

2018-20 Strategic Plan

Department of Juvenile Justice [777]

Mission

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

Vision

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

Values

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

Finance

Financial Overview

The Department of Juvenile Justice's (DJJ) biennial budget funding for fiscal year (FY) 2018 – FY 2020 comes from general funds (95.2 percent) and nongeneral funds (4.8 percent).

During the 2016 General Assembly session, Item 415, Chapter 780, 2016-2018 Budget Bill, required DJJ to develop a transformation plan to provide more effective and efficient services for juveniles. As part of this, DJJ was authorized to reinvest any cost-savings realized through the closure or downsizing of juvenile correctional centers to expand its continuum of evidenced-based community services. The agency was also authorized planning funds to pursue the development of a juvenile correctional facility in Chesapeake.

DJJ developed a plan that included closure of the Beaumont Juvenile Correctional Center and began pursuing contracts with regional service coordinators to expand its continuum of evidence-based community services.

During the 2017 General Assembly session, DJJ was authorized construction funding to build a juvenile correctional facility in Chesapeake, and planning funds to pursue the development of a juvenile correctional center facility in Central Virginia to replace the current facility located in Bon Air. Beaumont Juvenile Correctional Center closed in June 2017. In November 2017, the City of Chesapeake expressed that they were no longer interested in partnering on a joint detention center/correctional center facility.

During the 2018 General Assembly session, DJJ was authorized to build a facility in Isle of Wight instead of the previously funded Chesapeake facility. The planning funding for the Central Virginia facility was rescinded and DGS was directed to provide a report on the best location for a new Central Virginia facility as well as the best use of the former Beaumont property.

By the end of fiscal year 2018, DJJ had successfully reinvested over \$30 million into the expansion of its continuum of evidenced-based community services.

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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.) | 237 | 237 | Stable |
| Releasee | A juvenile released from direct care. | 339 | 339 | Stable |
| Ward | Committed juvenile: A juvenile committed to DJJ and admitted to direct care. | 325 | 325 | Stable |
| Ward | Detained juvenile: A juvenile admitted to a JDC. | 7,294 | 7,294 | Decrease |
| Child | Juvenile intake cases. | 37,810 | 37,810 | Decrease |
| Families | Domestic Relations/Child Welfare complaints. | 132,092 | 132,092 | Stable |
| Local or Regional Government Authorities | Juvenile/Domestic Relations Court (32) and Circuit Court (31). | 63 | 63 | Stable |
| Local or Regional Government Authorities | Commonwealth and Assistant Commonwealth Attorneys. | 765 | 765 | Stable |
| 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.) | 2,892 | 2,892 | Decrease |
| 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, Children's Services Act. |
| Private contractors - Residential Services | Agency nurses, education consultants, physical plant consultants. |
| Private contractors - Community-Based Services | Evidence Based Associates, AMIkids. |
| Federal government agencies | Department of Agriculture, Department of Education, Office of Juvenile Justice and Delinquency Programs. |
| Universities | University of Virginia, University of Virginia School of Law, Virginia Commonwealth University, University of Richmond School of Law, Virginia Tech University. |
| 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. |

Agency Goals

- **Provide evidence-based services, supervision, and accountability to court-involved youth in the least restrictive setting appropriate.**

Summary and Alignment

By implementing evidence-based, trauma-informed, and data-driven practices from intake through parole, DJJ will improve youth's chances of success and be able to better utilize resources for youth with the highest risk and need. This goal is aligned with both DJJ's mission of protecting the public by preparing court-involved youth to be successful citizens and the state's long-term goal of protecting the public's safety.

Objectives

- » **Increase the percentage of juvenile intake complaints successfully diverted.**

Description

By utilizing the informal process of diversion for youth more appropriately served by other partners, DJJ will deploy its resources more effectively and improve youth outcomes. 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

- Continue to implement, support, and train staff on evidence-based, data-driven practices.
- Continue to increase diversion programs for low-risk youth.
- Expand the availability of evidence-based programs and services so that every court jurisdiction has access to the same base level of services.

Measures

- ◆ Percentage of diversions that are successful.
- ◆ Percentage of juvenile intake complaints that are diverted.

- » **Increase the percentage of youth on probation supervision who are successful.**

Description

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

Objective Strategies

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

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.

- **Provide effective evidence-based rehabilitation, treatment, education, and reentry services for committed youth.**

Summary and Alignment

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

Objectives

» Increase the percentage of committed youth who are successful after release.

Description

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

Objective Strategies

- Continue to improve and strengthen our rehabilitative approach in the juvenile correctional center through the Community Treatment Model.
- Continue to provide better educational opportunities for committed youth by addressing both academic and behavior needs for youth and offer robust secondary and post-secondary programs.
- Deliver comprehensive and ongoing reentry planning to enhance transitions from secure confinement to less restrictive alternatives with eventual return to the community.
- Strengthen family engagement during commitment.
- Continue to implement, support, and train staff on evidence-based, trauma-informed, data-driven practices.

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.

» Reduce the rate of aggressive incidents in the JCC(s).

Description

By using a rehabilitative approach with appropriate safety and security procedures to reduce the rate of aggressive incidents (fights and assaults) in the JCC(s), DJJ will provide a safe and secure environment for both youth and staff in JCC(s).

Objective Strategies

- Continue to improve and strengthen our rehabilitative approach in the juvenile correctional center through the Community Treatment Model.
- Continue to provide better educational opportunities for committed youth by addressing both academic and behavior needs for youth and offer robust secondary and post-secondary programs.
- Deliver comprehensive and ongoing reentry planning to enhance transitions from secure confinement to less restrictive alternatives with eventual return to the community.
- Strengthen family engagement during commitment.
- Continue to implement, support, and train staff on evidence-based, trauma-informed, data-driven practices.

