

2024-26 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. Responsibility
3. Communication
4. Respect

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, six 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 with a statewide continuum of evidence-based services, alternative placements, and step-down supports.

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 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)*

DJJ engages in continuous review and quality improvement to increase the successful outcomes for court-involved youth. DJJ prioritizes all initiatives to ensure positive outcomes for the youth, families, and communities it serves while using taxpayer resources effectively. This Department reinforces its commitment 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 ensures that DJJ's Division of Education is able to provide continuous instruction, including moving to online instruction and resources to promote the best education strategies while prioritizing teacher and student safety. IT support for education works closely with the Division of Education to align between education and IT industry standards, best practices and advocating for the necessary support and services availability 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)	2,164
Salaried Employees	1,715
Wage Employees	136
Contracted Employees	0

Physical Plant

The 2016 General Assembly directed DJJ to develop and implement a transformation plan to improve the effectiveness and efficiency of the Virginia Juvenile Justice System. As a result, the DJJ now maintains only one Juvenile Correctional Center (JCC), at Bon Air in Chesterfield County, and it remains one of the largest (275 beds) in the US. The former Hanover JCC remains in operation but 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, remains idle and 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 major renovations is 1986.

The physical plant at Bon Air supports the resident populations' medical, educational, psychological, and psychiatric diagnostic service programs as needed, as well as their clinical and therapeutic treatment services. Treatment services at BAJCC include mental health, substance abuse, sex offender, aggression management, and social and independent living skills development. Medical, dental, and related health services are also provided to juveniles confined within the JCC. It also supports security and operations personnel who provide support services to both the juveniles and the staff of the JCC to ensure safe and effective daily operations. Other supported services include food services, maintenance, and the business offices.

The physical plant and site directly support comprehensive recreational programs that focus on promoting residents' physical well-being by regularly providing a variety of recreational activities. Supporting the recreation teams which in turn support the transformation plan by promoting team building, cooperation, and good sportsmanship. Recreation fields and both paved and open turf areas support a wide range of activities that include tennis, swimming, volleyball, basketball, softball, flag football and soccer. Contiguous outdoor spaces also support activities such as guided 'mindful walks' that support residents' mental health when possible. Gymnasiums, indoor and outdoor spaces support recreational staff who coordinate special activities such as 5k races, three-on-three basketball, soccer tournaments, and even staff versus resident team tournaments in various sports.

As stated in the 2017 DJJ Taskforce Report the Bon Air Campus requires significant investment in the millions of dollars to modernize, repair, upgrade, or replace aging infrastructure components. The 2021 JLARC Report on Virginia's Juvenile Justice System states in its Recommendation and Options. DJJ should construct a smaller (60-bed) juvenile treatment facility on the Bon Air Juvenile Correctional Center property while locations for other facilities are being determined. In addition, DJJ's existing physical plant requires over \$7 million to address a backlog in deferred maintenance repairs. This inventory includes the 1960s and 1970s eras resident housing units, educational and vocational facilities, medical and counseling facilities, administrative offices, dining facilities, volunteer support spaces, water supply infrastructure, 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 1996. That Capital Pool Project has been cancelled and rescinded in the 2024 Budget. DJJ had closed several Campus buildings in preparation of demolitions needed to make way for a cleared area for the New Campus and its required infrastructure. These closures had temporarily reduced the number of available beds on the Campus.

However, DJJ has been advised that other Capital Pool Account Funding will be made available in 2024 to be earmarked for "renovating" the institutional VADOC designed Oak Ridge Building (40-bed facility opened in 1982), and to renovate four existing 12-bed cottage dormitories built between 1953 and 1971. The Oak Ridge Building was to be repurposed to house administrative personnel displaced by the demolition of their previous 'home' buildings to make way for the New 60-bed Campus (DJJ invested well over \$1 million for that repurpose). After the renovations are complete, DJJ should realize nearly 88 additional beds reclaimed to meet a reported expected population increase (the Direct Care population is currently increasing and may increase at a greater rate once new length-of-stay (LOS) guidelines are implemented between 2022 and 2024; and more population is transferred back from the JDC's CPP Program). It should be noted that the Bon Air Facility will remain deficient in the following Transformation Plan support areas:

- Need for more campus space to house the expansion of post-secondary trades programs. DJJ has prepared a pre-planning study for such a building to house four Trades Programs, in anticipation of applying for Capital Funds for approved design and construction.
- Needs for additional office/administrative space for the expanded Treatment and Volunteer Programs to reduce recidivism.
- Current outdated physical plant infrastructure constrains (and sometimes prevents) the BAJCC's ability to keep up with technological advances toward increasing implementation and support of the Transformation Programs and other current and expanded treatment provisions, and control and security systems implementation.
- The aging infrastructure creates unique challenges in funding and maintenance crew efforts to maintain continuous repairs and upkeep.
- Constrains or prevents the implementation of certain transformative mental health initiatives, such as access to natural light in sleeping rooms and contiguous 'dayrooms'; access to adjacent outdoor spaces and indoor and outdoor exercise areas to sleeping rooms.

DJJ also 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 listed 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 youths 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) 2025 – FY 2026 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 and continues to prioritize efforts to ensure fiscal fitness by maximizing our savings through strategic planning and program implementation.

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	252,138,141	8,903,843	252,138,141	8,903,843
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 maintenance 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, special activities, 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 2023. ADP stands for Average Daily Population.

Statistics Table

Description	Value
FY 2023 Direct Care ADP	214
FY 2023 Locally Operated Detention Facility ADP	468
FY 2023 Parole ADP	114
FY 2023 Probation ADP	1,682

Customers and Partners

Anticipated Changes to Customer Base

The Department of Juvenile Justice (DJJ) expects that the number of residents in 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	Potential Number of Annual	Projected Customer
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		Annually	Customers	Trend
Student	Middle and high school students enrolled in school at a DJJ JCC.	92	163	Increase
Post-Secondary Student	Post secondary students at a DJJ JCC.	70	110	Increase
Child	Juvenile intake cases.	28,586	33,724	Increase
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.)	114	279	Increase
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.)	1,682	2,612	Increase
Ward	Committed juvenile: A juvenile committed to DJJ and admitted to direct care.	178	298	Increase
Ward	Detained juvenile: A juvenile admitted to a JDC.	5,856	6,326	Increase
Releasee	A juvenile released from direct care.	134	328	Increase
Families	Domestic Relations/Child Welfare complaints.	117,600	124,552	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.	1,050	1,075	Increase
Local or Regional Government Authorities	Local Law Enforcement agencies (Police Departments, Sheriff's Departments, Campus Police Departments, School Resource Officers).	421	421	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, Department of Medical Assistance Services, Virginia Department of Aging and Rehabilitative 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. Sub-contracted direct service providers
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, Vanderbilt University Standardized Program Evaluation Program (SPEP)
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 30 Court Service Units (CSUs). The court service units are assigned to six geographical regions, and administrative oversight is provided by six regional program managers. 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 is encouraging CSUs to provide eligible juvenile 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 the offering of Pre-Court Services to youth and families. Pre-court services give youth and families an opportunity to benefit from community-based services prior to scheduled court hearings. Participation in pre-court services is voluntary and can provide immediate support to youth and families in crisis.

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 use treatment, mental health treatment, sex offender treatment, aggression management treatment, and transitional programs.

The Division of Placement & Program Implementation is responsible for providing an effective and efficient continuum of community-based and residential programs and services to juveniles. The division is comprised of the Quality Assurance (QA) Unit, the Central Admission & Placement (CAP) Unit, the Certification Unit, and the Virginia Juvenile Community Crime Control Act (VJCCCA) Unit. Additionally, the responsibility of the Regional Service Coordinators falls under this division, within the QA Unit. DJJ is in the process of transitioning from two regional service coordinators (RSC) to one RSC, Evidence-Based Associates (EBA), to serve the Commonwealth by developing a statewide continuum of community-based evidence-based services and residential programs. 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 subcontracted with the RSC. In 2021, DJJ established the Community Diversion Unit. In 2023, the unit transitioned to the placement and program implementation division as the VJCCCA Unit. The unit is comprised of a program manager 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. 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 in direct care and in community-based services to reduce recidivism. The certification unit ensures the juvenile correctional center, court service units, and locally and regionally run juvenile detention centers comply with appropriate regulations. The CAP Unit is responsible for the intake and assessment phase for committed juveniles to inform placement decisions. Placement decisions are based on an algorithm to include commitment type, risk to public safety, and need for accountability. Specific services provided include substance use treatment, mental health treatment, sex offender treatment, aggression management treatment as well as individual and family therapy.

