

Tyren Frazier, Chair
Robert Vilchez, Vice Chair
Dana G. Schrad, Secretary
Scott Kizner
Anita James Price
Gregory D. Underwood



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COMMONWEALTH of VIRGINIA
BOARD OF JUVENILE JUSTICE

MEETING MINUTES

September 1, 2021

Virginia Public Safety Training Center (Hanover)

Board Members Present: An in-person quorum of Tyren Frazier, Scott Kizner, Dana Schrad, and Gregory (Greg) Underwood was present at the Virginia Public Safety Training Center. Robert Vilchez and Anita James Price attended by virtual means based on §2.2-3708.2, Meetings held through electronic communication means (<https://law.lis.virginia.gov/vacode/title2.2/chapter37/section2.2-3708.2/>).

Board Members Absent: None

Department of Juvenile Justice (Department) Staff Present: Ken Bailey, Melinda Boone (virtual), Valerie Boykin, Ken Davis, Jenna Easton, Mike Favale, Wendy Hoffman, Joyce Holmon, Linda McWilliams, Margaret O'Shea (Attorney General's Office), Beth Stinnett, James Towey, and Angela Valentine

Guests Present: Kara Brooks (Evidence Based Associates) and Korah Skuce (AMIkids)

CALL TO ORDER and INTRODUCTIONS

Chairperson Tyren Frazier called the meeting to order at 9:38 a.m. Chairperson Frazier welcomed those present and asked for introductions.

BOARD ELECTIONS

James Towey, Legislative and Regulatory Affairs Manager, Department of Juvenile Justice

Pursuant to Section 5.01 of the bylaws, the officers of the Board of Juvenile Justice (the Board) are elected from its membership and include the Chairperson, the Vice-chairperson, and the Secretary who each shall be elected by the Board at its first regular meeting of the fiscal year. Officers shall serve for a term of one year and shall be eligible for re-election.

The Chairperson shall be the presiding officer of the Board at its meetings. Upon request of the Board, the Chairperson shall act as its spokesperson or representative and shall perform such additional duties as may be imposed on that position by an Act of the General Assembly or by direction of the Board. The Chairperson shall be an ex officio member of all committees of the Board.

On motion duly made by Scott Kizner and seconded by Dana Schrad, the Board approved the nomination of Tyren Frazier as Chairperson by roll call vote as follows: Greg Underwood – Aye, Anita James Price – Aye, Scott Kizner – Aye, Dana Schrad – Aye, Robert Vilchez – Aye, and Tyren Frazier - Aye. The motion was carried.

In the absence of the Chairperson at any meeting or in the event of disability or of a vacancy in the office, all the powers and duties of the Chairperson shall be vested in **the Vice-chairperson**. The Vice-chairperson shall also perform such other duties as may be imposed by the Board or the Chairperson.

On motion duly made by Dana Schrad and seconded by Greg Underwood, the Board approved the nomination of Robert Vilchez as Vice-chairperson by roll call vote as follows: Greg Underwood – Aye, Anita James Price – Aye, Scott Kizner – Aye, Dana Schrad – Aye, Robert Vilchez – Aye, and Tyren Frazier - Aye. The motion was carried.

The Secretary shall (1) review and recommend improvements to Board meeting procedures and other relevant Board business so as to facilitate the administrative efficiency of the Board; (2) ensure the development of appropriate resolutions, etc., which are needed by the Board from time to time; (3) serve as the Board’s parliamentarian; (4) work closely with the Department staff assigned to provide administrative assistance to the Board to review and sign minutes and policy documents, etc.; and (5) ensure that unique or non-routine materials and equipment are available for the Board to carry out its functions. In the event that both the Chairperson and Vice-chairperson are absent at any meeting, the Secretary shall preside over the meeting.

On motion duly made by Greg Underwood and seconded by Tyren Frazier, the Board approved the nomination of Dana Schrad as Secretary by roll call vote as follows: Greg Underwood – Aye, Anita James Price – Aye, Scott Kizner – Aye, Dana Schrad – Aye, Robert Vilchez – Aye, and Tyren Frazier - Aye. The motion was carried.

CONSIDERATION OF MINUTES FOR June 16, 2021

The minutes of the June 16, 2021, Board meeting were provided for approval. On motion duly made by Tyren Frazier and seconded by Dana Schrad, the Board approved the minutes as presented by roll call vote as follows: Greg Underwood – Aye, Anita James Price – Aye, Scott Kizner – Aye, Dana Schrad – Aye, Robert Vilchez – Aye, and Tyren Frazier - Aye. The motion was carried.

PUBLIC COMMENT

There was no public comment.

