

2016-18 Strategic Plan

Department of Juvenile Justice [777]

Mission

The Virginia Department of Juvenile Justice protects the public by preparing courtinvolved youth to be successful citizens.

The Virginia Department of Juvenile Justice (DJJ) provides services to juveniles and families by operating 32 court service units (CSUs) and two juvenile correctional centers (JCCs). DJJ audits and certifies 34 CSUs (including two locally operated CSUs), 18 group homes, 24 juvenile detention centers (JDCs), and two JCCs. The Board of Juvenile Justice regulates and provides oversight for these programs and facilities.

To accomplish its mission, DJJ uses an integrated approach to juvenile justice. It brings together current research and best practices to better understand and modify delinquent behavior; to meet the needs of offenders, victims, and communities; and to manage activities in a responsible and proactive manner.

Vision

The Virginia Department of Juvenile Justice is committed to excellence in public safety by providing effective interventions that improve the lives of youth, strengthening both families and communities within the Commonwealth.

Values

1. **Knowledge:** We stay on the cutting edge of effective juvenile justice by keeping abreast of facts, information, data and best practices as they become available. To achieve the agency's mission, we apply this knowledge with competence according to laws, regulations, policies and procedures. The youth, families and communities we work with are our first priority.
2. **Professionalism:** As representatives and ambassadors of the Department of Juvenile Justice, we always adhere to our standards of conduct by behaving responsibly, appropriately, and with discipline.
3. **Respect:** We treat everyone equitably and impartially, recognizing the diversity of individuals and their viewpoints. We are aware of body language, tone and words during our conversations. We acknowledge the issues of others and always strive for a clear solution. The "Golden Rule" is standard operating procedure. Treat others the way you wish to be treated.
4. **Integrity:** We are honest, truthful and non-judgmental in all our professional interactions. We follow policy and procedures and accept responsibility for our actions. Our decisions are ethical and always honor confidentiality.
5. **Dedication:** We are fully committed to fulfilling the agency's mission. We serve as ambassadors of the agency, representing it with loyalty, enthusiasm, and perseverance. We can see the "big picture," and routinely make personal sacrifices for the good of the agency. We play as a team.
6. **Effective Communication:** We are good listeners. When we communicate with our clients, courts, customers and colleagues, we do so clearly and concisely in a timely manner. Our communications are respectful, accurate, constructive, candid and relevant, offering well-considered solutions.

Finance

Financial Overview

The Department of Juvenile Justice's (DJJ) biennial budget funding for fiscal year (FY) 2014 – FY 2016 comes from general funds (95.1 percent) and nongeneral funds (4.9 percent).

During the 2013 General Assembly Session, the FY 2012 FY 2014 biennial budget required DJJ to close and realign juvenile correctional centers (JCCs) in order to have operations adapt to the continued decline in juveniles committed to DJJ while still providing the same level of services. The approved budget reduced the number of JCCs from six to four. To operationalize this requirement, Hanover JCC was closed and repurposed, Oak Ridge JCC moved to Beaumont JCC as a self-contained program, and the Reception and Diagnostic Center (RDC) moved to the former Oak Ridge JCC building. Effective July 1, 2013, the following JCCs remained open: Beaumont JCC, Bon Air JCC, Culpeper JCC, and RDC.

During the 2014 General Assembly session the FY 2014 FY 2016 biennial budget required DJJ to close and realign JCCs similar to the closures in 2013. The approved budget reduced the number of JCCs from four to three. To operationalize this requirement, Culpeper JCC and the two halfway houses (Hampton Place and Abraxas House) were closed by June 30, 2014. Effective July 1, 2014, the following JCCs remained open: Beaumont JCC, Bon Air JCC, and RDC. DJJ now operates three juvenile correctional centers including RDC, 32 court service units, and four Community Placement Programs (CPP). This realignment coincides with DJJ adjusting to the declining juvenile population and still providing the same level of services to the remaining population.

The 2013 and 2014 General Assembly reductions (excluding reinvestments) total \$31.9 million and \$35.8 million dollars for FY15 and FY16 respectively.

During the 2015 General Assembly session, the FY 2014 FY 2016 biennial budget required DJJ to capture \$3.1 million general fund dollars in FY 2015. This was due to excess funding for the Workforce Transition Act assistance to employees affected by the July 1, 2014, transfer of Culpeper Juvenile Correctional Center to DOC. Additionally, the DJJ Central Office was downsized. This saved the agency \$2.4 million general

fund in FY 2016 and eliminated 37 positions by reorganizing the Central Office.

During the 2016 General Assembly session, Item 415, Chapter 780, 2016-2018 Budget Bill, authorized DJJ to reinvest cost-savings realized through the closure of a juvenile correctional center to expand its continuum of evidenced-based community services.

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	203,565,032	10,297,752	204,358,177	10,297,923
Changes to Initial Appropriation	0	0	0	0

(Changes to Initial Appropriation will be 0 when the plan is created. They will change when the plan is updated mid-biennium.)

Customers

Anticipated Changes to Customer Base

The Department of Juvenile Justice (DJJ) expects that the number of residents in a juvenile correctional centers (JCC) and juvenile detention centers (JDC) will decline slightly or remain relatively stable from 2016 to 2022.

Current Customer List

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Student	Middle and high school students enrolled in school at a DJJ JCC.	467	467	Stable
Local or Regional Government Authorities	Locally operated JDCs.	24	24	Stable
Post-Secondary Student	Post secondary students at a DJJ JCC.	100	100	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.)	257	257	Stable
Releasee	A juvenile released from direct care.	408	408	Stable
Ward	Committed juvenile: A juvenile committed to DJJ and admitted to direct care.	319	319	Decrease
Ward	Detained juvenile: A juvenile admitted to a JDC.	8,400	8,400	Decrease
Ward	Juvenile intake cases.	41,488	41,488	Decrease
Families	Domestic Relations/Child Welfare complaints.	142,257	142,257	Increase
Local or Regional Government Authorities	Juvenile/Domestic Relations Court (32) and Circuit Court (31).	63	63	Stable
Local or Regional Government Authorities	Commonwealth and Assistant Commonwealth Attorneys.	765	765	Stable
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.)	3,868	3,868	Stable
Local or Regional Government Authorities	Local Law Enforcement agencies (Police Departments, Sheriff's Departments, Campus Police Departments, School Resource Officers).	0	0	

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.
Private contractors	Agency nurses, education consultants, physical plant consultants.
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.
Non-profit associations	Annie E. Casey Foundation, Missouri Youth Services Institute.
Local Law Enforcement	Police Departments, Sheriff's Departments, Campus Police Departments, School Resource Departments.
Local government agencies	Children's Services Act, local departments of social services, local school divisions, local mental health departments.

Agency Goals

- **To improve the success of juveniles committed to the Department of Juvenile Justice (DJJ) by providing appropriate and effective education, security, case management, behavioral services, and health services.**

Summary and Alignment

This goal will ensure that DJJ is providing its residents with appropriate services so they have every opportunity to be successful upon release.

Associated State Goal

Public Safety: 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.