Measures

- ◆ Rate of aggressive incidents (i.e., assaults and fights of any level) in the juvenile correctional centers per resident.
- ◆ Rate of serious aggressive incidents (i.e., Level I and Level II assaults and fights) in the juvenile correctional centers per 100 residents.

• Serve committed youth in the least restrictive environment that is safe and appropriate for their offense, risk level, and treatment needs.

Summary and Alignment

By utilizing the statewide continuum of alternative placements to serve committed youth in the least restrictive environment that is safe and appropriate for their offense, risk level, and treatment needs, DJJ will be able to replace the large, outdated state-operated juvenile correctional center with smaller, regional, rehabilitative, and treatment-focused facilities that will improve the success of committed youth. This goal is aligned with both DJJ's mission of protecting the public by preparing court-involved youth to be successful citizens and the state's long-term goal of protecting the public's safety.

Objectives

» Decrease the population of committed youth in state-operated juvenile correctional centers.

Description

By utilizing alternative placements to serve committed youth of all risk levels in the least restrictive environment that is safe and appropriate, DJJ will deploy its resources more effectively and improve youth outcomes.

Objective Strategies

- Continue to develop and expand alternative placements that serve youth in the least restrictive environment, including effective evidence-based community-based services appropriate for higher risk youth.
- Continue to partner with local juvenile detention centers (JDCs) to operate Community Placement Programs (CPP).
- Continue to use, evaluate, and improve Length of Stay (LOS) Guidelines.
- Build two smaller facilities that provide the right size, setting, and design to promote rehabilitation and education.
- Reinvest operational savings from the facility closures and downsizing into the development of community-based services and alternative placements.

Measures

- ◆ Average daily population in a state-operated juvenile correctional center.
- ◆ Percentage of committed youth in a state-operated juvenile correctional center assessed as low or moderate risk.

• Sustain a safe, healthy, inclusive workplace by continuing to recruit, hire, and retain a team of highly skilled and motivated staff.

Summary and Alignment

By creating an organizational culture of a high-performing workforce with leadership at every level, DJJ will recruit, hire, and retain highly skilled and motivated staff. This goal is necessary to accomplish the mission of the agency and is aligned with the state's long-term goal of being the best-managed state in the nation.

Objectives

» Recruit, hire, and retain highly qualified staff.

Description

By investing in professional development and creating a positive workplace culture, DJJ will recruit, hire, and retain highly qualified and competent staff who can implement and accomplish the mission and goals.

Objective Strategies

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

Measures

- ◆ Percentage of employees retained.

Major Products and Services

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

DJJ is encouraging 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.

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.

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.

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

Performance Highlights

There are eight 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.);

Cost of direct care per capita;

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., Level I or Level II assaults and fights) in the juvenile correctional centers per 100 residents; and

Percentage of employees retained.

Staffing

| | |
|---|--------|
| Authorized Maximum Employment Level (MEL) | 2172.5 |
| Salaried Employees | 1488 |
| Wage Employees | 53 |
| Contracted Employees | 3 |

Key Risk Factors

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

The Department is working to replace large, outdated JCCs with two new facilities that are safer, closer to affected populations, smaller in scale, and designed for rehabilitative treatment and education.

The capital project, titled, "Construct New Juvenile Correctional Center, Isle of Wight," authorized in Chapters 759 and 769 of the 2016 Acts of Assembly. The Department of General Services (DGS), with the cooperation of DJJ, will construct a new juvenile correctional center (JCC) in Isle of Wight. The 60-bed state-operated facility will serve committed youth in need of a long-term secure placement whose home community is in the

Tidewater area. Youth from other areas would be housed at Bon Air JCC until planning is completed and decisions are made regarding future facilities. One of the many benefits of this facility will be the proximity of youth confined there to their home communities – facilitating connection and engagement with their families, supports, and service providers.

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

The services in these secure facilities are part of a system response that focuses on community interventions as the preferred option whenever possible, including the provision of diversion, intensive support services, community supervision, and placement of committed youth in local community-based alternatives.

The small number of youth still held in secure facilities likely will have a complex array of challenges, including substantial exposure to trauma, behavioral health issues, educational challenges, and serious offense histories. In order to increase their chances of successful rehabilitation and reduce the likelihood of reoffending upon release, construction of two new therapeutic facilities is necessary to maintain the safety and security of staff, youth, and the surrounding community.

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

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

Management Discussion

General Information About Ongoing Status of Agency

Prior to 2014, the Department of Juvenile Justice (Department) spent a disproportionately large percentage of its budget to operate outdated, oversized juvenile correctional centers (JCCs) which did not produce successful public safety outcomes. Two separate assessments found that these facilities were ineffective, that the Department lacked a true continuum of alternatives, and that there were significant local variations in practices and services for similarly situated youth.

These findings prompted the development of the Department's Transformation Plan, which is guided by four core principles:

- Safely *reduce* the use of the state's large and aging juvenile correctional facilities;
- Effectively *reform* supervision, rehabilitation, and treatment practices in all aspects of the juvenile justice system; and
- Efficiently *replace* the Department's two large, outdated JCCs with smaller, regional, rehabilitative and treatment-oriented facilities supported by a statewide continuum of local alternative placements and evidence-based services.
- *Sustain* the Transformation Plan by maintaining safe, healthy, inclusive workplaces; continuing to recruit, retain, and develop a team of highly skilled and motivated staff; and aligning our procedures, policies, and resources to support the team in meeting the goals of transformation.

