

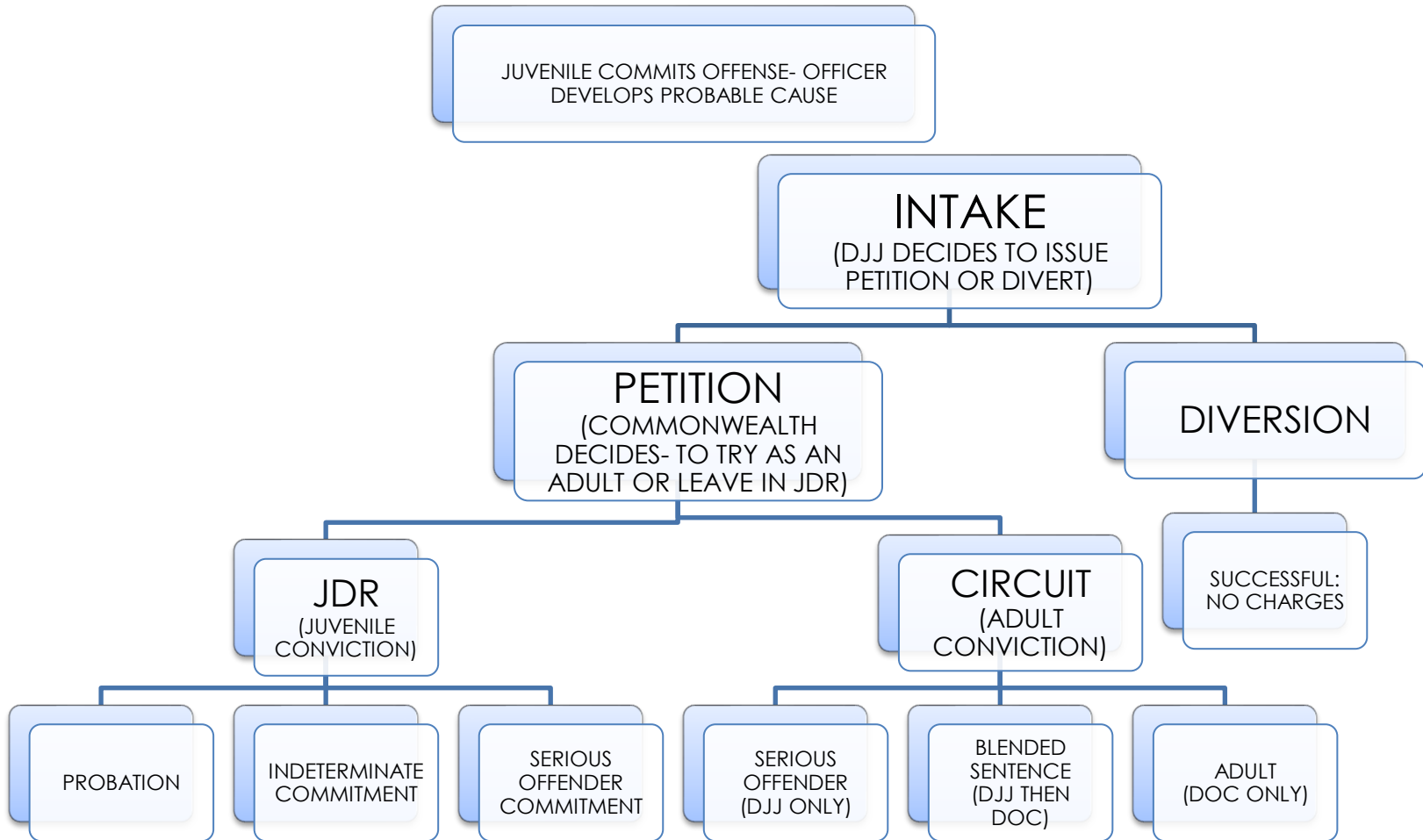


DJJ Updates

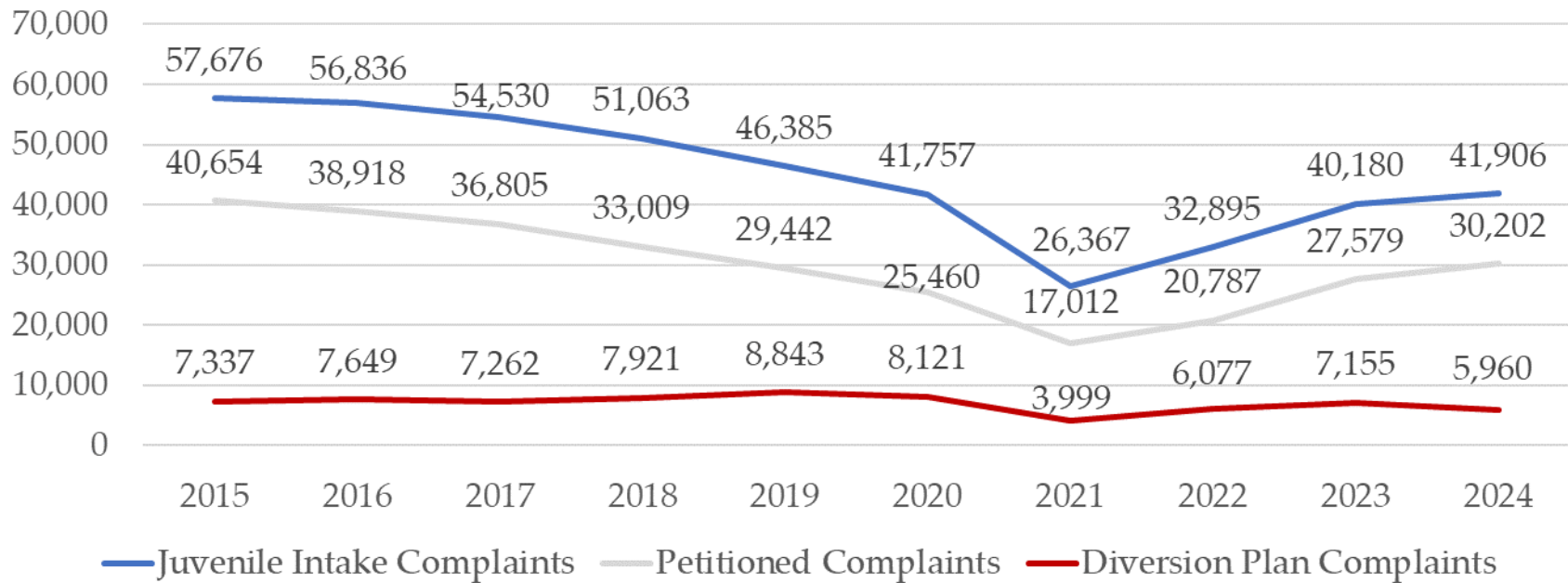
Director Amy Floriano

April 1, 2025

System Overview



Intake Decisions FY 2015 - 2024



Following a substantial decrease in juvenile intake complaints in FY 2021, there was an increase of 65.7% in juvenile intake complaints from FY 2021 to FY 2024. During the same period, complaints with a petition increased by 77.5%, and complaints with a diversion plan increased by 49.0%.

* Unsuccessful diversion plans with petitions filed are counted as both diversion plans and petitioned. Furthermore, juvenile intake complaints include other intake decisions; therefore, the sum of diversion plan complaints and petitioned complaints does not equal the total juvenile intake complaints.



2022 System Wide Overhaul

- Pre-court services to increase VJCCCA accessibility
- Updated Diversion parameters
- Regional Service Coordinator (RSC) required to access providers for community workforce, vocation and mentoring
- Mental health treatment access increased across all transition points
- Accessible violence intervention programming
- Re-entry focus for youth transitioning back into the community, Electronic Monitoring doubled independent living, work release, Detention re-entry and furloughs
- Focus on an analysis of contracted services in the RSC continuum that directly impact dynamic risk factors
- Replaced EPICS with FOCUS (Focus On Clients Under Supervision)
- Replaced recommendation tools after Judicial Survey (SDM to DRT)

2022 System Revamp Plan



Intake	Adjudication	Beginning Commitment	Commitment	Step-Down Work Release	Parole
Diversion <ul style="list-style-type: none"> Affirmative consent Screening 	Probation <ul style="list-style-type: none"> RSC services GREAT and Gun Violence intervention programs 	Placement Algorithm <ul style="list-style-type: none"> Medical Needs Treatment Needs Vocational Needs 	FW PBIS	Step Down to CPPs	HEM 60 Days
Pre-Court Services <ul style="list-style-type: none"> SEAS Screening and Tracking VJCCA Services offered within 5 days Prioritize services with impact on Risk factors 	Mentoring and vocational support in the community	Pre-Placement Services Begin services while awaiting placement to avoid delay	Bolster Programming <ul style="list-style-type: none"> Interventions (Aspire) Recreational 7 Challenges 	Pre-Release Services	Independent living options
	FOCUS		Vocational Programs	Increase use and time-period of Independent living	RSC services with risk factors prioritized
	DRT	Family Engagement Unit	Individualized treatment plans	Youth will have been involved with and exposed to what his life will look like upon release	FOCUS
			Standardized programming in all placement options		Absconder Panel



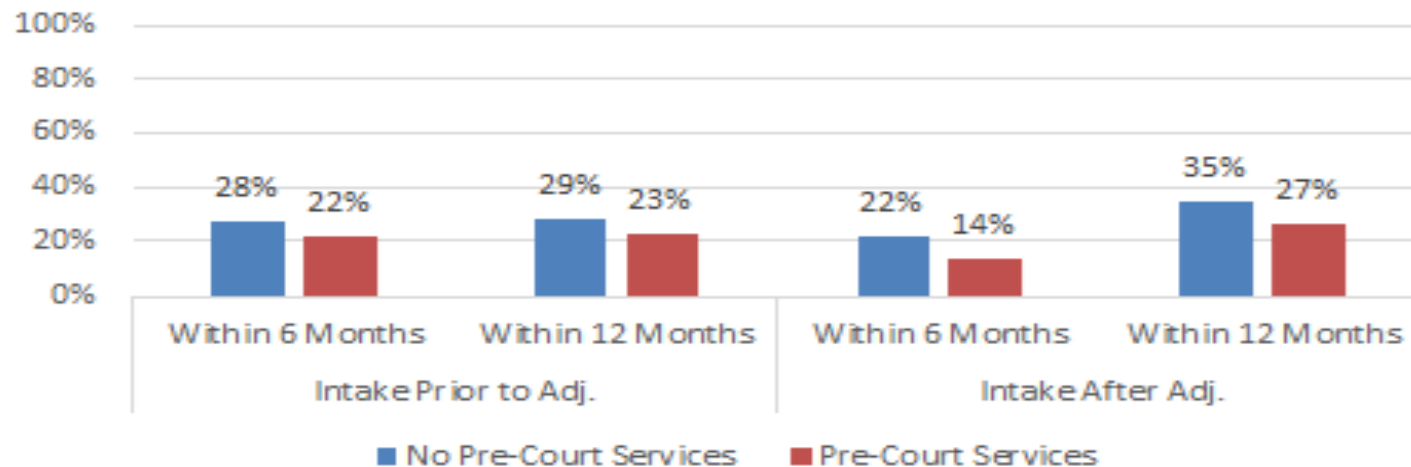
Pre-Court Services

- ALL CSUs STARTING JUNE 1, 2022
- 5 business days or arraignment
- Voluntary participation, unless court ordered
- Option in lieu of detention
- Added 29 new providers and 133 services in 2023 alone
- Funded by VJCCA services includes electronic monitoring, and all available services under your VJCCA Plan
- Makes all offenders similarly situated with services access
- Over 6000 youth have been provided pre-court services since June 2022

Reduction in Rearrest Dates for Pre-Court Services



Rate of Subsequent Juvenile Intake Complaints for Non-CHINS Cases by Pre-Court Services, FY 2023-2024





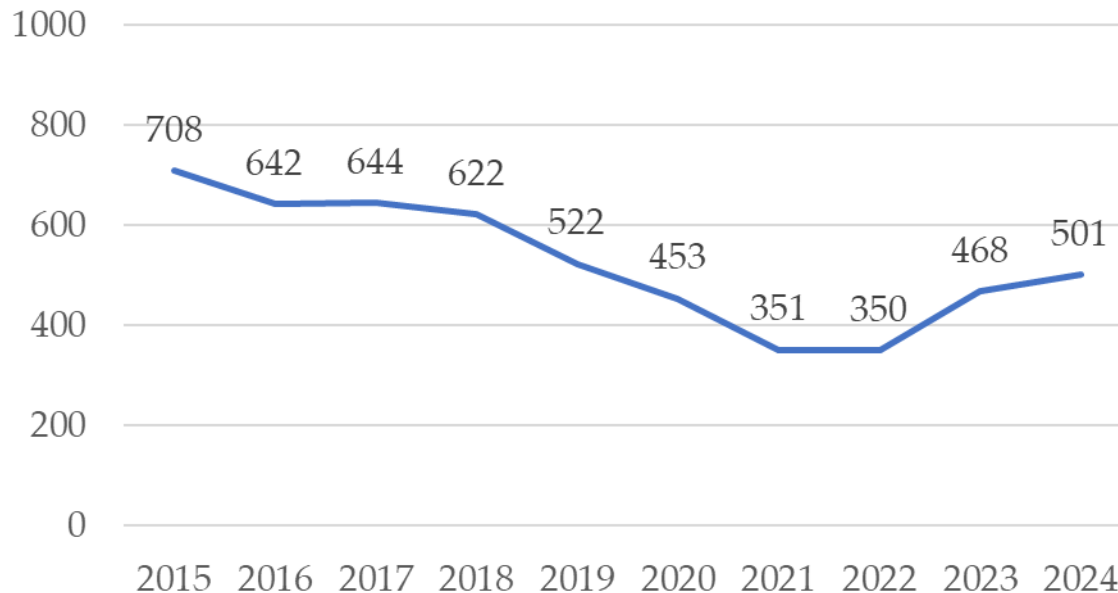
DJJ Requests

- **Assistance with Staffing Supports**
 - Exhausted the remedies within our control
- **Long Term Planning for Improved Location for Better Rehabilitation**
 - System was reduced too quickly and without sufficient planning
 - Need a better approach to locations



Detention

Detention ADP, FY 2015 - 2024



- Following a decrease through FY 2022, there was an increase of 43.2% in detention ADP from FY 2022 to FY 2024.
- Correlates with a 44% increase in DJJ admissions

Average Daily Population in Outlier Juvenile Detention Centers



Detention Facility	FY2020	FY2021	FY2022	FY2023	FY2024	5-Year Combined (FY2020-2024)	3-Year Combined (FY2022-2024)
Piedmont	10.6	6.0	4.7	10.3	8.5	8.0	7.8
New River Valley	6.2	6.7	7.3	6.3	10.0	7.3	7.9
Loudoun	5.6	4.5	4.1	3.2	3.1	4.1	3.4
Blue Ridge	7.2	9.1	9.5	12.9	8.0	9.4	10.1
Crater	13.3	7.0	6.8	12.7	12.4	10.5	10.7
Henrico	12.8	10.7	12.1	11.8	11.5	11.8	11.8
Total	55.7	43.9	44.5	57.2	53.5	51.0	51.7

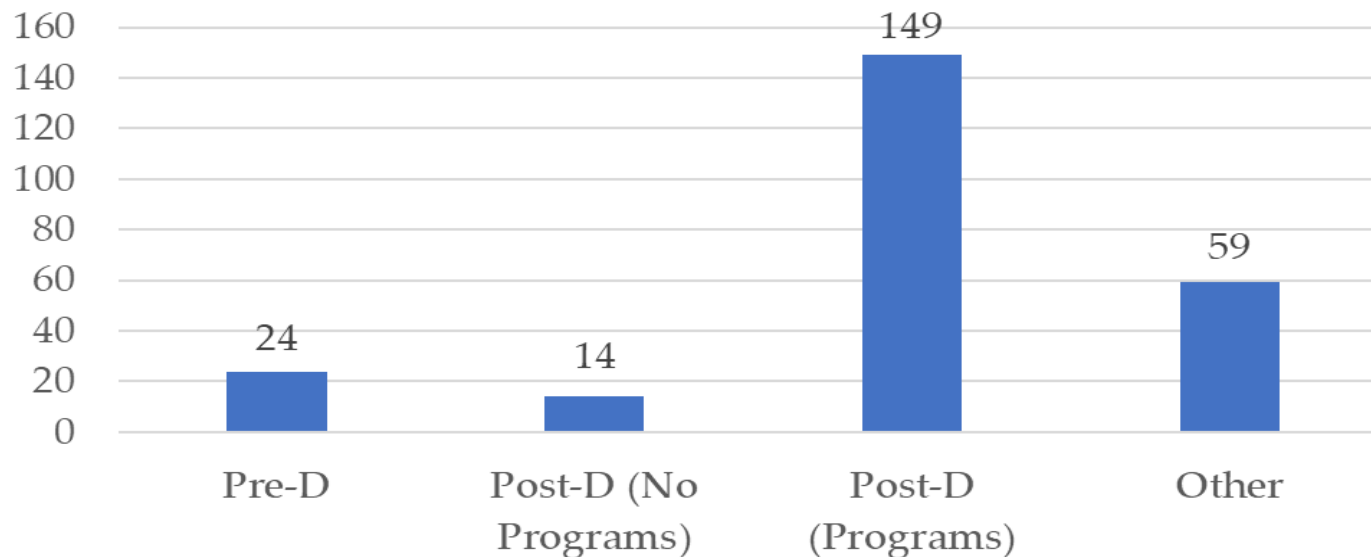
* Excludes juveniles in direct care placements.

Allocations in Outlier Juvenile Detention Centers



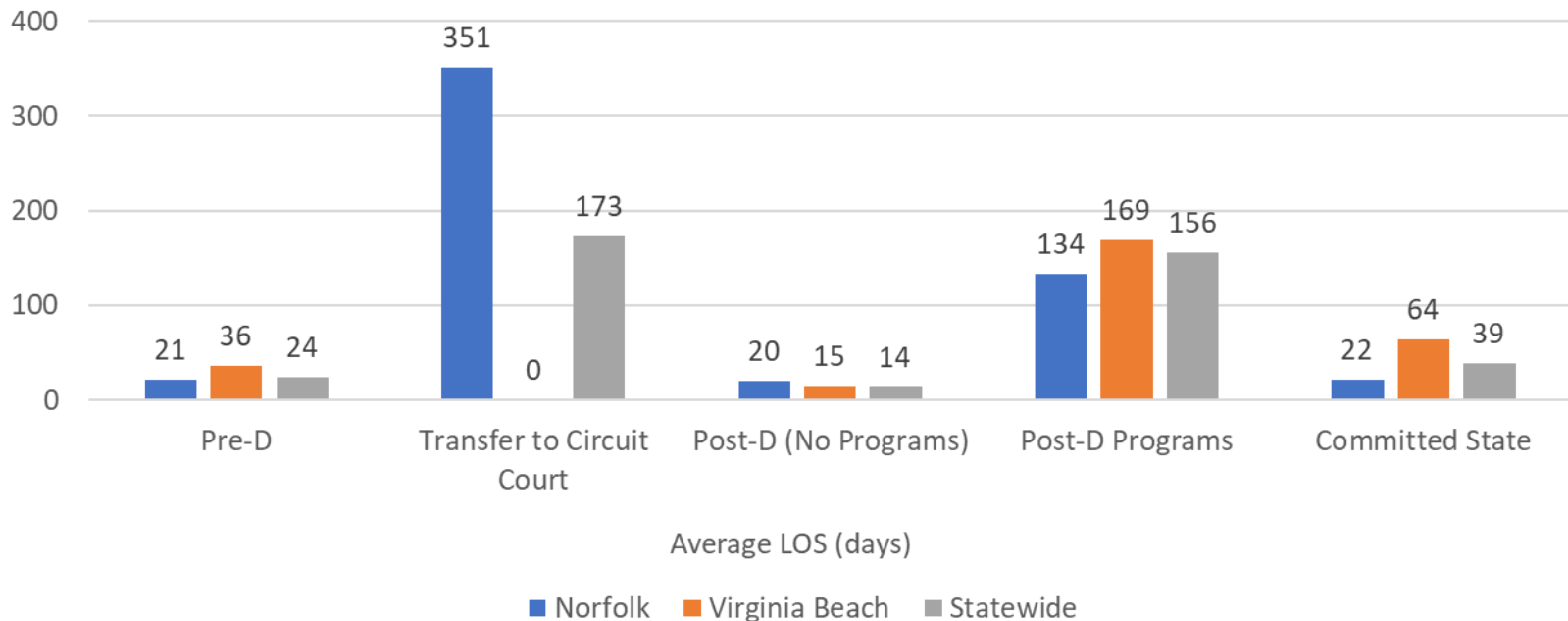
Detention Facility	FY25 Allocation	Totals
Piedmont	\$800,200.00	1
New River Vally	\$856,784.00	2
Loudoun	\$834,936.00	3
Sub-total (1-3)		\$2,491,920.00
Blue Ridge	\$1,083,120.00	4
Crater	\$851,492.00	5
Sub-total (1-5)		\$4,426,532.00
Henrico	\$800,200.00	6
Grand Total (1-6)		\$5,226,732.00

Average LOS (Days) by Detention Status, FY 2024



- Post-D detention with programs had the longest average LOS (149 days).
- Pre-D detention had an average LOS of 24 days.

