

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	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
¹ Percent of youth re-adjudicated within one year after release from all residential placements	20.3%	19.0%	19.2%	19.2%	19.2%	19.2%	19.2%
¹ Percent of young women in residential programming who are re-adjudicated or convicted within one year after release	6.3%	7.6%	8.4%	8.4%	8.4%	8.4%	8.4%
Percent of committed youth with identified behavioral health needs connected with service providers 30 days from discharge	N/A	85.1%	71.4%	84.9%	82.4%	82.4%	82.4%
Percent of families of committed youth who felt informed during their child's commitment and re-entry process	N/A	96.9%	93.2%	94.4%	96.9%	96.9%	96.9%
Average percent of committed youth in out-of-state residential placement	9.9%	8.5%	11.9%	16.5%	13.1%	13.1%	13.1%
Percent of committed youth seeking employment who are employed within 30 days of discharge	N/A	21.1%	14.5%	14.4%	23.9%	23.9%	23.9%

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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	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Number of youth referred to intake	14,510	13,786	12,823	12,750	10,100	10,100	10,100
Number of placements to detention facilities, pre-disposition, juvenile jurisdiction	3,254	2,665	2,360	2,114	1,600	1,600	1,600
Number of admissions to Community Detention / Electronic Monitoring (CD/EM) program	2,890	2,306	2,020	1,703	1,408	1,408	1,408
Percent of youth who have no new charges while on CD/EM	93.6%	94.1%	93.9%	91.8%	91.7%	91.7%	91.7%
Average number of youth on Informal Supervision	817	739	736	723	584	584	584

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	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Average daily population (ADP) of youth pending placement in detention	59.8	60.8	61.2	61.3	49.7	26.7	30.1
Percentage of youth in detention pending placement for under 30 days	72%	69%	67%	61%	53%	53%	53%
Percent of youth released from DJS committed facilities who took part in career development programming during placement	N/A	83%	81%	84%	68%	68%	68%
ADP of youth detained after ejection from a committed program	11.0	14.0	17.1	18.0	10.5	7.1	8.0
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement	0.002	0.006	0.001	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)	0.131	0.135	0.119	0.181	0.294	0.294	0.294
Number of DJS youth who are the victims of a homicide	8	4	10	5	9	9	9

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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	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Percent of families of committed youth attending youth re-entry planning meetings	N/A	72%	76%	82%	86%	86%	86%
Average number of youth on Probation	2,258	2,292	2,202	1,963	1,606	1,606	1,606
Average number of youth on Aftercare	1,044	1,209	1,079	990	830	830	830
Number of youth assigned to probation in a year	2,520	2,240	2,134	1,715	1,181	1,181	1,181
¹ Percent of youth re-adjudicated or convicted within one year of probation assignment	19%	20%	18%	18%	18%	18%	18%

NOTES

¹ Fiscal year 2019 and 2020 data are estimated.

