

Trends

No Data Available

Legend:

▲ Increase,
 ▼ Decrease,
 ↔ Steady

Key Performance Areas

No Data Available

Productivity

No Data Available

Legend:

▲ Improving,
 ▼ Worsening,
 ↔ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov/agencylevel/index.cfm

Background & History

The Department of Juvenile Justice (DJJ) protects the public by preparing court-involved youth to be successful citizens. DJJ responds to juveniles through a balanced approach that provides (i) protection of public safety by control of juveniles' liberty through community supervision and secure confinement, (ii) a structured system of incentives and graduated sanctions in both institutional and community settings to ensure accountability for the juveniles' actions, and (iii) a variety of services and programs that build skills and competencies (e.g., substance abuse treatment, support for academic and vocational education, aggression management treatment) to enable juveniles to become law-abiding members of the community upon release from DJJ's supervision.

The 2012 session of the General Assembly enacted HB 1291 and SB 678, reorganizing multiple agencies, boards, and councils within the executive branch of state government. On July 1, 2012, the bills abolished the Department of Correctional Education (DCE) and the Board of Correctional Education and merged DCE's adult academic and technical education requirements to the Department of Corrections and juvenile academic and technical education requirements to DJJ.

During the 2013 General Assembly Session, the FY 2013 and FY 2014 amended budget required DJJ to close and realign juvenile correctional facilities in order to have operations adapt to the continued declining in juveniles committed to the DJJ while still providing the same level of services to juveniles committed to DJJ. The approved budget reduced the number of JCCs from six to four. To operationalize this requirement, Hanover Juvenile Correctional Center (JCC) was repurposed, Oak Ridge JCC moved to Beaumont JCC, and the Reception and Diagnostic Center moved to the Oak Ridge building. Effective July 1, 2013 the following JCCs remained open: Beaumont JCC, Bon Air JCC, Culpeper JCC, and the Reception and Diagnostic Center. Thereafter, DJJ operates four juvenile correctional centers (JCC), 32 court service units, and two halfway houses. This legislative action realigned DJJ while adjusting to the declining juvenile population and still providing the same level of services.

In an effort to help streamline academic record-keeping as well as create a fuller sense of unity among residents housed at the DJJ JCCs, Governor Bob McDonnell announced in April 2013 that the high schools on each JCC campus will be consolidated into a single high school to be named Yvonne B. Miller High School.

Primary Product & Services

The Department of Juvenile Justice (DJJ) is committed to the principle that the greatest impact on juvenile offending can be realized by focusing resources on those juveniles with the highest risk of reoffending and by addressing the individual criminogenic risk factors that contribute to the initiation and continuation of delinquent behavior.

The Community Programs Section of the Division of Operations is responsible for providing a continuum of community-based services to juveniles. These services include: juvenile intake, investigations and reports, domestic relations and custody investigations, probation, parole, administration of the Interstate Compact on Juveniles, coordination with and use of the Virginia Juvenile Community Crime Control Act, coordination with the Comprehensive Services Act, and coordination with locally- and regionally-operated secure detention facilities.

The Institutional Programs Section of the Division of Operations 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. Specific services provided in these facilities include substance abuse treatment, mental health treatment services, transitional programs, sex offender treatment, aggression management treatment, the Work/Education Release Program, and the REACH (Responsibility, Empowerment, Achievement, Change, and Hope) Program. Additionally, the Division of Education offers General Educational Development (GED) and Standards of Learning (SOL) testing, Academic Programs, as well as Career and Technical Education courses.

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Customer Base

DJJ assists Virginia juveniles and their families through both community and residential programs and services. Between fiscal year (FY) 2009 and FY 2011, domestic relations and child welfare intake complaints increased by 3 percent, while total juvenile intake complaints decreased by 19 percent. Juvenile intake complaints for felony offenses decreased 29 percent during the same timeframe. The number of new probation cases decreased by 14 percent between FY 2009 and FY 2011, and over 80 percent of new probation cases each year were for felonies or misdemeanors. Admissions to JCCs decreased 25 percent between FY 2009 and FY 2011. The average daily population (ADP) for state-responsible juveniles peaked in October 1999 with an ADP of 1,462. The monthly JCC ADP has declined steadily since that time. In April 2011, the JCC ADP fell below 800 for the first time, and the JCC ADP for FY 2011 was 816 juveniles. In April 2013, the ADP was 688.

Customer Listing

No Data Available

Key Agency Statistics

The following statistics provide a comprehensive snapshot of the magnitude of DJJ operations during FY 2012. Information related to DJJ's operations in FY 2013 will be published in the annual *Data Resource Guide* in January 2014. The *Data Resource Guide* can be accessed at the following web address: http://www.djj.virginia.gov/Resources/DJJ_Publications/DRGFY.aspx.

