

Juvenile Justice Transformation

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Virginia Department of
Juvenile Justice

Agenda



- DJJ's Mission and Values
- Transformation Overview and Progress
- Future Capital Needs



Mission & Vision

Mission Statement

The Virginia Department of Juvenile Justice protects the public by preparing court-involved youth to be successful citizens.

Vision Statement

The Virginia Department of Juvenile Justice is committed to excellence in public safety by providing effective interventions that improve the lives of youth, strengthening both families and communities within the Commonwealth.

Guiding Principles

Safety, Connection, Fairness, Purpose

DJJ Operations and Oversight Responsibilities



The Virginia Department of Juvenile Justice (DJJ) operates:

- 32 court service units (CSUs)
- 1 juvenile correctional center (JCC) – Bon Air

DJJ oversees/certifies/approves:

- 34 CSUs, including 2 locally-operated CSUs
- 24 juvenile detention centers (JDCs)
- Bon Air JCC
- 10 Community Placement Program (CPP) sites and 9 detention reentry programs
- 16 group homes, shelters, and living programs
- 77 Virginia Community Crime Control Plans across 133 localities



Why Transform DJJ

- Separate consultant reports recommended replacing the outdated juvenile correctional centers (JCCs) with smaller, safer, and more cost-effective facilities
- JCC programming and operational model was ineffective
- No continuum of placements (one size fits all)
- Inconsistent reentry planning and services
- Uneven local practices and treatment alternatives
- Inadequate family engagement
- The rate of success was low

CONCLUSION: VIRGINIA NEEDED TO REACH THE RIGHT YOUTH,
WITH THE RIGHT INTERVENTION, AT THE RIGHT TIME



DJJ Transformation Plan

Reduce

Implement uniform, effective, evidence-based and data-driven probation practices

Use data and evidence to modify Direct Care Length of Stay (LOS) policy

Develop more alternative placements for committed juveniles

Reform

Enhance JCC treatment services

– Implement Community Treatment Model (CTM)

Improve educational and vocational programming

Strengthen family engagement

Enhance reentry planning and parole services

Replace

Develop a statewide continuum of services by reinvesting savings

Partner with local detention centers to open and operate Community Placement Programs

Build new facilities that are safer, closer, smaller in scale, and designed for treatment

Sustain

Create a culture for retaining a high-performing workforce

Use data to drive plans and decisions

Integrate services into a strategic plan supported by training, quality assurance, funding, and work culture

Maintain current protocols and procedures

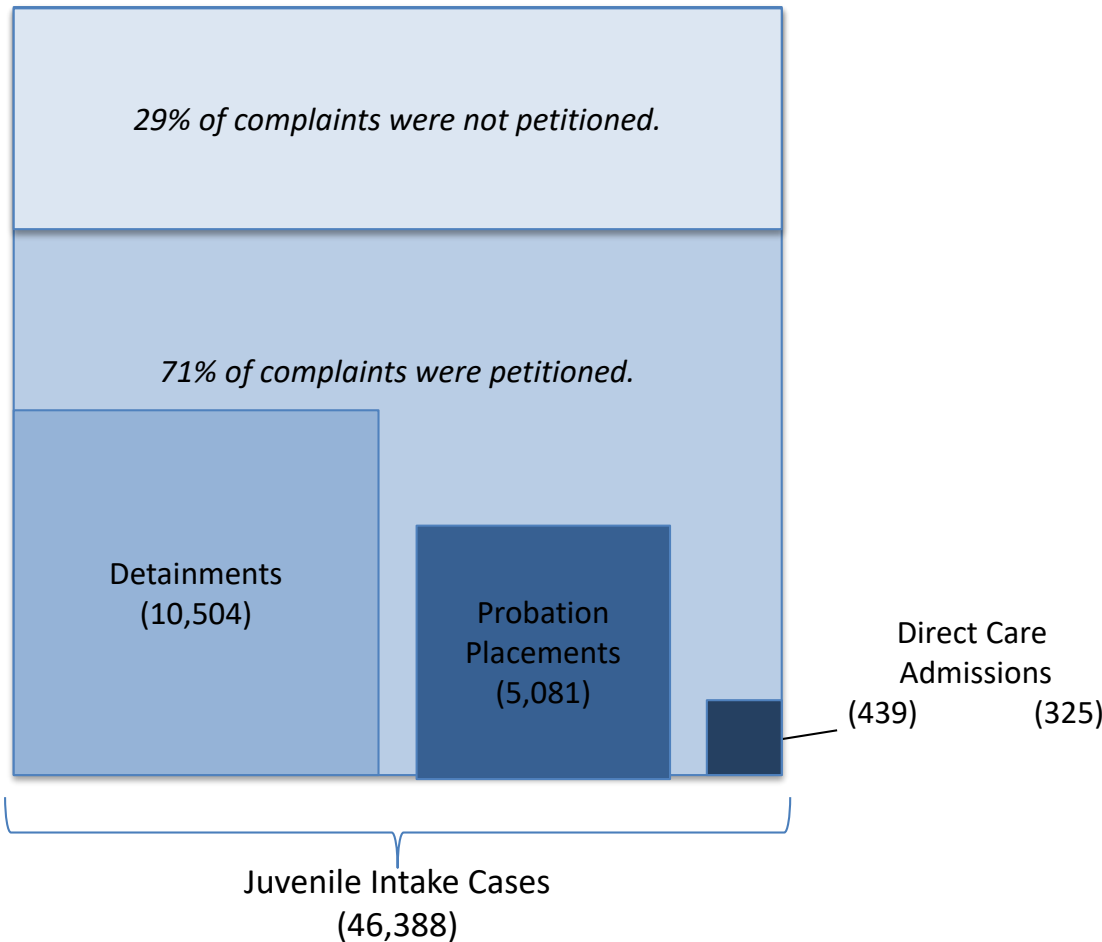
Transformation Progress: Court Service Units