These principles have been instrumental in guiding the Department in meeting its fundamental goals of reducing the risk of reoffending for court-involved youth, improving and promoting the skills and resiliencies necessary for young people to lead successful lives in their communities, and improving public safety for citizens throughout the Commonwealth. In furtherance of these core initiatives, fiscal year (FY) 2018 was a time of significant new developments and milestones for the Department's transformation. Some highlights include the following:

- Direct care average daily population (ADP) declined from 338 in FY 2017 to 335 in FY 2018.
- Each court service unit (CSU) received training in evidence-based probation practices.
- By the end of FY 2018, over 100 committed youth were in a non-JCC alternative placement.
- All residential units in Bon Air JCC were fully converted to the Community Treatment Model (CTM), and family visitations increased.
- JCCs experienced greater safety with significant declines in the rates of acts of aggression and violence, use of force by staff, and worker's compensation claims.
- The Department added new college offerings for residents of the JCCs, as well as increased pass rates on Standards of Learning (SOL) tests, and the percentage of eligible residents who receive high school diplomas.
- With the savings from facility closures, the Department launched and established an entirely new service network through contracts with Regional Service Coordinators (RSCs), and to build out the statewide continuum of community-based services and alternative placements.
- Through the work with the RSCs, more than 100 direct service providers are now in the network, there have been more than 1,000 referrals, and by year end more than 100 communities will have access to new evidence-based programs aimed at effectively serving high-risk youth.
- The Department is poised to begin design and construction of the new, smaller JCC in Isle of Wight to serve the Tidewater area.
- The Department has taken many steps to sustain the work of the transformation including revamping the Training Unit to be more responsive to the evolving needs of a more highly skilled workforce, and adding a Quality Assurance Unit to monitor the effectiveness and practices of all the new contracted programs.
- The Department has taken all these steps without receiving any new non-capital funds to increase its operational budget.

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

work of the Transformation Plan is not complete and more time is needed for its changes to become permanent fixtures of Virginia's juvenile justice system. Continued support from all branches of government for the Department's ongoing work will result in better returns on taxpayer investment through improved public safety and more robust rehabilitative opportunities for youth involved in the juvenile justice system.

Information Technology

The Department of Juvenile Justice (DJJ) 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 gained 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 Bon Air juvenile correctional center (JCC) 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 laptops 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 JCC. Systems installed when the JCC was 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 JCC 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.

The Division of Community Programs, in collaboration with the Division of HR, continues to develop Probation Officer Career Progression Ladders that encourage increasing job knowledge, job training and evidenced-based skills sets for the Probation Officer I role in a manner that aligns highly with DJJ transformation goals and allows for position advancement opportunities. This comprehensive proposal includes a 2019 implementation timeline and will serve as a recruitment and retention tool, prepare a pipeline of professionals for senior probationary roles and will aid in other career progression efforts.

The agency's Training and Organizational Development Unit delivers a wide spectrum of courses from entry-level to a comprehensive supervisory and leadership development program. The Division of HR will develop and implement a plan to train supervisors on effectively creating collaborative and intentional development plans for direct reports in alignment with critical position concerns. The plan will include creating awareness of the Training Academy course offerings, agency leadership networks, opportunities such as serving on committees and focus groups, and cross-training.

Physical Plant

DJJ maintains one juvenile correctional center (JCC): Bon Air JCC. Three other DJJ properties, Barrett JCC, Natural Bridge JCC, and Beaumont JCC are not in active use but are maintained in "moth-balled" condition. The old Hanover JCC property was repurposed in 2012/2013 as part of mandated budget cuts and converted to the Virginia Public Safety Training Center (serving the various agencies of the Public Safety Secretariat). It is still 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 (closed June 30, 2017) was declared surplus in September 2017. These remaining facilities (including Barrett JCC and Natural Bridge JCC) exhibit 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 aging. Data recorded by the Department of General Services Facility Inventory Condition and Assessment System (FICAS) assessors continue to indicate that DJJ's remaining physical plant inventory requires over \$15 million in deferred maintenance. This inventory includes resident housing units, educational facilities, medical and counseling facilities, water supply infrastructure, dining facilities, security fences, plumbing and sanitary sewer infrastructure, treatment plant upgrades, stormwater 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 research identifies as useful for rehabilitation and hopes to remedy this in the future. Best

practices identify 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-type buildings. The current housing units are poorly configured and sized. Their current infrastructure is aging, their spaces are inappropriate for their intended and adapted use, and the existing facilities are not conducive to the therapeutic treatment of juveniles.

Supporting Documents

Title

File Type

Youth Instructional Services [19711]

Description of this Program / Service Area

Program Design

The Division of Education has aligned programmatic changes to provide better educational outcomes for committed youth. The youth we serve are the most vulnerable youth in the state. They come to us with delinquent backgrounds and complicated needs. They are often lagging behind their peers academically, have been exposed to a number of traumas, and often exhibit mental health and/or behavioral problems. Complicated youth require intensive services.

The Division of Education Programmatic Directors have been strategically transforming the delivery of services provided to both high school and post-secondary youth. We are moving from the traditional “stand and deliver” model of instruction to one of personalized learning. The goal is to meet the needs of youth where they are and move them forward as opposed to “covering curriculum” or being tied to generic pacing and time constraints. This systemic change in the delivery model provides an opportunity for the leadership team to move from managing teachers and staff to a distributed leadership approach. Our goal has been to build a culture of trust that allows teachers and staff to share new ideas and to discuss options not previously used. There has been a concerted effort to develop professional learning to one that is personalized and job-embedded. The goal of the Division of Education Programmatic Directors is to ensure the systems and structures created in our personalized learning model are sustainable and adaptable. Purposefully hiring staff to support teachers as they adjust to a personalized delivery model has been of vital importance.