Finances

DJJ's primary financial resources are from the general fund. The largest program area is Juvenile Probation and Aftercare Services. These funds are dedicated to costs associated with providing services to juveniles in the community setting. The second largest program area is Juvenile Supervision and Management Services. These funds are dedicated to costs associated with providing services to juveniles in a direct care setting. General fund support is provided to localities through three program areas: Financial Assistance for Juvenile Confinement in Local Facilities (locally operated detention facilities), Financial Assistance for Probation and Parole (three locally operated court service units), and Financial Assistance for Community-based Alternative Treatment Services (Virginia Juvenile Community Crime Control Act).

The primary federal trust fund source is from the United States Department of Agriculture and supports food service expenses. Additional federal trust dollars come to DJJ via Title I of the Federal Elementary and Secondary Education Act. The primary special fund source enables Child Support funds to support a modest share of direct services to direct care juveniles, though cash generally falls far short of the appropriation shown below. Dedicated Special Revenue is generated by sales of juvenile industries products and supports juveniles' production activities.

With the merger of DCE with DJJ, DJJ has begun to monitor and evaluate educational operations and processes. DJJ will explore opportunities to further support the transition of direct care juveniles to their home communities to the extent that current educational resources can be made available for a holistic approach.

Fund Sources

No Data Available

Revenue Summary Statement

DJJ has several sources of revenues, with the special fund serving as the primary source. Section (§) 16.1-290 of the *Code of Virginia* states:

"Whenever a juvenile is placed in temporary custody of the Department pursuant to subdivision A 4a of §16.1-278.8 or committed to the Department pursuant to subdivision A 14 or A 17 of §16.1-278.8, the Department shall apply for child support with the Department of Social Services. The parents shall be responsible for child support, pursuant to §§20-108.1 and 20-108.2, from the

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date the Department receives the juvenile. The Department shall notify in writing the parents of their responsibilities to pay child support from the date the Department receives the juvenile."

Pursuant to this statutory requirement, DJJ has collected an additional \$1.0 million in revenues each fiscal year since the Code has been enacted.

The juveniles committed to DJJ also generate revenues from the sale of artwork, printing, plants, advertising design, sign making, silk-screen and food service. The work in these programs generate approximately \$36,000 in revenue each fiscal year.

Special fund revenues are utilized to fund various programs and activities for committed juveniles. Specifically, the REACH program provides entertainment, monthly incentives, clothing allowances, educational supplies, food, and miscellaneous items.

Key Risk Factors

Infrastructure: The Department of Juvenile Justice (DJJ) currently operates four juvenile correctional centers. As juveniles characteristics and trends change, DJJ needs a roadmap for the effective and efficient utilization of facilities that reflects current and future needs and supports its mission and responsibility to the safety of the public and rehabilitation of juveniles. With fewer and more serious juvenile offenders committed to DJJ paired with aging existing physical plants, a plan to best serve committed juveniles in the next ten years and beyond is required. As a realization of these needs and constraints, The department has hired a firm to conduct a feasibility study, and the results are expected in 2014.

Workforce: The recruitment and retention of a competent and qualified correctional and clinical workforce to directly service the residents in DJJ's charge 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 state-responsible juveniles.

Appropriate Utilization of Resources: DJJ recognizes that successful outcomes require evidence-based services that are individualized to the needs of juveniles, families, and communities. If recent trends continue (decreased juvenile intakes and commitments to DJJ), DJJ will need to ensure that resources continue to be utilized appropriately. There is a need to demonstrate program effectiveness and successful outcomes. If programs are deemed to be ineffective, resources need to be reallocated to programs that have demonstrated positive outcomes.

Performance Highlights

There are three key performance measures for the Department of Juvenile Justice (DJJ). Two of these are recidivism measures: the percentage of juveniles convicted of a new misdemeanor or felony within a year of being released from a juvenile correctional facility and the percentage of juveniles convicted of a new misdemeanor or felony within a year of being placed on probation. To track these measures, DJJ, Virginia State Police, Virginia Department of Corrections, and the Virginia Compensation Board electronic databases are checked annually (after at least a 12-month follow-up period) for new misdemeanor and/or felony intakes/arrests and convictions. The recidivism measure is calculated by dividing the number of juveniles found guilty or adjudicated delinquent for a new offense within 12 months of their release by the total number of releases in a given fiscal year. While recidivism rates show minor fluctuation between years, the rates are stable overall.

The other key measure relates to the DJJ Division of Education: the passing rates for the Standards of Learning (SOL) for grades 9-12. This calculation is provided by the Virginia Department of Education when the statewide SOL scores are released. The passing rate for SOLs has decreased in recent years and can be attributed to the changes in the math portion of the SOL. Many school districts across the Commonwealth of Virginia experienced decreases in math scores. Measures have been implemented to remediate those students struggling in math.