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
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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	Maintaining
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 processes and procedures to maintain continuity of business operations**

Summary and Alignment

By maintaining adequate and accurate documentation of business operations, processes, and desk procedures, DJJ will mitigate risk and strengthen compliance factors, while ensuring that Commonwealth policies, regulations and guidelines concerning business operations are met.

Objectives

- » **Implement and institutionalize best practices by conducting bi-annual reviews of all procedures and desk audits. This initiative ensures ongoing optimization and adherence to organizational standards.**

Description

By investing in best business practices of automation, compliance and documentation, DJJ will ensure efficient and effective desk procedures and agency procedures that enhance cross-training, succession planning, and compliance of the mission and goals.

Objective Strategies

- Develop and implement feedback loop data collection tracking and reporting system of corrective action plans for internal and external audit finding
- Address known business compliance issues or risk factors within the agency by implementing a diverse workgroup of agency stakeholders responsible for mandatory quarterly reviews of known risks that require Agency Head certification
- Establish reporting metrics for business units and reporting frequency
- Establish agency Project Management Office (PMO) to lead special projects and initiatives within agency, responsible for providing oversight of streamlined processes and projects intended to maintain or address business continuity.

- **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 tool, 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

- **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
 - Continue using and training on structured decision-making tool, Youth Assessment Risk instrument (YASI)

- **Evaluate community based and residential services to inform and implement continuous quality improvement processes and practices across the agency.**

- **Summary and Alignment**

- By evaluating the services provided to youth under our supervision, DJJ will increase the effectiveness of the services provided and subsequently impact outcomes and increase public safety. 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 quality and effectiveness of the services provided to youth under DJJ's purview to impact recidivism reduction.**

- *Description*

- By implementing a validated, data driven evaluative tool to evaluate services and implement continuous quality improvement processes and practices, DJJ will improve youth's likelihood of success and reduce recidivism.

- *Objective Strategies*

- Continue to Implement the Standardized Program Evaluation Protocol (SPEP™) to evaluate all services provided to DJJ youth
 - Continue to assess practices and processes for effectiveness and efficiency to guide recommendations for improving agency outcomes
 - Continue to implement continuous quality improvement plans to increase service effectiveness

- **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 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 prioritize recruitment, hiring, and retention of 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, implement, and maintain fair compensation plan
 - Provide ladders of professional progression 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
 - Track, document and report on recruitment, retention, and turnover strategies by providing transparent metrics showcasing the agency's trends in these areas

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, from 2022-2024, 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. Without considerable intervention, remediation, and course recovery and support, these barriers may 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 the 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 support 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.

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 Star Assessments 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 2021-2022 2022-2023 2023-2024

	SY	SY	SY
Advanced Studies Diploma	1	1	0
Standard Diploma	13	7	25
Applied Studies Diploma	3	2	1
Penn Foster	1	N/A	N/A
GED® Certificate	16	12	16
Total	34	22	42

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	10,138,389	1,500,148

Anticipated Changes

- Expand career and technical program options for both high school and post-secondary students
- Expand career and technical work-based learning opportunities for both high school and post-secondary students
- Increase the number of college program options to include online programs
- Increase technology and software to enhance curriculum and improve educational outcomes through increased WIFI access, updated laptops, updated Smartboards and VR Goggles