Positive Behavioral Interventions and Supports (PBIS)

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

- Over the 2017-2018 school year, the behavior analytic team has provided ongoing coaching and support to classroom teams. The goal is to improve youth behaviors in the school setting. A 70% decrease in referrals out of classroom from the first month of school to the last month of school was observed.
- In 2016, the Division of Education trained staff on Responsibility-Centered Discipline (RCD). RCD is a comprehensive discipline approach to help educators learn the necessary skills and develop a plan to systematically create a culture of student self-responsibility within their schools. It identifies three compliance levels that will help educators determine an appropriate response when working with students. For the 2017-18 SY, the Division of Education built on the foundation of RCD with Positive Behavioral Interventions and Supports (PBIS). This is an intensive and proactive approach to support positive academic and behavioral outcomes for residents. This effort will be implemented by the end of CY 2017.
- For the 2016-2017 school year, the Division of Education consolidated responsibilities in order to develop new positions to assist in the areas of behavioral management, post-secondary services, and academic supports. These positions provided a streamlined process in and outside the classroom to ensure that youth received adequate academic support and guidance while in the JCC.

The changes in program design are having a positive impact on students. This is demonstrated through notable increases in Standards of Learning (SOL) pass rates. In 2017, 80 youth took the English SOL test, 95 took the History SOL, 94 took the Math SOL, and 79 took the Science SOL. Fifty percent of students successfully passed the English SOL in 2017, while only 25% passed in 2016. Almost 35% of students passed the History SOL in 2017, while only 25% passed in 2016. Nineteen percent of students passed the Math SOL in 2017, whereas 12% passed the test in 2016. Lastly, nearly 37% of students passed the Science SOL in 2017, an increase from 23% in 2016.

Data Collection and Evaluation

Data collection and evaluation remain a priority for the Division of Education to ensure that teachers receive the necessary training and tools to teach effectively so students understand and excel in the content being taught. Below are updates on the Division of Education measures to ensure accountability in providing adequate educational and career readiness experiences for committed youth:

- The Division of Education continues to use the Measure of Academic Progress (MAP) to assess a committed youth’s academic baseline and progress.
- The Division of Education has incorporated goal-setting into its staff evaluation system. Current educational staff participate in interim evaluations each quarter with summative evaluations every fourth quarter.

Mission Alignment

The Division of Education’s strategies align with the mission to protect the public by preparing courtinvolved youth to be successful citizens. The Division of Education’s focuses on five goals that guide our leadership, and daily practices:

- Commitment to recruitment, retention, and evaluation of quality staff;
- Provide quality instructional practices and programs;

- Develop and maintain effective communication among all stakeholders;
- Establish and implement data analysis systems; and
- Ensure compliance in education programs.

Products and Services

Description of Major Products and Services

The Department's Division of Education operates the Yvonne B. Miller High School as a local education agency and provides education for both middle and high school students. We offer an array of high school completion routes that include an Advanced Studies Diploma, Standard Diploma, Applied Studies Diploma, Penn Foster High School Diploma, and a General Educational Development Certificate®. Additionally, the Division of Education provides opportunities for youth who have obtained a high school diploma or GED® to obtain certificate, credentials, and/or college course credits.

| Products / Services | | | | | |
|------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Instructional Services | COV § 66-3 (A) (5) | | | | |
| Instructional Services | COV § 66-10 (8) | | | | |
| Instructional Services | COV § 66-13 (A) | | | | |
| Instructional Services | COV § 66-13.1 | | | | |

Anticipated Changes

- Declining JCC population
- Older youth being housed in JCC
- Youth with more serious offenses and high needs

Factors Impacting

- Aging of the DJJ workforce had resulted 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 had previously been moved in and out of administrative segregation units. There has been much progress in reducing the amount of time students do not have access to the curriculum.
- Availability of vendors in targeted post-secondary areas that result in credentials or certificates.
- Lack of agency-wide behavior management program. The Division of Education has implemented PBIS and is initiating opportunities for partnership with Residential Services.
- High cost of certifying teachers with the credentials that allow them to certify their students in industrybased certifications.
- Changes in requirements of the Standards of Learning (SOL) by the State Board of Education result in the need for reallocation of resources.
- Instructional technology has increased. Internet access and concerns regarding student supervision deter opportunities to integrate technology more timely for youth.
- There is no educational technology administrator on staff, rather, the Division of Education coordinates with Instructional Technology staff. There is no staff member to liaison between the two divisions and ensure that needs and challenges are being communicated efficiently and accurately.
- 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, hence our purposeful move to a personalized learning model.

Financial Overview

The Department of Juvenile Justice's (DJJ) funding for middle and high school programs, CTE service areas, and post-secondary programs 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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

The Division of Education continues to review and expand its program design to meet the needs of youth through strengthening community partnerships. Community partnerships continue to be a priority to ensure that committed youth receive constructive and innovative ways to learn. For example, vendors offered summer programs as a way to incorporate hands-on teaching approaches in the classroom.

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. This aligns with the mission to protect the public by preparing courtinvolved youth to be successful citizens.

Products and Services

Description of Major Products and Services

The total number of high school completion continues to rise even with declining student enrollment. There has been a reduction in students attaining the Modified Standard Diploma as the Virginia Department of Education has removed this as an option for students with disabilities. Our increase in the number of completion of standard diplomas is due in part to students with disabilities adjusting from the Modified Standard Diploma to the Standard Diploma.

