

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	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
¹ Percent of youth re-adjudicated within one year after release from all residential placements	18.7%	20.3%	19.0%	19.0%	19.0%	N/A	N/A
¹ Percent of young women in residential programming who are re-adjudicated or convicted within one year after release	7.7%	6.3%	7.6%	7.6%	7.6%	N/A	N/A
Percent of committed youth with identified behavioral health needs connected with service providers 30 days from discharge	N/A	N/A	85.1%	71.4%	84.9%	84.9%	84.9%
Percent of families of committed youth who felt informed during their child's commitment and re-entry process	N/A	N/A	96.9%	93.2%	94.4%	94.4%	94.4%
Average percent of committed youth in out-of-state residential placement	11.5%	9.9%	8.5%	11.9%	16.7%	16.7%	16.7%
Percent of committed youth seeking employment who are employed within 30 days of discharge	N/A	N/A	21.1%	14.5%	14.4%	14.4%	14.4%

Department of Juvenile Services

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	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Number of youth referred to intake	15,629	14,510	13,786	12,827	12,754	12,754	12,754
Number of placements to detention facilities, pre-disposition, juvenile jurisdiction	3,716	3,254	2,665	2,377	2,113	2,113	2,113
Number of admissions to Community Detention / Electronic Monitoring (CD/EM) program	3,402	2,890	2,306	2,020	1,703	1,703	1,703
Percent of youth who have no new charges while on CD/EM	92.8%	93.6%	94.1%	93.9%	91.8%	91.8%	91.8%
Average number of youth on Informal Supervision	966	817	739	742	721	721	721

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	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Average daily population (ADP) of youth pending placement in detention	66.0	59.8	60.8	61.2	61.3	61.3	61.3
Percentage of youth in detention pending placement for under 30 days	69%	72%	69%	67%	61%	61%	61%
Percent of youth released from DJS committed facilities who took part in career development programming during placement	N/A	N/A	83%	81%	84%	84%	84%
ADP of youth detained after ejection from a committed program	18.3	11.0	14.0	13.5	16.6	16.6	16.6
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement	0.001	0.002	0.006	0.001	0.001	0.001	0.001
Injuries to youth per 100 days of youth placement, resulting from youth incidents (DJS operated or licensed programs)	0.103	0.131	0.135	0.119	0.181	0.181	0.181
Number of DJS youth who are the victims of a homicide	6	8	4	10	5	5	5

Department of Juvenile Services

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	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Percent of families of committed youth attending youth re-entry planning meetings	N/A	N/A	72%	76%	82%	82%	82%
Average number of youth on Probation	2,429	2,258	2,292	2,204	1,964	1,964	1,964
Average number of youth on Aftercare	1,177	1,044	1,209	1,080	994	994	994
Number of youth assigned to probation in a year	2,882	2,520	2,240	2,134	1,695	1,695	1,695
¹ Percent of youth re-adjudicated or convicted within one year of probation assignment	21%	19%	20%	20%	20%	N/A	N/A

NOTES

¹ Fiscal year 2018 and 2019 data are estimated.

Department of Juvenile Services

FACILITY SUMMARIES

BALTIMORE CITY JUVENILE JUSTICE CENTER	Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
	Admissions: Detention	1,210	992	867	661	578	578	578
	Admissions: Pending Placement	205	201	202	223	177	177	177
	Admissions: Adult Court Detention	111	167	140	134	129	129	129
	Discharges: Adult Court Detention	122	142	158	156	140	140	140
	Operating Capacity	120	120	120	120	120	120	120
	Occupancy Rate	71%	71%	82%	82%	69%	69%	69%
	Average Daily Population (ADP): Detention	40	31	31	31	26	26	27
	ADP: Pending Placement	12	14	12	18	17	17	18
	ADP: Adult Court Detention	33	41	56	50	40	43	44
	Average Length of Stay (ALOS): Detention	12	11	13	18	16	16	16
	ALOS: Pending Placement	22	25	22	28	35	35	35
	ALOS: Adult Court Detention	105	92	114	136	112	112	112
2	Daily Cost Per Capita	\$452	\$455	\$514	\$474	\$472	\$479	\$492
2	Average Cost Per Capita	\$164,884	\$165,935	\$187,699	\$173,123	\$172,129	\$179,281	\$184,291
	Youth on Youth assaults with injuries requiring medical care	92	120	124	116	75	75	75
	Escapes	0	0	0	0	1	1	1
	Rate of assaults with injuries per 100 youth days	0.30	0.39	0.34	0.32	0.25	0.25	0.25

