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Director

COMMONWEALTH OF VIRGINIA

Department of Juvenile Justice

June 30, 2016

The Honorable Thomas Norment, Jr., Co-Chair
Senate Finance Committee

The Honorable Emmett W. Hanger, Jr., Co-Chair
Senate Finance Committee

The Honorable Chris Jones, Chairman
House Appropriations Committee

The Honorable Christopher K. Peace, Chairman
Virginia Commission on Youth

Mr. Daniel Timberlake, Director
Department of Planning & Budget

Dear Senator Norment, Senator Hanger, Delegate Jones, Delegate Peace, and Mr. Timberlake:

Attached is a report on the Transformation Plan issued by the Department of Juvenile Justice as required by the Appropriations Act, Chapter 732 (2016), Item 406, D.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Block, Jr.", written over a horizontal line.

Andrew K. Block, Jr.
Director

Attachment

Department of Juvenile Justice Transformation Plan

Virginia Department of Juvenile Justice

June 30, 2016

Prepared for:

Chairmen of the Senate Finance Committee
Chairman of the House Appropriations Committee
Chairman of the Virginia Commission on Youth
Director of the Department of Planning and Budget

In response to:

Chapter 732 of the 2016 Virginia Acts of Assembly
The Appropriation Act, Item 406 (D.) (2016)

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I. EXECUTIVE SUMMARY

In recent years, the Department of Juvenile Justice (Department) closely examined its practices and found them to be out of step in many respects with what research and evidence demonstrate are the most effective practices for reducing the recidivism rates of juvenile offenders. The Department also determined that offenders leaving the juvenile justice system, and particularly those offenders released from the Department's juvenile correctional centers (JCCs), have unacceptably high recidivism rates. Specifically, approximately half of the youth released from commitment are rearrested within one year; over three quarters are rearrested within three years.

In response to these findings, the Department has developed this Transformation Plan (the Transformation Plan) which focuses on three core principles: (1) Safely **Reduce** the use of the state's large and aging juvenile correctional facilities; (2) Effectively **Reform** supervision, rehabilitation, and treatment practices in all aspects of the juvenile justice system; and (3) Efficiently **Replace** the Department's two large and outdated JCCs with smaller, regional, rehabilitative and treatment-oriented facilities supported by a statewide continuum of local alternative placements and evidence-based services.

These principles have been instrumental in guiding the Department to meet its fundamental goals of reducing the risk of reoffending for court-involved youth, improving and promoting the skills and resiliencies necessary for youth to lead successful lives in their communities, and improving public safety for citizens throughout the Commonwealth.

II. INTRODUCTION

The 2016 General Assembly enacted HB 29 (Chapter 732) which requires the Department to develop "a transformation plan to provide more effective and efficient services for juveniles, using data-based decision-making, that improves outcomes, including reducing recidivism, and to reduce the number of juveniles housed in state-operated juvenile correctional centers, consistent with public safety." The Transformation Plan detailed herein is the result of two gubernatorial administrations' internal assessments and findings by outside consultants including Kaplan, McLaughlin, and Diaz (KMD) and the Annie E. Casey Foundation (AECF).

A SNAPSHOT OF THE DEPARTMENT'S POPULATION

The Department's ongoing mission is "to protect the public by preparing court-involved youth to be successful citizens." The Department currently *operates* 32 court service units (CSUs) and two JCCs. Additionally, the Department *certifies* 34 CSUs, including 2 that are locally-operated (Fairfax and Arlington/Falls Church), 24 juvenile secure detention centers (JDCs), and 18 group homes. The Department continually works to provide a system that better serves youth who come into contact with

the juvenile justice system, yet more efforts are needed to ensure that court-involved youth throughout Virginia are offered the best possible treatment, programs, and support to be successful.

POPULATION DATA

Youth arrest rates nationwide have declined significantly over the last 10 years, and Virginia's youth arrest rates have decreased even more rapidly (See Appendix I). Since fiscal year (FY) 2006, youth intake cases¹ have decreased by 38% (25,538 cases), direct care² admissions have decreased by over half (56%), and direct care releases have decreased by 46% (406 youth). In FY 2015, on average, 5,515 youth per day were under the Department's supervision, a 40% decrease since FY 2006. This number breaks down to 4,724 youth on active probation,³ 509 in direct care, and 282 on active parole supervision.

The state-responsible committed youth population forecast predicts a continuing decrease in the Department's average daily population (ADP) from 509 residents in direct care in FY 2015 (See Appendix III) to 302 residents in FY2021. As of June 1, 2016, the actual direct care admissions have followed the trends projected by the forecast for FY 2016. From July 2015 through April 2016, there were 261 direct care admissions. The official forecast projected 292 admissions over the same timeframe, a difference of 31 less admissions than forecasted. While the population is declining, at a greater rate than forecasted, the population has complex needs and there are differences in the types of youth committed by commitment type, risk level, and demographics.

Youth who are committed to the Department under direct care are committed by three types of commitments. These include: indeterminate commitments, determinate commitments, and blended sentences. For an indeterminate commitment, the Department calculates the youth's length of stay (LOS) in accordance with guidelines promulgated by the Board of Juvenile Justice.⁴ For a determinate commitment, the court specifies the length of the commitment.⁵ A blended sentence combines a disposition available in the juvenile and domestic relations district courts on delinquency matters with an adult sentence.⁶ Ten-year trends indicate that a majority of youth are given an indeterminate commitment, comprising between 81% and 84% of direct care admissions since FY 2006 (See Appendix IV). Blended sentences account for 5% or fewer of direct care admissions each year since FY

¹ An intake case is a youth with one or more intake complaints involving a delinquent act, a Child In Need of Services (CHINS), or a Child In Need of Supervision (CHINSup). See Appendix II for the long-term trend data.

² The term "direct care" includes any youth who has been committed to the Department regardless of placement (e.g., a youth in a Community Placement Program [CPP] is still committed to the Department, state-responsible, and in direct care).

³ Probation is the court-ordered disposition placing a youth under the supervision of a CSU in the community, requiring compliance with specified rules and conditions.

⁴ See §§ 16.1-285 and 16.1-278.8 (A)(14) of the *Code of Virginia*.

⁵ See § 16.1-285.1 of the *Code of Virginia*.

⁶ See § 16.1-272 of the *Code of Virginia*.

2006. A committed youth's average actual⁷ LOS in FY 2015 was 16.5 months (See Appendix V) with an average of 14.1 months for youth with indeterminate commitments, 28.5 months for determinate commitments, and 33.6 months for blended sentences.

The majority of youth involved with the juvenile justice system require specialized treatment, education, programs, and services due to their complicated profiles. Direct care admissions between FY 2011 and 2015 averaged 1.3 grade levels behind in school, had an average intelligence quotient (IQ) of 87 (IQ of the general population is 100), and 41% had special education needs. In FY 2015, the majority of youth admitted to direct care had a history of psychotropic medication use and significant symptoms of one or more mental health disorders (See Appendix VI). The majority of committed youth in FY 2015 were recommended for or were assigned aggression management (93%), substance abuse (83%), or sex offender treatment (13%) (See Appendix VII).

III. THE TRANSFORMATION PLAN

During the last two administrations, but in particular since 2014, the Department both conducted and submitted itself to a rigorous assessment to ensure that it is using its resources effectively and getting the best outcomes for the youth the Department serves. The assessments found several areas where the Department required improvement.

In response to the findings of these assessments, that include unacceptably high recidivism rates, the Department adopted three core initiatives (Reduce, Reform, and Replace) to inform this Transformation Plan which incorporates data-driven decision-making and research. This plan includes improvements and reorganization throughout the Department from intake to release from parole supervision.