Associated Societal Indicator

Recidivism

Objectives

- » **Ensuring those juveniles released from a juvenile correctional center are successful. (Supports the goal of increasing the percentage of juveniles who are successfully released from a juvenile correctional center.)**

Description

Ensuring those juveniles released from a juvenile correctional center are successful. (Supports the goal of increasing the percentage of juveniles who are successfully released from a juvenile correctional center.)

Objective Strategies

- Providing high- level education, mental health programs, and medical services to juveniles in DJJ's care. Ensuring procedures are in place to hold Department of Juvenile Justice divisions (operations, education, behavioral services, re-entry, medical) accountable.

Measures

- ♦ 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.

- **To increase public safety by providing appropriate and effective probation supervision.**

Summary and Alignment

This goal will ensure that appropriate and effective probation supervision is provided to juveniles so that they may be successful when their supervision is complete.

Associated State Goal

Public Safety: 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.

Associated Societal Indicator

Recidivism

Objectives

» **Ensuring juveniles are successful during probation supervision (Supports the goal of increasing the percentage of juveniles who are successful during probation supervision).**

Description

Ensuring juveniles are successful during probation supervision (Supports the goal of increasing the percentage of juveniles who are successful during probation supervision).

Objective Strategies

- Provide family and individual counseling, community based services, vocational services, or specialized education services.

Measures

- ♦ 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.

• **To most effectively deploy DJJ resources by successfully diverting from the DJJ juveniles that are more appropriately served by other partners.**

Summary and Alignment

This goal will ensure that DJJ is diverting juveniles from the court system who are most appropriately served by other partners to improve their chances of success.

Associated State Goal

Public Safety: 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.

Associated Societal Indicator

Juvenile Intakes

Objectives

» **Ensuring DJJ diverts juveniles that are more appropriately served by other partners. (Supports the goal of effectively deploying DJJ resources by successfully diverting from the DJJ juveniles that are more appropriately served by other partners.)**

Description

A diversion is the handling of a juvenile intake complaint in an informal manner with a diversion plan rather than through the official court process.

Objective Strategies

- Monitoring and documenting the number of diversions that are successful.

Measures

- ♦ Percentage of juvenile intake complaints that are diverted.

• **To provide a safe and secure environment for juveniles committed to DJJ.**

Summary and Alignment

This goal will assist DJJ in decreasing the number of serious aggressive incidents involving residents in a juvenile correctional center.

Associated State Goal

Public Safety: 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.

Associated Societal Indicator

Crime

Objectives

» **Providing a safe and secure environment for juveniles. (Supports the goal, to provide a safe and secure environment for juveniles committed to DJJ.)**

Description

Providing a safe and secure environment for juveniles. (Supports the goal, to provide a safe and secure environment for juveniles committed to DJJ.)

Objective Strategies

- Monitoring the number of serious aggressive incidents involving juveniles.

Measures

- ◆ Rate of aggressive incidents (i.e., assaults and fights of any level) in the juvenile correctional centers per resident.

• To retain a highly competent workforce

Summary and Alignment

This goal will assist in ensuring DJJ is recruiting and retaining quality employees.

Associated State Goal

Government and Citizens: Be recognized as the best-managed state in the nation.

Associated Societal Indicator

Government Operations

Objectives

- » **Retain a highly qualified staff. (Supports the goal of retaining a highly competent workforce).**

Description

Retain a highly qualified staff. (Supports the goal of retaining a highly competent workforce).

Objective Strategies

- Provide incentives for staff to remain with the agency; improve staff morale; open the lines of communication between management and staff. Monitor the percentage of staff that is retained each year.

Measures

- ◆ Percentage of employees retained.

Major Products and 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 Division of Community Programs is responsible for providing a continuum of community-based services and interventions to juveniles. These services include juvenile intake, investigations and reports, domestic relations and custody investigations, probation, parole, Interstate Compact on Juveniles, coordination with Virginia Juvenile Community Crime Control Act, coordination with the Comprehensive Services Act, and coordination with locally and regionally operated secure detention facilities. As authorized by Item 415, Chapter 780, 2016-2018 Budget Bill, DJJ will reinvest cost-savings realized through the closure of a juvenile correctional center to expand its continuum of evidenced-based community services.

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

DJJ strives to improve and meet the changing demands of juvenile justice through responsible resource management, performance accountability, and sound intervention strategies. In order to fulfill that mission, DJJ is currently in the process of transforming its approach to juvenile justice. The goals of the transformation are the following:

- Reduce unnecessary use of direct care by keeping low-risk juveniles out of direct care facilities and keeping higher risk juveniles in those facilities only for as long as necessary to provide effective rehabilitation.
- Reform policies, practices, and programs to ensure that these desired reductions are achieved in a cost-effective, sustainable way that protects public safety while enhancing youth development.
- Replace current juvenile correctional centers (JCCs) with new or renovated, smaller, more therapeutic secure facilities and a statewide continuum of alternative and evidence-based services.

DJJ is encouraging court service units (CSUs) to divert more eligible juveniles to programs and services in the community. As part of DJJ's efforts to increase diversion rates statewide, the Division of Community Programs plans to undertake a variety of initiatives which include, but are not limited to, the revision of DJJ's diversion procedure, increased referrals to effective diversion programs, and regular reviews and analysis of individual CSU diversion rates. DJJ plans to organize intake-specific trainings and regional meetings to provide intake officers with additional tools and resources to better screen and make diversion decisions. Additionally, plans for a standardized dispositional recommendation matrix will provide for uniform, objective disposition recommendations for court-involved juveniles based on a review of what dispositions previously had higher success rates within specific populations.

In response to research indicating that the least restrictive environment is most effective for successful outcomes with committed juveniles, DJJ is expanding direct care placement options. While JCCs, community placement programs (CPPs), and detention reentry currently provide secure placement options for juveniles in direct care, additional placement options are planned to provide a comprehensive continuum of care. DJJ partners with community-based service providers to provide wrap-around services to court-involved juveniles and their families. Agency-wide initiatives to enhance reentry practices and improve family engagement will help connect juveniles with these locally-based services to successfully reenter their community.

In May 2015, DJJ began implementing the Community Treatment Model (CTM) in the JCCs to support juvenile rehabilitation while decreasing inappropriate behaviors during commitment. The main tenets of the model include highly structured, meaningful, therapeutic activities; consistent staffing in each housing unit; and consistent juveniles in each housing unit. CTM uses a blend of positive peer culture and the group process to address concerns and accomplishments within the unit. In doing so, staff develop treatment-oriented relationships with residents while acting as advocates.

As a result of research on best practices, national norms, empirical findings, and Virginia data, the Board of Juvenile Justice approved changes to the Length of Stay Guidelines for Indeterminately Committed Juveniles (LOS Guidelines), effective on October 15, 2015. DJJ expects that the current LOS Guidelines will result in shorter LOSs for most juveniles indeterminately committed to DJJ. The highest range of the current LOS Guidelines is 9 to 15 months, compared to 24 to 36 months under the previous LOS Guidelines. Whereas the previous LOS Guidelines used committing offenses, prior offenses, and length of prior delinquency or criminal offense record, the current LOS 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).