Factors Impacting

- Need to hire and retain licensed and endorsed teachers to teach new career and technical programs and assist students in acquiring industry-recognized credentials
- 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 trade programs
- Need a designated staff to coordinate work-based learning opportunities for career and technical programs
- Collaboration of the Division of Education, Information Technology Team, and Virginia Information Technologies Agency to allow access to online college programs
- The Division of Education has implemented PBIS and provides support to the remaining areas of Bon Air as PBIS is implemented facility-wide
- Need to continue to hire School Safety 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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	10,138,389	1,500,148	10,138,389	1,500,148
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 transition 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 eight programs with the following courses: Entrepreneurship and Entrepreneurship Advanced; Advertising Design I and Advertising Design II; Digital Applications and Multimedia, Desktop, Web Technologies; Introduction to Culinary Arts and Culinary Arts; Introduction to Family and Human Services and Family and Human Services I; HVAC; Plumbing; and Electrical. We also offer multiple credentials to include WISE, ServSafe®, Adobe Certified Professional, Entrepreneurship and Small Business, and National Center for Construction Education and Research (NCCER).

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 the 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	2,942,458	114,813

Anticipated Changes

- Expand technical program options for both high school and post-secondary students
- Expand career and technical work-based learning opportunities for both high school and post-secondary students
- Increase the number of college program options to include online programs
- Increase technology and software to enhance curriculum and improve educational outcomes through increased WIFI access, updated laptops, updated Smartboards, and VR Goggles

Factors Impacting

- Need to hire and retain licensed and endorsed teachers to teach new career and technical programs and assist students in acquiring industry-recognized credentials
- 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 trade programs
- Need a designated staff to coordinate work-based learning opportunities for career and technical programs.
- Collaboration of the Division of Education, Information Technology Team, and Virginia Information Technologies Agency to allow access to online college programs
- The Division of Education has implemented PBIS and is initiating opportunities for partnership with Residential Services
- Need to hire and retain School Safety 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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	2,942,458	114,813	2,942,458	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 resources 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 support 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	2,858,659	834,414

Anticipated Changes

- Expand high school career and technical program options
- Expand high school career and technical work-based learning opportunities
- Expand post-secondary trade 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 more campus space to house the expansion of post-secondary trade 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 hire and retain 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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	2,858,659	834,414	2,858,659	834,414
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

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 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, and community support, 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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 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

Supporting Documents

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

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 100 direct service providers (DSPs). For FY 2025, DJJ has decided to move forward with one RSC company in an effort to increase the effectiveness and efficiency of the model. Contracts are established with direct service providers (DSPs) for community-based services that include assessments and evaluations; intensive care coordination; individual, group, and family therapy; intensive in-home services; substance use treatment; treatment for youth with sexualized behaviors; life skills coaching; gang intervention services; mentoring 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 2023, 1,674 youth were referred to DJJ's regional service coordinators, who approved/authorized 3,824 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. A second Summit House has been implemented in FY2024, situated in the western region of the Commonwealth, to increase step-down opportunities. Additionally, an apartment living program in the eastern region moved under the RSC model in FY 2024. Oversight of the continuum of services is provided by the Quality Assurance Unit within the placement and program implementation division.

The transition of committed youth from residential placements back to the community is supported by the Reentry Unit. The Reentry Unit comprises a director, workforce development supervisor, community engagement development coordinator, career and workforce development coordinator, and five reentry advocates. Reentry advocates are assigned to youth, by region, to bridge the gap between residential and community and to ensure youth are provided with support and resources to become productive members of their communities. The advocates participate in the youth's direct care treatment team meetings to develop and implement a comprehensive and collaborative reentry plan that addresses both specific and ongoing pre-release and post-release reentry needs of the youth. 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, securing meaningful employment, and seeking community resources to remove barriers to the youth's success.

Under the Reentry umbrella, the Workforce Development Center (WDC) at Bon Air Juvenile Correctional Center prepares youth with industry recognized-standard skills and credentials needed to secure meaningful employment and helps them develop a plan for long-term career success. The WDC provides services such as assessment, training, and career placement for youth. Youth are equipped with the soft and hard skills needed to be marketable in the workforce. Soft skills include such things as communication, time management, work ethic, and teamwork. Additionally, the WDC ensures youth also have hard skills such as basic computer skills and effective writing. In addition, the WDC offers hands-on vocational trades instruction and training in the electrical, plumbing, HVAC, and C-Tech fields. The WDC serves as a reentry resource and career development center, an information clearinghouse for our youth population, and a career-related technology hub. The Workforce Development Center is supported by a workforce development supervisor, community business engagement developer, career and workforce development coordinator, and DOE-certified vocational instructors. The WDC staff also provides vocational programming to our community placement programs and alternative placements to support job readiness and employment for youth committed to DJJ.

