

# 2022-24 Strategic Plan

## Department of Juvenile Justice [777]

### Mission, Vision, and Values

#### Mission

The Virginia Department of Juvenile Justice protects the public by preparing court-involved and committed youth to be successful citizens.

#### Vision

The Virginia Department of Juvenile Justice increases public safety by providing effective interventions that strengthen and improve the lives of youth, families, and communities within the Commonwealth.

#### Values

1. Safety
2. Connection
3. Purpose
4. Fairness

### Agency Background Statement

The Virginia Department of Juvenile Justice (DJJ) enhances public safety by providing effective accountability measures and interventions that improve the lives of court-involved youth up to the age of 21 and prepare them for success as productive citizens. In achieving this mission, DJJ currently operates 30 court service units and one juvenile correctional center and audits these operations, two locally operated court service units, 24 juvenile detention centers, eight community placement programs, 12 detention re-entry programs, and 18 group homes.

To reach its goals for both youth and staff, DJJ has developed a balanced approach for serving youth and the community. These strategies will continue to guide the Department toward fulfilling its mission of protecting the public by preparing court-involved youth to be successful citizens and members of their communities.

**Rehabilitate:** Expand, improve, and strengthen the services and supports provided to youth in custody both during their commitment and upon their return home.

**Replace:** Provide youth across Virginia with opportunities for rehabilitation in the least restrictive setting by replacing our large, old JCC's with a statewide continuum of evidence-based services, alternative placements, and new, smaller, therapeutic correctional settings.

**Sustain:** Sustain DJJ transformation 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.

DJJ's ongoing transformational 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. These changes are based on evidence and research on what promotes success and reduces recidivism rates among court-involved youth.

### Agency Status *(General Information About Ongoing Status of the Agency)*

Beginning in 2014, the Department of Juvenile Justice embarked on a significant transformation plan. With the input of many stakeholders, DJJ undertook a rigorous self-analysis to ensure positive outcomes for the youth, families, and communities it serves, while using taxpayer resources effectively. DJJ is grateful to those that have dedicated their time and passionate energy to improving Virginia's juvenile justice system.

DJJ now has several years of analysis, reporting, and reflection on the outcomes of this transformation plan. Under new leadership, the Department will build upon the strength and successes already achieved while developing new initiatives to address where it has fallen short of set goals. Leadership is excited to enter a new chapter in the continued transformation of the Department of Juvenile Justice. This new chapter begins with a commitment to the community through these strategic goals:

- Expand reentry vocational programs, workforce development, and mentoring to provide resources to encourage a positive path of returning to the community
- Support successful community programs and create new initiatives that will address the current concerns of the Commonwealth

- Build trust with law enforcement and judicial partners to ensure youth are placed in the best possible, most effective programs
- Address the concerns highlighted in the 2021 JLARC report, which focused on recidivism for the most serious offenders
- Create new resources to support victims and families, including those with Limited English Proficiency or disabilities, who have been impacted by violent crime.

These principles are 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.

While this reflects the many changes the Department has implemented and milestones it has reached, it is also important to remember that the work 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.?

## Information Technology

The Department of Juvenile Justice (DJJ) uses technology to improve operational efficiency, communication, and services to support DJJ’s mission across the Commonwealth. The IT unit provides specialized technology services to DJJ facilities, personnel, and juveniles, as well as working in partnership with VITA and its suppliers to provide core services. Agency-specific technology and support are needed to meet DJJ’s mission and provide the best services to the Commonwealth. These are provided through application development/management, server management, network management, information security, IT training, hardware/software support, mobile device management, managed print services, and support of electronic security resources at residential facilities.

The IT unit also supports DJJ’s Division of Education by providing local support, training, and services to the school and teachers throughout DJJ’s facility. This has ensured that DJJ’s Division of Education has been able to provide continuous instruction throughout the pandemic, including moving to online instruction and resources to promote education and ensure teacher and student safety. IT support for education works closely with the Division of Education to ensure that priorities align between education and IT and necessary support and services are available to meet Education’s mission.

## Workforce Development

The Department of Juvenile Justice (DJJ) is formulating strategies for recruitment and retention in a “post-COVID” era. The Human Resources Division is collaborating with its business partners to understand both short- and long- term needs across the agency. A cross-divisional workgroup has been formed to focus on this initiative and to ensure that agency operations are not disrupted and that workforce planning efforts align with organizational strategic goals.

In support of this effort, DJJ continues to develop and support compensation strategies—based on market benchmarks, internal alignment, and Commonwealth and agency priorities—that allow DJJ to be competitive in the job market. HR looks for ways to brand DJJ as an “employer of choice” and highlight the critical work that DJJ staff does to keep the Commonwealth safe and to support families and communities as they work with the youth in the juvenile court system.

The agency’s Training and Organizational Development Unit delivers a wide spectrum of courses from entry-level to a comprehensive supervisory and leadership development program. The Human Resources Division will enhance its efforts to train supervisors on effectively creating collaborative and intentional development plans for direct reports in alignment with critical position concerns. The plan will include creating awareness of the Training Academy course offerings, agency leadership networks, opportunities such as serving on committees and focus groups, and cross-training. By developing career paths for staff and investing in their career development, this plan supports our strategy to retain highly-skilled employees.

### Staffing

Authorized Maximum Employment Level (MEL)	2171
Salaried Employees	1251
Wage Employees	48
Contracted Employees	16

## Physical Plant

DJJ maintains one juvenile correctional center (JCC), at Bon Air. The former Hanover JCC was repurposed in 2012-2013 as the Virginia Public Safety Training Center (VPSTC). It serves various agencies of the Secretariat of Public Safety and Homeland Security but is operated and maintained by DJJ. The former Barrett JCC, closed in 2005-06, is maintained by DJJ in moth-balled condition. These facilities comprise approximately 736,000 square feet of physical plant in 94 stand-alone structures located on a total of 2,454 acres. The average date of

construction for these facilities is 1966, and the most recent average date of renovations is 1986.

DJJ's facilities require significant investment to modernize, repair, upgrade or replace aging infrastructure components. In addition, DJJ's existing physical plant requires over \$7 million to address a backlog in maintenance repairs. This inventory includes resident housing units, educational and vocational facilities, medical and counseling facilities, administrative offices, water supply infrastructure, dining facilities, security fences, maintenance shops, plumbing and sanitary sewer infrastructure, treatment plant upgrades, stormwater sewer infrastructure, electrical power, data/communications backbone infrastructure, and roads, parking lots, and paving. Most of this inventory was constructed between 1930 and 1990.

Bon Air JCC, being based around older, institutional infrastructure, does not meet modern standards for juvenile correctional facilities. DJJ plans to upgrade the site with housing units arranged in residential community groups for shared services, access by residents to natural light, open dayrooms with contiguous sleeping rooms, single-use showers, resident access to outdoor space, and central dining. In addition, DJJ has applied to build two new replacement campus facilities and has received funding to build a 60-bed facility on the Bon Air campus. Construction is slated to begin in 2023 under joint supervision by DJJ and the Department of General Services.

DJJ owns properties that are either on or are eligible for protection under the Virginia Landmarks Register, including the entire Barrett JCC Campus (which is also on the Federal Register).

## Key Risk Factors

The Department of Juvenile Justice (DJJ) currently operates one large, outdated juvenile correctional center.

Extensive research suggests that committing youth to a secure facility should in most cases be a last resort, to be pursued only after less restrictive and more community-based interventions have been exhausted.

The number of youth still held in secure facilities likely will have a complex array of challenges, including substantial exposure to trauma, behavioral health issues, educational challenges, and serious offense histories. In order to increase their chances of successful rehabilitation and reduce the likelihood of reoffending upon release, the challenges facing our youth must be met head on.

During the 2016 General Assembly Session, the General Assembly approved budget language that authorized the Department to reinvest operational savings derived from the closure and reconfiguration of new and existing facilities to expand the continuum of services, supporting the evidence-based interventions that will reduce both offending and costs to the Commonwealth.

The recruitment and retention of a competent and highly qualified correctional, probation, parole, and clinical workforce to directly serve the residents in DJJ's custody remains an ongoing challenge. It is important that turnover among these positions be stabilized in order to provide effective interventions and continuity of services for juveniles under the jurisdiction of the Department of Juvenile Justice.

## Finance

### Financial Overview

The Department of Juvenile Justice's (DJJ) biennial budget funding for fiscal year (FY) 2023 – FY 2024 comes from general funds (95.8 percent) and nongeneral funds (4.2 percent) to support agency personnel, maintenance and operations, and programmatic needs.

The 2016 General Assembly session (Item 415, Chapter 780, 2016-2018 Budget Bill) required DJJ to develop a transformation plan to provide more effective and efficient services for juveniles. As part of this, DJJ was authorized to reinvest any cost-savings realized through the closure or downsizing of juvenile correctional centers to expand its continuum of evidenced-based community services. By the end of fiscal year 2021, DJJ had successfully reinvested over \$30 million into the expansion of its continuum of evidenced-based community services.

### Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	230,211,416	10,071,354	232,872,786	10,071,354
Changes to Initial Appropriation	0	0	0	0

### Revenue Summary

DJJ has several sources of revenue, with the special fund serving as the primary source. Included within the special fund streams of revenue are fees for rental of quarters and child support fees for past obligations (prior to July 1, 2021).

DJJ currently collects about \$400,000 from special fund revenues per year.

Special fund revenues are utilized to fund various programs and activities for operations of the Virginia Public Safety Training Center and committed juveniles. For committed juveniles, specifically, the behavior management program operated in the JCC provides entertainment,

monthly incentives, clothing allowances, educational supplies, food, and miscellaneous items.

## Agency Statistics

### Statistics Summary

The following statistics provide a comprehensive snapshot of the magnitude of DJJ operations during FY 2016. ADP stands for Average Daily Population.

### Statistics Table

Description	Value
FY 2021 Direct Care ADP	235
FY 2021 Locally Operated Detention Facility ADP	350
FY 2021 Parole ADP	218
FY 2021 Probation ADP	1597

## Customers and Partners

### Anticipated Changes to Customer Base

The Department of Juvenile Justice (DJJ) expects that the number of residents in a juvenile correctional centers (JCC) and juvenile detention centers (JDC) will decline slightly or remain relatively stable.

### Current Customer List

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Student	Middle and high school students enrolled in school at a DJJ JCC.	90	90	Stable
Post-Secondary Student	Post secondary students at a DJJ JCC.	29	29	Increase
Child	Juvenile intake cases.	17,896	27,106	Decrease
Parolee	A juvenile who is on a period of supervision and monitoring in the community following his or her release from commitment. (The number reflects active parole average daily population.)	218	218	Stable
Probationer	A juvenile on a period of supervision and monitoring in the community based on a court order. (The number reflects active probation average daily population.)	1,597	2,180	Decrease
Ward	Committed juvenile: A juvenile committed to DJJ and admitted to direct care.	163	244	Decrease
Ward	Detained juvenile: A juvenile admitted to a JDC.	3,632	5,107	Decrease
Releasee	A juvenile released from direct care.	207	284	Decrease
Families	Domestic Relations/Child Welfare complaints.	113,626	118,395	Stable
Local or Regional Government Authorities	Locally operated JDCs.	24	24	Stable
Local or Regional Government Authorities	Juvenile/Domestic Relations Court (32) and Circuit Court (31).	63	63	Stable
Local or Regional Government Authorities	Commonwealth and Assistant Commonwealth Attorneys.	765	765	Stable
Local or Regional Government Authorities	Local Law Enforcement agencies (Police Departments, Sheriff's Departments, Campus Police Departments, School Resource Officers).	107	107	Stable

## Partners

Name	Description
24 local secure juvenile detention centers	A local or regional secure nonresidential facility that has construction fixtures designed to prevent escapes and to restrict the movement and activities of juveniles held in lawful custody. Juvenile detention centers may house juveniles both pre-dispositionally and post-dispositionally.
2 locally operated court service units	Arlington and Falls Church (Court Service Unit 17) and Fairfax City and County (Court Service Unit 19)
State government agencies	Virginia Department of Education, Virginia Department of Behavioral Health and Developmental Services, Department of Criminal Justice Services, Virginia Community College System, Virginia Department of Corrections, Virginia State Police, Virginia Commission on Youth, Virginia Department of Social Services, Office of Children's Services.
Private contractors - Residential Services	Agency nurses, education consultants, physical plant consultants.
Private contractors - Community-Based Services	Evidence Based Associates, AMIkids.
Federal government agencies	Department of Agriculture, Department of Education, Office of Juvenile Justice and Delinquency Programs.
Universities	University of Virginia, University of Virginia School of Law, Virginia Commonwealth University, University of Richmond School of Law, Virginia Tech University.
Local Law Enforcement	Police Departments, Sheriff's Departments, Campus Police Departments, School Resource Departments.
Local government agencies	Local departments of social services, local school divisions, local mental health departments, local community policy and management teams.

