

# 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 public safety

- Obj. 1.1** Reduce the number of DJS involved youth who are victims of homicide or non-fatal shooting
- Obj. 1.2** Reduce the average daily population (ADP) of youth detained pre-disposition for the juvenile court
- Obj. 1.3** Reduce the ADP of youth women in committed residential treatment placement

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
<sup>1,2</sup> Percent of youth re-adjudicated or convicted within one year after release from all residential placements	19.7%	15.9%	15.2%	15.2%	15.2%	15.2%	15.2%
<sup>1</sup> Percent of youth re-adjudicated or convicted within one year of probation assignment	16.8%	13.8%	10.8%	10.8%	10.8%	10.8%	10.8%
Rate of referral for non-violent and violent felony offenses per 100,000 youth between ages 11 and 17	727	640	435	443	622	622	622
Average daily population of young women in committed residential treatment placement	51	43	18	12	10	10	10
Number of youth referred to intake	12,750	10,100	5,003	7,660	8,677	8,677	8,677
Number of placements of youth detained pre-disposition, juvenile jurisdiction	2,114	1,603	749	626	711	711	711
Average daily population of youth in the Community Detention / Electronic Monitoring (CD/EM) program	154	151	96	72	77	77	77
Percent of youth who have no new charges while on CD/EM	91.8%	91.7%	93.5%	92.0%	94.6%	94.6%	94.6%
Percent of youth where detention was requested, but who were not detained, with no new charges within 60 days.	83.7%	80.4%	85.9%	85.9%	83.5%	83.5%	83.5%
Average number of youth on Informal Supervision	723	583	220	305	378	378	378
<sup>3</sup> Number of DJS youth who are the victims of a homicide or non-fatal shootings	5	9	4	10	6	6	6
Average daily population of youth detained for the adult court	102	107	79	85	118	118	118
ADP of youth detained after removal from a committed program	18	10	4	3	11	11	11
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement	0.001	0.001	0.001	0.002	0.001	0.001	0.001

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## Goal 2. Improve youth outcomes

**Obj. 2.1** Increase the number of parents/caregivers who engage in treatment planning and services.

**Obj. 2.2** Increase the number of justice-involved youth in the community attending educational programming and progressing towards academic completion.

**Obj. 2.3** Increase the number of employment-eligible justice-involved youth who earn wages.

**Obj. 2.3** Increase the use of diversion tools and programming to prevent juvenile justice system involvement.

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Percent of youth in DJS facilities completing program units in education, work readiness, life skills, wellness, specific trade, or on-the-job training	N/A	N/A	70.0%	82.9%	85.6%	85.6%	85.6%
Number of students demonstrating academic gains - Reading	N/A	7	20	18	19	19	19
Number of students demonstrating academic gains – Math	N/A	13	31	9	24	24	24
<sup>4</sup> Percent of DJS-involved youth completing a high school diploma or GED within 6 years	42.2%	40.0%	39.3%	35.0%	35.0%	35.0%	35.0%
<sup>4</sup> Percent of DJS-involved youth enrolling in a postsecondary educational institution	47.4%	44.4%	40.1%	40.4%	40.4%	40.4%	40.4%
Percent of DJS-involved youth earning wages through part- or full-time employment	N/A	N/A	23.3%	46.8%	15.2%	15.2%	15.2%
Percent of committed youth with identified behavioral health needs connected with service providers 30 days from discharge	84.9%	82.4%	82.0%	83.9%	69.2%	69.2%	69.2%
Percent of committed youth seeking employment who are employed within 30 days of discharge	14%	24%	23%	47%	15%	15%	15%

## Goal 3. Build partnerships to improve all outcomes

**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 the range and frequency of available pro-social activities for youth and families.