By adapting to current best practices and changing to meet the needs of court-involved juveniles and their families, DJJ continues to make a difference in the lives of citizens and communities across the Commonwealth.

Performance Highlights

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

Percentage of juvenile intake complaints that are diverted;

Percentage of diversions that are successful;

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.);

Rate of serious aggressive incidents (i.e., assaults and fights of any level) in the juvenile correctional centers per 100 residents;

Rate of serious aggressive incidents (i.e., Type I or II assaults and fights) in the juvenile correctional centers per 100 residents; and

Percentage of employees retained.

Staffing

Authorized Maximum Employment Level (MEL)	2170.5
Salaried Employees	1548
Wage Employees	86
Contracted Employees	3

Key Risk Factors

Infrastructure: The Department of Juvenile Justice (DJJ) currently operates two juvenile correctional centers. With the declining juvenile correctional center population, the cost of the juvenile correctional centers per juvenile will continue to increase. Research has shown that the most beneficial design for juvenile correctional centers would include smaller facilities that are not institutional in character and that are more conducive to the therapeutic treatment of juveniles. Additionally, smaller housing units have led to positive results in safety and management. The ideal juvenile correctional center housing units would have access to natural light, open dayrooms with contiguous sleeping rooms, single use showers and toilets, access to outdoor space, and central dining areas.

Workforce: The recruitment and retention of a competent and highly qualified correctional, probation, parole, and clinical workforce to directly serve 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 research-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 in the juvenile correctional centers and the court service units. 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. Programs should be responsive to individual juvenile's risks and needs. Extensive program opportunities shall be offered that include postsecondary education, career readiness education, recreation, and community/family involvement activities.

Management Discussion

General Information About Ongoing Status of Agency

The Department of Juvenile Justice's (DJJ) existing strategies can be used to enhance research-based programs and to employ best practices in both residential and community settings. As authorized by Item 415, Chapter 780, 2016-2018 Budget Bill, DJJ will reinvest cost-savings realized through the closure of a juvenile correctional center to expand its continuum of evidenced-based community services.

Research has shown that structured decision making should be used for placement and classification, and structured daily routine, coupled with extensive program opportunities (education, career readiness, recreation, mental health, community programs, and family engagement), will allow juveniles to become engaged and focused.

Research-based organizations have identified components that are critical for effective treatment of juvenile offenders. These components include: structured intensive programs; development of social skills; individual counseling; family member involvement in treatment; community-based rather than institutional treatment; services that "wrap around" a child and family; and strong aftercare treatment. Additionally, sensitivity should be given to a youth's race, culture, gender, and sexual orientation. DJJ strives to incorporate these research based strategies into its residential and community programs.

In addition to strategies for juveniles, DJJ also realizes the importance of recruitment and retention of staff, especially those employed in the juvenile correctional 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

The Department of Juvenile Justice (DJJ) continues to use technology to improve operational efficiency and communication and to support DJJ's mission. 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 Balanced Approach Data Gathering Environment (BADGE) application. DJJ's application development team completed a Student Information System module within BADGE; however, it is not in use by the Education Division at this time. The BADGE application continues to implement significant upgrades as technology changes and applications are updated. With the addition of DJJ's first Business Systems Analyst (BSA), the development group gains the ability to document the current and future requirements of the agency, and transform those requirements into effective information technology (IT) applications, to solve business needs.

DJJ created student wireless networks at both juvenile correctional centers (JCCs) in order to provide a secure infrastructure for online teaching resources. This capability has allowed the implementation of numerous online testing and assessments to be implemented, as well as online courses for juveniles to take, including both high school and post-secondary courses. Increased emphasis on expanding online resources allowed the implementation of secure education tablets at our facilities as well. DJJ will continue to make investments to ensure a secure and robust network and equipment are available at residential facilities.

From a hardware and software perspective, DJJ continues to review new technologies to improve employees' ability to serve the mission of the agency. The use of smaller laptops and implementation of tablets, where appropriate, 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 afterhours video intake and video 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. Systems installed when the JCCs were originally built and added to, piecemeal, over the years continually need to be upgraded to mitigate safety risks and leverage newer technologies. Funding for technology projects, such as CCTV and locking systems, that are out of the scope of Virginia Information Technology Agency (VITA) may be funded as capital projects when possible. Efforts are underway at the JCCs to improve camera coverage, recording ability, door controls, etc.

Estimate of Technology Funding Needs

Workforce Development

In 2015, the Department of Juvenile Justice (DJJ) shifted from a traditional correctional model to a therapeutic community model. This provided two entry level career tracks: the traditional Security Specialist (formerly Juvenile Correctional Officer) position, which is at a pay band three, and the Resident Specialist I position, which is part of the Community Treatment Model and is compensated due to additional job responsibilities as a pay band four. For the past year, DJJ has been operating with the knowledge that Beaumont Juvenile Correctional Center (JCC) will close in June 2017. Due to the pending closure, all vacancies have been used as placements for Beaumont employees. As a result, traditional recruitment for both Security Specialists and Resident Specialists I has been limited. Resident Specialists I hired during the past year have been hired as short-term employees whose employment was not guaranteed past June 10, 2017. We have had 74 Resident Specialists I staff separate from the agency over the past year. During that same time, DJJ lost 14 Security Specialists. DJJ anticipates that once the closure has occurred the separations for these entry level positions will decrease.

A team has been assembled to study the current structure of the court service units (CSU) and make recommendations that will ensure appropriate staffing, which will ultimately lead to enhanced services. This team is also reviewing career ladders and identifying turnover rates as

part of developing a retention strategy.

Recruitment for teachers has stabilized. New staff have been hired and a number of veteran staff members from Beaumont JCC are being retained through the placement process and are slated to work at Bon Air JCC.

Physical Plant

The Department of Juvenile Justice (DJJ) maintains two juvenile correctional centers (JCCs), Beaumont and Bon Air. Beaumont JCC is anticipated to close in June 2017, and as of July 1, 2017, DJJ will only maintain Bon Air JCC. Two other DJJ properties, Barrett JCC and Natural Bridge JCC, are not in active use but are maintained in 'reuseable' condition. The old Hanover JCC property was repurposed in 2013 as part of mandated budget cuts and converted to the Virginia Public Safety Training Center (serving the various agencies of the Public Safety and Homeland Security Secretariat). It continues to be operated and maintained by DJJ. The Natural Bridge property was declared surplus property in September 2013, the Barrett JCC was declared surplus in September 2014, and the Beaumont JCC will be declared surplus in September 2017. These remaining facilities (including Barrett JCC and Natural Bridge JCC) contain an approximate total of 928,000 square feet of physical plant in 142 standalone structures, located on a total of 3,188 acres. The average date of construction for these facilities is 1966 and the most recent date of renovation is 1986.

