

# 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	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
<sup>1</sup> Percent of youth re-adjudicated within one year after release from all residential placements	19.0%	19.2%	18.4%	18.4%	18.4%	18.4%	18.4%
<sup>1</sup> Percent of young women in residential programming who are re-adjudicated or convicted within one year after release	7.6%	8.4%	8.8%	8.8%	8.8%	8.8%	8.8%
Percent of committed youth with identified behavioral health needs connected with service providers 30 days from discharge	85.1%	71.4%	84.9%	82.4%	82.0%	82.0%	82.0%
Percent of families of committed youth who felt informed during their child's commitment and re-entry process	96.9%	93.2%	94.4%	96.9%	100.0%	100.0%	100.0%
Average percent of committed youth in out-of-state residential placement	8.5%	11.9%	16.5%	13.1%	8.3%	8.3%	8.3%
Percent of committed youth seeking employment who are employed within 30 days of discharge	21.1%	14.5%	14.4%	23.9%	23.3%	23.3%	23.3%

# 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	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of youth referred to intake	13,786	12,823	12,750	10,100	5,003	5,003	5,003
Number of placements to detention facilities, pre-disposition, juvenile jurisdiction	2,665	2,360	2,114	1,603	748	748	748
Number of admissions to Community Detention / Electronic Monitoring (CD/EM) program	2,306	2,020	1,703	1,408	696	696	696
Percent of youth who have no new charges while on CD/EM	94.1%	93.9%	91.8%	91.7%	93.5%	93.5%	93.5%
Average number of youth on Informal Supervision	739	736	723	583	220	220	220

**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	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Average daily population (ADP) of youth pending placement in detention	60.8	61.2	61.3	49.7	21.9	19.1	19.1
Percentage of youth in detention pending placement for under 30 days	69%	67%	61%	53%	47%	47%	47%
Percent of youth released from DJS committed facilities who took part in career development programming during placement	83%	81%	84%	68%	70%	70%	70%
ADP of youth detained after ejection from a committed program	14.0	17.1	18.0	10.5	3.9	3.4	3.4
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement	0.006	0.001	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)	0.135	0.119	0.181	0.294	0.130	0.130	0.130
Number of DJS youth who are the victims of a homicide	4	10	5	9	4	4	4

# 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.

<b>Performance Measures</b>	<b>2017 Act.</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Est.</b>	<b>2023 Est.</b>
Percent of families of committed youth attending youth re-entry planning meetings	72%	76%	82%	86%	97%	97%	97%
Average number of youth on Probation	2,292	2,202	1,963	1,605	1,069	1,069	1,069
Average number of youth on Aftercare	1,209	1,079	989	830	527	527	527
Number of youth assigned to probation in a year	2,240	2,134	1,716	1,179	966	966	966
<sup>1</sup> Percent of youth re-adjudicated or convicted within one year of probation assignment	20%	18%	16%	16%	16%	16%	16%

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## NOTES

<sup>1</sup> 2020 and 2021 data are estimated.

# Department of Juvenile Services

## FACILITY SUMMARIES

<i>BALTIMORE CITY JUVENILE JUSTICE CENTER</i>	<b>Performance Measures</b>	<b>2017 Act.</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Est.</b>	<b>2023 Est.</b>
	Admissions: Detention	867	661	578	382	213	213	213
	Admissions: Pending Placement	202	223	177	102	44	44	44
	Admissions: Adult Court Detention	140	134	129	108	40	40	40
	Discharges: Adult Court Detention	158	156	140	111	52	52	52
	Operating Capacity	120	120	120	120	120	120	120
	Occupancy Rate	82%	82%	69%	58%	30%	27%	27%
	Average Daily Population (ADP): Detention	31	31	26	21	13	11	11
	ADP: Pending Placement	12	18	17	12	4	3	3
	ADP: Adult Court Detention	56	50	40	38	19	17	17
	Average Length of Stay (ALOS): Detention	13	18	16	19	23	23	23
	ALOS: Pending Placement	22	28	35	40	33	33	33
	ALOS: Adult Court Detention	114	136	112	110	173	173	173
	Daily Cost Per Capita	\$514	\$474	\$472	\$516	\$524	\$511	\$507
	Average Cost Per Capita	\$187,699	\$173,123	\$172,129	\$188,435	\$191,218	\$186,642	\$185,048
	Youth on Youth assaults with injuries requiring medical care	124	116	75	113	45	45	45
	Escapes	0	0	1	0	0	0	0
	Rate of assaults with injuries per 100 youth days	0.34	0.32	0.25	0.44	0.34	0.34	0.34