## Major Products and Services

The Division of Community Programs is responsible for providing a continuum of community-based services and interventions to juveniles. The division is composed of Regional Program Managers, Court Service Units (CSUs), Community-Based Services & Funding, Practice Improvement and Reform, and the Reentry Unit. The *Code of Virginia* requires DJJ to provide intake, investigation, and probation and parole services, as well as other optional services, to meet the needs of the Juvenile & Domestic Relations District Courts or the community through the local CSUs. DJJ contracts with two regional service coordinators (RSCs), AMIkids (AMI) and Evidence Based Associates (EBA), to develop a statewide continuum of evidence-based services and alternatives to commitment. Funding for the continuum is supported by community-based funding and reinvestment of savings from reducing the JCC population and closing old facilities.

DJJ is encouraging CSUs to provide eligible juveniles programs and services in the community as soon as possible. As part of DJJ's efforts to increase success rates statewide, the Division of Community Programs has implemented Pre-Court Services. Additionally, the diversion unit of DJJ plans to organize intake-specific training and regional meetings to provide intake officers with additional tools and resources to better screen and make diversion decisions.

The Division of Residential Services has direct responsibility for juvenile offenders committed to the state, ensuring that they receive treatment and educational services while in a safe and secure setting. Juveniles committed to the state may be placed in a DJJ-operated juvenile correctional center, a locally or regionally operated juvenile detention center in programs contracted with DJJ, or an alternative placement contracted with DJJ. Placement decisions are based on commitment type, risk to public safety, and need for accountability. Specific services provided include substance abuse treatment, mental health treatment, sex offender treatment, aggression management treatment, and transitional programs.

DJJ is required to develop and maintain a Division of Education to provide educational, college, and career opportunities to juveniles in the JCC. The Yvonne B. Miller High School at the Bon Air Campus is a designated local education agency with a superintendent and teachers employed by DJJ. All youth in the JCC who have not yet earned a high school diploma or high school equivalency credential are evaluated and placed in an appropriate educational program and can gain credits in classes at the middle or high school level and earn Standard or Advanced Diplomas or GEDs while in custody. Youth on the post-graduate track receive post-secondary career and college readiness programs and can take college classes. Almost half of all DJJ students qualify for special education services as required by law.

## Performance Highlights

There are four key performance measures for the Department of Juvenile Justice (DJJ). These measures are:

Percentage of juveniles with vocational certificates;

Percentage of juveniles who are successful during probation supervision (Juveniles not convicted of a new misdemeanor or felony offense within one year following placement on probation are considered successful.);

Percentage of juveniles who are successfully released from direct care (Juveniles not convicted of a new misdemeanor or felony offense within one year of being released from direct care are considered successful.);

Percentage of employees retained.

### Selected Measures

Measure ID	Measure	Estimated Trend
777.0002	Percentage of juveniles who are successful during probation supervision. Juveniles not convicted of a new misdemeanor or felony offense within one year following placement on probation are considered successful.	Improving
777.0001	Percentage of juveniles who are successfully released from direct care. Juveniles not convicted of a new misdemeanor or felony offense within one year of being released from direct care are considered successful.	Improving
777.0005	Percentage of employees retained.	Improving

### Agency Goals

#### • Provide effective evidence-based treatment and services to court-involved youth in the community.

##### Summary and Alignment

By providing appropriate and effective programming, DJJ will encourage court-involved youth under supervision to build the skills and supports necessary to lead successful lives. This goal is aligned with both DJJ's mission of protecting the public by preparing court-involved youth to be successful citizens and the state's long-term goal of protecting the public's safety.

##### Objectives

#### » Increase public safety by increasing the percentage of youth on probation supervision who are successful.

##### Description

By providing high quality, evidence-based community-based services, DJJ will improve youth's likelihood of success, defined as not being convicted of a new misdemeanor or felony offense within one year following placement on probation.

##### Objective Strategies

- Continue to implement, support, and train staff on evidence-based, trauma-informed, and data-driven practices.
- Continue using and training on structured decision-making tools, Effective Practices in Community Supervision (EPICS), and the Youth Assessment and Screening Instrument (YASI).
- Expand the availability of evidence-based programs and services so that every court jurisdiction has access to the same base level of services.
- Reinvest operational savings from the facility closures and downsizing into the development of community-based services and alternative placements.
- Implement effective evidence-based community-based services appropriate for higher risk youth on probation.

#### • Provide effective evidence-based rehabilitation, treatment, and education for committed youth.

##### Summary and Alignment

By providing appropriate and effective services, DJJ will improve the safety of facilities and build youth's skills and supports necessary to lead successful lives when they return to their communities. This goal is aligned with both DJJ's mission of protecting the public by preparing court-involved youth to be successful citizens and the state's long-term goal of protecting the public's safety.

##### Objectives

#### » Increase the programming offered to youth under the jurisdiction of DJJ.

##### Description

By providing high quality, evidence-based community-based services, DJJ will improve youth's likelihood of success, defined as not being convicted of a new misdemeanor or felony offense within one year following placement on probation.

### *Objective Strategies*

- Increase the vocational programming available to committed youth and youth in the communities.
  - Expand the availability of evidence-based programs and services so that every court jurisdiction has access to the same base level of services earlier in the process by implementing Pre-Court Services.
  - Reinvest operational savings from the facility closures and downsizing into the development of community-based services and strengthen re-entry programming.
  - Implement effective evidence-based community-based services appropriate for higher risk youth on probation.
  - Continue using and training on structured decision-making tools, Effective Practices in Community Supervision (EPICS), and Youth Assessment risk instrument (YASI).
- **Provide effective evidence-based reentry services for committed youth.**

#### **Summary and Alignment**

By providing appropriate and effective programming, DJJ will improve the opportunities for therapeutic and vocational intervention options to focus on successful re-entry transitions. By increasing workforce development options, independent living, and mentoring services DJJ will ensure that youth returning to the community have access to all of the available tools for success.

#### **Objectives**

- » **Increase public safety by increasing the percentage of committed youth who are successful after release.**

#### *Description*

By providing high quality, evidence-based rehabilitative reentry services, DJJ will improve committed youth's likelihood of success, defined as not being convicted of a new misdemeanor or felony offense within one year of being released.

#### *Objective Strategies*

- Continue to provide better educational opportunities for committed youth by addressing both academic and behavior needs for youth, and offer robust secondary and post-secondary programs.
  - Emphasize workforce development, mentoring, and comprehensive and ongoing reentry planning to enhance transitions from secure confinement to less restrictive alternatives with eventual return to the community.
  - Strengthen family engagement during commitment.
- **Build and support relationships of trust and integrity with all community stakeholders.**

#### **Summary and Alignment**

By engaging in transparent and open communication practices, community partnerships, and objective feedback, DJJ will build stakeholder relationships to support and deliver the most effective services as needed throughout the state.

#### **Objectives**

- » **Build cooperation and trust with law enforcement, courts, and other community stakeholders.**

#### *Description*

By encouraging community partnerships, education, and open communication, DJJ will facilitate transparent and cooperative relationships to facilitate trust in the effectiveness of DJJ programming and participate in the intervention and protection of our youth.

#### *Objective Strategies*

- Develop identification and intervention networks around the state to address the challenges facing at-risk youth.
  - Continue to work with the courts and legal professionals to solicit input to increase the effectiveness of Department programming for individual youth.
  - Implement intervention strategies with law enforcement, schools, and the Office of the Attorney General regarding gangs, gun violence, and human trafficking.
- **Use effective strategies to recruit, hire, and retain a team of highly skilled and motivated staff.**

#### **Summary and Alignment**

By creating an organizational culture of a high-performing workforce with leadership at every level, DJJ will recruit, hire, and retain highly

skilled and motivated staff. This goal is necessary to accomplish the mission of the agency and is aligned with the state's long-term goal of best in class government.

**Objectives**

» **Recruit, hire, and retain highly qualified staff.**

*Description*

By investing in professional development and using creative outreach methods, DJJ will recruit, hire, and retain highly qualified and competent staff who can implement and accomplish the mission and goals.

*Objective Strategies*

- Invest in training and other resources for managers and supervisors.
- Develop a fair compensation plan.
- Provide ladders of professional growth and opportunity for all employees.
- Increase the methods of recruitment strategies to locate and attract new employees.
- Continue to implement, support, and train staff on evidence-based, data-driven practices.
- Develop and maintain protocols and standard operating procedures that are current, accessible, and reinforced through ongoing training, review, and updates.

## Supporting Documents

**Title**

**File Type**



## Youth Instructional Services [19711]

### Description of this Program / Service Area

#### *Program Design*

The Division of Education has implemented programmatic changes to ensure better educational outcomes and college and career preparedness for committed youth. The youth served by DJJ have experienced challenges with academics and behavior in a traditional school model. They often have fallen behind in course credits, display learning gaps, are disengaged during classroom instruction, have chronic absenteeism, and exhibit behavioral problems. In consequence, for the past six years, the number of students who receive special education services at Yvonne B. Miller High School and post-secondary programs remains around 40% (compared to the 10-12% who receive special education in Virginia public schools). These challenges prevent youth from having a successful educational experience, and without considerable intervention, remediation, and course recovery, they also affect their ability to graduate on time and move on to post-secondary education and/or employment opportunities.

The Division of Education uses the pedagogical philosophy of the personalized learning approach to tailor educational programming around the unique needs of each of our youth. Classroom instruction is delivered by licensed and endorsed teachers through the blended learning modality which encompasses a combination of direct instruction, online curriculum, and hands-on/virtual labs. A system of student data collection is implemented to help teachers track skill mastery of the prescribed curriculum and determine supports and interventions necessary to meet those requirements. The goal is to meet youth where they are and bridge the learning gaps so that they can successfully complete requirements for graduation and prepare for post-secondary college and/or career options.