DIRECTOR’S CERTIFICATION ACTIONS

Ken Bailey, Certifications Manager, Department of Juvenile Justice

Included in the Board packet were the individual audit reports, and a summary of the Director’s certification actions taken on June 30, 2021.

The Highlands Juvenile Detention Center and Post-disposition Program received 100% compliance on their audit and a letter of congratulations for their performance level. The program was certified until January 13, 2024.

The audit for the James River Juvenile Detention Center and Post-disposition Program found one minor deficiency regarding the submission of serious incident reports. The follow-up visit showed no further incidents of noncompliance, and the program was certified until November 17, 2023.

The Piedmont Regional Juvenile Detention Center received 100% compliance on their audit and a letter of congratulations for their performance level. The program was certified until April 28, 2024. This is the program’s third consecutive audit with no deficiencies.

The W.W. Moore, Jr. Juvenile Detention Center and Post-disposition Detention Program received 100% compliance on their audit and a letter of congratulations for their performance level. The program was certified until October 14, 2023. This is the program's second consecutive audit with no deficiencies.

The 2A District Court Service Unit received 100% compliance on their audit and a letter of congratulations for their performance level. The program was certified until July 16, 2024. This was the program's fourth consecutive audit with no deficiencies.

The audit for the 5th District Court Service Unit found one minor deficiency which was immediately corrected, and the program was certified until June 12, 2024.

The audit for the 17th District Court Service Unit found several areas for which compliance could not be determined. Those areas were referred to the regional program manager for follow up. The program was certified until December 16, 2023.

The audit for the 18th District Court Service Unit found one minor deficiency for which compliance could not be determined: that there were no commitment cases to review. The audit deficiency was referred to the regional program manager to monitor when commitment cases become available for review. The program was certified until January 21, 2024. Chairperson Tyren Frazier asked for confirmation that the 18th unit had no commitments, and Mr. Bailey replied that was correct, there were no commitments during the audit period.

CONSIDERATION OF VIRGINIA JUVENILE COMMUNITY CRIME CONTROL ACT (VJCCCA) PLAN APPROVALS

Jenna Easton, Program Manager, Department of Juvenile Justice

The Board approved a three-month extension for approval of the Frederick, Lynchburg, and Richmond plans for Fiscal Year (FY) 2022 at their June meeting. Since that time, the Community Diversion Unit worked closely with those localities on improvements to their VJCCCA plans, and these were now presented to the Board for their approval.

On motion duly made by Dana Schrad and seconded by Greg Underwood, the Board of Juvenile Justice approved the Frederick Combined, the City of Lynchburg, and the City of Richmond VJCCCA Plans for FY 2022 by roll call vote as follows: Greg Underwood – Aye, Anita James Price – Aye, Scott Kizner – Aye, Dana Schrad – Aye, Robert Vilchez – Aye, and Tyren Frazier - Aye. The motion was carried.

The Board previously approved the York Combined Plan for FY 2022; however, those localities have requested to add a prevention program to the remainder of the plan. The Community Diversion Unit had reviewed and approved the plan before bringing it to the Board.

Board Member Kizner asked for a clarification of what was being requested. Ms. Easton referred the Board to page 40 of the Board packet. The entry for the York Combined Plan included group home and shelter care program types; however, both facilities have closed, and the budget increased for intensive supervision. It was now proposed that the York Combined Plan add the Prevention Check and Connect program noted on page 41, for the remainder of FY 2022.

Board Member Schrad asked if the Prevention Check and Connect is a post-release program. Ms. Easton answered that the Prevention Check and Connect now includes non-Department of Juvenile Justice (DJJ) youth. It is a truancy intervention program to prevent youth coming to the court for formal court intervention. The Community Diversion Unit endorsed approval of this plan addition.

On motion duly made by Greg Underwood and seconded by Robert Vilchez, the Board approved the York Combined VJCCCA Plan for FY 2022 by roll call vote as follows: Greg Underwood – Aye, Anita James Price – Aye, Scott Kizner – Aye, Dana Schrad – Aye, Robert Vilchez – Aye, and Tyren Frazier - Aye. The motion was carried.

Loudoun County requested a reduction in its Maintenance of Effort (MOE) funding by \$185,002 to match the state allocation. Sometimes referred to as a local match, MOE funding is money a locality is required to spend in order to receive state allocation. Currently, the MOE for Loudoun County is \$330,708 and the state allocation is \$145,706.

On motion duly made by Dana Schrad and seconded by Tyren Frazier, the Board approved the reduction of the required Maintenance of Effort for Loudoun County to match the state allocation for Fiscal Year 2022 by roll call vote as follows: Greg Underwood – Aye, Anita James Price – Aye, Scott Kizner – Aye, Dana Schrad – Aye, Robert Vilchez – Aye, and Tyren Frazier - Aye. The motion was carried.

