ITSP Summary Biennium 2026-28

Agency Name: 777 Department of Juvenile Justice (DJJ)

Date Generated: 09-10-2025

Agency Mission, Goals and Objectives:

Agency Mission:

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

Agency Goals:

Strategic Goals:

1. Expand reentry vocational programs, workforce development, and mentoring to provide resources to encourage a positive path of returning to the community.

2. Support successful community programs and create new initiatives that will address the current concerns of the Commonwealth.

3. Build trust with law enforcement and judicial partners to ensure youth are placed in the best possible, most effective programs.

4. Address the concerns highlighted in the 2021 JLARC report, which focused on recidivism for the most serious offenders.

5. Create new resources to support victims and families, including those with Limited English Proficiency or disabilities, who have been impacted by violent crime.

Operational Goals:

1. Provide effective processes and procedures to maintain continuity of business operations. Summary and Alignment: By maintaining adequate and accurate documentation of business operations, processes, and desk procedures, DJJ will mitigate risk and strengthen compliance factors, while ensuring that Commonwealth policies, regulations and guidelines concerning business operations are met.

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

3. Provide effective evidence-based rehabilitation, treatment, and education for committed youth. Summary and Alignment: By providing appropriate and effective services, DJJ will improve the safety of facilities and build youth’s skills and supports necessary to lead successful lives when they return to their communities. This goal is aligned with both DJJ’s mission of protecting the public by preparing court-involved youth to be successful citizens and the state’s long-term goal of protecting the public’s safety.

4. Evaluate community based and residential services to inform and implement continuous quality improvement processes and practices across the agency. Summary and Alignment: By evaluating the services provided to youth under our supervision, DJJ will increase the effectiveness of the services provided and subsequently impact outcomes and increase public safety. This goal is aligned with both DJJ’s mission of protecting the public by preparing court-involved youth to be successful citizens and the state’s long-term goal of protecting the public’s safety.

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

6. Build and support relationships of trust and integrity with all community stakeholders.

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

7. Use effective strategies to recruit, hire, and retain a team of highly skilled and motivated staff. Summary and Alignment: By creating an organizational culture of a high-performing workforce with leadership at every level, DJJ will prioritize recruitment, hiring, and retention of highly skilled and motivated staff. This goal is necessary to accomplish the mission of the agency and is aligned with the state's long-term goal of best-in-class government.

Agency Objectives:

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

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

b. Objective Strategies:

i. Develop and implement feedback loop data collection tracking and reporting system of corrective action plans for internal and external audit finding

ii. Address known business compliance issues or risk factors within the agency by implementing a diverse workgroup of agency stakeholders responsible for mandatory quarterly reviews of known risks that require Agency Head certification

iii. Establish reporting metrics for business units and reporting frequency

iv. Establish agency Project Management Office (PMO) to lead special projects and initiatives within agency, responsible for providing oversight of streamlined processes and projects intended to maintain or address business continuity.

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

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

b. Objective Strategies:

i. Continue to implement, support, and train staff on evidence-based, trauma-informed, and data-driven practices

ii. Continue using and training on structured decision-making tool, the Youth Assessment and Screening Instrument (YASI)

iii. Expand the availability of evidence-based programs and services so that every court jurisdiction has access to the same base level of services

iv. Reinvest operational savings from the facility closures and downsizing into the development of community-based services and alternative placements

v. Implement effective evidence-based community-based services appropriate for higher risk youth

3. Increase the programming offered to youth under the jurisdiction of DJJ.
a. Description: By providing high quality, evidence-based community-based services, DJJ will improve youth's likelihood of success, defined as not being convicted of a new misdemeanor or felony offense within one year following placement on probation.

b. Objective Strategies:

i. Increase the vocational programming available to committed youth and youth in the communities

ii. Expand the availability of evidence-based programs and services so that every court jurisdiction has access to the same base level of services earlier in the process by implementing Pre-Court Services

iii. Reinvest operational savings from the facility closures and downsizing into the development of community-based services and strengthen re-entry programming

iv. Implement effective evidence-based community-based services appropriate for higher risk youth

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

4. Increase the quality and effectiveness of the services provided to youth under DJJ's purview to impact recidivism reduction.