REDUCE

Diversion

In FY 2015, 80% of intake complaints were diversion-eligible; however, the Department diverted only 16%.⁸ This rate included jurisdictional variations ranging from 0% to 31.5%. The Department is committed to increasing, not just the percentage of youth diverted at intake, but the number of youth completing diversion successfully. In FY 2015, of those complaints diverted at intake, 77.5% were successfully completed. This rate also had jurisdictional variations with success rates ranging from 48.4% to 92.1%. The Department is committed to ensuring that diversion practices across the

⁷ LOS Guidelines is a framework established by the Board of Juvenile Justice, as mandated by §66-10 of the *Code of Virginia*, to determine the length of time a youth indeterminately committed to the Department will remain in direct care. Factors that affect a youth's LOS include the seriousness of the committing offense(s), offense history, and behavior while in direct care, and progress toward completing treatment goals.

⁸ Note: The diversion rate does not include intake complaints that were resolved without a diversion plan (e.g., referred to another agency with no action taken by the CSU). In FY 2015, 7.3% of intake complaints were resolved at intake.

Commonwealth use evidence-based and evidence-informed practices to support increased success. The Department will increase efforts to (i) match the services it provides with the individualized needs of the youth and (ii) keep youth in their home communities whenever possible. Therefore, this Transformation Plan includes, as a priority, (i) the need to provide localities with additional services and treatment programs that properly serve and rehabilitate court-involved youth and (ii) for all localities to have access to and utilize the appropriate programs to keep youth in their communities and avoid placement in secure confinement whenever it is safe and possible.

Probation Practices

As described in more detail below, the Department is committed to ensuring that evidence-based and best practices are followed in all aspects of probation supervision, in all areas in the Commonwealth. Effective probation practices will increase the likelihood that youth successfully complete probation and reduce the risk of future reoffending and the likelihood of commitment.

Length of Stay

The Board of Juvenile Justice's Length of Stay Guidelines for Indeterminately Committed Juveniles (LOS Guidelines) are used to determine the projected LOS for youth committed to the Department for an indeterminate period of time. Between 1998 and October 15, 2015, the LOS Guidelines were not substantially modified.

The Department and Board of Juvenile Justice determined the need to review national research and Department data to inform a decision-making process regarding possible revision of the LOS Guidelines. The Department found that the average actual LOS of youth committed to the Department was much higher than national averages and those of comparable states. The average actual LOS for youth released from the Department between FYs 2013 and 2014 was 18.2 months (15.6 months for indeterminate commitments and 29.8 months for determinate commitments). Data from the 2011 Census of Juveniles in Residential Placement show the estimated national average LOS was 8.4 months, less than half of the Department's actual average LOS.⁹ Additionally, it was found that youth in direct care in Virginia stay much longer than what research suggests is the best practice. In general, research shows that youth incarceration fails to reduce recidivism and can, in certain instances, be counterproductive. The Department's recidivism data (controlling for risk and offense) for two years for youth released from direct care showed the probability of rearrest within one year increased by 2.4% for every additional month of LOS. The probability of rearrest within one year increased by 33.3% if the youth's LOS was longer than 15 months compared to youth with an LOS of 10 months or less (See Appendix VIII). Additionally, Virginia was not having positive outcomes when these youth returned home. Since

⁹ This figure is based on the average number of reported days in custody on the census date for youth with a legal status of "committed" and placed in a long-term secure facility; it does not represent their final LOS.

1998, approximately three quarters of youth released from commitment were rearrested within three years (See Appendix IX).

The Department implemented new LOS Guidelines on October 15, 2015, to achieve an improved balance of public safety, personal accountability, and competency development. The revised LOS Guidelines balance the risk for rearrest and offense severity. Risk is determined by the Youth Assessment and Screening Instrument (YASI), a validated screening tool for predicting risk for reoffending¹⁰ (See Appendix X). To evaluate the effectiveness of these changes, the Department reviews quarterly rearrest rates and other measures of reoffending to assess the impact of the revised LOS Guidelines and other programmatic changes on youth success when they return to their communities.

Alternative Placements

The Department has begun to reallocate savings and partner with additional service providers in the community to offer alternative placements for committed youth. Since July 2014, the direct care population in alternative placements has increased by 78%, while the JCC population has decreased by 37% (See Appendix XI). These alternative placements, such as Community Placement Programs (CPPs), allow youth to stay in or closer to their home communities, in JDCs to facilitate an easier transition after release from a JCC. CPPs focus on addressing specific treatment needs and risk factors and developing competency in the areas of education, career readiness, and life and social skills. Youth targeted for this type of alternative placement are between 16 and 20 years of age, typically with an assigned or remaining length of LOS of 12 months or less. Currently, there are CPPs in the following JDCs: Blue Ridge, Chesapeake, Chesterfield, Merrimac, Rappahannock, Shenandoah, and Virginia Beach, for a total of 64 beds (See Appendix XII).

Additionally, some JDCs provide detention reentry programs for youth in direct care, which allow these youth to begin transitioning back to their communities 30 to 120 days before their scheduled release date. Similar to CPPs, the programs facilitate increased community involvement in preparing for release from commitment. Juveniles in detention reentry are housed with the rest of the JDC population instead of in a separate unit (like a CPP). The following JDCs operated detention reentry programs in FY 2015: Blue Ridge, Chesapeake, Chesterfield, Crater, Merrimac, Newport News, Norfolk, Rappahannock, Richmond, Shenandoah Valley, and Virginia Beach.

¹⁰ YASI is a validated tool which provides an objective classification of an individual's risk of reoffending by assessing both static and dynamic risk and protective factors in 10 distinct functional domains (See Appendix X).

REFORM

Division of Community Programs

The Division of Community Programs is responsible for all community-based services to youth who come into contact with the juvenile justice system. The Department's CSUs, along with two locally operated units, provide an array of services ranging from intake and diversion to probation and parole. The Division of Community Programs is committed to connecting the right youth, to the right interventions, at the right time to minimize future contact with the juvenile justice system while ensuring a successful outcome for the youth and their families.

In October 2014, the Department received a federal Second Chance Act Reentry Initiative Grant¹¹ totaling over \$60,000. The grant enabled the Department to develop a comprehensive statewide reentry plan which resulted in the establishment of a Reentry Task Force consisting of Department employees, community partners, and other child-serving agencies. The resulting comprehensive Reentry Strategic Plan (RSP) led to Virginia being one of only three states to receive a federal grant totaling more than \$1 million to support the implementation of the RSP to further advance the Department's efforts to assist youth and their families when transitioning from commitment back into the community.

Below are descriptions of multiple strategies, initiatives, and programs that the Division of Community Programs has implemented to reform reentry practices and improve overall service delivery to court-involved youth.

Family Engagement

The Department has partnered with the AECF, The Vera Institute for Justice, Justice System Partners, and other youth-serving organizations to develop family engagement and support initiatives. Research suggests that parental and family engagement has been proven to be effective for improved youth outcomes and is associated with better behavior during commitment and improved academic performance. Department data from FY 2015 indicate that 73% of committed youth live more than one hour's drive from Bon Air or Beaumont JCCs (See Appendix XIII).¹² The location of the JCCs in comparison to the proximity of many of the youths' homes causes a barrier for many families who want to visit.

¹¹ The Second Chance Act Reentry Initiative Grant is a federal grant enacted to break the cycle of criminal recidivism, improve public safety, and help state, local, and tribal government agencies and community organizations respond to the rising populations of formerly incarcerated people who return to their communities.

