

2017

# Virginia Department of Juvenile Justice



## **TRANSFORMATION PLAN 2017 UPDATE**

In response to Chapter 780 of the 2016 Virginia Acts of Assembly  
The Appropriation Act, Item 415 (B)(3) (2016)

## PREFACE

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Prior to 2014, the Department of Juvenile Justice (Department) spent a disproportionately large percentage of its budget to operate outdated, oversized juvenile correctional centers (JCCs) which did not produce successful public safety outcomes. Two separate assessments found that these facilities were ineffective, that the Department lacked a true continuum of alternatives, and that there were significant local variations in practices and services for similarly situated youth.

These findings prompted the development of the Department's Transformation Plan, published in June 2016, which was guided by 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practices in all aspects of the juvenile justice system; and (3) Efficiently *replace* the Department's two large, outdated JCCs with smaller, regional, rehabilitative and treatment-oriented facilities supported by a statewide continuum of local alternative placements and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 in meeting its fundamental goals of reducing the risk of reoffending for court-involved youth, improving and promoting the skills and resiliencies necessary for young people to lead successful lives in their communities, and improving public safety for citizens throughout the Commonwealth. With the ongoing implementation of several transformation efforts, a fourth principle has been added: (4) *Sustain* the Transformation Plan by maintaining safe, healthy, inclusive workplaces; continuing to recruit, retain, and develop a team of highly skilled and motivated staff; and aligning our procedures, policies, and resources to support the team in meeting the goals of transformation.

This report on the Department's Transformation Plan addresses the areas of consideration required by the authorizing language in the 2016 Budget Bill, House Bill (HB) 30, which are most relevant to HB 29 outlining effective and efficient services for court-involved youth. This report will provide (i) an update to the assessment of "the impact and results of the transformation plan and its related actions" that was presented in the Department's November 1, 2016, report the "Department of Juvenile Justice Transformation Plan 2016 Update" (2016 Transformation Update) and (ii) address all the additional requirements in HB 30, which states:

*"The report shall include, but is not limited to, assessing juvenile offender recidivism rates, fiscal and operational impact on detention homes; changes (if any) in commitment orders by the courts; and the use of the savings redirected as a result of transformation, including the amount expended for contracted programs and treatment services, including the number of juveniles receiving each specific service. The report should also include the average length of stay for juveniles in each placement option."*

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## EXECUTIVE SUMMARY

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With strong bipartisan support from the General Assembly and the leadership of Governor McAuliffe, the Department of Juvenile Justice established the Transformation Plan to ensure that the Department is using its resources effectively and getting the best outcomes for the young people it serves. While the report reflects the many changes the Department has implemented, and milestones it has reached, it is important to also remember that the work of the Transformation Plan is not complete and more time is needed for its changes to become permanent fixtures of Virginia's juvenile justice system. Continued support from all branches of government for the Department's ongoing work will result in better returns on taxpayer investment through improved public safety and more robust rehabilitative opportunities for youth involved in the juvenile justice system. The Transformation Plan is guided by the following core initiatives:

- 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;
- 3) Efficiently *replace* the Department's two large, outdated JCCs with smaller, regional, rehabilitative and treatment-oriented facilities supported by a statewide continuum of local alternative placements and evidence-based services; and
- 4) *Sustain* the Transformation Plan by maintaining safe, healthy, inclusive workplaces; continuing to recruit, retain, and develop a team of highly skilled and motivated staff; and aligning our procedures, policies, and resources to support the team in meeting the goals of transformation.

In furtherance of these core initiatives, fiscal year (FY) 2017 was a time of significant new developments and milestones for the Department's transformation. Some highlights include the following:

- Juvenile Correctional Center (JCC) average daily population (ADP) declined from 406 in FY 2016 to 338 in FY 2017.
- Each court service unit (CSU) received training in evidence-based probation practices.
- The Department successfully consolidated the Beaumont and Bon Air JCCs by closing Beaumont.
- By the end of FY 2017, over 100 committed youth were in a non-JCC alternative placement.
- All residential units in Bon Air JCC were fully converted to the Community Treatment Model (CTM), and family visitations increased.
- JCCs experienced greater safety with significant declines in the rates of acts of aggression and violence, use of force by staff, and worker's compensation claims.
- The Department added new college offerings for residents of the JCCs, as well as increased pass rates on Standards of Learning (SOL) tests, and the percentage of eligible residents who receive high school diplomas.
- With the savings from facility closures, the Department launched and established an entirely new service network through contracts with Regional Service Coordinators

(RSCs), and to build out the statewide continuum of community-based services and alternative placements.

- Through the work with the RSCs, more than 100 direct service providers are now in the network, there have been more than 1,000 referrals, and by years end more than 100 communities will have access to new evidence-based programs aimed at effectively serving high-risk youth.
- The Department is poised to begin design and construction of the new, smaller JCC in Chesapeake.
- The Department has taken many steps to sustain the work of the transformation including revamping the Training Unit to be more responsive to the evolving needs of a more highly skilled workforce, and adding a Quality Assurance Unit to monitor the effectiveness and practices of all the new contracted programs.
- The Department has taken all these steps without receiving any new non-capital funds to increase its operational budget.

## TRANSFORMATION PLAN UPDATE

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The Transformation Plan was established in June 2016 to ensure that the Department is using its resources effectively and getting the best outcomes for the young people it serves. The Department's three core initiatives (Reduce, Reform, and Replace) continue to inform the Transformation Plan by incorporating data-driven decision-making and research. The Transformation Plan supports improvement and reorganization of the Department from intake to release to supervision and contributes to the Department's fundamental goal to protect the public by preparing court-involved youth to be successful citizens. Since the publication of last year's update, an additional initiative (Sustain) has been established with the goal of maintaining and evaluating the Department's improvement and reorganization.

### REDUCE

The Department aims to safely reduce the use of JCCs by using data-driven and evidence-based CSU practices to ensure that all delinquent youth are receiving the right mix of services, supervision, and accountability. For example, the Youth Assessment and Screening Instrument (YASI)<sup>1</sup> is completed by CSU and direct care staff to determine a youth's relative risk for reoffending. According to the assessment, a youth's recidivism risk is classified as low/none, moderate, or high. A youth's risk assessment score is one factor examined when probation and parole supervision levels are established, with high risk youth typically receiving more intensive services. The percentage of young people admitted to direct care with a high YASI risk score increased from 69.0% in FY 2015 to 74.0% in FY 2016 and 78.3% in FY 2017, indicating that commitment is being used more selectively for only high-risk youth.

### Probation Improvement and Use of Structured Decision Making Tools

To improve overall probation practices, in 2016, the Department decided to expand an evidence-based structure for probation supervision to all of the state-operated CSUs. Effective Practices in Community Supervision (EPICS)<sup>2</sup> is an evidence-based structured format to provide counseling and skill-building to court-involved youth. As of the first update, 19 state-operated CSUs had received training. Today, all 32 state-operated CSUs have received EPICS training. In addition to this EPICS training, the Department strives to use structured decision making tools at all key points in the juvenile justice process. Where there are gaps in the use of such tools, the Department is working to fill them and also making sure that existing tools are used appropriately.

Juvenile detention centers (JDCs) provide temporary care for alleged juvenile delinquents who require pre-dispositional (pre-D) secure custody pending a court appearance and for youth after a disposition has been ordered by a judge (post-D). Pre-D detention can be ordered by a judge,

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<sup>1</sup> YASI is a validated tool which provides a classification of an individual's risk of reoffending by assessing static and dynamic risk and protective factors in 10 functional domains.

<sup>2</sup> EPICS is an evidence-based training curriculum delivered by the University of Cincinnati Corrections Institute. The training is intended to help probation and parole officers and JCC counselors become more effective in their roles by learning a model, structure, and techniques for more deliberately incorporating core correctional practices into their daily interactions.

intake officer, or magistrate. Decisions by intake officers concerning detention are guided by the completion of the Detention Assessment Instrument (DAI). During the past year the Department crafted new procedures, and engaged in more training to effectively guide the use and application of the DAI. The Department is also in the process of re-validating the tool.

Further, because the YASI risk assessment heavily informs service planning and length-of-stay recommendations for those youth committed to DJJ, it is imperative that staff use the tool correctly. To maintain fidelity to the tool, refresher trainings and coaching are required following initial training. In 2016, YASI training was provided to all supervisors. In addition, Orbis Partners Inc.<sup>3</sup> was contracted to provide YASI Training of Trainers to 12 agency staff members for certification as instructors. This has enabled the Department to create a training cadre to sustain regular training and refresher sessions. Having certified YASI trainers and coaches allows the Department to assess worker proficiency and adherence to the model, including coaching supervisors on establishing internal scoring audits. From August to September 2017, the Department also organized 22 YASI refresher training sessions. 150 staff members received a refresher course on YASI assessments and YASI case planning. The refresher training targeted internal coaches and frontline supervisors to improve fidelity to the instrument and promote inter-rater reliability.

In addition, because Department's data show that, historically, similarly situated youth can be treated differently in Virginia's juvenile justice system based on their region or race, the Department has partnered with the Annie E. Casey Foundation (AECF) and the National Council on Crime and Delinquency (NCCD) to develop a standardized dispositional matrix (SDM), which will provide uniform, objective dispositional recommendations for court-involved youth based on their risk-level and offense severity. The SDM will serve as a data-driven tool to make fair and objective dispositional recommendations.

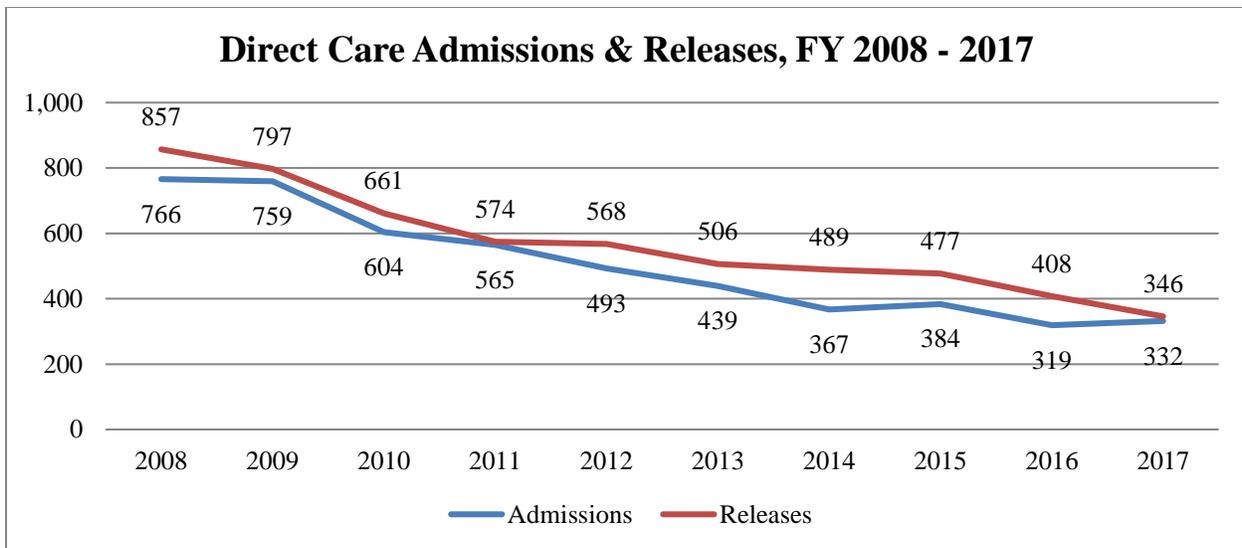
In 2016, stakeholder groups convened in the Department's Central and Eastern regions to provide an overview of the function of the SDM, preliminary data analysis, and a summary of the SDM implementation work plan. The Department's SDM was developed from March to July 2017, through a data-driven consensus-building process that leveraged the expertise of judges, agency leaders, attorneys, CSU staff, and a wide range of other stakeholders. Training and practice improvement of the SDM is ongoing, and the Department will begin to pilot the tool by the end of CY 2017. It is anticipated that the implementation of the SDM will ensure that those youth most at-risk of further delinquency involvement will receive the most intense interventions while those less likely will be diverted or receive alternative dispositions that do not require probation or formal court involvement.

