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Experienced Practitioners Committed to Excellence in Correctional Practice

City of Alexandria, Arlington County, and City of Falls Church

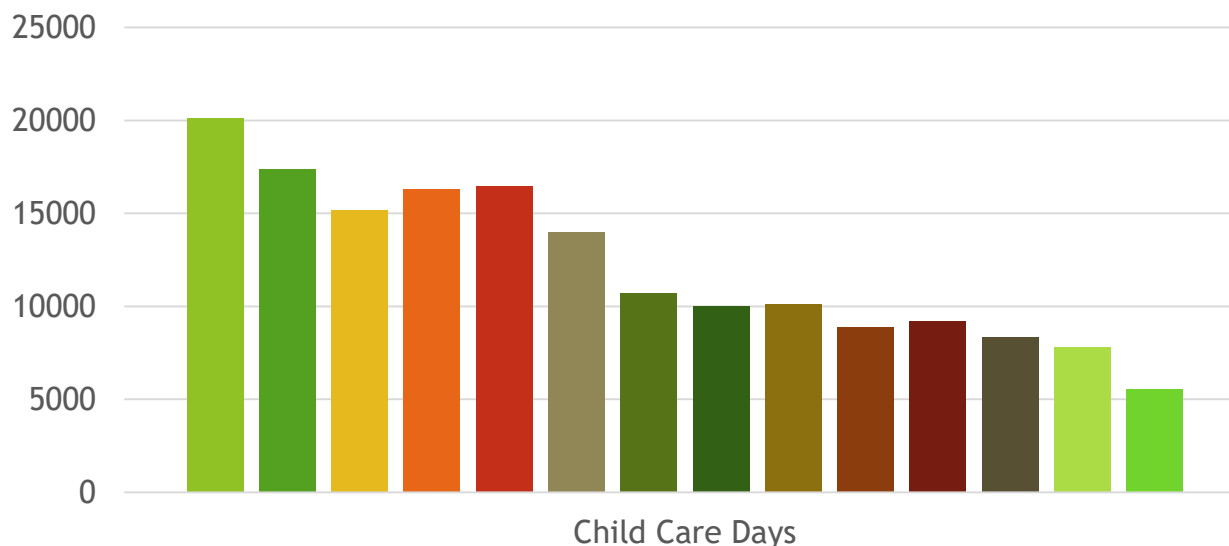
Cost Benefit Analysis of the Use of Northern Virginia Regional Juvenile Detention Center and Alternatives, RFP 803

Agenda

- Background Information
- Northern Virginia Juvenile Detention Center Operations
- Center Strengths and Challenges
- Financial Analysis
- Conclusion
- Questions

Background

- Nationally juveniles are being placed in detention less frequently
- The number of juveniles placed at the Center has declined significantly over the past decade.
- 20,092 childcare days in 2006 to 5,574 in 2019 – 72 percent decrease



Tasks



Historical review
and compilation
of documents



Analysis of national,
state and local best
practices related to
juvenile justice and
incarceration



Analysis of
existing center
operations and
potential
efficiencies



Evaluation of the
potential for further
regionalization of
juvenile detention
services with another
jurisdiction



Comparative
financial and
services delivery
analysis of the two
proposed options:
continued operation
of the Center vs.
further
regionalization



Present final
recommendations
and full report

Methodology



Document review
(historical, financial,
operations, etc.)



Review and analysis of
juvenile justice research and
best practices



Observations of Center
operations by juvenile
justice and criminal justice
experts



Interviews and focus groups
with stakeholders,
including: Center staff,
juveniles, family, elected
officials, local and state
government officials, judges,
attorneys, law enforcement
officials and court officials.



Deployment of survey
posted on a public website
for all community members
to complete.



Conducted a series of public
meetings in each of the three
jurisdictions

Historical Context

- ▶ 1956 – City of Alexandria, Arlington County, City of Falls Church and Fairfax County established the Juvenile Detention Commission.
- ▶ The Commission was established with seven members from the four jurisdictions.
- ▶ The Commission owns the building, land and assets. It also provides operational oversight.
- ▶ 1958 – The Northern Virginia Juvenile Detention Center opened.
- ▶ 1994 – Fairfax County withdrew from the agreement and built its own facility.
- ▶ The Commission also manages Sheltercare on the same property. Alexandria owns the building.

Juvenile Population Characteristics

- Average age is 16.5 years
- 150 unique individuals committed in FY 2019
- 56.7% African American, 38.7% Caucasian, 4.6% Other/Unknown
- 30.7% Hispanic
- 72% were male; 28% were female
- Most common offenses: Probation Violation, Contempt of Court, Robbery, Assault, Larceny and Narcotics.

