

Juvenile Justice Transformation

Commission On Youth Committee Meeting
June 17, 2020
Valerie Boykin, Director



Virginia Department of
Juvenile Justice



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
- 1 school – Yvonne B. Miller

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 Act plans across 133 localities

* Merrimac has one male CPP program and one female CPP program, which will equate to a total of 11 programs, but there are 10 CPP sites.

DJJ's Transformation Journey



Impetus for Transformation



- Series of budget cuts
- Consultant reports recommending smaller, safer, and more cost-effective facilities
- Uneven local practices and treatment alternatives
- High rates of trauma
- Racial inequities
- No continuum of placements (one size fits all)
- JCC programming and operational model was ineffective
- Inconsistent reentry planning and services
- Inadequate family engagement
- The rate of success was low



Consequences of Budget Cuts

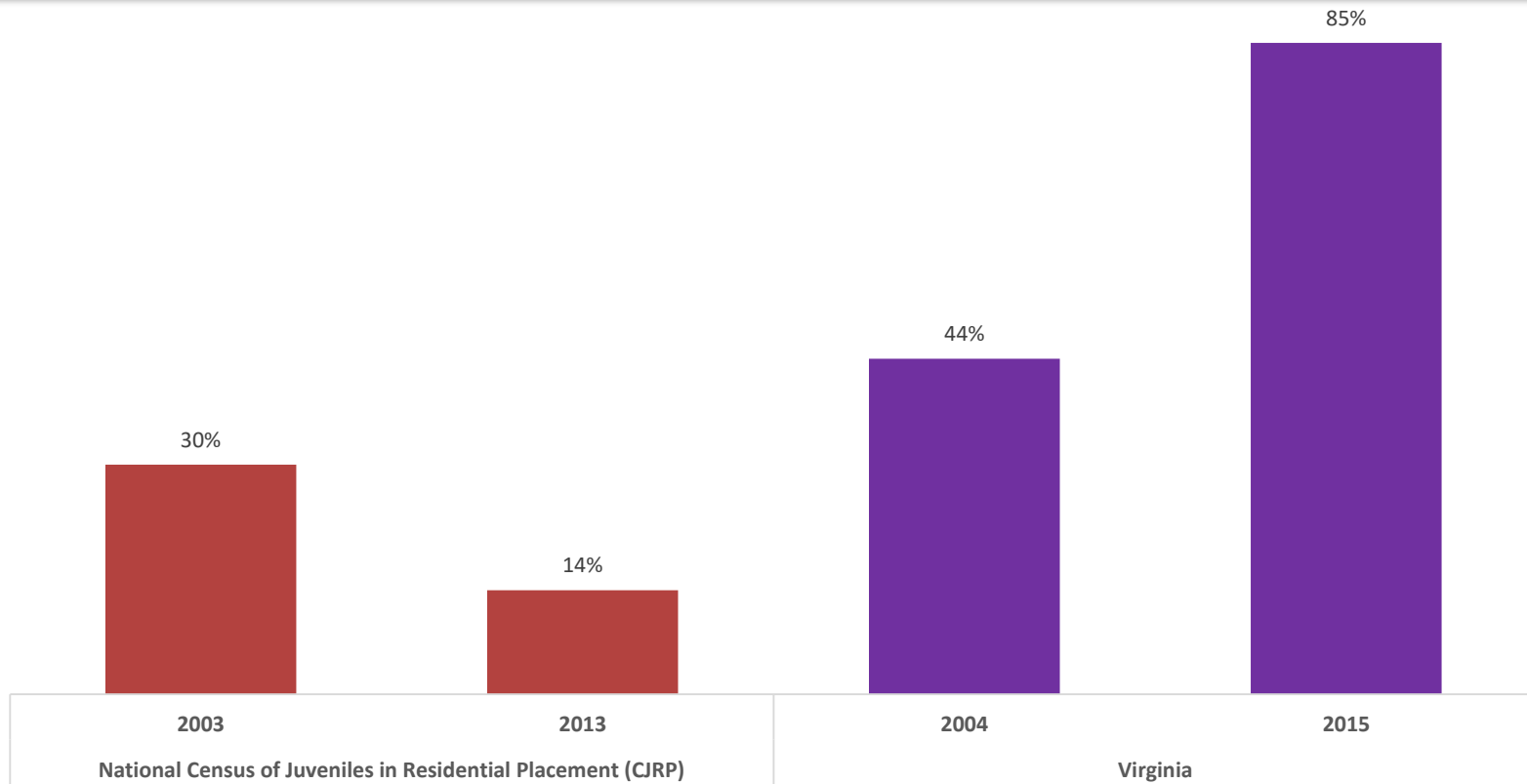
FY 2005

Culpeper Max Security Closed 2014	Bon Air Max Security	Beaumont Max Security
Hanover Mid Security Repurposed 2013	Reception & Diagnostic Center Closed 2015	Barrett Mid Security Closed 2005
Oak Ridge Special Placement Consolidated 2013	Transition Living Program Closed 2010	Natural Bridge Min Security Closed 2009
Hampton Place Halfway House Closed 2013	Abraxas House Halfway House Closed 2013	Discovery House Halfway House Closed 2010
20 Community Placement Slots	Camp New Hope Special Placement Closed 2009	VA Wilderness Inst. Special Placement Closed 2009

FY 2015

Bon Air Max Security	Beaumont Max Security
Reception & Diagnostic Center Closed 2015	

Use of Large Facilities Out of Step



■ Share of committed youth housed in facilities with more than 200 beds ■ Share of Direct Care capacity in facilities with more than 200 beds

Trauma Among Committed Youth, FY 2019



- 61% - parent criminal activity
- 58% - parent incarceration
- 53% - physical assault/abuse
- 40% - parent substance abuse
- 35% - parent death or abandonment
- 22% - family domestic violence
- 20% - self injurious behavior (SIB), suicide attempts, or suicidal ideation
- 17% - sexual assault/abuse