### **Direct Care Length of Stay**

Over the past decade, admissions to direct care have decreased 56.7%, from 766 in FY 2008 to 332 in FY 2017. (See chart below.)

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<sup>3</sup> Orbis Partners, Inc. provides solutions for the helping professions, specializing in designing and implementing evidence-based services for at-risk and high-risk client groups.



To further reduce the direct care population and ensure secure confinement is used only for as long as is appropriate, the Board of Juvenile Justice revised the LOS Guidelines for Indeterminately Committed Juveniles (LOS Guidelines) on October 15, 2015.<sup>4</sup> Under the former LOS Guidelines, 12-18 months was the most commonly assigned LOS for indeterminate direct care admissions. Under the current LOS Guidelines, 6-9 months is the most commonly assigned LOS. (See table below).<sup>5</sup>

Direct Care Admissions By Assigned LOS, FY 2014-2017				
Assigned LOS Range	2014	2015	2016	2017
2-4, 3-6	6%	6%	10%	10%
5-8, 6-9	0%	1%	40%	47%
6-12, 7-10, 9-12, 9-15	20%	24%	22%	19%
12-18	31%	25%	0%	0%
15-21	7%	7%	0%	0%
18-24	2%	6%	0%	0%
18-36, 21-36, 24-36	12%	14%	0%	0%
Blended	3%	5%	9%	5%
Determinate	17%	12%	18%	18%

In FY 2017, 346 youth were released from direct care.<sup>6</sup> The average LOS for youth released with indeterminate commitments decreased from 14.1 months in FY 2015 to 13.4 months in FY 2016 and 10.8 months in FY 2017. The overall direct care LOS for all releases, regardless of

<sup>4</sup> The Board of Juvenile Justice's LOS Guidelines project the release date for a committed juvenile based on the severity of the committing offense and the juvenile's risk for reoffending. The juvenile's actual release date is dependent upon his or her progress in treatment and behavior during commitment. A juvenile may remain in commitment status until his or her statutory release date (36 continuous months or 21st birthday, whichever occurs first) if progress, adjustment, or behavior do not indicate release is appropriate.

<sup>5</sup> Percentages of admissions by commitment type are not equal to percentages of commitment orders by commitment type. One admission may have multiple associated commitment orders.

<sup>6</sup> Canceled, rescinded, and successfully appealed cases were excluded.

commitment or placement type, was 14.2 months in FY 2017. The average length of time from the commitment date to admission date was 27.2 days. The following LOSs by placement type are not mutually exclusive; youth may spend time in multiple placement types during their direct care stay.

- For the 271 youth who spent at least one day in a JCC, the average total LOS in a JCC was 13.8 months.
- For the 164 youth who spent at least one day in a CPP, the average total LOS in a CPP was 4.2 months.
- For the 84 released youth who received intake and evaluation services at a JDC, the average length of the evaluation phase was 24.6 days.
- For the 49 youth who spent at least one day in detention re-entry, the average total LOS in detention re-entry was 1.9 months. (See table below).<sup>7</sup>

<b>Direct Care Releases, FY 2017</b>		
	<b>Youth</b>	<b>LOS (Months)</b>
<b>Total Direct Care LOS</b>	346	14.2
<b>Commitment to Admission</b>	346	0.9
JCCs	271	13.8
Intake/Eval. at JDCs	84	0.8
CPPs	164	4.2
Detention Re-entry	49	1.9

The Department will continue to monitor commitment orders and examine trends for assessing the impact of the Board of Juvenile Justice’s changes to the LOS Guidelines and of the ongoing establishment of the continuum of care for committed youth. Additional information regarding trends in commitment orders is included on page 27. The revisions to the LOS Guidelines are also incorporated into the official population forecasts to the extent possible. Additionally, the Department partnered with Virginia Commonwealth University to study the trends and effects of the changes to the LOS Guidelines. The Department has provided appropriate data, and the researcher is currently conducting the analyses.

### **Alternative Placements**

To further support the goal of *reducing* the use of state facilities, the Department has worked to provide alternative placements to the JCCs, including CPPs and detention re-entry.

CPPs are highly structured, disciplined residential programs in the JDCs. The goal of CPPs is to place residents closer to their home communities in order to facilitate an easier transition following their release. CPPs focus on addressing specific treatment needs and risk factors and developing competency in the areas of education, job readiness, life and social skills. Beginning

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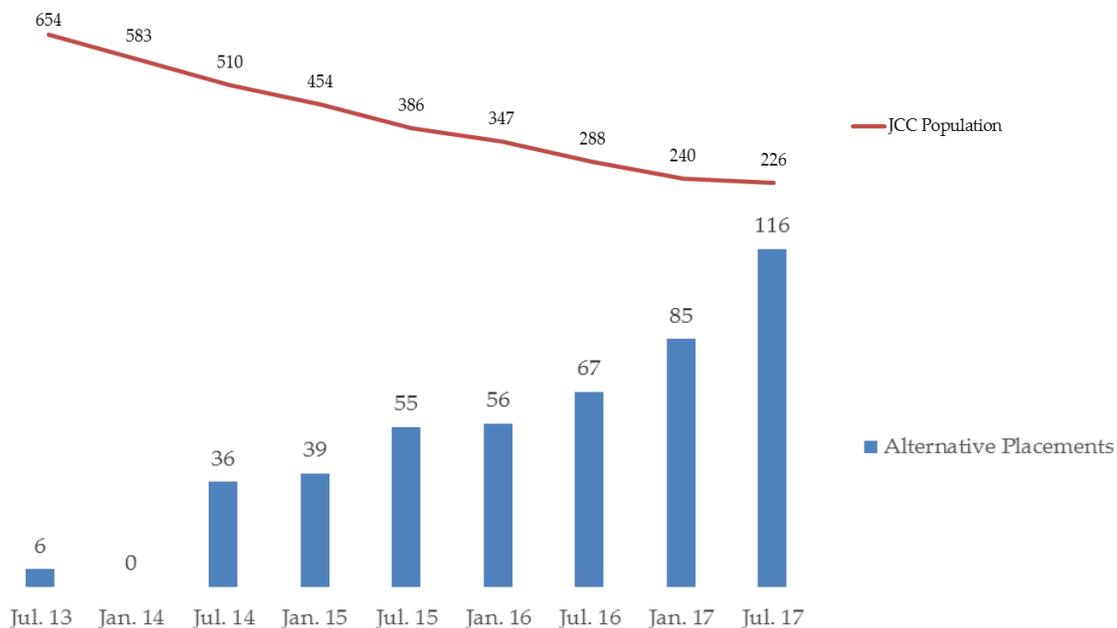
<sup>7</sup> Placement types are not mutually exclusive. Youth may spend time in multiple placement types during their direct care stay. For LOS by placement type, a youth’s total days in a placement type during a single commitment were combined, even if separated by a stay in a different placement type.

in May 2014, four JDCs opened CPPs with a total of 40 beds. As of last year’s report, there were 76 CPP beds in eight JDCs. There are currently 87 CPP beds in nine locally operated JDCs: Blue Ridge, Chesapeake, Chesterfield, Merrimac, Rappahannock, Shenandoah Valley, Virginia Beach, Lynchburg, and Prince William.

Additionally, eleven JDCs provide detention re-entry programs for young people in direct care, allowing them to transition back to their communities 30-90 days before release. Similar to CPPs, the programs facilitate increased visitation with families and allow for the initiation of services for parole planning with the assigned parole officers.

As of June 2016, committed youth can also undergo intake and evaluation at a JDC. The process is highly similar to the JCC process, and evaluations include medical, psychological, behavioral, educational and career readiness, and sociological. The evaluation process lasts approximately three weeks. At the conclusion of the evaluation process, a team meets to discuss and identify a youth’s treatment and mental health needs and to determine LOS, placement recommendations, and re-entry plan development. In FY 2016, 19 youth were admitted to direct care at a JDC for intake and evaluation; in FY 2017, those types of admissions increased to 171 youth.

**Youth in Alternative Placements and JCCs\***



\* Data are not displayed on the same scale.  
 \* Alternative placements include CPPs, detention re-entry, and other placements in the continuum of services.

Due largely to the expansion of JDC-based placement options, the average number of youth in non-JCC alternative placements has increased from six in July 2013 to 116 in July 2017, representing 33.9% of the total direct care population.

In FY 2017, 346 youth were released from direct care. Of those, 75 (22%) stayed in non-JCC alternative placements (i.e., intake and evaluation in a JDC, CPP, and/or detention re-entry) for

the duration of their commitment. In addition, 125 (36%) were released from a CPP or detention re-entry as a step-down from a JCC. The Department intends to increase CPPs and other alternative placements as location and capacity indicate.

CPPs, other alternative placements, and the continuum of services are further discussed in the *Replace* section of this report and in the *Additional Reporting Requirements* on page 27.

## **REFORM**

The Department aims to reform rehabilitation and education in the JCCs by expanding and strengthening services and supports provided to youth during commitment and upon return to the community.

### **Direct Care Initiatives**

The Department continues to reform practices in the JCC by improving treatment, rehabilitation, and education. Both the Division of Residential Services and the Division of Education have enhanced their practices to produce better outcomes for young people who are committed to the JCC.

#### ***Division of Residential Services***

The Division of Residential Services is composed of the following:

- Bon Air JCC (Beaumont JCC was open until June 2017)
- Central Admission and Placement (CAP) Unit<sup>8</sup>
- Health and Behavioral Health Services

To support transformation efforts, the Division of Residential Services has implemented the following to transform JCC practices to better serve youth committed to the Department.

#### ***CTM***

In 2015, the JCCs began implementing CTM as a way to support youth rehabilitation and improve facility safety. The main tenets of the model include highly structured, meaningful, therapeutic activities; along with consistent staffing and youth in each housing unit. CTM uses a blend of positive peer culture and the group process, including meetings and interactions between staff and residents, to address concerns and accomplishments within the unit. In doing so, staff develop treatment-oriented relationships with residents while acting as advocates.