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

b. Objective Strategies:

i. Continue to Implement the Standardized Program Evaluation Protocol (SPEP™) to evaluate all services provided to DJJ youth

ii. Continue to assess practices and processes for effectiveness and efficiency to guide recommendations for improving agency outcomes

iii. Continue to implement continuous quality improvement plans to increase service effectiveness

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

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

b. Objective Strategies:

i. 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

ii. Emphasize workforce development, mentoring, and comprehensive and ongoing reentry planning to enhance transitions from secure confinement to less restrictive alternatives with eventual return to the community

iii. Strengthen family engagement during commitment

6. Build cooperation and trust with law enforcement, courts, and other community stakeholders.

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

b. Objective Strategies:

i. Develop identification and intervention networks around the state to address the challenges facing at-risk youth

ii. Continue to work with the courts and legal professionals to solicit input to increase the effectiveness of Department programming for individual youth

iii. Implement intervention strategies with law enforcement, schools, and the Office of the Attorney General regarding gangs, gun violence, and human trafficking

7. Recruit, hire, and retain highly qualified staff.

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

b. Objective Strategies:

i. Invest in training and other resources for managers and supervisors

ii. Develop, implement, and maintain fair compensation plan

iii. Provide ladders of professional progression and opportunity for all employees

iv. Increase the methods of recruitment strategies to locate and attract new employees

v. Continue to implement, support, and train staff on evidence-based, data-driven practices

vi. Develop and maintain protocols and standard operating procedures that are current, accessible, and reinforced through ongoing training, review, and updates

vii. Track, document and report on recruitment, retention, and turnover strategies by providing transparent metrics showcasing the agency's trends in these areas

Current IT State:

In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 6 years in support of the strategic objectives of your agency.

Will any of the following areas require additional funding over the next 6 years beyond that currently forecast by your agency? (please check all that apply)

System Enhancements, Security improvements,

Looking ahead over the next 6 years, please list any IT initiatives needed to support the business Mission, Goals, and Objectives of your agency not addressed by application modernization (other than staffing levels and applications detailed elsewhere). These could include disaster recovery, network upgrades, radio communications etc.

IT Initiative 1:
Public school migration to COV

IT Initiative 2:
Network upgrades and resiliency

IT Initiative 3:
Migrate onto new fiber infrastructure at Bon Air

IT Initiative 4:
Application, server, data, and network disaster recovery

External Factors Impacting IT:

In this section, describe changes or mandates from external sources to the agency's current IT investments. These are requirements and mandates from external sources, such as new federal or state legislation, executive orders, regulatory bodies, or legal requirements. The agency must identify the change, any important deadlines that must be met, and the consequences if the deadlines are not met.

Are there any mandate driving changes in your current IT environment? (Yes/No)

Yes

1. Mandate Details:

Mandate:

Internal to State Government?

Need Change?:

Migrating the DJJ public school environment to a COV managed and governed environment. Ensure that the current non-COV infrastructure is secure and resilient while this migration project continues.

Consequence:

DJJ not being compliant with COV standards and governance.

2. Mandate Details:

Mandate:

Internal to State Government

Need Change?:

Develop and implement safeguards, business processes, and staff additions to address repeat audit findings in the areas of BIA, Risk Assessments, and other deficiency areas.

Consequence:
Audit, security and risk non-compliance with COV standards

3. Mandate Details:

Mandate:
Internal to State Government

Need Change?:
Expand DJJ’s capabilities for post-secondary students access to take online courses (i.e. community colleges) without increasing our network vulnerability or agency risk, through a partnership with local community colleges and education division.

Consequence:
Being non-compliant with education standards and service requirments

Will you have staffing issues that impact meeting these requirements and mandates?

Yes

Future IT Solutions:

This section will discuss how the agency's IT investments and investment strategies support the business strategies over the next 6 years. The agency does not need to discuss specific technologies at this time.

List in priority order, the IT investments (Projects, Procurements, BRTs) for your agency during the next 6 years.
Place your proposed projects and procurements in order of priority for your agency (one being the highest priority).