Average LOS (days) for Outlier Detention Releases by JDC and Status, CY 2024



While the average LOS (days) for the 'Transfer to Circuit Court' status in Norfolk was high, there were only four detention releases during CY 2024, indicating a small number but a long wait for trial resolution

Norfolk JDC, Virginia Beach JDC, and Statewide JDC ADP by Status, CY 2024

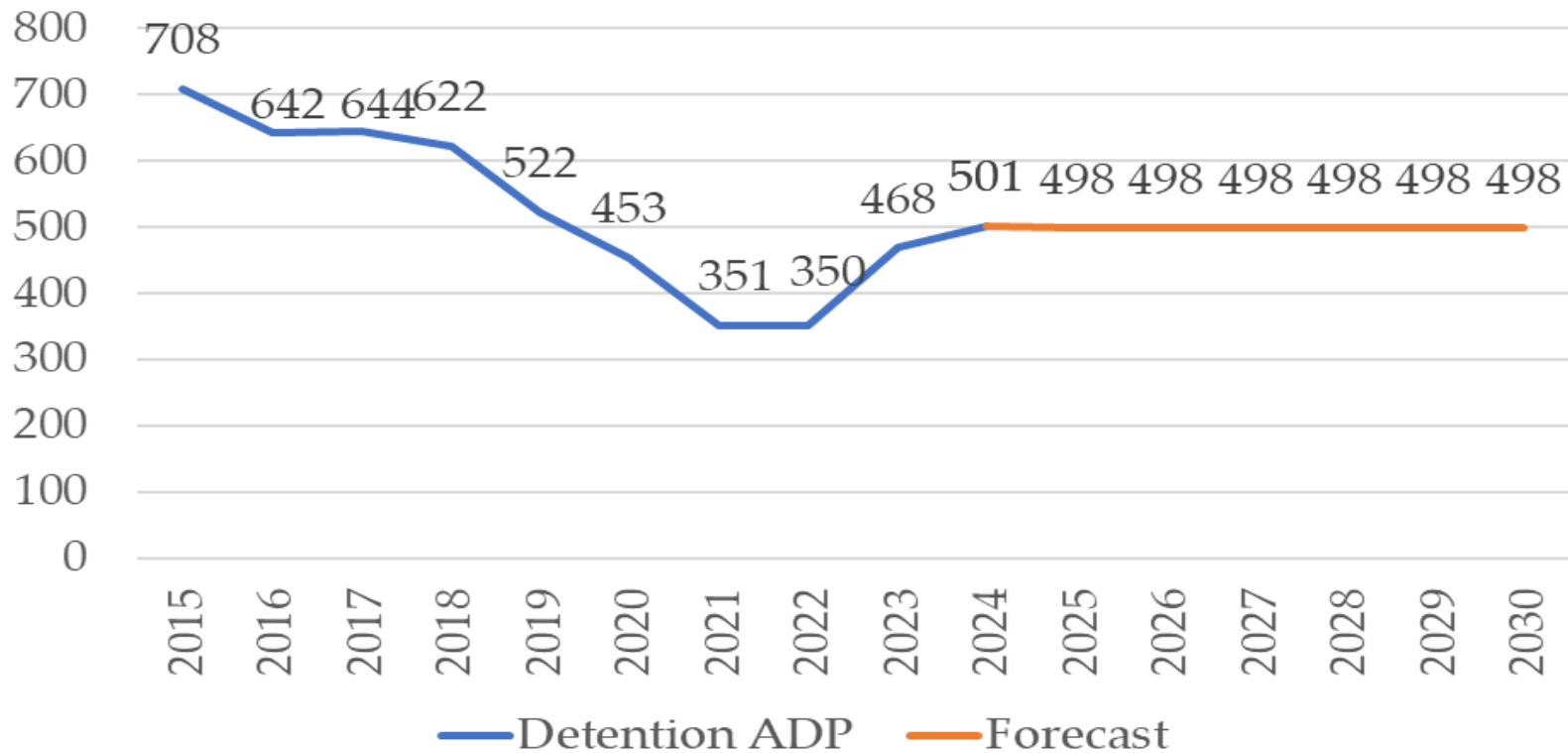


	Norfolk	Virginia Beach	Statewide
Pre-D	15	31	366
Transfer to Circuit Court	1	0	15
Post-D (No Programs)	2	1	25
Post-D (Programs)	6	3	64
Committed to State	1	2	17
Other	2	0	6
<i>Total</i>	<i>27</i>	<i>36</i>	<i>495</i>

*"Other" includes the following statuses: Appealed, Committed State - Pending Charges, Awaiting Placement, Removed from Post-D Pending Court, and Restoration of Mental Competency.

*ADPs do not include youth in direct care placements at JDCs.

Detention Population Forecast (by FY ADP)



The forecast approved in 2024 projects the detention ADP will decrease to 498 in FY 2025 and remain at 498 by FY 2029.



Current Population In Direct Care

Direct Care Admissions Demographics



2024

Age

17 years or older: 50.0%

Sex

Males: 93.1%

Females: 6.9%

Race

White: 22.1%

Black: 72.1%

Other/unknown: 5.9%

2023

Age

16 years or older: 46%

Sex

Males: 92.1%

Females: 7.9%

Race

White: 23.6%

Black: 64%

Other/unknown: 12.4%

Direct Care Admissions Average Ages, FY 2024



- First Behavior Problems: 11.6
- First Community Intervention: 12.8
- First Adjudication: 14.3
- Direct Care Admission: 17.0
- 24% had a prior Diversion
- 66.7% had previous probation placement

**ON AVERAGE, 4.4 YEARS OF COMMUNITY
INTERVENTIONS FAILED PRIOR TO COMMITMENT**

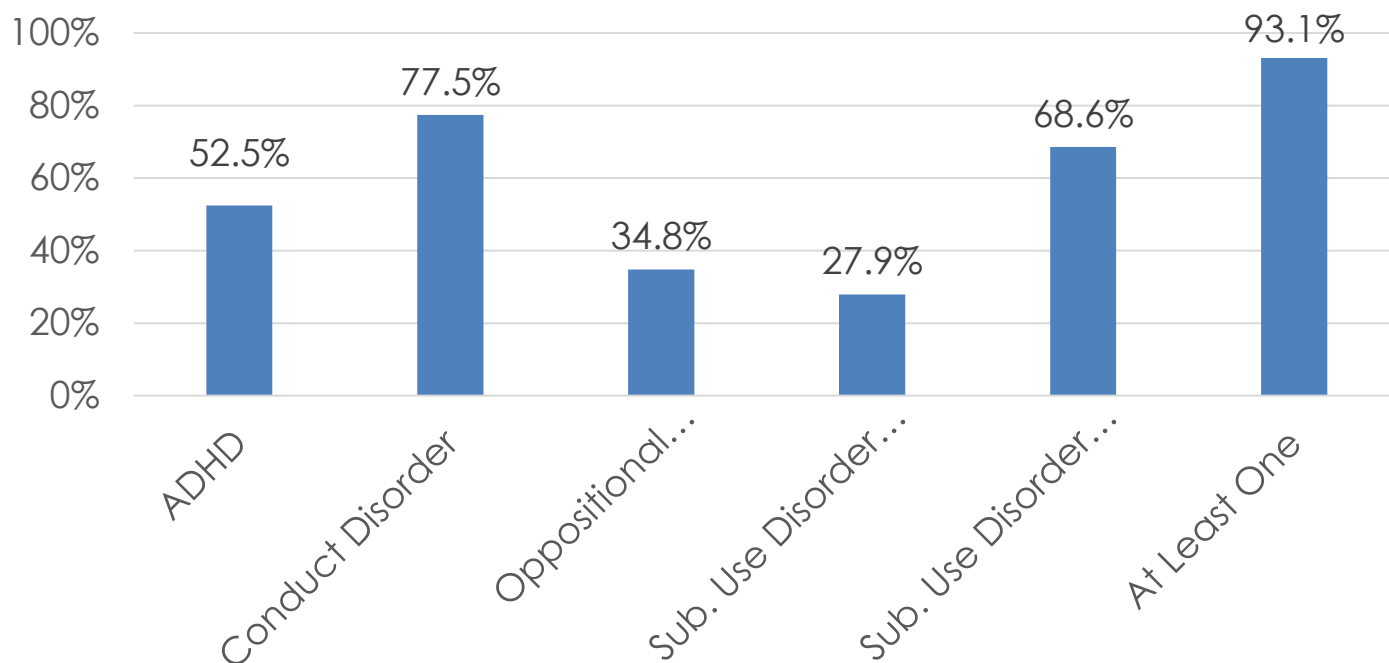
Direct Care Admissions Family Experiences, FY 2024



- 57.4% - parent incarceration
- 60.8% - parent criminal violence
- 44.1% - parent substance abuse
- 6.4% - parent abandonment
- 19.6% - parent death
- 22.6% - family domestic violence
 - ▶ *76.5% reported at least one of the above*
 - ▶ *42.6% reported three or more of the above*

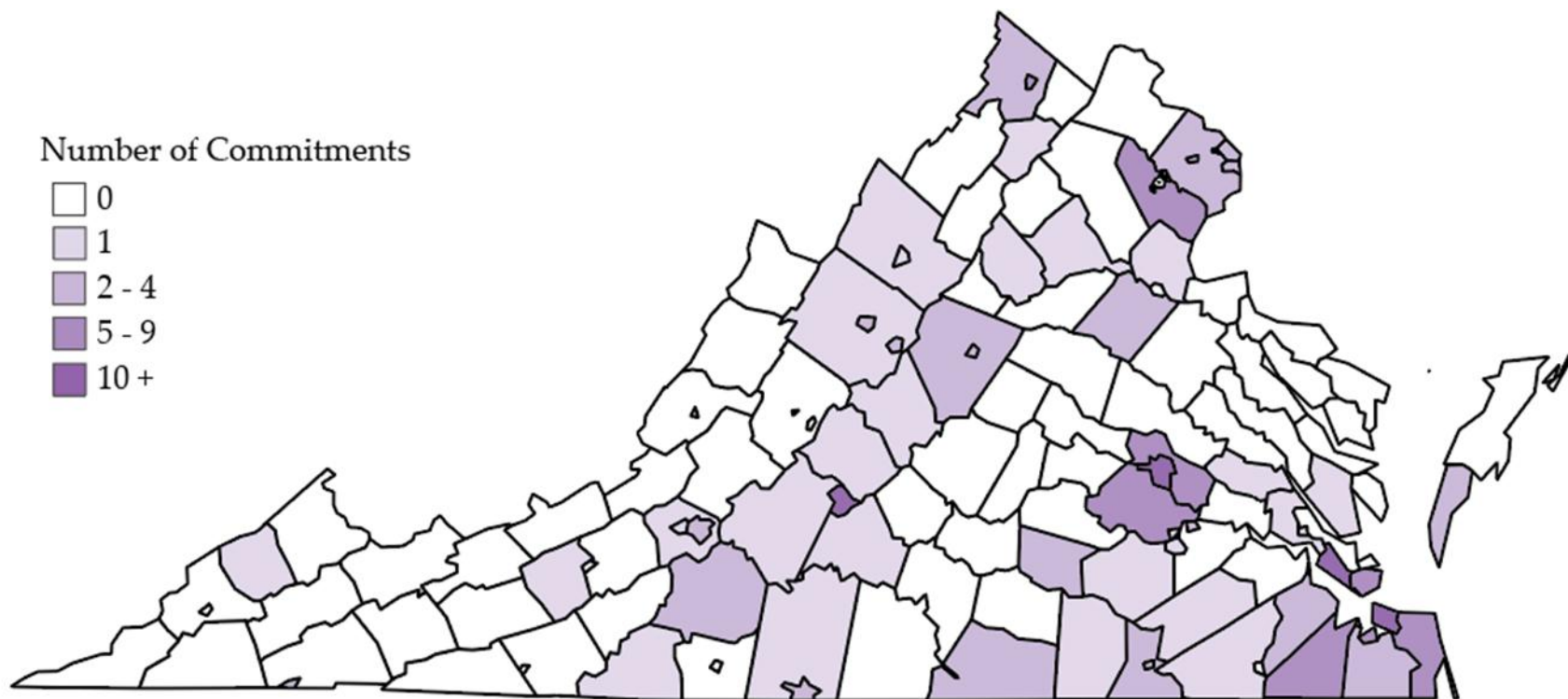


Direct Care Admissions Mental Health Disorders, FY 2024



The majority (93.1%) of youth appeared to have at least one symptom of attention deficit hyperactivity disorder (ADHD), conduct disorder, oppositional defiance disorder, or substance use disorder.

Commitments by Locality



- There were 202 commitments in FY 2024.
- The city of Norfolk had the highest number of commitments (19 or 9.4%).
- 72 of 133 localities (54.1%) had no commitments in FY 2024

30% Increase in Felonies Against Person Admissions



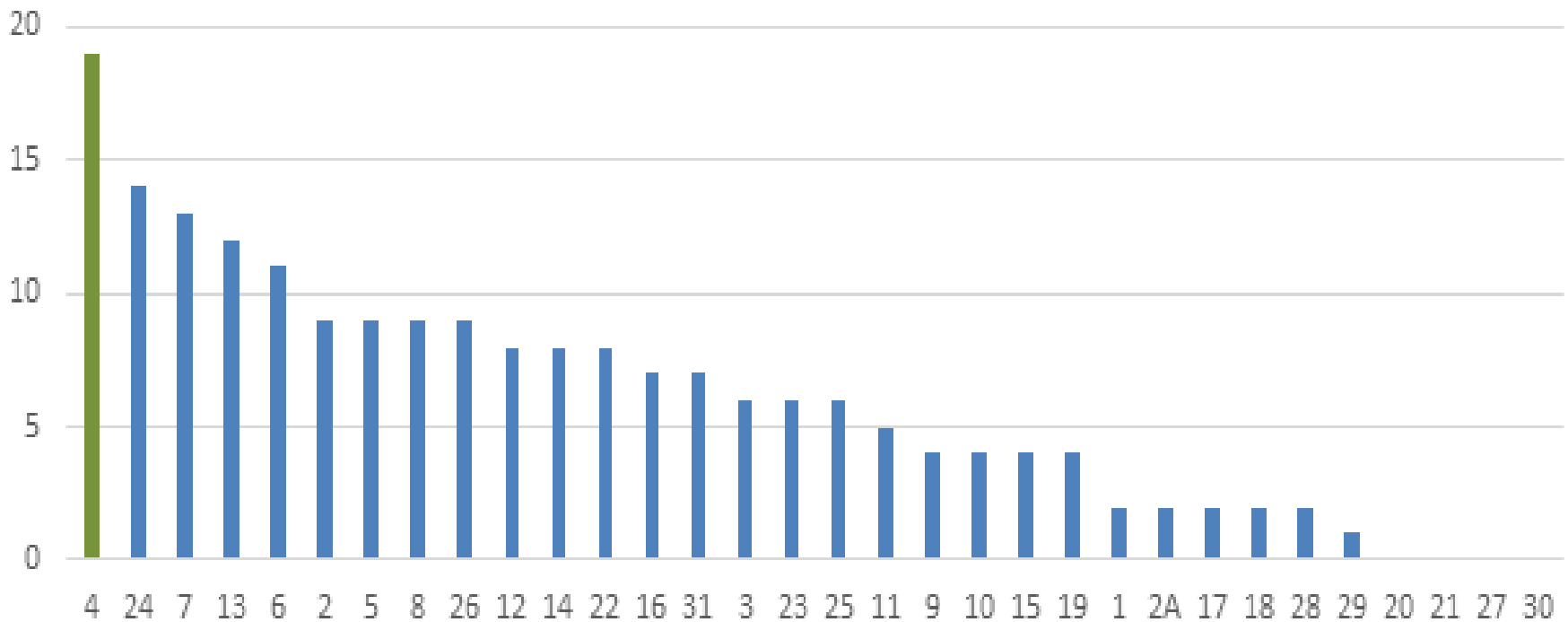
	2015	2019	2024
Felonies – Against Persons	56.4%	61.5%	73.2%
Felonies – Weapons/Narcotics Distribution	2.8%	4.8%	3.7%
Felonies – Other	26.8%	25.8%	18.3%
Class 1 Misdemeanors – Against Persons	6.9%	4.1%	1.2%
Class 1 Misdemeanors – Other	5.3%	1.3%	3.0%
Parole Violations	1.9%	2.5%	0.6%
<i>Total Admissions</i>	<i>321</i>	<i>314</i>	<i>164</i>

The percentage of admissions for felonies against persons and weapons and narcotics distribution felonies increased since CY 2015 while other offense severities decreased in proportion.