The Department partnered with the Missouri Youth Services Institute, which developed the highly successful and well-regarded “Missouri model” of juvenile corrections, to train staff on Virginia’s CTM and how to interact and directly work with residents to improve the chances of success. Staff teams received intensive training before starting CTM in their housing unit, with

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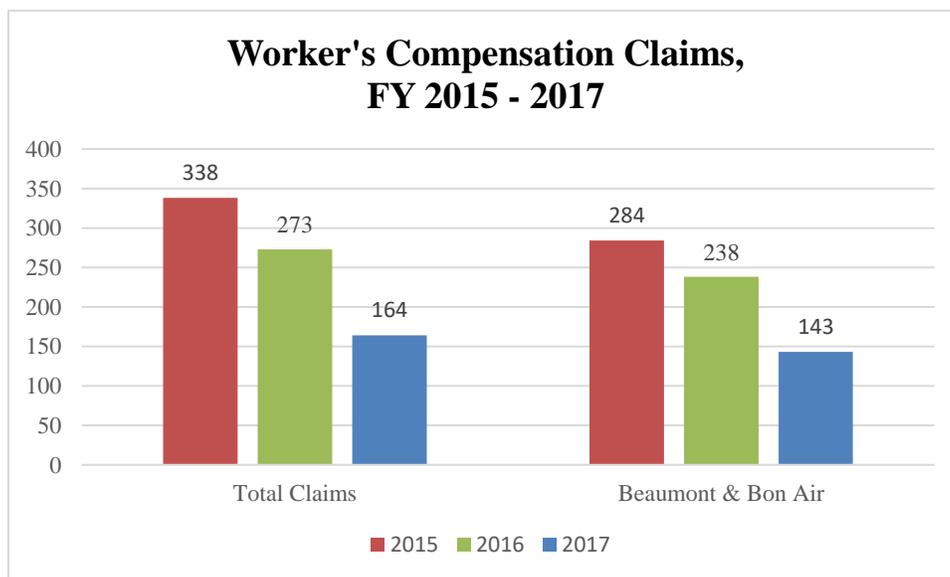
<sup>8</sup> The CAP Unit reviews all commitment packets and completes the intake, orientation, and evaluation phase of a resident’s direct care admission. The CAP Unit also provides case management for committed youth in non-JCC alternative placements and acts as a liaison between the CPPs and CSUs.

one unit trained at a time to ensure fidelity to the program guidelines. In addition, to effect this transition, all titles, job descriptions, and responsibilities of security staff in the JCCs were redeveloped (e.g., Major, Sergeant, and juvenile correctional officer titles were changed to Community Manager, Community Coordinator, and Resident Specialist, respectively). To further support CTM in the housing units, many units began holding family visitations on the housing units, which encourages the community atmosphere that CTM promotes. As of last year's report, Bon Air JCC had converted 10 units to CTM and Beaumont JCC had converted five, for a total of 15 converted units. With the closure of Beaumont JCC in June 2017, it was a priority for the remaining Bon Air units to be converted. Today, all 18 units in Bon Air JCC have been converted to CTM.

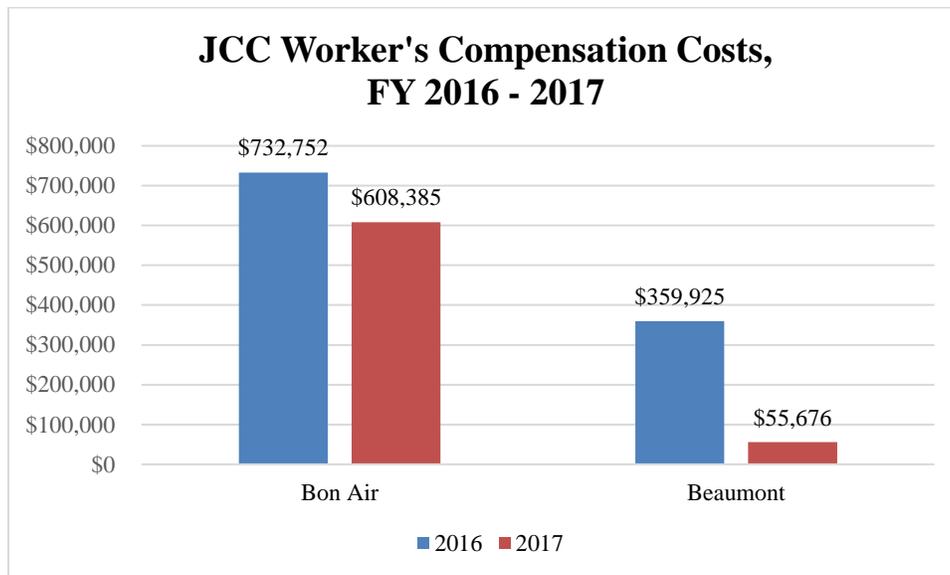
There have been notable decreases in violent and aggressive actions in the facilities since CTM was implemented, even as the risk levels of the youth being committed has increased. For example:

- The rate of aggressive serious incident reports (SIRs) (includes resident assaults, resident on staff assaults, fights, and use of force) in the JCCs, decreased 16.3% from FY 2016 to FY 2017 and 30.6% from FY 2017 to FY 2018 to date.
- The average number of aggressive SIRs per month declined 35.7% from FY 2016 to FY 2017 and 39.5% from FY 2017 to FY 2018 to date.
- The rate of use of force SIRs decreased 25.0% from FY 2016 to FY 2017 and 33.3% from FY 2017 to FY 2018 to date.
- The average number of use of force SIRs per month declined 38.2% from FY 2016 to FY 2017 and 47.6% from FY 2017 to FY 2018 to date.

The Department has also seen an improvement in the number of workers' compensation claims filed by employees. For example, the total number of claims filed decreased from 338 in FY 2015 to 164 in FY 2017, a decrease of 51.5%. Claims from Bon Air and Beaumont JCC decreased from 284 in FY 2015 to 143 in FY 2017, a decrease of 49.6%. (See chart below).



Workers' compensation costs at Bon Air JCC decreased from \$732,752 in FY 2016 to \$608,385 in FY 2017, a decline of 16.9%. At Beaumont JCC, workers' compensation costs decreased from \$359,925 in FY 2016 to \$55,676 in FY 2017, a decline of 84.5%. The Department's total workers' compensation costs for FY 2017 were \$985,135. (See chart below).<sup>9</sup> This is the first time in five years that costs have fallen below \$1,000,000. Less experienced employees continue to account for most workers' compensation injuries and expenses. The Department expects that with improvements to training and programming, better retention of JCC staff will lead to further decreases in workers' compensation claims and costs.



To further support effective decision-making and community engagement, the Department established a student government association (SGA). The SGA consists of staff-appointed resident representatives from all units within the JCC who meet weekly with the superintendent and Central Office personnel to discuss and voice their concerns regarding their unit. The SGA has helped to provide residents a voice, ownership of their units and residential areas, and a chance to make recommendations on campus matters to all levels of management. In September 2016, the Council met with Governor McAuliffe, his staff, and members of the General Assembly where they learned about drafting a constitution, campaign strategies, establishing voting procedures, representing constituents, and the benefits of a democratic government. In 2017, members of the SGA were included on a subcommittee to help the Department develop Family Treatment Teams (FTTs) designed to promote more family engagement throughout all stages of the juvenile justice system. In addition, the SGA has also developed a constitution, with Governor McAuliffe providing the first signature. The SGA is currently working to establish an election process, with elections scheduled to align with the Virginia election in November.

#### *Family Day*

In August 2017, the Department relaunched Family Day at Bon Air JCC. It was the first time the event has been held in at least five years. Unlike typical visitation days, the event provided

<sup>9</sup> Compensation claims may be paid over consecutive years after the claim is originally made.

families with an opportunity to be outside with their children and engage in a variety of activities together. The event was also attended by Governor McAuliffe, First Lady Dorothy McAuliffe, and Secretary of Public Safety and Homeland Security Brian Moran. Representatives from the Chesterfield County Sheriff Department, Hanover County Sheriff Department, Richmond Police Department, Virginia State Police and the Forest View Volunteer Rescue Squad staffed information tables and provided information about their work in their communities. The day also featured presentations from former residents of Beaumont JCC and Bon Air JCC, who shared their success stories. The event was a tremendous success, with more than 300 family members attending.

### ***Division of Education***

The Department's Division of Education<sup>10</sup> operates the Yvonne B. Miller High School as a local education agency, providing educational and college and career-readiness opportunities at Bon Air JCC. The Department has instituted a variety of initiatives and strategies to improve its practices to increase student achievement, expand opportunities for post-secondary youth, and strengthen content delivery.

#### *Program Design*

The Division of Education made program design changes to provide better educational outcomes for committed youth. The Virginia Tiered Systems of Supports (VTSS) addresses both academic and behavior needs of youth for improved student outcomes. The Division of Education is a strong proponent of the VTSS model.

1. The master schedule is the blueprint for all instructional programs. The master schedule for the 2016-2017 school year (SY) was revised to reflect the Division of Education's Community Treatment Model (CTM). In the revised schedule, residents stayed together for content courses and moved for electives based on diploma needs. Additionally, individual teacher and academic team planning blocks were incorporated. This additional planning time allowed staff to work together to review data to address the variety of academic challenges the residents faced. Teachers provided positive feedback on the additional time that they had to plan for ways to overcome the challenges they encountered in the classroom. For the 2017-2018 SY, the Division of Education has begun utilizing the personalized learning model, in which a student's educational path, curriculum, and instruction are tailored to their unique entry point and learning pace. In particular, instruction is delivered via technology through a system that actively tracks and creates a learning sequence based on the needs of each student. The Division of Education expects that the use of this model will allow teachers to better support students at various levels of achievement.

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<sup>10</sup> 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.

2. In 2016, the Division of Education trained staff on Responsibility-Centered Discipline (RCD).<sup>11</sup> The Department employs the “Give ‘Em Five” approach, which is a five-phase guided conversation technique to assist youth in redirecting their behavior and taking responsibility for their actions and academic success. In addition, a reflection room was established where youth received individual guidance from an RCD-trained staff member to support the student-focused discipline approach. RCD aligns with the tenets of CTM and supports the rehabilitation and evidence-based approach that the Department has adopted. RCD assisted teachers with mitigating potential behavioral issues and facilitated a more efficient and effective approach to redirecting behavior in the classroom. For the 2017-18 SY, the Division of Education built on the foundation of RCD with Positive Behavioral Interventions and Supports (PBIS). This is an intensive and proactive approach to support positive academic and behavioral outcomes for residents. This effort will be implemented by the end of CY 2017.
3. For the 2016-2017 SY, the Division of Education consolidated responsibilities in order to develop new positions to assist in the areas of behavioral management, post-secondary services, and academic supports. These positions provided a streamlined process in and outside the classroom to ensure that youth received adequate academic support and guidance while in the JCC.

The changes in program design are having a positive impact on students. This is demonstrated through notable increases in Standards of Learning (SOL) pass rates. In 2017, 80 youth took the English SOL test, 95 took the History SOL, 94 took the Math SOL, and 79 took the Science SOL. Fifty percent of students successfully passed the English SOL in 2017, while only 25% passed in 2016. Almost 35% of students passed the History SOL in 2017, while only 25% passed in 2016. Nineteen percent of students passed the Math SOL in 2017, whereas 12% passed the test in 2017. Lastly, nearly 37% of students passed the Science SOL in 2017, an increase from 23% in 2016.

### *Data Collection and Evaluation*

Data collection and evaluation remain a priority for the Division of Education to ensure that teachers receive the necessary training and tools to teach effectively so students understand and excel in the content being taught. Below are updates on the Division of Education measures to ensure accountability in providing adequate educational and career readiness experiences for committed youth:

1. The Division of Education continues to use the Measure of Academic Progress (MAP)<sup>12</sup> to assess a committed youth’s academic baseline and progress. The Division of Education trained educational staff on the utilization of the assessment tool to further assist teachers in providing the best learning experience to its residents. The MAP assessment is administered at the time of admission to the JCC, during the

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<sup>11</sup> RCD is a comprehensive discipline approach to help educators learn the necessary skills and develop a plan to systematically create a culture of student self-responsibility within their schools. It identifies three compliance levels that will help educators determine an appropriate response when working with students.

<sup>12</sup> MAP is an assessment that creates a personalized assessment experience by adapting to each student’s learning level, precisely measuring student progress and growth for each individual.