The WDC's Community Engagement Business Developer works to establish and maintain relationships with employers and community organizations to develop long-term job opportunities and career training. To increase the likelihood of DJJ youth being matched to employers in their field of interest, the community engagement business developer builds partnerships with community-based employers to create positions, job shadowing, apprenticeships, internships, and training programs in the communities to which youth are returning. Some of our partnerships include Virginia Career Works, Hampton Roads JATC, Richmond Electricians' JATC, Atlantic Constructors, Network Industries, Shenandoah Valley Plumbing, Tidewater Electrical, F.H. Furr Plumbing, Heating, Air Conditioning & Electrical, ABC, and ARS/Rescue Rooter.

The Reentry Unit is responsible for oversight and implementation of a visitation transportation program. This program provides transportation for families to visit their youth in a direct care placement at no cost to the family.

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 VJCCCA Unit.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
Regional Service Coordination	§16.1-309.4		Required	12,691,245	781,949
Reentry Services	§16.1-309.4		Required	1,665,367	0
VJCCCA Implementation	§16.1-309.3		Required	563,817	0

Anticipated Changes

- 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
- Implementation of a comprehensive quality assurance plan to include evaluating residential and non-residential services under the RSC model utilizing the Standardized Program Evaluation Protocol (SPEP™)
- Assessment of the impact of services across youth dynamic risk factors to focus CQI efforts to increase effectiveness and efficiency of the RSC models

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

	2025	2025	2026	2026
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Initial Appropriation for the Biennium	14,920,429	781,949	14,920,429	781,949
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 provides oversight for the operation of thirty (30) court service units in the Commonwealth. Each court service is administered by a court service unit director and a management team. Oversight for the state is managed by six regional program managers, with one assigned in each region: eastern, southern, western, mid-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 use 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. Practice Improvement Unit staff help probation officers to become more effective in their roles by providing training and coaching to reinforce techniques for deliberately incorporating cognitive-behavioral and other evidence practices into their daily interactions with youth. DJJ continues to provide training for community supervision that supports behavioral change and an 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 intakes, domestic relations, and 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	20,039,447	0
Probation Services	COV § 16.1-237		Required	13,981,010	0
Parole and Aftercare Services	COV § 16.1-237		Required	11,650,842	0
File Domestic Relations Petitions	COV § 16.1-260		Required	932,068	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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	46,603,366	0	46,603,366	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type
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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, eight beds are contracted at the Summit West, in Roanoke, Virginia and eight beds are contracted with the Tidewater Youth Commission at 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 youths committed to direct care.

Financial Overview

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 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 Office of the Deputy Director is supported by an 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, including agency requisition submissions by the thirty court service units for maintenance and operations and travel reimbursements. The unit also processes a large volume of invoices generated by the Regional Services Coordination Model (continuum of services programming). The Office of the Deputy Director provides administrative guidance to five regional program managers responsible for directing and guiding the operations of 30 court service units.

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	995,394	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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	2,800,207	0	2,800,207	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type
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Service Area Plan

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	40,275,326	1,524,873

Anticipated Changes

No changes are anticipated for this service area.

Factors Impacting

Juvenile justice detention population is beginning to demonstrate an increase in their average daily population.

Financial Overview

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	40,275,326	1,524,873	40,275,326	1,524,873
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type
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Service Area Plan

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 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	4,632,936	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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	4,632,936	0	4,632,936	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type
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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 the 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 its 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 require 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*).