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FACILITY SUMMARIES

<i>BALTIMORE CITY JUVENILE JUSTICE CENTER</i>	Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
	Admissions: Detention	992	867	661	578	382	382	382
	Admissions: Pending Placement	201	202	223	177	102	102	102
	Admissions: Adult Court Detention	167	140	134	129	108	108	108
	Discharges: Adult Court Detention	142	158	156	140	111	111	111
	Operating Capacity	120	120	120	120	120	120	120
	Occupancy Rate	71%	82%	82%	69%	58%	58%	58%
	Average Daily Population (ADP): Detention	31	31	31	26	21	11	12
	ADP: Pending Placement	14	12	18	17	12	6	7
	ADP: Adult Court Detention	41	56	50	40	38	32	36
	Average Length of Stay (ALOS): Detention	11	13	18	16	19	19	19
	ALOS: Pending Placement	25	22	28	35	40	40	40
	ALOS: Adult Court Detention	92	114	136	112	110	110	110
	Daily Cost Per Capita	\$455	\$514	\$474	\$472	\$516	\$492	\$532
	Average Cost Per Capita	\$165,935	\$187,699	\$173,123	\$172,129	\$188,435	\$176,653	\$194,029
	Youth on Youth assaults with injuries requiring medical care	120	124	116	75	113	113	113
	Escapes	0	0	0	1	0	0	0
	Rate of assaults with injuries per 100 youth days	0.39	0.34	0.32	0.25	0.44	0.44	0.44
<i>WILLIAM DONALD SCHAEFFER HOUSE</i>	Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
	Admissions: Committed	24	N/A	N/A	N/A	N/A	N/A	N/A
	Operating Capacity	19	N/A	N/A	N/A	N/A	N/A	N/A
	Occupancy Rate	49%	N/A	N/A	N/A	N/A	N/A	N/A
	Average Daily Population: Committed	9	N/A	N/A	N/A	N/A	N/A	N/A
	Average Length of Stay: Committed	120	N/A	N/A	N/A	N/A	N/A	N/A
	Daily Cost Per Capita	\$630	N/A	N/A	N/A	N/A	N/A	N/A
	Average Cost Per Capita	\$230,533	N/A	N/A	N/A	N/A	N/A	N/A
	Youth on Youth assaults with injuries requiring medical care	0	N/A	N/A	N/A	N/A	N/A	N/A
	AWOLs	0	N/A	N/A	N/A	N/A	N/A	N/A
	Rate of assaults with injuries per 100 youth days	0.00	N/A	N/A	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	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Admissions: Detention	535	476	437	384	345	345	345
Admissions: Pending Placement	194	167	154	140	93	93	93
Admissions: Adult Court Detention	59	51	69	82	60	60	60
Discharges: Adult Court Detention	55	60	77	70	65	65	65
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	78%	69%	82%	73%	69%	69%	69%
Average Daily Population: Detention	30	25	25	20	19	10	11
ADP: Pending Placement	11	11	12	10	8	4	5
ADP: Adult Court Detention	15	14	23	23	23	20	22
Average Length of Stay: Detention	20	19	20	20	20	20	20
ALOS: Pending Placement	21	23	28	24	31	31	31
ALOS: Adult Court Detention	67	80	101	112	118	118	118
Daily Cost Per Capita	\$662	\$675	\$628	\$632	\$658	\$616	\$659
Average Cost Per Capita	\$241,575	\$246,509	\$229,123	\$230,768	\$240,146	\$224,884	\$240,474
Youth on Youth assaults with injuries requiring medical care	66	58	86	82	96	96	96
Escapes	1	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.32	0.32	0.40	0.43	0.53	0.53	0.53

GREEN RIDGE
REGIONAL
YOUTH
CENTER

Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Admissions: Committed	98	88	109	92	50	50	50
Operating Capacity	40	40	40	40	40	40	40
Occupancy Rate	70%	67%	73%	72%	47%	47%	47%
Average Daily Population: Committed	28	27	29	29	19	8	13
Average Length of Stay: Committed	105	115	96	105	132	132	132
Daily Cost Per Capita	\$272	\$301	\$332	\$340	\$372	\$346	\$476
Average Cost Per Capita	\$99,259	\$109,946	\$121,130	\$124,243	\$135,691	\$126,320	\$173,726
Youth on Youth assaults with injuries requiring medical care	3	4	5	3	9	9	9
Escapes	0	0	0	1	1	1	1
Rate of assaults with injuries per 100 youth days	0.03	0.04	0.05	0.03	0.13	0.13	0.13

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*STATEWIDE
YOUTH
CENTERS*

Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Admissions: Committed	242	237	196	180	108	108	108
Operating Capacity	124	112	112	112	96	96	96
Occupancy Rate	60%	64%	50%	58%	54%	54%	54%
Average Daily Population: Committed	75	72	57	66	52	23	36
Average Length of Stay: Committed	114	115	103	131	140	140	140
Daily Cost Per Capita	\$427	\$526	\$487	\$489	\$505	\$456	\$396
Average Cost Per Capita	\$159,986	\$196,631	\$182,502	\$183,206	\$189,098	\$171,009	\$150,669
Youth on Youth assaults with injuries requiring medical care	18	14	2	6	13	13	13
Escapes	2	8	1	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.07	0.05	0.02	0.03	0.07	0.07	0.07

