

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	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
¹ Percent of youth re-adjudicated within one year after release from all residential placements	20.3%	19.7%	15.2%	15.2%	15.2%	15.2%	15.2%
¹ Percent of young women in residential programming who are re-adjudicated or convicted within one year after release	8.4%	8.8%	7.6%	7.6%	7.6%	7.6%	7.6%
Percent of committed youth with identified behavioral health needs connected with service providers 30 days from discharge	71.4%	84.9%	82.4%	82.0%	83.9%	83.9%	83.9%
Percent of families of committed youth who felt informed during their child's commitment and re-entry process	93.2%	94.4%	96.9%	100.0%	81.0%	81.0%	81.0%
Average percent of committed youth in out-of-state residential placement	11.9%	16.5%	13.1%	8.3%	5.8%	5.8%	5.8%
Percent of committed youth seeking employment who are employed within 30 days of discharge	14.5%	14.4%	23.9%	23.3%	46.8%	46.8%	46.8%

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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	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Number of youth referred to intake	12,823	12,750	10,100	5,003	7,655	7,655	7,655
Number of placements to detention facilities, pre-disposition, juvenile jurisdiction	2,360	2,114	1,603	749	626	626	626
Number of admissions to Community Detention / Electronic Monitoring (CD/EM) program	2,020	1,703	1,408	696	635	635	635
Percent of youth who have no new charges while on CD/EM	93.9%	91.8%	91.7%	93.5%	92.0%	92.0%	92.0%
Average number of youth on Informal Supervision	736	723	583	220	305	305	305

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	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Average daily population (ADP) of youth pending placement in detention	61.2	61.3	49.7	21.9	24.3	24.3	24.3
Percentage of youth in detention pending placement for under 30 days	67%	61%	53%	47%	47%	47%	47%
Percent of youth released from DJS committed facilities who took part in career development programming during placement	81%	84%	68%	70%	83%	83%	83%
ADP of youth detained after ejection from a committed program	17.1	18.0	10.5	3.9	2.5	2.5	2.5
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement	0.001	0.001	0.001	0.001	0.002	0.002	0.002
Injuries to youth per 100 days of youth placement, resulting from youth incidents (DJS operated or licensed programs)	0.119	0.181	0.294	0.130	0.303	0.303	0.303
Number of DJS youth who are the victims of a homicide	10	5	9	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	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Percent of families of committed youth attending youth re-entry planning meetings	76%	82%	86%	97%	92%	92%	92%
Average number of youth on Probation	2,202	1,963	1,605	1,070	815	815	815
Average number of youth on Aftercare	1,079	989	828	527	397	397	397
Number of youth assigned to probation in a year	2,134	1,715	1,179	963	759	759	759
¹ Percent of youth re-adjudicated or convicted within one year of probation assignment	18%	17%	14%	14%	14%	14%	14%

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.

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
July 1 enrollment	394	391	354	176	195	195	195
Total students served per year	3,662	3,533	2,115	1,090	1,283	1,283	1,283
Number of students earning a Maryland HSD	79	85	56	29	21	21	21
Number of students completing a Career Technology Education (CTE) module	1,248	1,063	142	24	9	9	9
Percent of students demonstrating academic gains - Reading	60%	N/A	21%	48%	50%	50%	50%
Percent of students demonstrating academic gains - Math	60%	N/A	39%	63%	21%	21%	21%
² Teacher turnover rate	17%	23%	18%	17%	N/A	17%	17%
² Average length of teacher tenure (years)	4	3	3	4	N/A	4	4
Number of students enrolled in post-secondary education opportunities	26	20	50	50	34	34	34
Number of students enrolled in CTE classes	2,742	3,101	2,115	1,090	1,283	1,283	1,283
Number of classroom hours cancelled due to unavailability of a teacher or substitute	2,057	1,169	361	47	81	81	81

NOTES

¹ 2021 and 2022 data are estimated.

² JSEP was not transferred to DJS until FY 2023. These data points were unavailable from the MD State Dept. of Education at the time of publication.