95% reported at least one of the above
67% reported 3 or more of the above



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

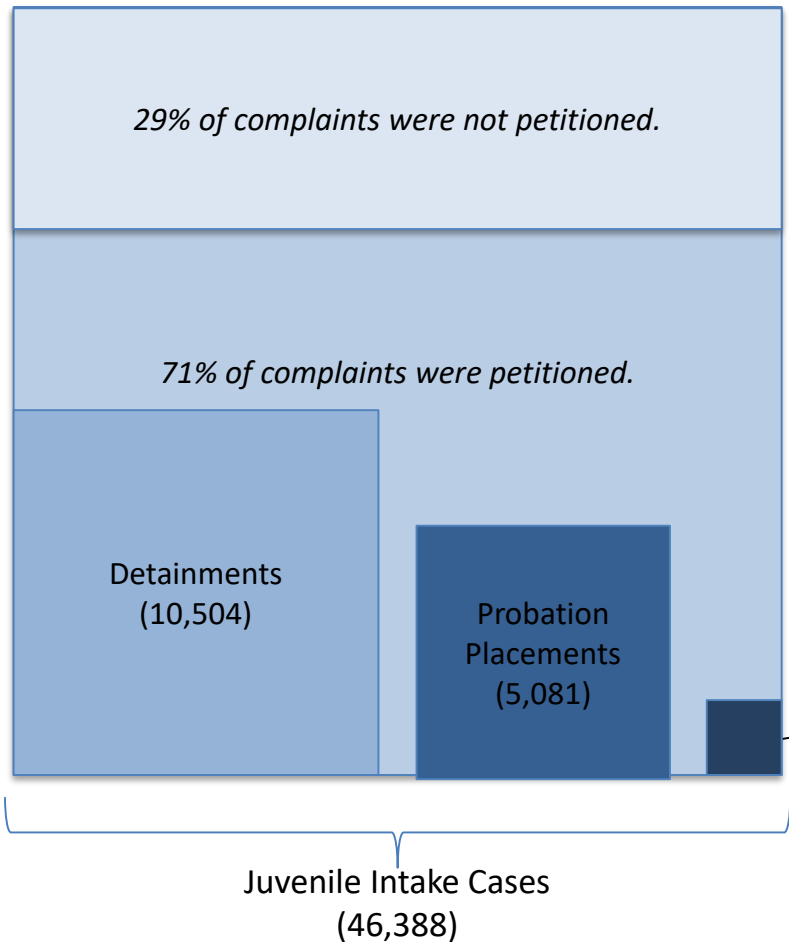
Integrate services into a strategic plan supported by training, quality assurance, funding, and work culture

Maintain current protocols and procedures

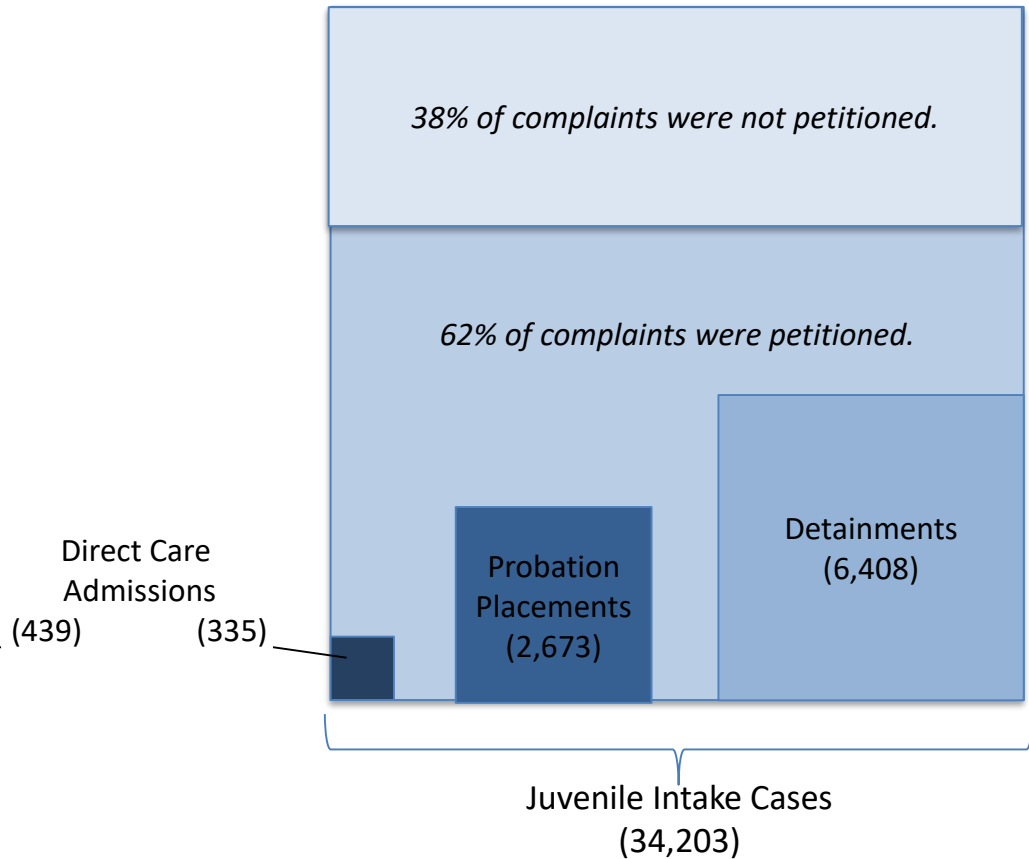
FY 2019 System Data Counts: All Time Lows



FY 2013



FY 2019



* 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. 10

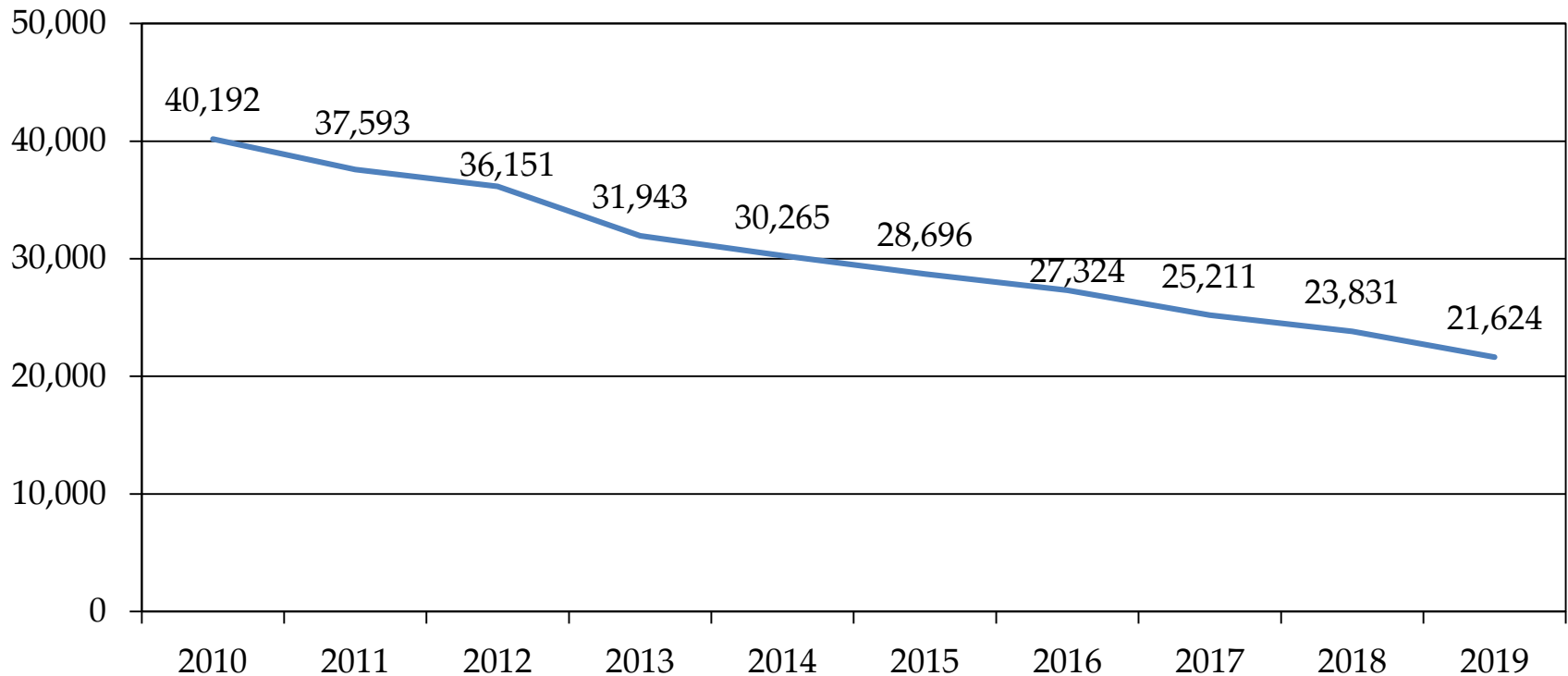
Transformation Outcomes: CSU Practice Improvement