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Percent of committed youth re-enrolling in community schools at release	N/A	N/A	89%	86%	83%	83%	83%
Percent of DJS youth enrolled in workforce development programs	N/A	N/A	12%	26%	21%	21%	21%

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## Goal 4. Reach organizational excellence

- Obj. 4.1 Engage families, and communities at key case planning decision points.
- Obj. 4.2 Reduce the length of stay of youth in committed treatment programs.
- 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	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Percent of probation cases closed within 6 months (misdemeanor) or 12 months (felony)	24%	24%	19%	29%	39%	39%	39%
Average length of stay of youth in committed treatment programs	185	202	239	203	167	167	167
Average daily population (ADP) of youth pending placement in detention	61	50	22	24	45	45	45
Percentage of youth in detention pending placement for under 30 days	61%	53%	47%	47%	29%	29%	29%
Percent of classroom hours canceled	N/A	N/A	N/A	N/A	6%	6%	6%
Percent of DJS Budget spent on community services	25%	24%	26%	25%	24%	24%	24%
Injuries to youth per 100 days of youth placement, resulting from youth incidents (DJS operated or licensed programs)	0.181	0.294	0.130	0.303	0.191	0.191	0.191
Rates of key critical incidents per 100 youth days	N/A	0.452	0.647	0.571	0.483	0.483	0.483
Percent of families of committed youth attending youth re-entry planning meetings	82%	86%	97%	92%	82%	82%	82%
Average percent of committed youth in out-of-state residential placement	17%	13%	8%	6%	8%	8%	8%

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**Obj 4.5** The number of students in the Juvenile Services Education Program earning a Maryland high school diploma (HSD) will increase annually by 5 percent or more, and the percentage of students demonstrating academic gains in both reading and mathematics will be 60 percent or more.

<b>Performance Measures</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
July 1 enrollment	391	354	176	195	236	236	236
Total students served per year	3,533	2,115	1,090	1,283	2,501	2,501	2,501
Number of students earning a Maryland HSD	85	56	29	21	28	28	28
Number of students completing a Career Technology Education (CTE) module	1,063	142	24	9	194	194	194
Percent of students demonstrating academic gains - Reading	N/A	21%	48%	50%	42%	42%	42%
Percent of students demonstrating academic gains - Math	N/A	39%	63%	21%	71%	71%	71%
Teacher turnover rate	23%	18%	17%	N/A	26%	26%	26%
Average length of teacher tenure (years)	3	3	4	N/A	6	6	6
Number of students enrolled in post-secondary education opportunities	20	50	50	34	36	36	36
Number of students enrolled in CTE classes	3,101	2,115	1,090	1,283	2,501	2,501	2,501
Number of classroom hours cancelled due to unavailability of a teacher or substitute	1,169	361	47	81	82	82	82

**NOTES**

- <sup>1</sup> 2022 and 2023 data are estimated.
- <sup>2</sup> Prior to FY2023, convictions were not included in this metric.
- <sup>3</sup> Prior to FY2023, non-fatal shootings were not included in this metric.
- <sup>4</sup> 2023 data is estimated.

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## FACILITY SUMMARIES

<i>BALTIMORE CITY JUVENILE JUSTICE CENTER</i>	<b>Performance Measures</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
	Admissions: Detention	578	382	213	200	226	226	226
	Admissions: Pending Placement	177	102	44	63	123	123	123
	Admissions: Adult Court Detention	129	108	40	111	146	146	146
	Discharges: Adult Court Detention	140	111	52	82	144	144	144
	Operating Capacity	120	120	120	120	120	120	120
	Occupancy Rate	69%	58%	30%	41%	55%	55%	55%
	Average Daily Population (ADP): Detention	26	21	13	15	13	13	13
	ADP: Pending Placement	17	12	4	6	14	14	14
	ADP: Adult Court Detention	40	38	19	28	39	39	39
	Average Length of Stay (ALOS): Detention	16	19	23	27	19	19	19
	ALOS: Pending Placement	35	40	33	38	46	46	46
	ALOS: Adult Court Detention	112	110	173	104	97	97	97
	Daily Cost Per Capita	\$472	\$516	\$524	\$521	\$635	\$711	\$738
	Average Cost Per Capita	\$172,129	\$188,435	\$191,218	\$190,207	\$231,710	\$259,684	\$269,490
	Youth on Youth assaults with injuries requiring medical care	75	113	45	99	77	77	77
	Escapes	1	0	0	0	0	0	0
	Rate of assaults with injuries per 100 youth days	0.25	0.44	0.34	1.29	0.32	0.32	0.32