Determine Current Population

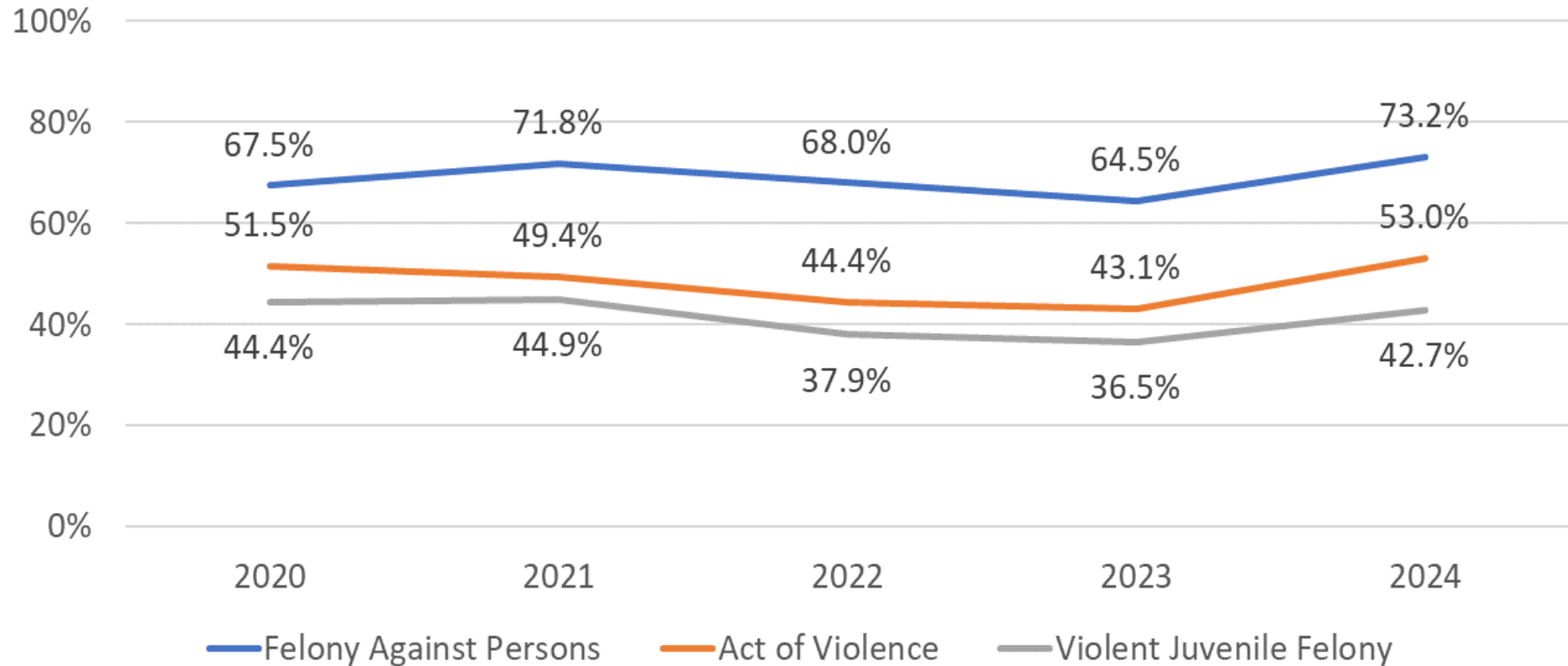


Commitments by CSU, FY 2024



In FY 2024, Norfolk ranked 1st in commitments out of the 32 CSUs, FOLLOWED BY Lynchburg, Newport News, and the City of Richmond.

Direct Care Admissions - Violent Committing Offenses, CY 2020-2024



* Felonies Against Persons are identified according to the DAI. Acts of Violence are identified in § 19.2-297.1 (A). Violent Juvenile Felonies include offenses identified in § 16.1-269.1 (B or C), except drug offenses that might be a violent juvenile felony based on several factors; age requirements were not considered. Categories overlap and are not mutually exclusive.

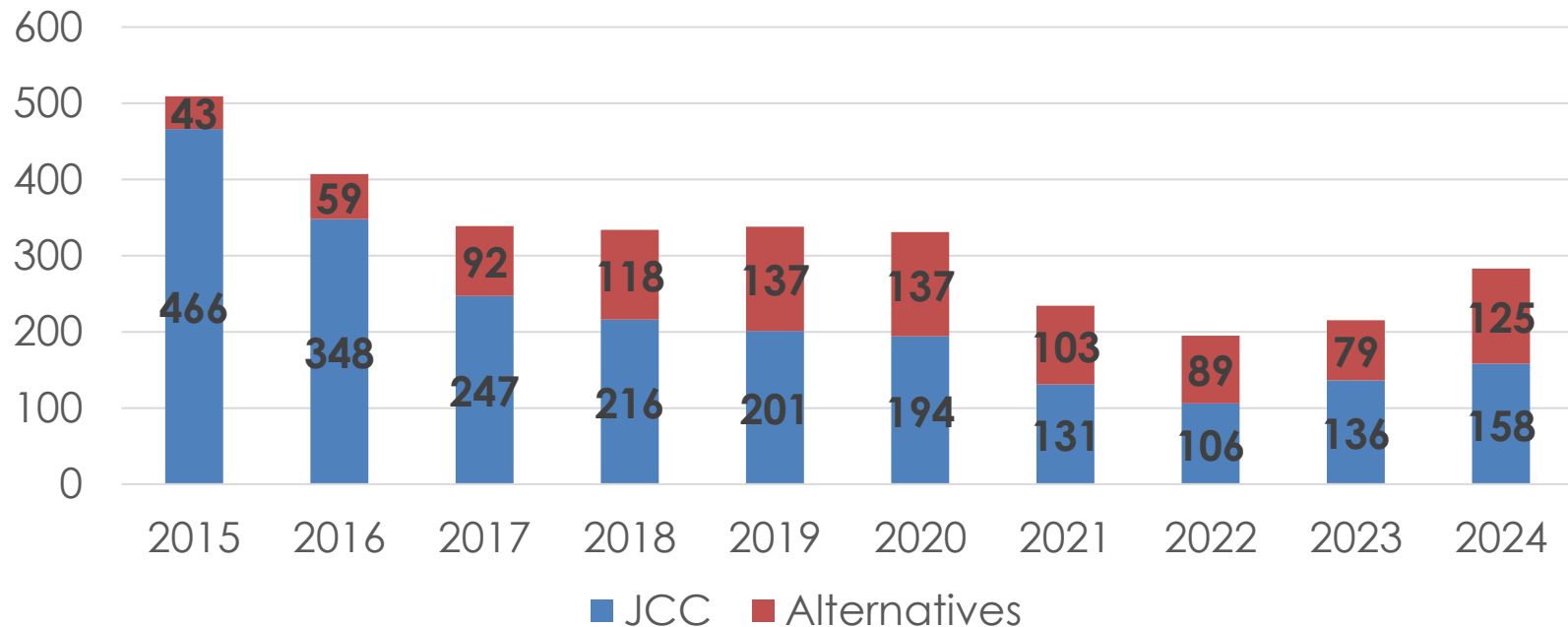


Alternative Placements

44% of ADP in Alternative Placements



Direct Care ADP by FY



Over the past decade, the average daily population (ADP) of direct care youth in alternative placements increased from 8% to 44%.



Community Placement Programs (CPPs)

Community Placement Programs CPP



- Provide alternatives to JCC placement for youth in direct care.
 - Allow committed youth to be placed in smaller settings
 - Keep them closer to family
 - Provide individualized services to address criminogenic needs
 - Enhance reentry planning and services
 - Pre-release services for continuity of care
 - Work-release and step-down use
- Currently six CPP options (62 beds)

ADP of Placed Direct Care Youth by Facility CY 2022-2024



Direct Care Facility	2022	2023	2024
Bon Air JCC	117	151	167
Community Placement Program (CPP)	68	58	59
Blue Ridge	8	8	8
Chesterfield	6	8	7
Lynchburg	2	N/A	N/A
Merrimac	11	4	N/A
Newport News	N/A	1	8
Northern Virginia	1	N/A	N/A
Prince William	5	7	7
Rappahannock	9	4	N/A
Shenandoah Valley	8	9	10
Virginia Beach	18	18	19
Contracted Alternatives	1	1	7
Detention Reentry	0	0	0
Individual JDC Beds	1	2	18
<i>Total</i>	<i>187</i>	<i>212</i>	<i>233</i>

In CY 2024, 53.2% of the direct care ADP was in the JCC, 19.0% in a CPP, 19.8% in admission and evaluation in detention, and 8.0% in another alternative placement.

* ADPs may not add to totals due to rounding. Non-zero values may display at zero due to rounding.
Percentage calculations are based on decimal values of ADPs.

Most Serious Committing Offense Severity



Offense Severity	Bon Air	Non-JCC	Total
DAI Ranking			
Felony			
Against Persons	78.6%	64.8%	72.4%
Weapons/Narcotics	2.9%	6.3%	4.4%
Other	15.6%	24.6%	19.7%
Class 1 Misdemeanor			
Against Persons	2.3%	1.4%	1.9%
Other	0.0%	2.1%	1.0%
Parole Violation	0.6%	0.7%	0.6%
VCSC Ranking			
Person	73.4%	58.5%	66.7%
Property	23.7%	33.1%	27.9%
Narcotics	1.2%	2.1%	1.6%
Other	1.7%	6.3%	3.8%
<i>Total Youth</i>	<i>173</i>	<i>142</i>	<i>315</i>

Of youth at Bon Air JCC on

March 1, 2025

- According to the DAI Ranking:
 - ▶ 97.1% had a felony as the committing MSO.
 - ▶ 78.6% had a felony against persons as the committing MSO.
- According to the VCSC ranking:
 - ▶ 73.4% had a person offense as the committing MSO.

MSO Severity for Youth in a CPP CY 2024



	Blue Ridge	Chesterfield	Newport News	Prince William	Shenandoah Valley	Virginia Beach	CPP Total
Total Felonies	92.9%	100.0%	88.9%	80.0%	88.2%	96.9%	92.0%
Felonies – Against Persons	57.1%	69.2%	66.7%	53.3%	47.1%	75.0%	63.0%
Felonies – Weapons/Narcotics Distribution	7.1%	7.7%	22.2%	0.0%	5.9%	15.6%	10.0%
Felonies – Other	28.6%	23.1%	0.0%	26.7%	35.3%	6.3%	19.0%
Total Class 1 Misdemeanors	7.1%	0.0%	11.1%	13.3%	11.8%	3.1%	7.0%
Class 1 Misdemeanors – Against Persons	0.0%	0.0%	11.1%	6.7%	5.9%	3.1%	4.0%
Class 1 Misdemeanors – Other	7.1%	0.0%	0.0%	6.7%	5.9%	0.0%	3.0%
Parole Violations	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	1.0%
<i>Total Youth</i>	<i>14</i>	<i>13</i>	<i>9</i>	<i>15</i>	<i>17</i>	<i>32</i>	<i>100</i>

The percentage of youth with a committing MSO severity for felony against persons varied by CPP.

Youth Transferred from CPPs or Individual JDC Beds to Bon Air JCC, CY 2020-2024



Facility	2020	2021	2022	2023	2024	Total
CPP	7	11	12	11	5	46
Individual JDC Beds	0	1	2	1	3	7
Total Youth	7	12	14	12	8	53

Between CY 2020-2024, 53 youth were transferred from a CPP or individual JDC bed to Bon Air JCC.



CPP Challenges

- Initial MOAs not comprehensive
 - ▶ Set up very quickly, lacked strategic planning for potential issues
- Programming was not standardized
 - ▶ 2022: hired a CPP manager and standardized the Program requirements in the CPPs, 2023 required vocational programs, built in step-down process.
 - ▶ Different Behavioral modification, different tracking requirements (2022: standardized behavioral tracking and documentation in BADGE)
 - ▶ Pre-release services implemented
- No oversight of Financials
 - ▶ No required expenditure reports (added in 2022)
- Recidivism rates extremely high
 - ▶ Seen a slight reduction recently, but overall very high recidivism rates.

2022-2024 CPP Changes



- Residential Program manual
- Program and Treatment services
- Educational and Employment services
- Case management practices
- Family Engagement and Visitation
- Consistent Behavioral Management
- Gang Intervention
- Referral Process
- Quality Assurance
- Health Care Services
- Separation of unsuccessful youth practices
- Incident documentation and reporting
- Intake Evaluation
- Administrative and Expenditure review process

12-Month Rearrest Rates for CPP Releases by Facility



Facility	2019	2020	2021	2022	2023
Blue Ridge	66.7%	46.7%	50.0%	72.7%	72.7%
Chesapeake	61.9%	66.7%	33.3%	N/A	N/A
Chesterfield	40.0%	70.6%	46.2%	78.6%	69.2%
Lynchburg	61.5%	66.7%	60.0%	33.3%	N/A
Merrimac-Females	83.3%	50.0%	0.0%	0.0%	50.0%
Merrimac-Males	61.1%	50.0%	40.0%	75.0%	75.0%
Northern Virginia	N/A	20.0%	0.0%	33.3%	0.0%
Prince William	57.1%	66.7%	66.7%	60.0%	35.7%
Rappahannock	50.0%	50.0%	33.3%	50.0%	33.3%
Shenandoah Valley	73.3%	76.9%	40.0%	71.4%	40.0%
Virginia Beach	61.1%	57.1%	46.2%	45.5%	38.5%
<i>Total Releases</i>	<i>59.1%</i>	<i>59.2%</i>	<i>41.5%</i>	<i>57.6%</i>	<i>52.8%</i>

Rappahannock stopped taking youth, Prince William only takes tier 1,2,3, Virginia Beach increased their serious offender youth.

N/A indicates there were no youth released during the year to calculate a rearrest rate. Some groups were comprised of a small number of youth due to the low counts of releases (between 1 and 28 per CPP per FY); therefore, rates can be strongly influenced by the reoffense of only a few youth. The variability in the types of youth accepted at each facility may impact the releases' risk to reoffend



BON AIR JUVENILE CORRECTIONAL CENTER

Increased Rehabilitative Programming in Direct Care



- Quicker Assessments and coordinated placement determinations
- Standardization of offerings at the Community Placement Programs
- ART/CBT/DBT/ relapse prevention
- Regional service coordinator for acute needs
- Intensive violence and gang intervention program
- Facility wide PBIS
- BSU reorganization, new Substance Abuse Program
- Pre-Placement and pre-release services implemented, transitional meetings prior to release.
- Vocational programs, **Step down and work release** (JLARC Rec. 28)

Wrap Around Services in Place to Support



- Workforce development center and classes
- Workforce development coordinator
- RFP for workforce development community partnerships
- Statement of needs and MOA revisions for the CPPs, work release, furloughs
- Revision of Education plans to offer vocational as elective
- Counseling, mentors and vocational supports for financial needs.



Vocational Programs

Prior to FY 2022

Forklift Simulator

Welding Simulator

FY 2022-2023

HVAC

Electrical

Plumbing

Carpentry

C-Tech*

(fiber optics, grounding and
bonding and copper installation)

Live Welding (CPP)

*Vocational opportunities in all CPPs

Workforce Updates



- Vocational programs now available at all placements (Plumbing, Electrical, HVAC, Barbering, Carpentry, Construction and Welding)
- Bon Air JCC workforce center offers hands on programs with limited space. To reach full potential students will benefit from an expanded work area.
- 2025 DJJ will establish furlough work programs to expand skill sets and gain experience to prepare for release.

Behavioral Services Unit (BSU) UPDATES



- Adjusted BSU hours to provide additional support when critical incidents occur.
- Increased staffing to support mental health needs, streamlined Intake Assessment process to incorporate mental health, education and vocational needs and reach full staffing of BSU providers in the facility.
- As of January 2025, DJJ BSU is in alignment with Best Practices recommendations.



- **Evolved** from the Summer Intervention Program pilot-June 2023
 - ▶ gang/violence intervention program aimed at addressing gangs and violence within the Bon Air JCC
- **Expanded** to offer the program Spring, Summer, and Winter during the school break
 - ▶ added Housing Unit for residents who progress within the program
 - ▶ added female program
- **Established:** Residents remain in the program for duration of the time at the Bon Air JCC
- **Enforced:** Intensive program that consist of group sessions, collaborative education from various disciplines, and recreation
- Since its inception:
 - ▶ 25 Releases from Bon Air-stepdown placements, community, transition to Dept. of Corrections due to blended sentences
 - ▶ 54 active participants within the program
 - ▶ **Reduced Aggressive Incidents among residents**



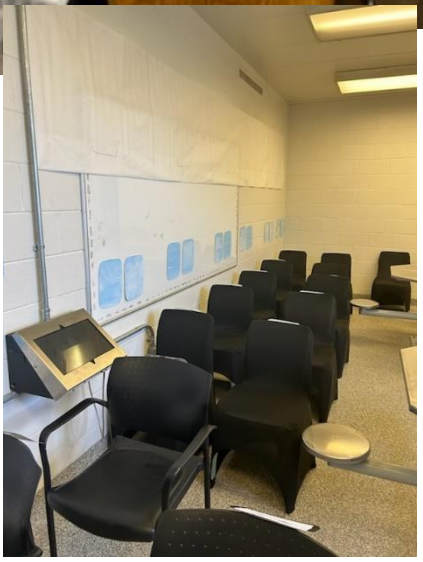
Aspire Program Components

Three concentric semi-circles are positioned on the left side of the slide. The outermost semi-circle is dark blue, the middle one is yellow, and the innermost one is light blue. Each semi-circle is aligned with one of the three program phases listed to its right.

Phase 1: **The Intervention Program**
Summer, Spring and Winter Cohorts

Phase 2: **The Circle Up Group**
Conducted weekly with Residents

Phase 3: **The Housing Unit**
Selected residents who desire
additional support

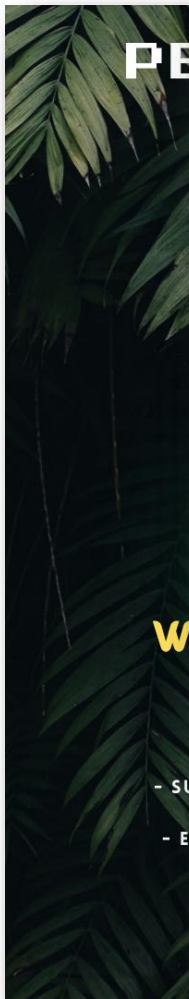


FW-PBIS



- A three-tiered framework to build and enhance youth protective factors aligned with the CTM Philosophy
- School-Wide Implementation (2018)
 - ▶ 68% decrease in referrals out of class
 - ▶ 79% decrease in time spent out of class
- Facility-Wide Implementation (2024)
 - ▶ 31% implementation of Tier 1 {Full Implementation = 3-5 years (NIRN*)}
 - ▶ 15% decrease across total chargeable offenses (July-October)
 - ▶ 47% decrease in fights (July-October)
- Consistency is key!


Monthly Incentive Events



BON AIR

PRE-EVENT:

- ALL TICKET HOLDERS WILL ATTEND PRE-EVENT TO MAKE CUSTOM T-SHIRT TO WEAR AT THE EVENT. THE T-SHIRT WILL BE STORED AND PROVIDED TO RESIDENTS AT THE EVENT.
- ALL T-SHIRTS MUST BE APPROPRIATE FREE OF CURSING, GANG ACTIVITY, PROMOTING VIOLENCE, ETC.
- ALL RESIDENTS MUST BRING A SKETCH OF THEIR T-SHIRT DESIGNS FOR PRE-APPROVAL.
- MUSIC (CLEAN) WILL BE PLAYED AT PRE-EVENT.