DJJ continues to recognize the current and future investments needed to modernize, repair, upgrade, and replace many existing major building components and infrastructure systems due to our aging physical plant. Data recorded by the Department of General Services Facility Inventory Condition and Assessment System (FICAS) assessors continues to indicate that DJJ's remaining physical plant inventory requires over \$9 million in deferred maintenance. This inventory includes resident housing units, educational facilities, medical and counseling facilities, maintenance facilities, domestic and fire emergency water supply infrastructure, dining facilities, secure perimeter fences, plumbing and sanitary sewer infrastructure, treatment plant upgrades, storm water sewer infrastructure, and electrical power and data/communications backbone infrastructure, most of which were constructed in the decades between 1930 and 1970.

DJJ realizes its facilities do not comport with what current research identifies as useful for committed population rehabilitation and is planning to remedy this in the future with the programming and planning of a new model JCC to be constructed in the City of Chesapeake in partnership with the City. The current DJJ Task Force has identified best practices that include the following elements as useful for treatment and rehabilitation: housing units arranged in groups for shared services, access to natural light, open dayrooms and contiguous sleeping rooms, single use showers, access to outdoor space, and central dining. The current DJJ facilities are large institutional buildings. DJJ's existing housing units are poorly configured and sized. The existing infrastructure is aging, and the available spaces are inappropriate for their intended uses. The existing facilities are not conducive to the therapeutic treatment of juveniles.

Supporting Documents

Title	File Type
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Youth Instructional Services [19711]

Description of this Program / Service Area

The following components make up Youth Instructional Services:

- Curriculum and Instruction: Provides the Virginia Department of Education (VDOE) approved curriculums for all of the subject areas to teachers.
- Individualized Student Alternative Education Program (ISAEP) and General Education Development (GED): Established to serve students who appear unlikely to complete a traditional high school program and have one year of credit deficiency as compared to their ninth grade class.
- Virginia Assessment Program: Students participate in assessments throughout the school year.
- Special Education Services: Provides a full continuum of special education services in schools.
- Section 504, Part D Services: Provides protections for students who have a physical or mental impairment that substantially limits one or more of that student's major life activities.
- Library Services: Serve as resource centers that offer a variety of materials, programs, and services to support the juvenile correctional center's (JCC's) offender programs.

Mission Alignment

To protect the public through a balanced approach of accountability and comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement, and others, while providing opportunities for delinquent youth to become responsible and productive citizens.

Youth Instructional Services directly aligns with the Department of Juvenile Justice (DJJ) Division of Education's vision to provide quality curricula, instruction, and an accountability system commensurate with the state Standards of Learning (SOL) and Standards of Quality (SOQ).

Products and Services

Description of Major Products and Services

The following products/services are offered to students while in direct care:

- Special Education
- Gifted Education
- Remediation
- ISAEP/GED
- Title I and II
- Library Services
- Assessment and Evaluation
- Guidance Services
- Statewide Assessments
- Alternative Assessments
- Instructional Technology
- Standard Credits
- Elective Credits
- Career Readiness Certificate preparation and testing

Anticipated Changes

The declining juvenile population could result in cutting the number of staff. Although the Division of Education has already reduced its number of academic staff, it increased its number support staff (e.g., instructional coach, instructional technology resource teacher, behavioral specialist, assessment specialist, English as a Second Language [ESL] teacher). The Division of Education anticipates continuing to fill support additional staff positions.

DJJ anticipates an increased demand for restricted online access in facilities to allow more educational opportunities in a more cost-effective manner, as well as to address the need for instruction online testing and industrybased certification online testing.

Factors Impacting

Changes in requirements of the Standards of Learning (SOL) by the State Board of Education often result in the need for reallocation of resources.

Instructional technology has increased. Internet access and concerns regarding student supervision deter the move to integrate technology for instruction.

Instructors are not eligible for contracts, which poses a challenge to hiring high quality staff.

There is no educational technology administrator on staff; rather, the Division of Education coordinates with Instructional Technology staff. However, there is no staff member to liaison between the two divisions and ensure that needs and challenges are being communicated efficiently and accurately.

The Division of Education has a different population from a local public school system. In many ways, the Division of Education serves the most challenged youth in the state.

The Department of Juvenile Justice (DJJ) revised its Length of Stay (LOS) Guidelines, effective October 15, 2015. The revised LOS Guidelines results in shorter LOSs for most juveniles indeterminately committed to DJJ. The highest range of the current LOS Guidelines is 9 to 15 months, compared to 24 to 36 months under the previous LOS Guidelines. Although revised LOS Guidelines are now better aligned with research on best practices, national norms, empirical findings, and Virginia data, shorter LOSs impact quality instruction juveniles receive while in a JCC.

Financial Overview

The Department of Juvenile Justice's funding for the school's academic program service area comes from general and federal funds. These funds are used for normal school maintenance and operation and to purchase instructional materials to include consumable instructional supplies and materials, textbooks, instructional equipment, and professional staff development activities.

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	6,654,613	764,341	6,654,613	764,341
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

This service area provides instruction to juveniles in Career and Technical Education (CTE) as addressed below:

CTE The Department of Juvenile Justice (DJJ) Division of Education offers CTE training to focus on career and college readiness, including individual opportunities to residents committed to the juvenile correctional centers (JCCs). Each program is designed to provide students with the required job tasks and employability skills that will allow them to obtain and maintain employment when released from the JCCs.

The Division of Education increased its offerings to include a total of seven online colleges and is working to add even more.

Mission Alignment

The Division of Education shall provide comprehensive academic programming, career and technical education programs, and special programs in schools that meet both federal and state mandates and guidelines.

Products and Services

Description of Major Products and Services

Products and services will include the provision of:

- CTE programs that meet the needs of students, comply with state and federal mandates, and are provided such that the percentage of tasks completed is equal to or exceeds the percentage completed by students in the public schools;
- Postsecondary students are afforded the opportunity to participate in credential and certification programs provided by vendors and/or college course options;
- Industrybased certifications;
- WorkKeys Readiness Certificate and test administration; and
- W!se – Economics & Personal Finance/Principles of Business.

Anticipated Changes

DJJ is hopeful that postsecondary programs will be expanded to include hands-on opportunities so that juveniles with their General Education Development (GED) or diploma may continue to further their education. The Division of Education has fostered partnerships to provide certification opportunities to include medical coding and billing, veterinary assistant, and A+ certification.

Factors Impacting

- Aging of the DJJ workforce results in increased absences from work and increased retirements.
- The amount of time staff accrue combined with absences directly impact the quality of instructional delivery.
- The process of requesting permission for a position and permission for funding is cumbersome and leaves a gap in providing instruction while the Division of Education works through this process.
- Students are moved in and out of administrative segregation units.
- Availability of vendors in targeted post-secondary areas that result in credentials or certificates.
- Lack of access to the internet for instructional purposes.
- Lack of agency-wide behavior management program.
- High cost of certifying teachers with the credentials that allow them to certify their students in industrybased certifications.
- Lockdowns that disrupt instruction.

Financial Overview

The Department of Juvenile Justice's (DJJ) funding for the CTE service area comes from general funds and federal funds. These funds are used for normal school maintenance and operation and to purchase instructional materials to include consumable instructional supplies and materials, textbooks, instructional equipment, and professional staff development activities.