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CHARLES H.  
HICKEY  
SCHOOL

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Admissions: Detention	384	345	147	105	133	133	133
Admissions: Pending Placement	140	93	41	48	81	81	81
Admissions: Adult Court Detention	82	60	53	73	125	125	125
Discharges: Adult Court Detention	70	65	50	67	120	120	120
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	73%	69%	45%	55%	77%	77%	77%
Average Daily Population: Detention	20	19	10	9	10	10	10
ADP: Pending Placement	10	8	4	5	11	11	11
ADP: Adult Court Detention	23	23	19	26	35	35	35
Average Length of Stay: Detention	20	20	24	32	24	24	24
ALOS: Pending Placement	24	31	39	36	48	48	48
ALOS: Adult Court Detention	112	118	148	127	109	109	109
Daily Cost Per Capita	\$632	\$658	\$670	\$741	\$999	\$1,029	\$1,083
Average Cost Per Capita	\$230,768	\$240,146	\$244,568	\$270,585	\$364,525	\$375,460	\$395,195
Youth on Youth assaults with injuries requiring medical care	82	96	26	52	90	90	90
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.43	0.53	0.22	1.02	0.44	0.44	0.44

GREEN RIDGE  
REGIONAL  
YOUTH  
CENTER

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Admissions: Committed	92	50	33	44	64	64	64
Operating Capacity	40	40	24	24	40	40	40
Occupancy Rate	72%	47%	43%	65%	54%	54%	54%
Average Daily Population: Committed	29	19	10	16	22	22	22
Average Length of Stay: Committed	105	132	131	124	116	116	116
Daily Cost Per Capita	\$340	\$372	\$808	\$859	\$655	\$701	\$733
Average Cost Per Capita	\$124,243	\$135,691	\$295,038	\$313,459	\$239,067	\$256,004	\$267,670
Youth on Youth assaults with injuries requiring medical care	3	9	0	2	3	3	3
Escapes	1	1	0	1	0	0	0
Rate of assaults with injuries per 100 youth days	0.03	0.13	0.00	0.04	0.04	0.04	0.04

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STATEWIDE  
YOUTH  
CENTERS\*

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Admissions: Committed	181	109	36	48	75	75	75
Operating Capacity	112	96	32	48	48	48	48
Occupancy Rate	58%	54%	42%	33%	49%	49%	49%
Average Daily Population: Committed	66	52	13	16	24	24	24
Average Length of Stay: Committed	131	140	154	130	111	111	111
Daily Cost Per Capita	\$489	\$505	\$780	\$782	\$638	\$692	\$803
Average Cost Per Capita	\$183,206	\$189,098	\$284,861	\$285,404	\$232,707	\$252,600	\$293,166
Youth on Youth assaults with injuries requiring medical care	6	13	4	1	3	3	3
Escapes	0	0	0	0	1	1	1
Rate of assaults with injuries per 100 youth days	0.03	0.07	0.08	0.02	0.03	0.03	0.03

\* Note: Various changes occurred at DJS Youth Centers in FY 2020 and FY 2021. Meadow Mountain Youth Center closed on June 30, 2020 and youth were moved to Green Ridge Regional Youth Center. Garrett Children's Center (formerly Savage Mountain Youth Center) was temporarily closed as of 11/5/2020. Starting in FY2022, Statewide Youth Centers data only contain data for Backbone Youth Center.