- Increased use of diversion as allowed by the *Code of Virginia*
- Increased use of evidence based practices
 - Risk / Need / Responsivity (RNR) Model
 - Assessment tools (risk, need, trauma, etc.)
 - Structured Decision Making tools (DAI, YASI, SDM)
 - Uniform Social History Format
 - Probation practices include skill building
 - Use of incentives and sanctions
- Alignment of resources
- Employee development, support, and coaching

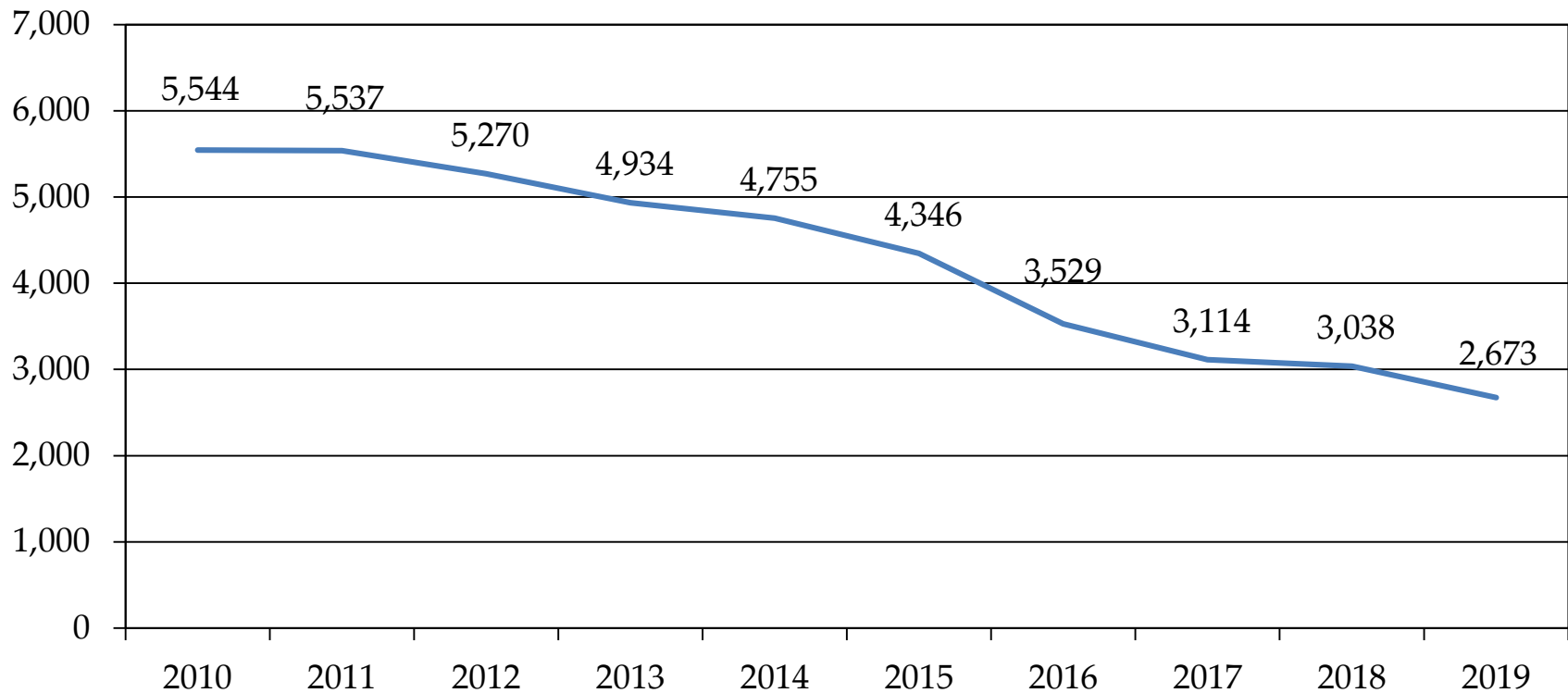
*Right Youth, Right Intervention, Right Time,
Right Dosage*

Detention-Eligible Intake Cases FY 2010 - 2019



- Detention-eligible intake cases decreased 46% (18,568 cases).

Probation Placements FY 2010 - 2019



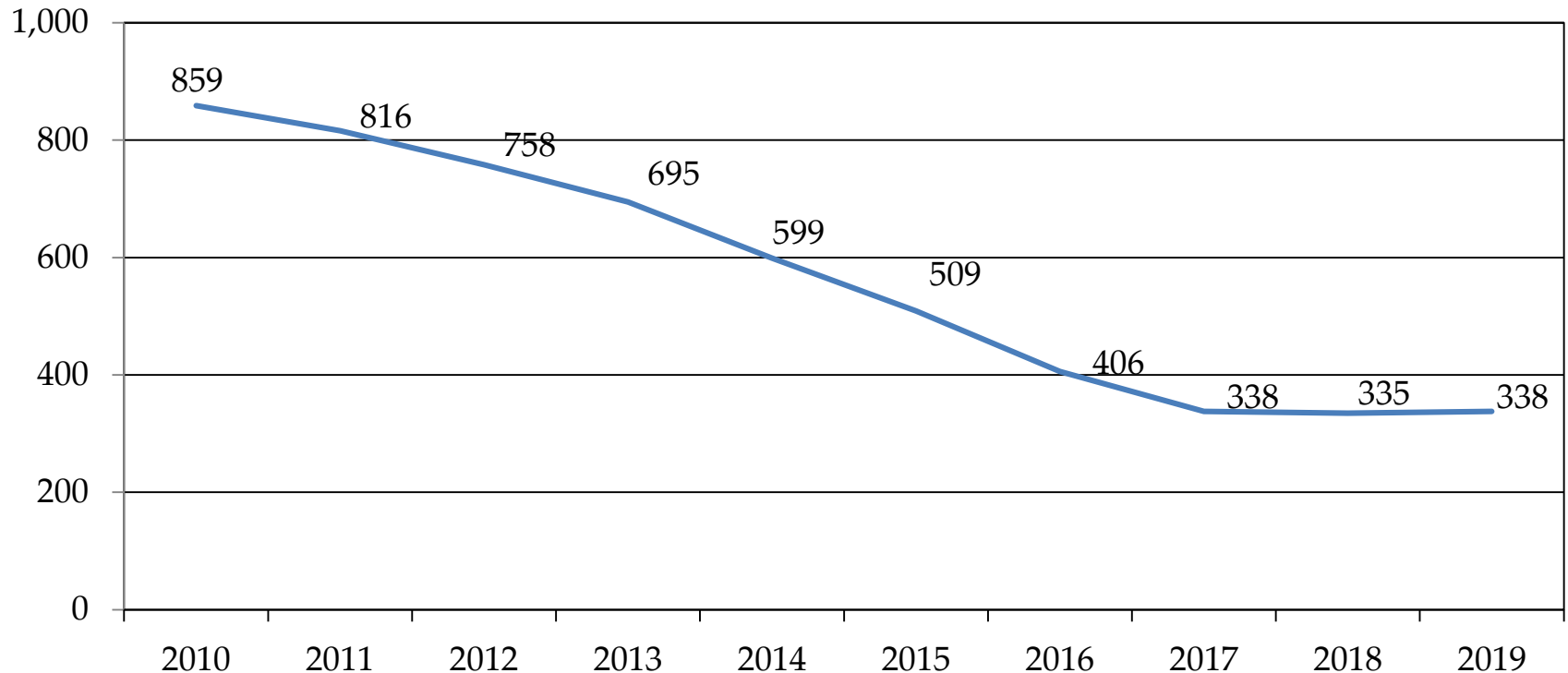
- Probation placements decreased 52% (2,871 cases) since FY 2010.