#### *Positive Behavioral Interventions and Supports (PBIS)*

The Virginia Tiered Systems of Supports (VTSS) is a data-driven decision-making framework for establishing the academic and behavioral supports needed for students to be successful. VTSS aligns academics, behavior, and social-emotional wellness into a single decision-making framework to establish the supports needed for schools to be effective learning environments for all students. The Division of Education is also implementing stages of Tier 1 of the Response to Intervention (RTI) which provide supports to students who have challenges meeting the academic standards. Positive Behavioral Interventions and Supports (PBIS) is the behavioral component of VTSS. PBIS identifies proactive strategies for defining, teaching, and supporting appropriate student behaviors to create a positive classroom and school environment. The following highlights our current initiatives:

- The Division became an official VTSS cohort in the fall of 2021 and began introducing Social Emotional Learning (SEL) components into our multi-tiered framework by providing targeted professional development to staff.
- Prior to the transition to hybrid learning, staff implementation fidelity scores of PBIS were 79%. Implementation of an initial PBIS Tier 2 strategy was introduced during the 2020-2021 school year virtually and in-person. The Check-in, Checkout (CICO) process was utilized across a few students identified as needing additional support. Use of this process increased the rate of academic progress for these students.
- At the beginning of the 2019-2020 school year, behavioral expectations were revised by staff and students to create the 'Cougar Classroom' to capture classroom behavior management expectations.
- Prior to PBIS implementation, students only left class after the occurrence of disruptive behavior. A proactive approach was introduced in the 2018-2019 school year to increase functional communication skills, allowing students to request a proactive break to receive additional support or to calm down in a quiet space (Reflection Room). The addition of this practice helped slow removals from class due to disruptive behavior, helped support the development of student task endurance, and allowed the Reflection Room to be fully responsive to student needs as a proactive break space or a place to process disruptive behavior. As the school transitioned to a virtual model during the pandemic school closure, so did the Reflection Room.
- Initial implementation of PBIS began in the spring of the 2017- 2018 school year. A 70% decrease in referrals out of the classroom from the first month of school to the last month of school was observed. Removals from class were processed in the school Reflection Room, where plans were created to assist students in successfully returning to class.

#### *Data Collection and Evaluation*

Data collection and evaluation continue to be essential for the Division of Education to analyze and respond to student outcomes, teacher performance, and overall program effectiveness. Data also allow the division to make informed decisions on allocating necessary resources to support teaching and learning. Below are examples of the multiple measures of data that the Division of Education collects to ensure accountability in providing quality educational programming:

- The Division of Education uses a data collection system for teachers to track student skills during instruction, evaluate skill progression, and respond "in the moment" with targeted feedback.
- The Division of Education continues to use the Measure of Academic Progress (MAP) to assess a student's academic baseline and progress.
- The Division of Education continues to use the Standards of Learning (SOL) to assess if students learned the minimum requirements of a

course.

- The Division of Education uses Career Scope to assess a student’s career interest and skill level to determine a career path.
- The Division of Education continues to use the staff evaluation system to analyze teacher effectiveness, and provide corrective feedback and support for continuous improvement.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

The Division of Education focuses on five goals that guide our leadership and daily practices:

- Continue to recruit, retain, and develop a team of highly skilled and motivated staff.
- Implement evidence-based practices for students and staff to achieve meaningful outcomes.
- Ensure multi-directional information sharing to increase a feeling of connectedness and tie daily activities to agency purpose.
- Implement systems to capture quantitative and qualitative data to inform education best practices and align areas of work.
- Ensure compliance across the Division of Education in all areas to meet federal/state regulations and Education Standard Operational Procedure (ESOP).

**Products and Services**

**Description of Major Products and Services**

The Division of Education operates the Yvonne B. Miller High School as a local education agency and provides education for middle and high school students. The Division offers an array of high school completion routes to include an Advanced Studies Diploma, Standard Diploma, Applied Studies Diploma, and a high school equivalency diploma (GED®). Additionally, the Division of Education provides opportunities for youth who have obtained a high school diploma or a high school equivalency diploma (GED®) to enroll in Yvonne B. Miller Post-Secondary Programs and earn a certificate, certification, credential, and/or college course credits.

**Division of Education High School Completions**

High School Completion Routes	2019-2020	2020-2021	2021-2022
	School Year	School Year	School Year
Advanced Studies Diploma	0	1	1
Standard Diploma	21	13	7
Applied Studies Diploma	2	3	2
Penn Foster	6	1	N/A
GED® Certificate	6	16	12
Total	35	34	22

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Instructional Services	COV §§ 66-3 (A) (5), 66-10 (8), 66-13 (A), 66-13.1		Required	8,166,454	1,448,304

**Anticipated Changes**

- Expand high school career and technical program options
- Expand high school career and technical work-based learning opportunities
- Expand new post-secondary trades programs
- Increase the number of online college program options
- Implement a high school master schedule to reflect students being enrolled in courses based on graduation requirements and teachers who are licensed and endorsed in appropriate areas
- Increase technology and software to enhance curriculum and improve educational outcomes

## **Factors Impacting**

- Need to hire and retain licensed and endorsed teachers to teach new high school career and technical programs.
- Need to hire and retain licensed and endorsed special education teachers to remain in compliance with federal and state regulations surrounding the Individuals with Disabilities Education Act (IDEA).
- Need more campus space to house the expansion of post-secondary trades programs.
- Need to hire and retain staff who are qualified to teach post-secondary trades programs and can certify students with industry-based certifications.
- Need a designated staff to coordinate work-based learning opportunities for high school career and technical programs.
- Need to retain qualified transition specialists, who provide services and education activities to students with disabilities in the area of college and career preparation and outreach.
- Collaboration of the Division of Education, Information Technology Team, and Virginia Information Technologies Agency to allow access to online college programs.
- Need to develop an agency-wide behavior management program to better support educational programming. The Division of Education has implemented PBIS and is initiating opportunities for partnership with Residential Services.
- Need to hire licensed and credentialed behavior analysts to oversee the implementation of PBIS across settings and provide in-situ coaching to staff.
- Need to hire School Resource Officers to have consistent security staff during school operations.

## **Financial Overview**

The Division of Education uses funds to purchase a variety of goods and services to produce quality educational programming available to committed youth. Federal funds and general funds are used to support middle school, high school, career and technical programs, and post-secondary programs, including contracts with other educational agencies.

### Biennial Budget

	<b>2023 General Fund</b>	<b>2023 Nongeneral Fund</b>	<b>2024 General Fund</b>	<b>2024 Nongeneral Fund</b>
Initial Appropriation for the Biennium	8,166,454	1,448,304	8,166,454	1,448,304
Changes to Initial Appropriation	0	0	0	0

## **Supporting Documents**

**Title** **File Type**

**Career and Technical Instructional Services for Youth and Adult Schools [19712]**

**Description of this Program / Service Area**

The Division of Education continues to evaluate and expand career and technical options for both high school and post-secondary students. Career and Technical Education provides youth with academic and technical training skills necessary to gain and keep employment. Career and Technical Education prepares youth by introducing them to workplace competencies, real-world learning activities, and work-based learning opportunities. Business and community partnerships continue to be essential in making meaningful connections between classroom instruction and career opportunities.

Student academic and career plans of study are developed by school counselors for successful transitions between secondary and post-secondary education for each career pathway. In addition, education transitions specialists facilitate the referral process so students with disabilities may have the opportunity to participate in both the Pre-Employment Transition Services (Pre-ETS) and Pathway Program offered through the Department of Aging and Rehabilitative Services (DARS). These services help link students to post-secondary programming, explore career options, and prepare for reentry into the community.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

**Products and Services**

**Description of Major Products and Services**

*High School Career and Technical Programs*

The Division of Education provides career and technical programming for high school students at the Yvonne B. Miller High School. The Virginia Department of Education requires students to earn a career and technical education credential for graduation. We currently offer four programs with the following courses: Entrepreneurship and Entrepreneurship Advanced; Advertising Design I and Advertising Design II; Digital Applications and Multimedia, Desktop, Web Technologies; and Introduction to Culinary Arts and Culinary Arts I. We also offer three certifications: WISE, SkillsUSA®, and ServSafe®. Our Career and Technical Advisory Committee has been revamped with new community and business partners to assist the school in aligning our career and technical programs with the needs of employers in the community.

*Post-Secondary Programs*

The Division of Education provides post-secondary programming for students who completed a high school diploma or high school equivalency diploma (GED®). The Division of Education uses four focus areas when selecting programs to offer: a) programs that reflect student interests and the types of jobs in their communities, b) data trends from the Virginia Career and Workforce Labor Market to identify high demand jobs, c) programs that will lead to industry-recognized certifications, and d) opportunities for job training skills. The Division of Education offers several post-secondary options to include apprenticeship programs, certification courses, college courses, and enrichment courses. Our current partnerships include Community College Workforce Alliance, Virginia Department of Labor, Reynolds Community College, Virginia Commonwealth University, University of Virginia, and Virginia Foundation for Community College Education.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Career and Technical Instruction	COV §§ 66-25.1:1, 66-25.1:2		Required	2,575,324	114,813

**Anticipated Changes**

- Expand high school career and technical program options
- Expand high school career and technical work-based learning opportunities
- Expand new post-secondary trades programs
- Increase the number of online college program options
- Implement a high school master schedule to reflect students being enrolled in courses based on graduation requirements and teachers who are licensed and endorsed in appropriate areas
- Increase technology and software to enhance curriculum and improve educational outcomes

**Factors Impacting**

- Need to hire and retain licensed and endorsed teachers to teach new high school career and technical programs.

- Need to hire and retain licensed and endorsed special education teachers to remain in compliance with federal and state regulations surrounding the Individuals with Disabilities Education Act (IDEA).
- Need of more campus space to house the expansion of post-secondary trades programs.
- Need to hire and retain staff who are qualified to teach post-secondary trades programs and can certify students with industry based certifications.
- Need a designated staff to coordinate work-based learning opportunities for high school career and technical programs.
- Need to retain qualified transition specialists, who provide services and education activities to students with disabilities in the area of college and career preparation and outreach.
- Collaboration of the Division of Education, Information Technology Team and Virginia Information Technologies Agency to allow access to online college programs.
- Need of agency-wide behavior management program to better support educational programming. The Division of Education has implemented PBIS and is initiating opportunities for partnership with Residential Services.
- Need to hire licensed and credentialed Behavior Analysts to oversee the implementation of PBIS across settings and provide in-situ coaching to staff.
- Need to hire School Resource Officers to have consistent security staff during school operations.

### Financial Overview

The Division of Education uses funds to purchase a variety of goods and services to produce quality educational programming available to committed youth. Federal funds and general funds are used to support middle school, high school, career and technical programs, and post-secondary programs, including contracts with other educational agencies.

#### Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	2,575,324	114,813	2,575,324	114,813
Changes to Initial Appropriation	0	0	0	0

### Supporting Documents

**Title** **File Type**

**Instructional Leadership and Support Services [19714]**

**Description of this Program / Service Area**

The Division of Education's instructional programs are set up to follow federal, Virginia Department of Education (VDOE), and local regulations and guidelines. This service area provides instructional leadership and support staff services, specifically related to recruitment, retention, and development of staff as we build the capacity of teachers and leaders with a goal of improving teaching and learning.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

**Products and Services**

**Description of Major Products and Services**

One of the goals of the Division of Education is the recruitment, retention, and development of quality staff. The Division of Education continuously evaluates positions needed and collaborates with human resource in hiring licensed and endorsed staff as required by the Virginia Department of Education. We also plan out recruitment strategies for hard-to-fill positions. Advertisements are shared with the 132 Virginia public school divisions.

The retention of quality staff is reflected in efforts to provide a positive and inclusive environment where staff feel valued and supported. The Division of Education convenes meetings where staff can share information, voice concerns, and give feedback on school issues. Such meetings include staff meetings, quality data meetings, department meetings, team meetings, and Curriculum and Instruction Advisory Meetings. The Division of Education also supports the professional growth of staff who want to obtain endorsements in other areas to support the goals of the school. This encourages staff to serve in other roles to avoid burnout, and increase motivation and school engagement.