Loudoun County requested the Board approve their updated plan to reflect the new budget for the remainder of FY 2022.

On motion duly made by Tyren Frazier and seconded by Scott Kizner, the Board approved the Loudoun County VJCCCA Plan for fiscal year 2022 by roll call vote as follows: Greg Underwood – Aye, Anita James Price – Aye, Scott Kizner – Aye, Dana Schrad – Aye, Robert Vilchez – Aye, and Tyren Frazier - Aye. The motion was carried.

CONSIDERATION OF STATE BOARD OF JUVENILE JUSTICE BYLAWS

James Towey, Legislative and Regulatory Affairs Manager, Department of Juvenile Justice

The Board is required to review the bylaws annually to ensure compliance with any amendments passed during the prior General Assembly session. The Board approved one change last year to the bylaws; however, this year there were no changes that necessitated any amendments. DJJ requested the Board approve the bylaws as not amended.

On motion duly made by Scott Kizner and seconded by Dana Schrad, the Board approved the Board’s bylaws as last updated on September 16, 2020, by roll call vote as follows: Greg Underwood – Aye, Anita James Price – Aye, Scott Kizner – Aye, Dana Schrad – Aye, Robert Vilchez – Aye, and Tyren Frazier - Aye. The motion was carried.

Mr. Towey reminded the members that the Board, at any regular or special meeting, can amend the bylaws by a majority vote. The only requirement is that the proposed amendment to the bylaws be included in the meeting notice; this means the Board must let the Department know ahead of time if they are considering a change.

Board Member Schrad asked if the Board needed to acknowledge compliance with Governor’s executive orders that might impact the Board or whether that was implied within the bylaws. Mr. Towey responded the bylaws are prescribed by a certain section of the *Code of Virginia*; the Board could amend them to reflect executive orders. Board Member Schrad clarified that she did not believe it was necessary but wanted to raise the concern, and the Board could come back later to amend the bylaws as needed.

REGULATORY UPDATE

Ken Davis, Assistant Regulatory and Procedure Coordinator, Department of Juvenile Justice

Mr. Davis referred to pages 50-52 of the Board packet as he updated the Board on the current status of the Department's regulations.

6VAC35-170 Guidance Document Interpreting 6VAC35-170, Review and Approval of Data Requests and Research Proposals

The Board approved the Guidance Document on April 7, 2021, and the document was published in the *Virginia Register of Regulations* on May 24, 2021. The 30-day public comment period ended on June 23, 2021, with no comments, and the document took effect on June 24, 2021.

6VAC35-30 Regulation Governing State Reimbursement of Local Juvenile Residential Facility Costs; and 6VAC35-35 Regulation Governing the Process for Planning, Designing, and Constructing Locally Funded Juvenile Residential Facilities

The Board approved the proposed amendments on April 7, 2021, for advancement to the proposed stage of the standard regulatory process. The Department is preparing to advance the approved amendments for Executive Branch review.

6VAC35-41 Regulation Governing Juvenile Group Homes and Halfway Houses

This action was submitted through the proposed stage on April 17, 2020. It has undergone Executive Branch review, and was published in the *Virginia Register of Regulations* on May 24, 2021. The 60-day public comment period ended on July 23, 2021, with no public comments.

The reconvened workgroup held its first meeting on June 25, 2021, to prepare for advancement to the final stage and a subsequent meeting is scheduled.

6VAC35-101 Regulation Governing Juvenile Secure Detention Centers

The action was submitted through the proposed stage on September 3, 2019, has completed Executive Branch review, and was published in the *Virginia Register of Regulations* on May 24, 2021. The 60-day public comment period ended on July 23, 2021, and resulted in two public comments.

The reconvened workgroup held its first meeting on June 24, 2021, to prepare for advancement to the final stage. The second meeting of the workgroup was scheduled for later this month.

6VAC35-150-335 Regulation for Nonresidential Services, Diversion

The action seeks to remove the 90-day deadline for completing truancy diversions, consistent with Chapter 753 of the 2020 Acts of Assembly. The Board approved the fast-track action on September 16, 2020. The action completed Executive Branch review with the Governor's approval on July 22, 2021, and was published in the *Virginia Register of Regulations* on August 16, 2021. The 30-day public comment period was underway.

If no objections were raised during the public comment period, this regulation would take effect on October 1, 2021.