*WESTERN
MARYLAND
CHILDREN'S
CENTER*

Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Admissions: Detention	299	221	194	193	136	136	136
Admissions: Pending Placement	122	100	77	67	40	40	40
Admissions: Adult Court Detention	18	25	26	25	20	20	20
Discharges: Adult Court Detention	19	31	26	21	19	19	19
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	83%	88%	85%	70%	80%	80%	80%
Average Daily Population: Detention	13	11	9	11	9	5	6
ADP: Pending Placement	4	4	3	3	2	1	1
ADP: Adult Court Detention	4	6	8	4	8	7	7
Average Length of Stay: Detention	15	18	17	20	22	22	22
ALOS: Pending Placement	11	15	15	4	21	21	21
ALOS: Adult Court Detention	58	68	96	62	92	92	92
Daily Cost Per Capita	\$599	\$598	\$624	\$577	\$652	\$623	\$643
Average Cost Per Capita	\$218,774	\$218,307	\$227,802	\$210,726	\$237,842	\$227,365	\$234,719
Youth on Youth assaults with injuries requiring medical care	10	25	17	17	18	18	18
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.14	0.32	0.23	0.28	0.26	0.26	0.26

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VICTOR
CULLEN
ACADEMY

Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Admissions: Committed	82	72	60	58	48	48	48
Operating Capacity	48	48	48	48	48	48	48
Occupancy Rate	64%	59%	51%	39%	43%	43%	43%
Average Daily Population: Committed	31	28	25	19	21	9	14
Average Length of Stay: Committed	135	143	135	117	146	146	146
Daily Cost Per Capita	\$580	\$575	\$580	\$564	\$516	\$558	\$562
Average Cost Per Capita	\$211,746	\$209,701	\$211,526	\$206,005	\$188,520	\$203,703	\$205,301
Youth on Youth assaults with injuries requiring medical care	16	6	13	4	5	5	5
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.14	0.06	0.14	0.06	0.07	0.07	0.07

J. DEWEESE
CARTER
CENTER

Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 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	17	24	14	20	14	N/A	N/A
Operating Capacity	14	14	14	14	14	N/A	N/A
Occupancy Rate	64%	65%	58%	51%	46%	N/A	N/A
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	7.8	9.1	8.1	7.2	6.4	N/A	N/A
Average Length of Stay: 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	127.8	170.2	168.3	143.8	144.5	N/A	N/A
Daily Cost Per Capita	\$578	\$607	\$611	\$634	\$579	N/A	N/A
Average Cost Per Capita	\$210,798	\$221,655	\$223,166	\$231,315	\$211,186	N/A	N/A
Youth on Youth assaults with injuries requiring medical care	3	2	1	1	0	N/A	N/A
Escapes	0	0	0	0	0	N/A	N/A
Rate of assaults with injuries per 100 youth days	0.11	0.06	0.03	0.04	0.00	N/A	N/A

Note: The J. DeWeese Carter Center closed on June 30, 2020.

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LOWER
EASTERN
SHORE
CHILDREN'S
CENTER

Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Admissions: Detention	319	245	224	247	163	163	163
Pending Placement	95	80	67	68	38	38	38
Admissions: Adult Court Detention	15	15	22	16	11	11	11
Discharges: Adult Court Detention	17	26	23	14	14	14	14
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	76%	75%	77%	74%	60%	60%	60%
Average Daily Population: Detention	12	10	11	11	9	5	5
ADP: Pending Placement	4	5	4	4	3	2	2
ADP: Adult Court Detention	2	4	4	3	2	2	2
Average Length of Stay: Detention	14	15	16	17	20	20	20
ALOS: Pending Placement	16	20	21	21	29	29	29
ALOS: Adult Court Detention	48	39	65	65	59	59	59
Daily Cost Per Capita	\$590	\$646	\$669	\$680	\$725	\$666	\$779
Average Cost Per Capita	\$215,358	\$235,671	\$244,009	\$248,339	\$264,696	\$242,926	\$284,184
Youth on Youth assaults with injuries requiring medical care	12	12	2	8	12	12	12
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.18	0.18	0.03	0.12	0.23	0.23	0.23