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	2,801,934	58,701	2,801,934	58,701
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type
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Instructional Leadership and Support Services [19714]

Description of this Program / Service Area

This service area provides instructional leadership, support staff services, and maintenance and operations monies for juvenile correctional centers (JCCs) as addressed in the following sections.

Instructional leaders (principals and assistant principals) fall under the directives of the Department of Juvenile Justice (DJJ) Division of Education. They are designated to institutions to oversee the total operations of the schools. The instructional leader’s primary responsibilities in the schools include monitoring and assessing all of the academic and behavioral components associated with the daytoday operations of the schools. The core areas include:

- Instructional Leadership
- Student Progress
- School Climate
- Human Resources Management
- Communication and Community Relations
- Organizational Management
- Professionalism

DJJ's high school programs are set up to follow the federal, Virginia Department of Education (VDOE), and local regulations and guidelines. Virginia’s compulsory attendance law requires all juvenile residents less than 18 years of age to attend school on a fulltime basis. This requirement places the schools under the mandates of Virginia’s Standards of Quality (SOQ).

Mission Alignment

This service area is directly aligned with the Department of Juvenile Justice’s mission to protect the public by preparing courtinvolved youth to be successful citizens.

Products and Services

Description of Major Products and Services

1. The provision of leadership, administration, and program support meet the needs of youth learners in the correctional setting.
2. School guidance counselors provide guidance to students and assist class assignments and reenrollment procedures.
3. Principals are provided staff development.
4. Principals provide classroom observations and feedback to all teachers.
5. Principals provide support and guidance to teachers.

Anticipated Changes

Factors Impacting

- Changes in Standards of Learning (SOL) and SOQ requirements impact school operations.
- Staff vacancies impact services.
- The amount and frequency of meetings administrators attend to participate in operational functions negatively impact instruction.

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	2,548,103	1,677,690	2,548,103	1,677,690
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

This service area covers community placement programs and contracted community-based residential and non-residential services available to the court service units (CSUs).

Mission Alignment

This service area directly aligns with the Department of Juvenile Justice's (DJJ's) mission of protecting the public by preparing court-involved 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

DJJ is encouraging CSUs to divert more eligible juveniles to programs and services in the community. As part of DJJ's efforts to increase diversion rates statewide, the Division of Community Programs plans to undertake a variety of initiatives which include, but are not limited to, the revision of DJJ's diversion procedure, increased referrals to effective diversion programs, and regular reviews and analysis of individual CSU diversion rates. DJJ plans to organize intake-specific trainings and regional meetings to provide intake officers with additional tools and resources to better screen and make diversion decisions. Additionally, plans for a standardized dispositional recommendation matrix will provide for uniform, objective disposition recommendations for court-involved juveniles based on a review of what dispositions previously had higher success rates within specific populations.

DJJ has historically contracted directly with service providers to meet the individual service needs of juveniles as recommended by their supervising probation or parole officer. Basic behavioral health, educational, and monitoring services have been available in some but not all areas of the state and have included individual and family therapy, substance abuse counseling, sex offender counseling, life skills coaching, surveillance, and electronic monitoring. A minimal number of residential services have also been available and have included residential independent living placements for juveniles being released from direct care who are not able to return home. While a variety of basic services have been available, there have been service gaps across the Commonwealth and evidence-based service delivery models have been largely unavailable.

In October 2016, DJJ awarded contracts to two experienced service coordination agencies to develop a statewide continuum of evidence-based services and alternatives to placement in state-operated juvenile correctional centers (JCCs). AMIkids (AMI) and Evidence Based Associates (EBA) responded to a Request for Proposals and were selected as a result of a competitive procurement process. The work of the companies is divided using DJJ's five administrative regions. AMI is providing coordination for the Eastern and Southern regions of the state, while EBA is providing coordination for the Western, Northern, and Central regions. The companies are assisting in the transformation of the juvenile justice system, providing third party management for service coordination, centralized referrals, centralized billing, centralized reporting and performance measurement. The initial work under the contracts has included identifying existing treatment capacity and developing new treatment capacity, with the lead service coordination companies selecting and sub-contracting with direct service providers. Each company has developed an initial network of providers and assumed responsibility for centralized referrals and basic service delivery on January 1, 2017. The companies have also participated in a series of activities designed to assess service needs and service gaps, including focus groups/listening sessions and comprehensive file review services. Each company is currently meeting with potential direct service providers and developing additional capacity in the areas of residential treatment and employment services and has put forth an initial list for a range of potential residential programming options. Each company is also beginning to develop implementation plans and infrastructure to begin introducing evidence-based service delivery models, including Multi-Systemic Therapy (MST) and/or Functional Family Therapy (FFT), beginning in fall 2017.

Anticipated Changes

Anticipated changes include the introduction of new evidence-based delivery models. Anticipated changes also include additional funding for community-based services by reinvesting cost-savings realized through the closure of a JCC as authorized by Item 415, Chapter 780, 2016-2018 Budget Bill.

Factors Impacting

Rising costofliving expenses have increased the cost of the services for DJJ. Additionally, as DJJ 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-per-service. Finally, as DJJ 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

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 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**

Juvenile Probation and Aftercare Services [35102]

Description of this Program / Service Area

This service area implements all probation and aftercare services (parole included) in the court service units (CSUs).

Mission Alignment

This service area directly aligns with the Department of Juvenile Justice's (DJJ's) mission of protecting the public by preparing court-involved 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 services provided by DJJ to the stateoperated 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 who return to the 32 state-operated CSUs. These CSUs also file 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's Juvenile Offender ReEntry Strategic Plan focuses resources on juveniles released from juvenile correctional centers (JCCs) to provide a seamless transition back into the community. A comprehensive re-entry manual was developed to provide 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 Central Admission and Placement (CAP) unit, juvenile correctional centers (JCCs), CSUs, Re-Entry unit, and alternative placements to collaborate across systems and with the juvenile and family throughout the juvenile's commitment.

Family engagement practices have been enhanced to expand the definition of family. DJJ supports the involvement of non-traditional families to ensure all youth have access to positive adults with community connection. DJJ provides transportation assistance to families and other supports at no cost to families.

Youth committed to DJJ while in foster care receive ongoing services through a Memorandum of Agreement established between DJJ and the Virginia Department of Social Services to ensure seamless re-entry planning upon return to the community.