Transformation Outcomes: Residential Services



- Length of Stay (LOS) guidelines
- Consolidation of JCCs June 2017
- Community Treatment Model (CTM)
- Alternative placement options
 - 10 CPPs with 107 dedicated beds
 - 9 detention reentry programs
- Greater use of continuum placements
- Family engagement
- Student Government Association
- Personal Action Plans

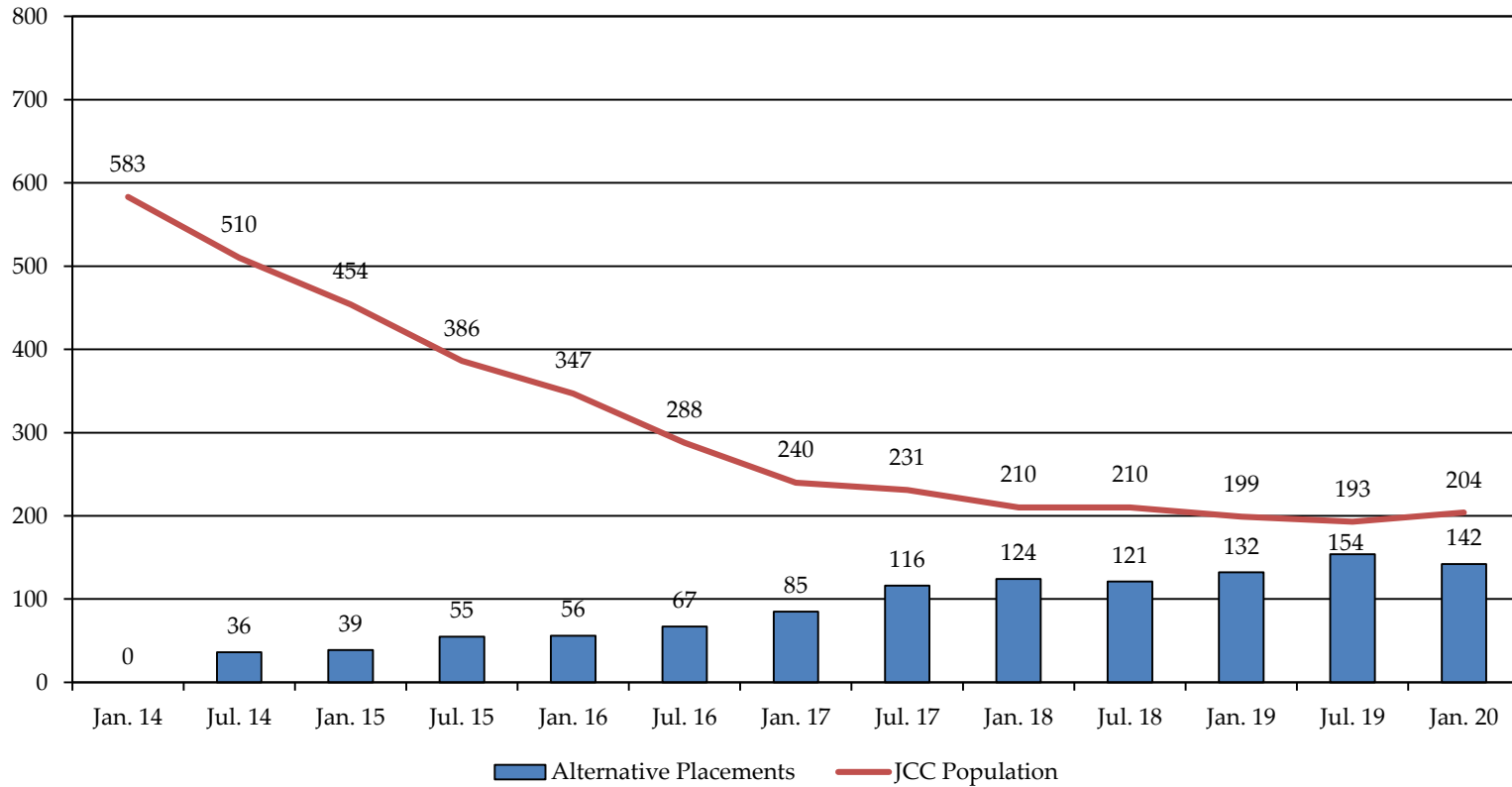
Direct Care Average Daily Population (ADP), FY 2010 - 2019



- Direct care ADP decreased 61% (521 juveniles).
- Direct care ADP was 338 in FY 2019. The approved forecast for FY 2019 was 334 juveniles.