¹² Data are based on serious offenders in direct care on December 19, 2015. Supervising locality was used as proximity for the youths' home locations.

To support enhanced family engagement during commitment, the Department has changed reentry procedures to require more interaction between parole officers and family members, and established the following initiatives:

1. **Video Visitation** – Families may use video conferencing to connect with youth housed in the JCCs. Families who participate in the Roanoke area use Straight Street for video visitation, a youth center for teenagers. Families in the Danville area use the Danville Redevelopment and Housing Authority office for their visits. The Division of Community Programs has partnered with Assisting Families of Inmates¹³ (AFOI) to expand video visitation around the state. The first location in the expansion will be the AFOI office in Richmond.
2. **Transportation Initiative** – The Department has partnered with AFOI, James River Transportation, and VanGo Transportation to provide transportation services for parents and families to both JCCs and CPPs. The program commenced on Sunday, May 22, 2016, and provided transportation services for 27 families in both the eastern and western parts of the state. There are six pick-up sites across the state, and the program has the capacity to expand, depending upon need.

Development of Reentry Advocates

The Division of Community Programs has developed reentry advocate positions to coordinate the reentry process for committed youth. These professionals assist youth with their personal action plans, work with staff to coordinate family engagement, and participate in planning meetings with other Department professionals. There will be five reentry advocates, one for each of the Department's regions of the state.

Community Partnerships

The Division of Community Programs has partnered with a variety of agencies and community partners to provide additional services to assist youth with the reentry process. Some of the partnerships include the Department of Social Services (DSS), Department of Motor Vehicles (DMV), Department of Labor (DOL), and Workforce Development Centers.

1. The Division of Community Programs is partnering with the AECF and DSS to replicate DSS's model that increased family engagement.
2. In 2015, the Department and DSS entered into a memorandum of agreement setting forth guidance for the locally-operated departments of social services (LDSSs) and requirements for the Department on how to effectively manage committed youth who were in foster care immediately prior to commitment.

¹³ AFOI provides opportunities for regular, meaningful visitations, referrals to community resources, and other services that help families cope with incarceration and prepare for release and reunification.

3. The Department is partnering with the DMV for DMV2GO in which personnel from the DMV bring their mobile office to the campus of a JCC to provide state-issued picture identification to residents in direct care. Having identification removes barriers to gaining employment, housing, and access to services. Additionally, DMV brings their mobile DMV Testing Center to the JCCs for youth to obtain a valid Virginia learner's permit while committed to the Department. Virginia is the first in the nation to have the Mobile DMV Testing Center in a juvenile facility.
4. The Department has partnered with DOL and Workforce Development Centers to implement SHARE Network Access Points (SNAP). SNAP is a faith-based community organization that connects participants to the One-Stop¹⁴ system via computer and direct referrals. SNAP offers youth career exploration, job search assistance, financial literacy education, and employment recruitment activities.

Probation Services

To incorporate data-driven decision making and evidence-based practices into probation, the Division of Community Programs has begun or plans to implement the following changes to transform juvenile probation practices:

1. The Virginia Justice Transformation Institute (JTI) was launched in April 2016 to prepare supervisors in intake, probation, parole, and JCCs to implement and sustain organizational change effectively and efficiently. The course blends practical management and leadership skill building and individualized leadership development with a focus on ethical, culturally competent, and data-driven decision making. Professional leadership development is supplemented through individual and group coaching classes between modules.
2. Training sessions have been implemented to retrain staff on administering the Department's structured decision making tools, including the YASI, the validated tool used to assess a youth's risk of reoffending. Retraining staff will ensure fidelity in administering the instrument.
3. The Department has been providing training in an evidence-based approach to probation, "Effective Practices in Community Supervision" (EPICS), for probation and parole officers. To date, 16 CSUs have received EPICS training, and the Department will train the remaining 16 state-operated and 2 locally-operated CSUs over the next two years.
4. The Department is using research and data to develop a standardized disposition matrix that will provide uniform, objective disposition recommendations for court-involved youth. The tool will recommend interventions and sanctions that data show to be the most appropriate level of supervision, intervention, and custody for adjudicated youth based on their risk and offense levels.

¹⁴ Virginia Workforce Centers, or One Stops, are centers where individuals can find the resources needed to search for jobs and improve professional skills by focusing on three levels of service: core, intensive, and training. There are an estimated 70 centers located across the state.

Division of Education

The Department's Division of Education¹⁵ operates the Yvonne B. Miller High School as a local education agency, providing educational and college and career opportunities at both Beaumont and Bon Air JCCs. Residents work toward completing a high school diploma or high school equivalency and have the opportunity to continue their education in post-graduate programs and courses.

Research, including the Department's own research, confirms that educational success while confined reduces the risk of reoffending upon release. The Department, therefore, has prioritized the strengthening and expansion of its educational program for youth in the JCCs.

Program Redesign

Educators have begun developing teaching curricula that align with pacing guides and state required assessments that the residents take at the end of each course. To support the educators in developing curricula that are comparable to community schools, the Department invested in additional instructional support materials that will provide residents with an innovative learning experience.

The Division of Education has increased its focus on diploma attainment instead of the General Educational Development (GED). As a result, out of the 62 graduating seniors from the Yvonne B. Miller High School in June 2016, 43 earned their diplomas, 14 received their GEDs, and five were Penn Foster graduates. The Division of Education, beginning in August 2015, offers to engage residents in a variety of career readiness courses (See Appendix XIV) due to the increasing post-graduate population. On June 21, 2016, the Summer Post-Graduate Academy commenced. Additionally, to further support educators, the Division of Education has instituted a variety of trainings and staff development seminars to encourage consistency in instruction and to create buy-in to this Transformation Plan.

Data Collection and Evaluations

Assessments and evaluations are being administered more frequently in an effort to assess the Department's educational services. The Division of Education adopted the Measure of Academic Progress (MAP) assessment as a way to evaluate a resident's instructional level. The MAP assessment is administered to residents at the time of admission to a JCC, during the course of commitment, and prior to release.

¹⁵ In 2012, House Bill 1291 and Senate Bill 678 abolished the Virginia Department of Correctional Education and the Board of Correctional Education and made the Department responsible for educational programming in the JCCs beginning July 1, 2012.

Partnerships and Post-Graduate Programs

The Division of Education is focusing on developing partnerships with vendors and various agencies on the state and federal level. Vendor partnerships include Hairston Education Consulting, LLC; Technology Ed., LLC; Changing Fazes Youth & Family Services, Inc.; and Grace Haven Management, Inc. These vendors will provide residents with constructive and innovative ways of learning during the summer months. Members of the Division of Education sit on a variety of committees to ensure that the Department is involved in discussions to ensure the education in the JCCs is at the forefront of services provided to these youth (See Appendix XV).

Given the growing number of committed youth who have obtained a diploma or GED, the Department is also expanding the array of employment certifications and even college classes and credits. Specifically, to support post-graduate residents, the Division of Education has established a partnership with community colleges to provide residents with college resources.

Division of Residential Services

The Division of Residential Services is composed of the following:

- Bon Air and Beaumont JCCs
- Central Admission and Placement (CAP) Unit – The CAP Unit reviews all commitment packets and completes the intake, orientation, and evaluation phase of a resident’s direct care admission.
- Health Services

In support of the reform efforts the Division of Residential Services has begun or plans to implement the following change to transform juvenile correctional practices to better serve juveniles committed to the Department.