Section 294 (§ 16.1294 of the *Code of Virginia*) funding is used to provide treatment services to juveniles released from JCCs and placed on parole supervision. These services are commonly referred to as "294 services." These services are now coordinated by DJJ's service coordination agencies, AMIkids (AMI) and Evidence Based Associates (EBA). In October 2016, AMI and EBA responded to a Request for Proposals and were selected as a result of a competitive procurement process. The work of the companies is divided using DJJ's five administrative regions. AMI is providing coordination for the Eastern and Southern regions of the state, while EBA is providing coordination for the Western, Northern, and Central regions. The companies are assisting in the transformation of the juvenile justice system, providing third party management for service coordination, centralized referrals, centralized billing, centralized reporting and performance measurement. The initial work under the contracts has included identifying existing treatment capacity and developing new treatment capacity, with the lead service coordination companies selecting and sub-contracting with direct service providers. Each company has developed an initial network of providers and assumed responsibility for centralized referrals and basic service delivery on January 1, 2017. The companies have also participated in a series of activities designed to assess service needs and service gaps, including focus groups/listening sessions and comprehensive file review services. Each company is currently meeting with potential direct service providers and developing additional capacity in the areas of residential treatment and employment services and has put forth an initial list for a range of potential residential programming options. Each company is also beginning to develop implementation plans and infrastructure to begin introducing evidence-based service delivery models, including Multi-Systemic Therapy (MST) and/or Functional Family Therapy (FFT), beginning in fall 2017.

Anticipated Changes

Anticipated changes include the introduction of new evidence-based delivery models. Anticipated changes also include additional funding for community-based services by reinvesting cost-savings realized through the closure of a JCC as authorized by Item 415, Chapter 780, 2016-2018 Budget Bill.

Factors Impacting

Changes in population in localities served by these 32 stateoperated CSUs 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. New legislation, staff turnover, and changes in funding may also impact services provided through these 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 per service. Finally, 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

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	60,632,465	881,949	60,632,465	881,949
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

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.

Mission Alignment

This service area directly aligns with the DJJ's mission of protecting the public by preparing court-involved 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

Safe and appropriate conditions of confinement are provided for juveniles predispositionally and postdispositionally. Products and services provided include: United States Department of Agriculture (USDA)compliant meals and snacks, clean clothing, linens, sleeping quarters, overall cleanliness and proper maintenance of the physical plant, sufficient and properly trained staff, specialized staff (e.g., medical, control room operators, administrative support, clinicians), and a structured program of care (e.g., education, recreation, religious, etc.). For those facilities operating a post-dispositional detention program, products and services include those required in each juvenile's individualized service plan.

Anticipated Changes

DJJ will adjust products and services to meet the needs of the declining juvenile population.

Factors Impacting

Local and commission-owned juvenile detention facilities are regulated by the DJJ according to 6VAC35-101 (Regulation Governing Juvenile Secure Detention Centers), a regulation promulgated by the Board of Juvenile. This regulation establishes the minimum requirements for the facilities' program operations, health care services, personnel, safety, security, and physical environment. The requirement is applicable to all secure juvenile facilities (both juvenile correctional centers and secure juvenile detention centers).

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	33,042,821	1,524,873	33,802,641	1,524,873
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

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

This service area directly aligns with the Department of Juvenile Justice's (DJJ's) mission of protecting the public by preparing court-involved youth to be successful citizens.

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

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

Products and Services

Description of Major Products and Services

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

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

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	2,877,348	0	2,877,348	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Financial Assistance for Community based Alternative Treatment Services [36003]

Description of this Program / Service Area

This service area includes financial support by the Department of Juvenile Justice (DJJ) for activities of localities for juvenile services under the Virginia Juvenile Community Crime Control Act (VJCCCA). The purpose of the VJCCCA is “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*). Since January 1996, funding has been allocated to each local governing body (an independent city or county) through a formula based on factors including the number and types of arrests in a locality and the average daily cost for serving a juvenile. Local governing bodies may provide services directly or purchase them from other public or private agencies. While certain program types are allowed under VJCCCA, no specific types of programs or services are required.

Mission Alignment

This service area directly aligns with the DJJ's mission of protecting the public by preparing court-involved 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 2016, VJCCCA served 7,745 juveniles through residential and nonresidential programs and services in the following program categories: public safety, competency development, accountability, group homes, and individually purchased services. The financial assistance provided by DJJ funded services within these areas, either fully or in combination with other funding sources available to localities.

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 VJCCA will impact the provision of services to juveniles identified through intake as needing such services.

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	10,379,926	284,806	10,379,926	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

This service area includes the administration of the secure juvenile correctional centers (JCCs) of the Department of Juvenile Justice (DJJ) and the services provided in those facilities.

Mission Alignment

This service area directly aligns with DJJ's mission of protecting the public by preparing court-involved 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.
- Ensure 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

Juveniles receive medical, educational, psychiatric as needed, and psychological diagnostic services, as well as initial treatment services. All medical, dental, nursing, and related health services are provided to juveniles confined within the JCCs. Security and operations personnel support operations that serve both the juveniles and the staff of the JCCs, including food services, maintenance, and business office needs. Juveniles receive treatment services in the JCCs, including mental health, substance abuse, sex offender, aggression management, and independent living skills development.

In May 2015, DJJ began implementing the Community Treatment Model (CTM) in the JCCs to support juvenile rehabilitation while decreasing inappropriate behaviors during commitment. The main tenets of the model include highly structured, meaningful, therapeutic activities; consistent staffing in each housing unit; and consistent juveniles in each housing unit. CTM uses a blend of positive peer culture and the group process to address concerns and accomplishments within the unit. In doing so, staff develop treatment-oriented relationships with residents while acting as advocates.

As a result of research on best practices, national norms, empirical findings, and Virginia data, the Board of Juvenile Justice approved changes to the Length of Stay Guidelines for Indeterminately Committed Juveniles (LOS Guidelines), effective on October 15, 2015. DJJ expects that the current LOS Guidelines will result in shorter LOSs for most juveniles indeterminately committed to DJJ. The highest range of the current LOS Guidelines is 9 to 15 months, compared to 24 to 36 months under the previous LOS Guidelines. Whereas the previous LOS Guidelines used committing offenses, prior offenses, and length of prior delinquency or criminal offense record, the current LOS 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).

DJJ's Juvenile Offender Reentry Strategic Plan focuses resources on juveniles released from JCCs to provide a seamless transition back into the community. A comprehensive re-entry manual was developed to provide 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 Central Admission and Placement (CAP) unit, JCCs, CSUs, Reentry unit, and alternative placements to collaborate across systems and with the juvenile and family throughout the juvenile's commitment.

Family engagement practices have been enhanced to expand the definition of family. DJJ supports the involvement of non-traditional families to ensure all youth have access to positive adults with community connection. DJJ provides transportation assistance to families and other supports at no cost to families.

Youth committed to DJJ while in foster care receive ongoing services through a Memorandum of Agreement established between DJJ and the Virginia Department of Social Services to ensure seamless reentry planning upon return to the community.

Anticipated Changes

Beaumont JCC will close in June 2017; however, the products and services provided to committed juveniles will remain at Bon Air JCC. As alternatives to JCCs expand, the residents remaining at Bon Air JCC may have more acute needs that will need to be addressed.

Factors Impacting

JCCs have closed over recent years due to budgets and the declining committed population: Barrett JCC in 2005, Natural Bridge in 2010, Hanover in 2013, RDC in 2013, Oak Ridge in 2013 (the program moved to Beaumont), Culpeper in 2014, and RDC in 2015. Beaumont JCC is planned for closure in June 2017, leaving Bon Air JCC as the remaining facility. Alternative placement options (e.g., Community Placement Programs in detention centers) for committed juveniles have expanded over recent years to further reduce the number of juveniles in JCC settings.

