Juvenile Justice Budget Presentation
House Appropriations Subcommittee on Public Safety

Virginia Department of Juvenile Justice
Andrew Block, Director
Juvenile Direct Care Population Forecast (Fiscal Year Average)
Prior DJJ and VJCCCA Budget Reductions

- Reductions Taken in FY2013 and FY2014 ($26 Million and 482 Positions)
- Reductions Taken in FY2015 and FY2016 ($8.6 Million and 42 Positions)
- VJCCCA Funding Cuts 2002 to Present ($17 million)
Budget Cuts Eliminated the Continuum of Alternatives

Virginia 2005:
- Culpeper Max Security Closed 2014
- Bon Air Max Security
- Beaumont Max Security
- Hanover Mid Security Repurposed
- Barrett Mid Security Closed 2005
- Nat Bridge Min Security Closed 2009
- Transition Living Program Closed 2010
- Camp New Hope Special Placement Closed 2009
- VA Wilderness Inst. Special Placement Closed 2009
- Hampton Place Half Way House Closed 2013
- Abraxas House Half Way House Closed 2013
- Discovery House Half Way House Closed 2010
- Oak Ridge Special Placement Consolidated

Virginia 2015:
- Bon Air Max Security
- Beaumont Max Security
- 56 Community Placement Slots *

Budget Cuts Eliminated the Continuum of Alternatives
Negative Return on Investment

38% of our General Fund Budget is used to confine less than 10% of the youth we serve, of whom 75% are rearrested within 3 years of release from commitment.
DJJ Releases
Reincarcerated with DOC

• Of the 6,365 unique juveniles released from DJJ between FYs 2005 and 2014, 23.7% were reincarcerated in a DOC facility on December 31, 2015.*

<table>
<thead>
<tr>
<th>DJJ Release Cohort</th>
<th>Unique DJJ Releases</th>
<th>Number Reincarcerated with DOC</th>
<th>Percentage Reincarcerated with DOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2005</td>
<td>793</td>
<td>188</td>
<td>23.7%</td>
</tr>
<tr>
<td>FY 2006</td>
<td>766</td>
<td>182</td>
<td>23.8%</td>
</tr>
<tr>
<td>FY 2007</td>
<td>734</td>
<td>197</td>
<td>26.8%</td>
</tr>
<tr>
<td>FY 2008</td>
<td>755</td>
<td>173</td>
<td>22.9%</td>
</tr>
<tr>
<td>FY 2009</td>
<td>716</td>
<td>180</td>
<td>25.1%</td>
</tr>
<tr>
<td>FY 2010</td>
<td>580</td>
<td>149</td>
<td>25.7%</td>
</tr>
<tr>
<td>FY 2011</td>
<td>528</td>
<td>131</td>
<td>24.8%</td>
</tr>
<tr>
<td>FY 2012</td>
<td>526</td>
<td>140</td>
<td>26.6%</td>
</tr>
<tr>
<td>FY 2013</td>
<td>482</td>
<td>105</td>
<td>21.8%</td>
</tr>
<tr>
<td>FY 2014</td>
<td>485</td>
<td>61</td>
<td>12.6%</td>
</tr>
<tr>
<td>Total</td>
<td>6,365</td>
<td>1,506</td>
<td>23.7%</td>
</tr>
</tbody>
</table>

• After 36 months, 21.5% and 19.9% of juveniles released from DJJ in FYs 2010 and 2011, respectively, were reincarcerated with DOC.

• After 36 months, 8.2% and 5.6% of juveniles released from DJJ in FYs 2010 and 2011, respectively, were reincarcerated with DJJ.

*Data are a snapshot of the DOC population on December 31, 2015 and do not count those persons reincarcerated with DOC and released prior to that date.
*Reincarceration rates for persons in more recent release cohorts (e.g., FY 2013 and FY 2014) may be lower due to them having less follow-up time than persons released in earlier cohorts.
*Persons released from DJJ in multiple FYs were only counted in the most recent FY.
Separate consultant reports to the previous and current Administrations recommended replacing the outdated juvenile correctional centers (JCCs) with smaller, safer, and more cost-effective facilities.

Findings included:

- JCCs are too big, too old, too distant, and too expensive.
- JCC programming and operational model is ineffective.
- No continuum of placements (one size fits all).
- The rate of success is low.
- Inconsistent reentry planning and services and uneven local practices and treatment alternatives.
- Inadequate family engagement.

CONCLUSION: VIRGINIA NEEDS TO REPLACE BEAUMONT AND BON AIR.
## DJJ Transformation Plan

### Reduce

- **Right-size the JCC population**
  - Divert low- and moderate-risk youth away from the JCCs and use data and evidence to modify LOS policy
- **Enhance reentry planning and parole services to reduce recidivism**
- **Create more uniform, effective, and data-driven probation practices**

### Reform

- **Change the JCC operational model**
  - Transition JCC units to a team-based, treatment model
  - Implement short-term changes in JCCs to improve educational/vocational programming and increase family contact
  - Engage and strengthen families and family partnerships

### Replace

- **Move to a new platform for providing secure custody and treatment for the highest-risk youth**
- **Expand the array of JCC alternatives** for youth committed to DJJ by **reinvesting** correctional savings
- **Build two new facilities** that are safer, closer to home, smaller in scale, more financially viable, and more compatible with the new therapeutic model
1. Authorization to reinvest operational savings into building a statewide, community-based continuum of services; and

2. Capital funds to build two smaller, geographically appropriate, and treatment-oriented secure juvenile facilities.
Language in the Introduced Budget would allow DJJ to reallocate savings from the reduced cost of operating state JCCs to support the goals of DJJ’s transformation plan.