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FACILITY SUMMARIES

<i>BALTIMORE CITY JUVENILE JUSTICE CENTER</i>	Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
	Admissions: Detention	661	578	382	213	200	200	200
	Admissions: Pending Placement	223	177	102	44	63	63	63
	Admissions: Adult Court Detention	134	129	108	40	111	111	111
	Discharges: Adult Court Detention	156	140	111	52	82	82	82
	Operating Capacity	120	120	120	120	120	120	120
	Occupancy Rate	82%	69%	58%	30%	41%	45%	44%
	Average Daily Population (ADP): Detention	31	26	21	13	15	15	15
	ADP: Pending Placement	18	17	12	4	6	6	6
	ADP: Adult Court Detention	50	40	38	19	28	33	32
	Average Length of Stay (ALOS): Detention	18	16	19	23	27	27	27
	ALOS: Pending Placement	28	35	40	33	38	38	38
	ALOS: Adult Court Detention	136	112	110	173	104	104	104
	Daily Cost Per Capita	\$474	\$472	\$516	\$524	\$521	\$600	\$594
	Average Cost Per Capita	\$173,123	\$172,129	\$188,435	\$191,218	\$190,207	\$218,986	\$216,665
	Youth on Youth assaults with injuries requiring medical care	116	75	113	45	99	99	99
	Escapes	0	1	0	0	0	0	0
	Rate of assaults with injuries per 100 youth days	0.32	0.25	0.44	0.34	1.29	1.29	1.29

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CHARLES H.
HICKEY
SCHOOL

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Admissions: Detention	437	384	345	147	105	105	105
Admissions: Pending Placement	154	140	93	41	48	48	48
Admissions: Adult Court Detention	69	82	60	53	73	73	73
Discharges: Adult Court Detention	77	70	65	50	67	67	67
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	82%	73%	69%	45%	55%	61%	61%
Average Daily Population: Detention	25	20	19	10	9	9	9
ADP: Pending Placement	12	10	8	4	5	5	5
ADP: Adult Court Detention	23	23	23	19	26	30	30
Average Length of Stay: Detention	20	20	20	24	32	32	32
ALOS: Pending Placement	28	24	31	39	36	36	36
ALOS: Adult Court Detention	101	112	118	148	127	127	127
Daily Cost Per Capita	\$628	\$632	\$658	\$670	\$741	\$848	\$896
Average Cost Per Capita	\$229,123	\$230,768	\$240,146	\$244,568	\$270,585	\$309,642	\$327,187
Youth on Youth assaults with injuries requiring medical care	86	82	96	26	52	52	52
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.40	0.43	0.53	0.22	1.02	1.02	1.02

GREEN RIDGE
REGIONAL
YOUTH
CENTER

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Admissions: Committed	109	92	50	33	44	44	44
Operating Capacity	40	40	40	24	24	24	24
Occupancy Rate	73%	72%	47%	43%	65%	62%	62%
Average Daily Population: Committed	29	29	19	10	16	15	15
Average Length of Stay: Committed	96	105	132	131	124	124	124
Daily Cost Per Capita	\$332	\$340	\$372	\$808	\$859	\$908	\$884
Average Cost Per Capita	\$121,130	\$124,243	\$135,691	\$295,038	\$313,459	\$331,502	\$322,570
Youth on Youth assaults with injuries requiring medical care	5	3	9	0	2	2	2
Escapes	0	1	1	0	1	1	1
Rate of assaults with injuries per 100 youth days	0.05	0.03	0.13	0.00	0.04	0.04	0.04

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STATEWIDE
YOUTH
CENTERS*

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Admissions: Committed	196	181	109	36	48	48	48
Operating Capacity	112	112	96	32	48	48	48
Occupancy Rate	50%	58%	54%	42%	33%	31%	31%
Average Daily Population: Committed	57	66	52	13	16	15	15
Average Length of Stay: Committed	103	131	140	154	130	130	130
Daily Cost Per Capita	\$487	\$489	\$505	\$780	\$782	\$950	\$923
Average Cost Per Capita	\$182,502	\$183,206	\$189,098	\$284,861	\$285,404	\$346,742	\$336,954
Youth on Youth assaults with injuries requiring medical care	2	6	13	4	1	1	1
Escapes	1	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.02	0.03	0.07	0.08	0.02	0.02	0.02