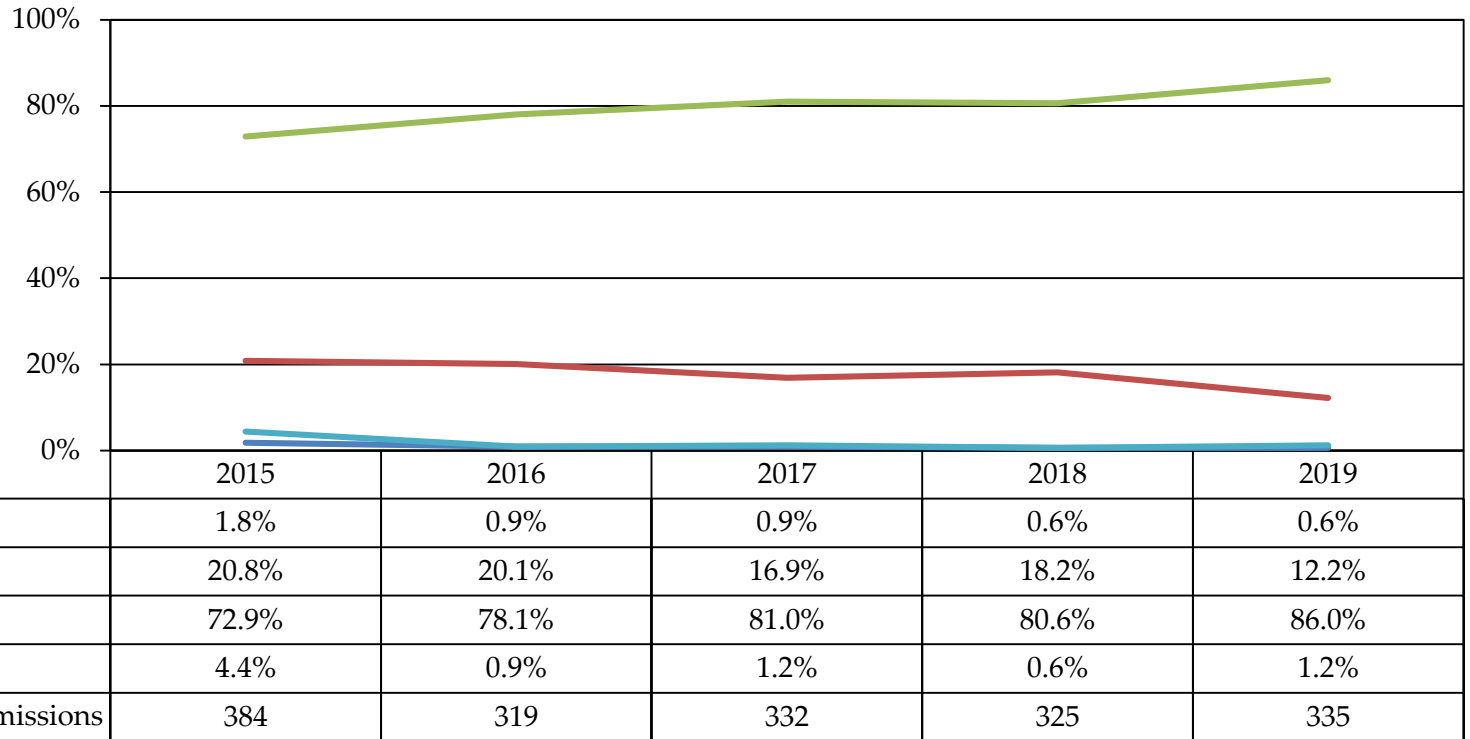


Alternative Placements



- The JCC population has decreased 65%.
- As of January 2020, over a third of the direct care population was in an alternative placement.

Risk Level at Direct Care Admission, FY 2015 – FY 2019



- The percentage of high risk youth admitted to direct care increased from 72.9% in FY 2015 to 86.0% in FY 2019.

Direct Care Admissions Comparison



	FY 2013	FY 2019
Most Serious Offense Tier		
I	18.2%	10.4%
II	35.1%	30.1%
III	43.1%	54.6%
IV	3.6%	4.8%
Risk Level		
Low	2.5%	0.6%
Moderate	23.2%	12.2%
High	65.4%	86.0%
Average Age	16.9	16.5
% w/ Prior Supervision	79.0%	80.6%
Average Prior Violations	2.6	2.9
% w/ Prior Admissions	13.2%	15.2%

- Since FY 2013, offenses of direct care youth have become more serious, and more youth are high risk.

* Risk percentages may not add to 100% due to missing assessments.

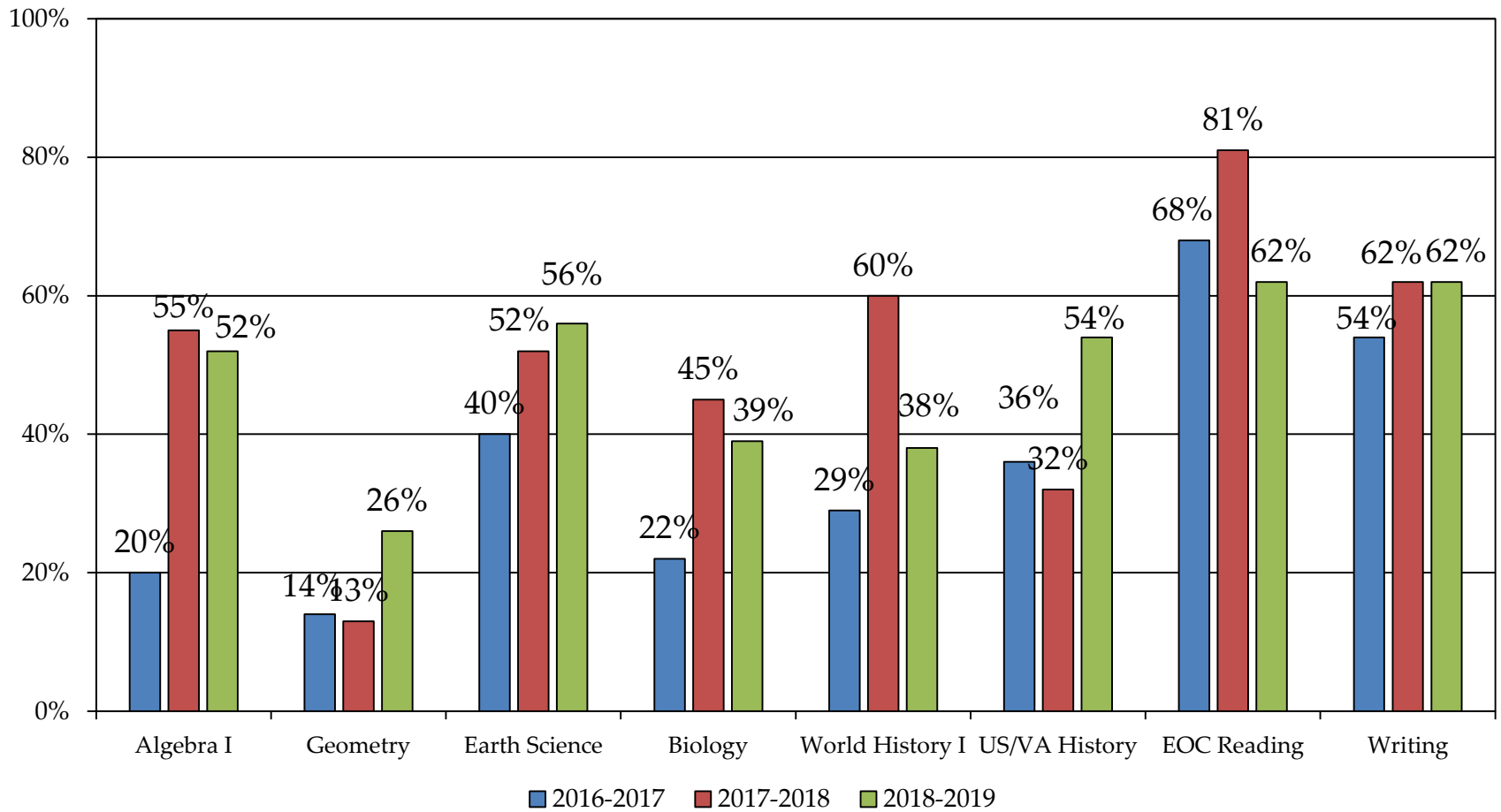
Transformation Outcomes: Educational Services