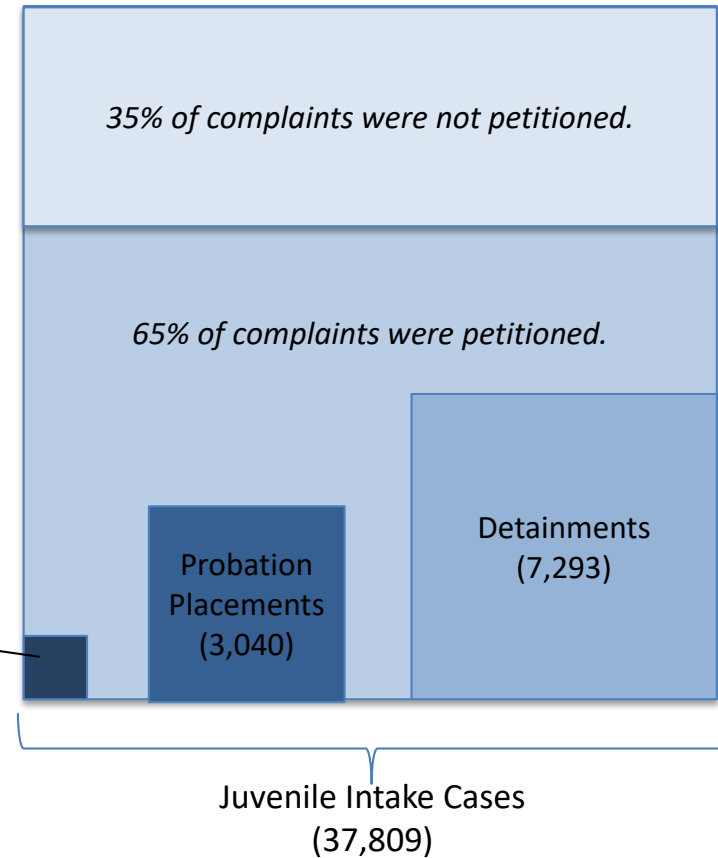
FY 2018 System Data Counts: All Time Lows



FY 2013



FY 2018



* Complaints not petitioned may include court summons, diversion, resolved, unfounded, or other intake decisions. Petitioned complaints include those initially petitioned and those unsuccessfully diverted with a petition later filed.