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 2023, VJCCCA served 6,436 youth with 10,263 placements through residential and nonresidential programs and services in the following program categories: public safety, competency development, accountability, group homes, and individually purchased services. There was a 49% increase in total placements from FY22 to FY23. 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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
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

Title **File Type**

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 use, 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 implemented Facility Wide Positive Behavioral Interventions and Support (FWPBIS) in April 2024, as an evidence-based programmatic change to the facility behavior management system. Components of the Community Treatment Model (CTM) in the JCC continue to be used to support juvenile rehabilitation while decreasing inappropriate behaviors during commitment. Facility-wide implementation provides systematic teaching of universal behavioral expectations, positive reinforcement for staff and youth, and function-based responses to problem behavior. Behavioral expectations aligned with the core values are explicitly taught and reinforced through immediate feedback using a positive reinforcement-based system. Consistent responses across staff and settings occur when expectations are not met to correct behavior and teach accountability. Behavioral expectations can be taught and reinforced in Therapeutic Structured Activities, Mutual Help Groups, Check-ins, and Circle-Ups. FW-PBIS can help provide effective and efficient alternatives to harsh, inconsistent, and ineffective disciplinary methods. The FW-PBIS Implementation Blueprint and FW-Tiered Fidelity Inventory are utilized to guide implementation and assess fidelity across key areas with oversight provided by the Facility Implementation Leadership Team.

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 connections. It is DJJ's policy to enable and encourage all residents to have visits from family members and other natural supports. Through visitations, residents can continue and build relationships that will be beneficial for reentry into the community. Visitation is currently offered in 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.

When staffing levels permit doing so, 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 focus 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. When staffing levels permit, recreation staff members 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	6,055,815	1,177

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 2024 and 2026.

Financial Overview

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	6,055,815	1,177	6,055,815	1,177
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.

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
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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	1,636,679	1,445,288

Anticipated Changes

The Department is preparing to contract out food service programming to ensure compliance, efficient operations and adequate staffing are prioritized and addressed.

Factors Impacting

National supply chain and employment shortages may impact service provision in this area through 2024-2026.

Financial Overview

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	1,636,679	1,445,288	1,636,679	1,445,288
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. New residents are provided with comprehensive medical and dental, evaluations. 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 have appointments arranged for them with a community provider prior to discharge.

DJJ contracts with VCU Health Systems to provide psychiatric care to residents at Bon Air via telepsychiatry services. DJJ also employs a Psychiatric Nurse Practitioner to fill in the gaps as needed.

DJJ has created a medical compliance administrator role to provide clinical consultation, support, and oversight to alternative placement programs to ensure optimum health care for youth committed to DJJ.

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	7,066,307	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

Provide follow-up psychiatric appointments to youth via telemed after discharge from Bon Air, to reduce the difficulty of getting child psychiatry appointments; Expand the availability of psychiatric services to meet the increased needs of Bon Air residents.

Factors Impacting

Juvenile population numbers have increased, which required increased staffing as well as enhanced recruitment and training initiatives due to national supply chain and employment shortages.

Hire and retain a child psychiatrist to meet the increasing needs of Bon Air residents. Hiring a psychiatrist ensures resources are accessible to residents as needed. It also provides opportunities for residents to receive psychiatric care face-to-face.

Financial Overview

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	8,634,484	568,240	8,634,484	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 the 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	5,370,009	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, and Housekeeping Worker II. The department has implemented staffing and operating this unit at full capacity. Additionally, the department has created effective oversight of these operations by establishing a Facility Operations Director providing direct supervision over the operations of this area.

Factors Impacting

National supply chain and employment shortages may impact service provision in this area through 2024-2026. 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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	7,023,307	39,440	7,023,307	39,440
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

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 such as individual bed placements at a local JDC or residential treatment centers contracted with the RSC. Juveniles are classified using the DJJ Initial Classification Custody Designation Form and then reclassified during their commitment according to DJJ guidelines. In fiscal year 2024, a placement algorithm was implemented to promote objective guidelines in making placement and treatment decisions.

The LOS Guidelines were updated and implemented effective March 1, 2023. 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	1,355,944	0

Anticipated Changes

As the commitment population increases, there will be increased associated costs as well.

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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	1,624,516	0	1,624,516	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).

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: Housing Unit Coordinator, Juvenile Correctional Specialist, Counselor, Behavioral Services Unit Therapist, 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	48,906,417	0

Anticipated Changes

No changes are anticipated to Juvenile Supervision and Management Services between 2024 and 2026.