Community Treatment Model

The Division of Residential Services is in the process of changing the operations in the JCCs from an adult-style correctional model to a rehabilitative model which it has titled the Community Treatment Model (CTM). Early in 2015, the Department piloted one rehabilitative unit at each of the JCCs. In order to more formally adopt Virginia’s new approach to behavior management and rehabilitation in the JCCs, in May 2015, the Department partnered with the Missouri Youth Services Institute (MYSI), which developed the highly successful and regarded “Missouri” model of juvenile corrections, to train staff on the CTM and to convert housing units in the JCCs to the CTM with all staff interactively and directly working with the residents to improve chances for success. Staff receive intensive training before starting the CTM program in their housing units.

The main tenets of CTM include highly structured, meaningful, therapeutic activities; consistent teams of staff in each housing unit; and smaller, consistent groups of residents in each housing unit. To effectuate this transition, titles, job descriptions, and responsibilities of security staff in the JCCs all have been redeveloped (e.g., Major, Sergeant, and Juvenile Correctional Officer titles were changed to Community Manager, Community Coordinator, and Resident Specialist, respectively). By December 2016, the Department anticipates 12 CTM units at Bon Air JCC and 5 units at Beaumont JCC.

Upon the consolidation of Beaumont and Bon Air, as described below, Bon Air JCC will have 17 CTM Units.

REPLACE

In addition to changing probation, parole, and corrections practices, consultants have also recommended that the Department must ultimately replace Beaumont and Bon Air JCCs with (i) smaller, treatment oriented, (ii) more geographically diverse facilities, and (iii) alternative placements which research shows are more effective than large, centralized JCCs. Accordingly, during the 2016 General Assembly Session, the General Assembly approved (i) budget language which authorized the Department to reinvest operational savings from the JCCs into the development of community-based services and alternative placements, (ii) bond funding for the planning and construction of a new facility in Chesapeake that will be smaller, regionally-based, and treatment oriented, and (iii) funding to plan to more effectively meet the Department's other capital needs.

The official forecast of the Department's direct care population predicts that the population will continue to decline. The forecast projects a decrease through FY 2019, when the direct care population is expected to reach 295 youth. Beginning in FY 2019, however, the population is expected to level off. This leveling can be attributed to the flat admissions forecast. By FY 2021, the total direct care population is projected to be 302 (See Appendix III). Given the declining direct care population and the subsequent decline in the need for maximum security beds, the Department will consolidate the Beaumont JCC campus into the Bon Air JCC campus.

The lack of non-maximum security placement options and the continued undesirable outcomes for committed youth are the driving forces behind the Department's plan for transformation. To provide more residents with alternative and more effective placement options, the Department has begun expanding partnerships and introducing additional CPPs in localities across the Commonwealth (See Appendix XVI). Additionally, the Department will use savings from the JCC consolidation to develop a continuum of non-secure alternative placements and evidence-based services across the Commonwealth.

The Department's transformed system will provide youth with secure beds in all regions of the Commonwealth. The additional CPP beds, the plans for a new facility in Chesapeake, and the

authorization to reinvest savings to fund the reestablishment of a continuum of care will allow the Department to serve youth from every area of the state effectively.

Regional Care Coordinators

The system-wide assessment identified differences in supervision practices and availability of effective services and interventions in the different regions of the Commonwealth. The Division of Community Programs is focused on building a continuum of care and network of services that is effective and efficient in providing the services, programs, and treatment needed to divert youth from further involvement in the juvenile justice system, have appropriate dispositional alternatives for youth under supervision to prevent further involvement with the Department, and for successful reentry when committed youth return to their home communities. In 2016, the Department issued a Request for Proposal (RFP) for regional service coordinators to develop and oversee the services delivered by subcontracting direct service providers (DSP) within each of the Department's five regions. The regional care coordinators will secure and subcontract with DSPs in their regions to meet programming needs in all geographic areas of the Commonwealth and provide a continuum of effective and evidence-based interventions to court-involved youth in each region. The regional care coordinators and DSPs will also ensure that an effective array of interventions is available for all juvenile justice-involved youth in the Commonwealth regardless of where they live.

The continuum of care will offer services to youth throughout their involvement with the Department, regardless of point of entry into the system or direct care placement. Eligible youth may be under the Department's community supervision (e.g., probation, parole) or admitted to the direct care of the Department. DSPs will ensure that neither youth nor families referred for services are rejected. Services will focus on the youth's individualized needs, risks, and criminogenic behaviors, as well as the family system.

Quality Assurance Unit

In 2016, the Department established a Quality Assurance Unit to monitor the integrity of interventions utilized by the Department in addressing the needs of court-involved youth. This unit will ensure that DJJ's partners in implementing the Transformation Plan are using proper services and dosage as necessary to best meet the needs of the youth.

V. CONCLUSION

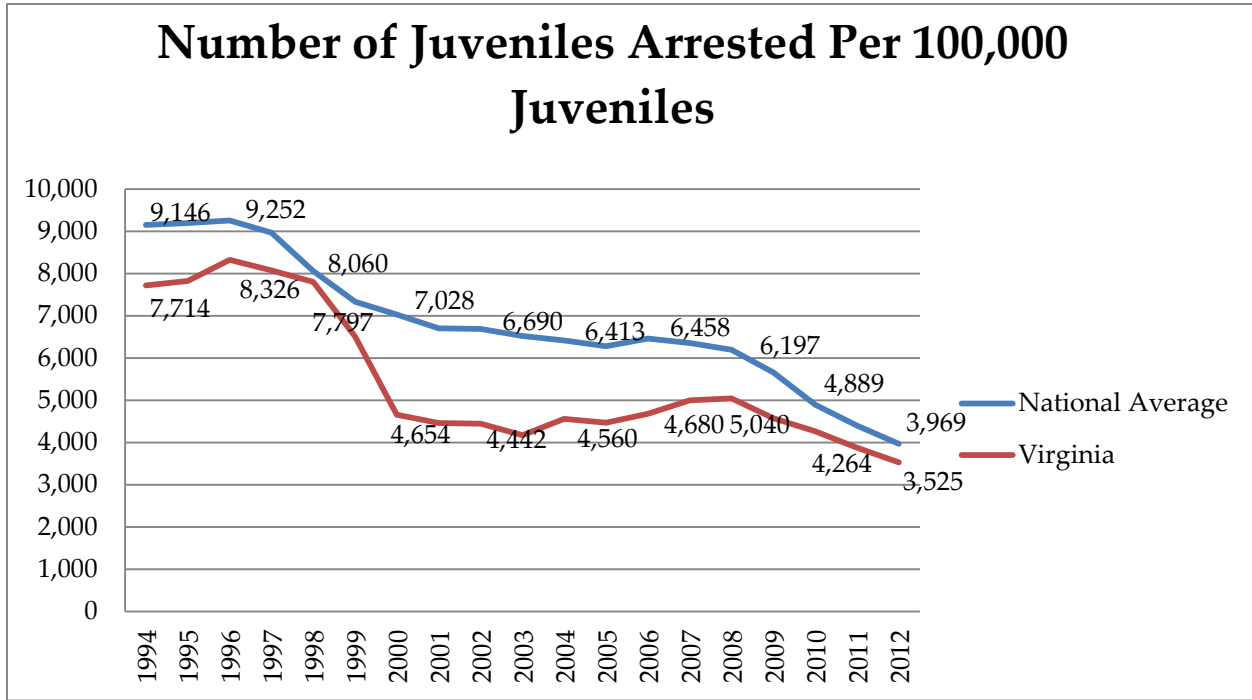
This Transformation Plan incorporates and relies on data and research on what works best to improve the success rates of juvenile justice involved youth and adopts a rigorous rehabilitative and evidence-based approach to juvenile justice in Virginia. Once fully implemented, the Transformation Plan will reduce the risks of reoffending for supervised or committed youth, promote the skills and resiliencies

necessary for youth to lead successful lives in their communities, and improve public safety for citizens throughout the Commonwealth.