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Save



11

- NO CHARGES FROM (7/31/24) THRO
- NO SPECIAL HOU
- SUCCESSFUL COMPLE
- MUST BE A BOI
- EARN A CHARGE AT

FLAG FOOTBALL COOKOUT

 **24'** 



SEPTEMBER 25

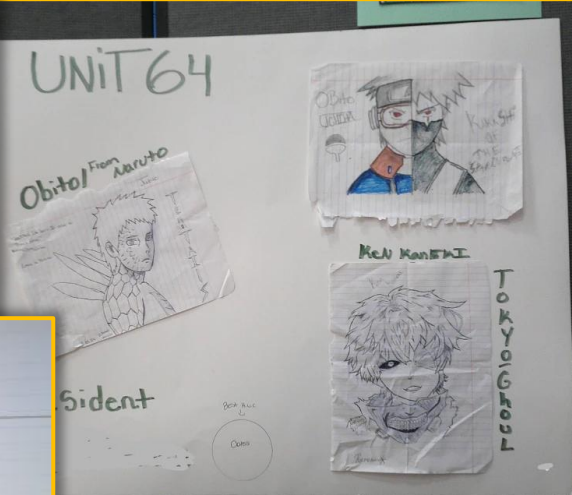
11 AM - 4 PM (TIME FRAME MAY VARY)

- NO CHARGES FROM THE DATE OF THE LAST INCENTIVE EVENT (8/14/24) THROUGH THE DATE OF THIS EVENT (9/25/24)
- NO PENDING CHARGES
- NO SPECIAL HOUSING STATUSES ON THE DAY OF THE EVENT
- SUCCESSFUL COMPLETION OF THE PRE-EVENT CIRCLE-UP CHECKLIST
- MUST BE A BON AIR RESIDENT FOR AT LEAST (30) DAYS
- EARN A CHARGE AT THIS EVENT, LOSE ACCESS TO THE NEXT EVENT

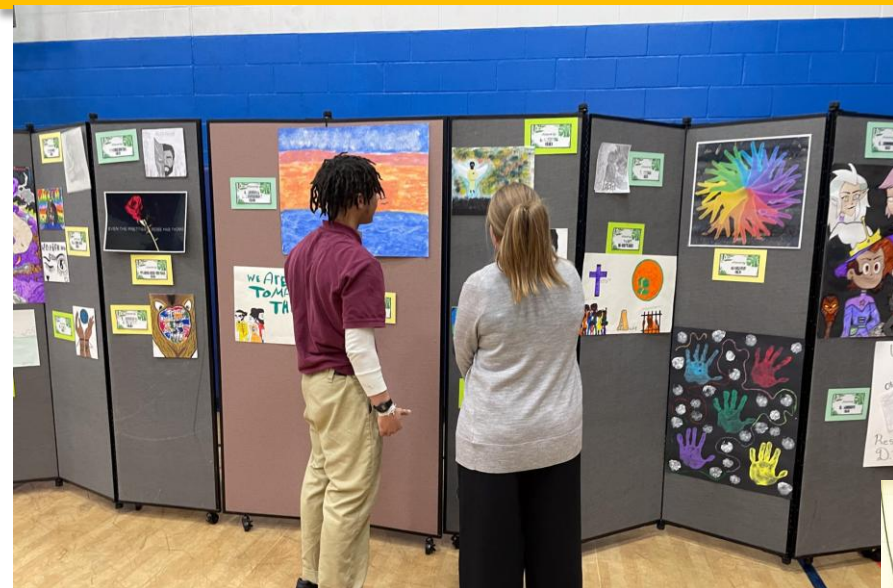
TICKETS: \$1000



Bon Air Events









General Assembly Visitors





March Events

- March Madness Bracket Challenge
- Opportunity seekers fair
- Basketball tournament





Yvonne B. Miller High School and Post-Secondary Programs

Student Count HS

115

Student Count PSP

65

Data extracted from PowerSchool February 26, 2025

Graduation Rates



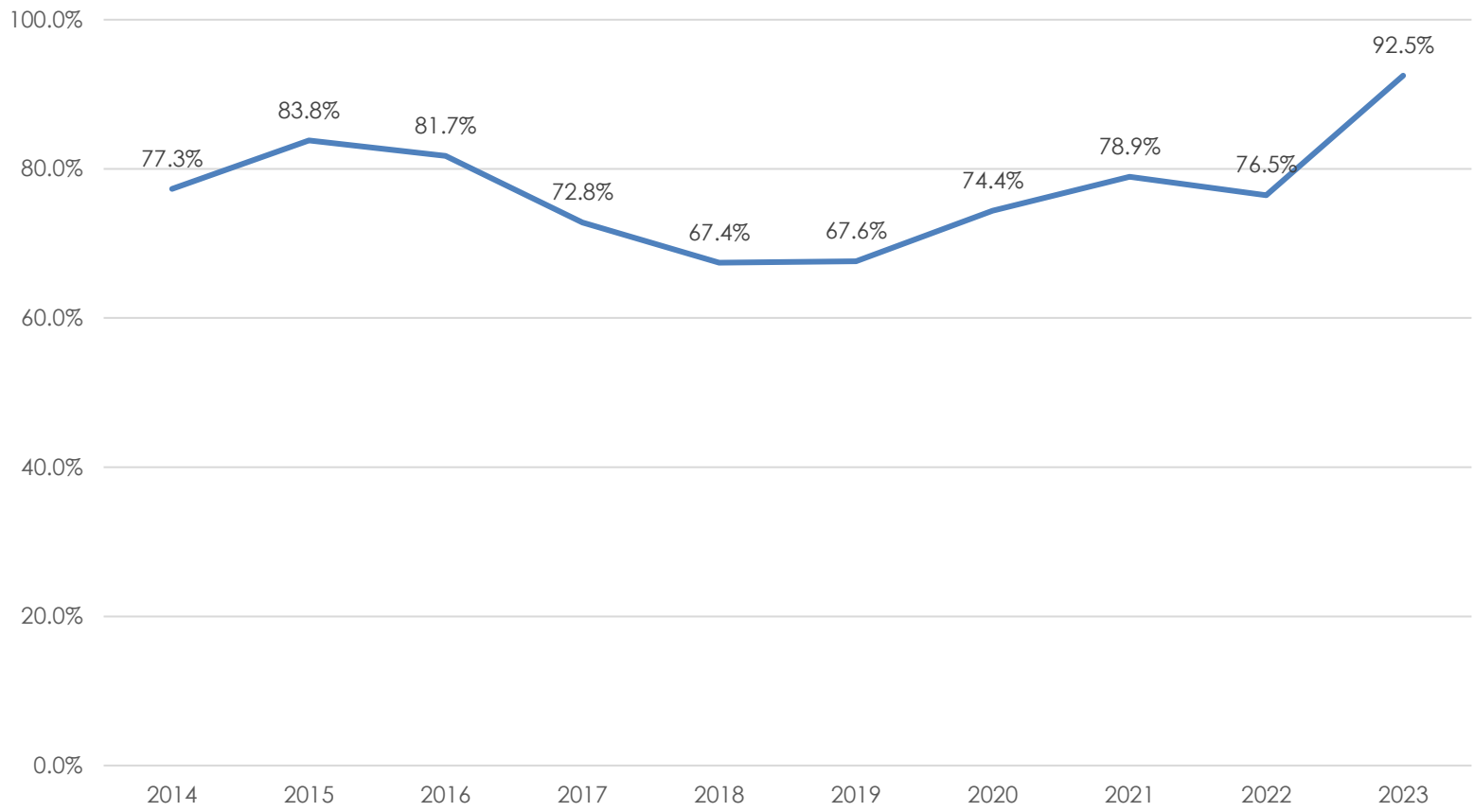
- During SY 2022-2023, 80.6% of eligible high school seniors graduated.
- During SY 2023-2024, 90.0% of eligible high school seniors graduated.

12% INCREASE IN GRADUATION RATES



RESULTS: Treatment Completion Rates INCREASED for Aggression Management Treatment

Treatment Completion by Fiscal Year

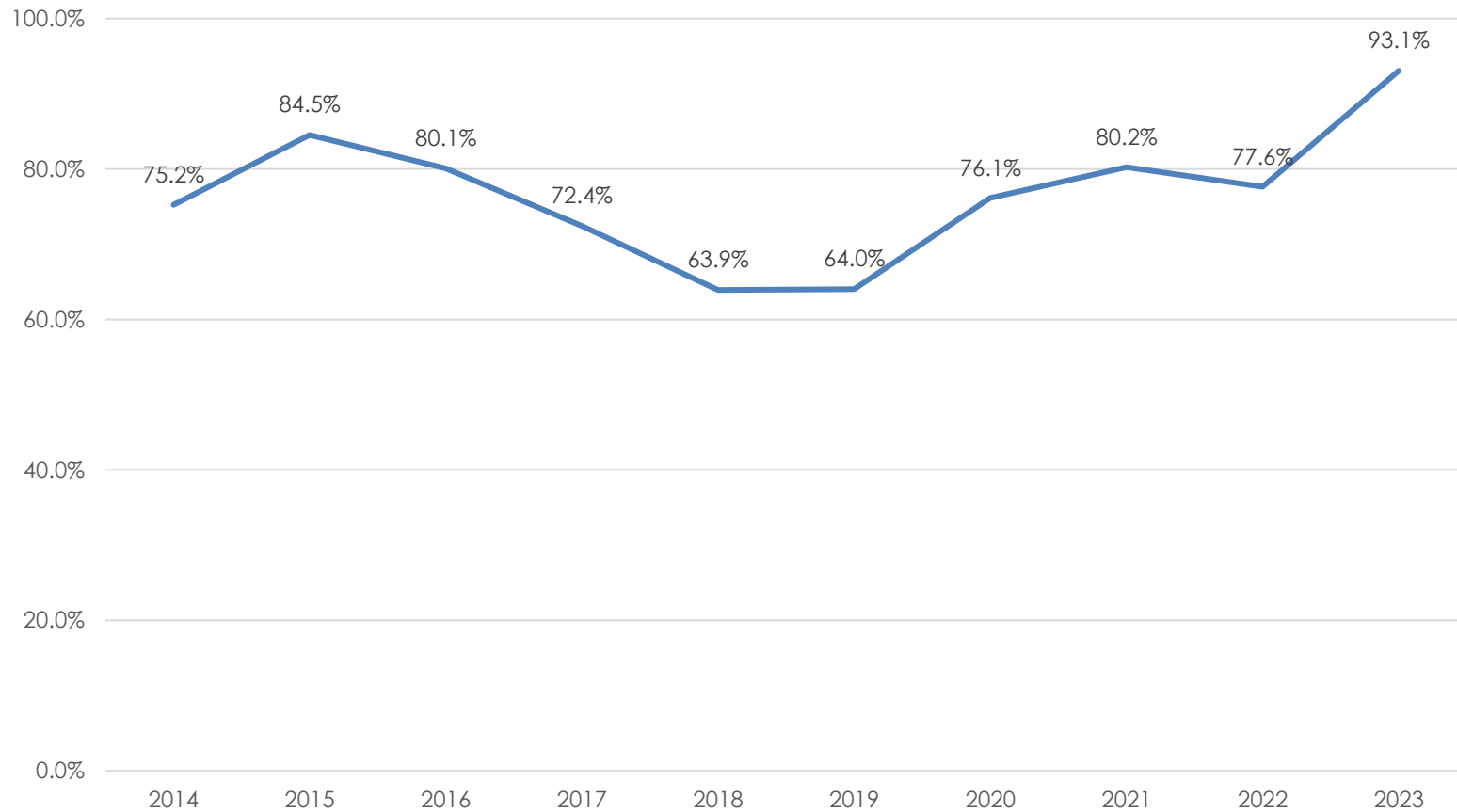


* Data includes indeterminate direct care releases only. Youth with mandatory or inpatient sex offender treatment needs are excluded. Canceled, rescinded, and successfully appealed commitments are excluded. In the FYs following the 2015 LOS Guidelines implementation, youth were released under both the 2008 and 2015 LOS Guidelines. Rates for small groups can be strongly influenced by the completion status of only one or two youth.

RESULTS: Treatment Completion Rates increased for Substance Abuse Treatment Needs

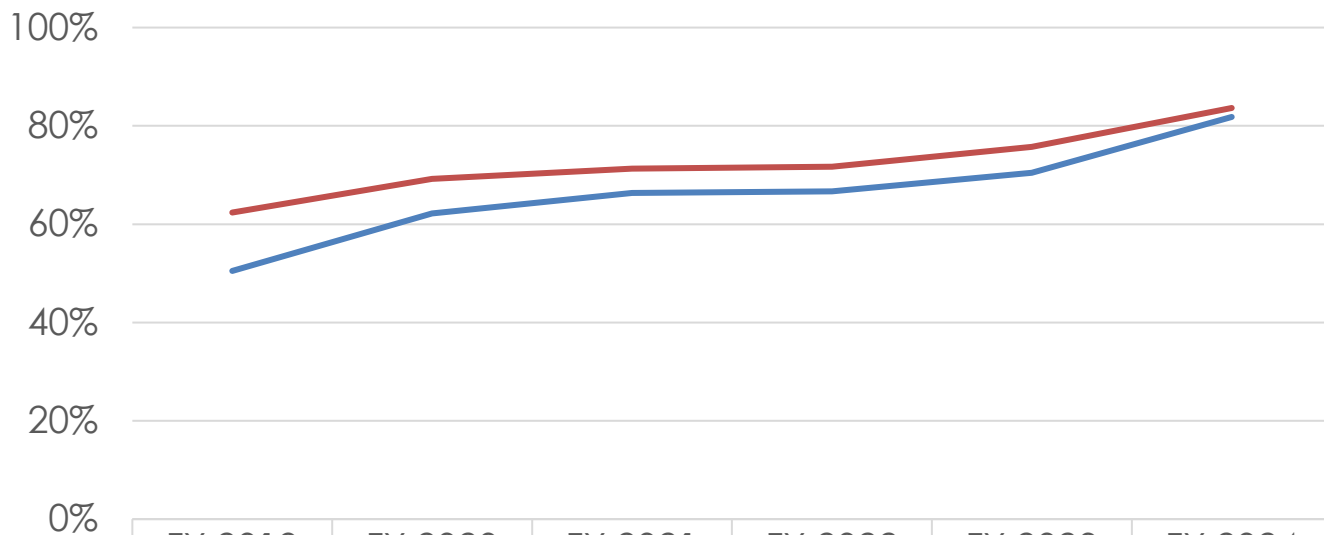


Treatment Completion by Fiscal Year



* Data includes indeterminate direct care releases only. Youth with mandatory or inpatient sex offender treatment needs are excluded. Canceled, rescinded, and successfully appealed commitments are excluded. In the FYs following the 2015 LOS Guidelines implementation, youth were released under both the 2008 and 2015 LOS Guidelines. Rates for small groups can be strongly influenced by the completion status of only one or two youth.

RESULTS: Risk Assessment Change During Direct Care



	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Improved Strengths	50.5%	62.2%	66.3%	66.7%	70.5%	81.8%
Reduced Needs	62.4%	69.2%	71.3%	71.7%	75.8%	83.6%

- Youth with improved strengths (i.e., increased dynamic protective factors) during their direct care stay increased from 50% in FY 2019 to 82% in FY 2024.
- Youth with reduced needs (i.e., decreased dynamic risk factors) during their direct care stay increased from 62% in FY 2019 to 84% in FY 2024.

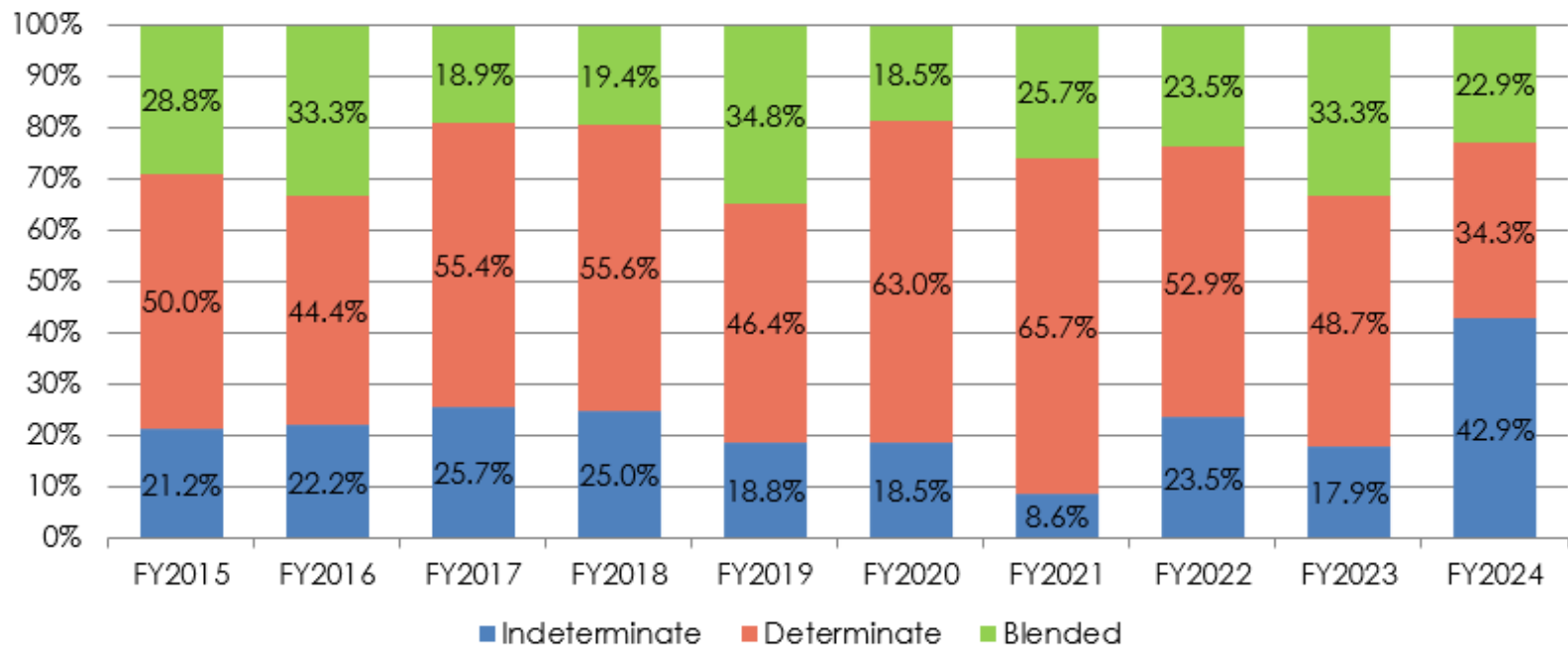
* Data queried on 6/3/24; FY 2024 data reflects the partial year.

* Data excluded canceled, rescinded, and successfully appealed cases.

* Changes in strengths and needs were determined using the dynamic protective and dynamic risk totals, respectively, from the Youth Assessment Screening Instruments (YASIs) closest to youth's admission and release dates. Youth without a YASI close to either date were excluded (22 youth in FY 2019; fewer than 10 in all other years).