- course of commitment, and prior to release. For the 2017-2018 SY, the Department will also utilize MAP Skills, a skills mastery and progress monitoring assessment which allows teachers to focus on the specific skills a resident needs to learn. The Division of Education expects the MAP assessment to assist in teacher accountability and ensure committed youth are placed in the appropriate courses and receive the necessary academic support while committed and post release. In addition, the Division of Education expects MAP Skills to allow educational staff to better monitor student progress and adjust their instruction as needed.
2. The Division of Education has incorporated goal-setting into its evaluation system. Current educational staff participate in interim evaluations each quarter with summative evaluations every fourth quarter. This practice benefits teachers by assessing their effectiveness in the classroom and providing an opportunity for the Division of Education to administer the necessary trainings and professional development opportunities to strengthen practices.

### *Partnerships and Post-Secondary Programs*

The Division of Education continues to review and expand its program design to meet the needs of youth through strengthening community partnerships. Community partnerships continue to be a priority to ensure that committed youth receive constructive and innovative ways to learn. For example, vendors offered summer programs as a way to incorporate hands-on teaching approaches in the classroom.

In the 2016-2017 SY, 28 students received their high school diploma, 14 received Penn Foster diplomas for completing an equivalent online high school curriculum, and 18 received their GED. (See table below). A larger percentage of students earned diplomas or GEDs than in the previous school year, due to the decreasing JCC population. In addition, 60 residents took advantage of the Department's recently-implemented post-secondary offerings, earning certificates and credentials in skills such as barbering and cosmetology, manufacturing skills, dog training, and first aid/CPR.

<b>Division of Education High School Completions</b>		
<b>Credential</b>	<b>2015-2016 SY</b>	<b>2016-2017 SY</b>
Advanced Studies Diploma	0	1
Standard Diploma	27	22
Modified Standard Diploma	13	2
Applied Studies Diploma	6	3
Penn Foster	2	14
GED® Certificate	15	18

To expand opportunities for post-secondary youth, the Division of Education formed a partnership with J. Sargeant Reynolds Community College to offer additional courses that may lead to the following certificates and degrees:

- Career Studies Certificate in Entrepreneurship in Small Business
- Associate of Applied Science Degree in Management, Small Business (Management Specialization)
- Associate of Applied Science Degree in Hospitality Management

In 2014, the Department did not offer any college courses to its committed youth. Today, there are seven online college courses available for youth that would like to further their education. The courses offered span a variety of topics, including marketing, entrepreneurship, and human resource management. The Division of Education continues to make progress in the number of residents who take advantage of these opportunities. For example, ten youth enrolled in and completed college courses in Fall 2016. In Spring 2017, residents have been accepted to Northern Virginia Community College, Thomas Nelson Community College, Tidewater Community College, and Richard Bland Community College. In addition, 15 residents enrolled in online college courses and two had each earned 24 college credits by the end of Spring 2017.

### **Division of Community Programs**

The Division of Community Programs is responsible for all community-based services to young people who come into contact with the juvenile justice system, including the re-entry planning for youth in direct care and parole services upon release. Prior to the Transformation Plan, the Department received a federal Second Chance Act Re-entry Initiative Planning Grant<sup>13</sup> totaling over \$60,000, which enabled the Department to develop a comprehensive statewide re-entry

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<sup>13</sup> The Second Chance Act Re-entry 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.

plan. An analysis of practices identified areas where the Department could strengthen procedures and practices to better assist youth as they transition from direct care back to their communities. The analysis and preliminary steps to improve operations and collaborations led to an implementation grant totaling over \$700,000 in federal funds. In 2016, the Department overhauled its re-entry procedures and issued a new Re-entry Manual, encouraging greater collaboration within the Department and with our partner agencies and family members in re-entry planning and upon release from commitment.

Below are updates of the strategies, initiatives, and programs that the Division of Community Programs has implemented to improve overall service delivery and re-entry practices for committed youth.

### *Family Engagement*

Research has shown that greater family engagement leads to more positive results in treatment and upon release. The Department has partnered with Annie E. Casey Foundation (AECF), the Vera Institute for Justice, Justice for Families, and other youth-serving organizations to develop family engagement and support initiatives. Prior to the implementation of the Transformation Plan, the Department's FY 2015 data indicated that 73% of committed youth lived more than one hour's drive from Bon Air or Beaumont JCCs. The location of the JCCs compared to the proximity of many of the youths' homes caused a barrier for many families who wanted to visit committed youth. To address this challenge, the Division of Community Programs implemented several family engagement initiatives to increase family visitation in the JCC and juvenile detention centers (JDCs) and has encouraged family engagement in the Department's re-entry procedures.

#### **1. Video Visitation**

Families may use video conferencing to connect with youth and probation officers may link families from their office computers to a counselor's computer within the JCC. The Department also established partnerships with Straight Street, a youth center for teenagers, and the Danville Redevelopment and Housing Authority office. These partnerships allowed families in the Roanoke and Danville areas to utilize video conferencing to connect with committed youth. Prior to the closure of Beaumont JCC in June 2017, Roanoke brought online a second video conferencing system to have video running with Bon Air and Beaumont JCCs concurrently. In 2017, there was a significant decline in video visitation, which may be related to the increased availability of free transportation services (see below). As such, the Department has not partnered with Assisting Families of Inmates (AFOI)<sup>14</sup> to expand video visitation in the metro-Richmond area as previously planned.

#### **2. Transportation Initiative**

In 2016, the Department partnered with AFOI, James River Transportation, and VanGo Transportation to provide free transportation to visiting family members from the eastern and western parts of the state. The program's success led to the expansion of pick-up locations to Manassas, Woodbridge, Hampton, Newport News, Chesterfield, Henrico,

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<sup>14</sup> AFOI provides opportunities for regular visitation, referrals to community resources, and other services that help families cope with commitment and prepare for release and reunification.

Richmond, Norfolk, Portsmouth, Virginia Beach, Danville, and Roanoke. Between its launch date of May 22, 2016, and June 30, 2016, a total of 116 family members used the transportation services. Between July 1, 2016, and June 30, 2017, 1,217 family members used the transportation services; of which 225 were new riders who did not participate in FY 2016.

### **3. JCC Visitation**

In 2016, the Department convened a committee to review current JCC procedures and made revisions to align with the transformation process. The committee prioritized the procedures based on facility needs, the Community Treatment Model (CTM)<sup>15</sup>, re-entry practices, and family engagement. The committee continues to meet weekly to review practices and procedures. The visitation procedure was amended to allow for visitation beyond biological family members, including “natural supports,” which are personal associations and relationships typically developed in the community that enhance the quality and security of life for a youth and provide post-release support. This group includes, but is not limited to, extended family members, persons serving as mentors, and representatives from community organizations. The Department hopes that this more generalized concept of natural supports increases the ability of individuals who have a meaningful relationship with a resident to visit without undue restrictions. Additionally, the visitation procedure was updated to prohibit the loss of visitation as a disciplinary sanction. This was implemented through the disciplinary process in May 2015 but was not removed from the visitation procedure until 2016. The visitation manual also was amended to provide information to visitors about the free transportation services the Department has made available. As of January 1, 2017, 3,490<sup>16</sup> family visits have occurred at the JCCs and alternative placements.

### **4. Family Day**

In August 2017, the Department held its first Family Day event in at least five years. Over 100 staff members from the CSUs, Central Office, and Education team volunteered at Bon Air JCC. Some volunteers came from as close as Richmond, Chesterfield and Henrico, while others came from far away as Hampton, Virginia Beach, Roanoke, and Bristol. When the event was announced, parole officers made every effort to ensure every youth on their caseload received a visit. In addition, staff in the communities gathered families together and arranged their transportation to the event. Over 300 family members participated in the event.

### **5. Assessment of Family Engagement**

Prior to the Transformation Plan, the Department partnered with the Vera Institute for Justice to assess perceptions of family engagement among youth at Bon Air and their families. The findings from that evaluation helped inform the previously mentioned initiatives. A reassessment is now planned to determine if these measures have improved youth and families’ feelings of connection and other factors affecting family engagement.

## *Development of Re-entry Advocates*

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<sup>15</sup> See page 6 for a description of the Division of Residential Services and CTM.

<sup>16</sup> Counts are of the total number of visits. As such, a single youth may be included multiple times if they received more than one visit.

In 2015, Virginia was one of only three states to receive a major federal grant totaling over \$700,000 to create a model re-entry system. This system integrated and accelerated re-entry planning, devoted more resources for increased training, and further connected families to their children and re-entry planning. In addition, the Department has five re-entry advocates who coordinate the re-entry process for committed youth and their families with other supports. The re-entry advocates serve as a link between the JCC and CSUs in the community, while focusing on education and career readiness. Re-entry advocates are assigned by region to work with parole officers and parolees to coordinate services and create a seamless transition back to the community. Prior to release, re-entry advocates also connect committed youths with the DMV2Go program, assist with Medicaid pre-applications, and support other community based resources.

In 2016, the Department hired five temporary grant-funded positions to support family engagement efforts. Two of the positions focused on visitation by collecting data, developed a process to track visitation data through the Department's electronic data management system, and created a survey for families to provide input on how the Department could assist families to ensure every youth receives visits while in commitment. The other three positions assisted with the development of family focus groups to support communication between the Department and families and other supports.

The Department hosted its second annual Re-entry Summit in September 2017, with staff from the Divisions of Community Programs and Residential Services as well as direct service providers. Topics covered included adolescent brain development, racial biases, the continuum of services, human trafficking, and more.

### *Community Partnerships*

Community partnerships support the Division of Community Programs in operational and program initiatives, particularly in the area of re-entry. Below is an update of the progress made on the programs and initiatives that encourage family engagement:

1. The Department and the Virginia Department of Social Services (VDSS) entered into a memorandum of agreement (MOA) setting forth guidance for the local departments of social services and requirements for the Department on how to effectively manage committed youth who were in foster care immediately prior to commitment and who will be released prior to their 18<sup>th</sup> birthday. The existing MOA has been modified and now includes the implementation of Fostering Futures. The MOA has significantly improved services for youth who fall within this category. The committee is now working to close the gap for youth who become parentless due to death and those who are in need of services due to the custodial parent's situation in the community (i.e., parent becomes homeless).
2. The Department continues to partner with AECF, the Vera Institute, and VDSS to replicate VDSS's Family Partnership Meetings (FPMs) to increase family engagement. The original subcommittee that was established and convened in 2016 has expanded to include members of the student government association (SGA) to ensure the voices of youth and families are heard. The subcommittee is expected to develop a uniform process

for the Department that will define a concept to support Family Treatment Teams (FTTs), modeled on VDSS's FPMs, for youth and families regardless of whether they are involved in the foster care system to ensure all committed youth have the greatest possible amount of engagement with community supports both during commitment and upon return to the community. Additionally, the FTT model will be used to encourage family engagement throughout every step in the juvenile justice process, including during community supervision, to provide support to the youth and promote better outcomes at every stage of juvenile justice involvement.

3. The Department of Medical Assistance Services (DMAS) has provided support in understanding the procedures and practices that allow committed youth, age 18 and over, to apply for Medicaid insurance that will cover medical needs upon release to the community and some coverage of medical services during their commitments. Youth are able to apply 45 days prior to their release. DMAS has also provided technical support with the online application process for Medicaid (CommonHelp) and the application process for medical coverage for qualified youth during their commitments. In addition, DMAS acts as a liaison between the Department and the local departments of social services when assistance is needed for eligible youth who are denied Medicaid coverage.
4. The Virginia Local Workforce Development partnership with the Department has resulted in the establishment of Shared Network Access Point (SNAP) sites at 14 CSUs and four Community Placement Program (CPP) sites. At the SNAP sites, youth participate in sessions that cover career exploration, job search assistance, and financial literacy education. SNAP sites also provide access to specialized training and workforce development skills. Nine local workforce centers provide support and services to Department staff and youth including, but not limited to, training, resources, information on employment, and technical assistance for online resources.
5. Through the Department's partnership with the Department of Motor Vehicles (DMV), the learner's permit test was administered to thirteen committed youth, and three successfully passed the test during FY 2017.
6. The Department is working with the Department of Corrections (DOC) to improve transition processes for youth in direct care with Circuit Court blended sentences. Some youth are committed to the Department with active DOC confinement or supervision upon release. The Department has been jointly working with DOC on transition planning around classification, services and supervision.