WILLIAM DONALD SCHAEFFER HOUSE	Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
	Admissions: Committed	34	24	N/A	N/A	N/A	N/A	N/A
	Operating Capacity	19	19	N/A	N/A	N/A	N/A	N/A
	Occupancy Rate	63%	49%	N/A	N/A	N/A	N/A	N/A
	Average Daily Population: Committed	12	9	N/A	N/A	N/A	N/A	N/A
	Average Length of Stay: Committed	133	120	N/A	N/A	N/A	N/A	N/A
	Daily Cost Per Capita	\$512	\$630	N/A	N/A	N/A	N/A	N/A
	Average Cost Per Capita	\$186,964	\$230,533	N/A	N/A	N/A	N/A	N/A
	Youth on Youth assaults with injuries requiring medical care	0	0	N/A	N/A	N/A	N/A	N/A
	AWOLs	1	0	N/A	N/A	N/A	N/A	N/A
	Rate of assaults with injuries per 100 youth days	0.00	0.00	N/A	N/A	N/A	N/A	N/A

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

Department of Juvenile Services

CHARLES H.
HICKEY
SCHOOL

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Detention	591	535	476	437	384	384	384
Admissions: Pending Placement	174	194	167	154	140	140	140
Admissions: Adult Court Detention	17	59	51	69	82	82	82
Discharges: Adult Court Detention	11	55	60	77	70	70	70
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	59%	78%	69%	82%	73%	73%	73%
Average Daily Population: Detention	28	30	25	25	20	20	21
ADP: Pending Placement	11	11	11	12	10	10	10
ADP: Adult Court Detention	3	15	14	23	23	22	23
Average Length of Stay: Detention	17	20	19	20	20	20	20
ALOS: Pending Placement	24	21	23	28	24	24	24
ALOS: Adult Court Detention	82	67	80	101	112	112	112
² Daily Cost Per Capita	\$624	\$662	\$675	\$628	\$632	\$621	\$631
² Average Cost Per Capita	\$227,587	\$241,575	\$246,509	\$229,123	\$230,768	\$226,682	\$230,421
Youth on Youth assaults with injuries requiring medical care	48	66	58	86	82	82	82
Escapes	0	1	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.31	0.32	0.32	0.40	0.42	0.42	0.42

GREEN RIDGE
REGIONAL
YOUTH
CENTER

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Committed	78	98	88	109	92	92	92
Operating Capacity	40	40	40	40	40	40	40
Occupancy Rate	60%	70%	67%	73%	72%	72%	72%
Average Daily Population: Committed	24	28	27	29	29	26	26
Average Length of Stay: Committed	118	105	115	96	105	105	105
² Daily Cost Per Capita	\$265	\$272	\$301	\$332	\$340	\$343	\$351
² Average Cost Per Capita	\$96,682	\$99,259	\$109,946	\$121,130	\$124,243	\$125,235	\$128,008
Youth on Youth assaults with injuries requiring medical care	3	3	4	5	3	3	3
Escapes	0	0	0	0	1	1	1
Rate of assaults with injuries per 100 youth days	0.03	0.03	0.04	0.05	0.29	0.29	0.29

Department of Juvenile Services

*STATEWIDE
YOUTH
CENTERS*

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Committed	175	242	237	196	180	180	180
Operating Capacity	124	124	112	112	112	112	112
Occupancy Rate	60%	60%	64%	50%	58%	58%	58%
Average Daily Population: Committed	74	75	72	57	66	61	59
Average Length of Stay: Committed	144	114	115	103	131	131	131
² Daily Cost Per Capita	\$384	\$427	\$526	\$487	\$489	\$449	\$464
² Average Cost Per Capita	\$144,625	\$159,986	\$196,631	\$182,502	\$183,206	\$168,735	\$173,939
Youth on Youth assaults with injuries requiring medical care	6	18	14	2	6	6	6
Escapes	1	2	8	1	0	0	0
Rate of assaults with injuries per 100 youth days	0.02	0.07	0.05	0.02	0.03	0.03	0.03