The development of quality staff is reflected in efforts to build the capacity of teachers. The Division's teacher evaluation procedures are aligned to the standards established by the Virginia Department of Education's Guidelines for Uniform Performance Standards and Evaluation Criteria. Staff evaluations are used to determine the supports and resources necessary to improve teaching and learning. Targeted professional learning is tailored to the goals and needs of staff. Additionally, external experts provide professional learning in key areas to include instructional practices, data analysis, classroom behavior management, performance-based assessments, online curriculum, and use of the online student information system.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Division of Education Leadership	COV § 66-13.1		Required	2,644,983	1,004,950

**Anticipated Changes**

- Expand high school career and technical program options
- Expand high school career and technical work-based learning opportunities
- Expand new post-secondary trades programs
- Increase the number of online college program options
- Implement a high school master schedule to reflect students being enrolled in courses based on graduation requirements and teachers who are licensed and endorsed in appropriate areas
- Increase technology and software to enhance curriculum and improve educational outcomes

**Factors Impacting**

- Need to hire and retain licensed and endorsed teachers to teach new high school career and technical programs.
- Need to hire and retain licensed and endorsed special education teachers to remain in compliance with federal and state regulations surrounding IDEA.
- Need of more campus space to house the expansion of post-secondary trades programs.
- Need to hire and retain staff who are qualified to teach post-secondary trades programs and can certify students with industry based certifications.
- Need a designated staff to coordinate work-based learning opportunities for high school career and technical programs.
- Need to retain qualified transition specialists, who provide services and education activities to students with disabilities in the area of college and career preparation and outreach.

- Collaboration of the Division of Education, Information Technology Team and Virginia Information Technologies Agency to allow access to online college programs.
- Need of agency-wide behavior management program to better support educational programming. The Division of Education has implemented PBIS and is initiating opportunities for partnership with Residential Services.
- Need to hire licensed and credentialed Behavior Analysts to oversee the implementation of PBIS across settings and provide in-situ coaching to staff.
- Need to hire School Resource Officers to have consistent security staff during school operations.

**Financial Overview**

The Division of Education uses funds to purchase a variety of goods and services to produce quality educational programming available to committed youth. Federal funds and general funds are used to support middle school, high school, career and technical programs, and post-secondary programs, including contracts with other educational agencies.

Biennial Budget

	<b>2023 General Fund</b>	<b>2023 Nongeneral Fund</b>	<b>2024 General Fund</b>	<b>2024 Nongeneral Fund</b>
Initial Appropriation for the Biennium	2,644,983	1,004,950	2,644,983	1,004,950
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Community Residential and Non-residential Custody and Treatment Services [35008]**

**Description of this Program / Service Area**

Beginning in 2016, DJJ developed a plan for using funds available partially through DJJ's authority to reinvest savings from the closures of juvenile correctional centers (JCCs), to support the development of a broader range of residential and non-residential treatment services. The plan aimed to use evidence-based practices to more effectively serve youth, their families, and communities. A key goal was to replace large, outdated juvenile correctional centers with support from a statewide continuum of alternative placements and evidence-based services. By closing facilities and investing in more community-based, therapy-centered approaches that require less funding, DJJ has been building and consistently reinvesting funds back into a robust continuum of services.

DJJ has expanded residential direct care placement options to serve as alternatives to a correctional center environment. Those alternatives include Community Placement Programs (CPPs). CPPs are provided through contractual arrangements with local detention centers so that DJJ committed youth may receive some of part of their treatment closer to home to allow for greater family participation and a smoother transition to community-based services. Housing youth, especially those with short lengths of stay, at CPPs or other non-JCC alternative programs may prevent unnecessary disruption in their education, services, community supports, and make more efficient use of the resources available.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

This service area covers community placement programs and contracted community-based residential services.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Community-based Supervision	COV §§ 66-24, 16.1-237		Required	27,866	72,427
Evidence-Based Treatment Services	COV §§ 66-26; 16.1-294		Required	300,000	0
Community Placement Program	COV §§ 66-3 (A) (2), 66-13 (A)		Required	2,920,000	0

**Anticipated Changes**

The department anticipates the population will increase due to changes in length of stay guidelines and post-pandemic increases in juvenile court cases.

**Factors Impacting**

Changes in the juvenile population will impact the number of beds and treatment services needed in community residential programs.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	3,247,866	72,427	3,247,866	72,427



Changes to Initial Appropriation	0	0	0	0
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### Supporting Documents

Title	File Type
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**Juvenile Probation and Aftercare Services [35102]****Description of this Program / Service Area**

Beginning in 2016, DJJ developed a plan for using funds available partially through DJJ's authority to reinvest savings from the closures of juvenile correctional centers (JCCs), to support the development of a broader range of residential and non-residential treatment services. The plan aimed to use evidence-based practices to more effectively serve youth, their families, and communities. A key goal was to replace large, outdated juvenile correctional centers with support from a statewide continuum of alternative placements and evidence-based services. By closing facilities and investing in more community-based, therapy-centered approaches that require less funding, DJJ has been building and consistently reinvesting funds back into a robust continuum of services.

In an effort to offer a full continuum of service options across the state, beginning in fiscal year 2017, DJJ began contracting with two service coordination companies to develop and contract with a network of providers, process referrals and coordinate services. Through what has now come to be known as the Regional Service Coordination service delivery model (RSC Model), the companies subcontract with a statewide network of more than 140 direct service providers (DSPs). They contract for basic community-based services that include assessments and evaluations; intensive care coordination; individual, group, and family therapy; intensive in-home services; substance abuse treatment; treatment for youth with sexualized behaviors; life skills coaching; gang intervention services; anger management; monitoring services; workforce services; and independent living. Development and utilization of this model has significantly expanded the services available to youth, including evidence-based services. For example, DJJ now offers several evidence-based models as referral options for youth including Functional Family Therapy (FFT), Multi-Systemic Therapy (MST), Trauma-Focused Cognitive Behavioral Therapy (TFCBT), and High Fidelity Wraparound (HFW). During FY 2021, 1,429 youth were referred to DJJ's regional service coordinators, who approved/authorized 2,843 services, including 696 billed services for Functional Family Therapy (FFT) or Multi-Systemic Therapy (MST). In addition to community-based services, the RSC model has expanded the availability of step-down placements for youth being returned to the community on parole. In 2018, DJJ added a residential parole option for males aged 18 and older, the Summit House, a contracted transitional living center. Oversight of the continuum of services is provided by a program manager assigned to the Practice and Improvement Unit.

The transition of committed youth from residential placements back to the community is supported by the Reentry Unit. The Reentry Unit is comprised of a program manager, supervisor, five reentry advocates, a family coordinator, and a part-time family advocate. The state is divided in five regions, eastern, southern, northern, western, and central. A reentry advocate is assigned to each region. The advocates support the seamless transition of youth back to the community by helping youth acquire DMV identifications, completing pre-applications for Medicaid, assisting with the completion of applications for job and college placement, and they seek community resources to remove barriers to the youth's success. The family coordinator and the part-time advocate, meet regularly with a parent representative group to serve as a voice for family concerns and to solicit input for the impact of DJJ operational procedures for families. Prior to the pandemic the Reentry Unit was responsible for oversight and implementation of a visitation transportation program. This program provided transportation for families to visit their children in a direct care placement at no cost to the family.

In 2021, DJJ established the Community Diversion Unit. The unit is comprised of a program manager, a supervisor, and two program coordinators. The unit is responsible for administrative oversight and technical assistance for the implementation of programs and services funded by the Virginia Juvenile Community Crime Control Act (VJCCCA). These funds are designated to address prevention and diversion programming. The unit supports local planning by analyzing data to recommend programs and services to meet the needs of youth in the community. The unit monitors program service implementation and approves the disbursement of state funds.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services****Description of Major Products and Services**

This service area includes services and operations for the Regional Service Coordination Model (continuum of services), the Reentry Unit and the Diversion Unit.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Regional Service Coordination	§16.1-309.4		Required	10,764,824	0
Reentry Services	§16.1-309.4		Required	1,410,525	0
VJCCCA Implementation	§16.1-309.3		Required	563,817	0

### **Anticipated Changes**

- The family transportation program will be restarted when it is safe to do so based on pandemic exposure levels.
- Expansion of community step down placements by adding group home and independent living beds.
- Implementation of a Workforce Program to support transition services for youth through enrollment in post-secondary education programs, vocational skills certificate programs, and job and apprenticeship placements.
- Development of a statewide mentoring program for youth.
- Expansion of services in RSC Model to include gang intervention, gun violence reduction, conflict resolution and parenting.
- To support a recommendation contained within JLARC's evaluation of the juvenile justice system, the agency may need to invest in consulting services to support the agency in completing a service needs and gap analysis.

### **Factors Impacting**

- Changes in population in localities served by the 30 state operated CSUs may impact the number of individuals receiving services under this service area.
- New legislation, staff turnover, and changes in funding may also impact services provided.
- As the agency continues to transition to utilization of more effective evidence-based models of service delivery, it is expected that both the delivery and quality-assurance fidelity monitoring required to implement and sustain those models will necessarily increase the associated costs per service.
- As the agency seeks to eliminate barriers to successful service delivery, such as transportation and language barriers, those ancillary services are expected to increase the associated costs per service.

### **Financial Overview**

#### Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	12,739,166	881,949	12,739,166	881,949
Changes to Initial Appropriation	0	0	0	0

### **Supporting Documents**

**Title** **File Type**

**Probation and Parole Services [35106]**

**Description of this Program / Service Area**

This service area addresses the services provided by DJJ state-operated CSUs, including the provision of intake services (both for domestic relations/child welfare and for juvenile delinquency and status offenses), probation services for juveniles placed on probation by the local juvenile and domestic relations district courts, and parole services for juveniles released from commitment. The CSUs also process domestic relations petitions (i) for citizens regarding family abuse protective orders on civil matters such as custody visitation and support and (ii) for child welfare agencies relating to child abuse and neglect. DJJ supports the operation of thirty (30) court service units in the Commonwealth, previously thirty-two (32). In FY22 DJJ combined two separately administered court services units in Salem and Roanoke. The Roanoke office now provides administrative functions for the district. Separately administered units in Warrenton and Loudoun were combined and now the Loudoun office provides administrative functions for the district. Each court service is administered by a court service unit director and a management team. Oversight for the state is managed by five regional service managers, with one assigned in each region; eastern, southern, western, northern and central. The Deputy Director for Community Programs provides executive leadership for this division.

Probation officers complete pre-dispositional and post-dispositional reports known as social history reports for the courts. These reports describe the behavior, needs, protective factors, and social circumstances of the youth and their families. Probation officers administer a YASI as part of the social history. YASI is a validated tool which classifies the youth according to their relative risk of reoffending, and determines their strengths and areas of need. This assessment helps the probation officer determine the level of supervision needed based on risk, develop a case plan, and recommend the most appropriate disposition to the court. DJJ trains probation officers and parole officers in administration and interpretation of the YASI tool. DJJ contracts with Orbis Partners to train DJJ staff to become YASI trainers to support the sustainability and coaching of skills. DJJ strives to achieve a balanced and evidenced-based approach in its probation practices, focusing on public safety, accountability, and competency development. Youth classified as the highest risk to reoffend receive the most intensive supervision and interventions. Probation officers provide skills coaching using cognitive-behavioral strategies to teach new skills and new ways of thinking. Probation officers also coordinate services, including individual and family counseling, career readiness, training, substance abuse treatment, and other community-based services. The programs and services may be funded through Children’s Services Act, Medicaid, VJCCCA or DJJ. Court service units purchase services from a statewide network of approved public and private direct service providers, primarily through the DJJ Regional Service Coordinators Delivery Model.