- Fully licensed and endorsed teachers teaching in content
 - 55% in 2014-2015
 - 87% in 2017-2018
 - 89% in 2018-2019
- Sustained rates of standard and advanced diplomas
 - 90% of eligible seniors graduated in 2016-2017
 - 92% of eligible seniors graduated in 2017-2018
 - 87% of eligible seniors graduated in 2018-2019
- Improved SOL pass rates
 - 2014-2015 Algebra I = 21% 2014-2015 EOC Reading = 37%
 - 2018-2019 Algebra I = 52% 2018-2019 EOC Reading = 62%
- 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



SOL Pass Rates



Transformation Outcomes: 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



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 129 of 133 jurisdictions (97%)
 - 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 DMAS for possible replication as they transform service delivery

RSC Service Delivery Model: Broad Categories of Services



Traditional Clinical Services Insurance / Medicaid

Outpatient Therapy

Intensive In-Home
Services

Mental Health Skill
Building

Substance Abuse
Services [ARTS]

MH (or SA)
Case Management

Non-Medicaid Services Skill-Based Services & Monitoring Services

Services to Youth
with Sexualized
Behaviors (CSOTP)

Life Skill Coaching

High Fidelity
Wraparound ICC

Employment
Services

Monitoring (GPS /
EM)

Residential Programs (Direct Care and age 18+ Population)

Alternative Settings
for Youth in Direct
Care Status

Residential
Treatment Centers
(RTCs)

Group Homes

Transitional /
Independent Living
Programs

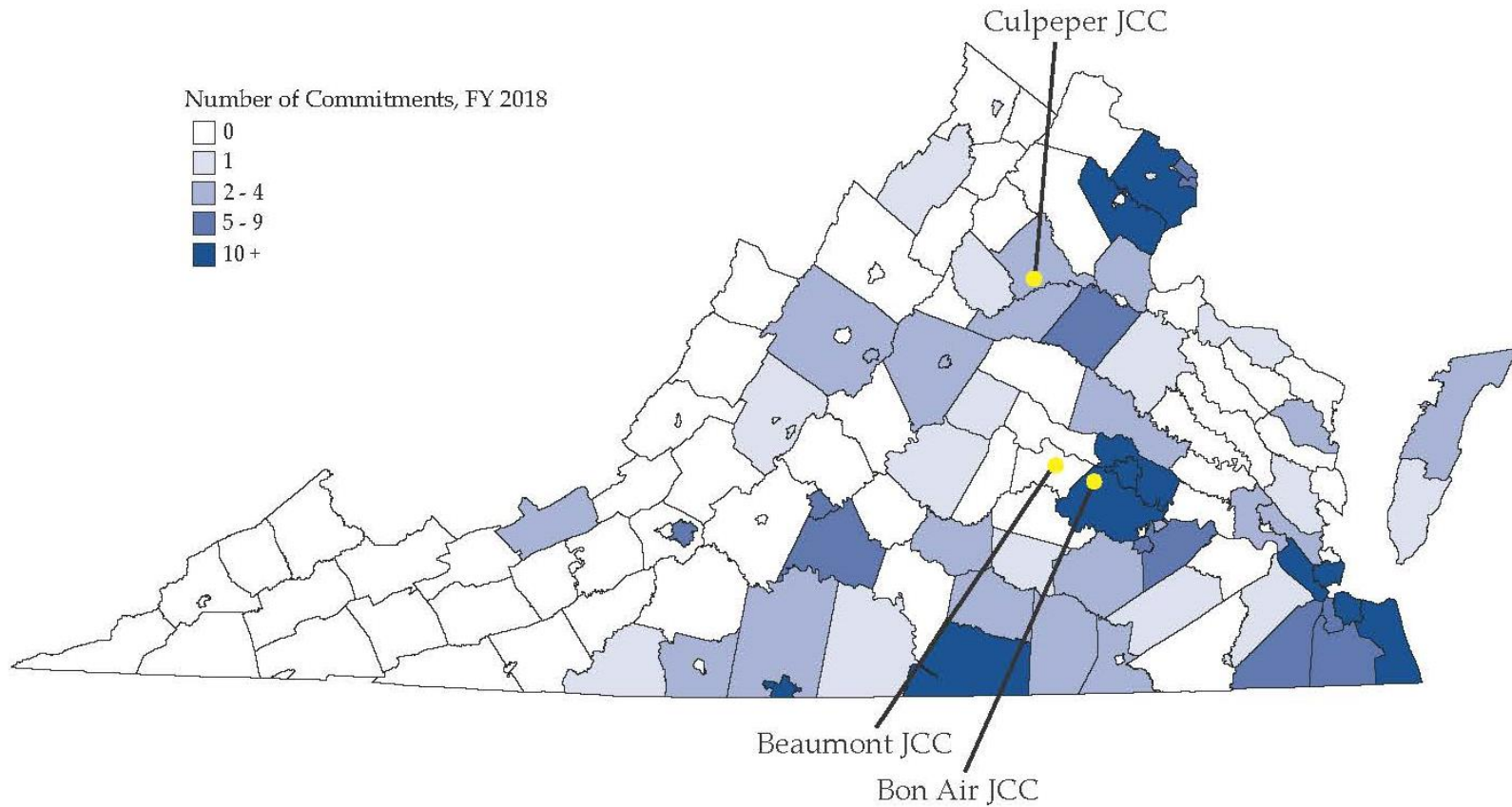
Evidence-Based Services

Multi-Systemic
Therapy
(MST)

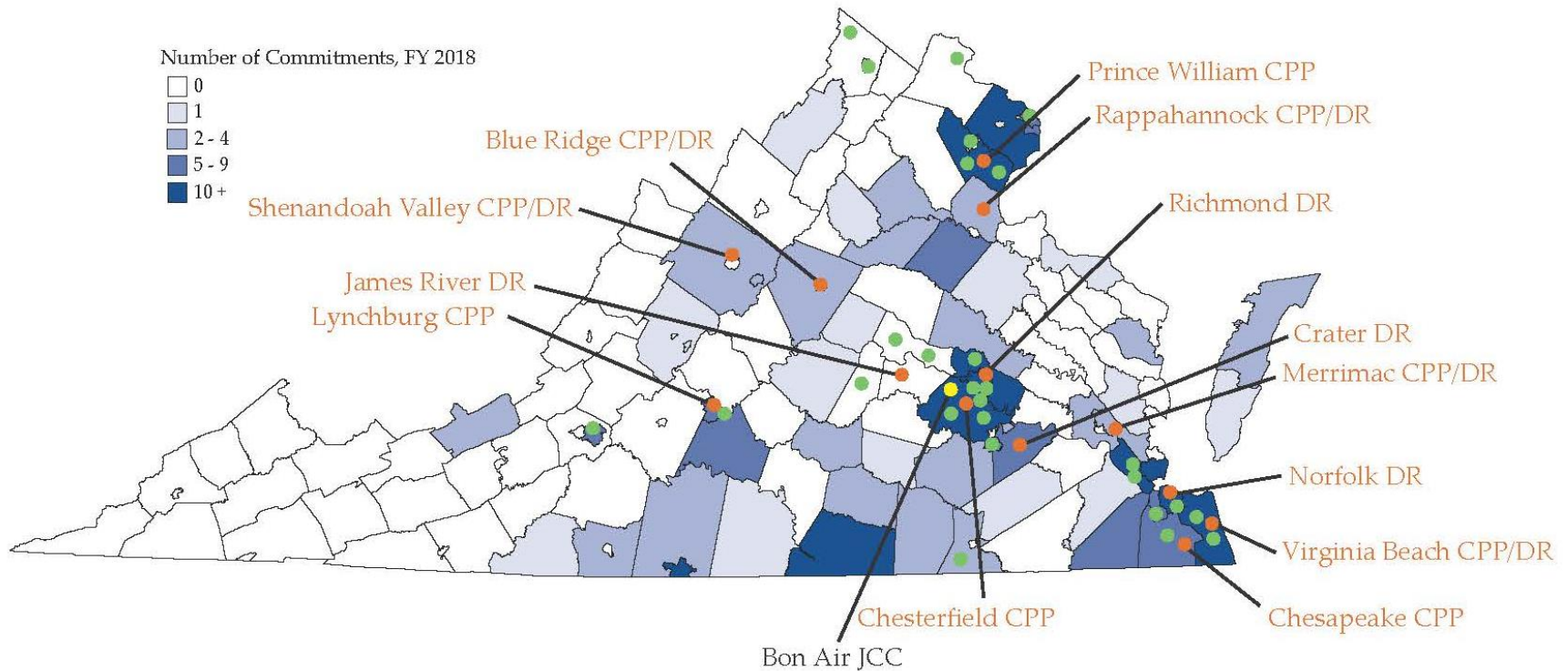
Functional Family
Therapy
(FFT)