* 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	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Admissions: Detention	194	193	136	40	56	56	56
Admissions: Pending Placement	77	67	40	20	27	27	27
Admissions: Adult Court Detention	26	25	20	16	26	26	26
Discharges: Adult Court Detention	26	21	19	20	18	18	18
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	85%	70%	80%	53%	51%	55%	55%
Average Daily Population: Detention	9	11	9	5	4	4	4
ADP: Pending Placement	3	3	2	2	4	4	4
ADP: Adult Court Detention	8	4	8	7	5	6	6
Average Length of Stay: Detention	17	20	22	50	26	26	26
ALOS: Pending Placement	15	4	21	32	44	44	44
ALOS: Adult Court Detention	96	62	92	163	75	75	75
Daily Cost Per Capita	\$624	\$577	\$652	\$644	\$713	\$731	\$759
Average Cost Per Capita	\$227,802	\$210,726	\$237,842	\$234,881	\$260,403	\$266,826	\$277,207
Youth on Youth assaults with injuries requiring medical care	17	17	18	9	16	16	16
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.23	0.28	0.26	0.19	0.63	0.63	0.63

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VICTOR
CULLEN
ACADEMY

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Admissions: Committed	60	58	44	30	34	34	34
Operating Capacity	48	48	48	48	48	48	48
Occupancy Rate	51%	39%	43%	21%	26%	28%	28%
Average Daily Population: Committed	25	19	21	10	12	13	13
Average Length of Stay: Committed	135	117	153	120	145	145	145
Daily Cost Per Capita	\$580	\$564	\$516	\$595	\$522	\$573	\$668
Average Cost Per Capita	\$211,526	\$206,005	\$188,520	\$217,225	\$190,387	\$209,224	\$243,810
Youth on Youth assaults with injuries requiring medical care	13	4	5	1	2	2	2
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.14	0.06	0.07	0.03	0.05	0.05	0.05

MOUNTAIN
VIEW

(Formerly J.
DeWeese Carter
Center)

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 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	14	20	14	13	2	N/A	N/A
Operating Capacity	14	14	14	6	6	N/A	N/A
Occupancy Rate	58%	51%	46%	75%	31%	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	8.1	7.2	6.4	4.5	1.9	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	168.3	143.8	144.5	157.1	131.0	N/A	N/A
Daily Cost Per Capita	\$611	\$634	\$579	\$1,327	\$871	N/A	N/A
Average Cost Per Capita	\$223,166	\$231,315	\$211,186	\$484,267	\$317,815	N/A	N/A
Youth on Youth assaults with injuries requiring medical care	1	1	0	0	0	N/A	N/A
Escapes	0	0	0	1	0	N/A	N/A
Rate of assaults with injuries per 100 youth days	0.03	0.04	0.00	0.00	0.00	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	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Admissions: Detention	224	247	163	103	93	93	93
Pending Placement	67	68	38	29	37	37	37
Admissions: Adult Court Detention	22	16	11	10	15	15	15
Discharges: Adult Court Detention	23	14	14	10	10	10	10
Operating Capacity	24	24	24	24	24	24	24
Occupancy Rate	77%	74%	60%	53%	57%	60%	59%
Average Daily Population: Detention	11	11	9	7	8	8	8
ADP: Pending Placement	4	4	3	3	3	3	3
ADP: Adult Court Detention	4	3	2	3	3	3	3
Average Length of Stay: Detention	16	17	20	27	27	27	27
ALOS: Pending Placement	21	21	29	34	34	34	34
ALOS: Adult Court Detention	65	65	59	99	80	80	80
Daily Cost Per Capita	\$669	\$680	\$725	\$858	\$843	\$866	\$880
Average Cost Per Capita	\$244,009	\$248,339	\$264,696	\$313,047	\$307,831	\$316,204	\$321,174
Youth on Youth assaults with injuries requiring medical care	2	8	12	7	9	9	9
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.03	0.12	0.23	0.15	0.22	0.22	0.22