Circuit Court Commitment Orders, FY 2015 – 2024

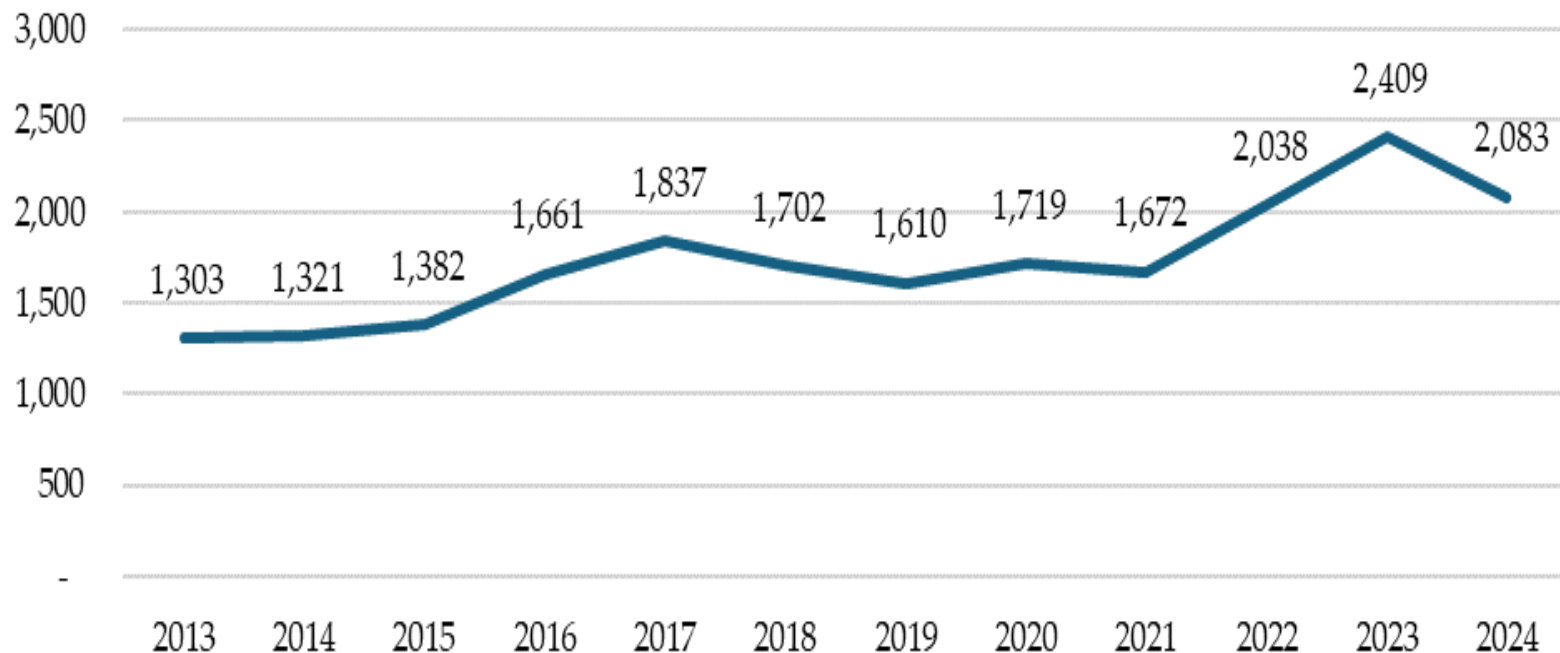


- Circuit court commitment orders were comprised of:
 - Blended: 18.5-34.8%
 - Determinate: 34.3-65.7%
 - Indeterminate: 8.6-42.9%

RESULTS: LARGEST REDUCTION OF YOUTH FIREARM OFFENSES IN A DECADE



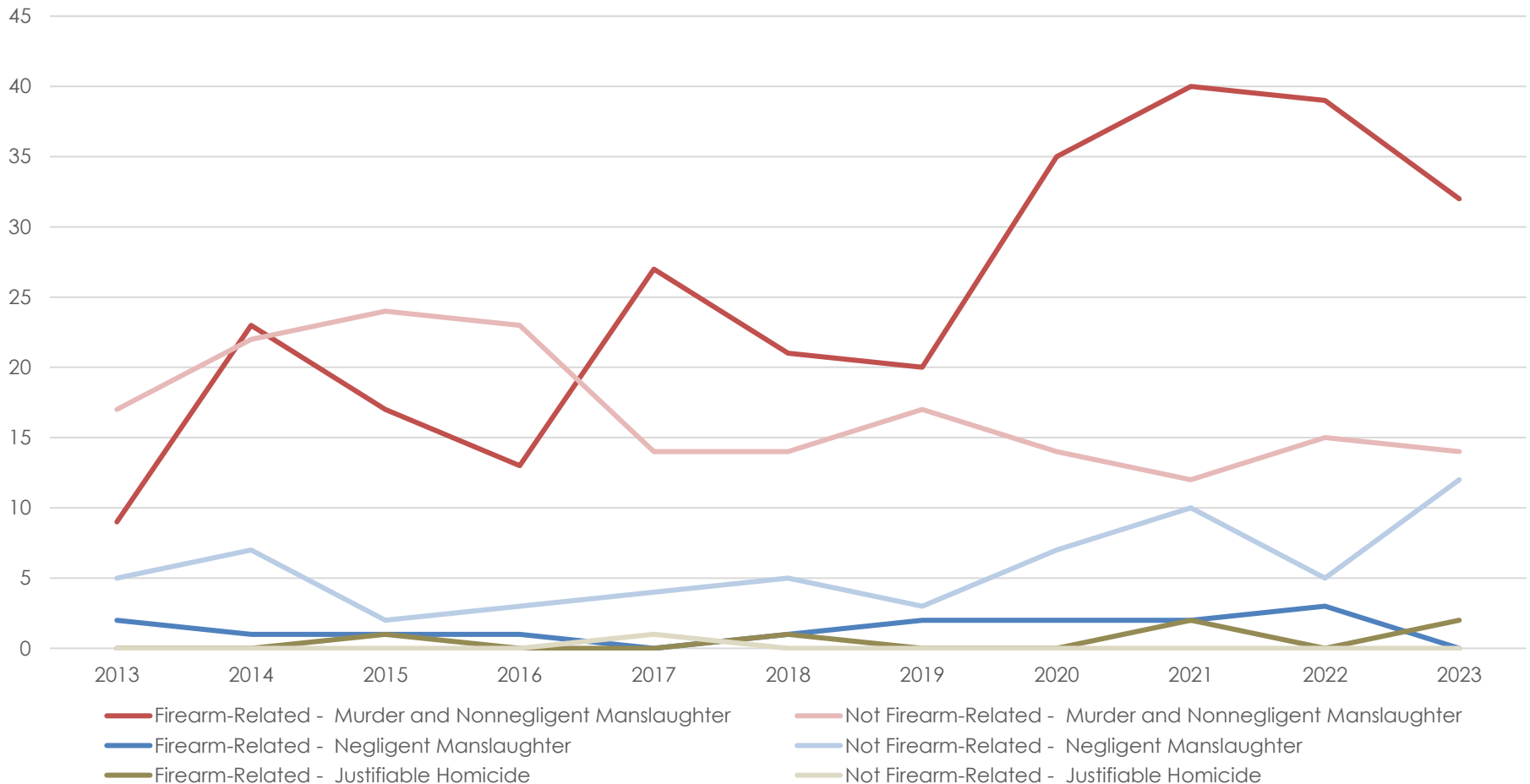
Firearm Offenses, FY 2015-2024*



RESULTS: Reduction Juvenile Homicide Victims from firearm related incidents



Largest reduction in the Eastern Region



* Data Source: Virginia Incident-Based Crime Reporting System (VAIBRS), administered by the Virginia Department of State Police and prepared by DCJS Research Center, April 2024.

* Juvenile refers to any person age infant to 17. Firearm presence indicates that a weapon was present in the commission of a crime but does not directly indicate that a shooting occurred. Only localities reporting juvenile homicide victims are included.



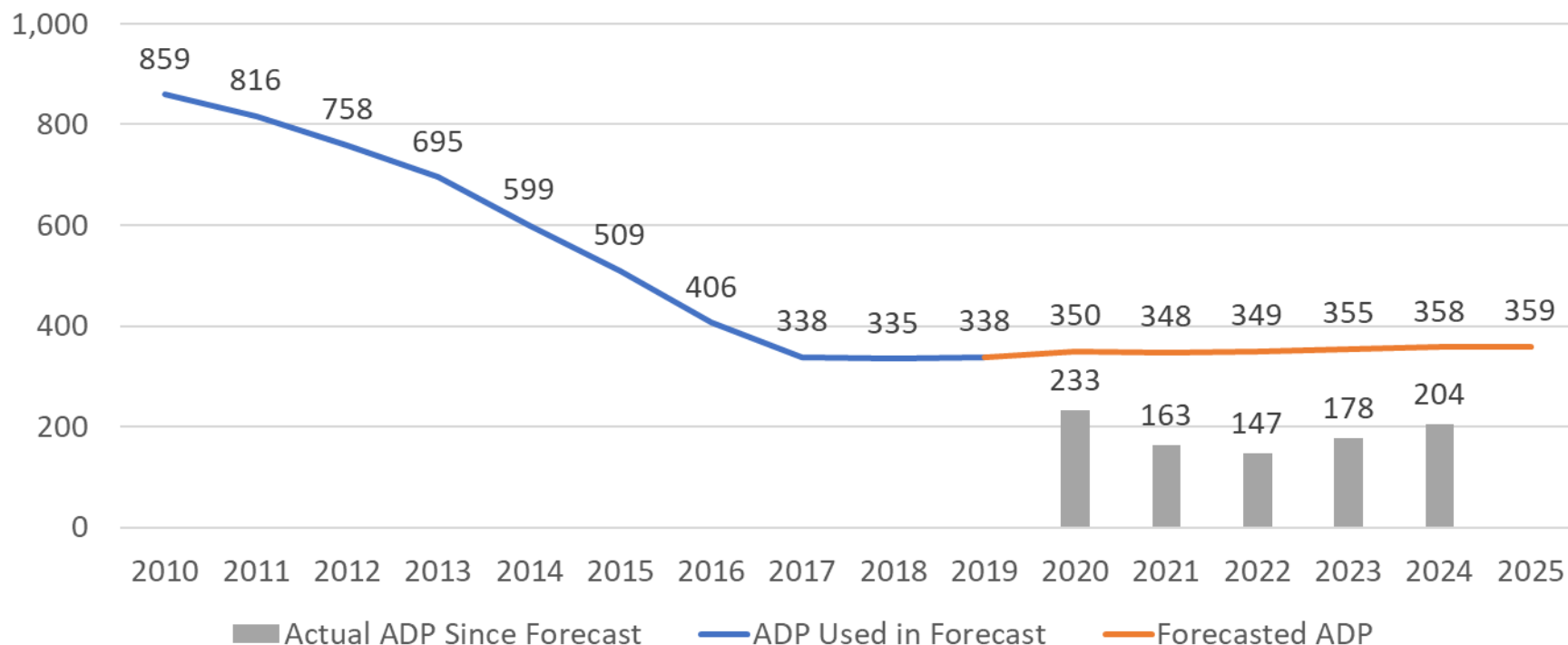
Bon Air Challenges



Concerning themes

- “**capacity** vs. staffing”- no dramatic change on ADP
- **Challenging Population** changes
- Unsupported statements implying “extensive lockdowns”
- Unsupported statements on lack of family access
- Unsupported statements that Youth spend too much time on the Housing Unit/in their rooms
 - ▶ Design of CTM
 - ▶ Counterintuitive to “facility violence” argument.

Actual ADP is below Forecast



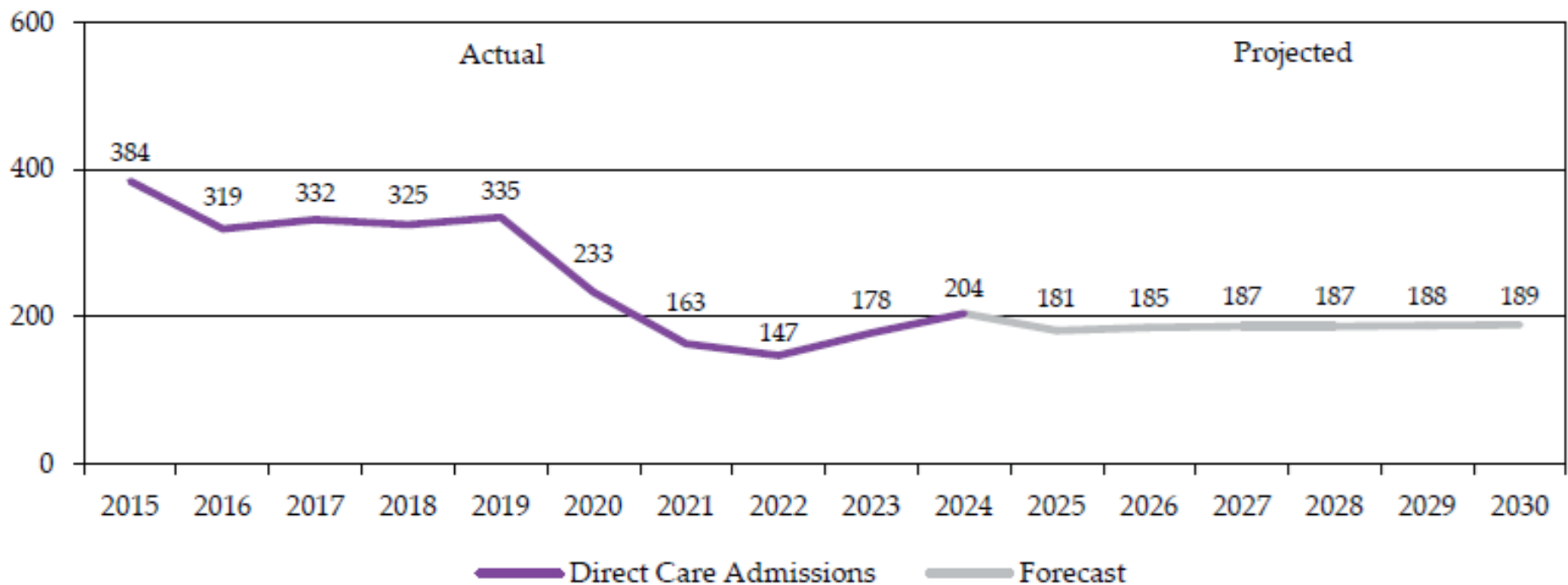
* Based on the forecast from pre-COVID (FY 2019), actual ADP remains below projections.

* The current forecast for direct care ADP (FY 2024) projects an ADP between 310 and 343 in FY 2025 through FY 2030.

39% Increase in Admissions Between 2022 and 2024



Direct Care Admissions and Forecast, FY 2015-2030*



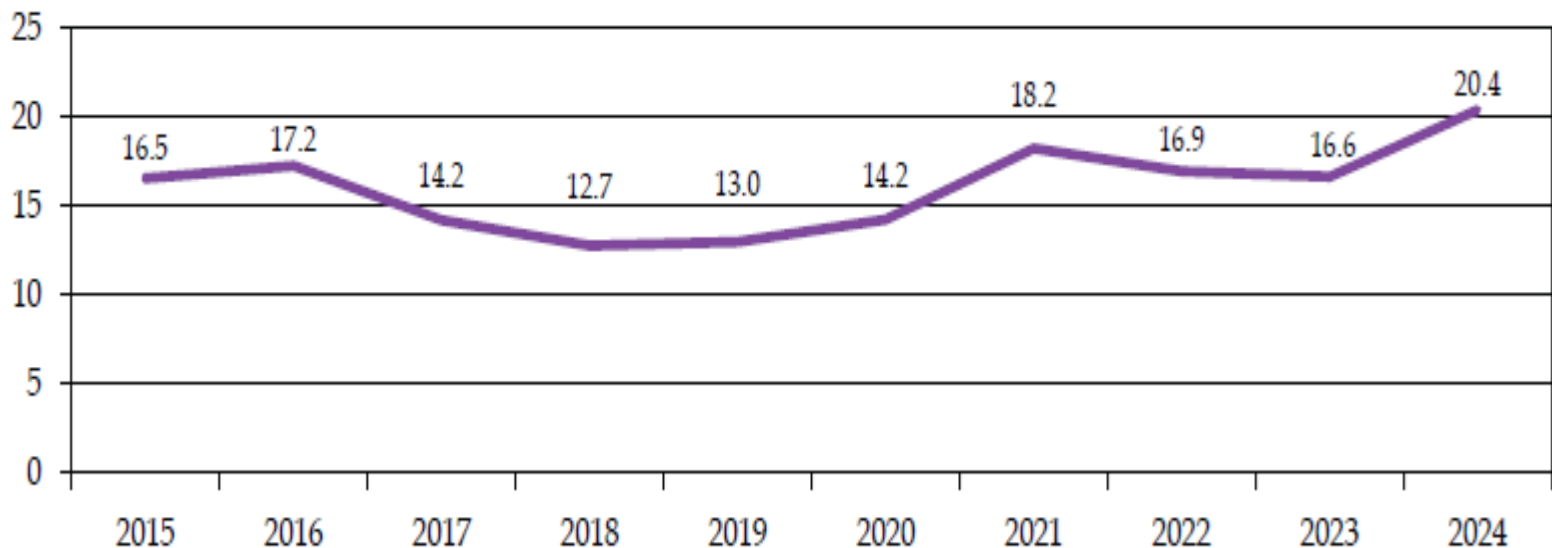
* Data may not match the values presented in other sections of the DRG because of different data download dates.

- » Direct care admissions are projected to decrease to 181 in FY 2025.
- » Direct care admissions are projected to increase slightly from 181 in FY 2025 to 189 by FY 2030.

No Dramatic increase in Average LOS for Direct Care Releases



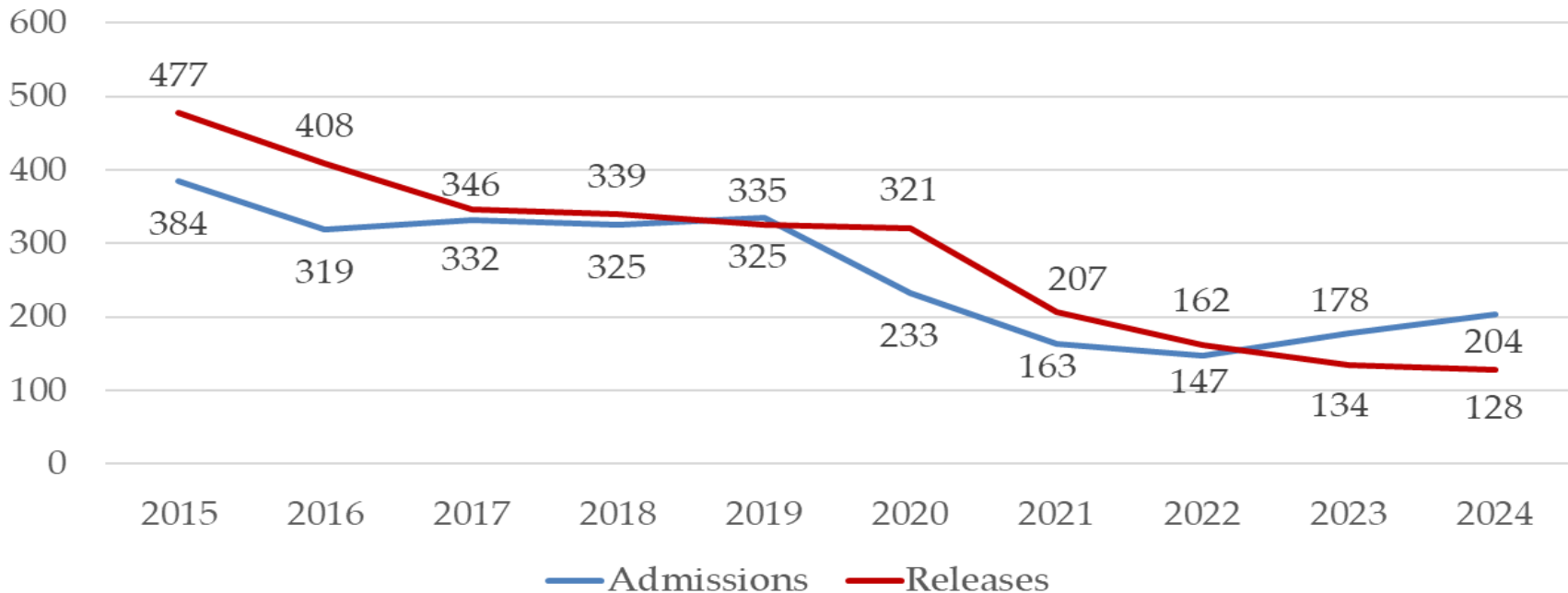
Average LOS for Direct Care Releases (Months), FY 2015-2024



» The average LOS for direct care releases was 20.4 months in FY 2024.