Trauma Focused
Cognitive
Behavioral Therapy
(TF-CBT)

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

* Additional detention centers provide direct care admission/evaluation services.

DJJ's Transformation Path Forward



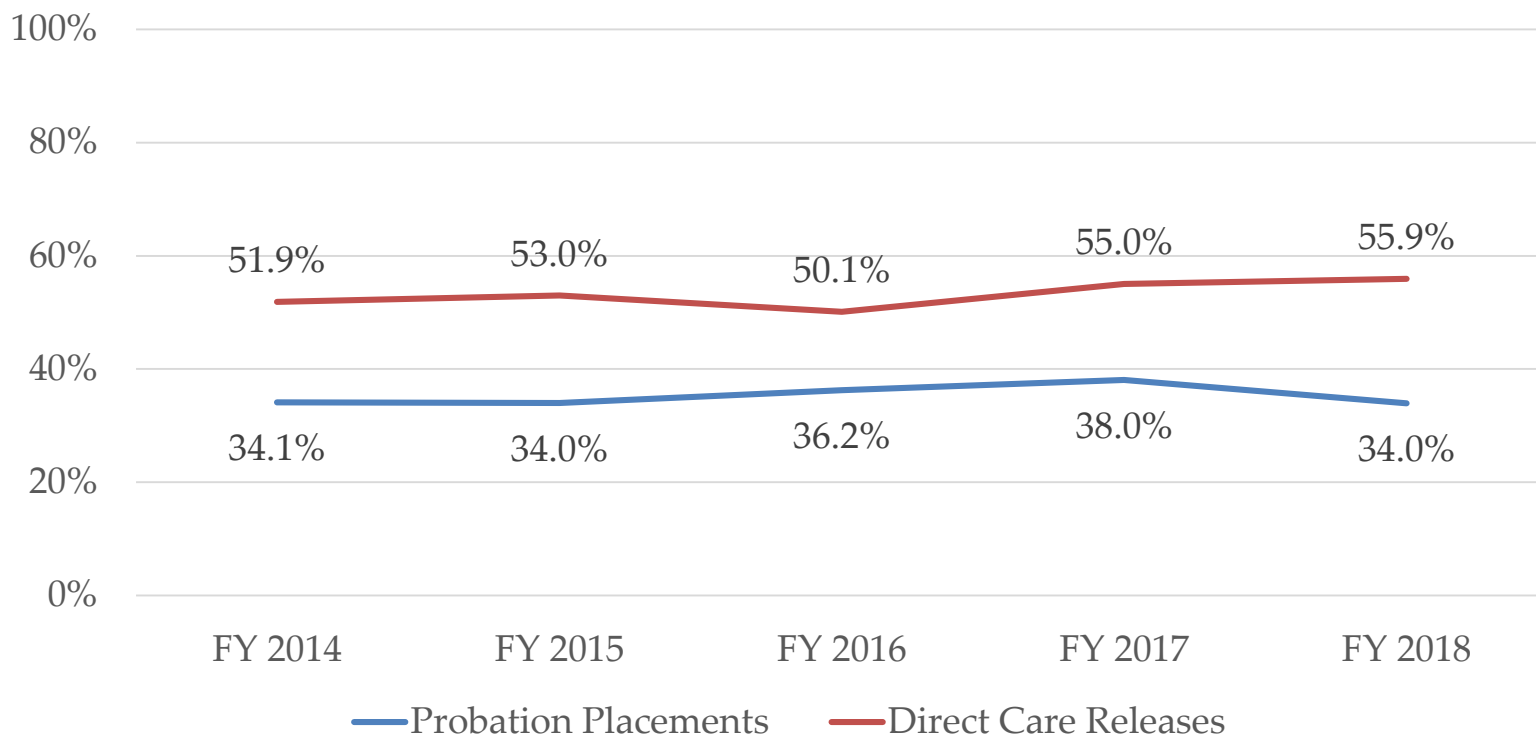
Sustaining Transformation



Safe, Healthy, and Inclusive Work Place:

- Promote Guiding Principles 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