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THOMAS J. S.
WAXTER
CHILDREN'S
CENTER

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Admissions: Detention	302	245	199	63	44	N/A	N/A
Pending Placement	59	78	52	18	8	N/A	N/A
Admissions: Adult Court Detention	20	14	15	9	7	N/A	N/A
Discharges: Adult Court Detention	18	13	17	10	8	N/A	N/A
Operating Capacity	42	42	42	42	42	N/A	N/A
Occupancy Rate	50%	58%	53%	28%	15%	N/A	N/A
Average Daily Population: Detention	13	13	12	6	3	N/A	N/A
ADP: Pending Placement	5	8	6	2	1	N/A	N/A
ADP: Adult Court Detention	3	4	5	4	2	N/A	N/A
Average Length of Stay: Detention	15	20	18	37	40	N/A	N/A
ALOS: Pending Placement	28	36	38	50	41	N/A	N/A
ALOS: Adult Court Detention	51	75	83	179	131	N/A	N/A
Daily Cost Per Capita	\$572	\$623	\$661	\$675	\$420	N/A	N/A
Average Cost Per Capita	\$208,932	\$227,474	\$241,244	\$246,517	\$153,466	N/A	N/A
Youth on Youth assaults with injuries requiring medical care	17	8	16	3	2	N/A	N/A
Escapes	0	0	0	0	0	N/A	N/A
Rate of assaults with injuries per 100 youth days	0.22	0.09	0.20	0.07	0.14	N/A	N/A

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

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CHELTEN-
HAM YOUTH
FACILITY

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Admissions: Detention	424	396	330	135	133	133	133
Pending Placement	193	163	128	52	47	47	47
Admissions: Adult Court Detention	82	100	93	61	102	102	102
Discharges: Adult Court Detention	76	103	99	61	90	90	90
Operating Capacity	72	72	72	72	72	72	72
Occupancy Rate	67%	75%	70%	48%	45%	59%	58%
Average Daily Population: Detention	18	19	16	9	8	11	11
ADP: Pending Placement	14	13	13	5	4	5	5
ADP: Adult Court Detention	17	22	21	20	20	26	25
Average Length of Stay: Detention	14	18	18	24	23	23	23
ALOS: Pending Placement	25	29	35	39	32	32	32
ALOS: Adult Court Detention	85	80	76	125	74	74	74
Daily Cost Per Capita	\$672	\$660	\$671	\$686	\$621	\$728	\$718
Average Cost Per Capita	\$245,160	\$240,953	\$244,827	\$250,336	\$226,599	\$265,803	\$261,921
Youth on Youth assaults with injuries requiring medical care	16	51	69	26	32	32	32
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.09	0.26	0.37	0.20	0.73	0.73	0.73

Department of Juvenile Services

ALFRED D.
NOYES
CHILDREN'S
CENTER

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Admissions: Detention	336	277	159	64	48	48	48
Pending Placement	119	115	60	25	14	14	14
Admissions: Adult Court Detention	60	53	45	21	19	19	19
Discharges: Adult Court Detention	60	51	43	26	21	21	21
Operating Capacity	57	57	57	29	29	29	29
Occupancy Rate	58%	57%	48%	46%	21%	23%	23%
Average Daily Population: Detention	18	16	11	3	2	3	3
ADP: Pending Placement	6	8	6	2	1	1	1
ADP: Adult Court Detention	9	8	11	8	3	3	3
Average Length of Stay: Detention	18	22	24	21	21	21	21
ALOS: Pending Placement	20	24	32	32	27	27	27
ALOS: Adult Court Detention	52	61	66	128	85	85	85
Daily Cost Per Capita	\$433	\$444	\$448	\$832	\$748	\$1,127	\$1,005
Average Cost Per Capita	\$157,977	\$162,098	\$163,683	\$303,786	\$272,921	\$411,416	\$366,836
Youth on Youth assaults with injuries requiring medical care	14	10	31	9	3	3	3
Escapes	0	0	0	0	0	0	0
Rate of assaults with injuries per 100 youth days	0.12	0.08	0.31	0.19	0.21	0.21	0.21