Admissions and Release Trends

Pre-Date LOS Changes



- 2017-2019 (Pre-Covid)
- Between FY 2015 and FY 2022, releases outnumbered admissions every year except one, with both following a downward trend overall.
- Between FY 2022 and FY 2024, admissions increased by 38.8% while releases continued the downward trend with a 21.0% decrease.
- 2022 returned to pre-covid trends where admissions surpassed releases
- Occurred a year before the implementation of the new LoS

Committed Youth Awaiting Direct Care Admission in a JDC, February 28, 2025



Juvenile Detention Center	# of Youth	Average Days on Status
Blue Ridge	1	105
Chesterfield	2	21
Newport News	1	50
Norfolk	3	22
Northwestern (Winchester)	1	46
Rappahannock	1	4
Richmond	1	30
Roanoke	1	15
Virginia Beach	4	101
Total	15	51

- On February 28, 2025, there were 15 youth who were committed to the state and awaiting admission to a direct care facility.
- On average, these statuses were open for 51 days, with a range of 3-164 days



February Monthly Snapshot

Reporting Period of February

of commitment packets received: 12

of movements to JDC CAP sites: 8

of movements to CPP: 3

of movements to IBP: 3

of movements to RTC: 0

of movements to Bon Air JCC (CAP): 3

of movements to Bon Air JCC (General Pop): 8

of movements to Detention Reentry: 0

of Releases from Alternative Placements: 8

of Staffing: 12

of Residents Receiving Preplacement Services: 3

of Special Decision Cases in Alternative Placements: 52

of Serious Offender Cases in Alternative Placements: 15

of TIER IV Residents in Alternative Placements: 53

of TIER V Residents in Alternative Placements: 6



Population Changes

Increase in violent offenders with higher rehabilitation needs

- 86% admissions to direct care were high risk
- 99.5% have an aggressive management treatment need in FY 2024
- Increase in violent MSOs Higher percentage of kids with longer DOC time
- 38% increase in Admissions for Violent person felonies since 2014 (53.2%)

Committing Offenses for Murder



Youth with multiple committing offenses for murder are counted once in the subtotals and totals

VCC and Description	Bon Air JCC	Non-JCC	Total
Murder - Capital	3	0	3
MUR-0923-F1 - Law enforcement officer	2	0	2
MUR-0989-F2 - Robbery or attempted robbery, during	1	0	1
Murder - Non-Capital	16	2	18
MUR-0925-F2 - FIRST DEGREE	4	1	5
MUR-0935-F9 - SECOND DEGREE	9	1	10
MUR-0934-F9 - FELONY	3	1	4
Manslaughter	8	0	8
MUR-0944-F5 - VOLUNTARY MANSLAUGHTER	2	0	2
MUR-0942-F5 - INVOLUNTARY MANSLAUGHTER	6	0	6
<i>Total Youth</i>	<i>27</i>	<i>2</i>	<i>29</i>

* Of youth at Bon Air JCC on March 1, 2025, with a committing offense for murder, 93.1% were at Bon Air JCC and 6.9% were in a CPP or admission and evaluation in a JDC.

More Serious Sentences



Blended Sentence Time	2020	2021	2022	2023	2024	Total
Less than 5 years	75.0%	81.8%	57.1%	44.4%	46.2%	60.4%
5 years or more	25.0%	18.2%	42.9%	55.6%	53.8%	39.6%
<i>Total Blended Admissions</i>	<i>8</i>	<i>11</i>	<i>7</i>	<i>9</i>	<i>13</i>	<i>48</i>

Increase in youth with a DOC sentence of 5 years or more

Doubled over the past 4 years

“Lockdowns”



- Required by VOL IV-4.1-2.13, Section 2.13-4.5 (Total Facility Searches) to conduct facility searches at least once a quarter
- Modified lockdowns can occur for any number of reasons: searches for contraband on the units, medical issues, psychiatric issues, behavior, illness, etc.



10 Lockdowns Since August 2023

- Full LOCKDOWN: August 2023
 - ▶ Significant uptick in assaults, transitions to new administration
 - ▶ Extensive facility searches- (quarterly searches)
 - ▶ Classification and movement of youth
 - ▶ Staff and resident procedure training
- QUARTERLY SEARCHES:
 - ▶ February 2024
 - ▶ August 2024
 - ▶ September 2024
 - ▶ October 2024
 - ▶ December 2024
- MODIFIED LOCKDOWN (INDIVIDUAL UNITS)
 - ▶ January 22-23 2024,
 - ▶ February 22 2024
 - ▶ April 19, 2024,
 - ▶ September 26, 2024
 - ▶ February 24-25 2025



“Cut off from family”

- Youth at Bon Air JCC during CY 2024,
 - ▶ 81.9% had at least one visit during CY 2024.
 - ▶ 96.3% of those visits were in person visits.
 - ▶ had 11.4 visits on average during CY 2024.
 - ▶ 70.1% had family participate in at least one treatment team meeting.
- During CY 2024, the **visitation rate was 12.8 per youth**



Increased Family Access

- Family engagement unit
- Added expanded bus routes 2024

3rd SUNDAYS			
	12:30 PM PROCESSING	AT BON AIR JCC	
WESTERN ROUTES	1:00 PM - 3:30 PM	VISITS AT BON AIR JCC	
	STAFF & FAMILIES ARRIVE	VEHICLE DEPARTURE TIM	PICKUP ADDRESS
Danville	8:15 AM	8:30 AM	401 Patton Street Danville, Virginia 24151
Halifax	10:00 AM	10:15 AM	8 South Main Street Halifax, Virginia 24558
Roanoke	8:30 AM	8:45 AM	215 Church Avenue, 1st Floor Roanoke, Virginia 24153
Lynchburg	9:45 AM	10:00 AM	1400 Florida Avenue Lynchburg, Virginia 24501

3rd SUNDAYS			
	12:30 PM PROCESSING	AT BON AIR JCC	
EASTERN ROUTES	1:00 PM - 3:30 PM	VISITS AT BON AIR JCC	
	STAFF & FAMILIES ARRIVE	VEHICLE DEPARTURE TIM	PICKUP ADDRESS
Virginia Beach	10:00 AM	10:15 AM	2425 Nimmo Parkway Virginia Beach, Virginia 23456
Norfolk Chesapeake	10:15 AM check in @Norfolk	10:30 AM check in @Norfolk	150 Saint Paul's Boulevard Norfolk, Virginia 23510
Portsmouth	10:30 AM	10:45 AM	1345 Court Street Portsmouth, Virginia 23704
Newport News	10:00 AM	10:15 AM	2600 Washington Avenue Newport News, Virginia 23607
Hampton	10:15 AM	10:30 AM	35 Wine Street Hampton, Virginia 23669

3rd SUNDAYS			
	12:30 PM PROCESSING	AT BON AIR JCC	
NORTHERN ROUTES	1:00 PM - 3:30 PM	VISITS AT BON AIR JCC	
	STAFF & FAMILIES ARRIVE	VEHICLE DEPARTURE TIM	PICKUP ADDRESS
Springfield/ Metro	check in @Manassas	check in @Manassas	
Manassas	10:30 AM	10:45 AM	9450 Center Street, #200 Manassas, Virginia 20110
Woodbridge	check in @Manassas	check in @Manassas	



“Serious Incidents”

6VAC35-71-60 (A). Serious incident reports.

- A. The following events shall be reported as soon as practicable, but no later than 24 hours after the incident, and in accordance with department procedures to the director or his designee:
1. Any serious illness, incident, injury, or accident involving injury of a resident;
 2. Any absence from the facility without permission; and
 3. All other situations required by written procedures.



Incident impacts

- Increasingly violent overall population
 - 95.1% of the perpetrators of an assault/fight incident at Bon Air were high risk.
- Small group of repeat offenders
 - 20% of the youth were perpetrators in over 50% of the acts.
- Overall rate of incidents has remained stable



Rate of Assault and Fight Incidents per Youth at Bon Air JCC by Serious Injury CY 2022-2024

	2022	2023	2024
Average Daily Population (ADP)	117	150	166
Incident Level			
Serious Injury	0.1	0.1	0.1
No Serious Injury	2.0	1.6	2.0
Total	2.1	1.7	2.1

- During CY 2022-2024, the ADP at Bon Air JCC increased from 117 to 166.
- In CY 2024, only 3.8% of assaults and fights at Bon Air JCC resulted in a serious injury.
- During the same time, the rate of assaults and fights resulting in a serious injury remained stable at 0.1.

* An incident may have multiple incident types. Each incident is counted once per incident type and once in the total; therefore, the sum of types may not equal the total.

* Serious injury incidents include all critical level I resident-on-resident assaults, resident-on-non-resident assaults, and fights which result in an injury that requires immediate medical treatment (excluding basic first aid) from medical staff either on-site or off-site and the treatment provided, or condition diagnosed prevents (i) the return of the resid. ent to the general population (e.g., the resident stayed in the infirmary overnight), or (ii) the immediate return of the staff to duty, after the treatment or causes significant disruption to the normal routine due to required follow-up medical care. Staff who are injured in a non-critical level II fight are not counted as a serious injury.

* No serious injury incidents include all critical level II and non-critical resident-on-resident assaults, resident-on-non-resident assaults, and fights.

* The non-critical fight incident type was revised on 4/1/2024 to no longer require and include use of force, which may impact the number of reported fight incidents. Use of force incident types are excluded from this table



“Calls For Service”

- **“43 Fire calls for assistance” and “23 calls for outside police assistance” in 2024**
- **Fire calls (same, repeat offenders)**
 - **Third party contacts**
 - **10 Accidental fires**
 - **sprinkler heads, mandated to call**
 - **12 Canceled/false alarm**
 - **Burnt popcorn, steam from shower, steam from laundry, malfunctions, kids moved fire extinguisher on units (installed cages in July 2024)**
 - **16 medical calls**
 - **7 staff transports**
 - **Chest pains, fainting, seizure, 2 injuries from assaults**
 - **7 resident transport**
 - **Five psychiatric assistance calls**
 - **2 medical calls: 1 seizure, 1 dislocated knee assaulting staff**
 - **2 treatment on scene/false alarm**
- **Police assistance**
 - **Number combines CPD and VSP duplicate calls as well as with medics**
 - **9 times the police responded with the above fire calls**
 - **4 traffic accidents/MVA-Firetruck**
 - **3 warrant/TDO service**
 - **3 suspicious person on property (1 media)**
 - **1 recovered drugs in the facility**
 - **1 parent called because daughter was not calling her back.**

Calls for Service to Police, CY 2024



	ADP	Calls for Service	Rate
Bon Air JCC	167	30	0.2
Chesapeake JDC	12	13	1.1
Chesterfield JDC	32	17	0.5
Crater JDC	13	11	0.9
Henrico JDC	13	53	4.0
Merrimac JDC	32	52	1.6
Prince William JDC	32	17	0.5
Richmond JDC	30	28	0.9
Shenandoah Valley JDC	25	20	0.8
W.W. Moore JDC	26	17	0.7

- In CY 2024, Bon Air JCC had 0.2 calls for service per youth.
- In the same year, all JDCs had higher rates of calls for service per youth than Bon Air JCC.

* JDC ADPs include both local-responsible (detention) and state-responsible (direct care) youth.

* Calls for service include both emergency (911) and non-emergency calls to police based on address and may not relate to the structure (e.g., traffic and parking complaints are included).

* Rates are calculated using the decimal values of ADPs

Facility Security Upgrades



- K9 unit to address contraband issues
- Full body scanner and bag scanner to reduce contraband
- Secondary fencing to address previous escape
- Additional cameras to improve the quality of footage for security and to eliminate previous blind spots
- Instilled a Facility Investigations Division
- Created a facility intelligence unit to provide 24 camera observation of the full campus
- Dedicated a division of BIO to oversee and dedicate resources specific to address incidents at the facility
- Development of a Strategic Response Team to address incidents in real time
- Hired a Scheduling Coordinator to ensure proper and comprehensive coverage of security
- Development of a unit dedicated to housing habitual security threats with increased therapeutic services to address their specific needs.
- Purchased 2 MX908 devices for facility structural searches for contraband potentially hidden in walls, etc.
- Additional lighting and cameras on the grounds slated for fiscal year 2026.



Staffing Trends

Impact of Staffing on Rehabilitative Programming



- Not a new challenge facing the department.*
- Every area necessary for the successful rehabilitation of kids has staffing difficulties. Perception of safety (whether accurate or not) is a reason cited for low morale and turnover. Security staffing improvement could improve retention for all areas.
 - ▶ Direct care
 - ▶ BSU
 - ▶ Medical
 - ▶ Education
- We are doing well with what we have but could do more programming to improve morale of residents and staff while reducing staff turnover.

* Noted in 2016 DJJ Strategic plan, and continued throughout COVID-19, however, all strategic planning was focused on "retention", 2021 JLARC report, RECOMMENDATION 23



Staffing Struggles

- No Strategic planning for recruitment
 - ▶ Positions “filled” with facility closures, at one point anyone hired was advised the employment was temporary*
 - ▶ Unable to locate any recruitment strategies in place within the agency prior to 2022.
- No Intake Unit
 - ▶ Intake building closed down 2015, there were no subsequent attempts to provide an intake process at the facility, until the 2023 Oak Ridge Proposal.
- Increase in challenging, violent population
 - ▶ High levels of out of room interactions are leading to increases in Assaults on staff and other residents.
- Salaries are extremely low, and non-competitive
 - ▶ Other less challenging positions are more attractive
 - ▶ Similar issues in surrounding states

STAFFING

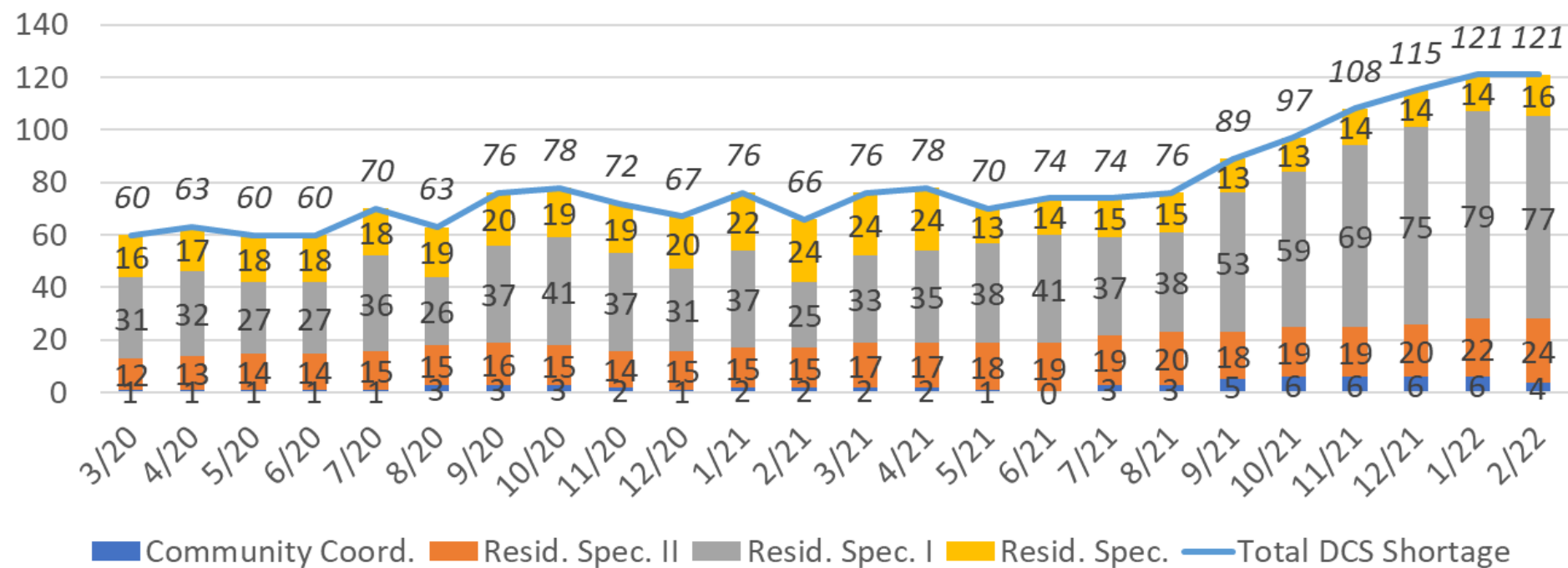


- Specific Numbers are exempt pursuant to Code of Virginia §2.2-3705.2
 - Ensure maintenance of safety and security of our residents and staff
- The Department is at a **critical staffing level**
 - Defined at 30% vacancy or higher
- **CRITICAL IS KEY WORD**
- **Not indicative of shift coverage due to drafting, premium pay, part time positions and volunteers**



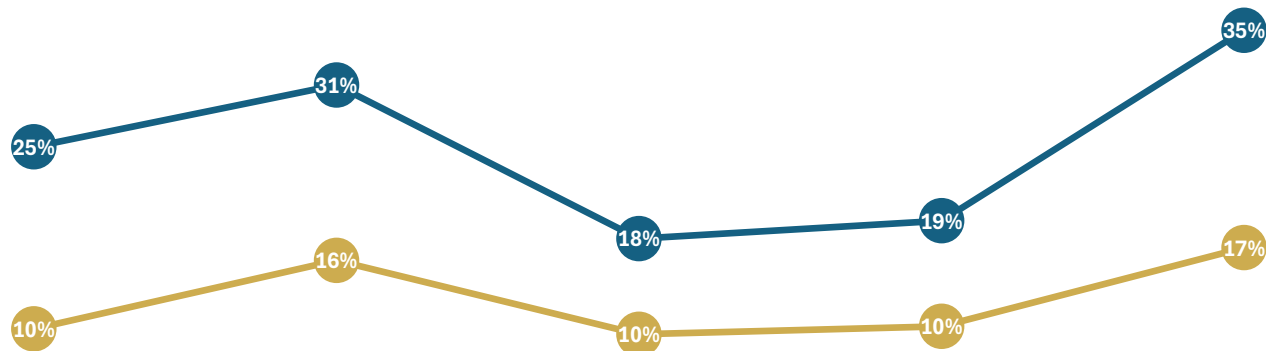
Direct Care Staff Shortages

March 2020 – February 2022





DJJ Turnover Data



	2020	2021	2022	2023	2024
Turnover Security	25%	31%	18%	19%	35%
Turnover Overall	10%	16%	10%	10%	17%

—●— Turnover Security —●— Turnover Overall

- Overall, turnover rate for JCS has consistently maintained at 2:1 from overall agency turnover
- Slight increase in 2024, comparable with 2021 turnover

2021 JLARC REPORT



RECOMMENDATION 31

“DJJ should develop a plan to address [staff vacancies], and should consider (1) assigning the therapeutic and security responsibilities of the RS to separate positions; (2) increasing compensation; and (3) addressing other factors that may be contributing (e.g., organizational culture, supervisory deficiencies, lack of work/life balance, etc.) as appropriate”



Recruitment Efforts

- Created Part –time “moonlighting” positions to supplement JCS positions.
- Implemented Premium Pay to existing staff
- Created a staff safety advocate position to act as an ombudsman for existing staff.
- Hired 10 SSOs to assist in school safety and movement
- Implemented Staff PBIS to recognize and support existing staff
- Implemented ‘Keep it 100’ initiative to bring in more JCS recruits – Talent Acquisition Team will receive a \$10k bonus awarded if 90 JCS positions are extended offers by April 10, 2025. High performs and support staff will receive up to \$5k bonus.
- Providing temporary pay incentives to staff assigned facility-wide.
- Modified employee referral program to allow for lump sum bonus of \$1500 payment to any employee who refers a candidate hired into a JCS position.
- Contracting with a 3rd party recruiting firm; award issued with contract date of March 1, 2025.
- GA Conference Report includes favorable decision package to increase security staff salaries by \$2,231.
- Entered into an MOA with DOC for night-time coverage
- Revamped onboarding and Field training program for JCS



Appendix



Definitions

Indeterminate Commitment

The commitment of a youth to DJJ in which the youth's LOS range (ERD to LRD) is calculated based on statutory requirements and the LOS Guidelines. The commitment may not exceed 36 continuous months except in cases of murder or manslaughter or extend past a youth's 21st birthday. See §§ 16.1-285 and 16.1-278.8(A)(14) of the *Code of Virginia*.