Transformation Progress: CSU Practice Improvement

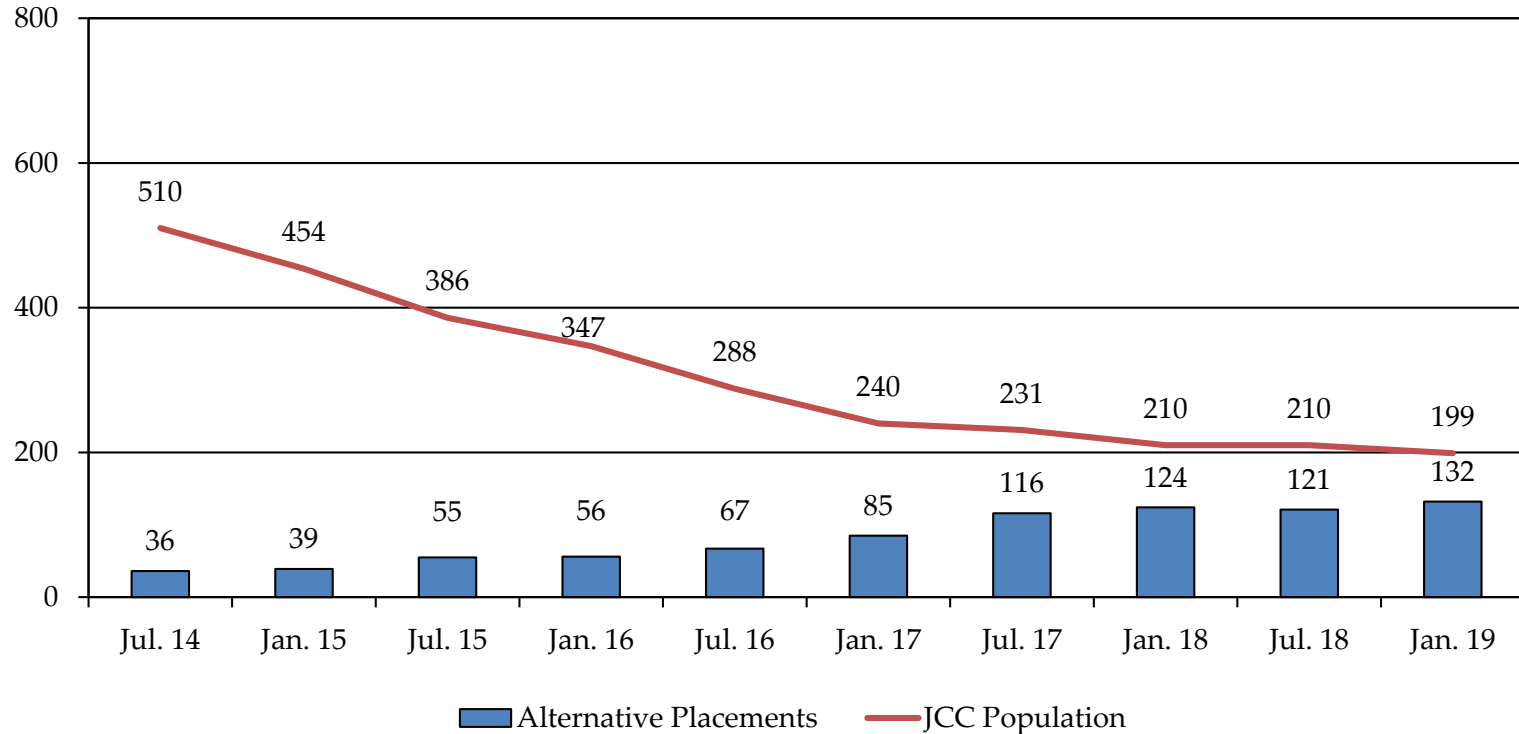


- Increased use of diversion as allowed by the Code of Virginia
- Increased use of Evidence Based Practices
 - Structured Decision Making Tools
 - Assessment Tools (Risk, Need, Trauma, etc.)
 - Probation practices include Skill Building
 - Use of Incentives and Sanctions
- Alignment of Resources
- Employee development, support and coaching

Transformation Progress: Residential Services



Transformation Progress: Residential



- From July 2014 to January 2019, the JCC ADP decreased 61% (311 juveniles). In January 2019, 40% of the direct care population was in an alternative placement.

Transformation Progress: Residential Services



- Consolidation of JCCs by closing Beaumont in June 2017
- Alternative placement options
 - 10 CPPs with 99 dedicated beds
 - 9 detention reentry programs
- Greater use of continuum placements
- Youth with higher risk and more serious offenses
 - High risk: 65% (FY 2013) to 81% (FY 2018)
 - Person felonies: 44% (FY 2013) to 59% (FY 2018)

Transformation Progress: Residential Services



- Length of Stay (LOS) Guidelines
- Community Treatment Model (CTM) at Bon Air JCC
- Family Engagement
- Student Government Association

Transformation Progress: Educational Services



- Fully licensed and endorsed teachers teaching in content
 - 55% in 2014-2015
 - 87% in 2017-2018
- Sustained rates of standard and advanced diplomas
 - 90% of eligible seniors graduated in 2016-2017
 - 92% of eligible seniors graduated in 2017-2018
- Improved SOL pass rates
 - 2014-2015 Algebra I = 21% 2014-2015 EOC Reading = 37%
 - 2017-2018 Algebra I = 55% 2017-2018 EOC Reading = 81%
- Post-secondary programming
 - Apprenticeships with VA Dept. of Labor include 6 targeted areas
 - 79 certifications awarded, 148 college credits earned last year
 - 4 college scholarships awarded (2 @ \$1,000; 2 @ \$2,500)
 - New welding and forklift simulators