Center Operations

- ▶ 70.5 positions
- ▶ FY 2020 - \$5.8 million budget
- ▶ Certified by VA Department of Juvenile Justice in 2018
- ▶ Licensed capacity is 70 beds
- ▶ Current staffing level is for 42 residents
- ▶ Average daily juvenile population – approximately 20-25

Center Operations



Intake includes screening for mental illness and substance abuse



All living areas and rooms have natural light



Some individual rooms are decorated



Juveniles attend school in classrooms dedicated to education

Center Operations



A “level” system is used to encourage prosocial behavior



Common areas are very colorful and contain comfortable furniture



Juveniles eat in a common dining room



There are outdoor recreation areas

Center Operations

Many programs are offered:

- ▶ Classes are offered by Alexandria City Public Schools
- ▶ Community Placement Program (DJJ contracted)
- ▶ Central Admissions and Placement (DJJ contracted)
- ▶ New Beginnings Program
- ▶ Aggression Replacement Training
- ▶ Council for Boys and Young Men
- ▶ Girls Circle
- ▶ Capital Youth Empowerment Program
- ▶ Pregnancy Prevention Program

Note: DJJ contracts for programs are in effect through June 2021.

TMG Analyzed Two Options

- Option 1: Keep NVJDC open and implement cost-containment strategies
- Option 2: Close NVJDC and contract for beds at another detention center
 - Prince William County facility requires infrastructure improvements and has limited program space
 - Loudon County facility has limited capacity in existing facility and planned new facility
 - Fairfax County lacks interest in providing detention services to other jurisdictions

Virginia Juvenile Detention Center Cost Per Day Comparison

	FY 2018 Cost Per Day	ADP	Licensed Capacity	Utilization	Staff Expenses Per Resident
Fairfax	\$ 889.43	30.62	121	25.3%	\$ 294,622
NVJDC	\$ 853.40	21.51	70	30.7%	\$ 249,751
Merrimac	\$ 530.35	23.01	48	47.9%	\$ 156,717
Chesterfield	\$ 472.99	24.21	90	26.9%	\$ 147,186
Roanoke Valley	\$ 412.15	19.05	81	23.5%	\$ 150,429

Source: FY 2018 Annual Expenditure Reports

Northern Virginia Juvenile Detention Center

Strengths

The Center enjoys widespread community support.

The Commission empowers Center leadership to make improvements and implement cost-containment strategies.

The Center's operational philosophy is therapeutic, rather than punitive.

It is youth and family-centered.

Programs and services are trauma-informed, gender-responsive and therapeutic.

The Center's leadership promotes staff well-being.

The Center provides a wide range of programs and services.

The Center is close to families and home communities.

Public transportation is readily available.

There is space available at the Center that could be used for other much needed programs in the community.

Northern Virginia Juvenile Detention Center

Challenges

The Center serves youth with serious offenses and complex behavioral health issues.

Among Virginia's 24 Juvenile Detention Centers, the Center's \$853.40 cost per day is the second most expensive.

Staff expressed the need for a full-time mental health clinician instead of two part-time clinicians.

The Center's age and design does not lend itself to "normalization."

The Center is in need of capital improvements.