Factors Impacting

Staffing shortages may impact provisions 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 implementation 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

	2025	2025	2026	2026
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	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Initial Appropriation for the Biennium	48,906,417	0	48,906,417	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 a comprehensive intake evaluation including assessing mental health, substance use, psychiatric and other behavioral health issues; crisis intervention; prevention programming; medication-assisted treatment; dialectical behavioral treatment; and mental health, substance use, 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.

Residents at an alternative placement site have an appraisal and psychological evaluation completed by either the behavioral services unit or a contractor.

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	1,106,738	91,303
Substance Use Treatment	COV § 66-19	6VAC35-180-30	Required	787,088	62,996
Sex Offender Treatment	COV § 66-19	18VAC125-30-10	Required	789,180	63,396
Aggression Management Treatment	COV § 66-19	6VAC35-71-1130	Required	583,107	49,515
Behavior Management Services	COV § 66-19	6VAC35-71-747, 6VAC35-71-810, 6VAC35-180-30	Required	3,428,202	194,000

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. BSU leadership will be working with the Quality Assurance Unit to evaluate and improve the fidelity of treatment programming. The Behavioral Services Unit introduced substance use disorder 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 2024-2026.

- Expand the availability and intensity of substance use disorder treatment services
- Expand resident access to mental health professionals
- Increase the availability of treatment space within Bon Air Juvenile Correctional Center

Factors Impacting

As 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. BSU will require an increase in clinical staff- including psychologists, social workers, therapists/counselors, and substance use counselors. Due to the substantial increase efforts will be necessary to ensure enhanced recruitment/staffing and training of staff. Population increases could also affect the quality of programming and clinical services, which were designed for small unit populations.

- Need to hire and retain professionals certified in substance use disorder treatment services
- Need to hire and retain qualified clinical staff

Financial Overview

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	6,694,316	461,210	6,694,316	461,210
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
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Products and Services

Description of Major Products and Services

- General Management and Direction- includes executive level management, training and development, internal audit, government procurement, public affairs, and risk management
- Information Technology – includes the 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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	24,512,801	1,275,058	24,512,801	1,275,058
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, Interstate Compact Unit, Internal Auditor, Information Security Officer, the Public Information Office, and other administrative personnel.

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 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.

DJJ’s Information security officer serves as DJJ’s 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.

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	2,595,633	779,368
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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	2,620,633	779,368	2,620,633	779,368
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.

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 provides 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 schools. This includes working with VITA and their sub-contractors on Commonwealth networks and devices, local internet service providers, locality IT units and building owners, and internal wiring and network devices.

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	7,985,411	125,966

Anticipated Changes

DJJ has migrated to the Microsoft messaging platform, including moving email service to Outlook, video conferencing to MS Teams, and implementing SharePoint document management/sharing, as well as the migration to Office 365. These transitions require continuous training, support, and management of the process by DJJ IT and the VITA partnership.

DJJ is in the process of re-opening the Oak Ridge facility on the BAJCC campus for additional bed space and leasing new office space in the

Tidewater region. These changes will require IT management and the design of new spaces.

DJJ continues to modernize the network at our 100+ locations, which is an ongoing project. By the end of calendar year 2024, DJJ will 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.

DJJ is integrating a new Cyber Security Engineer position to ensure effective network security and to foster new, creative solutions to address ongoing risk factors of secure data networks for our staff and residents.

Factors Impacting

Increasing IT governance requirements and overall IT usage will require IT staff to increase personnel numbers to fully support operations. Ongoing staffing needs 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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	7,985,411	125,966	7,985,411	125,966
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 to include accounting 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	1,150
Financial Transaction Processing	COV § 66-3 (A)		Required	1,800,604	0

Anticipated Changes

Prioritization of streamlining operations to reduce audit findings and implement enhanced internal controls and process improvements to mitigate risk and ensure efficiency.