Transformation Progress: Reentry Services



- New Reentry Practices
- Expedited Medicaid enrollment
- Workforce partnerships
- Department of Motor Vehicles ID cards and testing at the JCCs
- Expanded Reentry Programs
 - Tidewater Reentry Program
 - Apartment Living Program
 - Transitional Living Group Home

Transformation Progress: Continuum of Services



Transformation Progress: Building a Continuum of Services



Key Concepts: Right Youth, Right Intervention, Right Time

- Geographic Equity - Increase the array and availability of services for youth and families across the Commonwealth
- Reduce the over-reliance on more restrictive placements, supervision, and compliance strategies that may not adequately address risk or needs
- Provide services to youth at multiple stages of court and/or DJJ involvement
- Build the capacity to provide more evidence-based and evidence-informed services that have demonstrated effectiveness

RSC Service Delivery Model



- Contracted with two Regional Service Coordinators (RSCs)
- More than 150 Direct Service Providers (DSPs) contracted since January 2017
- Introduced Several Evidenced Based Programs
 - Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT) available in **at least 124 of 133 jurisdictions (93%)**
 - Trauma Focused Cognitive Behavioral Therapy in **at least 96 localities (72%)**
 - High Fidelity Wraparound in **at least 117 of 133 localities statewide (88%)**
- Group homes and residential treatment centers (20+)
- Residential Providers: 25 out-of-home options (18+ year olds)
- Served over 1,500 youth with 3,500 services in FY 2018
- DJJ RSC Model is being reviewed by DSS and DMASS for possible replication as they transform service delivery