The transformation plan may include: increasing the number of local placement options and services; ensuring that services and placements are available across all regions of the Commonwealth; and enhancing educational, career readiness, rehabilitative, and mental health services in state and local facilities, including community placement programs, independent living programs, and group homes.

Language requires DJJ to report back to the General Assembly on the impact and results of the transformation plan.
Funding Reinvestment

- Budget neutral

- Funded through correctional savings from population decline, service consolidation, and facility replacement (550 beds to 152 state beds)

- ESTIMATED COST: $16.5 million

- No unfunded mandates to localities: DJJ pays its own way for committed youth.
Operationalizing Reinvestment

- Partnering with private and local providers to provide regional delivery systems and maximize cost-effectiveness and performance

- Expansion of community placement programs

- Priorities are regional equity and access to a continuum of evidence-based services, including:
  - Evidence-based family therapy, aggression management, substance abuse, and wrap-around services
  - Range of non-secure and secure residential options
Costing Out Reinvestment Plan

- **Purpose:** DJJ established a baseline estimate of the types and cost of evidence-based and community services required for treatment in the community in lieu of a JCC placement.

- **Methodology:**
  - DJJ selected the highest two quarters of commitments for FY2015 (July 2014 through December 2014).
  - A total of 151 cases of committed youth were selected for review.
  - A group of 16 subject-matter experts were gathered to conduct to retrospectively establish disposition plans incorporating the projected array of services for each youth.

- **Projections:** Overall cost projections were made given the aggregate costs of providing the new array of services to likely-committed youth.
## Transformation Plan will Benefit Taxpayers

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>RUNNING BALANCE</th>
</tr>
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<tbody>
<tr>
<td>Total Cost to Operate Current Facilities</td>
<td>$50,433,361</td>
</tr>
<tr>
<td>Estimated Annual Reception &amp; Diagnostic Center Savings</td>
<td>$4,300,000</td>
</tr>
<tr>
<td>Estimated Cost to Operate the new Facilities</td>
<td>($31,491,057)</td>
</tr>
<tr>
<td>Estimated Annual Cost for Services</td>
<td>($15,693,714)</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>($926,650)</td>
</tr>
<tr>
<td>Balance</td>
<td>$6,621,940</td>
</tr>
</tbody>
</table>

### PROJECTED ANNUAL SAVINGS AFTER TRANSFORMATION

The Transformation Plan will result in annual savings of $4,300,000 from the Reception & Diagnostic Center. The total cost to operate the new facilities is estimated at $31,491,057, and the estimated annual cost for services is $15,693,714. Administrative costs are estimated at $926,650. The balance after these expenses is $6,621,940. This savings will benefit taxpayers by reducing the burden on the current facilities and increasing the funds available for other necessary operations.
Reinvestment Progress To Date

• Community Placement Programs

<table>
<thead>
<tr>
<th></th>
<th>CPP Beds</th>
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</thead>
<tbody>
<tr>
<td>July 2015</td>
<td>38 Beds 4 Sites</td>
</tr>
<tr>
<td>January 2016</td>
<td>56 Beds 6 Sites</td>
</tr>
<tr>
<td>April 2016</td>
<td>64 Beds Add 8 Beds in Chesterfield</td>
</tr>
<tr>
<td>July 2016</td>
<td>76 Beds Add 8 Beds in Northern Virginia &amp; 4 additional in Virginia Beach</td>
</tr>
</tbody>
</table>

Additional Reinvestment Progress:
- Ten Detention Reentry Beds have been contracted and are in use
- An Apartment Living Program opens on February 1, 2016
- Contracts have been awarded for mental health assessments in the community placement programs
- An RFP will be posted this month (January 2016) for: A Girls Alternative Program
- RFPs will be posted in next month (February 2016) for:
  - Regional care coordination services
  - Day treatment program in high-committing locality
- Quality Assurance positions have been established to monitor contracted services, one Manager (January 2016), two Monitors (March 2016), and two additional Monitors (August 2016)
Reinvestment “Completion”

- **Completion Date:** January 2019 and ongoing
Transformation Plan is Achievable

- Projected average daily population by January 2019 is approximately 300

- Continuum of at least 150 community-based alternatives (secure and non-secure) needs to be in place by then

- 56 community placement beds in place with more alternatives in development
Transformation Plan Will Improve Public Safety

- **Proximity:** Almost three times more youth will be within an hour’s drive of their homes than in current JCCs leading to better reentry and family engagement.

- **Safer Facilities:** New facilities will be designed for rehabilitation and education with smaller population, smaller units, modern technology for both education and safety, and dedicated treatment space.

- **Safer Communities:** DJJ can develop more services, supports, and alternatives for communities across the Commonwealth.

- **More Successful Youth:** The new continuum of services, including the new facilities, will drive down DJJ’s high recidivism rates, protecting the public and reducing future victimization.
Service gaps closed

Higher quality services (evidence-based) developed

Access to treatment across the Commonwealth
DJJ Budget Supporters

- Virginia Association of Counties (VACO)
- Virginia Association of Chiefs of Police
- Virginia Juvenile Detention Association
- Virginia Court Service Unit Directors Association
- Virginia Community and Residential Care Association
- Virginia Coalition of Private Provider Associations