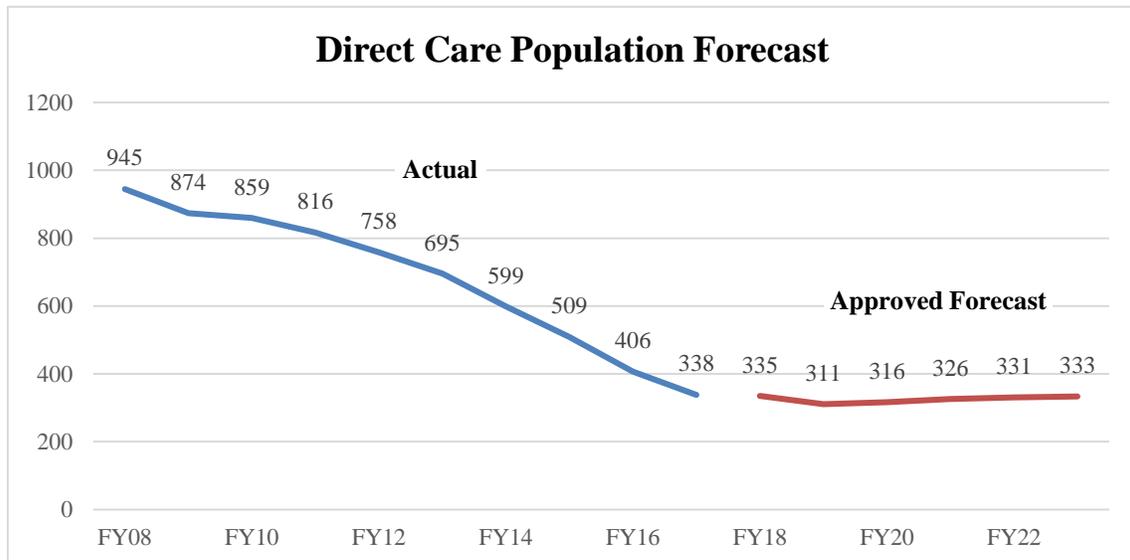
These partnerships were initiated during the first year of the Transformation Plan or prior, and they continue to enhance the programs and services the Department provides to committed youth. The Department continues to seek out assistance from other state and local agencies and community stakeholders to develop effective supports for the successful re-entry of youth from direct care into the community.

## REPLACE

The Department is working to replace large, outdated JCCs with new facilities that are safer, closer to affected populations, smaller in scale, and designed for rehabilitative treatment and education.

The Department is committed to achieving this transformation goal with (i) smaller, treatment-oriented facilities, (ii) more appropriately geographically-located facilities, and (iii) statewide alternatives to placement in a JCC. 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 more effectively for the Department's other capital needs (e.g., constructing a new or renovating an existing JCC).

The Secretary of Public Safety and Homeland Security's official forecast of the Department's direct care population, published in October 2017, predicted that this population will reach 333 youth in FY 2023. (See chart below). While this forecast is higher than previous years' projections, it predicts a continuing decline and stabilization of the direct care population. Given the forecasts from recent years, the increase in availability of alternative placements for committed youth, and the subsequent decline in the need for maximum security JCC beds, the Department closed Beaumont JCC in June 2017.



## Statewide Continuum and Regional Service Coordinators

A system-wide assessment of the Department 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 in the process of building a continuum of care and network of services that are 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 enable successful re-entry upon the committed youths' return to their home communities. In 2016, the Department issued a Request for Proposal (RFP) for RSCs. In October 2016, the Department contracted with two experienced service coordination agencies, AMIkids (AMI) and Evidence-Based Associates (EBA), to serve as RSCs to assist the Department with building a continuum of services for young people and families across all regions.

The RSCs are assisting in the transformation of Virginia's juvenile justice system by providing third party management for service coordination, centralized referrals, billing, and reporting. The work of the RSCs is divided using the Department's five administrative regions. AMI is providing coordination for the Eastern and Southern regions of the state, while EBA provides coordination for the Western, Northern, and Central regions. In addition, the RSCs are responsible for identifying existing treatment capacity, developing new treatment capacity, and selecting and subcontracting with direct service providers. As June 2017, the RSCs have contracted with more than 100 direct service providers.

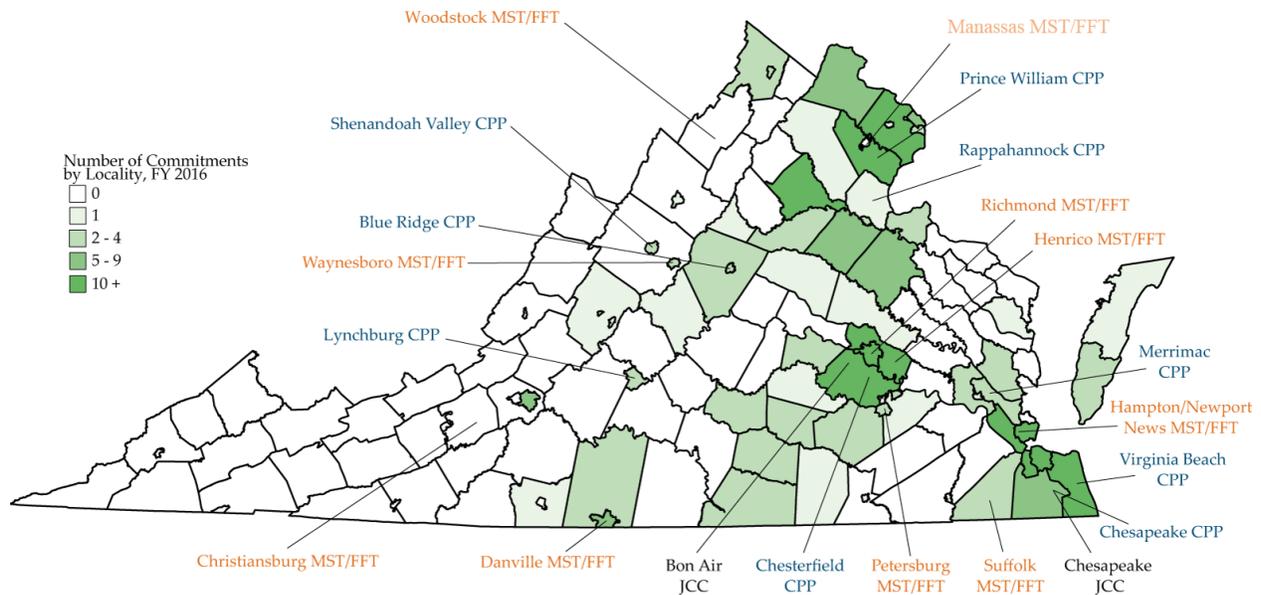
As of January 1, 2017, the RSCs have implemented systems for centralized referrals and billing. Prior to 2017, the Department's Statewide Program Manager and a team of community programs specialists managed and monitored the statewide system of community-based residential and non-residential options through contracts, formula grants, and Memoranda of Agreement (MOAs). With the RSCs in place, the Department continues to manage the funding and have budget oversight to ensure funds are efficiently and effectively distributed among the regions. From January to June 2017, a total of 269 unique youth were referred to AMI, and 472 services were requested. A total of 289 unique youth were referred to EBA, and 401 services were requested. (See table below for billed service types, which may vary slightly from services requested).

<b>RSC Billed Services (January - June 2017)</b>	<b>AMI</b>	<b>EBA</b>
Anger Management Counseling	5	0
Face to Face Surveillance	15	0
Family Therapy	0	5
Gang Intervention Services	0	4
GPS Electronic Monitoring	128	59
Home-Based Services	0	13
Independent Living Services	40	7
Individual Therapy	27	7
Intensive Care Coordination (High Fidelity Wraparound)	0	5
Intensive In-Home Services	38	15
Life Skills	55	46
Mental Health Case Management	0	8
Multi-Systemic Therapy	32	0
Other	0	19

Parole Transition	8	0
Psychiatric Evaluation	1	0
Psychological Evaluation	35	13
Psycho-Sexual Evaluation	35	33
Residential/Group Home	9	0
Substance Abuse Evaluation	26	38
Substance Abuse Treatment	72	59
Youth With Sexualized Behaviors (YSB) Counseling	29	71
Total	555	402

In May 2017, both RSCs began working with the Department to build the infrastructure necessary to develop and implement evidence-based family interventions. Two program models that have been proven to produce positive outcomes with youth involved with delinquency, Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT) will be added to the service menu with 12 MST and FFT (10 new, 2 existing) teams statewide. The RSCs completed the recruitment, selection, hiring, and training process in September 2017. EBA began accepting MST referrals in October 2017 and is scheduled to begin providing FFT services in December 2017. AMI is scheduled to begin accepting MST and FFT referrals in November 2017.

The localities identified for the initial implementation of MST and/or FFT include: *Christiansburg* (serving Christiansburg, Pulaski, and Roanoke); *Danville* (serving Danville, Martinsville, and Chatham); *Waynesboro* (serving Waynesboro, Staunton, Lexington, Rockbridge County, and Charlottesville); *Woodstock* (serving Woodstock, Winchester, Harrisonburg, Warren, Frederick, Clarke, Shenandoah, Rockingham, Page, and Rappahannock counties); *Manassas* (serving Manassas City, Manassas Park, Prince William, Dumfries, Dale City, and Woodbridge); *Suffolk* (serving Suffolk, Franklin, Isle of Wight, Southampton, Chesapeake, Portsmouth, Norfolk and Virginia Beach); *Hampton/Newport News*; *Petersburg* (serving Petersburg, Dinwiddie, Nottaway, Hopewell, Amelia, Powhatan, Chesterfield, Surry, Sussex, Brunswick and Emporia); *Richmond*, which is a continuation of existing program; and *Henrico*, which is also a continuation of existing program. (See map below).



## New Facilities

In accordance with the authorizing language, the General Assembly included funding in the bond package for the planning and construction of a 64-bed JCC in Chesapeake in the Budget Bill (HB 30). HB 30 also instructed the Department to develop a task force to examine the areas of consideration required by the bill. As such, the Interagency Task Force on Juvenile Correctional Centers (Task Force) was established to discuss the construction of a new JCC in Chesapeake and whether to renovate or construct a second JCC. The Task Force's final report was submitted on July 1, 2017, and recommended the design and construction of a new secure therapeutic facility in Chesapeake. The proposed dual facility would consist of a 60-bed state-operated secure therapeutic facility and a 48-bed locally-operated secure detention facility. The 60-bed state-operated facility would serve committed youth in need of a long-term secure placement whose home community is in the Tidewater area. Youth from other areas would be housed at Bon Air JCC until planning is completed and decisions are made regarding future facilities.

Unfortunately, in November of 2017, the Chesapeake City Council, after saying for more than two years it wanted to partner with DJJ to develop a new JCC as well as a new local detention center, failed to approve the transfer of land to the state that would have allowed the project to proceed. The Department is currently exploring alternative sites in the Tidewater area, and will work with the incoming administration and the General Assembly to finalize a plan. The Department continues to remain convinced that building a small, treatment oriented facility, in this region of the state is a critical component of the overall transformation

The General Assembly also included funding in the bond package for the planning of a second facility. The Task Force's final report recommended the design and construction of a new, treatment-oriented, and trauma-informed secure therapeutic facility on the current property of Bon Air JCC. This new facility would have up to 96 beds with 12-bed units, with the final capacity pending ongoing monitoring of the population and updated direct care forecasts. Before construction on the Bon Air property, funds for the new facility will need to be authorized by the General Assembly.