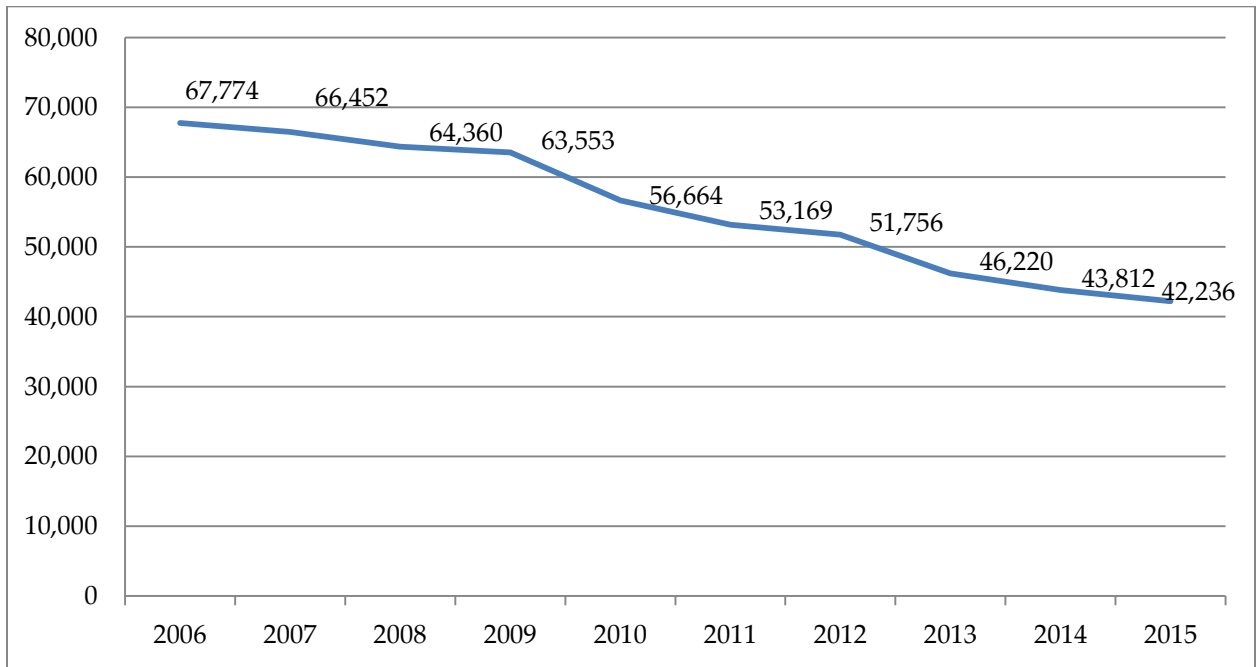
Appendices

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- XVI. Future Locations of CPPs

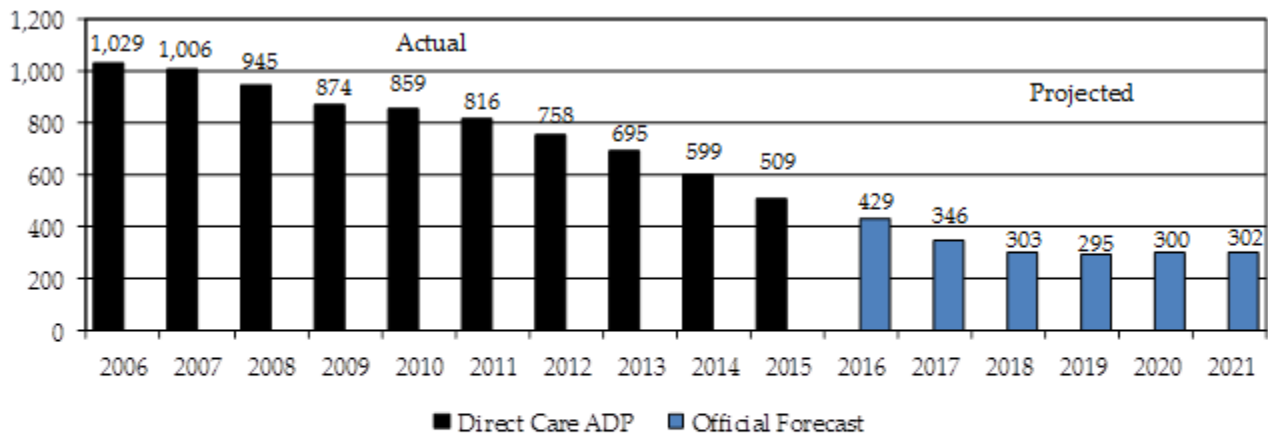
Appendix I: Virginia vs. National Arrest Data



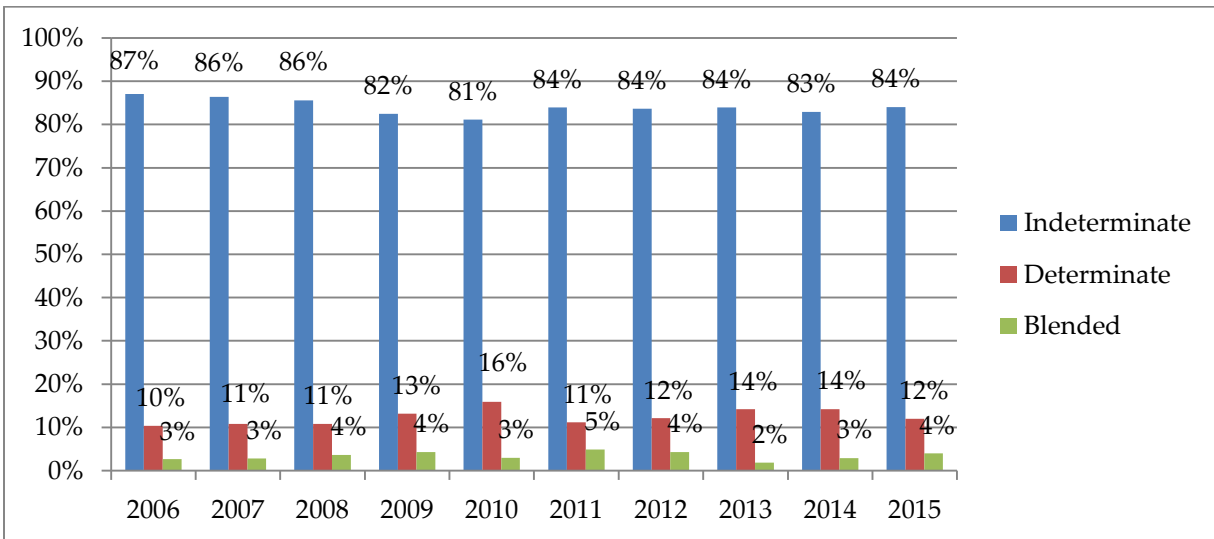
Appendix II: Juvenile Intake Cases, FY 2006-2015