Division of Education High School Completions

| | 2015-2016 | 2016-2017 | 2017-2018 |
|---------------------------|-----------|-----------|-----------|
| Credential | SY | SY | SY |
| Advanced Studies Diploma | 0 | 1 | 0 |
| Standard Diploma | 27 | 22 | 41 |
| Modified Standard Diploma | 13 | 2 | n/a |
| Applied Studies Diploma | 6 | 3 | 8 |
| Penn Foster | 2 | 14 | 16 |
| GED® Certificate | 15 | 18 | 12 |
| Total | 63 | 60 | 77 |

In 2014, the Department did not offer any college courses to its committed youth. Today, online college courses are available for youth who would like to further their education. The courses offered target business and include marketing and entrepreneurship. The Division of Education continues to make progress in the number of residents who take advantage of these opportunities.

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

Anticipated Changes

- Declining JCC population
- Older youth being housed in JCC
- Youth with more serious offenses and high needs

Factors Impacting

- Aging of the DJJ workforce had resulted 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 had previously been moved in and out of administrative segregation units. There has been much progress in reducing the amount of time students do not have access to the curriculum.
- Availability of vendors in targeted post-secondary areas that result in credentials or certificates.
- Lack of agency-wide behavior management program. The Division of Education has implemented PBIS and is initiating opportunities for partnership with Residential Services.
- High cost of certifying teachers with the credentials that allow them to certify their students in industry-based certifications.
- Changes in requirements of the Standards of Learning (SOL) by the State Board of Education result in the need for reallocation of resources.
- Instructional technology has increased. Internet access and concerns regarding student supervision deter opportunities to integrate technology more timely for youth.
- There is no educational technology administrator on staff, rather, the Division of Education coordinates with Instructional Technology staff. There is no staff member to liaison between the two divisions and ensure that needs and challenges are being communicated efficiently and accurately.
- 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, hence our purposeful move to a personalized learning model.

Financial Overview

The Department of Juvenile Justice's (DJJ) funding for middle and high school programs, CTE service areas, and post-secondary programs 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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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**

Instructional Leadership and Support Services [19714]

Description of this Program / Service Area

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

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

One of the goals of the Division of Education is a commitment to recruitment, retention, and evaluation of quality staff. We are extremely proud of the education faculty and staff who effectively collaborate with each other, analyze student achievement data to adjust instruction, teach to meet the needs of individual youth, and implement our Positive Behavioral Interventions and Support (PBIS) model. Continuously reviewing the allocation of resources, providing tailored professional development to staff, and hiring quality staff to support teaching and learning are critical components to our success.

New positions are tailored to support teaching and learning. Advertisements continue to be shared with the 132 Virginia public school divisions. All staff hired are highly qualified. We have increased the percentage of courses taught by licensed and properly endorsed instructional personnel from 54.82% to 86.76% from 2015-2018.

The focus on retention of quality staff is reflected in efforts to build capacity of teachers. The Division of Education Programmatic Directors led professional development aligned to our move from a traditional model of instructional delivery to a personalized learning model. Additionally, external experts provided professional learning in areas to include use of Professional Learning Communities (PLCs), data analysis, classroom behavior management, use of performance-based assessments, online curriculum, and use of the online student information system. Staff attended the JMU Content Teaching Academy, Virginia Department of Education supported trainings and national conferences. Staff identified individual professional development needs and provided in-house trainings to their colleagues. Some areas of learning targeted implementation of PBIS, use of interactive notebooks, and explicit vocabulary instruction.

The Division of Education aligned teacher evaluation procedures to the standards established by the Virginia Department of Education's Guidelines for Uniform Performance Standards and Evaluation Criteria. The guidelines include 40% of teachers' evaluations be based on student academic progress. The remaining six performance standards are weighted at 10% each.

| Products / Services | | | | | |
|----------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Division of Education Leadership | COV § 66-13.1 | | | | |

Anticipated Changes

- Declining JCC population
- Older youth being housed in JCC
- Youth with more serious offenses and high needs

Factors Impacting

- Aging of the DJJ workforce had resulted 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 had previously been moved in and out of administrative segregation units. There has been much progress in reducing the amount of time students do not have access to the curriculum.
- Availability of vendors in targeted post-secondary areas that result in credentials or certificates.
- Lack of agency-wide behavior management program. The Division of Education has implemented PBIS and is initiating opportunities for partnership with Residential Services.
- High cost of certifying teachers with the credentials that allow them to certify their students in industry-based certifications.
- Changes in requirements of the Standards of Learning (SOL) by the State Board of Education result in the need for reallocation of resources.
- Instructional technology has increased. Internet access and concerns regarding student supervision deter opportunities to integrate

technology more timely for youth.

- There is no educational technology administrator on staff, rather, the Division of Education coordinates with Instructional Technology staff. There is no staff member to liaison between the two divisions and ensure that needs and challenges are being communicated efficiently and accurately.
- 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, hence our purposeful move to a personalized learning model.