Smaller, therapeutic facilities will improve the care provided for youth placed in the JCCs who often have deep exposure to trauma, behavioral health issues, educational challenges, and serious offense histories. The projected capacity of these proposed facilities (approximately 156 beds) represents a 70% reduction in state beds from Beaumont and Bon Air. The reduction is possible due to successful efforts to both safely reduce the JCC population and build the statewide continuum.

## **Alternative Placements**

As discussed previously under *Reduce*, the Department has contracted additional placement options across the Commonwealth to ensure the Department offers a continuum of alternative placements and reduces the population in JCCs. CPPs are highly structured, disciplined residential programs in the JDCs for committed youth with the goal to place residents closer to their home communities to facilitate an easier transition after release. The CPPs' focus is to develop competency in the areas of education, life and social skills, and employability skills and to receive services to address specific treatment needs and risk factors. In addition, 11 JDCs are participating in detention re-entry<sup>17</sup> for youth who are in the process of transitioning back to their communities. As of June 2016, committed youth can also undergo intake and evaluation at a JDC. The process is highly similar to the JCC process, and evaluations include medical, psychological, behavioral, educational and career readiness, and sociological. The Department intends to increase CPPs and other alternative placements as location and capacity indicate.

## **SUSTAIN**

The Department is committed to sustaining the efforts of the Transformation Plan. This includes creating an organizational culture conducive to retaining a high-performing workforce with leadership at every level by investing in training and other resources for managers and supervisors, developing a fair compensation plan, and providing ladders of professional growth and opportunity for all employees. In addition, the Department will ensure organizational continuity by prioritizing initiatives and aligning areas of work objectives and timelines across the agency. Also, the Department will identify and integrate core agency services into an ongoing strategic plan that is supported by training, quality assurance, funding, work culture, and other necessary resources. Lastly, the Department will develop and maintain protocols and standard operating procedures that are current, accessible, and reinforced through ongoing training, review, and updates.

## **Communications and Professional Development**

### *Communications*

Prior to the Transformation, the Department offered two running newsletters for staff: the *DJJ Forum* and *What's Working*. The *DJJ Forum* is designed to keep staff informed of news throughout the Department, while *What's Working* is structured as a direct message from the Director. In order to improve the distribution of information and emphasize the accomplishments

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<sup>17</sup> Detention re-entry programs are for youth in direct care, which allow them to begin transitioning back to their communities 30 to 120 days before their scheduled release date.

of staff, the Public Information Officer developed additional communications newsletters for the agency: *CSUnity*, *EduTopics*, and *Residential Circle-Up*. *CSUnity* provides information from the CSUs, *EduTopics* focuses specifically on the Division of Education, and *Residential Circle-Up* highlights the Division of Residential Services. These additional newsletters serve as important communication resources which provide greater insight into the work being done throughout the Department.

### *Human Resources*

Beginning in 2017, Human Resources reviewed procedures and practices for hiring staff, particularly Resident Specialists, and is in the process of making revisions to hiring practices in order to improve the quality of candidates and expedite the timeframe from vacancy to new hire.

### *Training Unit*

In October 2016, the Department's Training Unit was reorganized into the Training and Organizational Development Unit. The unit has three main areas of focus: Residential Services, Community Programs, and Organizational Development (OD). The Residential Services training team is responsible for ensuring that JCC staff meet regulatory training requirements and develop new skills to maintain or enhance their performance. The Community Programs training team is responsible for providing training to CSU staff. The team is currently conducting meetings with CSU directors across the state to determine desired training topics for 2018. In addition, the Community Programs training team will conduct a formal training needs assessment and create a comprehensive basic training curriculum for new probation and parole officers. The Organizational Development training team is responsible for leadership/management skill development, technology and distance learning product development, and sustainability of agency initiatives. In 2017, 415 staff attended leadership-focused trainings, including Frontline, Emerging Strategic, and Essential Skills for Supervisor.

### *Justice Transformation Institute (JTI)*

In addition to the work of the Training Unit, the Department launched JTI in April 2016, in partnership with Justice System Partners, to prepare supervisors in intake, probation, parole, and JCCs to implement and sustain organizational change effectively and efficiently. The course consists of practical management and leadership skill building, individualized leadership development, and a focus on ethical, culturally competent, and data-driven decision-making. JTI's inaugural class completed four months of leadership coursework in July 2016. Beginning in 2017, the JTI training has been offered to additional supervisors throughout the Department and is conducting the fourth class at the time of this report. 120 staff members attended JTI training in 2017. The Department plans to select and train JTI graduates to deliver the JTI curriculum for future classes to sustain this effort.

In addition to learning specific skills, JTI provides an opportunity for staff from various divisions in the agency to learn and train together – an effort which has promoted greater unity of purpose and understanding across the Department.

## **Monitoring and Evaluation**

In order to ensure these Transformation efforts are conducted with fidelity and produce positive results, it is imperative to continually monitor and evaluate implementation and results.

### *Data Tracking*

The Department recognizes the importance of comprehensive and accurate data tracking in order to effectively assess the implementation and outcomes of the Transformation Plan. In 2016, the Department was awarded a grant to hire two wage employees to create module-specific manuals and a terms and concepts document for the already-existing electronic data monitoring system. These positions facilitated workgroups of staff from across the state to identify the current usage and needs of the system. The manuals and terms and concepts will provide training and guidance to staff, while improving consistency statewide in data entry and interpretation.

In 2017, a Business Systems Analyst position was established and filled in order to fulfill the technological needs of the Department. This position provides oversight for the data system manual and coordinates requested changes to fields and reports to improve functioning for users. Additionally, a Change Management Board was established with representatives from various divisions to assist with the continuous improvements made to the electronic system.

Finally, determining the best approach for tracking services provided through the RSCs is underway. Tracking of non-Department provider services in the past has been disjointed and sometimes non-existent. With two centralized contact points, the continuum of services model will allow for better data tracking. Plans for the development of a system or process for this information are ongoing.

### *Strategic Performance Measures*

In addition to the data included in this report, defined performance measures related to the transformation are being developed. All areas of the agency's functioning will be addressed, including diversion, detention, probation, commitment, re-entry, personnel, and leadership. For elements that are not already tracked in the Department's electronic data management system, new fields and processes may be required to adequately track progress in implementation and outcomes.

### *CTM Evaluation*

Since 2015, the Department has been tracking the implementation of CTM by unit. The Division of Residential Services receives a monthly report of the major programmatic areas each unit completed. In 2016, the Quality Monitoring and Implementation Team (QMIT) was established to monitor the ongoing implementation of CTM and consider necessary changes or clarifications to the program. In addition, the Department has partnered with researchers from Virginia Commonwealth University to evaluate the effectiveness of CTM. This evaluation will be critical to continue quality improvement, training, and other efforts to support the maturation of CTM. Data collection for this evaluation, consisting of surveys and focus groups of both residents and staff, has been completed, and the Department is currently awaiting a final report.

### *Statewide Continuum Process Evaluation*

The Department is partnering with Child Trends to conduct a process evaluation of the statewide continuum and the regional service coordinators (RSCs). The primary goals of the evaluation are (1) to determine if the statewide continuum is being implemented as intended; (2) provide an initial assessment of the extent to which implementation of the statewide continuum is associated with youth outcomes; and (3) to translate and disseminate findings to targeted audiences. As such, the project will provide meaningful feedback and recommendations to the Department and other juvenile justice systems interested in implementing similar reform efforts. This evaluation will be conducted over a five-year period.

### *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. As of October 2017, the Quality Assurance Manager and four Program Contract Monitor positions have been filled. The mission of the Quality Assurance Unit is to provide oversight and comprehensive reviews, assessments and reports of a statewide system of evidence informed services and programs to ensure adherence to best practices, fidelity to evidence based models and compliance to contract requirements and regulations. The unit's current focus is on the Department's alternative placement programs which serve direct care youth. This work involves performance related, strength based monitoring to include developing individualized continuous quality improvement plans to ensure our programs align with best practice and our agency model, risk, need and responsiveness. The Quality Assurance Unit monitors will analyze data to track performance measures, identify strengths and weaknesses, and ensure services are tailored to meet the needs of the youth being served.

### *Interagency Data Sharing*

In 2017, the Department was awarded a grant to join the Virginia Longitudinal Data System (VLDS). VLDS is a tool managed by the State Council for Higher Education (SCHEV) to connect data across participating state agencies. Individuals are matched across systems and then de-identified datasets are available for researchers. Joining VLDS will support the effort to establish and maintain an interagency information sharing program that enables juvenile and criminal justice systems, schools, and social service agencies to make more informed decisions regarding early identification, control, supervision, and treatment of youth who repeatedly commit serious delinquent or criminal acts. Contracts and fees are currently being finalized, and juvenile justice data will be added to the system in 2018.

### **Partnership with the Annie E. Casey Foundation**

A vital resource in building sustainability will be a continued partnership with the Annie E. Casey Foundation (AECF). The AECF is the largest provider of philanthropic and technical support for juvenile justice systems improvement in the country. The ongoing support from AECF has provided the Department with the added capacity and expertise to both maintain day-to-day operations while engaging in a complete redesign and implementation of those operations. In order to build a sustainable transformation, the support of AECF should continue through the next administration.

AECF has devoted significant resources to carrying out the Transformation Plan. From September 2014 through December 2017, AECF will have provided more than \$3,000,000 worth of direct technical assistance. In addition, AECF helped the Department secure more than \$700,000 in new federal funding through the Second Chance Act. The technical assistance from AECF-funded grantees and AECF staff has been instrumental in supporting the development of many of the core elements of the Transformation Plan, including (1) CTM and student government association (SGA); (2) re-entry reform; (3) the statewide continuum of services and supports; (4) the Justice Transformation Institute (JTI); and (5) building data-driven, structured decision-making tools.

AECF has earmarked substantial new funds (between \$550,000 and \$700,000) to continue its support for the Department through CY 2018. Ensuring that those resources are actually obligated to Virginia will be contingent on an agreement between AECF and the new administration setting out specific agreed upon goals and commitments. Ongoing support from AECF will allow the reforms implemented by the Transformation Plan take hold and the Department to become a true national model in juvenile justice.

## **Conclusions**

With strong bipartisan support from the General Assembly and the leadership of Governor McAuliffe, the Department has undertaken major systems reform and improvement during recent years. As with any wholesale change, these new systems, approaches, and professional culture will need time to take root and become permanent. Further improvements to the agency will require continued focus, support, training, and investment for the work described in this report. Some areas, including the practice improvements in the CSUs, do not involve legislative action but support for continued focus, training, and investment. Other areas, such as building the statewide continuum or replacing Bon Air JCC with newer, smaller, and better designed, facilities, will require ongoing engagement with the General Assembly to preserve levels of funding and continue their support. For the first time in many years, the Department of Juvenile Justice has a strategic plan and vision that incorporates all the aspects of its work. The Department's continued efforts down this path will result in better returns on taxpayer investment in terms of improved public safety and more robust rehabilitative opportunities for youth involved in Virginia's juvenile justice system.