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*THOMAS J. S.
WAXTER
CHILDREN'S
CENTER*

Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Admissions: Detention	374	291	302	245	199	199	199
Pending Placement	115	94	59	78	52	52	52
Admissions: Adult Court Detention	17	17	20	14	15	15	15
Discharges: Adult Court Detention	19	18	18	13	17	17	17
Operating Capacity	42	42	42	42	42	42	42
Occupancy Rate	66%	59%	50%	58%	53%	53%	53%
Average Daily Population: Detention	16	13	13	13	12	6	7
ADP: Pending Placement	9	8	5	8	6	3	3
ADP: Adult Court Detention	4	3	3	4	5	4	5
Average Length of Stay: Detention	15	17	15	20	18	18	18
ALOS: Pending Placement	28	32	28	36	38	38	38
ALOS: Adult Court Detention	68	63	51	75	83	83	83
Daily Cost Per Capita	\$517	\$559	\$572	\$623	\$661	\$631	\$641
Average Cost Per Capita	\$188,615	\$204,211	\$208,932	\$227,474	\$241,244	\$230,282	\$234,108
Youth on Youth assaults with injuries requiring medical care	53	37	17	8	16	16	16
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.52	0.41	0.22	0.09	0.20	0.20	0.20

*CHELTEN-
HAM YOUTH
FACILITY*

Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Admissions: Detention	790	517	424	396	330	330	330
Pending Placement	261	221	193	163	128	128	128
Admissions: Adult Court Detention	64	100	82	100	93	93	93
Discharges: Adult Court Detention	46	105	76	103	99	99	99
Operating Capacity	115	115	72	72	72	72	72
Occupancy Rate	52%	50%	67%	75%	70%	70%	70%
Average Daily Population: Detention	35	21	18	19	16	9	10
ADP: Pending Placement	15	14	14	13	13	7	8
ADP: Adult Court Detention	9	22	17	22	21	18	20
Average Length of Stay: Detention	17	15	14	18	18	18	18
ALOS: Pending Placement	22	23	25	29	35	35	35
ALOS: Adult Court Detention	50	30	85	80	76	76	76
Daily Cost Per Capita	\$431	\$749	\$672	\$660	\$671	\$665	\$641
Average Cost Per Capita	\$157,311	\$273,556	\$245,160	\$240,953	\$244,827	\$242,717	\$233,812
Youth on Youth assaults with injuries requiring medical care	24	38	16	51	69	69	69
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.11	0.18	0.09	0.26	0.37	0.37	0.37

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ALFRED D.
NOYES
CHILDREN'S
CENTER

Performance Measures	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Est.	2022 Est.
Admissions: Detention	213	328	336	277	159	159	159
Pending Placement	77	115	119	115	60	60	60
Admissions: Adult Court Detention	26	48	60	53	45	45	45
Discharges: Adult Court Detention	32	46	60	51	43	43	43
Operating Capacity	57	57	57	57	57	57	57
Occupancy Rate	45%	56%	58%	57%	55%	55%	55%
Average Daily Population: Detention	15	16	18	16	11	6	6
ADP: Pending Placement	6	7	6	8	6	3	3
ADP: Adult Court Detention	5	9	9	8	11	10	11
Average Length of Stay: Detention	16	18	18	22	24	24	24
ALOS: Pending Placement	16	21	20	24	32	32	32
ALOS: Adult Court Detention	30	72	52	61	66	66	66
Daily Cost Per Capita	\$361	\$418	\$433	\$444	\$448	\$471	\$456
Average Cost Per Capita	\$131,598	\$152,549	\$157,977	\$162,098	\$163,683	\$171,780	\$165,566
Youth on Youth assaults with injuries requiring medical care	22	35	14	10	31	31	31
Escapes	0	1	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.24	0.30	0.12	0.08	0.31	0.31	0.31