6VAC35-200 Regulations Governing Youth Detained Pursuant to Federal Contracts

This was new and arose out of Senate Bill 20 which became Chapter 599 of the 2020 Acts of Assembly. The NOIRA action has undergone Department of Planning and Budget, Secretary of Public Safety and Homeland Security, and Governor's Office review and was published in the *Virginia Register of Regulations* on March 1, 2021. The public comment period ended on March 31, 2021 and yielded no public comment.

The workgroup continued to meet regularly to develop the proposed language, which will be presented to the Board for advancement to the proposed stage of the process.

6VAC35-210 Compulsory Minimum Training Standards for Direct Care Employees

This remained under review at the Office of the Attorney General.

6VAC35-71 Regulation Governing Juvenile Correctional Centers

The proposed action was published in the *Virginia Register of Regulations* on September 30, 2019, and the 60-day public comment period ended on November 29, 2019.

In the intervening time there had been a large volume of changes, which had required this regulation to go through a revised proposed stage. The revised proposal had been submitted to the Office of the Attorney General.

6VAC35-180 Regulations Governing Mental Health Services Transition Plans for Incarcerated Juveniles

Currently under review in the Governor's office.

Board Member Schrad asked what the procedure was to address the public comments received on 6VAC35-101. Mr. Davis responded that the public comments were directed at issues the Board had previously discussed, specifically the restraint chair, spit guards, and room restrictions. The Board had thoroughly discussed these issues, and the Department had not felt any need to bring additional information before the Board.

UPDATE ON DJJ'S REGIONAL SERVICE COORDINATION MODEL AND STATEWIDE CONTINUUM

Beth Stinnett, Statewide Program Manager, Department of Juvenile Justice

Korah Skuce, AMI Regional Director (VA, NC, and AL)

Kara Brooks, Evidence Based Associates (EBA) Virginia Project Director

Ms. Stinnett began her presentation, using material beginning on page 53 of the Board packet.

The Regional Service Coordination (RSC) model includes a number of government-to-government partnerships such as public mental health agencies, community service boards, detention homes, and local government entities. The briefing highlighted the accomplishments of the past five years, in particular, the expansion of the network, efficiencies built into the process, and regional differences. There also was a discussion on the evolution of the work, covering evidence-based programs, evidence-informed programs, and continuing quality improvement.

The service continuum buildout was part of a broader transformation undertaken by the Department. There were many system-wide assessments that indicated a variance statewide in supervision practices, service availability, and service quality. That was the impetus of the service continuum. Simultaneously, the Department worked to reduce its residential and correctional footprint. There were a number of successful efforts underway to safely reduce the number of young people entering direct care. As a result, the Department was able to close Beaumont Juvenile Correctional Center and use the reinvestment funds for community-based alternatives. The Department had always had services in place for young people; however, most funding and services were for young people on parole. There was limited funding for youth on probation. This was an opportunity to be impactful and eliminate the need for secure confinement and direct care. By using the savings from Beaumont as an opportunity to reinvest in the community and have a broader array of services statewide for young people on probation, the Department launched the RSC model.

Chief among the RSC model adopted goals was a continued effort to safely reduce reliance on restricted placements and more community-based alternatives. The Department wanted to ensure those services and placements addressed risk and need. This was something the agency was not sure was always happening, leading to undesired outcomes.

Another goal was to provide services at multiple stages of the system. There was a deficit of front-end services with youth on probation and parole. Other goals included increasing the array and availability of services statewide and creating geographic equity. There were concerns with parts of the state having pockets of service gaps, especially in rural areas. The focus was to eliminate areas where access to services is purely by ZIP Code, which is called “justice by geography”.

The Department wanted to ensure services were based on evidence, which was limited in Virginia. The Department was proud of the Functional Family Therapy (FFT) / Multi-Systemic Therapy (MST) programs. In the beginning of the RSC program, these two therapies only existed in two of 133 cities and counties statewide.

The Department needed to adopt performance measures and to increase capacity to monitor the effectiveness of services. The Department was under-resourced in this area; there was some monitoring, but it was more compliance monitoring, with a limited number of individuals trained to look at effectiveness. The Department moved from compliance monitoring to monitoring for quality and to coaching providers.

The Department improved efficiencies and established a centralized referral and billing process. These two areas, if not done efficiently, would limit the time available for more important issues.

Five years ago, in October 2016, the Department hired two companies to serve as lead RSCs: AMIkids and Evidence Based Associates (EBA). Ms. Stinnett introduced Korah Skuce from AMIkids who serves as the RSC for the eastern and southern regions of the state and Kara Brooks from EBA who serves the northern, central, and western regions.

Ms. Brooks from EBA began her presentation.

The work of EBA is focused on centralized referrals for providers and for court service units across the regions. EBA sends a referral through the process, including the DJJ assessment that indicates a need for the requested services. EBA handles the billing for providers and distributes the billing packets to the court service units for approval. In addition, EBA monitors each program for quality assurance.