## ADDITIONAL REPORTING REQUIREMENTS

### OFFENDER RECIDIVISM RATE

The recidivism rate<sup>18</sup> for committed youth refers the rearrest, reconviction, or reincarceration for a new delinquent act or criminal offense<sup>19</sup> after being released from direct care. The Department's recidivism analysis is based on data from several collaborating organizations, including Virginia State Police (VSP), Virginia Criminal Sentencing Commission (VCSC), Department of Corrections (DOC), and the State Compensation Board. Using multiple sources allows the Department to follow individuals through the juvenile and adult criminal justice systems for adequate follow-up periods to determine if they have been convicted of a new offense within a year of being released from direct care.

While recidivism is obviously a critical and determinative factor to measuring the effectiveness of the Department's work and changes, it is still too early to use these outcomes to comprehensively evaluate the effectiveness of the transformation. This is in part due to the fact that not all aspects of the transformation are in place, or fully established – for example, the continuum is not yet complete, and some of the new CTM units are only months old – and long-term recidivism rates take time to assess.

The 12-month rearrest rate for FY 2016 probation placements was 36.5%, a slight increase from the FY 2015 rate of 34.0%. The 12-month reconviction rate for FY 2015 probation placements was 23.0%, a slight decrease of the FY 2014 rate of 24.2%.

The 12-month rearrest rate for FY 2016 direct care releases was 48.2%, a decrease from the FY 2015 rate of 52.4%. The 12-month reconviction rate for FY 2015 direct care releases was 42.1%, a slight increase from the FY 2014 rate of 41.6%.<sup>20</sup>

	12 Month Recidivism Rates			
	Rearrest		Reconviction	
	2015	2016	2014	2015
Probation Placements	34.0%	36.5%	24.2%	23.0%
Direct Care Releases	52.4%	48.2%	41.6%	42.1%

<sup>18</sup> Recidivism is measured by (i) Rearrest: a petitioned juvenile intake complaint for a new delinquent act or an adult arrest for a new criminal offense, regardless of the court's determination of delinquency or guilt; (ii) Reconviction: a delinquent adjudication for a new delinquent act or a guilty conviction for a new criminal offense; and (iii) Reincarceration: a return to secure confinement subsequent to a rearrest and reconviction for a new delinquent act or criminal offense.

<sup>19</sup> Violations of probation or parole, contempt of court, non-Criminal domestic relation and child welfare complaints, and non-criminal traffic violations are excluded.

<sup>20</sup> Due to cases still pending at the time of analysis, reconviction rates for FY 2015 placements and releases are unavailable.

Recidivism rates have been relatively stable over the past several years and do not yet reflect the new initiatives and services the Department has instituted during FY 2016-2017 as part of the Transformation Plan due to the time lag necessary for tracking reoffenses. However, the direct care rearrest rate for FY 2016 releases was lower than each of the previous four years, perhaps reflecting the early initiatives in the JCCs (e.g., LOS Guidelines, CTM). However, with the many changes in recent years, it is difficult to identify specific impacts on outcomes. The decrease was driven by a reduction of reoffenses by moderate and high risk youth; low risk youth's 12-month rearrest rates increased from FY 2015 to FY 2016, suggesting these placements are not appropriate for low risk youth.

Additional time is necessary to properly measure outcomes of the Transformation Plan initiatives. The Department is currently collecting and will then analyze recidivism data of the additional alternative placements that the Department has established. Recidivism by risk level will also be considered, as the risk profile of youth in direct care and in various placement options is changing.

## **IMPACT ON JDCs**

Over the past decade, detainments have decreased (14,209 in FY 2008 to 7,677 in FY 2017) along with the JDC average daily population (1,010 in FY 2008 to 644 in FY 2017). To support the Transformation Plan, the Department has partnered with JDCs to expand CPP beds and detention re-entry programs. Additionally, youth can also be admitted and evaluated directly to a JDC site. The Department pays a per diem to the JDCs (e.g., \$225-325/day for each CPP bed) to operate these programs; the JDCs have implemented programmatic and structural changes to accommodate these programs.

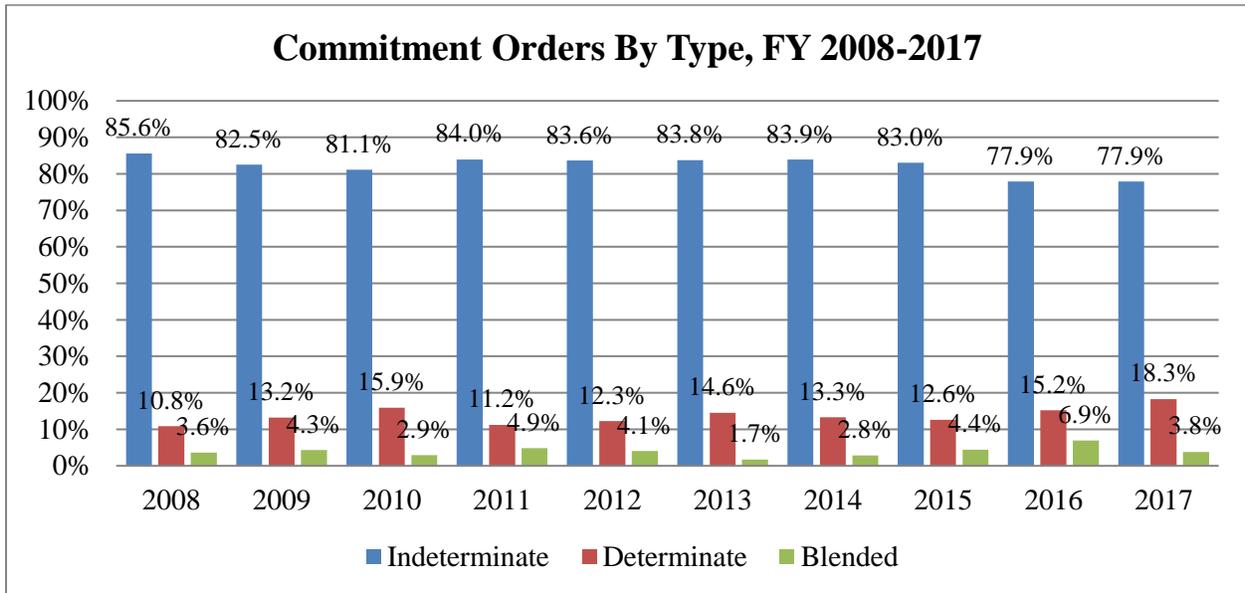
CPPs in JDCs are located regionally to ensure residents will be closer to their home communities and reside in smaller, more effective housing units. Male CPP beds cost the Department \$225 to \$250, and female CPP beds have a \$325 cost per day at the JDCs. In addition, intake and evaluation beds cost \$155 per day, while detention re-entry beds have a cost of \$150 per day.

## **COMMITMENT ORDERS**

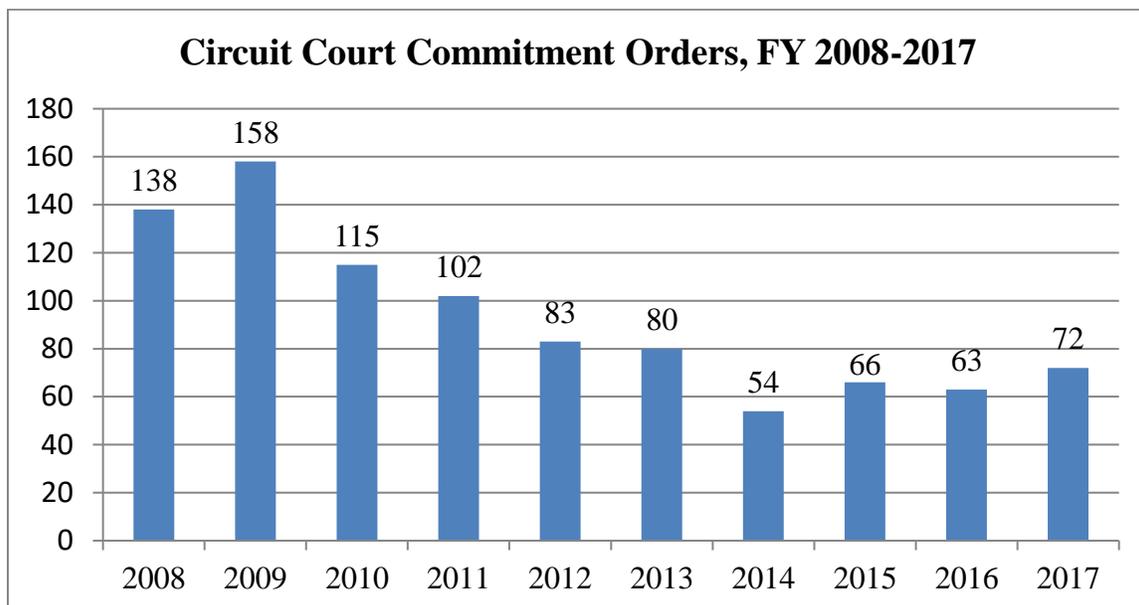
Between FY 2008 and FY 2017, the total number of commitment orders decreased 54.4% from 804 in FY 2008 to 366 in FY 2017. There are three categories of juvenile commitments: indeterminate commitments, determinate commitments, and blended sentences. Between FY 2008 and FY 2017 (i) the percentage of blended commitment orders remained relatively stable (3.6% (29) in FY 2008; 3.8% (14) in FY 2017, (ii) the percentage of determinate commitment orders increased from 10.8% (87) to 18.3% (67), and (iii) the percentage of indeterminate commitment orders decreased from 85.6% (688) to 77.9% (285). (See chart below.)

More recently, between FY 2015 and FY 2017 (i) blended commitment orders remained relatively stable (4.4% (18) in FY 2015; 3.8% (14) in FY 2017), (ii) determinate commitment orders increased from 12.6% (51) to 18.3% (67), and (iii) indeterminate commitment orders decreased from 83.0% (337) to 77.9% (285). During that same time period, the percentage of youth admitted to direct care with a high risk score increased from 69.0% in FY 2015 to 74.0%

in FY 2016 and 78.3% in FY 2017, indicating that commitment is being used more selectively for only high-risk youth.



Additionally, circuit court commitments generally decreased between FY 2009 and FY 2014 from 158 to 54, then increased to 72 in FY 2017. (See chart below). Similarly, the percentage of commitment orders from circuit court decreased between FY 2009 and FY 2014 from 19% to 13%, then increased to 20% in FY 2017.



## TRANSFORMATION PLAN SAVINGS

As part of the Transformation Plan, the Department is reinvesting savings from the operation of the JCCs to provide funding for a continuum of community-based programs and services,

including, but not limited to, partnering with JDCs to ensure that treatment, services, and alternative placements are available across the Commonwealth. In FY 2015, the General Assembly allocated approximately \$2.9 million to the Department to expand CPP beds across the state. In FY 2016, the Department closed the Reception and Diagnostic Center (RDC)<sup>21</sup>, which generated roughly \$3.6 million in savings during the first year and \$4.5 million in the subsequent years. The following year, in FY 2017, the Department closed Beaumont JCC. This closure generated approximately \$2.8 million in savings in the first year and \$23.8 million in the following years. The savings from RDC and Beaumont JCC closures were and are being used to better serve youth outside of the JCC environment.

The Department’s focus on serving more youth in their communities has increased the utilization of JDCs across the Commonwealth for direct care placements. This expansion was effectuated beginning in FY 2016 when the Department expanded CPP placements. There are currently 87 CPP beds in nine facilities. (See table below).<sup>22</sup> Expenditures for CPPs in FY 2017 were \$6,424,000, which was \$3,504,000 more than the General Assembly allocated to the Department in FY 2015 (funded by savings from the closure of RDC and Beaumont JCC). Going forward, the Department will continue to partner with JDCs across the Commonwealth to establish additional CPP placements in high need areas.