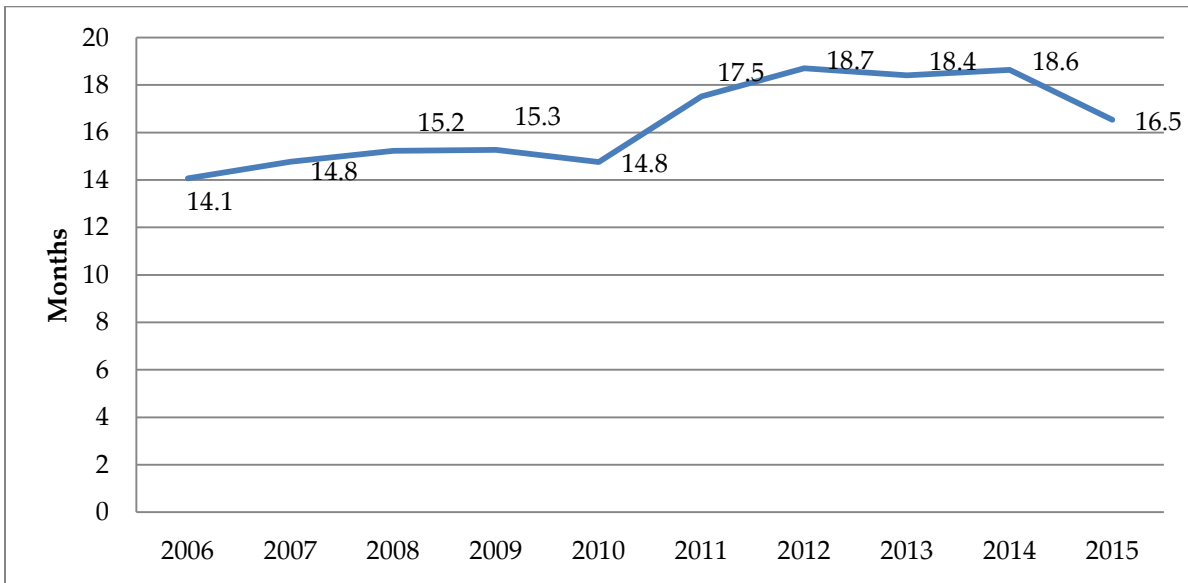
Appendix III: Direct Care Population Forecast, FY 2006 – FY 2021



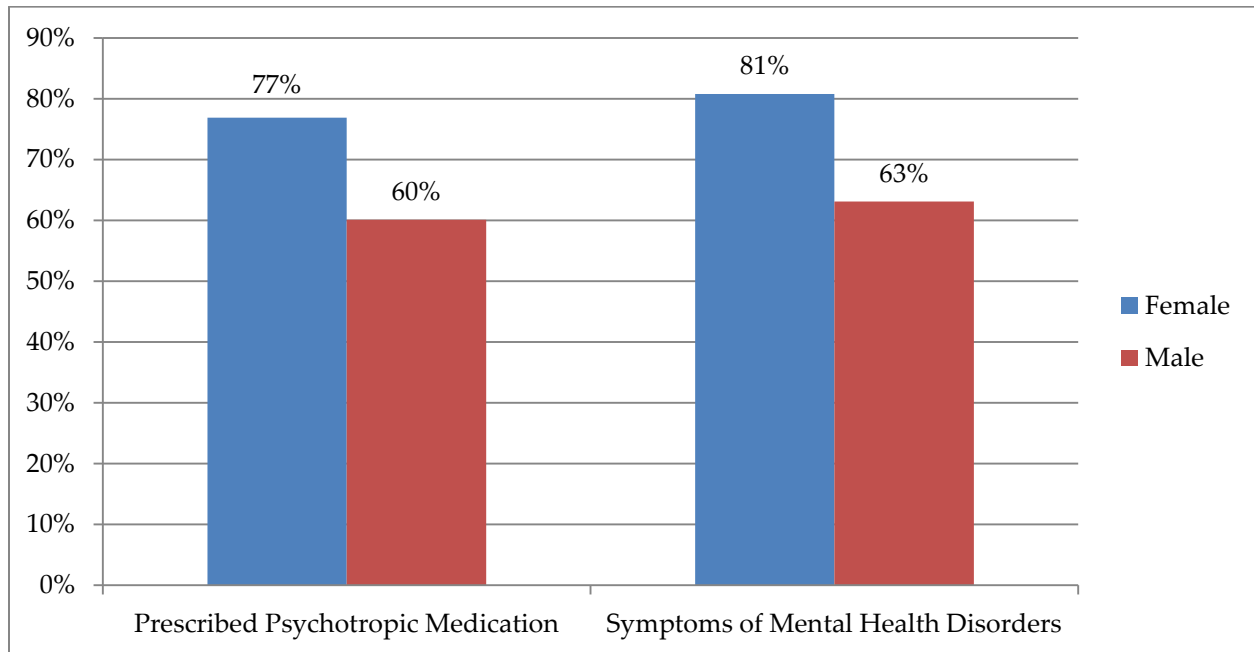
Appendix IV: Commitment Type, FY 2005-2015