*WESTERN
MARYLAND
CHILDREN'S
CENTER*

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Detention	257	299	221	194	193	193	193
Admissions: Pending Placement	75	122	100	77	67	67	67
Admissions: Adult Court Detention	10	18	25	26	25	25	25
Discharges: Adult Court Detention	7	19	31	26	21	21	21
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	68%	83%	88%	85%	70%	70%	70%
Average Daily Population: Detention	12	13	11	9	11	11	11
ADP: Pending Placement	3	4	4	3	3	3	3
ADP: Adult Court Detention	1	4	6	8	4	5	6
Average Length of Stay: Detention	17	15	18	17	20	20	20
ALOS: Pending Placement	15	11	15	15	4	4	4
ALOS: Adult Court Detention	45	58	68	96	62	62	62
² Daily Cost Per Capita	\$508	\$599	\$598	\$624	\$577	\$615	\$642
² Average Cost Per Capita	\$185,451	\$218,774	\$218,307	\$227,802	\$210,726	\$224,525	\$234,257
Youth on Youth assaults with injuries requiring medical care	5	10	25	17	17	17	17
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.08	0.14	0.32	0.23	0.28	0.28	0.28

Department of Juvenile Services

VICTOR
CULLEN
ACADEMY

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Committed	78	82	72	60	58	58	58
Operating Capacity	48	48	48	48	48	48	48
Occupancy Rate	77%	64%	59%	51%	39%	39%	39%
Average Daily Population: Committed	37	31	28	25	19	17	17
Average Length of Stay: Committed	166	135	143	135	117	117	117
² Daily Cost Per Capita	\$615	\$580	\$575	\$580	\$564	\$569	\$564
² Average Cost Per Capita	\$224,327	\$211,746	\$209,701	\$211,526	\$206,005	\$207,647	\$205,780
Youth on Youth assaults with injuries requiring medical care	20	16	6	13	4	4	4
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.15	0.14	0.06	0.14	0.06	0.06	0.06

J. DEWEESE
CARTER
CENTER

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Detention	N/A						
Pending Placement	N/A						
Committed	20	17	24	14	20	20	20
Operating Capacity	14	14	14	14	14	14	14
Occupancy Rate	71%	64%	65%	58%	51%	51%	51%
Average Daily Population: Detention	N/A						
Pending Placement	N/A						
Committed	10	7.8	9.1	8.1	7.2	6.7	6.5
Average Length of Stay: Detention	N/A						
Pending Placement	N/A						
Committed	201.0	127.8	170.2	168.3	143.8	143.8	143.8
² Daily Cost Per Capita	\$582	\$578	\$607	\$611	\$634	\$666	\$643
² Average Cost Per Capita	\$212,325	\$210,798	\$221,655	\$223,166	\$231,315	\$243,171	\$234,565
Youth on Youth assaults with injuries requiring medical care	1	3	2	1	1	1	1
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.03	0.11	0.06	0.03	0.04	0.04	0.04

Department of Juvenile Services

LOWER
EASTERN
SHORE
CHILDREN'S
CENTER

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Detention	307	319	245	224	247	247	247
Pending Placement	87	95	80	67	68	68	68
Admissions: Adult Court Detention	3	15	15	22	16	16	16
Discharges: Adult Court Detention	2	17	26	23	14	14	14
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	75%	76%	75%	77%	74%	74%	74%
Average Daily Population: Detention	13	12	10	11	11	12	12
ADP: Pending Placement	4	4	5	4	4	4	4
ADP: Adult Court Detention	1	2	4	4	3	3	3
Average Length of Stay: Detention	16	14	15	16	17	17	17
ALOS: Pending Placement	16	16	20	21	21	21	21
ALOS: Adult Court Detention	171	48	39	65	65	65	65
² Daily Cost Per Capita	\$539	\$590	\$646	\$669	\$680	\$663	\$677
² Average Cost Per Capita	\$196,731	\$215,358	\$235,671	\$244,009	\$248,339	\$241,933	\$246,924
Youth on Youth assaults with injuries requiring medical care	8	12	12	2	8	8	8
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.12	0.18	0.18	0.03	0.12	0.12	0.12