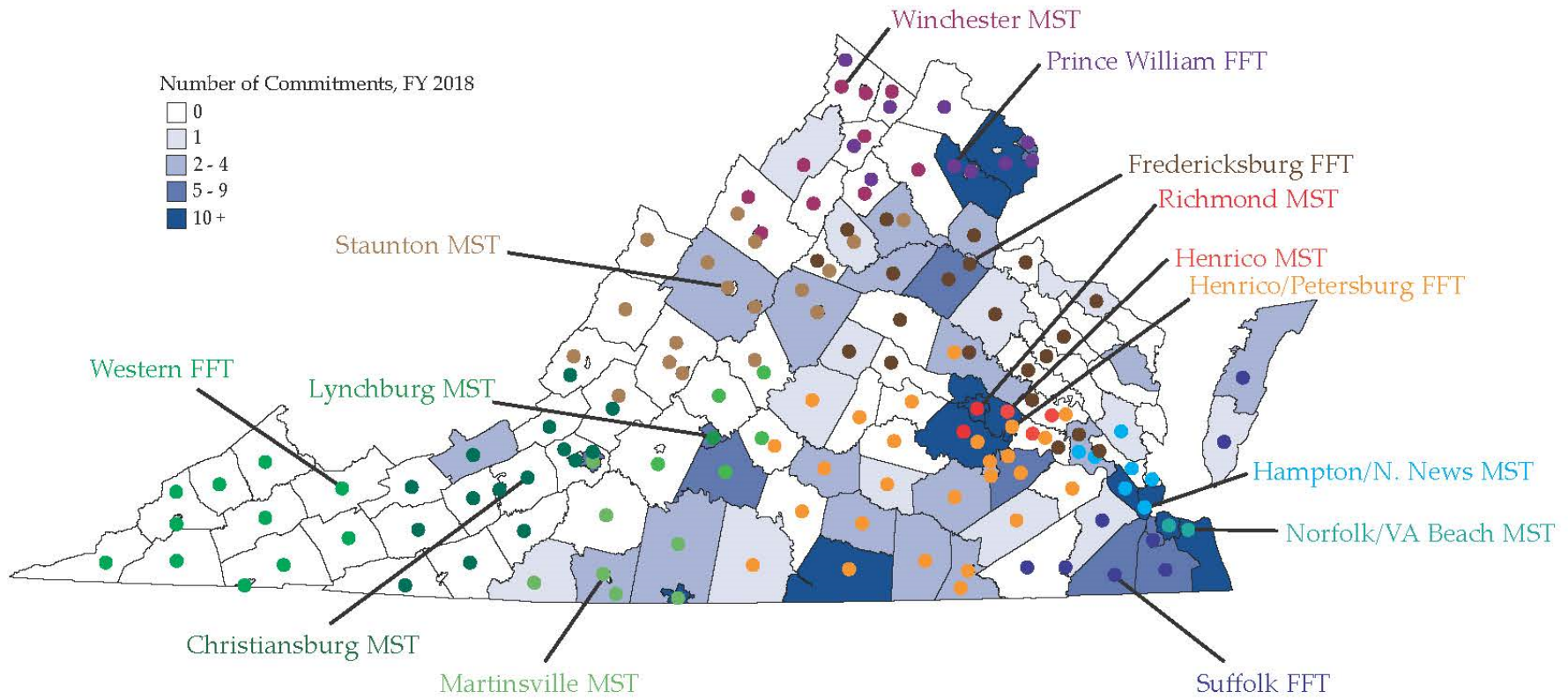
Regional Service Delivery Model



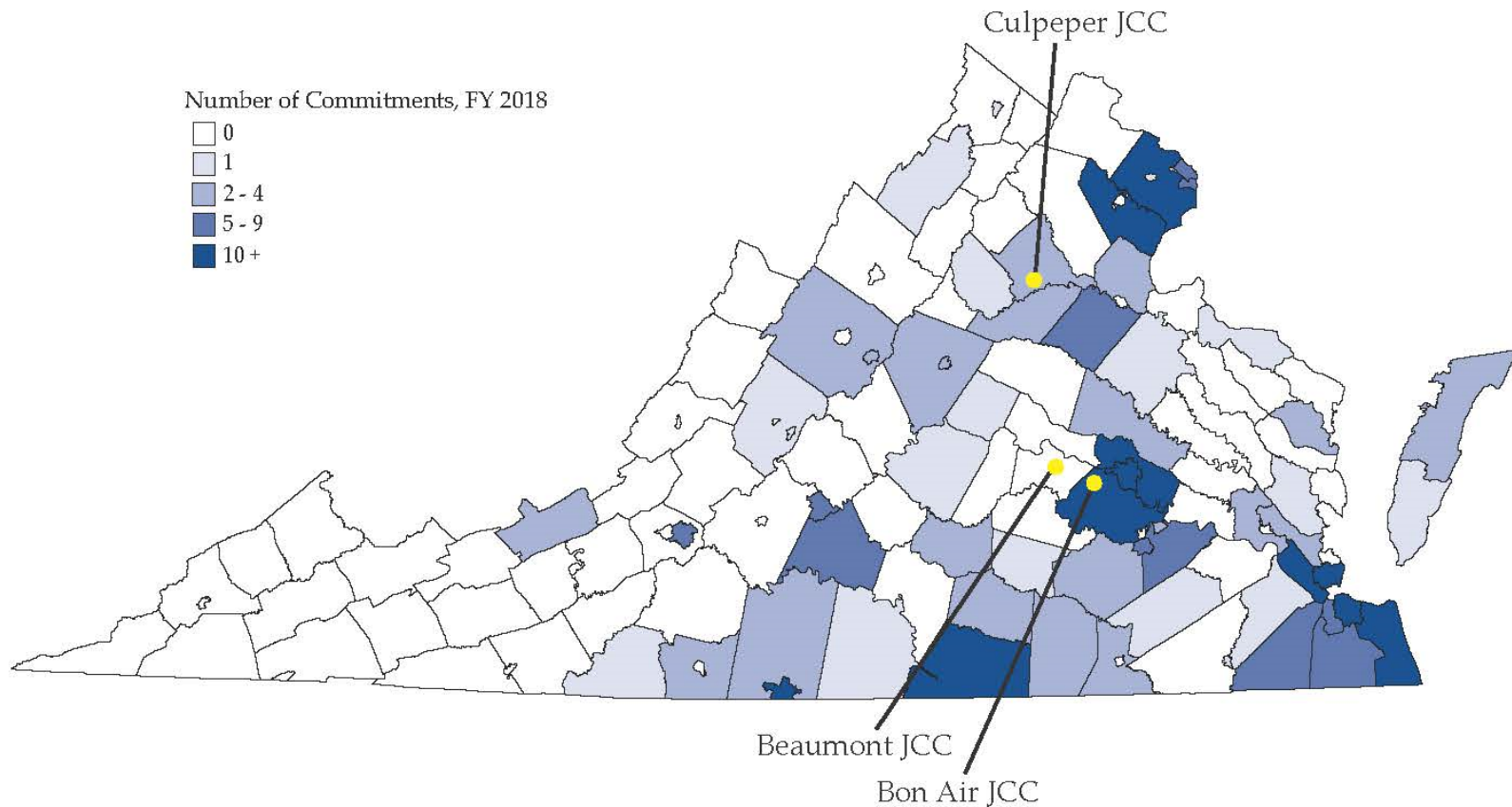
Benefits:

- Add services when they become available, not just as part of a formal RFP process
- Increase the availability of evidence-based models
- Provide services prior to JCC and CPP releases, and continue upon release
- Remove transportation barriers by funding provider travel
- Remove language barriers by hiring bilingual providers and funding translation services
- Elevate the level of practice and raise the quality of providers and services through technical assistance and rigorous quality assurance monitoring

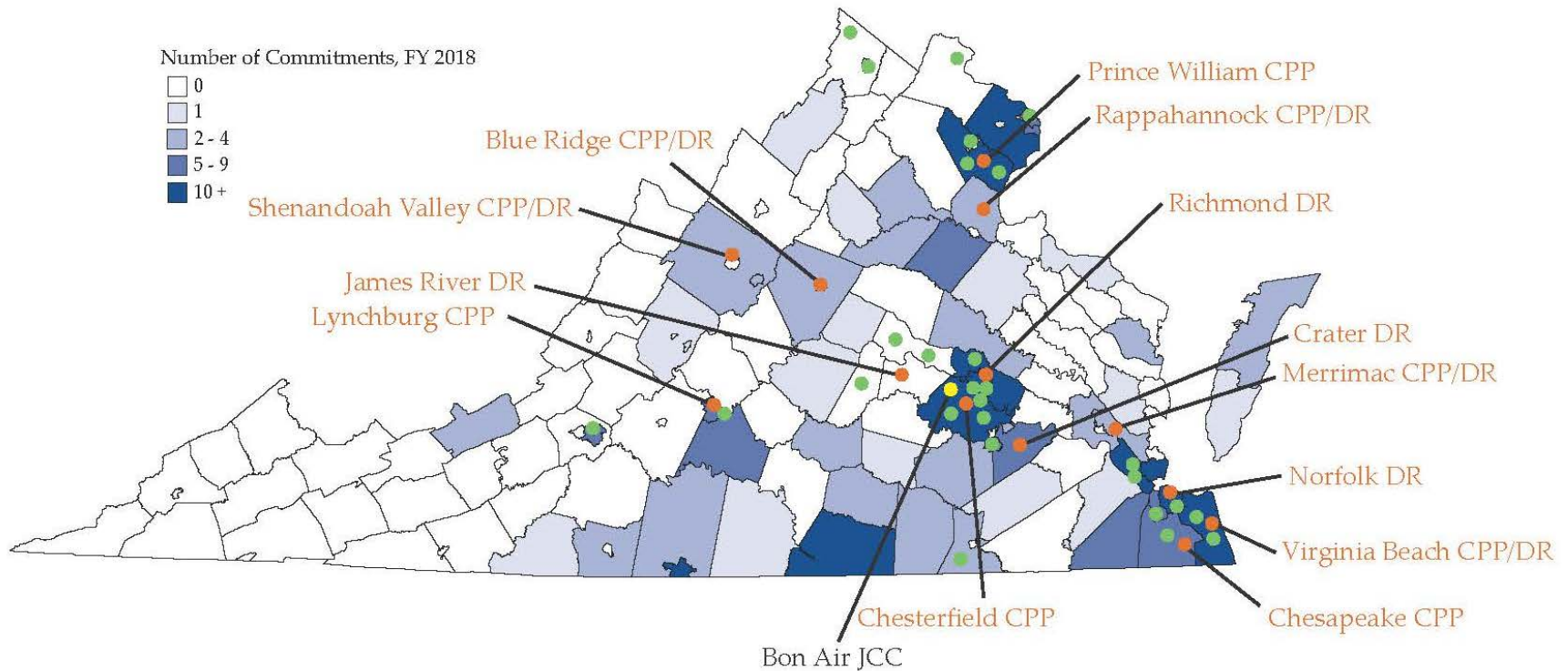
Map of MST and FFT Locations



Direct Care Placement Options on January 1, 2014



Current Direct Care Placement Options



Contracted Alternatives:

Elk Hill Farm - Goochland
 Hallmark Youth Care - Goochland
 Harbor Point Beh. Health - Portsmouth
 Intercept (Fresh Start) - Chesterfield
 Intercept Health - Richmond
 Intercept Youth Quest - Chesapeake
 Intercept Youth Quest - Lynchburg
 Intercept Youth Quest - Manassas
 Intercept Youth Quest - Newport News

Intercept Youth Quest - Richmond
 Intercept Youth Quest - Roanoke
 Intercept Youth Quest - Virginia Beach
 Intercept Youth Quest - Woodbridge
 Intercept Youth Quest - Winchester
 Jackson Field Beh. Health - Greensville
 Newport News Beh. Health - N. News
 North Spring Beh. Health - Loudoun
 Paramount Youth Services - Norfolk