EBA started the program with 78 providers and currently has 140 unduplicated providers across the state to serve youth and families connected with both the court service unit and direct care placement. It started with a formal Request For Proposal (RFP) process to identify providers and has since moved to a rolling enrollment, which brings on providers that can meet a specific or identified need. There have been a few instances where a specific program was needed, and EBA used the RFP process to identify a provider or program in that area.

EBA vets providers to ensure that quality standards are met and that an understanding exists of the unique needs of DJJ youth. Regional service organizers are familiar with their area and are able to process referrals specific to that area. EBA performs case staffings and meets with the probation officers of the court service unit to review cases. In addition to reviewing the DJJ information, such as the Youth Assessment and Screening Instrument (YASI) and the case plan, EBA monitors programs specifically for that referral. For example, if there is a need for a court order for a psychological or psychosexual evaluation, the referral form captures case-specific information which EBA is able to translate and provide to the service provider.

EBA has an array of assessments, from substance abuse evaluations to sexualized behavior evaluations. This is called service matching; not every youth needs the same type of assessment. While there are levels of

assessment that do not take into consideration the location of the youth,. EBA tries to align provision with specific need.

EBA has high fidelity wraparound services that include case management, GPS monitoring for post-release parole youth, clinical services, individual or family counseling, and some home-based services. EBA can send the provider to a youth/family home rather than have the family come to the provider. Residential services range from residential treatment centers, substance abuse programs, specialty programs to treat youth with sexualized behavioral needs, and group home and independent living for step down youth. Residential services are used for direct care placements or for youth being released. There are different and unique needs, whether its transportation, language, or other barriers. For example, a provider needed a four-wheel-drive vehicle to get to a family home. That was not a typical request, but the unique needs of the referral were identified, and EBA responded to the barrier.

In terms of geography, the same model exists across both regions; however, the regions are unique. The western region and certain pockets in the central region are rural and have different barriers, whereas the northern region has a high population of youth who are not English-speaking. EBA has a high concentration of providers able to communicate in the native language.

There is no one big provider serving an entire region, but many smaller providers in rural communities who are familiar with the populations they serve.

Ms. Skuce from AMIkids began her briefing.

AMIkids handles the eastern and southern regions of the state. AMIkids has service enhancements such as transportation and mileage for providers traveling to rural areas outside their catchment areas. Every region has pockets of difficulty, and AMIkids offers incentives or offsets the cost the provider might incur to serve youth and families in those areas. For instance, 2A District Court Service Unit is rural and hard to reach; however, AMIkids has offset costs as well as offering some reimbursement of travel.

AMIkids places a greater focus on starting services prior to youth returning home. The eastern region has the highest level of committed youth, high risk youth, and older youth, as well as a higher number of parolees. Services start prior to the youth returning home, potentially about two weeks before, when the youth is still at Bon Air Juvenile Correctional Center or the Community Placement Program (CPP).

The community-based services offered by AMIkids are an expansion of evidence-based programs and evidence-based models. Some of these programs are not available in all parts of the state or through the RSC model. Expansion services include FFT/MST, trauma-focused cognitive behavioral therapy (CBT), seven challenges, high fidelity wraparound intensive care coordination, and an adolescent community reinforcement approach. The trauma-focused CBT and high fidelity wraparound were initially launched under the leadership of the Department of Behavioral Health and Developmental Services (DBHDS) and the Office of Children's Services (CSA). Both are now available through the RSC model and the availability of trauma-focused CBT and high fidelity wraparound are now available in over 70% of localities statewide.

FFT/MST teams were launched in 2018, and are evidence-based models that are the highest tier of effectively working with the juvenile justice population. Both programs are family-based interventions that work with not only the youth and the family, but also the community supports that surround the youth.

In 2018, AMIkids launched an initial cohort of ten FFT/MST teams that joined the two existing MST teams in Henrico and Richmond. AMIkids launched two more FFT/MST services to help in rural areas across the state (Abingdon). AMIkids now ensures services are available in 129 out of Virginia's 133 cities and counties.

Additional FFT/MST teams have started with the launch of DSS-funded initiatives Title 4E, the CSA, and Medicaid expansion.

AMIkids now has access to 47 additional non-JCC options as part of the direct care continuum. Nineteen are detention reentry, CPPs, and government partnerships not contracted through the RSCs. AMIkids and EBA offer 28 additional options through the continuum for group homes and residential treatment centers. The average number of youth in non-JCC alternative placement increased from about 7% of the total direct care population in 2014 to more than 50% in fiscal year 2020. Of the 3,201 youth released from direct care in 2020, 53% did not enter a JCC. They were served in community residential treatment centers closer to their home.