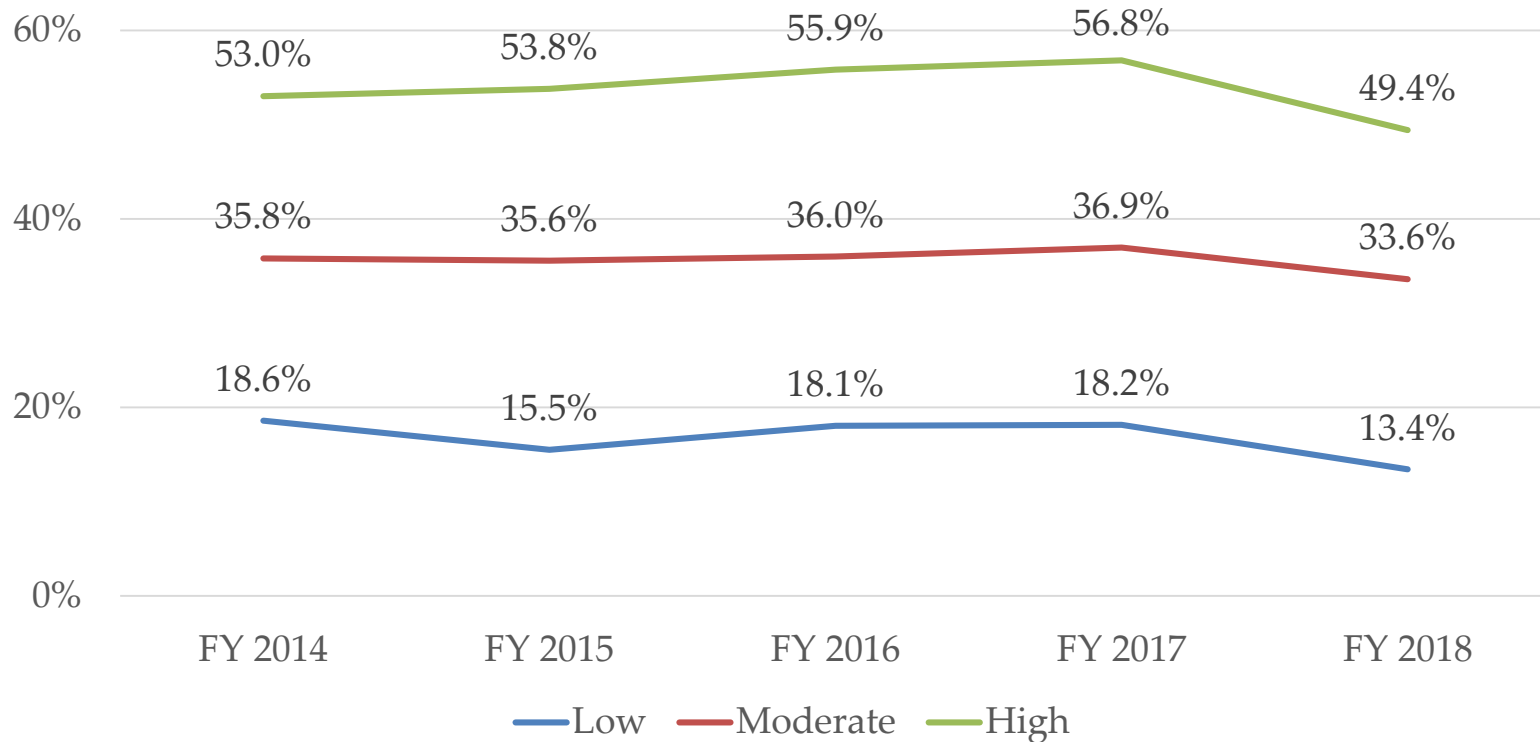
Transformation Outcomes: 12-Month Rearrest Rates



- Percentage of high risk youth increased for both probation placements (20% to 26%) and direct care releases (60% to 70%).
- 12-month rearrest rates remained relatively stable with this higher risk population.

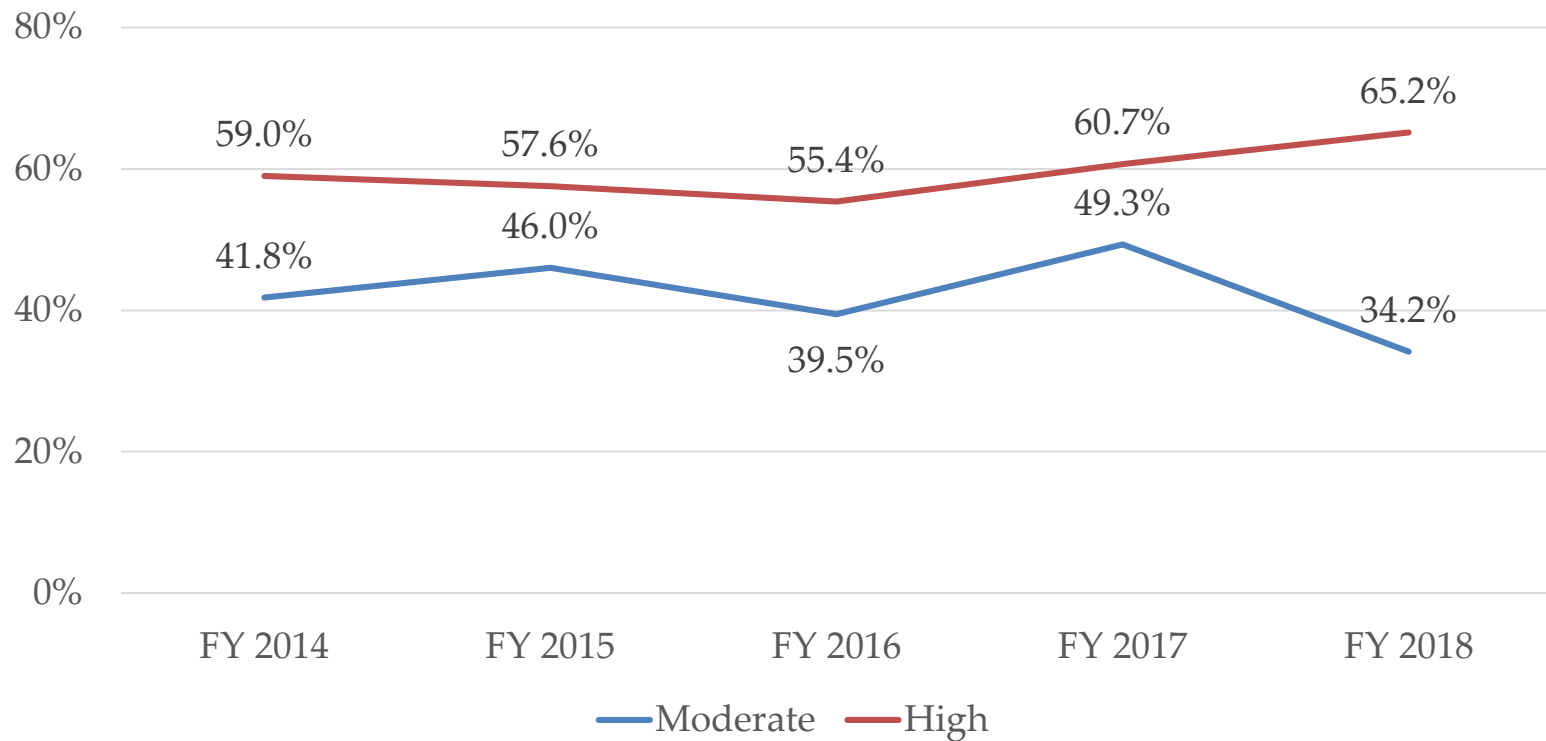
* Changes in risk percentages reflect FY 2014 to FY 2018 recidivism samples.

12-Month Rearrest Rates for Probation Placements



- From FY 2017 to FY 2018, 12-month rearrest rates for probation placements declined across all risk levels.

12-Month Rearrest Rates for Direct Care Releases



- From FY 2017 to FY 2018, the 12-month rearrest rate for moderate risk releases declined from 49% to 34%.



The Work Ahead

- Recidivism reduction
- Continue strategic framework
- Sustain progress made
- Develop leaders across the agency
- Deliver trauma informed care
- Focus on positive youth development
- Engage communities and stakeholders
- Continue cross agency collaborations
- Ensure fair and equitable treatment
- Best interest of children and families

What Works: The Ideal JJ System



Eight Principles and Characteristics (JJLN / Decker 2019):

1. Developmentally appropriate
2. Research-based, data-driven, and outcome-focused
3. Fair and equitable
4. Strengths-based
5. Trauma-informed and responsive
6. Supportive and positive relationships and stability
7. Youth and family-centered
8. Well coordinated across systems of care

RIGHT YOUTH, RIGHT INTERVENTION, RIGHT TIME,
RIGHT DOSAGE

Vision – Virginia DJJ



**Virginia DJJ
Is Becoming
The Ideal Juvenile Justice Agency!**

Questions ?