Financial Overview

The Department of Juvenile Justice's (DJJ) funding for middle and high school programs, CTE service areas, and post-secondary programs 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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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**

Service Area Plan

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

Description of this Program / Service Area

DJJ continues to expand its continuum of services available to youth and families across the Commonwealth as part of our agency transformation. A comprehensive and growing list of community-based supervision and Evidence-Based treatment services are available utilizing a Regional Service delivery model. Services are provided by matching individual risk and needs, as determined by the supervising probation or parole officer, in collaboration with the Regional Service Coordinator. Services include but are not limited to electronic monitoring, individual counseling, substance abuse treatment, independent living, cognitive behavioral treatment, Multi-systemic Treatment (MST) and Functional Family Therapy (FFT). Community Placement Programs (CPPs) are provided through contractual arrangements with local detention centers so that DJJ Committed youth may receive some of part of their treatment closer to home to allow for greater family participation and a smoother transition to community-based services.

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

| Products / Services | | | | | |
|-----------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Community-based Supervision | COV § 66-24 | | | | |
| Community-based Supervision | COV § 16.1-237 | | | | |
| Evidence-Based Treatment Services | COV § 66-26 | | | | |
| Community Placement Program | COV § 66-3 (A) (2) | | | | |
| Community Placement Program | COV § 66-13 (A) | | | | |

Anticipated Changes

The continuum of services is expected to continue to grow over time with new services identified and added, as needed.

Factors Impacting

DJJ continues to reinvest funds from the closure of secure facilities. As anticipated, a significant increase in the amount of evidence-based treatment services provided will continue to increase the cost associated with the continuum of services. In addition, rising cost of living expenses continue to cause cost increases.

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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 addresses the services provided by DJJ to the state-operated CSUs, including the provision of intake services (both for domestic relations/child welfare and for juvenile delinquency and status offenses), probation services for juveniles placed on probation by the local juvenile and domestic relations district courts, and parole services for juveniles released from commitment 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 reentry of committed juveniles. The guidelines provide a roadmap for staff of the Central Admission and Placement (CAP) unit, juvenile correctional centers (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.

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.

DJJ continues to expand its continuum of services available to youth and families across the Commonwealth as part of our agency transformation. A comprehensive and growing list of community-based supervision and Evidence-Based treatment services are available utilizing a Regional Service delivery model. Services are provided by matching individual risk and needs, as determined by the supervising probation or parole officer, in collaboration with the Regional Service Coordinator. Services include but are not limited to electronic monitoring, individual counseling, substance abuse treatment, independent living, cognitive behavioral treatment, Multi-systemic Treatment (MST) and Functional Family Therapy (FFT). Community Placement Programs (CPPs) are provided through contractual arrangements with local detention centers so that DJJ Committed youth may receive some of part of their treatment closer to home to allow for greater family participation and a smoother transition to community-based services.

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 includes all intake, probation and aftercare services (parole included) in the court service units (CSUs).

| Products / Services | | | | | |
|---------------------|---------------------|----------------------|-------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or | GF | NGF |

| | | | Discretionary | | |
|-----------------------------------|----------------|--|---------------|--|--|
| Operate Court Service Unit | COV § 16.1-233 | | | | |
| Operate Court Service Unit | COV § 16.1-235 | | | | |
| Intake Services | COV § 16.1-237 | | | | |
| Intake Services | COV § 16.1-260 | | | | |
| Probation Services | COV § 16.1-237 | | | | |
| Parole and Aftercare Services | COV § 16.1-237 | | | | |
| File Domestic Relations Petitions | COV § 16.1-260 | | | | |

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 state operated 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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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**

Service Area Plan

Financial Assistance for Juvenile Confinement in Local Facilities [36001]

Description of this Program / Service Area

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

Mission Alignment

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

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

| Products / Services | | | | | |
|------------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Financial Assistance to Localities | COV § 66-15 | | | | |

Anticipated Changes

Factors Impacting

Declining juvenile justice population detained in the JDCs.

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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.

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

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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

Service Area Plan

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 2017 VJCCCA served 7,161 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.

| Products / Services | | | | | |
|-------------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Financial Support Related to VJCCCA | COV § 16.1-309.6 | | | | |

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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

Juveniles receive medical, educational, psychological diagnostic services, and psychiatric as needed, as well as initial treatment services. Treatment services in the JCC, including mental health, substance abuse, sex offender, aggression management, and independent living skills development. Medical, dental, nursing, and related health services are provided to juveniles confined within the JCC. Security and operations personnel provide supportive serves to both the juveniles and the staff of the JCC to ensure safe and effective daily operations. Supportive services include food services, maintenance, and business office needs.

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. The current LOS Guidelines has resulted 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).

The Central Admission and Placement Unit was established upon the closure of the Reception and Diagnostic Center. The core functions include the receipt and review of all commitment packets as well as the intake orientation and evaluation phase of a resident’s direct care admission. As of June 2016, committed youth can also undergo intake and evaluation at a JDC. The intake process, and evaluations include medical, psychological, behavioral, educational and career readiness, and sociological. The evaluation process lasts approximately three weeks. At the conclusion of the evaluation process, a team meets to discuss and identify a youth’s treatment and mental health needs and to determine LOS, placement recommendations, and re-entry plan development

DJJ's Juvenile Offender Reentry Strategic Plan focuses resources on juveniles released from the JCC to provide a seamless transition back into the community. A comprehensive re-entry manual 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.

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

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

| Products / Services | | | | | |
|---|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Administer Juvenile Correctional Center | COV § 66-13 (A) | | | | |
| Examination and Placement Services | COV § 66-18 | | | | |
| Secure Juvenile Confinement | COV § 66-13 (A) | | | | |

| | | | | | |
|-------------------------|-----------------|--|--|--|--|
| Behavioral Services | COV § 66-19 | | | | |
| Mental Health Services | COV § 66-20 | | | | |
| Health Services | COV § 54.1-2969 | | | | |
| Rehabilitation Services | COV § 66-13 (A) | | | | |
| Education Services | COV § 66-13 (A) | | | | |
| Education Services | COV § 66-13.1 | | | | |
| Food Services | 7 CFR 210 | | | | |

Anticipated Changes

Beaumont JCC closed in June 2017; however, the products and services provided to committed juveniles will remain at Bon Air JCC. As alternatives to the JCC 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. Lastly, Beaumont JCC closed 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 health needs of a juvenile may indicate that the juvenile is best served in an alternative setting.