WESTERN  
MARYLAND  
CHILDREN'S  
CENTER

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Admissions: Detention	193	136	40	56	57	57	57
Admissions: Pending Placement	67	40	20	27	26	26	26
Admissions: Adult Court Detention	25	20	16	26	29	29	29
Discharges: Adult Court Detention	21	19	20	18	33	33	33
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	70%	80%	53%	51%	61%	61%	61%
Average Daily Population: Detention	11	9	5	4	3	3	3
ADP: Pending Placement	3	2	2	4	3	3	3
ADP: Adult Court Detention	4	8	7	5	8	8	8
Average Length of Stay: Detention	20	22	50	26	19	19	19
ALOS: Pending Placement	4	21	32	44	49	49	49
ALOS: Adult Court Detention	62	92	163	75	92	92	92
Daily Cost Per Capita	\$577	\$652	\$644	\$713	\$939	\$953	\$1,027
Average Cost Per Capita	\$210,726	\$237,842	\$234,881	\$260,403	\$342,662	\$348,024	\$374,857
Youth on Youth assaults with injuries requiring medical care	17	18	9	16	12	12	12
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.28	0.26	0.19	0.63	0.22	0.22	0.22

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<http://www.djs.maryland.gov/>

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VICTOR  
CULLEN  
ACADEMY

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Admissions: Committed	58	44	30	34	64	64	64
Operating Capacity	48	48	48	48	48	48	48
Occupancy Rate	39%	43%	21%	26%	46%	46%	46%
Average Daily Population: Committed	19	21	10	12	22	22	22
Average Length of Stay: Committed	117	153	120	145	129	129	129
Daily Cost Per Capita	\$564	\$516	\$595	\$522	\$656	\$824	\$852
Average Cost Per Capita	\$206,005	\$188,520	\$217,225	\$190,387	\$239,504	\$300,867	\$310,956
Youth on Youth assaults with injuries requiring medical care	4	5	1	2	4	4	4
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.06	0.07	0.03	0.05	0.05	0.05	0.05

MOUNTAIN  
VIEW  
  
(Formerly J.  
DeWeese Carter  
Center)

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 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	20	14	13	2	N/A	N/A	N/A
Operating Capacity	14	14	6	6	N/A	N/A	N/A
Occupancy Rate	51%	46%	75%	31%	N/A	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	7.2	6.4	4.5	1.9	N/A	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	143.8	144.5	157.1	131.0	N/A	N/A	N/A
Daily Cost Per Capita	\$634	\$579	\$1,327	\$871	N/A	N/A	N/A
Average Cost Per Capita	\$231,315	\$211,186	\$484,267	\$317,815	N/A	N/A	N/A
Youth on Youth assaults with injuries requiring medical care	1	0	0	0	N/A	N/A	N/A
Escapes	0	0	1	0	N/A	N/A	N/A
Rate of assaults with injuries per 100 youth days	0.04	0	0	0	N/A	N/A	N/A

\*Note: Data prior to FY 2021 represents youth located at the J. DeWeese Carter Center. These youth were relocated to Mountain View when the Carter Center closed on June 30, 2020. Mountain View became a triage quarantine unit for the Western Maryland treatment program after December 22, 2021.



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LOWER  
EASTERN  
SHORE  
CHILDREN'S  
CENTER

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Admissions: Detention	247	163	103	93	64	64	64
Pending Placement	68	38	29	37	36	36	36
Admissions: Adult Court Detention	16	11	10	15	36	36	36
Discharges: Adult Court Detention	14	14	10	10	29	29	29
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	74%	60%	53%	57%	69%	69%	69%
Average Daily Population: Detention	11	9	7	8	7	7	7
ADP: Pending Placement	4	3	3	3	5	5	5
ADP: Adult Court Detention	3	2	3	3	5	5	5
Average Length of Stay: Detention	17	20	27	27	40	40	40
ALOS: Pending Placement	21	29	34	34	47	47	47
ALOS: Adult Court Detention	65	59	99	80	57	57	57
Daily Cost Per Capita	\$680	\$725	\$858	\$843	\$1,073	\$1,099	\$1,202
Average Cost Per Capita	\$248,339	\$264,696	\$313,047	\$307,831	\$391,716	\$401,200	\$438,622
Youth on Youth assaults with injuries requiring medical care	8	12	7	9	13	13	13
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.12	0.23	0.15	0.22	0.21	0.21	0.21