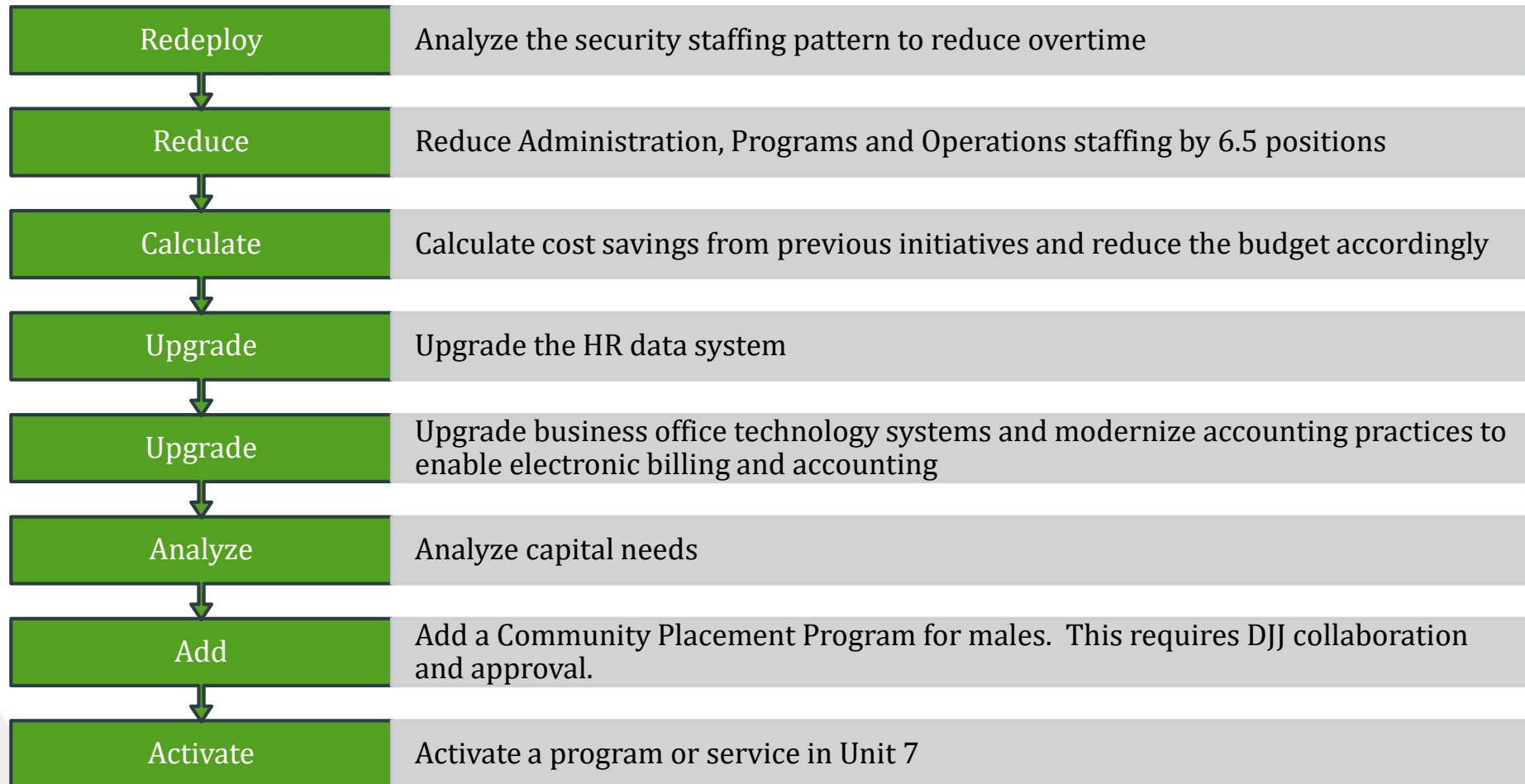
Some community members are opposed to any form of juvenile detention.

NVJDC FY 20 Budget

	FY 20 Budget
Salaries	\$ 3,645,439
Benefits	\$ 1,238,640
Direct Care	\$ 149,216
Administrative Support	\$ 207,272
Contracted Services	\$ 177,650
Building Expenses	\$ 129,222
Other	\$ 254,105
Operating expenditures	\$ 5,801,544
Revenues	\$ 2,166,149
Jurisdictional Expenditures	\$ 3,635,995
Jurisdictional cost per day	\$ 652.13

Source: Northern Virginia Juvenile Detention Center

Recommendations for Efficiencies



Impact of Proposed Operational Adjustments

FY 2020 Budget	\$ 5,801,544
Staff Reduction Recommendations	\$ (372,011)
Adjusted Budget	\$ 5,429,533
FY 20 Projected Revenues	\$ 2,166,549
CPP Program Initiative Net Income	\$ 223,260
Adjusted Revenues	\$ 2,389,809
Adjusted Jurisdictional Expenditures	\$ 3,039,724
Adjusted Jurisdictional Cost Per day	\$ 545.34

Jurisdictional Allocations and Savings

Jurisdiction	Child Care Days: Three Year Average	% of Total Days	FY 20 Funding Allocation	Adjusted Allocation	Estimated Annual Savings
Alexandria	4,176	49.3%	\$1,793,449	\$1,499,752	\$293,697
Arlington	4,197	49.6%	\$1,802,324	\$1,507,173	\$295,151
Falls Church	91	1.1%	\$39,221	\$32,798	\$6,423
Totals	8,465	100.0%	\$3,634,995	\$3,039,724	\$595,271

Conclusion

- ▶ Nearby juvenile detention centers are not viable options for detaining Northern Virginia youths.
- ▶ NVJDC can reduce costs without compromising programs and services.
- ▶ A majority of stakeholders and community members voiced their support for the Northern Virginia Juvenile Detention Center.
- ▶ Space is available at NVJDC for repurposing.
- ▶ Some community members advocated for closing the Center and eliminating juvenile detention altogether.
- ▶ TMG recommends partnering with the Annie E. Casey Foundation in the Juvenile Detention Alternative Initiative.

Thank You



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