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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 program provides a compliment of food services personnel and equipment to prepare and serve nutritious meals and snacks to the residents and staff of the JCC to support and promote healthy eating habits. The program also provides for additional special activities related to food service delivery to promote family engagement and encourage participation by family members in the rehabilitation of the residents according to the guidelines of the Community Treatment Model.

Mission Alignment

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

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

| Products / Services | | | | | |
|--------------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Food and Dietary Services at the JCC | 7 CFR 200 | | | | |

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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

Medical and Clinical Services - Prisons [39810]

Description of this Program / Service Area

Health Services is comprised of the medical, nursing, and behavioral services units. These units work together to ensure comprehensive care for residents within our JCCs. Our work begins when residents arrive at a JCC. New residents are provided comprehensive medical, dental, and psychological evaluations. We assume medical responsibility for our residents and ensure that they receive community standard of care throughout their stay with us. At discharge, we provide a minimum of 30 days' worth of all medications a resident is currently taking to ensure that discharge does not adversely affect a resident's health.

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

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

| Products / Services | | | | | |
|-------------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Medical Services to Juveniles | COV § 54.1-2969 | | | | |
| Medical Services to Juveniles | COV § 66-19 | | | | |
| Behavioral Management Services | COV § 66-19 | | | | |
| Mental Health Services to Juveniles | COV § 66-20 | | | | |

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 health needs of a juvenile may indicate that the juvenile is best served in an alternative setting.

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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**

Service Area Plan

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 sanitation and maintenance services to keep juvenile correctional centers structures in good working order. Security and operations personnel support operations that serve the needs of both the juveniles and the daily staff of the JCCs, including food services, maintenance, educational, recreational, and business office needs.

| Products / Services | | | | | |
|----------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Management of the Physical Plant | COV § 66-13 (A) | | | | |
| JCC Maintenance and Repair | COV § 66-13 (A) | | | | |

Anticipated Changes

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

Factors Impacting

During the 2016 General Assembly session, the funding for ongoing maintenance and capital project improvements at Bon Air Juvenile Correctional Center was rescinded. This was done due to the approval of planning funds for the replacement of the JCC with a new Central Virginia facility. However, the planning funds for that project were later rescinded. Thus, DJJ does not have current funding for ongoing improvements at Bon Air JCC. Some additional funding will be imperative during the delay in the replacement process.

Financial Overview

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

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

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. The LOS Guidelines were updated in October 2015 and were based on research, best practices, and national norms. DJJ will review outcomes associated with the LOS Guidelines regularly and make necessary adjustments to ensure they remain data-driven and perform as intended.

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.

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:

- Protect the public's safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

Products and Services

Description of Major Products and Services

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

| Products / Services | | | | | |
|---|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Establish Length of Stay Guidelines | COV § 66-10 (7) | | | | |
| Calculate Length of Stay | COV § 16.1-285 | | | | |
| Compute Time Served in Direct Care | COV § 16.1-285 | | | | |
| Compute Time Served in Direct Care | COV § 16.1-285.1 | | | | |
| Classification and Placement of Juveniles | COV § 66-18 | | | | |

Anticipated Changes

There are no anticipated changes to the products and services.

Factors Impacting

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

Financial Overview

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

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

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

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

| Products / Services | | | | | |
|---------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| JCC Management | COV § 66-13 (A) | | | | |

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. 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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

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.

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

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

| Products / Services | | | | | |
|---------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Mental Health Treatment | COV § 66-19 | | | | |
| Substance Abuse Treatment | COV § 66-19 | | | | |
| Sex Offender Treatment | COV § 66-19 | | | | |
| Aggression Management Treatment | COV § 66-19 | | | | |
| Behavior Management Services | COV § 66-19 | | | | |

Anticipated Changes

Beaumont JCC closed in June 2017, however, the products and services provided to committed juveniles remained at Bon Air JCC. The currently approved Isle of Wight facility is undergoing the design process and is anticipated to be operational by 2022. In addition, DJJ is pursuing approval for replacement of the Bon Air JCC. Replacement of the large facility with two new, smaller facilities will make it easier to deliver effective services.

Factors Impacting

As alternatives to JCCs expand, the residents remaining at Bon Air JCC may have more acute needs that will need to be addressed.

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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 and general management functions.

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

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

| Products / Services | | | | | |
|-------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| General Management | COV § 66-2 | | | | |
| Information Technology | COV § 66-13 (D) | | | | |
| Accounting and Budget | COV § 66-3 | | | | |
| Architectural and Engineering | COV § 66-13 (A) | | | | |
| Food and Dietary | 7 CFR B (2) | | | | |
| Personnel | COV § 66-3 (A) (1) | | | | |
| Policy and Planning | COV § 66-10 | | | | |

Anticipated Changes

There are no anticipated changes to the products and services.

Factors Impacting

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

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

Service Area Plan

General Management and Direction [39901]

Description of this Program / Service Area

This service area supports the overall management and administration at the executive management level of the agency.