Department of Juvenile Services

THOMAS J. S.
WAXTER
CHILDREN'S
CENTER

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Detention	454	374	291	302	245	245	245
Pending Placement	101	115	94	59	78	78	78
Admissions: Adult Court Detention	10	17	17	20	14	14	14
Discharges: Adult Court Detention	10	19	18	18	13	13	13
Operating Capacity	42	42	42	42	42	42	42
Occupancy Rate	60%	66%	59%	50%	58%	58%	58%
Average Daily Population: Detention	15	16	13	13	13	13	14
ADP: Pending Placement	7	9	8	5	8	8	8
ADP: Adult Court Detention	3	4	3	3	4	3	4
Average Length of Stay: Detention	12	15	17	15	20	20	20
ALOS: Pending Placement	26	28	32	28	36	36	36
ALOS: Adult Court Detention	93	68	63	51	75	75	75
² Daily Cost Per Capita	\$479	\$517	\$559	\$572	\$623	\$620	\$654
² Average Cost Per Capita	\$174,702	\$188,615	\$204,211	\$208,932	\$227,474	\$226,335	\$238,600
Youth on Youth assaults with injuries requiring medical care	33	53	37	17	8	8	8
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.36	0.52	0.41	0.22	0.09	0.09	0.09

Department of Juvenile Services

CHELLEN-
HAM YOUTH
FACILITY

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Detention	856	790	517	424	396	396	396
Pending Placement	315	261	221	193	163	163	163
Admissions: Adult Court Detention	19	64	100	82	100	100	100
Discharges: Adult Court Detention	22	46	105	76	103	103	103
Operating Capacity	115	115	115	72	72	72	72
Occupancy Rate	60%	52%	50%	67%	75%	75%	75%
Average Daily Population: Detention	44	35	21	18	19	19	20
ADP: Pending Placement	21	15	14	14	13	13	13
ADP: Adult Court Detention	4	9	22	17	22	19	20
Average Length of Stay: Detention	18	17	15	14	18	18	18
ALOS: Pending Placement	24	22	23	25	29	29	29
ALOS: Adult Court Detention	73	50	30	85	80	80	80
² Daily Cost Per Capita	\$426	\$431	\$749	\$672	\$660	\$698	\$687
² Average Cost Per Capita	\$155,558	\$157,311	\$273,556	\$245,160	\$240,953	\$254,620	\$250,853
Youth on Youth assaults with injuries requiring medical care	29	24	38	16	51	51	51
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.11	0.11	0.18	0.09	0.26	0.26	0.26

Department of Juvenile Services

ALFRED D.
NOYES
CHILDREN'S
CENTER

Performance Measures	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Admissions: Detention	357	213	328	336	277	277	277
Pending Placement	107	77	115	119	115	115	115
Admissions: Adult Court Detention	24	26	48	60	53	53	53
Discharges: Adult Court Detention	15	32	46	60	51	51	51
Operating Capacity	57	57	57	57	57	57	57
Occupancy Rate	50%	45%	56%	58%	57%	57%	57%
Average Daily Population: Detention	19	15	16	18	16	17	17
ADP: Pending Placement	7	6	7	6	8	8	8
ADP: Adult Court Detention	2	5	9	9	8	9	9
Average Length of Stay: Detention	18	16	18	18	22	22	22
ALOS: Pending Placement	24	16	21	20	24	24	24
ALOS: Adult Court Detention	41	30	72	52	61	61	61
² Daily Cost Per Capita	\$364	\$361	\$418	\$433	\$444	\$451	\$486
² Average Cost Per Capita	\$132,944	\$131,598	\$152,549	\$157,977	\$162,098	\$164,530	\$177,250
Youth on Youth assaults with injuries requiring medical care	49	22	35	14	10	10	10
Escapes	0	0	1	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.47	0.24	0.30	0.12	0.08	0.08	0.08

NOTES

² DJS has changed the way the agency reports daily costs for facility operations. The methodology used in the agency's Data Resource Guides prior to fiscal year 2019 reported costs based on per-diem rate calculations. DJS determined that this method misrepresented actual daily operations costs. Facility populations fluctuate daily, yet it costs the same to staff, heat, and maintain a 12-bed unit whether that unit houses 7 youth or 12 youth on a given night. The new method uses the bed capacity to calculate the daily rate: total annual expenditures (not including education costs budgeted to MSDE) divided by 365 days divided by the number of beds.