Phoenix House - Arlington
 Poplar Springs - Petersburg
 Summit House - Chesterfield
 Tidewater Youth Services - Virginia Beach
 Timber Ridge School - Frederick
 UMFS - Richmond
 VA Home for Boys & Girls (DSS lic.) - Henrico
 VA Keys School (DSS/DOE lic.) - Cumberland
 Youth for Tomorrow - Prince William

Transformation Progress: Sustain



Transformation Progress: Sustain



Safe, Healthy and Inclusive Work Place:

- Promote Core Values with youth and employees
- Develop a supportive organizational culture
 - Hosted Listening Sessions
 - Dedicated a new training team
 - Enhanced training opportunities
 - Leadership development opportunities
- Develop a fair compensation plan by realigning salaries
- Educate employees to deliver skill building activities with youth
- Prioritize and align initiatives using data to support decisions

Transformation Progress: Sustain



Reinvestment:

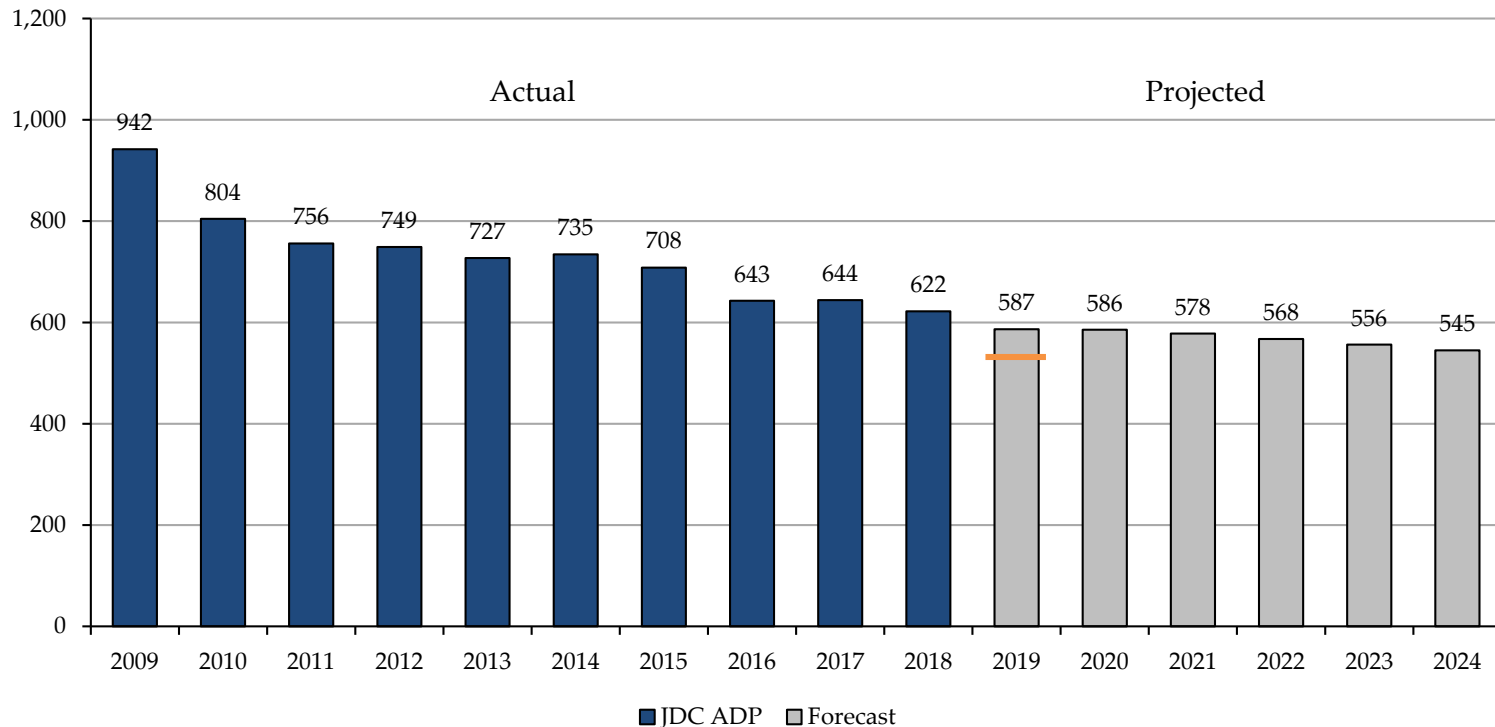
- 31 million dollars was reinvested to provide better services to youth in FY 2018.