AMIkids has a large array of residential services options, from low intensity to the highest intensity. Independent living programs are used for youth on parole status returning to the community. Youth live by themselves in a single apartment, shared apartment, or an independent living program offering more community style living with additional supervision based on the youth's needs. AMIkids also has a variety of group home and residential treatment center placements. Residential treatment centers offer specialty services for treatment of youth with sexualized behaviors or substance abuse, or youth in the system with a history of trauma. The residential treatment center might be a campus setting or a locked, secure setting.

AMIkids expanded in 2018 to launch a new type of program for the RSC model, called the transitional living program. Intercept Health in Chesterfield was awarded a contract to provide an eight-bed facility, called the Summit, to serve 18- to 20-year-olds. One of the many success stories included a youth who completed the program having been a member of the Bon Air Quilting Program, and during the mask shortage of March 2020, he put his sewing skills to work and made masks from donated cloth materials. Another graduate of the Summit started college at Virginia State University. The team gathered donations for a new laptop, and his mother continued to be involved throughout his stay at the transitional living program and helped move him to school for his freshman year.

Ms. Brooks recounted a further success story. One of EBA's first placements was at a Mom and Me program. A young lady was able to reunite with her child in a group home setting while under commitment status with the Department. The youth was placed at the Youth for Tomorrow, Mom and Me program, and was able to deliver her baby and continue to learn skills for when she transitions back to the community.

Ms. Skuce continued her presentation and highlighted service utilization. When AMIkids started in 2017, they served 558 unduplicated youth and in 2020, they served 1,666 unduplicated youth. Most of these youth received multiple services. For 1,666 unduplicated youth, there were 3,398 services authorized. Many times youth need an evaluation or assessment, and are referred to a family-based service or individual substance abuse service. In addition to treatment programs, there are other programs offered, such as workforce development or GPS electronic monitoring. In 2020, AMIkids saw a slight decrease in the number of youth served from 2019 due to the pandemic and fewer youth entering the system. The most commonly utilized categories of services are assessment and evaluation, FFT/MMT, life skills coaching, which is primarily for youth on parole, and treatment of youth with sexualized behaviors.

In 2017, AMIkids worked on standardized service descriptions, an increased provider network, a rollout of evidence-based models, and increased utilization of services. AMIkids is now improving quality assurance and quality improvement. AMIkids works closely with the Department's Quality Assurance Unit to ensure the quality of services is the same throughout the state. AMIkids provided different levels of monitoring depending on each provider. If the provider is utilized, AMIkids will complete higher additional monitoring, compliance, and quality assurance tasks. Onsite monitoring is done by reviewing youth and employee files.

Every single provider contracted with AMIkids and EBA received some sort of monitoring or compliance and quality assurance.

Ms. Stinnett discussed the impact of the pandemic on the service continuum, particularly in the early stages of court shutdowns and slowdowns, which resulted in a downward trend of young people placed on probation. Courts reopened with a slight dip in services in the first year of the pandemic. While there was a service interruption, for the most part, services continued in an adaptive form with providers rising to the occasion. The Department worked closely with them and some continued face-to-face contact services with young people using adaptations and social distancing. With other providers, the Department helped move to tele-health. The silver lining is that rigid catchment areas and boundary lines for services before the pandemic are now blurred. The Department can use a provider, such as a bi-lingual therapist, in another part of the state, as long as the youth and family have Internet for tele-health services. Tele-health has been helpful with transportation; families do not need to leave work for a longer period of time to account for travel. Some families prefer this new medium.

There was a tremendous amount of cross-training with providers and staff, and in addition, agency collaboration at the state level. The Department proudly serves on a number of cross-agency workgroups, and the success stories served as a catalyst for broader reform in the state. There are now companion reform efforts with DBHDS, CSA, Department of Social Services (DSS), and Department Medical Assistance Services. The services presented at this meeting, particularly FFT / MST, are now part of their transformation as well. Services can be funded through Title 4E through DSS and Medicaid expansion, so young people can receive services earlier and without entering the juvenile justice system. Collaboration has fostered research interest in the academic community as well. Such partnerships will serve the Department well going forward. Ms. Stinnett referred to a news article in the Board packet about Child Trends and how partnering with them will improve the RSC model. The Department and Child Trends also are developing an interactive map pinpointing service delivery for the website, which will help staff, youth, and families.