Appendix V: Average Actual LOS, FY 2006 -2015 Releases

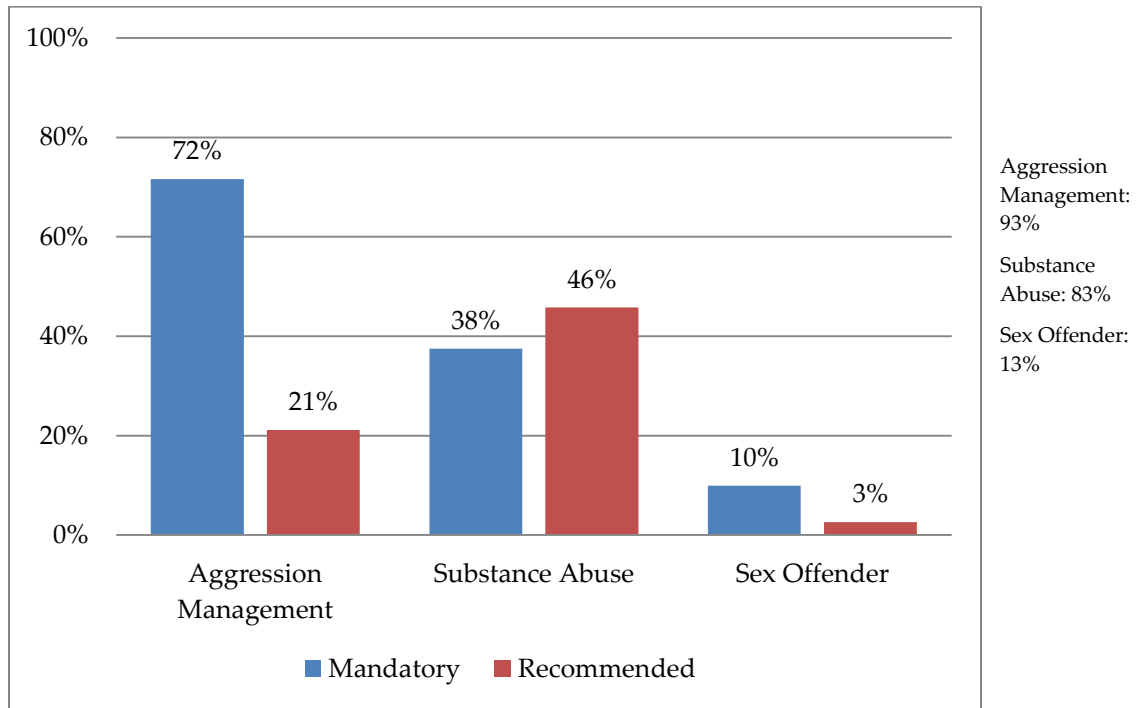


Appendix VI: Mental Health, FY 2015 Admissions

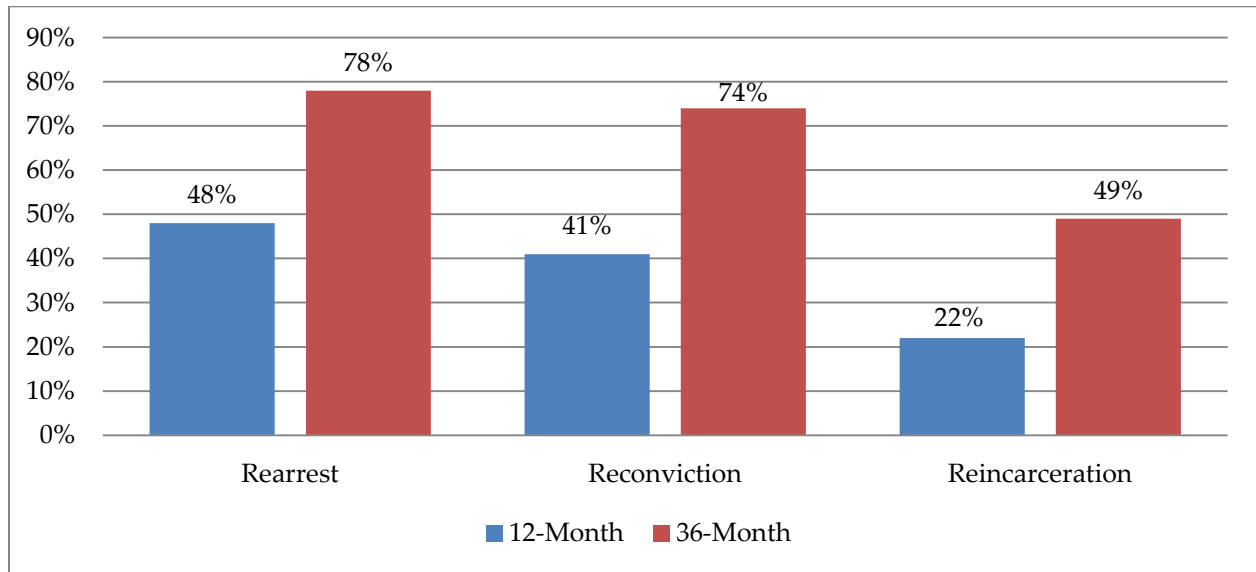


*Data include juveniles who appeared to have significant symptoms of a mental health disorder, according to diagnostic criterion the DSM. Attention Deficit Hyperactivity Disorder, Conduct Disorder, Oppositional Defiant Disorder, Substance Abuse Disorder, and Substance Dependence Disorder are not included.

Appendix VII: Treatment Needs, FY 2015 Admissions

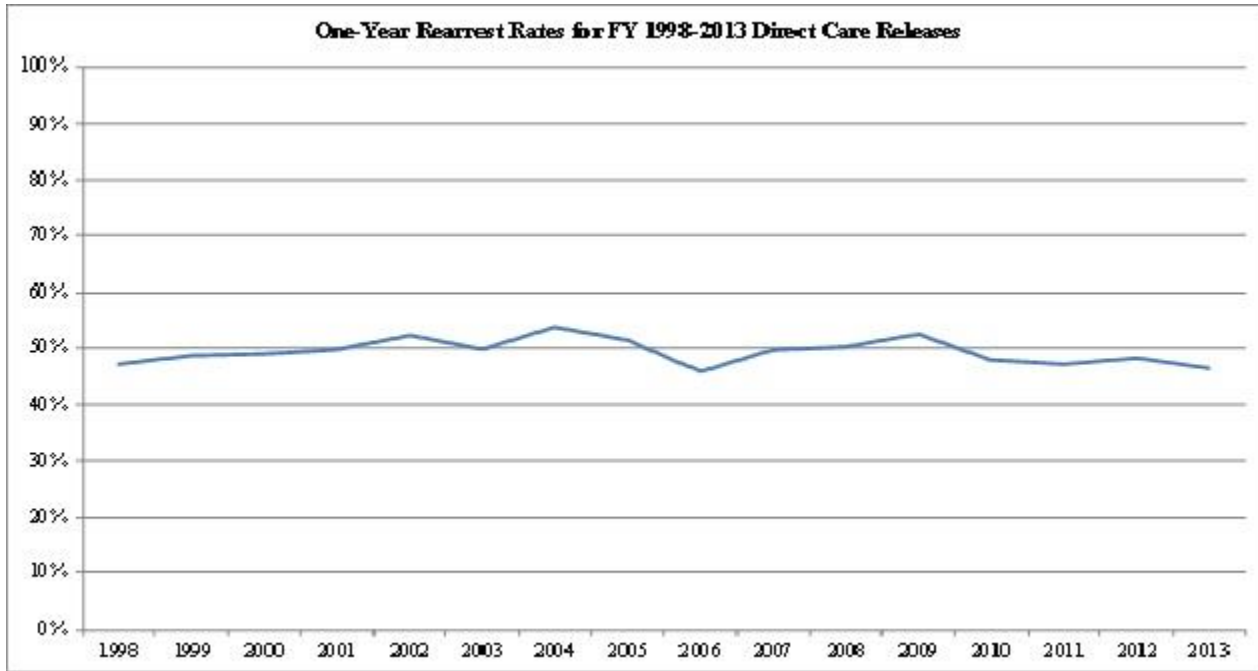


Appendix VIII: Recidivism of Direct Care Releases, FY 2010 and FY 2013



*The 12-month sample is from FY 2013; 36-month sample is from FY 2010.

Appendix IX: One-Year Rearrest Rates of Direct Care Releases, FY 1998 – FY 2013



Appendix X: YASI Assessment



1 Legal History

- | | |
|---|--|
| 1. Previous intake contacts for offenses | 8. Placements |
| 2. Age at first intake contact | 9. Juvenile detention |
| 3. Intake contacts for offenses | 10. DJJ Custody |
| 4. Felony-level offenses | 11. Escapes |
| 5. Weapon offenses | 12. Failure-to-appear in court |
| 6. Offenses against another person | 13. Violations of probation/parole/diversion |
| 7. Felony-level offenses against another person | |

2 Family

- | | |
|---|---|
| 1. Runaways/lock-outs | 11. Family support network |
| 2. History of child neglect | 12. Family member(s) the youth feels close to |
| 3. Compliance with parental rules | 13. Family provides opportunities for participation |
| 4. Circumstances of family members living at home | 14. Family provides opportunities for learning, success |
| 5. Historic problems of family members at home | 15. Parental love, caring and support |
| 6. Youth's current living arrangements | 16. Family conflict |
| 7. Parental supervision | |
| 8. Appropriate consequences | |
| 9. Appropriate rewards | |
| 10. Parental attitude | |

3 School

- | | |
|--------------------------------------|---|
| 1. Current enrollment status | 8. Youth believes in the value of education |
| 2. Attendance | 9. Encouraging school environment |
| 3. Conduct in past year | 10. Expulsions and suspensions |
| 4. Academic performance in past year | 11. Age at first expulsion |
| 5. Current conduct | 12. Involvement in school activities |
| 6. Current academic performance | 13. Teachers/staff/coaches youth likes |
| 7. Special education student | |