# Department of Juvenile Services

THOMAS J. S.  
WAXTER  
CHILDREN'S  
CENTER

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Admissions: Detention	245	199	63	44	N/A	N/A	N/A
Pending Placement	78	52	18	8	N/A	N/A	N/A
Admissions: Adult Court Detention	14	15	9	7	N/A	N/A	N/A
Discharges: Adult Court Detention	13	17	10	8	N/A	N/A	N/A
Operating Capacity	42	42	42	42	N/A	N/A	N/A
Occupancy Rate	58%	53%	28%	15%	N/A	N/A	N/A
Average Daily Population: Detention	13	12	6	3	N/A	N/A	N/A
ADP: Pending Placement	8	6	2	1	N/A	N/A	N/A
ADP: Adult Court Detention	4	5	4	2	N/A	N/A	N/A
Average Length of Stay: Detention	20	18	37	40	N/A	N/A	N/A
ALOS: Pending Placement	36	38	50	41	N/A	N/A	N/A
ALOS: Adult Court Detention	75	83	179	131	N/A	N/A	N/A
Daily Cost Per Capita	\$623	\$661	\$675	\$420	N/A	N/A	N/A
Average Cost Per Capita	\$227,474	\$241,244	\$246,517	\$153,466	N/A	N/A	N/A
Youth on Youth assaults with injuries requiring medical care	8	16	3	2	N/A	N/A	N/A
Escapes	0	0	0	0	N/A	N/A	N/A
Rate of assaults with injuries per 100 youth days	0.09	0.20	0.07	0.14	N/A	N/A	N/A

\*Note: The Thomas J. S. Waxter Children's Center closed March 2, 2022.

# Department of Juvenile Services

*CHELTEN-  
HAM YOUTH  
FACILITY*

<b>Performance Measures</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Admissions: Detention	396	330	135	133	279	279	279
Pending Placement	163	128	52	47	94	94	94
Admissions: Adult Court Detention	100	93	61	102	122	122	122
Discharges: Adult Court Detention	103	99	61	90	115	115	115
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	75%	70%	48%	45%	78%	78%	78%
Average Daily Population: Detention	19	16	9	8	15	15	15
ADP: Pending Placement	13	13	5	4	11	11	11
ADP: Adult Court Detention	22	21	20	20	30	30	30
Average Length of Stay: Detention	18	18	24	23	18	18	18
ALOS: Pending Placement	29	35	39	32	43	43	43
ALOS: Adult Court Detention	80	76	125	74	83	83	83
Daily Cost Per Capita	\$660	\$671	\$686	\$621	\$756	\$865	\$962
Average Cost Per Capita	\$240,953	\$244,827	\$250,336	\$226,599	\$275,869	\$315,740	\$351,312
Youth on Youth assaults with injuries requiring medical care	51	69	26	32	47	47	47
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.26	0.37	0.20	0.73	0.23	0.23	0.23

# Department of Juvenile Services

ALFRED D.  
NOYES  
CHILDREN'S  
CENTER

Performance Measures	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Admissions: Detention	277	159	64	48	13	13	13
Pending Placement	115	60	25	14	10	10	10
Admissions: Adult Court Detention	53	45	21	19	4	4	4
Discharges: Adult Court Detention	51	43	26	21	7	7	7
Operating Capacity	57	57	29	29	29	29	29
Occupancy Rate	57%	48%	46%	21%	10%	10%	10%
Average Daily Population: Detention	16	11	3	2	1	1	1
ADP: Pending Placement	8	6	2	1	1	1	1
ADP: Adult Court Detention	8	11	8	3	0	0	0
Average Length of Stay: Detention	22	24	21	21	26	26	26
ALOS: Pending Placement	24	32	32	27	42	42	42
ALOS: Adult Court Detention	61	66	128	85	36	36	36
Daily Cost Per Capita	\$444	\$448	\$832	\$748	\$831	\$1,197	\$1,003
Average Cost Per Capita	\$162,098	\$163,683	\$303,786	\$272,921	\$303,351	\$437,029	\$366,251
Youth on Youth assaults with injuries requiring medical care	10	31	9	3	0	0	0
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.08	0.31	0.19	0.21	0.00	0.00	0.00