Board Member Schrad thanked the presenters, and said the Board appreciated the good news and excitement surrounding the success of this program. There are many organizations that could benefit from the way the Department networked and developed creative responses to address the needs of young people. Board Member Schrad said her group was seeing at the community level a lack of mental health and psychiatric resources. Board Member Schrad asked if that had impacted DJJ programs.

Ms. Stinnett responded that thus far the Department had not seen a lack of availability. At times, the Department had to offer incentives to push youth to the front of the line for services, but it is unlikely it was due to a lack of availability. The Department and the providers are concerned about the workforce shortage. Providers are experiencing recruitment problems in filling vacancies, but other providers have stepped in to help.

Board Member Schrad asked if there were other community partners the Department would like involved in the continuum of services as a way to help improve the span of services provided.

Ms. Stinnett responded that this is absolutely the case. The Department believes smaller providers, such as “mom and pop shops” that are community-based organizations should be part of the continuum. The Department is interested in growing the continuum, helping providers remove barriers by helping with business proposal writing, or funding a level of liability insurance required to get a contract. The Department would like providers with lived experience to be part of the continuum.

Board Member Kizner asked if there was a service that was discontinued because the evidence base was not there.

Ms. Stinnett answered that not all services provided are evidence-based. Those services that are evidence-based, need to go through a number of clearing houses (Blueprints) and official processes. The top shelf programs, like FFT / MST, have been through clinical trials and researched for many years with sustained results.

Ms. Brooks said EBA previously only worked with evidence-based associates in Washington, D.C., and only with evidenced top-tier programs. In Virginia, EBA is matching the needs of youth with the right service. Sometimes that top tier is needed, but sometimes it is not. The partnership with EBA and AMIkids is strong because AMIkids has a long history with residential programs and EBA brings the FFT / MST programs. EBA can establish those “mom and pop shops” by simply using a format for trauma-informed principles of culture and diversity. An exciting partnership among state agencies deals with crossover youth. Director Boykin is on the Commission on Youth workgroup for crossover youth. The most recent referral form for EBA was modified to track youth referred to the system as crossover youth, such as foster care involvement. This would allow a particular funding stream to be used to connect services for that youth. Ms. Brooks said she looks forward to the findings of the Commission on Youth study with crossover youth, especially how it could impact the deeper end services for youth.

Ms. Brooks continued her comments by saying the credible messenger program is undergoing fidelity tracking to ensure that the model is delivered consistently. Ms. Brooks provided a comparison of Chick-fil-A using one coleslaw recipe for all its restaurants. The credible messenger program takes an individual with lived experience from the community who can identify with the youth and share their story. They may or may not have had prior justice involvement. EBA does have one credible messenger program in Charlottesville, and is looking to duplicate the program for smaller communities. A youth’s behavior might not change just through hearing a hard story, but might change through hearing about the skills used to become a success; that would be a worthy program.

Board Member Underwood asked what an unduplicated youth was. Ms. Skuce answered that some youth received multiple services, but the youth was counted by their ID number, and not by the number of services they required.

Board Member Vilchez asked what happens if a family is unable to secure transportation to travel to their referral.

Ms. Skuce answered that services can be provided in the youth’s home or in their community. A therapist or identified professional can travel to the youth’s home.

Ms. Stinnett noted that the Department has a transportation program as part of the Reentry Unit. Transportation assistance is being explored with other programs as part of the continuum. Transportation problems could be mitigated by having home-based services for youth. The Department has paid travel reimbursement for providers. For example, the Eastern Shore can be a service desert, and it might be prohibitively expensive for families to travel to Norfolk to get services. Instead, if the provider were able to drive to the Eastern Shore, the Department could reimburse their travel. The Department does not want the youth and family to be burdened with this cost.

Director Boykin said the Department provided reentry service transportation to all residential programs to which youth had been committed, including a bus service to Bon Air. Unfortunately, due to the pandemic, transportation services were suspended. The Department also provided services using Uber and taxis. The Department’s Reentry Unit Manager, Ashaki McNeil, and her team funded the transportation initiative; it did

not go through the RSC. Many of the programs, such as visitation, have been halted and restarted many times during the pandemic. The Department has shifted many resources online.

Ms. Brooks added that EBA had a few youth in the pre-release program with specific family needs, and EBA was able to drive them to their clinical sessions prior to their release.

Chairperson Frazier noted that the discussion had not included youth voices. Is there an opportunity for youth to be heard and provide their input?

Ms. Brooks answered that is a key component, and it is essential to have a youth- and family-driven service plan for their providers. This is part of their quality assurance. What if a family is unable to meet at 5 o'clock or what if the family wants to meet on the weekend? EBA providers are willing to work on the weekends, and do sessions after-hours. The Department has been supportive of this effort.