4 Community and Peers

- | | |
|---|--|
| 1. Associates the youth spends time with | 5. Free time spent with delinquent peers |
| 2. Attachment to positively influencing peer(s) | 6. Strength of delinquent peer influence |
| 3. Admiration/emulation of tougher delinquent peers | 7. Number of positive adult relationships in community |
| 4. Months associating with delinquent friends/gang | 8. Pro-social community ties |

5 Alcohol and Drug

1. Alcohol and drug use
2. Receptive to substance use treatment
3. Previous substance use treatment

6 Mental Health

1. Mental health problems
2. Homicidal ideation
3. Suicidal ideation
4. Sexual aggression
5. Physical/sexual abuse
6. Victimization

7 Aggression

1. Violence
2. Hostile interpretation - actions/intentions of others
3. Tolerance for frustration
4. Belief in use of physical aggression to resolve a disagreement or conflict
5. Belief in use of verbal aggression to resolve a disagreement or conflict

8 Attitudes

1. Responsibility for delinquent/criminal behavior
2. Understanding impact of behavior on others
3. Willingness to make amends
4. Optimism
5. Attitude during delinquent/criminal acts
6. Law-abiding attitudes
7. Respect for authority figures
8. Readiness to change

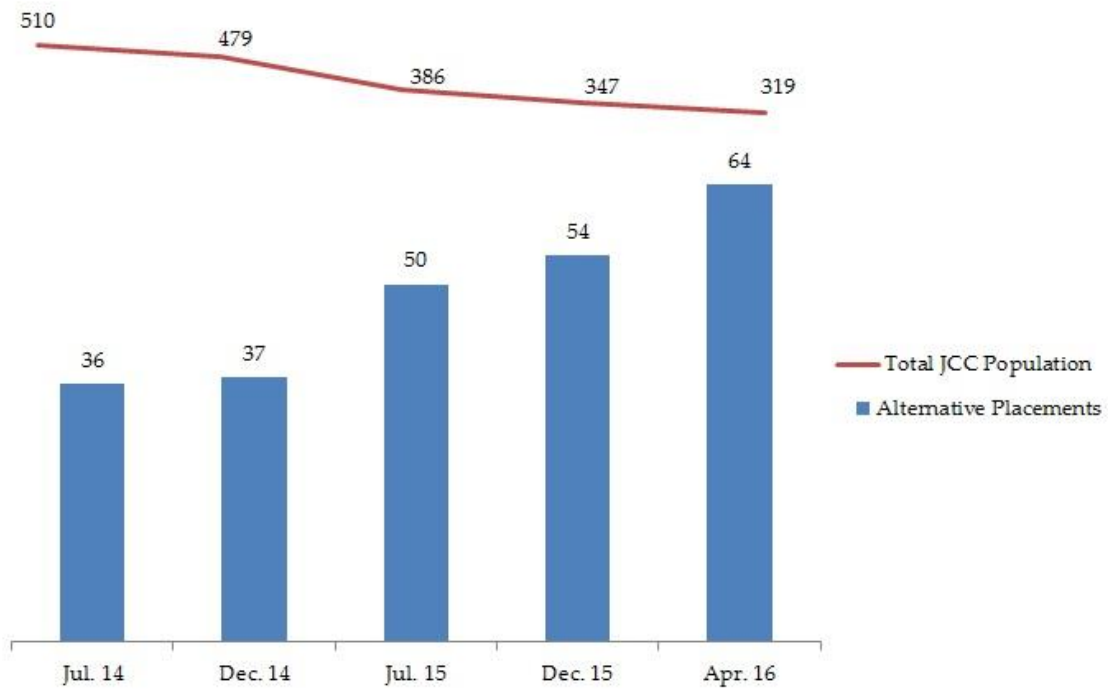
9 Skills

1. Consequential thinking skills
2. Social perspective-taking skills
3. Problem-solving skills
4. Impulse-control skills to avoid getting in trouble
5. Loss of control over delinquent/criminal behavior
6. Interpersonal skills
7. Goal-setting skills

10 Employment and Free Time

1. History of employment
2. Number of times employed
3. Longest period of employment
4. Positive relationships with employers
5. Structured recreational activities
6. Unstructured recreational activities
7. Challenging/exciting hobbies/activities
8. Decline in interest in positive leisure pursuits

Appendix XI: Alternative Placements



Appendix XII: Direct Care Facilities and Placement Options

Placements	Beds
JCCs	
Beaumont	282
Bon Air	267
<i>JCC Total</i>	<i>549</i>
CPPs	
Blue Ridge	8
Chesapeake	10
Chesterfield	8
Merrimac	5
Rappahannock	8
Shenandoah Valley	8
Virginia beach	12
<i>CPP Total</i>	<i>59+</i>
<i>Detention Reentry</i>	<i>N/A</i>
<i>Direct Care Total</i>	<i>608+</i>

Appendix XIII: Proximity of Serious Offenders

Serious Offenders within approximately one-hour drive to Bon Air and Beaumont

Both Facilities	35	23%
Bon Air Only	3	2%
Beaumont Only	3	2%
Neither Facility	111	73%
<i>Total</i>	<i>152</i>	<i>100%</i>

Serious Offenders within approximately one-hour drive to Chesapeake and Hanover

Chesapeake	81	53%
Hanover	36	24%
Neither	35	23%
<i>Total</i>	<i>152</i>	<i>100%</i>

Appendix XIV: Post-Graduate Courses Offered at Beaumont JCC

Certificate Courses	Certification Courses	College Credit Courses
Veterinary Assistant	Medical Coding and Billing	Introduction to Business
Introduction to Personal Financial Literacy & Entrepreneurship	National Retail Certification	Principles of Public Speaking
Basic Automotive & Systems	National ServSafe Certification	
Russian Literature	Service Dog Handler	
Poetry and Hip Hop	Microsoft Office Specialist	
Introduction to STEM	Fiber Optics and Cabling	
Introduction to Robotics	Landscaping	
Introduction to Automotive Technology	MTI Manufacturing	
Remedial Math	Personal Trainer	
Art	CompTIA A+ Certification	
Cartooning	Barbering	
Sculpture	Cosmetology	
Music		
Creative Writing		
Educational & Career Planning		
Individual Strengths and Development		
Leadership Enrichment		
Drama		
Writing		
Basketball		
Dream Cycle		
Photography		
Empower		

Appendix XV: Department of Juvenile Justice Committee Membership

Dr. Lisa Floyd <i>Deputy Director of Education</i>	Dr. Lynda Hickey <i>English as a Second Language</i>	Ms. Jill Becker <i>Special Education</i>	Ms. Regina Turner <i>Asst. Principal</i>	Mr. Reginald Branch <i>Post-Secondary Program</i>	Ms. Carol Brown <i>Guidance</i>
State Superintendent Leadership Council	R.E.B. – Community Foundation Board	State Special Education Council	Women Education Leaders in Virginia (WELV) Region 1 Representation and Social Media Coordinator	Reentry Taskforce Workforce Committee	Career & Technical Education Council
State Innovation SOQ Sub-Committee	Community Treatment Model Committee	State Special Education Advisory Committee		Career & Technical Education Council	
State Management Project AWARE	VA Region I Instructional Committee	The Department’s Exposure Committee		College Program Taskforce	
		The Department’s Central Classification Review Committee			

Appendix XVI: Future CPP Locations

Location	Beds	Notes
Virginia Beach	4	4 additional beds start July 1, 2016
Merrimac	5	5 additional female beds start July 1, 2016
Fairfax	8	Under negotiation
Lynchburg	8	Under negotiation
Prince William	8	Under negotiation
<i>Total</i>	33	<i>N/A</i>