Performance Measures

Management Discussion & Analysis

General Information about the Ongoing Status of the Agency

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With a focus on public safety, the Department of Juvenile Justice's (DJJ) existing strategies can be used to enhance evidence-based programs and to employ best practices in both residential and community settings. Working with partners, enhancing the skills and competencies of the DJJ workforce, using data to manage resources, and enhancing effectiveness will serve as the foundation for new objectives and initiatives.

As a realization of a declining but more serious committed juvenile population, coupled with aging physical plants, DJJ has contracted with a firm to conduct a long term feasibility study.

DJJ also realizes the importance of recruitment and retention of staff, especially those employed in the juvenile correction centers where there is typically a higher rate of turnover. To this end, DJJ is exploring strategies to increase staff recruitment and retention.

Information Technology

DJJ continues to strive to use technology to promote operational efficiencies. In the area of software applications, all of the modules used to track youth in Virginia's legal system have been converted to the same architecture as part of the BADGE (Balanced Approach Data Gathering Environment) application. The one major exception of an application that does not use the BADGE architecture is the Student Information System (SIS). The SIS is a hosted system that was procured prior to the merger of DCE with DJJ. The BADGE application is now in maintenance mode with the next major project being an upgrade of the software to the most current version of .Net. DJJ will also be implementing SharePoint this fiscal year to promote greater collaboration and efficiency. This implementation is part of the Virginia Information Technologies Agency's (VITA) service offering.

From an infrastructure perspective, DJJ also continues to review new technologies to improve employees' ability to serve the mission of the agency. The use of NetBooks has allowed probation and intake officers to be more mobile while entering data. DJJ also continues to explore and expand video conferencing solutions to be used for after-hours video intake and visitation of residents.

DJJ also faces institutional technology challenges such as closed-circuit television (CCTV), door controls, and other technologies related to security systems in the JCCs. This is a life cycle issue where systems installed when the JCCs were originally built need to be upgraded to mitigate safety risks along with leveraging newer technologies. Funding for technology projects (such as CCTV and locking systems) that are out of scope from VITA may be funded as capital projects when possible. Efforts are underway at the JCCs to improve camera coverage, recording ability, door controls, etc.

Workforce Development

Historically DJJ has experienced recruitment and retention issues with the juvenile corrections officer positions, which are entry-level positions for the security series. DJJ developed initiatives that take a strategic approach to addressing this problem. Initiatives include partnering with the local military organizations to implement a plan geared specifically to the recruitment of veterans. This population has been identified as an excellent resource for potential employees who have the knowledge, skills and abilities that DJJ is seeking. In addition, the screening and interviewing process has been revised to include a screening for physical agility and report writing skills. The goal is to hire employees who have a skill set that will ensure their successful completion of training and excel in their work performance.

During the past several years, DJJ has experienced a number of retirements among the management staff. In an effort to begin addressing succession planning, the agency is developing a Leadership Academy. The Leadership Academy will provide training and professional growth for current managers and employees identified as potential managers.

Physical Plant

DJJ maintains four juvenile correctional centers: Beaumont JCC, Bon Air JCC, Culpeper JCC, and the Reception and Diagnostic Center. Two other DJJ properties, Barrett JCC and Natural Bridge JCC, are (by General Assembly/Executive Directive) not in active use but must be maintained in protected condition. These facilities exhibit an approximate total of 1.1 million square feet of physical plant in 154 stand-alone structures, located on a total of 3,268 acres. The average date of construction for these facilities is 1966 and the most recent date of renovation is 1986.

DJJ must continue to recognize the current and future investments needed to modernize, repair, upgrade, and replace many existing major building components and infrastructure systems due to aging. Data recorded by the Department of General Services assessors indicates that DJJ's physical plant inventory requires over \$16 million in deferred maintenance. This includes resident housing units, educational facilities, medical and counseling facilities, water supply infrastructure, plumbing and sanitary sewer infrastructure, treatment plant upgrades, storm-water sewer infrastructure, and electrical power and data/communications backbone infrastructure.

DJJ anticipates continuing investment challenges resulting from changes in the delivery of population-driven rehabilitative services and detention requirements (resulting from the need for changed or new programs and services, such as counseling, therapy, mental health, vocational, fire and life safety, security, and redefined custody classification levels) which in turn require revised spatial configurations or new plant modifications for additional facility support. As a realization of these needs and constraints, DJJ has recently selected a firm to conduct a feasibility study to examine its current business and services model for a reduced population. The final results of this study are expected in FY 2014.

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