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

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

| Products / Services | | | | | |
|---------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Department Management | COV § 66-2 | | | | |
| Department Management | COV § 66-3 | | | | |
| Department Management | COV § 66-10 (1) | | | | |
| Develop Long-Range Policy | COV § 66-10 (2) | | | | |

Anticipated Changes

There are no anticipated changes.

Factors Impacting

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

Service Area Plan

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 school and teachers throughout DJJ's facility. IT is continuing to work 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 Science Applications International Corporation (SAIC).

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 teacher throughout DJJ's facility.

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 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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

Service Area Plan

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.

| Products / Services | | | | | |
|----------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Financial Management | COV § 66-3 (A) | | | | |
| Financial Transaction Processing | COV § 66-3 (A) | | | | |

Anticipated Changes

There are no anticipated changes to the products and services.

Factors Impacting

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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

The Capital Outlay Unit, using approved Capital and Maintenance Reserve Funding, supports all facets of the Department of Juvenile Justice (DJJ) physical plant and buildings inventory as requested through advanced six-year planning requests submitted to the Department of Planning and Budget for approval and through juvenile correctional center (JCC) generated service requests and emergency requests or other approval processes funded with Agency dollars. 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 are currently stabilized.

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 sixyear planning requests submitted to the Department of Planning and Budget for approval and through facility generated service requests and emergency requests or other approval processes with Agency funding.

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

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 center declines, the large, older institutional style centers that the Department of Juvenile Justice currently uses should be discarded and replaced with smaller, new generation physical plant to comport with best practices for juvenile offender rehabilitation. Beaumont JCC closed in June 2017. During the 2018 General Assembly session, DJJ was authorized to build a facility in Isle of Wight instead of the previously funded Chesapeake facility. DGS was directed to partner with DJJ and provide project and construction management services. In addition, DGS was directed to provide a report on the best location for a new Central Virginia facility as well as the best use of the former Beaumont property.

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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 |
|-------|-----------|
|-------|-----------|

Food and Dietary Services [39907]

Description of this Program / Service Area

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

Mission Alignment

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

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

| Products / Services | | | | | |
|-----------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Registered Dietician Services | 7 CFR B (2) | | | | |
| Healthy Eating Programs | 7 CFR B (2) | | | | |
| Implementation of USDA Guidelines | 7 CFR B (2) | | | | |

Anticipated Changes

No anticipated changes.

Factors Impacting

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

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 Nongeneral Fund |
|--|----------------------|-------------------------|----------------------|-------------------------|
| Initial Appropriation for the Biennium | 13,231 | 367,949 | 13,231 | 367,949 |
| 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 community based probation and parole services, and work with local community providers to meet the needs of juvenile offenders, their families, and their communities. DJJ also staffs and provides support services for the JCC, 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

The Human Resources Division staffs and provides support services to DJJ, including Central Office, the JCC, Central Admission and Placement (CAP), and the 32 state-operated court service units.

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

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

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

- HR Division reorganization to create focus on talent acquisition and employment.
- Streamlined and automated recruitment and hiring processes.
- Development of a comprehensive onboarding and orientation program for all DJJ employees, creating a sense of connection for new employees.
- Development and implementation of agency recruitment, succession and retention plans to maintain focus on action items and goals identified by various Divisions.
- Development of a defined compensation philosophy, supporting compensation practices and an updated Salary Administration Plan.
- Implementation and evaluation of employee Stay and Exit Interviews.

Financial Overview

Biennial Budget

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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, the Rights and Accountability Unit, Legal Services Officers, a Freedom of Information Act (FOIA) officer, and the Legislative and Regulatory Unit. The Policy and Planning Unit is responsible for managing and directing DJJ's work in the legislative and regulatory processes, certification and compliance programs, the resident grievance process, staff accountability, and records requests.

In a recent reorganization, the Data Unit and the Research Unit were moved to the Division of Administration and Finance. The Data and Research Units collaborate to analyze data and evaluate the agency's programs, initiatives, and performance measures. The Research Unit also monitors the approval and progress of external research partnerships. The Data Unit works with the Department of Planning and Budget and an inter-agency committee to develop population forecasts for juvenile detention centers and direct care.

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

Policy and Planning:

- The Certification Unit conducts certification audits of programs and facilities regulated by the Department and the State Board of Juvenile Justice.
- The Rights and Accountability Unit is tasked with ensuring residents' rights are protected while at the same time striving to modify behavior through accountability measures. Additionally, staff accountability is managed by working with Human Resources and the Investigative Unit to make fair recommendations that address staff' behavior.
- The Legislative and Regulatory Affairs Unit serves as the agency point-of-contact for legislation, oversees administrative procedures and standard operating procedures regarding agency operations, and coordinates the development, dissemination, and periodic review of regulations.
- Legal Services ensures the processing of records requests strictly complies with the Virginia Freedom of Information Act (§2.2-3700 through §2.2-3714 of the Code of Virginia)

Research and Data:

- External research partnerships
- Publications and reports
- Data Resource Guide
- Data analysis
- Performance Measures
- Population Forecasting

| Products / Services | | | | | |
|---------------------------------------|---------------------|----------------------|---------------------------|----|-----|
| Product / Service | Statutory Authority | Regulatory Authority | Required Or Discretionary | GF | NGF |
| Research and Evaluation | COV § 66-3 | | | | |
| Legislative and Regulatory Processes | COV § 66-10 | | | | |
| Certification and Compliance Programs | 6VAC35-10 | | | | |
| Grievance Process Oversight | 6VAC35-71 - 80 | | | | |
| Policies and Procedures | COV § 66-3 | | | | |

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

| | 2019 General Fund | 2019 Nongeneral Fund | 2020 General Fund | 2020 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**