# Department of Juvenile Services

CHARLES H.  
HICKEY  
SCHOOL

<b>Performance Measures</b>	<b>2017 Act.</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Est.</b>	<b>2023 Est.</b>
Admissions: Detention	476	437	384	345	147	147	147
Admissions: Pending Placement	167	154	140	93	41	41	41
Admissions: Adult Court Detention	51	69	82	60	53	53	53
Discharges: Adult Court Detention	60	77	70	65	50	50	50
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	69%	82%	73%	69%	45%	40%	40%
Average Daily Population: Detention	25	25	20	19	10	8	8
ADP: Pending Placement	11	12	10	8	4	3	3
ADP: Adult Court Detention	14	23	23	23	19	17	17
Average Length of Stay: Detention	19	20	20	20	24	24	24
ALOS: Pending Placement	23	28	24	31	39	39	39
ALOS: Adult Court Detention	80	101	112	118	148	148	148
Daily Cost Per Capita	\$675	\$628	\$632	\$658	\$670	\$669	\$653
Average Cost Per Capita	\$246,509	\$229,123	\$230,768	\$240,146	\$244,568	\$244,128	\$238,382
Youth on Youth assaults with injuries requiring medical care	58	86	82	96	26	26	26
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.32	0.40	0.43	0.53	0.22	0.22	0.22

GREEN RIDGE  
REGIONAL  
YOUTH  
CENTER

<b>Performance Measures</b>	<b>2017 Act.</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Est.</b>	<b>2023 Est.</b>
Admissions: Committed	88	109	92	50	36	36	36
Operating Capacity	40	40	40	40	24	24	24
Occupancy Rate	67%	73%	72%	47%	43%	43%	43%
Average Daily Population: Committed	27	29	29	19	10	12	12
Average Length of Stay: Committed	115	96	105	132	119	119	119
Daily Cost Per Capita	\$301	\$332	\$340	\$372	\$808	\$805	\$803
Average Cost Per Capita	\$109,946	\$121,130	\$124,243	\$135,691	\$295,038	\$293,916	\$293,133
Youth on Youth assaults with injuries requiring medical care	4	5	3	9	0	0	0
Escapes	0	0	1	1	0	0	0
Rate of assaults with injuries per 100 youth days	0.04	0.05	0.03	0.13	0.00	0.00	0.00

# Department of Juvenile Services

*STATEWIDE  
YOUTH  
CENTERS\**

<b>Performance Measures</b>	<b>2017 Act.</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Est.</b>	<b>2023 Est.</b>
Admissions: Committed	237	196	181	109	38	38	38
Operating Capacity	112	112	112	96	32	32	32
Occupancy Rate	64%	50%	58%	54%	42%	42%	42%
Average Daily Population: Committed	72	57	66	52	13	15	15
Average Length of Stay: Committed	115	103	131	140	147	147	147
Daily Cost Per Capita	\$526	\$487	\$489	\$505	\$532	\$435	\$790
Average Cost Per Capita	\$196,631	\$182,502	\$183,206	\$189,098	\$198,868	\$168,580	\$290,016
Youth on Youth assaults with injuries requiring medical care	14	2	6	13	4	4	4
Escapes	8	1	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.05	0.02	0.03	0.07	0.08	0.08	0.08

\* Note: Various changes occurred at DJS Youth Centers in FY 2020 and FY 2021. One of the statewide facilities, Meadow Mountain Youth Center, closed on June 30, 2020; youth were moved to Green Ridge Regional Youth Center. Another statewide facility, Garrett Children's Center (formerly Savage Mountain Youth Center), was temporarily closed on November 5, 2020.

