Capita	\$242,364	\$262,309	\$283,989	\$314,228	\$318,273	\$306,082	\$325,984
Youth on Youth assaults with injuries requiring medical care	5	8	12	12	2	2	2
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.07	0.12	0.18	0.18	0.03	0.03	0.03

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THOMAS J. S.
WAXTER
CHILDREN'S
CENTER

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Detention	478	454	374	291	302	302	302
Pending Placement	123	101	115	94	59	59	59
Admissions Adult Court Detention	7	10	17	17	20	20	20
Discharges: Adult Court Detention	7	10	19	18	18	18	18
Operating Capacity	42	42	42	42	42	42	42
Occupancy Rate	60%	60%	66%	59%	50%	50%	50%
Average Daily Population: Detention	16	15	16	13	13	11	11
ADP: Pending Placement	8	7	9	8	5	7	7
ADP: Adult Court Detention	1	3	4	3	3	3	3
Average Length of Stay: Detention	13	12	15	17	15	15	15
ALOS: Pending Placement	23	26	28	32	28	28	28
ALOS: Adult Court Detention	38	93	68	63	51	51	51
Daily Cost Per Capita	\$767	\$795	\$776	\$951	\$1,145	\$1,157	\$1,184
Average Cost Per Capita	\$280,045	\$290,018	\$283,937	\$347,242	\$417,745	\$422,424	\$432,242
Youth on Youth assaults with injuries requiring medical care	14	33	53	37	17	17	17
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.15	0.36	0.52	0.41	0.22	0.22	0.22

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CHELTEN-
HAM YOUTH
FACILITY

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Detention	1,078	856	790	517	424	424	424
Pending Placement	361	315	261	221	193	193	193
Admissions Adult Court Detention	15	19	64	100	82	82	82
Discharges: Adult Court Detention	14	22	46	105	76	76	76
Operating Capacity	115	115	115	115	72	72	72
Occupancy Rate	72%	60%	52%	50%	67%	68%	67%
Average Daily Population: Detention	55	44	35	21	18	19	19
ADP: Pending Placement	26	21	15	14	14	13	13
ADP: Adult Court Detention	2	4	9	22	17	17	17
Average Length of Stay: Detention	18	18	17	15	14	14	14
ALOS: Pending Placement	26	24	22	23	25	25	25
ALOS: Adult Court Detention	62	73	50	30	85	85	85
Daily Cost Per Capita	\$594	\$709	\$825	\$943	\$997	\$1,108	\$1,058
Average Cost Per Capita	\$216,747	\$258,888	\$301,012	\$344,336	\$363,949	\$404,472	\$386,296
Youth on Youth assaults with injuries requiring medical care	48	29	24	38	16	16	16
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.16	0.11	0.11	0.18	0.09	0.09	0.09

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ALFRED D.
NOYES
CHILDREN'S
CENTER

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Admissions: Detention	403	357	213	328	336	336	336
Pending Placement	148	107	77	115	119	119	119
Admissions Adult Court Detention	10	24	26	48	60	60	60
Discharges: Adult Court Detention	12	15	32	46	60	60	60
Operating Capacity	57	57	57	57	57	57	57
Occupancy Rate	54%	50%	45%	56%	58%	59%	58%
Average Daily Population: Detention	19	19	15	16	18	17	17
ADP: Pending Placement	10	7	6	7	6	7	7
ADP: Adult Court Detention	2	2	5	9	9	9	9
Average Length of Stay: Detention	18	18	16	18	18	18	18
ALOS: Pending Placement	25	24	16	21	20	20	20
ALOS: Adult Court Detention	68	41	30	72	52	52	52
Daily Cost Per Capita	\$625	\$731	\$804	\$752	\$744	\$766	\$784
Average Cost Per Capita	\$228,054	\$266,825	\$294,161	\$274,300	\$271,515	\$279,455	\$286,080
Youth on Youth assaults with injuries requiring medical care	24	49	22	35	14	14	14
Escapes	0	0	0	1	0	0	0
Rate of assaults with injuries per 100 youth days	0.22	0.47	0.24	0.30	0.12	0.12	0.12