Determinate Commitment

The commitment of a youth 14 years of age or older to DJJ as a serious juvenile offender. The court specifies the length of the commitment, has continuing jurisdiction over the youth, and must conduct periodic reviews if the youth remains in direct care for longer than 24 months. A youth may be committed to DJJ as a serious juvenile offender for up to seven years, not to exceed the youth's 21st birthday. See § 16.1-285.1 of the *Code of Virginia*.

2015 LOS Guidelines Creation



- Consulting firm assisted with a system overhaul.
- Introduced a risk vs. offense matrix, assigning tiers, as opposed to using previous offense history
- Removed requirements for release eligibility
- 12 month release, 15 month cap for most indeterminate commitments (Tier Four: Murder, Aggravation Malicious wounding)
- Violations of parole treated as Tier 1

Problems with 2015 LOS Design



- Developed by outside consultants, unfamiliar with the system
- Tiers were not properly sorted, Parole Violation tier 1
- Treatment requirements did not match up with LOS-(30 days before low date)
- No identifiable release guidelines to guide objective release decisions and benchmarks (JLARC 2021)

Data Outcomes of 2015 LOS Changes



- Treatment completion declined.
 - Aggression Management dropped from 83.4% to 70% completed
 - Substance Abuse treatment dropped from 83% to 68.8% completed
- No overall reduction in recidivism, but a proportional increase in violent offenses.
- Negative Judicial System response.

JLARC

"DJJs current approach to determining length of stay for indeterminately committed youth may be undermining its rehabilitative goals."

December 13, 2021

Dramatic Increase (122.9%/125.7%) in Rearrest Rates for Youth Who Did Not Complete Treatment While Committed

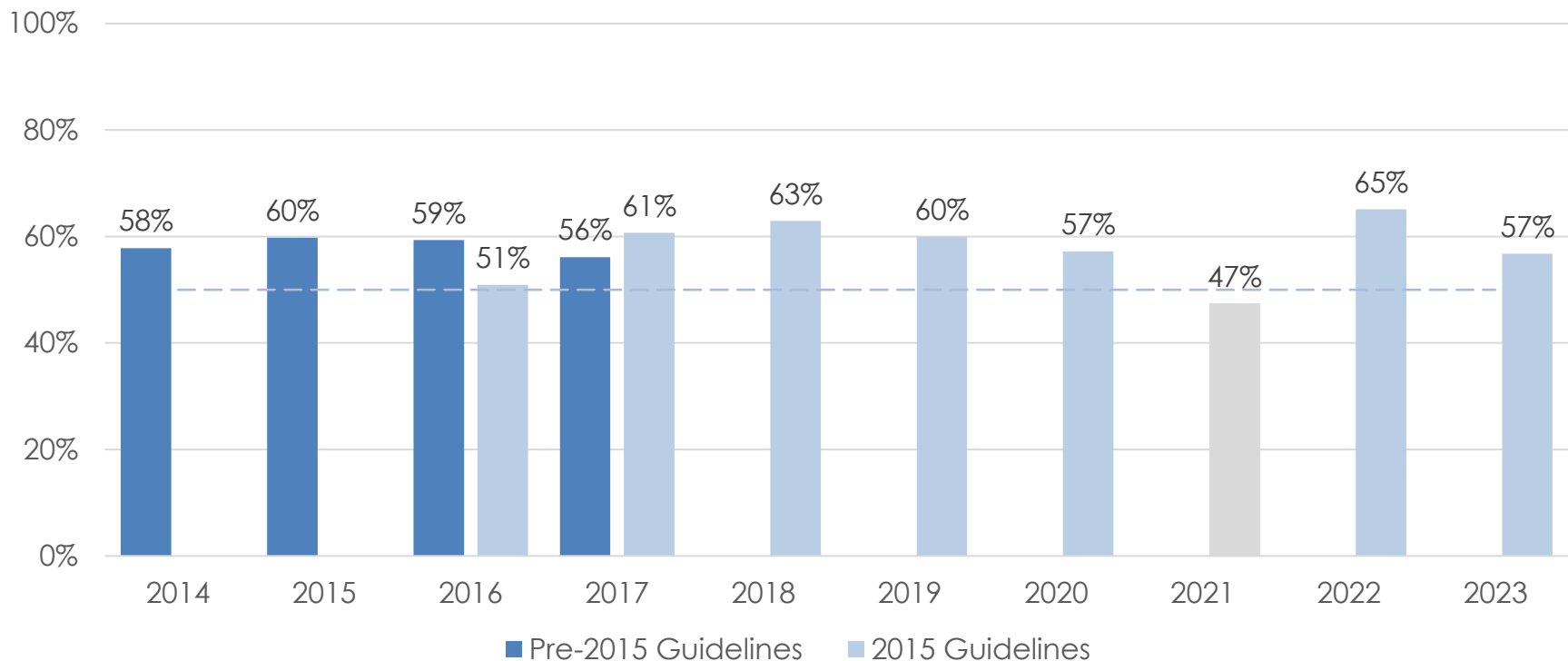


Assigned LOS	Aggression Management		Substance Abuse	
	# Rearrested at 12M who did not Complete Treatment	Total Releases with Treatment Need	# Rearrested at 12M who did not Complete Treatment	Total Releases with Treatment Need
Pre-2015 Guidelines				
3 - 6 Months	10	47	12	42
6 - 12 Months	18	144	18	135
9 - 15 Months	2	19	2	16
12 - 18 Months	14	196	12	182
15 - 21 Months	4	49	3	47
18 - 24 Months	0	31	0	31
18 - 36 Months	0	68	0	58
21 - 36 Months	0	8	0	5
24 - 36 Months	0	8	0	7
<i>Pre-2015 Total</i>	48	570	47	523
2015 Guidelines				
2 - 4 Months	4	14	4	9
3 - 6 Months	19	89	17	76
5 - 8 Months	49	228	45	196
6 - 9 Months	59	324	64	303
7 - 10 Months	30	224	24	196
9 - 12 Months	16	64	16	58
<i>2015 Guidelines Total</i>	177	943	170	838
Total	225	1,513	217	1,361

122.9% increase in the rate for aggression management
125.7% increase in the rate for substance abuse



No Reduction in Recidivism



Rearrest rates did not decline after the 2015 LOS Guidelines (until COVID-19 impacts).

Recidivism for Violent Felony Offenses Increased 116%



	Fiscal Year				
	2014	2016	2018	2020	2022
Total Rearrests	51.9%	49.9%	56.3%	50.6%	50.3%
Felony					
Assault	10.4%	11.4%	14.4%	14.3%	12.3%
Kidnapping	1.8%	1.3%	1.9%	1.3%	2.6%
Murder	1.3%	1.6%	2.5%	1.9%	6.5%
Robbery	6.4%	7.2%	9.1%	7.1%	5.2%
Sexual Abuse	0.2%	0.8%	1.3%	0.6%	0.6%
Weapons	6.2%	7.8%	13.1%	15.3%	26.5%
Select Felony Total	15.5%	18.9%	25.9%	27.6%	33.5%
Misdemeanor					
Assault	11.5%	9.8%	9.4%	10.1%	7.7%
Weapons	6.0%	5.7%	9.4%	11.4%	17.4%
Select Misdemeanor Total	16.1%	14.2%	16.9%	20.5%	25.2%
Total Select Offenses	23.2%	26.9%	31.9%	35.7%	38.7%
Total Direct Care Releases	453	387	320	308	155

**Between FY 2014 and FY 2022, the 12-month rearrest rate for direct care release remained stable; during this same period, the 12-month rearrest rate for violent offenses increased.*

RATE OF VIOLENT RECIDIVISM MORE THAN DOUBLED



System Impact Since 2015

- The use of indeterminate commitments proportionally decreased.
 - ▶ **82.7% to 69.2% in FY 2022**
- The use of determinate commitments has proportionally increased over time.
 - ▶ **14.2% to 25.8% in FY 2022**

Case Example

FACTS

15 yo gang member gets together with three of his friends, and decides to attack the 7 yo brother of a rival gang member. The three of them overpower the 7 yo, restrain him, and proceed to beat him over the course of three hours, taking breaks to smoke marijuana. After three hours of beating the 7 yo, they urinate on him, and leave him bleeding profusely, tied up in the shed. 4 hours later, the 7 yo is found. He spends two nights in the Children's Hospital, with internal injuries, but heals with no external.

15 yo is charged with Maiming by Mob, Abduction, gang participation.

JDR: Not SO eligible. Tier 3, moderate risk, estimated length of stay 7-10 months, by procedure 6 months to release.

Circuit: Violent offense SO 3 sentence options per statute.

Guidelines: 2 years 4 months to 6 years 1 month, mid of 4 years 5 months. Eligible for Serious Offender Commitment



Results 2015 LOS

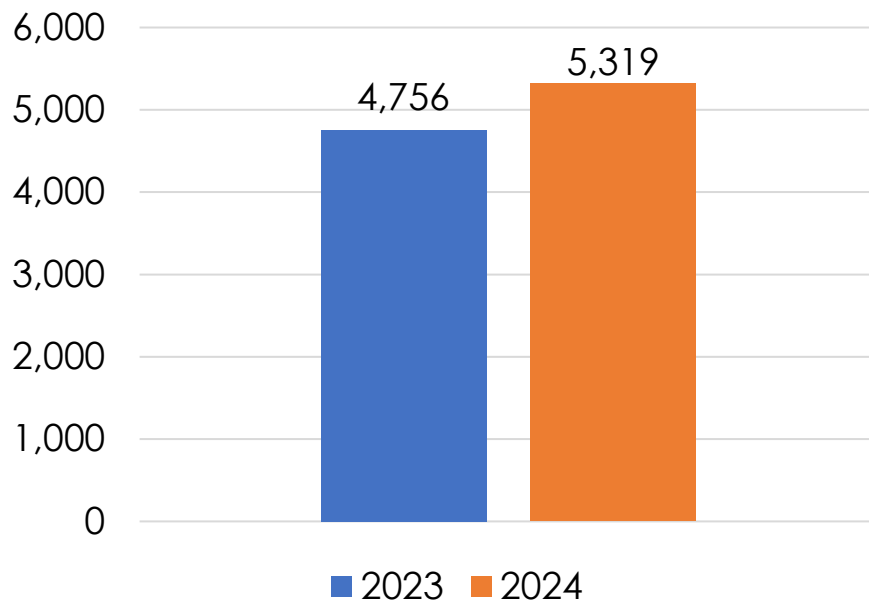
- As the LOS went down, treatment completion went down and violent crime went up.
- There was no reduction in recidivism overall, but a **dramatic increase in recidivism for violent offenses.**
- Determinate commitments went up **82%**, illustrating that DJJ was not trusted by the Courts as an effective rehabilitative option
- Increase in kids going to DOC

IT WAS FAILING OUR YOUTH

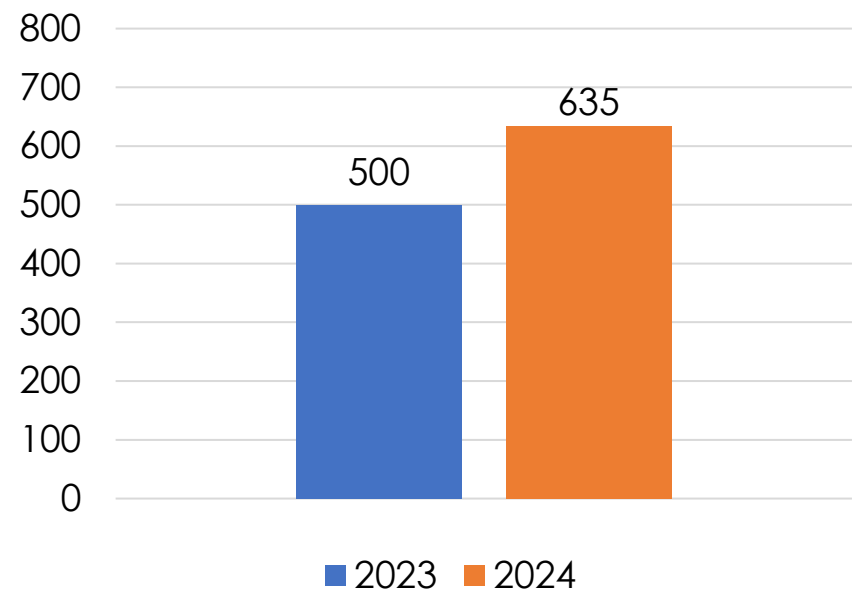


Pre-Court Services, cont.

Pre-Court Statuses by FY



Pre-Court Services ADP by FY



- Youth with petitioned intake complaints are offered voluntary pre-court services. If they accept, they enter a “pre-court services” status.
- Both the number of youth accepting pre-court services and the average daily population (ADP) on pre-court services status increased from FY 2023 to FY 2024.

New Offenses Reduced While Receiving Pre-Court Services



- For most localities and statewide, youth receiving pre-court services were less likely to have a subsequent juvenile intake within six or twelve months of the intake, both prior to and after adjudication.
 - In Chesapeake, youth receiving pre-court services were more likely to have a subsequent juvenile intake within six or twelve months of the intake and prior to adjudication and less likely to have a subsequent juvenile intake within six or twelve months of the intake and after adjudication.
 - Portsmouth had highest rates for all groups except for pre-adjudication cases in detention and pre-adjudication with pre-court services, in which Suffolk had higher rates.
- For all localities and statewide, youth in detention prior to adjudication were less likely to have a subsequent juvenile intake within six or twelve months of the intake and prior to adjudication and more likely to have a subsequent juvenile intake within six or twelve months of the intake and after adjudication.



Direct Care Updates 2023 LOS and Programming

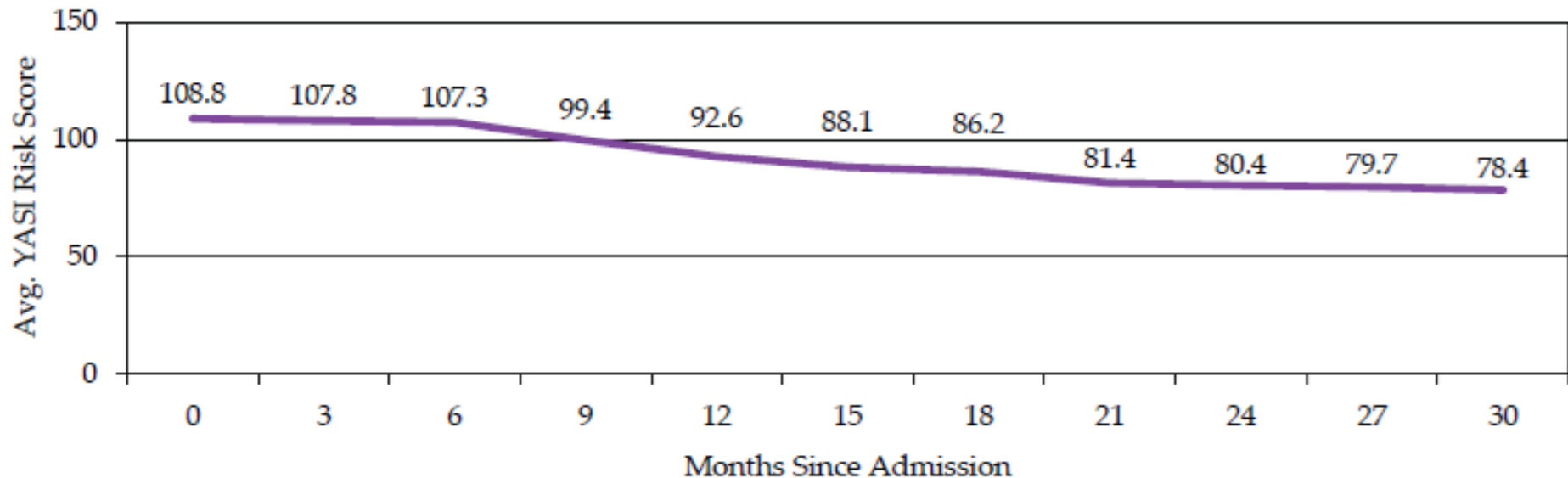
2021 JLARC Guidance



RECOMMENDATION 24

"The Department of Juvenile Justice should establish a process to ensure indeterminately committed youths' treatment needs and progress are adequately and fully considered before youth are released."

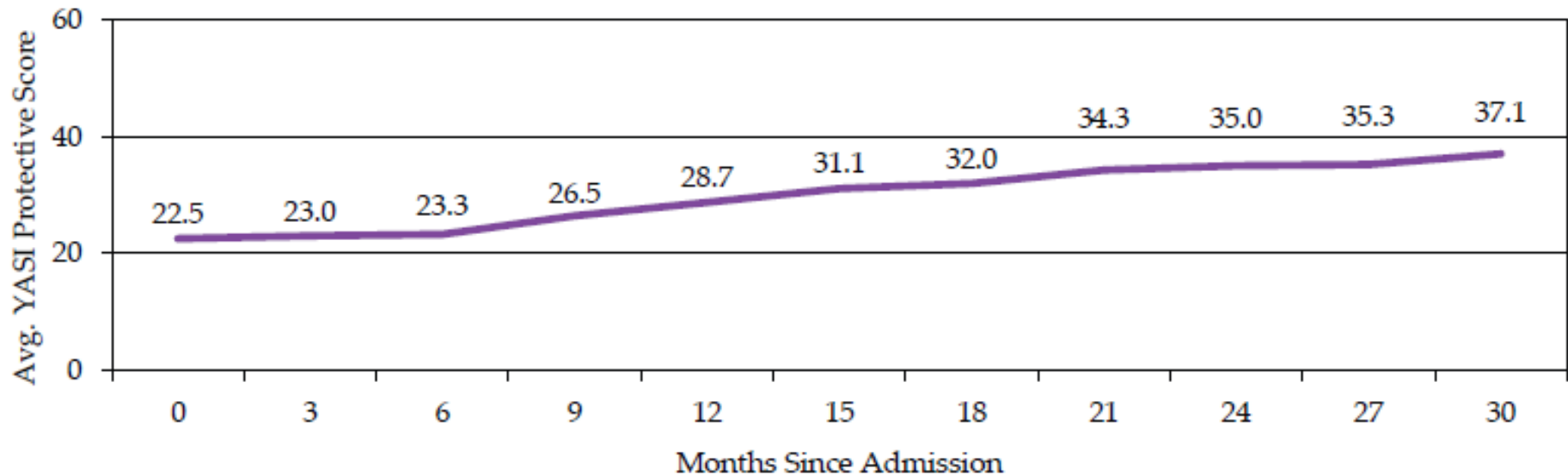
Dynamic Risk Scores Decrease as LOS Increases



**Assessments after 30 months since admission were excluded from graphs due to low sample size.*

- The average YASI dynamic risk score at admission was 108.8 and decreased to 78.4 for commitments lasting 30 months. This is equivalent to a reduction from a moderate-high risk level at admission to a moderate risk level at release for males, or a decrease from a moderate risk level at admission to a low risk level at release for females.
- The GEEs indicated a statistically significant decrease in YASI overall dynamic risk scores between admission and the time of release from direct care up to 36 months later.

Dynamic Protective Scores Increase as LOS Increases



**Assessments after 30 months since admission were excluded from graphs due to low sample size*

- The average YASI dynamic protective score at admission was 22.5 and increased to 37.1 for commitments lasting 30 months. This is equivalent to an increase from a moderate protective level at admission to a moderate-high protective level at release for males, or an increase from a moderate-high protective level at admission to a very high protective level at release for females.
- The GEEs indicated a statistically significant increase in YASI overall dynamic protective scores between admission and the time of release from direct care up to 36 months later.