Juveniles who are committed by the court and placed in a residential facility are mostly placed on parole supervision upon release. Parole supervision is designed to assist in the successful transition back to the community. Parole officers provide coaching and services purchased through the DJJ Regional Service Coordinators service delivery model (RSC Model) to build upon programs and services the youth received while in direct care. Probation and parole officers are trained in EPICS, a community supervision model developed by the University of Cincinnati Corrections Institute. The initial training and ongoing coaching provided by trained staff in the Practice Improvement Unit help probation officers to become more effective in their roles by providing a model, structure, and techniques for deliberately incorporating cognitive-behavioral and other evidence practices into their daily interactions with youth. DJJ contracts with the University of Cincinnati Corrections Institute to establish a cadre of staff certified to teach EPICS. DJJ also contracts with the University to evaluate and rate client interview tapes to help probation officers improve their skills and to ensure fidelity to the EPICS model. DJJ is also contracting with Justice System Partners to support the department in reforming community supervision from a compliance based approach to more of a behavioral change and accountability approach.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public’s safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

This service area includes the administration of 30 court service units and the provision of all intake, domestic relations, probation and parole services.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Intake Services	COV §§ 16.1-237, 16.1-260		Required	19,183,822	0

Probation Services	COV § 16.1-237		Required	13,384,062	0
Parole and Aftercare Services	COV § 16.1-237		Required	11,153,385	0
File Domestic Relations Petitions	COV § 16.1-260		Required	892,271	0

**Anticipated Changes**

Anticipated changes include the continuous introduction of evidence-based practices for use by court service unit personnel.

**Factors Impacting**

Changes in the population in localities served by the 30 state operated court service units may impact the number of staff required to provide services to the juvenile population. Also new initiatives to provide evidence-based services and to reduce recidivism may impact needed staffing resources.

Specific initiatives (such as gang identification and prevention activities) may place additional needs on staff time and resources. New legislation, staff turnover, and changes in funding may also impact services provided by CSUs. Additionally, as the agency continues to transition to utilization of more effective evidence-based models of service delivery it is expected that both the delivery and required quality-assurance fidelity monitoring required to implement and sustain those models will necessarily increase the associated costs.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	44,613,540	0	44,613,540	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Community Residential Programs [35108]**

**Description of this Program / Service Area**

DJJ contracts through the Regional Service Coordinators Delivery Model to secure residential step down programming exclusively for DJJ youth who are released from direct care. Eight beds are contracted for at the Summit House, in Chesterfield, Virginia and eight beds are contracted with the Tidewater Youth Commission for the Apartment Living Program in Virginia Beach, Virginia. These programs provide structured supervision and supportive counseling for youth who are pursuing jobs and planning for independent living.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

Residential placements with structured supervision and supportive counseling services exclusively for youth released from a direct care placement.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Community-based Supervision	COV § 66-24		Required	8,085,438	0

**Anticipated Changes**

It is anticipated that community residential bed needs will expand with implementation of a departmental initiative to increase step down opportunities for youth.

**Factors Impacting**

Bed capacity needs will be impacted by the number of youth committed to direct care.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	8,085,438	0	8,085,438	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

Title File Type

**Administrative Services [35109]**

**Description of this Program / Service Area**

This service area supports the administration and operation of the Office of the Deputy Director for Community Programs, the Practice and Improvement Unit and the Bureau of Investigations.

The Office of the Deputy Director is supported by an assistant deputy director, executive administrative assistant, a business manager, fiscal support tech senior, and a program support technician. The assigned executive administrative staff and the business unit staff process all financial transactions for the deputy’s office, to include, submissions by the thirty court service units for travel reimbursements and operational requisitions. The unit also processes a large volume of invoices generated by the Regional Services Coordination Model (continuum of services programming). Executive guidance is provided to five regional program managers through the Office of the Deputy Director for Community Programs.

Oversight and executive guidance is provided to the Practice and Improvement Unit by the Office of the Deputy Director for Community Programs. The Practice and Improvement Unit is comprised of a program manager, supervisor, and five practice and improvement coaches. In addition to the program manager providing supervision for the Practice and Improvement Unit, the position also is responsible for oversight of the Regional Services Coordination service delivery model (RSC Model). This unit is responsible for working with court service unit probation and parole officers to train and coach skills for implementation of YASI, a validated tool which classifies youth according to their relative risk of reoffending and determines their strengths and areas of need. The coaches receive training through a contract with Orbis Partners. The Practice and Improvement staff also coach probation and parole officers to effectively implement cognitive behavioral interventions taught in the Effective Practices in Community Supervision (EPICS), a community supervision model. DJJ contracts with the University of Cincinnati Corrections Institute to establish a cadre of staff certified to teach EPICS.

The Bureau of Investigations protects and preserves the integrity of the Department by preventing, detecting and exposing criminal activity, gang-related activity, corruption, serious misconduct, sexual misconduct and mismanagement in relation to DJJ operations. The unit handles investigations regarding allegations against staff and advises security staff at Bon Air Juvenile Correctional Center of potential gang issues. The unit also serves as a liaison between Bon Air and our Court Service Units, investigating resident-on-resident assaults and disturbances to determine if they are gang-related. When required by law, investigators consult with the Virginia State Police, local law enforcement, Commonwealth’s Attorney’s offices and/or the Office of the State Inspector General for guidance and resources. Investigators also cooperate with local, state and federal agencies that are investigating criminal law violations and allegations of employee misconduct.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia.

- Inspire and support Virginians towards healthy lives and strong and resilient families.
- Protect the public’s safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

- This service area includes the operation of the Office of the Deputy Director for Community Programs, the Practice and Improvement Unit and the Bureau of Investigations.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Community Programs Management	§16.1-233		Required	851,171	0
Practice and Improvement	§16.1-233		Required	1,053,200	0
Bureau of Investigation	§66-3		Required	953,642	0

**Anticipated Changes**

Expansion of services in the Bureau of Investigation.

**Factors Impacting**

Changes in funding.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	2,858,013	0	2,858,013	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

<b>Title</b>	<b>File Type</b>
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**Financial Assistance for Juvenile Confinement in Local Facilities [36001]**

**Description of this Program / Service Area**

This service area addresses the provision of financial support by the Department of Juvenile Justice (DJJ) for juvenile detention facilities operated by local governments and commissions. Juvenile Detention Centers provide temporary care for alleged juvenile delinquents who require secure custody pending a court appearance (pre-D) and for juveniles after disposition as ordered by a judge (post-D). Educational instruction (including remedial services) is mandatory within 24 hours of a juvenile’s detainment or the next school day and is provided by the locality in which the JDC is located (funded by the Virginia Department of Education). Juveniles are provided medical and mental health screening, recreational and religious activities, and parent/guardian visitation. The 24 JDCs are operated by local governments or multi-jurisdictional commissions. DJJ provides partial funding and serves as the certifying agency for these facilities.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public’s safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

JDCs provide temporary care for alleged juvenile delinquents who require secure custody pending a court appearance (pre-D) and for juveniles after disposition as ordered by a judge (post-D).

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Financial Assistance to Localities	COV § 66-15		Required	35,827,383	1,524,873

**Anticipated Changes**

No changes are anticipated for this service area.

**Factors Impacting**

Declining juvenile justice population detained in the JDCs.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	35,827,383	1,524,873	35,827,383	1,524,873
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

<b>Title</b>	<b>File Type</b>
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**Financial Assistance for Probation and Parole - Local Grants [36002]**

**Description of this Program / Service Area**

This service area covers all the financial assistance to the two locally operated court service units (CSUs) for the provision of probation and parole services. The two locally operated CSUs are in Arlington County/City of Falls Church and Fairfax City/County.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

This service area addresses the financial assistance provided by DJJ to the two locally operated CSUs for their operation, including the provision of intake services (both for domestic relations/child welfare and for juvenile offenses), probation services for juveniles placed on probation by the local juvenile and domestic relations district courts, and parole services for juveniles released from direct care who return to those two locally operated CSUs. These CSUs also file petitions for citizens regarding family abuse protective orders, civil matters such as custody visitation and support, and for child welfare agencies relating to child abuse and neglect.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Financial Assistance to Local Court Service Units	COV § 16.1-234		Required	4,138,720	0

**Anticipated Changes**

There are no anticipated changes to the products and services.

**Factors Impacting**

Changes in population in these two localities may impact the number of individuals receiving services under this service area. Also, specific initiatives, such as gang identification and prevention activities, may place additional needs on staff time and resources. Each locality has experienced local budget reductions; however, there have been no cutbacks to mandated services.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	4,138,720	0	4,138,720	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Financial Assistance for Community based Alternative Treatment Services [36003]**

**Description of this Program / Service Area**

This service area includes financial support by the Department of Juvenile Justice (DJJ) for activities of localities for juvenile services funded under the Virginia Juvenile Community Crime Control Act (VJCCCA).

In 1995, the General Assembly enacted VJCCCA “to establish a community-based system of progressive intensive sanctions and services that correspond to the severity of offense and treatment needs.” The purpose was “to deter crime by providing immediate, effective punishment that emphasizes accountability of the juvenile offender for his actions as well as reduces the pattern of repeat offending” (§ 16.1-309.2 of the *Code of Virginia*). Under the legislation, state and local dollars are combined to fund community-based juvenile justice programs. Since January 1996, state funding has been allocated to localities through a formula based on factors such as the number and types of arrests and average daily cost of serving a youth. All 133 localities in Virginia voluntarily participate. Localities may provide services directly or purchase services from other public or private agencies. Specific programs or services are not required, though a list of allowable programs and services is included in the VJCCCA Policy Manual. The intent is for effective programs and services to be developed to fit the needs of each locality and their youth.

Effective in FY 2020, VJCCCA’s purpose in § 16.1-309.2 of the *Code of Virginia* was amended to “deter crime by providing community diversion or community-based services to juveniles who are in need of such services and by providing an immediate, effective punishment that emphasizes accountability of the juvenile offender for his actions as well as reduces the pattern of repeat offending.” Localities are not required but may elect to amend their plans and add the category of prevention services. Prior to FY 2020, all VJCCCA funding was to be used to serve youth “before intake on complaints or the court on petitions alleging that the juvenile is a child in need of services, child in need of supervision, or delinquent” (§ 16.1-309.2 of the *Code of Virginia*).

In 2021, DJJ established the Community Diversion Unit. It is responsible for administrative oversight and technical assistance for the implementation of programs and services funded by VJCCCA. The unit monitors program service implementation and approves the disbursement of state funds. The unit supports local planning by analyzing data to recommend programs and services to meet the needs of youth in the community. The unit is also responsible for front-end system reform and improvements to include expanding prevention and diversion planning.

VJCCCA programming designated for prevention services was significantly impacted by the pandemic in 2021. Virtual learning in the 2020-2021 school year resulted in a reduction of youth referred for prevention services by schools, thereby resulting in unexpended funds. In accordance with Section E within Item 422 of the Office of Public Safety and Homeland Security 2021 Budget Bill, DJJ requested the Department of Planning and Budget (DPB) increase the VJCCCA general fund appropriation for FY2022 to match the unobligated FY2021 funds that were returned from localities by October 1, 2021. DJJ requested and was approved to use FY2021 unobligated funds to offer grants during FY2022 to localities across Virginia to provide funding in identified categories. Four localities applied for the grant reinvestment opportunity and a total of \$33,124.70 was approved. This funding allowed these localities to obtain the necessary training to add needed programs to their VJCCCA Plan which they would not have been able to do so without this grant opportunity.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

In fiscal year 2021 VJCCCA served 5,807 juveniles through residential and nonresidential programs and services in the following program categories: public safety, competency development, accountability, group homes, and individually purchased services. The financial assistance provided by DJJ funded these services, either fully or in combination with other funding sources available to localities.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Financial Support Related to VJCCCA	COV § 16.1-309.6		Required	10,544,732	284,806

**Anticipated Changes**

There may be slight changes to services provided using VJCCCA funds because of external factors that determine the allocation of funds.