<b>Direct Care Placement Options and Capacities</b>	
<b>Placements</b>	<b>Beds</b>
Bon Air JCC	272*
<i>JCC Total</i>	272
CPPs	
Blue Ridge	8
Chesapeake	10
Chesterfield	8
Lynchburg	8
Merrimac - Females	5
Merrimac - Males	8
Prince William	8
Rappahannock	8
Shenandoah Valley	8

<sup>21</sup> RDC was the central facility for intake and classification for committed youth. Many of the services that RDC provided to committed youth were transferred to the CAP unit. CAP was established when RDC closed. Its main functions include (i) the review and approval of commitment packets and (ii) coordination of the intake, orientation, and evaluation phase of a youth’s direct care admission.

<sup>22</sup> Due to population levels, an additional 12-bed unit is currently being used. This extra unit is not reflected in Bon Air’s capacity. An additional five CPP beds may be used at any CPP based on need and availability. Data are current as of 10/20/2017.

Virginia Beach	16
<i>CPP Total</i>	87+ **
<i>Continuum Placements</i>	N/A
<i>Detention Re-entry</i>	N/A
<i>Evaluation in JDCs</i>	N/A
<b><i>Direct Care Total</i></b>	<b>359+</b>

To further ensure the Department is offering an appropriate continuum of alternative placements, the Department funds detention re-entry programs at selected JDCs for stepdown programs from JCCs. The Department spent \$494,919 in FY 2017 on detention re-entry placements. Detention Re-entry placements allow for the initiation of services for parole planning, prepare residents for progressively increased responsibility and freedom, bridge services between the JCC and the community, facilitate increased family engagement, and establish relationships with targeted community support systems.

Finally, preliminary cost information for services purchased through the RSCs is available for the first six months of implementation (January 2017 – June 2017). A total of 269 unique youth were referred to AMI, and 472 services were requested, resulting in billing of \$385,454 for services. A total of 289 unique youth were referred to EBA, and 401 services were requested, resulting in billing of \$250,676 for services.<sup>23</sup>

In FY 2017, the direct care per capita cost was \$214,207, an increase from past years (\$171,588 in FY 2016). The per capita cost for a youth in a JCC (including Division of Residential Services and Division of Education expenditures) was \$258,639. Historically, the twelve-month reconviction rates for direct care releases were between 41.6% and 44.2%. In order to reduce the cost and improve the outcomes of committed youth, the Department is revamping programming and reallocating resources to less expensive alternative placements in youths’ home communities which should improve post-release outcomes. The Transformation Plan is intended to (i) reduce the amount of funds expended on each committed youth; and (2) improve the outcomes when they return to their communities by placing these individuals in appropriate, evidence-based alternatives to JCCs. The reinvestment of savings from the operation of the JCCs is an essential component of the Transformation Plan which is aimed at enhancing public safety through the implementation of effective practices. Full transformation of the juvenile justice system and greater service equity across the Commonwealth are not possible without continued support of this effort.

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<sup>23</sup> These billing amounts do not include administrative fees.

## APPENDIX: TRANSFORMATION PLAN ACCOMPLISHMENTS

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### REDUCE

Goal 1: Localities will utilize the appropriate programs to keep youth in their communities and avoid placement in secure confinement whenever it is safe and possible.

#### *Second Year Accomplishments*

- The Department revised the diversion procedure.
- The Department scheduled intake-specific trainings and regional meetings focused on screening youth for diversions.
- A monthly intake workgroup was established to monitor intake practices and identify areas for improvement.

Goal 2: Probation supervision will follow evidence-based and best practices in all areas of the Commonwealth.

#### *First Year Accomplishments*

- The Department contracted with Orbis Partners Inc. to conduct YASI Training of Trainers and refresher courses.
- 19 of the 32 state-operated CSUs received training on Effective Practices in Community Supervision (EPICS). The Department was awarded two grants to fund additional training.
- The Department began development of a standardized dispositional matrix (SDM) to provide recommendations to courts.

#### *Second Year Accomplishments*

- 12 staff members were certified as YASI instructors, and 150 staff members received a YASI refresher course.
- All 32 CSUs received EPICS training.
- SDM was developed with consensus from stakeholders and will be piloted.

Goal 3: The Department will continue implementation of the Length of Stay (LOS) Guidelines for Indeterminately Committed Juveniles, implemented on October 15, 2015.

#### *First Year Accomplishments*

- The Department continued implementation of the LOS Guidelines.

#### *Second Year Accomplishments*

- The Department continued implementation of the LOS Guidelines.

Goal 4: The Department will continue reallocating savings and partner with additional service providers in the community to offer alternative placements for committed youth, including CPPs and detention re-entry.

***First Year Accomplishments***

- The Department contracted with eight juvenile detention centers (JDCs) for 76 CPP beds, and 11 JDCs provide detention re-entry beds.

***Second Year Accomplishments***

- CPP beds were expanded to 87 beds in nine JDCs.

**REFORM**

Goal 1: The Division of Residential Services will transform juvenile correctional practices to better serve committed youth.

***First Year Accomplishments***

- 15 housing units were converted to the Community Treatment Model (CTM).
- Student government association (SGA) was established.

***Second Year Accomplishments***

- All 18 housing units in Bon Air JCC converted to CTM.
- The rate of aggressive serious incident reports (SIRs) decreased 16.3% from FY 2016 to FY 2017. The average number of aggressive SIRs per month declined 35.7%.
- The rate of use of force SIRs decreased 25.0% from FY 2016 to FY 2017. The average number of use of force SIRs per month declined 38.2%.
- Workers' compensation costs at Beaumont JCC decreased 84.5% from FY 2016 to FY 2017, while costs at Bon Air JCC decreased 16.9%.
- SGA developed and signed a constitution and is planning an election process.
- Held Family Day at Bon Air JCC.

Goal 2: The Division of Education will strengthen and expand its educational program for youth in the JCCs.

***First Year Accomplishments***

- DOE aligned the 2016-2017 master schedule with CTM, keeping residents together for content courses.
- Responsibility-Centered Discipline (RCD) training began.
- New positions established to assist in behavioral management, post-secondary services, and academic supports.
- Methods for collecting and analyzing data to ensure accountability were established.
- 63 youth earned a high school diploma or GED.

- 10 youth enrolled in and completed college courses.
- Twenty-five percent of students passed the English SOL, 12% of students passed the Math SOL, 23% of students passed the Science SOL, and 25% passed the History SOL.

### ***Second Year Accomplishments***

- DOE has begun utilizing a personalized learning model for residents.
- DOE is implementing Positive Behavioral Interventions and Supports (PBIS).
- 60 youth earned a high school diploma, Penn Foster diploma, or GED. A larger percentage of students earned diplomas or GEDs, due to the decreasing JCC population.
- 50 youth participated in post-secondary courses.
- 15 youth enrolled in and completed college courses.
- Fifty percent of students passed the English SOL, 19% of students passed the Math SOL, nearly 37% of students passed the Science SOL, and almost 35% passed the History SOL.

Goal 3: The Division of Community Programs will connect the right youth to the right interventions at the right time.

### ***First Year Accomplishments***

- The Department was awarded federal grants totaling over \$760,000 to plan and implement a comprehensive statewide re-entry plan.
- The Department overhauled its re-entry procedures and issued a new Re-entry Manual.
- The Department increased family engagement with the JCCs by expanding video visitation, providing free transportation services, and revising visitation procedures.
- Re-entry advocates coordinate the re-entry process.
- Community partnerships were formed to support youth in foster care, assist in applications for Medicaid, develop workforce skills, and acquire driver's licenses.

### ***Second Year Accomplishments***

- 3,490 family visits occurred at the JCCs and alternative placements.
- Video visitation and free transportation services continued with adjustments to fit changes in demand.
- CSU staff participated in Family Day at Bon Air JCC.
- Procedures continued to be reviewed.
- A family engagement assessment is planned in partnership with the Vera Institute for Justice.
- The Department continues to support youth through community partnerships.

## **REPLACE**

Goal 1: The Department will expand alternative placements for committed youth.

### ***First Year Accomplishments***

- During the 2016 General Assembly Session, the General Assembly approved budget language which authorized the Department to reinvest operational savings from the JCCs into the development of community-based services and alternative placements.
- The Department issued a Request for Proposal (RFP) for RSCs to develop and oversee the services delivered by subcontracting direct service providers within each of the Department's five regions.

### ***Second Year Accomplishments***

- The Department contracted with two experienced service coordination agencies, AMIkids (AMI) and Evidence-Based Associates (EBA), to serve as RSCs to assist the Department with building a continuum of services for young people and families across all regions. Referrals began in January 2017.
- From January to June 2017, 269 unique youth were referred to AMI and 555 services were requested. 289 unique youth were referred to EBA and 402 services were requested.
- Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT) will be added to the service menu with 12 MST and FFT (10 new, 2 existing) teams statewide which will serve 100 localities by the close of CY 2017.

Goal 2: The Department will replace Beaumont and Bon Air JCCs with smaller, treatment oriented, more geographically diverse facilities.

### ***First Year Accomplishments***

- During the 2016 General Assembly Session, the General Assembly approved bond funding for the planning and construction of a new facility in Chesapeake that will be smaller, regionally-based, and treatment oriented and funding to plan to more effectively meet the Department's other capital needs.
- The Interagency Task Force on Juvenile Correctional Centers was established and their preliminary report was submitted.

### ***Second Year Accomplishments***

- The Task Force's final report was submitted.
- The Task Force recommended the design and construction of a new secure therapeutic facility in Chesapeake.
- The Task Force recommended the design and construction of a new, smaller, treatment-oriented, and trauma-informed secure therapeutic facility on the current property of Bon Air JCC.

## SUSTAIN<sup>24</sup>

Goal 1: The Department will invest in Department staff by increasing communications and providing training in leadership and professional development.

### *First Year Accomplishments*

- The Public Information Officer (PIO) developed communication newsletters to be distributed agency-wide.
- The Department's Training Unit reorganized to better fit the needs of the agency, with three main focus areas: Residential Services, Community Programs, and Organizational Development. Leadership-focused curricula were developed.
- Justice Transformation Institute (JTI) was launched to prepare supervisors from various divisions within the agency to implement and sustain organizational change effectively and efficiently.

### *Second Year Accomplishments*

- Additional divisions developed communications newsletters.
- 415 staff members attended leadership-focused trainings, including Frontline, Emerging Strategic, and Essential Skills for Supervisor.
- 120 staff members attended JTI training, the fourth class is currently underway.
- Human Resources reviewed hiring procedures and practices.

Goal 2: The Department will monitor and evaluate implementation and results in order to ensure efforts are conducted with fidelity and produce positive results.

### *First Year Accomplishments*

- Develop strategic performance measures for the agency to continually monitor progress.
- An evaluation plan for CTM began development with VCU.
- The Quality Assurance Unit was established.

### *Second Year Accomplishments*

- The Department established a Business System Analyst position and Change Management Board for its electronic data management system.
- The CTM evaluation with VCU began, an internal Quality Monitoring and Implementation Team was established, and the Department received funding for an outside researcher to assess reinvestment efforts.
- The Quality Assurance team positions were filled.
- Data sharing efforts were expanded, included joining the Virginia Longitudinal Data System.

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<sup>24</sup> The original Transformation Plan and first update report did not include Sustain; these initiatives have been added in the last year.

Goal 3: The Department will continue productive partnerships.

*First Year Accomplishments*

- Partnership with Annie E. Casey Foundation continued.

*Second Year Accomplishments*

- Partnership with Annie E. Casey Foundation continued.