Security issues, either facility-wide (e.g., lockdown) or individual (e.g., behavioral management issues), may have an impact on the provision of services to juveniles. The physical, medical, and mental needs of a juvenile may indicate that the juvenile is best served in a particular setting.

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	5,254,135	299,628	5,254,135	299,628
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title File Type

Service Area Plan

Food Services - Prisons [39807]

Description of this Program / Service Area

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 centers (JCCs).

Mission Alignment

This service area directly aligns with the DJJ's mission of protecting the public by preparing court-involved 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

Security and operations personnel support operations that serve both the juveniles and the staff of the JCCs, including food services, maintenance, and business office needs.

Anticipated Changes

There are no anticipated changes to the products or services.

Factors Impacting

There are no anticipated factors that might impact the products and services.

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	4,828,398	1,534,828	4,828,398	1,534,828
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title File Type

Service Area Plan

Medical and Clinical Services - Prisons [39810]

Description of this Program / Service Area

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

Mission Alignment

This service area directly aligns with DJJ's mission of protecting the public by preparing court-involved 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

Juveniles receive medical, psychiatric as needed, and psychological diagnostic services, as well as initial treatment services. Medical, dental, nursing, and related health services are provided to juveniles confined within the JCCs. Juveniles receive treatment services in the JCCs including mental health, substance abuse, sex offender, aggression management, and independent living skills development.

Anticipated Changes

There are no anticipated changes to the products and services.

Factors Impacting

Security issues, either facility-wide (e.g., lockdown) or individual (e.g., behavioral management issues), may have an impact on the provision of services to juveniles. The physical, medical, and mental needs of a juvenile may indicate that the juvenile is best served in a particular setting.

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	8,217,212	541,398	8,217,212	541,398
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 issues for the juvenile correctional centers (JCCs). This includes fire safety, water and sewage issues, sanitation issues, and JCC structure repairs (not included in capital outlay for major projects).

Mission Alignment

This service area directly aligns with the Department of Juvenile Justice's (DJJ's) mission of protecting the public by preparing court-involved youth to be successful citizens.

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

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

Products and Services

Description of Major Products and Services

Products include those services provided in support of physical operation of the JCCs, including security, safety, energy use, environmental conservation, sanitation, and maintenance services to keep the juvenile correctional centers' physical plant structures in good working order. Security and operations personnel support all daily life operations that serve both the committed juveniles and service and support staff of the JCCs, including food services, education, plant maintenance, records maintenance, and business office needs.

Anticipated Changes

There are no anticipated changes to the products and services delivered by Physical Plant Services.

Factors Impacting

There are no anticipated factors that will negatively impact the products and services offered by Physical Plant Services.

Financial Overview

DJJ's funding of \$6,171,104 for this service area comes exclusively from general funds.

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	8,177,440	0	8,177,440	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Offender Classification and Time Computation Services [39830]

Description of this Program / Service Area

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

Mission Alignment

This service area directly aligns with the Department of Juvenile Justice's (DJJ's) mission of protecting the public by preparing court-involved 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 Length of Stay (LOS) Guidelines are used to determine the projected LOS range for all juveniles with indeterminate commitments. Ranges are based on risk scores and most serious committing offenses and are calculated and recorded in the electronic data management system. LOSs for juveniles with determinate commitments are determined by the courts.

Juveniles are classified using the DJJ Initial Classification Custody Designation Form and then reclassified during their commitment according to DJJ guidelines using the DJJ Custody Reclassification Form. Juveniles receive treatment services while in direct care, including mental health, substance abuse, sex offender, aggression management, and independent living skills development.

Anticipated Changes

There are no anticipated changes to the products and services.

Factors Impacting

Security issues, either facility-wide (e.g., lockdown) or individual (e.g., behavioral management issues), may have an impact on the provision of services to juveniles. The physical, medical, and mental needs of a juvenile may indicate that the juvenile is best served in a particular setting.

Financial Overview

The Department of Juvenile Justice's funding for this service area comes exclusively from general funds.

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	1,414,251	0	1,414,251	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

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.

Mission Alignment

This service area directly aligns with the Department of Juvenile Justice's (DJJ's) mission of protecting the public by preparing court-involved 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

JCC security staff is provided with training opportunities through the DJJ, both upon initial hire and as a part of any promotions.

Anticipated Changes

No anticipated changes.

Factors Impacting

The recruitment of a competent and qualified correctional and clinical workforce to provide direct services to the residents in the JCCs is an ongoing challenge.

- Environment: A core component of DJJ's operational functions involves the commitment of juveniles with various levels of committing offenses, including serious and violent offenders.

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	27,322,887	209,690	27,322,887	209,690
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

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.

Mission Alignment

This service area directly aligns with the DJJ's mission of protecting the public by preparing court-involved 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

Juveniles receive treatment services while in direct care, including mental health, substance abuse, sex offender, and aggression management. Juveniles receive medical, physical, educational, and psychological diagnostic services, as well as initial treatment services.

In May 2015, DJJ began implementing the Community Treatment Model (CTM) in the juvenile correctional centers (JCCs) to support juvenile rehabilitation while decreasing inappropriate behaviors during commitment. The main tenets of the model include highly structured, meaningful, therapeutic activities; consistent staffing in each housing unit; and consistent juveniles in each housing unit. CTM uses a blend of positive peer culture and the group process to address concerns and accomplishments within the unit. In doing so, staff develop treatment-oriented relationships with residents while acting as advocates.

Anticipated Changes

Beaumont JCC will close in June 2017; however, the products and services provided to committed juveniles will remain at Bon Air JCC. As alternatives to JCCs expand, the residents remaining at Bon Air JCC may have more acute needs that will need to be addressed.

Factors Impacting

Security issues, either facility-wide (e.g., lockdown) or individual (e.g., behavioral management issues), may have an impact on the provision of services to juveniles. The physical, medical, and mental needs of a juvenile may indicate that the juvenile is best served in a particular setting.

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	9,301,585	1,100,000	9,301,585	1,100,000
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 functions, including human resources, financial management, government procurement, information technology, and emergency preparedness.

Mission Alignment

This service area directly aligns with the DJJ's mission of protecting the public by preparing court-involved 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

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

Anticipated Changes

It is anticipated that the revision in the budget/strategic plan process will streamline the identification and provision of services under this service area.

Factors Impacting

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

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	16,864,048	1,347,421	16,897,373	1,347,592
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

General Management and Direction [39901]

Description of this Program / Service Area

The Department of Juvenile Justice's (DJJ's) existing strategies can be used to enhance research based programs and to employ best practices in both residential and community settings. Structured decision making should be used for placement and classification, and structured daily routine coupled with extensive program opportunities (education, vocational, recreation, mental health, and family engagement) will allow juveniles to become engaged and focused. DJJ is currently developing a standardized dispositional recommendation matrix will provide for uniform, objective disposition recommendations for court-involved juveniles based on a review of what dispositions previously had higher success rates within specific populations.