**Factors Impacting**

The availability of funding through the VJCCCA will impact the provision of services to juveniles identified through intake as needing such services.

The pandemic may continue to impact program and service delivery.

**Financial Overview**

Biennial Budget

	<b>2023 General Fund</b>	<b>2023 Nongeneral Fund</b>	<b>2024 General Fund</b>	<b>2024 Nongeneral Fund</b>
Initial Appropriation for the Biennium	10,544,732	284,806	10,544,732	284,806
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

<b>Title</b>	<b>File Type</b>
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## Juvenile Corrections Center Management [39801]

### Description of this Program / Service Area

Juveniles at Bon Air Juvenile Correctional Center (JCC) receive medical, educational, psychological, and psychiatric diagnostic services as needed, as well as clinical and therapeutic treatment services. Treatment services in the JCC include mental health, substance abuse, sex offender, aggression management, and social and independent living skills development. Medical, dental, and related health services are provided to juveniles confined within the JCC. Security and operations personnel provide support services to both the juveniles and the staff of the JCC to ensure safe and effective daily operations. Support services include food services, maintenance, and the business office. DJJ purchases all products and equipment that support the daily living and service needs of committed youth.

DJJ implements the Community Treatment Model (CTM) in the JCC to support juvenile rehabilitation while decreasing inappropriate behaviors during commitment. The main tenets of the model include highly structured, meaningful, therapeutic activities; consistent staffing in each housing unit; and consistent juveniles in each housing unit. CTM uses a blend of positive peer culture and the group process to address concerns and accomplishments within the unit. In doing so, staff develop treatment-oriented relationships with residents while acting as advocates.

DJJ's Juvenile Offender Reentry Strategic Plan focuses resources on juveniles released from the JCC to provide a seamless transition back into the community. A comprehensive re-entry manual provides guidance to all DJJ staff involved in the assessment, treatment, transition, and re-entry of committed juveniles. The guidelines provide a roadmap for staff of the CAP unit, JCC, Court Service Units, Reentry Unit, and alternative placements to collaborate with the juvenile and family throughout the juvenile's commitment.

Family engagement practices have been enhanced to expand the definition of family. DJJ supports the involvement of non-traditional families to ensure all youth have access to positive adults with community connection. It is DJJ's policy to enable and encourage all residents to have visits from family members and other natural supports. Through visitations, residents are able to continue and build relationships that will be beneficial for reentry into the community. Visitations typically occur two days a week with one session on Wednesday evenings and two sessions on Sundays. DJJ partners with transportation companies to provide free transportation to families with youth at Bon Air JCC from various sites across the Commonwealth. We also encourage family members to be available for regular phone calls from residents. Although residents may not receive personal incoming calls, all residents are allowed to make outgoing calls each week. Residents are encouraged to write letters to their families. Residents may request letter writing materials from any unit staff write and mail as many letters as they choose.

Bon Air JCC generally hosts at least one campus-wide family engagement event and one housing unit event each year. Residents may invite up to four family members or natural supports to each family event. Family Days have been known to have attendance of 500 or more.

The JCC also provides comprehensive recreational programming. Recreational services focuses on promoting residents' physical well-being by regularly providing a variety of recreational activities. The recreation team also supports the CTM by promoting team building, cooperation, and good sportsmanship. Recreation staff members work together to develop a monthly schedule of activities that often includes tennis, swimming, volleyball, basketball, softball, flag football and soccer. They also incorporate activities such as "mindful walks" that support residents' mental health when possible. Recreational staff have also coordinated special activities such as 5k races, three-on-three basketball, soccer tournaments, and staff versus residents tournaments in various sports.

Bon Air JCC has a volunteer coordinator who finds community volunteers to lead programs for residents. A variety of volunteer services are currently offered to residents which include, Bible study, Christian and Muslim prayer groups, crafting, tutoring, and mentoring. The volunteers come weekly from various religious organizations, colleges and other community organizations to provide services for residents. Volunteers must go through a thorough vetting process before they can be approved to enter the facility and interact with the residents.

### Mission Alignment and Authority

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

### Products and Services

#### Description of Major Products and Services

This service area includes the administration of the secure juvenile correctional center (JCC) of the Department of Juvenile Justice (DJJ) and the services provided in the facility.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Administer Juvenile Correctional Center	COV § 66-13 (A)	6VAC35-71-55, 6VAC25-20	Required	2,619,053	49,177

**Anticipated Changes**

There are no anticipated changes to JCC management and services between 2022 and 2024.

**Factors Impacting**

National supply chain and employment shortages may impact service provision in this area through 2022-2024.

Uncompetitive salaries may increase turnover and hinder attracting quality candidates. This may have an impact on delivery of the CTM.

Direct Care population is currently increasing and may increase at a greater rate once new LOS guidelines are implemented between 2022 and 2024.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	2,619,053	49,177	4,790,597	49,177
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Food Services - Prisons [39807]**

**Description of this Program / Service Area**

In accordance with USDA, state, and federal guidelines, this program provides a complement of food services, personnel, and equipment to prepare and serve nutritious meals and snacks to the residents and staff of the JCC to support and promote healthy eating habits. The program also provides for additional special activities related to food service delivery to promote family engagement and encourage participation by family members in the rehabilitation of the residents according to the guidelines of the Community Treatment Model.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

This service area covers the provision of all food and dietary services to juveniles housed in the Department of Juvenile Justice's (DJJ's) juvenile correctional center (JCC).

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Food and Dietary Services at the JCC	7 CFR 200	6VAC35-71-630 (A-F)	Required	1,529,302	1,545,288

**Anticipated Changes**

There are no anticipated changes in Food Service products or services through 2022-2024.

**Factors Impacting**

National supply chain and employment shortages may impact service provision in this area through 2022-2024.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	1,529,302	1,545,288	1,529,302	1,545,288
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Medical and Clinical Services - Prisons [39810]**

**Description of this Program / Service Area**

DJJ assumes medical responsibility for residents placed at a DJJ-operated facility and ensures that they receive a high standard of care throughout their commitment. The agency also assumes financial responsibility for the medical care of all residents. DJJ's Health Services division consists of the medical, nursing, and behavioral services (mental health) units. These units work together to ensure comprehensive care for residents at Bon Air. New residents are provided with comprehensive medical, dental, and psychological evaluations. Residents at an alternative placement site have an appraisal and psychological evaluation completed by either the behavioral services unit or a contractor. At discharge, the medical provider provides a minimum of 45 days' worth of all medications a resident is currently taking to ensure that discharge does not adversely affect a resident's health. Residents are also provided a 30 day prescription for psychiatric medications unless otherwise ordered by the medical provider. Residents with serious medical needs such as HIV or Medication Assisted Therapy have appointments arranged for them with a community provider prior to discharge. Additionally, residents with significant mental health and/or substance abuse treatment needs are provided a Mental Health Services Transition Plan in which follow-up appointments and treatment are scheduled for them with community providers prior to discharge.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

This service area implements all of the medical and clinical services for the Department of Juvenile Justice's (DJJ's) juvenile correctional center (JCC).

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Medical Services to Juveniles	COV §§ 54.1-2969, 66-19	6VAC35-71-960, 6VAC35-940	Required	6,272,704	568,240
Behavioral Management Services	COV § 66-19	6VAC35-71-810	Required	862,497	0
Mental Health Services to Juveniles	COV § 66-20	6VAC35-71-805, 880, 890, 900, and 1020	Required	705,680	0

**Anticipated Changes**

The health services division anticipates providing a follow up psychiatric appointment to youth via telemed after discharge from Bon Air, due to the difficulty of getting child psychiatry appointments; this should also improve the youth's transition back to the community. There will also be an increase in substance abuse prevention programming targeting juveniles in direct care (vaping, e-cigarettes, and tobacco).

**Factors Impacting**

The juvenile population numbers may increase, which may require increased staffing as well as enhanced recruitment and training initiatives. National supply chain and employment shortages may impact service provision in this area through 2022-2024.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund



Initial Appropriation for the Biennium	7,840,881	568,240	7,840,881	568,240
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Physical Plant Services - Prisons [39815]**

**Description of this Program / Service Area**

This service area covers all aspects of juvenile correctional center maintenance and physical plant. This includes fire safety, water and sewage, sanitation, and JCC structure repairs (except capital outlay for major projects). Physical plant services also include grounds care and routine, preventative maintenance to ensure safe facility operations.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

Products include those services provided in support of physical operation of the JCC, including sanitation and maintenance services to keep structures in good working order. Security and operations personnel support operations that serve the needs of both the juveniles and the daily staff of the JCC, including food services, maintenance, educational, recreational, and business office needs.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Management of the Physical Plant	COV § 66-13 (A)	6VAC35-71-280, 390, and 410 (A-C)	Required	1,653,298	0
JCC Maintenance and Repair	COV § 66-13 (A)	6VAC35-71-430 (A-C), 6VAC35-71-420, 520, 530	Required	6,315,281	39,440

**Anticipated Changes**

An environmental services unit has been established under the maintenance department to include the following positions: Environmental Specialist, Housekeeper Manager I, & Housekeeping Worker II. The department anticipates staffing and operating this unit at full capacity.

**Factors Impacting**

National supply chain and employment shortages may impact service provision in this area through 2022-2024. Additionally, the aging infrastructure creates unique challenges to continuous repairs and upkeep.

**Financial Overview**

DJJ's funding for this service area comes almost entirely from the General Fund.

**Biennial Budget**

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	7,968,579	39,440	6,468,579	39,440
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

Title	File Type
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**Offender Classification and Time Computation Services [39830]**

**Description of this Program / Service Area**

The core functions of the Central Admission and Placement (CAP) Unit include the receipt and review of all commitment packets and the intake orientation and evaluation phase of a resident's direct care admission. Committed youth can also have intake and evaluation conducted at a locally operated juvenile detention center (JDC). The intake process and evaluations include medical, psychological, behavioral, educational/career readiness, and sociological dimensions. The evaluation process lasts approximately three weeks, after which a team meets to discuss and identify a youth's treatment and mental health needs as well as to determine length of stay (LOS), placement recommendations, and re-entry plan development. Placement options include the JCC, Community Placement Programs, and other alternative placement sites. Juveniles are classified using the DJJ Initial Classification Custody Designation Form and then reclassified during their commitment according to DJJ guidelines.

The LOS Guidelines are used to determine the projected LOS range for all juveniles with indeterminate commitments. These Guidelines are based on the most serious committing offense and the juvenile's risk level, as determined by the Youth Assessment and Screening Instrument (YASI). Ranges are calculated and recorded in the electronic data management system. LOSs for juveniles with determinate commitments are determined by the courts. DJJ's goal has always been and will continue to be to review outcomes associated with the LOS Guidelines regularly and make necessary adjustments to ensure they remain data-driven and perform as intended.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

This service area focuses on the correct computation of juvenile sentences and time served in direct care, as well as the classification and reclassification of juveniles for their safety and proper placement.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Establish Length of Stay Guidelines	COV § 66-10 (7)	6VAC35-71-720 (A-E)	Required	94,000	0
Calculate Length of Stay	COV § 16.1-285	6VAC35-71-790 (A-H)	Required	94,000	0
Compute Time Served in Direct Care	COV §§ 16.1-285, 16.1-285.1	6VAC35-51-740	Required	80,572	0
Classification and Placement of Juveniles	COV § 66-18	6VAC35-71-680 (A-B), 6VAC35-71-555	Required	1,074,287	0

**Anticipated Changes**

The LOS Guidelines are currently under review and are likely to change within the 2022-2024 period.