Factors Impacting

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

Financial Overview

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	5,542,842	1,150	5,542,842	1,150
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Architectural and Engineering Services [39904]

Description of this Program / Service Area

Under DJJ's Facilities Management Department, the Capital Outlay Unit, with approved Capital and Maintenance Reserve Funding, supports the design, construction, and capital maintenance of DJJ's correctional center (and former correctional center) facilities. Capital Outlay uses Capital and Maintenance Reserve funding for specific projects granted by the GA through 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 participates in the agency's physical plant master planning. It coordinates and submits the annual land use planning documents required by DGS Division of Real Estate Services. It enforces DGS/DEB/CPSM, DEQ, Energy Conservation, and other supervisory State Agency requirements within DJJ. It procures and maintains Annual Term Architect/Engineer (A/E) Contracts, Annual Job Order Contractor (JOC) Contracts, and provides in-house consulting services, professional architectural and engineering services (through the procurement and administration of Professional A/E and construction contracts) and provides informal in-house consultant and 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 Bon Air Correctional Center and the Hanover VPSTC 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	642,821	92,882

Anticipated Changes

With the New 60-bed Campus now rescinded, and as the juvenile population is projected to increase, DJJ will use contemporary research-based design and construction practices (as funding and time constraints allow) to ensure as much as possible that our correctional center improvements will align with best practices for rehabilitation and safety.

Factors Impacting

The 2024 Budget allows that DJJ will receive Capital Pool Project Funding to renovate some older institutional buildings to reclaim up to 88 beds to meet the expected and reported population increase for the Bon Air Campus.

Adequate funding, national materiel supply chain issues, material and labor inflationary increases, and construction employment shortages may impact service provision in this area through 2024-2026.

Financial Overview

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	642,821	92,882	642,821	92,882
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

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 the Director of Compliance. 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 that 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	48,640	0
Healthy Eating Programs	7 CFR B (2)	6VAC35-71-630	Required	0	75,460
Implementation of USDA Guidelines	7 CFR B (2)	6VAC35-71-630	Required	0	200,109

Anticipated Changes

This program will directly support the anticipated outsourcing of food operations in BAJCC for the new biennium. As such, associated positions and funding may be absorbed in other areas of the agency once outsourcing operations and structure are in place.

Factors Impacting

USDA SNP Memo No. 2021-2022-35 establishes transitional nutrition standards for school years 2024-2025 and 2025-2026. Food and Dietary Services may be influenced. National supply chain and employment shortages may impact service provision in this area through 2024-2026.

Financial Overview

Biennial Budget

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	48,640	275,569	48,640	275,569
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 1,800 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, 32 state and locally operated Court Service Units (CSUs), the 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	4,870,287	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 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
- Prioritization of streamlining operations to reduce audit findings and implement enhanced internal controls and process improvements to mitigate risk and ensure efficiency

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

	2025	2025	2026	2026
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	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Initial Appropriation for the Biennium	4,870,287	123	4,870,287	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 Compliance and Legal Support Unit, the Legislative and Regulatory Unit, the Training and Organizational Development Unit, the Data, Research, and Records Integrity Unit, the Prison Rape Elimination Act (PREA) Unit, the Investigative Operations, and the Risk Manager. The Policy Division is responsible for managing and directing DJJ's work in the legislative and regulatory processes, procedural development and training, the resident grievance process, staff accountability, risk management and mitigation, ensuring agency compliance with PREA, as well as records and FOIA requests. In addition, the Data, Research, and Records Integrity Unit works to analyze data and evaluate the agency's programs, initiatives, and performance measures. This unit monitors the approval and progress of external research partnerships 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, 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 Compliance and Legal Support 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. It has also taken on the recent role of ensuring the agency's compliance with the federal Americans with Disabilities Act. Additionally, it 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 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 Data, Research, and Records Integrity 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. It also works with the rest of the agency to ensure data provided is correct and consistent across the agency.

The Risk Manager 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	855,813	0
Legislative and Regulatory Processes	COV § 66-10		Required	1,155,396	0

Grievance Process Oversight		6VAC35-71 - 80	Required	471,080	0
Policies and Procedures	COV § 66-3		Required	319,878	0

Anticipated Changes

DJJ has recently established 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

	2025 General Fund	2025 Nongeneral Fund	2026 General Fund	2026 Nongeneral Fund
Initial Appropriation for the Biennium	2,802,167	0	2,802,167	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**