*WESTERN  
MARYLAND  
CHILDREN'S  
CENTER*

<b>Performance Measures</b>	<b>2017 Act.</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Est.</b>	<b>2023 Est.</b>
Admissions: Detention	221	194	193	136	40	40	40
Admissions: Pending Placement	100	77	67	40	20	20	20
Admissions: Adult Court Detention	25	26	25	20	16	16	16
Discharges: Adult Court Detention	31	26	21	19	20	20	20
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	88%	85%	70%	80%	53%	47%	47%
Average Daily Population: Detention	11	9	11	9	5	4	4
ADP: Pending Placement	4	3	3	2	2	1	1
ADP: Adult Court Detention	6	8	4	8	7	6	6
Average Length of Stay: Detention	18	17	20	22	50	50	50
ALOS: Pending Placement	15	15	4	21	32	32	32
ALOS: Adult Court Detention	68	96	62	92	163	163	163
Daily Cost Per Capita	\$598	\$624	\$577	\$652	\$644	\$571	\$558
Average Cost Per Capita	\$218,307	\$227,802	\$210,726	\$237,842	\$234,881	\$208,352	\$203,790
Youth on Youth assaults with injuries requiring medical care	25	17	17	18	9	9	9
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.32	0.23	0.28	0.26	0.19	0.19	0.19

# Department of Juvenile Services

VICTOR  
CULLEN  
ACADEMY

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Admissions: Committed	72	60	58	48	37	37	37
Operating Capacity	48	48	48	48	48	48	48
Occupancy Rate	59%	51%	39%	43%	21%	21%	21%
Average Daily Population: Committed	28	25	19	21	10	12	12
Average Length of Stay: Committed	143	135	117	146	98	98	98
Daily Cost Per Capita	\$575	\$580	\$564	\$516	\$595	\$519	\$539
Average Cost Per Capita	\$209,701	\$211,526	\$206,005	\$188,520	\$217,225	\$189,595	\$196,913
Youth on Youth assaults with injuries requiring medical care	6	13	4	5	1	1	1
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.06	0.14	0.06	0.07	0.03	0.03	0.03

MOUNTAIN  
VIEW

(Formerly J.  
DeWeese Carter  
Center)

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 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	24	14	20	14	13	13	13
Operating Capacity	14	14	14	14	6	6	6
Occupancy Rate	65%	58%	51%	46%	75%	87%	87%
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	9.1	8.1	7.2	6.4	4.5	5.2	5.2
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	170.2	168.3	143.8	144.5	157.1	157.1	157.1
Daily Cost Per Capita	\$607	\$611	\$634	\$579	\$1,327	1,246	1,298
Average Cost Per Capita	\$221,655	\$223,166	\$231,315	\$211,186	\$484,267	454,727	474,194
Youth on Youth assaults with injuries requiring medical care	2	1	1	0	0	0	0
Escapes	0	0	0	0	1	1	1
Rate of assaults with injuries per 100 youth days	0.06	0.03	0.04	0.00	0.00	0.06	0.06

\*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.

# Department of Juvenile Services

LOWER  
EASTERN  
SHORE  
CHILDREN'S  
CENTER

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Admissions: Detention	245	224	247	163	103	103	103
Pending Placement	80	67	68	38	29	29	29
Admissions: Adult Court Detention	15	22	16	11	10	10	10
Discharges: Adult Court Detention	26	23	14	14	10	10	10
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	75%	77%	74%	60%	53%	47%	47%
Average Daily Population: Detention	10	11	11	9	7	6	6
ADP: Pending Placement	5	4	4	3	3	2	2
ADP: Adult Court Detention	4	4	3	2	3	3	3
Average Length of Stay: Detention	15	16	17	20	27	27	27
ALOS: Pending Placement	20	21	21	29	34	34	34
ALOS: Adult Court Detention	39	65	65	59	99	99	99
Daily Cost Per Capita	\$646	\$669	\$680	\$725	\$858	\$793	\$798
Average Cost Per Capita	\$235,671	\$244,009	\$248,339	\$264,696	\$313,047	\$289,302	\$291,185
Youth on Youth assaults with injuries requiring medical care	12	2	8	12	7	7	7
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.18	0.03	0.12	0.23	0.15	0.15	0.15