**Factors Impacting**

There are no anticipated external factors that may impact the calculation of the LOS.

**Financial Overview**

The Department of Juvenile Justice's funding for this service area comes entirely from the General Fund.

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	1,342,859	0	1,342,859	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Juvenile Supervision and Management Services [39831]**

**Description of this Program / Service Area**

Juveniles are provided 24-hour supervision, seven days a week. Supervision is provided by direct care (security) staff, whose primary job responsibilities are (i) maintaining the safety, care, and well-being of residents; (ii) implementing a structured program of care and behavior management; and (iii) maintaining the security of the facility. In addition, other JCC staff are responsible for maintaining the safety, care, and well-being of the residents while performing their primary responsibilities (e.g., teachers, counselors, mental and medical health providers).

In accordance with DJJ procedure, direct care staff must maintain a minimum coverage ratio to ensure safety and security at all times. During waking hours, there shall be at least one direct care staff member awake, on duty, and responsible for supervision of every 8 residents, or portion thereof. During sleeping hours there shall be no less than one direct care staff member on duty and responsible for supervision of every 16 residents, or portion thereof.

In addition, the Bon Air JCC uses a behavior management program employing principles and methods to help a resident demonstrate positive behavior and to address and correct a resident's inappropriate behavior in a constructive and safe manner. To achieve this, each housing unit consists of the following staff: Community Manager, Community Coordinator, Resident Specialist II, Resident Specialist I, Counselor, Mental Health Clinician, and Recreation Specialist. As a part of this program, direct care staffing remains consistent in housing units as much as possible so staff can build positive relationships with youth and have a greater impact on the youths' rehabilitation. Other staff who support efficient unit operations include the facility administrators, additional security personnel, and administrative professionals.

To achieve a safe, secure, and supportive environment that successfully aligns with policy and procedures, regulations require Juvenile Correctional Center staff to be properly trained before being permitted to supervise residents.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

This service area involves the supervision of juveniles and management of the juvenile correctional centers (JCCs). This service area includes juvenile security and linen/laundry services.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
JCC Management	COV § 66-13 (A)	6VAC35-71-160, 170, 740	Required	46,946,327	0

**Anticipated Changes**

No changes are anticipated to Juvenile Supervision and Management Services between 2022 and 2024.

**Factors Impacting**

Staffing shortages may impact provision of effective rehabilitative services. Uncompetitive salaries may increase turnover and prevent attracting quality candidates. Current Information Technology infrastructure limits the JCC's ability to keep up with technological advances geared toward security implements and provision. Direct Care population is currently increasing and may increase at a greater rate once new LOS guidelines are implemented between 2022 and 2024.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	46,946,327	0	46,946,327	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Juvenile Rehabilitation and Treatment Services [39832]**

**Description of this Program / Service Area**

Juveniles receive clinical and therapeutic treatment services while in direct care, including crisis intervention; prevention programming; medication assisted treatment; dialectical behavioral treatment; and mental health, substance abuse, sex offender, and aggression management treatment. In addition, juveniles receive supportive counseling, case management, family therapy, and gender-specific services.

All youth who are committed to DJJ and placed at Bon Air JCC are matched to a Behavioral Services Unit (BSU) therapist upon intake. This therapist is usually the staff member who is assigned to the treatment team of the housing unit where the resident resides. The assigned therapist is responsible for delivering the resident’s essential mental health service needs. Depending on the risk-needs-responsivity of the resident, a therapist might attend to these mental health needs within an individualized treatment approach that may incorporate a combination of individual, group and/or family therapy.

Each youth is assigned a case manager (counselor) who coordinates and ensures appropriate service provisions based on intake evaluation. The case manager also facilitates family engagement and maintains contact with families to keep them apprised of resident successes and challenges. Treatment team meetings are also a part of the case management process and are led by the case manager to review resident progress. Additionally, the case managers evaluate youth progress through conducting Youth Assessment and Screening Instrument (YASI) reassessments and completing annual comprehensive reentry case plans. Based on resident progress, case managers prepare reports for internal and judicial review regarding resident cases and ensure residents are prepared for release.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public’s safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

This service area involves the provision of rehabilitation, treatment, and appropriate services to juveniles committed to the Department of Juvenile Justice (DJJ) and housed in a secure placement.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Mental Health Treatment	COV § 66-19	6VAC35-180-30, 6VAC35-71=810	Required	995,146	190,303
Substance Abuse Treatment	COV § 66-19	6VAC35-180-30	Required	705,930	134,996
Sex Offender Treatment	COV § 66-19	18VAC125-30-10	Required	708,022	135,396
Aggression Management Treatment	COV § 66-19	6VAC35-71-1130	Required	525,620	100,515
Behavior Management Services	COV § 66-19	6VAC35-71-747, 6VAC35-71-810, 6VAC35-180-30	Required	3,083,280	500,000

**Anticipated Changes**

There will be an increased emphasis on greater internalization by youth of treatment concepts and a longer period of sustained demonstration of skills. There will be increased opportunities for direct care staff to receive training on Core Correctional Practices as well as motivational interviewing. Facility leadership will be working with the Quality Assurance Unit to evaluate and improve the fidelity of treatment programming. The Behavioral Services Unit will introduce substance abuse prevention programming targeting juveniles in direct care (vaping, e-cigarettes, and tobacco). In response to the 2021 JLARC report, DJJ has several initiatives in place that will further enhance rehabilitative and treatment services between 2022 and 2024.



**Factors Impacting**

Should the JCC's resident population increase, the quality and quantity of treatment services may be constrained, which may overall negatively impact rehabilitation services and public safety. If a substantial increase occurs, efforts will be necessary to ensure enhanced recruitment/staffing and training of staff. Population increases could also affect the quality of CTM programming, which was designed for small unit populations.

**Financial Overview**

Biennial Budget

	<b>2023 General Fund</b>	<b>2023 Nongeneral Fund</b>	<b>2024 General Fund</b>	<b>2024 Nongeneral Fund</b>
Initial Appropriation for the Biennium	6,017,998	1,061,210	6,017,998	1,061,210
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Administrative and Support Services [399]**

**Description of this Program / Service Area**

This service area supports the Department of Juvenile Justice (DJJ) through various administrative and general management functions.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

- General Management and Direction- includes executive level management, training and development, internal audit and investigative functions, government procurement, public affairs, and risk management.
- Information Technology – includes operation of the electronic data collection system and all office automation support functions within DJJ not specifically sourced to the Virginia Information Technologies Agency (VITA).
- Accounting and Budget – includes all financial operations and budget functions (both current and prospective).
- Architectural and Engineering – includes all capital outlay, construction, and DJJ owned facility upgrades.
- Food and Dietary – includes services not covered by Service Area 39807 (Food and Dietary Services).
- Personnel – includes all human resource activities for DJJ.
- Policy and Planning – includes all legislative and regulatory functions for DJJ, research and evaluation of DJJ programs and facilities, strategic planning, and performance measure analysis.

**Anticipated Changes**

There are no anticipated changes to the products and services.

**Factors Impacting**

New legislation, staff turnover, and changes in funding may impact services provided.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	20,504,798	1,475,877	20,504,798	1,475,877
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**General Management and Direction [39901]**

**Description of this Program / Service Area**

This service area supports the Department of Juvenile Justice (DJJ) through various administrative and general management functions and is comprised of the Chief Deputy Director, Quality Assurance Unit, Interstate Compact Unit, and the Public Information Office.

The Chief Deputy Director assists the Director with implementation of initiatives, reforms and policies that are designed to improve the lives of court-involved youth and move the agency forward. The Chief Deputy may also oversee cross-functional agency-wide issues and take on day-to-day tasks to enable the Director to focus on the agency’s vision and carry out strategic organizational initiatives.

The Quality Assurance Unit oversees system accountability and monitoring of evidence-based practices to ensure continuous quality improvement of a statewide system of evidence-informed services and programs to improve outcomes for youth offenders placed in the JCC, alternative placements, and community-based services, and to reduce recidivism.

The Interstate Compact Unit represents DJJ and Virginia in the Interstate Commission for Juveniles. The Commission members include representatives from all 50 states, the District of Columbia, and the U.S. Virgin Islands, who work together to preserve child welfare and promote public safety. DJJ Interstate Compact Unit works with member states of the Commission to promote, develop and facilitate a uniform standard that provides for the welfare and protection of juveniles, victims and the public by governing the cooperating states’ transfer of supervision of juveniles, temporary travel of defined offenders and return of juveniles who have absconded, escaped, fled to avoid prosecution or run away.

As a public agency, DJJ has a responsibility to communicate clearly and transparently with all its stakeholders. The Public Information Officer (PIO) ensures that crucial, up-to-date information is readily available on the agency’s website, its Facebook page, and through the issuance of press releases. Then PIO handles all media inquiries and publishes *Family Matters*, a newsletter for families of DJJ clientele, as well as four staff news communications that spotlight agency programs.

**Mission Alignment and Authority**

This service area directly aligns with DJJ’s mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public’s safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

Overall administration and management of the agency, including executive management, government procurement, risk management, public affairs, training and development, and internal audit.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Department Management	COV §§ 66-2, 66-3, 66-10 (1)		Required	2,177,712	979,368
Develop Long-Range Policy	COV § 66-10 (2)		Required	25,000	0

**Anticipated Changes**

There are no anticipated changes.

**Factors Impacting**

There are no anticipated factors impacting these products and services.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	2,202,712	979,368	2,202,712	979,368
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Information Technology Services [39902]**

**Description of this Program / Service Area**

The Department of Juvenile Justice’s (DJJ’s) Information Technology (IT) unit is designed to support and assist our organization through the effective use of technology. This is accomplished through the activities of the IT unit including: application development/management, server management, network management, information security, IT training, hardware/software support, mobile device management, managed print services, and support of electronic security resources at residential facilities.

The IT unit also has dedicated support for DJJ’s Division of Education, which provides local support, training, and services to the school and teachers throughout DJJ’s facility. IT support for education works closely with the Division of Education to ensure that priorities align between Education and IT and necessary services are available to meet education’s mission.

End-user support and core IT services are provided through DJJ’s partnership with the Virginia Information Technology Agency (VITA) and Science Applications International Corporation (SAIC).

**Mission Alignment and Authority**

This service area directly aligns with DJJ’s mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public’s safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

IT Services provides application development/management, server management, network management, information security, hardware/software support, mobile device management, managed print services, and support of electronic security resources at residential facilities. Since DJJ spans over 115 different locations over numerous localities, operates a school, a correctional center, and a training center; the IT unit is required to provide services outside of the scope of the Commonwealth VITA partnership, in order to fully support DJJ operations.

The Education Division was able to provide continuous instruction throughout the pandemic through the support of the IT unit, which included moving to online instruction within 2 months, promoting education and ensuring teacher and student safety. This group also provides helpdesk support to our school, which includes both application training and software/hardware support, as well as immediate support for issues. The IT network group provides a student network, which enables secure online learning. This is done through network monitoring, hardening, and website filtering to ensure the safety and reliability of the online learning experience.

The application group provides overall programming, support, and management of all internal DJJ applications and servers. This includes the juvenile offender/tracking system called BADGE (Balanced Approach to Data Gathering Environment), which covers the breadth of juvenile data and reporting needs through 16 disparate modules. The application group also provide IT project management and business analysis support for new projects and system changes.