Beaumont Savings	23.1 million
RDC Savings	4.5 million
CPP Appropriations	2.9 million



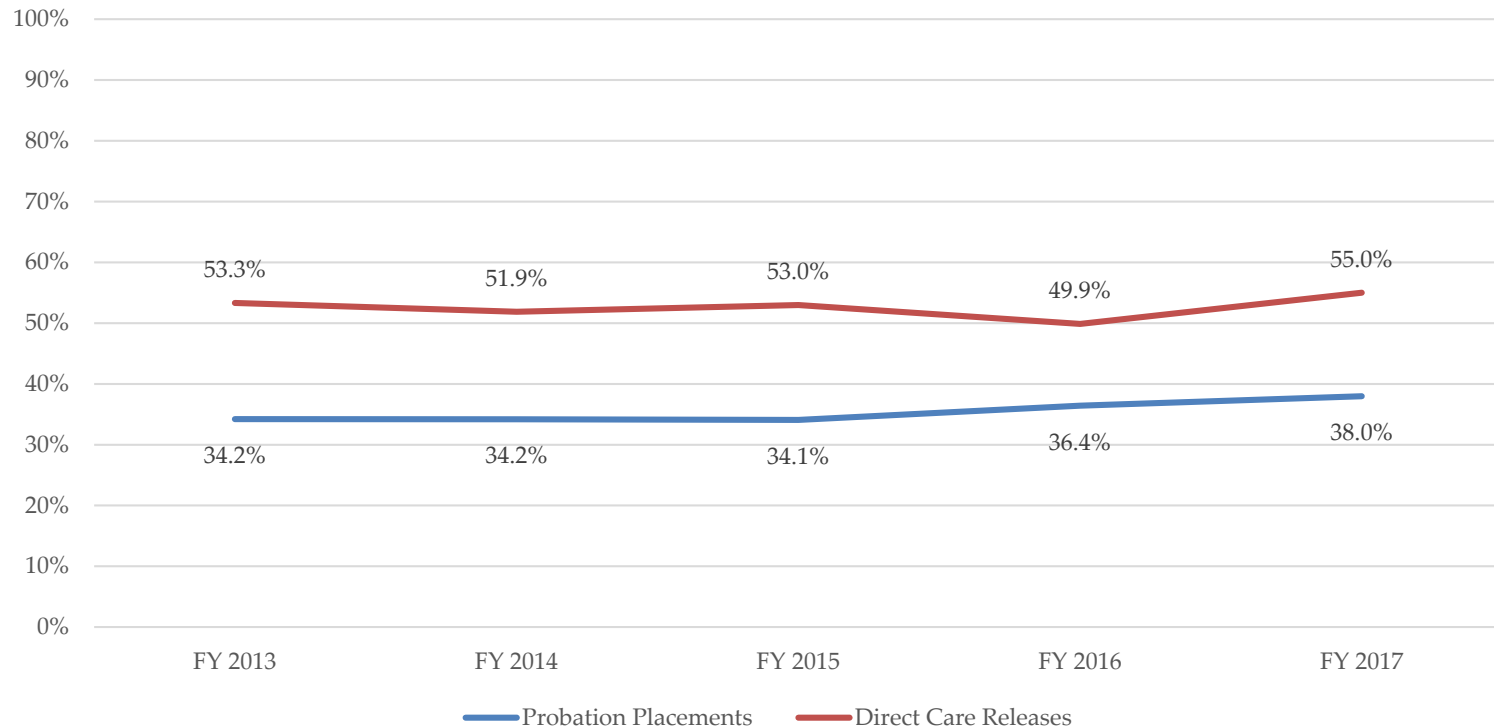
Continuum Services	12.1 million
CPPs	8.5 million
Enhanced Facility Staffing/Services	8.1 million
Facility Improvements	1.9 million

Detention Population Forecast



- As of May 2019, the actual average daily population (ADP) was 61 youth lower than projected.

Transformation Progress: 12-Month Rearrest Rates



- Percentage of high risk youth increased for both probation placements (20% to 26%) and direct care releases (60% to 71%).*
- 12-month rearrest rates remained relatively stable with this higher risk population.

* Changes in risk percentages reflect FY 2014 to FY 2017; the risk assessment tool was not fully implemented in FY 2013.

Future Needs





Future Needs

- Two smaller facilities located in Hampton Roads and Central Virginia
 - Safer
 - Increased family engagement
 - More individualized services
 - Staff travel cost/time
 - More efficient movement within facility
 - Less complex to operate
 - Better outcomes
- Report back to 2020 Session to reauthorize funding

The Plan will Improve Public Safety



- **Proximity:** About three times as many youth will be within an hour's drive of their homes than in the current JCC, 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.

Questions?