# Department of Juvenile Services

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

<b>Performance Measures</b>	<b>2017 Act.</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Est.</b>	<b>2023 Est.</b>
Admissions: Detention	291	302	245	199	63	63	63
Pending Placement	94	59	78	52	18	18	18
Admissions: Adult Court Detention	17	20	14	15	9	9	9
Discharges: Adult Court Detention	18	18	13	17	10	10	10
Operating Capacity	42	42	42	42	42	42	42
Occupancy Rate	59%	50%	58%	53%	28%	25%	25%
Average Daily Population: Detention	13	13	13	12	6	5	5
ADP: Pending Placement	8	5	8	6	2	2	2
ADP: Adult Court Detention	3	3	4	5	4	4	3
Average Length of Stay: Detention	17	15	20	18	37	37	37
ALOS: Pending Placement	32	28	36	38	50	50	50
ALOS: Adult Court Detention	63	51	75	83	179	179	179
Daily Cost Per Capita	\$559	\$572	\$623	\$661	\$675	\$610	\$618
Average Cost Per Capita	\$204,211	\$208,932	\$227,474	\$241,244	\$246,517	\$222,750	\$225,621
Youth on Youth assaults with injuries requiring medical care	37	17	8	16	3	3	3
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.41	0.22	0.09	0.20	0.07	0.07	0.07

*CHELTEN-  
HAM YOUTH  
FACILITY*

<b>Performance Measures</b>	<b>2017 Act.</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Est.</b>	<b>2023 Est.</b>
Admissions: Detention	517	424	396	330	135	135	135
Pending Placement	221	193	163	128	52	52	52
Admissions: Adult Court Detention	100	82	100	93	61	61	61
Discharges: Adult Court Detention	105	76	103	99	61	61	61
Operating Capacity	115	72	72	72	72	72	72
Occupancy Rate	50%	67%	75%	70%	48%	43%	43%
Average Daily Population: Detention	21	18	19	16	9	8	8
ADP: Pending Placement	14	14	13	13	5	4	4
ADP: Adult Court Detention	22	17	22	21	20	18	18
Average Length of Stay: Detention	15	14	18	18	24	24	24
ALOS: Pending Placement	23	25	29	35	39	39	39
ALOS: Adult Court Detention	30	85	80	76	125	125	125
Daily Cost Per Capita	\$749	\$672	\$660	\$671	\$686	\$648	\$652
Average Cost Per Capita	\$273,556	\$245,160	\$240,953	\$244,827	\$250,336	\$236,687	\$238,093
Youth on Youth assaults with injuries requiring medical care	38	16	51	69	26	26	26
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.18	0.09	0.26	0.37	0.20	0.20	0.20

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

# Department of Juvenile Services

ALFRED D.  
NOYES  
CHILDREN'S  
CENTER

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Admissions: Detention	328	336	277	159	64	64	64
Pending Placement	115	119	115	60	25	25	25
Admissions: Adult Court Detention	48	60	53	45	21	21	21
Discharges: Adult Court Detention	46	60	51	43	26	26	26
Operating Capacity	57	57	57	57	29	29	29
Occupancy Rate	56%	58%	57%	55%	55%	55%	55%
Average Daily Population: Detention	16	18	16	11	3	3	3
ADP: Pending Placement	7	6	8	6	2	2	2
ADP: Adult Court Detention	9	9	8	11	8	7	7
Average Length of Stay: Detention	18	18	22	24	21	21	21
ALOS: Pending Placement	21	20	24	32	32	32	32
ALOS: Adult Court Detention	72	52	61	66	128	128	128
Daily Cost Per Capita	\$418	\$433	\$444	\$448	\$832	\$863	\$851
Average Cost Per Capita	\$152,549	\$157,977	\$162,098	\$163,683	\$303,786	\$315,069	\$310,630
Youth on Youth assaults with injuries requiring medical care	35	14	10	31	9	9	9
Escapes	1	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.30	0.12	0.08	0.31	0.19	0.19	0.19