IT’s network management team ensures reliable and adequate network services across DJJ’s 115 sites and school. This includes working with VITA and their sub-contractors on Commonwealth network and devices, local internet service providers, locality IT units and building owners, and internal wiring and network devices.

DJJ’s Information security officer serves as DJJs internal IT security group lead to ensure that all DJJ operations are done in compliance with state and federal guidelines, as well as protecting employee and juvenile data. This area also provides yearly IT security training to all DJJ staff, relevant security policy guidelines, risk assessments, and business Impact analysis from an IT security framework.

The IT group also provides local support to DJJ sites through advanced end user support, mobile device management, and managed print services. These services are necessary so that DJJ employees have the proper IT resources and support to accomplish their mission.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Information Technology	COV § 66-13 (D)		Required	6,183,309	127,935

**Anticipated Changes**

DJJ will be migrating to the Microsoft messaging platform (from Gmail) in 2022-23, as VITA is moving all executive branch agencies during that timeframe. This will include moving email service to Outlook, video conferencing to MS Teams, implementing SharePoint document management/sharing, as well as the migration to Office 365. All of these transitions will require training, support, and management of the process by DJJ IT and the VITA partnership.

DJJ is in the process of beginning construction on a new correctional facility. The new facility will provide additional resident housing resources, as well as require IT management and design of a new multi building campus.

DJJ continues to modernize the network at our 100+ locations, which is an ongoing project. Through 2022-24 DJJ should finish upgrading all of our sites on the VITA MPLS network, and then focus on upgrading the remaining DJJ locations. This will increase the overall network costs for DJJ operations.

**Factors Impacting**

Increasing IT governance requirements and overall IT usage will require IT staff to increase personnel numbers to fully support operations. Ongoing staffing and recruitment will become a limiting factor in IT services.

Overall cost increases for IT applications, staffing, network services, and hardware will continue to increase.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	6,183,309	127,935	6,183,309	127,935
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Accounting and Budgeting Services [39903]**

**Description of this Program / Service Area**

This service area supports the Department of Juvenile Justice's (DJJ's) financial operations and budget functions throughout the department.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

Overall financial management of the agency as well as processing of all financial transactions.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Financial Management	COV § 66-3 (A)		Required	3,742,238	1,540
Financial Transaction Processing	COV § 66-3 (A)		Required	1,547,780	0

**Anticipated Changes**

There are no anticipated changes to the products and services.

**Factors Impacting**

There are no anticipated factors impacting finance products and services for this biennium.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	5,290,017	-1,540	5,290,017	-1,540
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Architectural and Engineering Services [39904]**

**Description of this Program / Service Area**

The Capital Outlay Unit, using approved Capital and Maintenance Reserve Funding, supports the design, construction and capital maintenance of the DJJ's correctional center (and former correctional center) facilities. This uses funding for specific projects agreed with the Department of Planning and Budget as well as the agency's own budgets. Capital Outlay is also responsible for maintaining agency design and construction standards (including certified Juvenile Detention Centers in Virginia's localities). It coordinates agency physical plant master planning and land use planning. It also provides in-house consulting services, professional architectural and engineering services (through the procurement and administration of architectural, engineering and construction contracts), and in-house project management services.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

The Capital Outlay Unit, using approved Capital and Maintenance Reserve Funding, supports the design, construction and capital maintenance of the DJJ's correctional center (and former correctional center) facilities .

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Physical Plant Management	COV §§ 66-13 (A), 66-3 (A) (4)		Required	567,191	92,882

**Anticipated Changes**

As the juvenile population in the JCCs reduces, DJJ will use contemporary research-based design practices to ensure our correctional centers align with best practices for rehabilitation.

**Factors Impacting**

Bon Air JCC, being based around older, institutional infrastructure, does not meet modern standards for juvenile correctional facilities. DJJ has been authorized to program, design, and build a facility on a portion of the Bon Air site. DGS is partnering with DJJ to provide project and construction management services. In addition, DGS is preparing a report on the best location for a second new DJJ facility.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	567,191	92,882	567,191	92,882
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

Title	File Type
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**Food and Dietary Services [39907]**

**Description of this Program / Service Area**

This program provides direct support to the Food Services Unit in the JCC through the employment of a Registered Dietician and a Food Operations Director. The Registered Dietician provides guidance and direction in the preparation and delivery of nutritional meals and snacks and the implementation of programs and services to encourage and promote healthy eating habits and the overall health benefits to a healthy diet. The Food Operations Director provides direct support and guidance to the JCC, state and local group homes, detention centers, and other facilities who receive their certification from DJJ in the implementation of the federal USDA guidelines for the National School Breakfast and Lunch program.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

- Registered Dietician Services
- Healthy Eating Programs
- Implementation of USDA Guidelines

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Registered Dietician Services	7 CFR B (2)	6VAC35-71-630	Required	28,018	0
Healthy Eating Programs	7 CFR B (2)	6VAC35-71-630	Required	0	77,000
Implementation of USDA Guidelines	7 CFR B (2)	6VAC35-71-630	Required	0	200,109

**Anticipated Changes**

No significant changes anticipated to Food and Dietary Services products and services between 2022 and 2024.

**Factors Impacting**

USDA SNP Memo No. 2021-2022-35 establishes transitional nutrition standards for school years 2022-2023 and 2023-2024. Food and Dietary Services may be influenced. National supply chain and employment shortages may impact service provision in this area through 2022-2024.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	28,018	277,109	28,018	277,109
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

Title	File Type
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**Human Resources Services [39914]**

**Description of this Program / Service Area**

The Department of Juvenile Justice (DJJ) employs approximately 1,500 classified and temporary employees in a variety of occupations. DJJ employees provide secure confinement and treatment for juvenile offenders committed by the courts, provide community-based probation and parole services, and work with local community providers to meet the needs of juvenile offenders, their families, and their communities. DJJ also staffs and provides support services for Bon Air JCC, and 32 state- and locally operated Court Service Units (CSUs), Central Admission and Placement (CAP) unit, and the agency’s central office.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public’s safety and security, ensuring a fair and effective system of justice.
- Ensures equity and fairness, engagement, and overall well-being for the Commonwealth’s workforce.

**Products and Services**

**Description of Major Products and Services**

The Human Resources Division staffs and provides support services to DJJ, including Central Office, Bon Air JCC, Central Admission and Placement (CAP), and the 30 state-operated Court Service Units.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Human Resource Management	COV § 66-3 (A) (1)		Required	4,041,407	123

**Anticipated Changes**

Efforts to attract a talented and productive workforce to DJJ, involve initiatives in the areas of talent acquisition, compensation, employment, employee engagement and retention. Specific initiatives include:

- Formation of cross-divisional Talent Acquisition Workgroup to identify recruitment success strategies for hard-to-fill areas
- Development of a comprehensive onboarding and offboarding processes, with automated processes, to improve cross-departmental communication and provide role clarity
- Streamlining and automating processes, where possible, with improved technology tools
- Development and implementation of agency recruitment, succession, and retention plans to maintain focus on action items and goals identified by various Divisions
- Implementation and significant evaluation of Stay and Exit Interviews
- Continued efforts to support recently implemented compensation philosophy, supporting compensation practices
- Update of the Salary Administration Plan to reflect the above
- Employee Engagement Surveys

**Factors Impacting**

The Human Resources Division continues to develop and implement strategies that will result in the recruitment and retention of a competent and highly qualified workforce. We anticipate continued challenges in a “post-COVID” recruiting market.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund

Initial Appropriation for the Biennium	4,041,407	123	4,041,407	123
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Planning and Evaluation Services [39916]**

**Description of this Program / Service Area**

The Policy Division consists of the Certification Unit, the Rights and Accountability Unit, the Records and Legal Support Unit, the Legislative and Regulatory Unit, the Training Unit, the Data Management Unit, the Research Unit, and the Risk Manager. The Policy Division is responsible for managing and directing DJJ's work in the legislative and regulatory processes, the resident grievance process, staff accountability, risk management and mitigation, as well as records and FOIA requests. The Certification Unit ensures the juvenile correctional center, court service units, and locally or regionally run juvenile detention centers comply with appropriate regulations. In addition, the Research and Data Units collaborate to analyze data and evaluate the agency's programs, initiatives, and performance measures. The Research Unit monitors the approval and progress of external research partnerships. The Data Unit works with the Department of Planning and Budget and an inter-agency committee to develop population forecasts for juvenile detention centers and direct care. The Training Unit develops and delivers training required by law, regulation, and professional development, ensuring staff are compliant with federal, state, and agency requirements, as well as policies, procedures, and best practices, in order to develop a highly skilled workforce.

**Mission Alignment and Authority**

This service area directly aligns with DJJ's mission to protect the public by preparing court-involved and committed youth to be successful citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

The Certification Unit conducts certification audits of programs and facilities regulated by the Department and the State Board of Juvenile Justice including Bon Air Juvenile Correctional Center, regional court service units, and the locally or commission-run juvenile detention centers.

The Rights and Accountability Unit is tasked with ensuring residents' rights are protected, while at the same time striving to modify behavior through accountability measures. Additionally, staff accountability is managed by working with Human Resources and the Investigative Unit to make fair recommendations that address staff behavior.

The Legislative and Regulatory Affairs Unit serves as the agency point-of-contact for legislation; coordinates the development, dissemination, and periodic review of regulations; and oversees administrative procedures and standard operating procedures regarding agency operations.

The Research Unit oversees external research partnerships, is responsible for publications and reports, including the annual *Data Resource Guide*; data analysis; performance measure effectiveness; and population forecasting.

The Records and Legal Support Unit serves as the liaison with the Attorney General's Office and conducts legal research to inform DJJ's decisions. The unit receives the Department's requests under the Virginia Freedom of Information Act (§2.2-3700 through §2.2-3714 of the Code of Virginia) and ensures that they are answered in conformity with that legislation. It also handles requests for juveniles' records held by the Department, ensuring that individuals (or their parents or attorneys) receive such records as we hold and to which they are entitled.

The Risk Management Unit is responsible for directing programs that promote accident prevention, loss control as well as health and safety code compliance for the Department of Juvenile Justice. The risk manager is the point of contact with the Virginia Department of Emergency Management (VDEM) in dealing with emergencies that affect the agency. The goal is to ensure a safe work environment for all DJJ staff as well as staying prepared to effectively respond to all emergencies that impact our operations

The Training Unit develops and delivers a broad spectrum of legal and regulatory required and developmental training opportunities utilizing a variety of interventions, including in-person, virtual instructor-led, webinar, eLearning, and on-site training. The unit also provides organizational development consultation, mediation and conflict coaching, and promotes consistency throughout the agency through publications, media production, and mass communications.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Research and Evaluation	COV § 66-3		Required	495,387	0

Legislative and Regulatory Processes	COV § 66-10		Required	678,703	0
Certification and Compliance Programs		6VAC35-10	Required	552,643	0
Grievance Process Oversight		6VAC35-71 - 80	Required	261,800	0
Policies and Procedures	COV § 66-3		Required	203,611	0

**Anticipated Changes**

DJJ is establishing a Data Integrity Unit to oversee the integrity of records and data within the agency. Through effective instructions, coaching, and training, this unit will allow DJJ to maintain high-quality, accurate, consistent, and complete records and data, which will allow the agency to make evidence-based decisions and provide effective programs and opportunities for delinquent youth to help them develop into responsible and productive citizens.

**Factors Impacting**

There are no factors impacting these services at the current time.

**Financial Overview**

Biennial Budget

	2023 General Fund	2023 Nongeneral Fund	2024 General Fund	2024 Nongeneral Fund
Initial Appropriation for the Biennium	2,192,144	0	2,192,144	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**