2021 JLARC Directive



RECOMMENDATION 24

“To better address youths’ risk factors and likelihood to reoffend, DJJ should refine its approach to determining length of stay.”

Start with Identifying the Needs



98.8% of youth have an aggression management treatment need.

87.7% of youth have a substance abuse treatment need.

76.7% of youth have significant symptoms of mental health disorder,
68.7% were prescribed psychotropic medication at admission.

32% of students have Adverse Childhood Experiences (ACE) score
of 4 or higher.



Identify the Population: Continued Increase of Direct Care Admissions Committing Violent Offenses

	2013	2017	2022
Felonies – Against Persons	46%	53%	70%
Felonies – Weapons/Narcotics Distribution	3%	4%	5%
Felonies – Other	33%	31%	18%
Class 1 Misdemeanors – Against Persons	6%	4%	4%
Class 1 Misdemeanors – Other	7%	4%	1%
Parole Violations	6%	4%	1%
Total Admissions	439	332	147

- The percentage of felonies against persons and felonies for weapons and narcotics distribution increased among admissions since FY 2013 while other offense severities decreased in proportion.
- Even though there was an increase in violent admissions, the 2015 guidelines reduced rehabilitative time.



Direct Care Admissions with Aggression Management and Substance Abuse Treatment Needs by Level, FY 2020-2023*

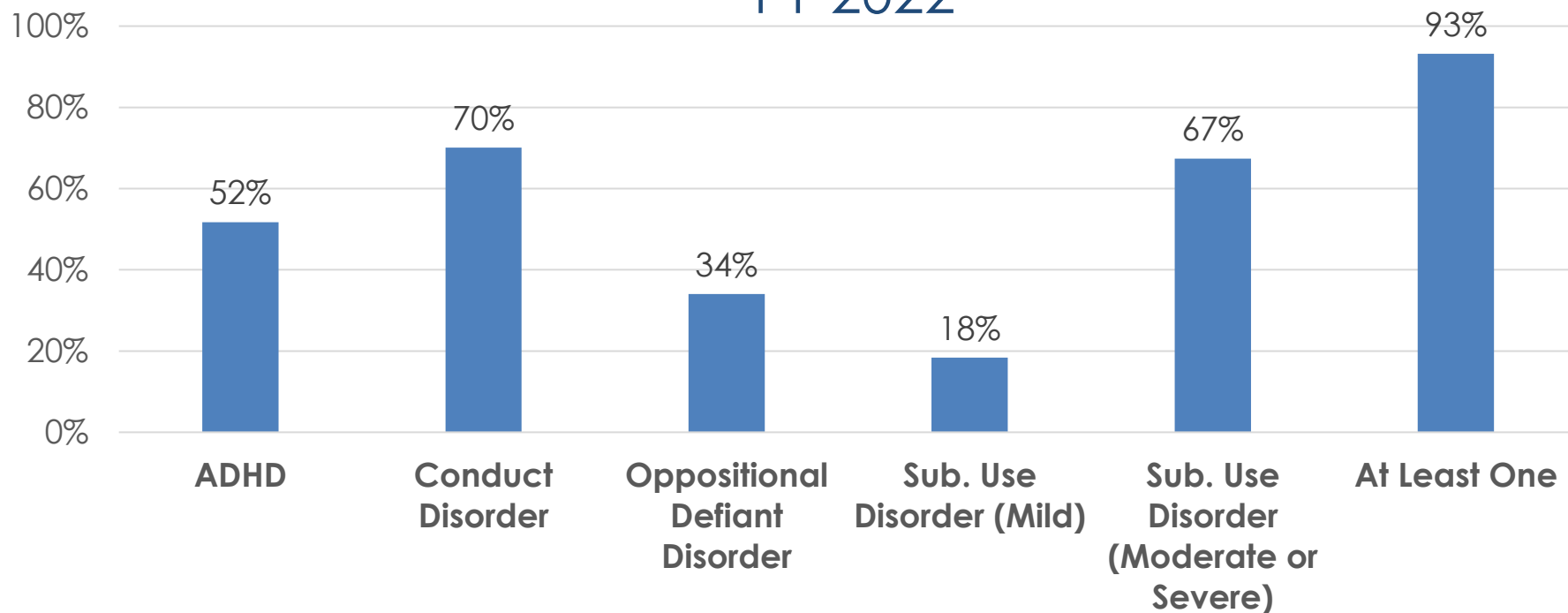
FY of Admission	Aggression Management Treatment Need			Total without Treatment Need	Total Admissions
	Level I: Intensive	Level II: Prescriptive	Total with Treatment Need		
2020	94.4%	3.5%	97.8%	2.2%	231
2021	93.0%	5.7%	98.7%	1.3%	158
2022	91.8%	6.8%	98.6%	1.4%	147
2023	94.9%	2.2%	97.2%	2.8%	178
Total	93.7%	4.3%	98.0%	2.0%	714

FY of Admission	Substance Abuse Treatment Need			Total without Treatment Need	Total Admissions
	Track 1	Track 2	Total with Treatment Need		
2020	69.7%	10.8%	80.5%	19.5%	231
2021	70.9%	17.1%	88.0%	12.0%	158
2022	77.6%	9.5%	87.1%	12.9%	147
2023	77.0%	11.2%	88.2%	11.8%	178
Total	73.4%	12.0%	85.4%	14.6%	714

Youth may have more than one type of treatment need. Data includes all commitment types. 111



Direct Care Admissions Mental Health Disorders FY 2022



- ➔ The majority (93%) of youth appeared to have at least one symptom of attention deficit hyperactivity disorder (ADHD), conduct disorder, oppositional defiance disorder, or substance use disorder.
- ➔ One youth may be included in multiple categories.

2022 Development Process



- Looked at what worked and what didn't work, and adjusted accordingly
- Continue to prioritize risk assessment in programming needs
- Re-organized the tiers of offenses to match treatment needs and severity
- Re-aligned times to match treatment and programming needs
- Clear release goals for objective determinations, expanded Central Classification and Review Committee (CCRC)
- **Focus on acquiring vocational skills for successful self-reliance and identity development**
- Built in **process for early release**, instead of adding on time due to past history (incentivizing instead of punishing).

Focus on Risk and Protective Factors



- Risk factors are characteristics that predict further delinquent behavior (e.g., prior criminal history, substance abuse, etc.)
 - **STATIC**
 - **DYNAMIC**
- Protective factors are strengths that reduce the likelihood of further delinquent behavior, such as strong family or community supports and vocational skills.

Focus on Vocation and Future Success



- Allan and Steffensmeier (1989) found that **employment, like education, significantly reduces recidivism among juveniles.**
- Bernburg and Krohn (2003) found that employment in early adulthood significantly reduces crime after adolescent criminal involvement
- Sampson and Laub (1993) found that **employment significantly decreased criminal behavior.** Further, after adolescent crime and delinquency, job stability from ages 17 to 25 significantly decreased crime during those years, as well as from ages 25-32. Thus, the effect of job stability on crime continued well beyond the period of employment.
- Mulvey et al. (2004), **found that programs focusing on adolescent “human capital development (jobs and job skills)” are more effective than punitive interventions** (See, for example, Andrews et al., 1990; Lipsey & Wilson, 1998; Aos, Phipps, Barnoski & Leib, 1999)

2023 Guidelines



- The LOS Guidelines seek to promote accountability and rehabilitation of indeterminately committed youth by combining data-driven decision making with an analysis of the youth's individualized therapeutic, educational, vocational, and behavioral needs. The goal is to ensure that indeterminately committed youth have obtained the skills and resources needed for successful reentry into the community.
- Current LOS Guideline attributes:
 - ▶ **Five tiers match youth risk and offense levels under sub-tiers that reflect the intent and severity of an offense and associated treatment needs**
 - ▶ **Clear guidelines for release that involve the youth in the process of his/her commitment outcomes, creating a path and clear goals from the beginning of commitment time-period, preparing for successful re-entry**
 - ▶ **Built-in option to petition for early release to incentivize internalization of pro-social behaviors; automatic 15-month review**
 - ▶ **Flexibility designed to satisfy individual dosage goals are met prior to release**
 - ▶ **Stronger re-entry provisions include step downs, work releases, and furloughs for gradual re-entry into the community with continuity of care**

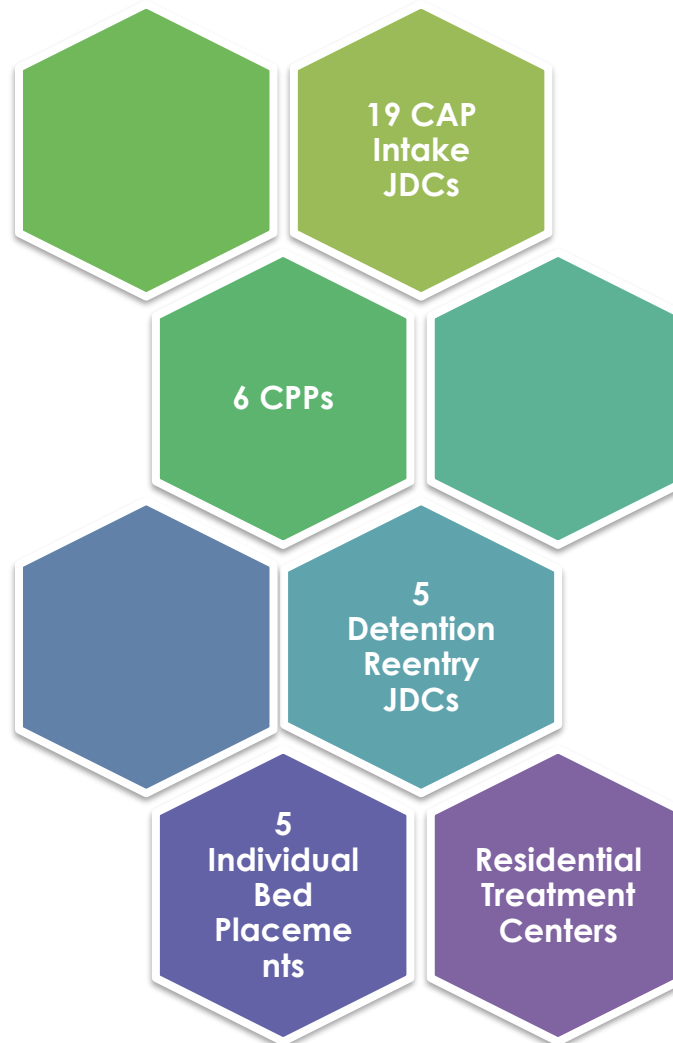
Placement Algorithm

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Guidelines to inform the treatment placement which incorporates:

- Risk, Criminogenic Needs, Responsivity
- Commitment Type
- Treatment Needs
- Vocational Programming

Alternative Placements



Bon Air Juvenile Correctional Center Summer Intervention Program (SIP) Pilot



- Pilot intervention program to address gang involvement within the facility
- Residents were selected based on their suspected gang involvement
- Intensive-2-Week Program
 - ▶ Gang Prevention Strategies, ART, Positive Leadership Development, Recreation, Positive Reinforcement Incentives, Career/Workforce Exploration, Completion of Capstone Project
- Continued bi-weekly psycho-educational intervention group sessions to maintain support for change and to incentivize compliance
- Expansion of the program facility-wide to all residence who meet criteria year round



YBMHS Three Year Graduation

YVONNE B. MILLER HIGH SCHOOL COMPLETION			
	2021-2022	2022-2023	2023-2024
Advanced Studies Diploma	1	0	0
Standard Diploma	7	23	25
Applied Studies Diploma	2	1	1
Penn Foster High School Diploma	N/A	N/A	N/A
GED® Certificate	12	9	16
Total number of graduates	22	33	42



Key Metrics

	Pre-2015	2015 LOS Guidelines	2023 LOS Guidelines
Maximum Assigned LOS	36 Months	15 Months	36 Months
% of Felony Against Persons Commitments that were Indeterminate	71.4%	57.6%	65.6%
% of Felony Against Persons Commitments that were Determinate or Blended	28.6%	42.4%	34.4%
Aggression Mgmt. Completion	85.7%	73.1%	86.7%
Substance Use Completion	84.1%	72.5%	86.4%
12-Mo. Rearrest Rates	58.9%	58.9%	TBD

* The maximum assigned LOS is based on one commitment. Guidelines varied in how LOSs for multiple commitments were calculated.

* Youth with mandatory or inpatient sex offender treatment needs are excluded. Canceled, rescinded, and successfully appealed commitments are excluded. Completion rates and rearrest rates include only indeterminate commitments. Subsequent commitments are included in completion rates.

Comparing Virginia DJJ to Missouri DYS, FY 2024



	Virginia DJJ Direct Care Admissions	Missouri DYS Residential Care Commitments
# of Youth	204	577
% Male	93.1%	81.1%
% Age 14 or Younger	2.9%	20.1%
Average Age	17.0	15.7
Committing Offense		
Felony	93.1%	80.1%
Misdemeanor	5.4%	15.1%
Other	1.5% Parole Violation	4.9% Juvenile Offense

* Missouri data retrieved from DYS's annual report: <https://dss.mo.gov/re/pdf/dys/youth-services-annual-report-fy24.pdf>

* All comparisons based on limited information available in public reports; Missouri's juvenile justice system may differ from Virginia's system in unidentified ways which could limit such comparisons.

Missouri Model Implemented in 2015



- Missouri's committed population was very different than ours – both younger and lower-level offending. At the time, they apparently even committed status offenders.
- Missouri's version of commitment also worked very differently than ours, including both residential and non-residential options, and essentially our "parole" was still part of their commitment. It also seemed like even our version of probation might have been included in how their system used "commitment" it was pretty much their whole juvenile justice system.
- Missouri's definition of recidivism was very odd, and it artificially lowered recidivism rates compared to more typical definitions. They started measuring recidivism after the youth had completed our equivalent of parole; if a youth reoffended while still under supervision, they would sweep them back up into a more secure setting and not get "dinged" for recidivism.



Missouri Model is Not Effective

- Combined reporting for all DYS-involved youth
- Recidivism includes a return to DYS or involvement in the adult correctional system **after** release from DYS
 - ▶ New law violations occurring during involvement with DYS is NOT counted
 - ▶ Virginia recidivism is REARREST , not recommitment
- For FY 2023 releases, DYS reported:
 - ▶ 512 Releases
 - ▶ 26% 12-Month Recidivism
- DYS's 12-month recidivism rate has **doubled** since FY 2018

National Staffing Challenges



- Almost 90 percent of all corrections agencies reported moderate or severe challenges with hiring and retaining front-line facility staff, with staff vacancy rates as high as 30 to 40 percent in some locales.
- Over 70 percent of state corrections and probation agencies cited moderate or severe challenges with hiring and retaining field (community supervision) staff.
- Local probation agencies:
 - ▶ over 60 percent still cited moderate or severe challenges with hiring field staff,
 - ▶ over 45 percent reported moderate to severe retention challenges.
- Approximately 85 percent of all agencies reported that their service providers are facing moderate or severe staff hiring and retention challenges.

National Survey Results



- **Emotional nature of cases and staff burnout** (top reason cited by survey participants):
- **Low starting salaries and inadequate salary increases** (other top reason cited in the survey): The lack of competitive salaries has become especially pronounced given high inflation rates. Many agencies reported losing staff to fast food establishments or “big box” stores due to both the easier work and higher pay.
- **Working conditions and the changing nature of work:** Facility line staff, in particular, reported feeling “like they are incarcerated” along with youth, given poor working conditions, stress of the job, fears for their safety, rigid working hours, and the isolated location of many facilities.
- **Mission confusion and skill mismatches:** Many agencies struggle to articulate a clear mission and vision, vacillating between seeing their staff as extensions of law enforcement or probation “officers” vs. social workers and case managers.
- **Bureaucratic barriers:** Barriers include inflexibility regarding the credentials and experience of prospective candidates; outdated and inaccurate job descriptions; slow and cumbersome hiring processes; rigid shift schedules

DJJ Turnover Data – Fiscal Year Snapshot



Turnover Analysis for the Quarter of December 2024

Agency DJJ

Turnover by Length of Service	FY 2022	Turnover %	FY 2023	Turnover %	FY 2024	Turnover %	FY 2025	Turnover %	Month
<i>Length of Service</i>	217	17.0%	185	13.5%	224	13.1%	151	11.6%	40
<i>Tenure less than or equal to 5 years</i>	138	0.64	104.0	0.56	112.00	0.50	103	0.80	26
<i>Tenure more than 5 years and up to and including 10 years</i>	40	0.18	30.0	0.16	28.00	0.13	11	0.01	1
<i>Tenure more than 10 years up to and including 20 years</i>	20	0.09	24.0	0.13	37.00	0.17	16	0.02	6
<i>Tenure more than 20 years</i>	19	0.09	27.0	0.15	47.00	0.20	21	0.17	7

Another Position With

Year to Date Turnover by Cause	COV	Local Gov't	Federal Gov't	Outside COV (if known)	Retirement	Death	Termination	Other	Total
<i>Length of Service</i>	13	2	0	0	19	0	24	93	151
<i>Tenure less than or equal to 5 years</i>	9	0	0	0	2	0	20	72	103
<i>Tenure more than 5 years and up to and including 10 years</i>	2	0	0	0	1	0	0	8	11
<i>Tenure more than 10 years up to and including 20 years</i>	2	0	0	0	4	0	1	9	16
<i>Tenure more than 20 years</i>	0	2	0	0	12	0	3	4	21

Overall turnover rate has been trending downward, highest rate is less than five years of service

Solving Capacity



- One facility is not functional
 - ▶ No intake or classification space
- One facility is not allowing best practices
 - ▶ Confined space not suitable for new programming or therapeutic measures
- Previous efforts failed, but closures continued

History of DJJ New Facility Requests



Type	Request	Request Fiscal Year	Request	Dollars	Status
Agency Capital Budget Request in PB	June 2015	2016	Construct New-Model Juvenile Correctional Facilities	82,000,000	Previously Cancelled
Agency Capital Budget Request in PB	October 2018	2019	Design and Construct New Model 96-Bed JCC for Central Virginia	66,913,570	Previously Cancelled
Agency Capital Budget Request in PB	July 2019	Planning 2021 Full 2022	Design and Construct A New Juvenile Correctional Center	78,289,517	Paused in Summer 2023

Recent DJJ Efforts to Increase Capacity at Existing Facilities



- DJJ identified anticipated increases in population. The construction of a new facility was no longer an option as of summer 2023, the agency proposed increasing capacity within 2024, current buildings. After Discussions with DGS and DPB, revised estimates were provided for a "fast-track option" and a "longer-term" plan, providing renovations to existing buildings, and opening the Oak Ridge building for Intake assessments. The fast-track option would have all renovations completed by July 2025.
- After approved from the 2024 General Assembly, the agency worked with DEB, DPB to confirm the scope, as funding was placed in the pool.
 - ▶ July 2024-October 2024, DJJ completed the Authority to Initiate
 - ▶ October 2024, DJJ was informed of approval and submitted a budget execution adjustment requesting capital funding for planning
 - ▶ October 31, 2024, DJJ requests transfer from capital pool to DJJ for detail planning funding, this was approved on November 11, 2024
 - ▶ On November 18, 2024, once given approval with CO3 form, DJJ requests the allotment (ability to use) its detailed planning funding, this was approved the same day. After this approval, DJJ:
 - Issued PO to Mosely for design planning
 - Received 50% Schematic Design from Mosely
 - Schematic and DEB Pre-Plan meeting is scheduled with DEB for 3/26

To date, \$843,765 has been allocated and received by DJJ- the remaining \$19,360,548 is earmarked in the pool project process.