Research based organizations have identified components that are critical for effective treatment for juvenile offenders. These components include: structured intensive programs; development of social skills; individual counseling; sensitivity to youth's race; culture; gender; and sexual orientation; family member involvement in treatment; community-based rather than institutional based treatment; services that "wrap around" a child and family; and strong after care treatment. DJJ strives to incorporate these research based strategies into its residential and community programs, and in response to research indicating that the least restrictive environment is most effective for successful outcomes with committed juveniles, DJJ is expanding direct care placement options. While JCCs, community placement programs (CPPs), and detention reentry currently provide secure placement options for juveniles in direct care, additional placement options are planned to provide a comprehensive continuum of care. DJJ partners with community-based service providers to provide wrap-around services to court-involved juveniles and their families. Agency-wide initiatives to enhance reentry practices and improve family engagement will help connect juveniles with these locally-based services to successfully reenter their community.

Mission Alignment

This service area directly aligns with the Department of Juvenile Justice's mission of protecting the public by preparing court-involved 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

Anticipated Changes

Factors Impacting

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	3,730,034	965,515	3,730,034	965,515
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) group is designed to support and assist our organization through the effective use of technology. This is accomplished through the various activities of the IT group including: application development and management, server management, information security, training, hardware/software support, mobile device management, and management of electronic security resources at residential facilities. The IT group also supports DJJ’s Division of Education and provides local support to the schools and teachers throughout DJJ’s facilities. IT is currently working with the Division of Education on new online educational initiatives that will enable DJJ to best utilize technology in the realm of education.

End-user support is currently accomplished through our partnership with the Virginia Information Technology Agency (VITA) and Northrop Grumman (NG).

Mission Alignment

This service area directly aligns with DJJ's mission of protecting the public by preparing court-involved 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 and management, server management, information security, training, hardware/software support, mobile device management, and management of electronic security resources at residential facilities. The IT group also supports DJJ’s Division of Education and provides local support to the schools and teachers throughout DJJ’s facilities.

Anticipated Changes

DJJ is pursuing upgrades to its existing security infrastructure at Bon Air Juvenile Correctional Center (JCC) in order to meet federal Prison Rape Elimination Act (PREA) requirements and ensure a safe facility for juveniles and staff. DJJ is also looking to an Electronic Medical Record system for its medical division and other IT applications which may utilize cloud services and commercially available products with minimal customization to meet DJJ’s business needs.

Factors Impacting

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	5,672,954	-8,173	5,672,954	-8,173
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Accounting and Budgeting Services [39903]

Description of this Program / Service Area

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

Mission Alignment

This service area directly aligns with the DJJ's mission of protecting the public by preparing court-involved 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.

Anticipated Changes

There are no anticipated changes to the products and services.

Factors Impacting

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	3,995,307	2,130	4,028,632	2,301
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Architectural and Engineering Services [39904]

Description of this Program / Service Area

All facets of the Department of Juvenile Justice (DJJ) physical plant and buildings inventory are supported by the Capital Outlay Unit with approved Capital Funding and Maintenance Reserve Funding requested through advanced six-year planning requests submitted to the Department of Planning and Budget and through juvenile correctional center (JCC) generated service requests and emergency requests or other approval processes with Agency funding. Capital Outlay is also responsible for maintaining agency design and construction standards. It coordinates and submits agency physical plant master planning and land use planning, provides in-house consulting services as well as professional architectural and engineering services through the procurement and administration of architectural and engineering contracts, provides in-house project management services from programming to design to construction to project closeout for both capital and noncapital projects, and provides in-house construction management and administration services for capital and noncapital projects. DJJ owns properties that are eligible for the Virginia Landmarks Register, most of which suffer from deferred maintenance.

Mission Alignment

This service area directly aligns with the DJJ's mission of protecting the public by preparing court-involved 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

All facets of the DJJ physical plant and buildings inventory are supported by the Capital Outlay Unit with approved Capital Funding and Maintenance Reserve Funding requested through advanced six-year planning requests submitted to the Department of Planning and Budget, and through facility generated service requests and emergency requests or other approval processes with Agency funding.

Anticipated Changes

As the juvenile population in the JCCs declines, the DJJ will use research based practices to ensure the correctional centers align with best practices for rehabilitation.

Factors Impacting

As the juvenile population in the correctional centers declines, the remaining older, institutional-style buildings that DJJ uses at Bon Air will either need to be renovated or rebuilt as recommended by the DJJ Task Force to comport with best practices for rehabilitation of the committed juvenile population.

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	458,908	0	458,908	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Human Resources Services [39914]

Description of this Program / Service Area

The Department of Juvenile Justice (DJJ) employs approximately 1,634 classified and temporary employees in a variety of occupations. DJJ employees provide secure confinement and treatment for juvenile offenders committed by the court, provide communitybased 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 the two JCCs, 32 court service units (CSUs), Central Admission and Placement (CAP) unit, and the agency’s central office.

Mission Alignment

This service area directly aligns with the Department of Juvenile Justice's (DJJ's) mission of protecting the public by preparing court-involved 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

Anticipated Changes

The Human Resources (HR) team continues to develop and implement strategies that will result in the recruitment and retention of a competent and highly qualified workforce.

Factors Impacting

Compensation: Compensation has been a major issue in the past; however, the HR team has worked diligently to improve salaries. The team conducts salary analyses on individual positions and groups of positions on a regular basis to improve salary equity. The HR team has standardized starting pay for many of the difficult to fill positions.

Retirement Eligibility: Based on an average age of 46.7 years, it is projected that within the next five years there will not be a significant number of security and community treatment personnel who will be eligible for retirement. The upcoming closure of Beaumont JCC resulted in a large number of veteran security and community treatment staff members opting for enhanced retirement as part of their severance package. This reduced significantly the number of retirement eligible staff for the future.

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	2,247,005	20,000	2,247,005	20,000
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 and Planning Unit consists of the Certification Unit, Human Rights Advocates, Hearings and Legal Services Officers, Freedom of Information Act (FOIA) officer, the Legislative and Regulatory Unit, the Data Unit, and the Research Unit. The Policy and Planning Unit is responsible for managing and directing DJJ's work in research and evaluation, the legislative and the regulatory processes, certification and compliance programs, and the grievance process.

Mission Alignment

This service area directly aligns with the Department of Juvenile Justice's (DJJ) mission of protecting the public by preparing court-involved youth to be successful citizens.

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

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

Products and Services

Description of Major Products and Services

The Certification Unit conducts certification audits of programs and facilities regulated by DJJ and the State Board of Juvenile Justice. The Human Rights Advocates monitor conditions of confinement and resident services, serving as an "early warning system" to address problems before they become systemic. They oversee the resident grievance process for the agency and supervise the grievance coordinators assigned to each of the juvenile correctional centers (JCCs).The Legislative and Regulatory, Data, and Research Units support and manage DJJ's legislative, policy, regulatory, research, data reporting, and strategic planning functions.

Anticipated Changes

No anticipated changes for this service area.

Factors Impacting

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

Financial Overview

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	746,609	0	746,609	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**