Chairperson Frazier asked how many youth are served by DJJ. Director Boykin answered 3,000 or maybe a little less.¹

Chairperson Frazier said the RSC serves about half of the DJJ population, and there is an opportunity and desire to grow that number. The pre-pandemic number was closer to 2,000, so it seems this program is doing very well. Chairperson Frazier was interested in hearing more on the service gaps, staff shortages, collaborations, and the mom and pop smaller organizations available to serve young people in remote communities. Chairperson Frazier said the RSC reminded him of groups such as Boys and Girls clubs, church organizations, Boy Scouts, and also gang prevention programs deployed to hot spots around the state. Chairperson Frazier thanked the presenters.

DIRECTOR'S COMMENTS

Valerie P. Boykin, Director, Department of Juvenile Justice

Director Valerie Boykin thanked the Board members for traveling to the meeting, given that bad weather had been forecast.

¹ As follow-up, Director Boykin sent the below email to Board members on September 2 notifying them of additional information.

"I wanted to provide some additional information to a question posed by Board Chair Frazier regarding the total number of youth served by DJJ. Our Research Manager has reported the average daily counts for FY20 (below). This count does not include youth involved in diversion programs or youth monitored in detention so my guesstimate of 3000 total youth served might be close to the actual number. Please note that we typically use other resources for diverted youth and not the continuum of services managed by the Regional Service Coordinators. If my math is correct, it looks like the RSC Model served 1666 of 2050 of youth receiving DJJ supervision along with detention eligible youth receiving detention alternatives for FY20. Some youth also receive services through the Office of Children's Services, formerly CSA.

The average daily populations (ADP) for FY20:

- *Probation 1596*
- *Direct 235*
- *Parole 219*
- *Total 2050"*

Director Boykin explained she was the Deputy for Community Programs when the Department launched this new service delivery program, and she was pleased and proud of the work being done collectively and collaboratively to expand the continuum of services. Director Boykin thought it important to have EBA and AMIkids present at the meeting because their contracts expire in two months. Director Boykin wanted to salute Ms. Brooks and Ms. Skuce publically on all their hard work and partnership.

The Department started transformation work in 2016, when it had about 600 youth in state care. Today, the Department has fewer than 200 committed youth. The number had been under 200 for the past two weeks. The Department is proud of the work done, and will continue to expand resources in the community so young people can be treated closer to home and in the least restrictive environment.

The day of the meeting was the first day of the implementation of Governor's Executive Directive 18, which mandated all state employees and boards and commissions to declare their vaccine status and/or be subject to testing. This will involve weekly testing for staff if they have not received both vaccine shots or the Johnson and Johnson one-shot vaccine. Over the course of the last 18 months, the Department reported 203 staff positive with COVID-19. The agency had only had one staff person's death attributed to COVID-19. Most staff had recovered with little illness, and a few had been out of work for short periods of time. An unfortunate trend seen across the Commonwealth and nation had seen vaccinated individuals contracting COVID-19. In the past two weeks, the agency had seen at least three fully vaccinated staff diagnosed with COVID-19. Due to close contact, the Department's first youth since December 5, 2020, had come down with COVID-19 at Bon Air. That youth was asymptomatic and had been placed in the central infirmary. He had since been released and had fully recovered. This brought to 38 the number of young people at Bon Air who had recovered from COVID-19. The 203 infected staff were mostly from court service units. The agency estimated its vaccination rate at 65%. Director Boykin continued to encourage those staff who were medically able, to be vaccinated so the spread could be stopped and the work could continue.

Yvonne B. Miller High School opened on August 2 with a year-around school model. The school has new offerings this year, such as a partnership with J. Sargeant Reynolds Community College for students who will embark on a small business entrepreneurship career studies certificate program. The school also is working with Community College Workforce Alliance on several courses in OSHA; and this fall VCU is beginning an intro to audio production and digital music production.

Board Member Kizner asked whether staff will receive sick day relief if they need to quarantine. Director Boykin responded that the state initiated a program known as Public Health Emergency Leave (PHEL) for the pandemic. It had expired June 30, but the state had reinstated the program that day. If qualified, staff are able to claim 80 hours of PHEL to quarantine or recover from COVID-19.

The Department is ready for the upcoming General Assembly session, and received additional funding to help support COVID-19 operations. The Department is concerned with staffing needs in residential services and in court service units.

BOARD COMMENTS

Chairperson Frazier expressed the Board's appreciation of the team coming together at the meeting. There were a few Board vacancies that should be filled shortly.

NEXT MEETING DATE

December 1, 2021, at 9:30 a.m., Virginia Public Safety Training Center

ADJOURNMENT

Chairperson Frazier adjourned the meeting at 10:25 a.m.