1. Projects and Procurement Details:

IT Investment:

Bon Air Security system expansion

IT Objective:

Improve

IT Business Value:

Increase the safety/security of Bon Air operations, increasing retention of staff within the correctional facility. Provide additional capabilities to Investigative operations.

IT Support:

How investment supports strategies: The modernization and replacement of end of life security systems at Bon Air improves the safety and security of both residents and employees at the Bon Air facility.

2. Projects and Procurement Details:

IT Investment:
BADGE modernization effort

IT Objective:
Improve

IT Business Value:
Improving the security and removing end of life architectural pieces of the BADGE infrastructure.

IT Support:
The modernization of DJJ’s main reporting and operational application, BADGE, by transitioning to a modern web-based infrastructure increases the security of the application and improves the usability of it for end users. This provides a modern architecture and platform to continuously improve the application to support DJJ.

3. Projects and Procurement Details:

IT Investment:
Network modernization and resiliency

IT Objective:
Improve

IT Business Value:
This will increase the effectiveness and efficiency of DJJ personnel, as well as ensuring that critical DJJ sites remain operational.

IT Support:

Modernizing DJJ locations and adding redundancy to critical DJJ sites, improves the effectiveness of DJJ's workforce. This enables them to focus on the services being provided to youths and implement modern technology in the workplace.

4. Projects and Procurement Details:

IT Investment:

Positive Behavior Interventions and Supports (PBIS) technology

IT Objective:

Innovate

IT Business Value:

This will increase the effectiveness of education and security operations at Bon Air.

IT Support:

How investment supports strategies: The implementation of PBIS technology will directly support effective evidence-based rehabilitation, treatment, and education for committed youth.

5. Projects and Procurement Details:

IT Investment:

Emergency notification system - Everbridge application

IT Objective:

Innovate

IT Business Value:

Increase the speed and efficiency of emergency communications within the agency.

IT Support:

The Everbridge application provides new incident management and communication to DJJ personnel, allowing them to communicate efficiently and effectively to affected groups.

6. Projects and Procurement Details:

IT Investment:

Scheduling application - InTime

IT Objective:

Innovate

IT Business Value:

Organize the scheduling of DJJ staff, decrease the reliance on overtime and increase retention.

IT Support:

The InTime application provides a modern solution to staffing and scheduling at DJJ's correctional facility. This will directly impact the ability to retain qualifies employees by reducing overtime and increase the safety and security of the Bon Air facility.

7. Projects and Procurement Details:

IT Investment:

Online storage of security system data (video and audio)

IT Objective:

Innovate

IT Business Value:

Organize the scheduling of DJJ staff, decrease the reliance on overtime and increase retention.

IT Support:

The implementation of a modern platform to consolidate, share, retain, and expunge security system data will improve the safety and security of both residents and employees at the Bon Air facility.

8. Projects and Procurement Details:

IT Investment:

Omnigo

IT Objective:

Innovate

IT Business Value:

Increase the safety, security, and operations of the Bon Air correctional facility.

IT Support:

Omnigo supports the modernization of Bon Air's record management system, visitor management, guard tour system, incident command and planning.

9. Projects and Procurement Details:

IT Investment:

BADGE inclusion of offline data

IT Objective:

Improve

IT Business Value:

Increase personnel time dedicated to juveniles through reduction of inefficient and wasteful paper processes.

IT Support:

The improvement of DJJ's BADGE application to incorporate all juvenile documentation and eliminate paper processes directly ties to increasing DJJ's automation and efficiency efforts.

10. Projects and Procurement Details:

IT Investment:

PMO Office technology

IT Objective:

Innovate

IT Business Value:

Increasing the efficiency and prioritization of DJJ projects and resources, ensuring that the most critical areas are supported.

IT Support:

This will directly support the first goal of the agency, Provide effective processes and procedures to maintain continuity of business operations, by holistically aligning all DJJ projects and prioritization efforts.

IT Strategic Plan Budget Tables

Current IT Services				
	Costs Year 1		Costs Year 2	
Category	**GF**	**NGF**	**GF**	**NGF**
Projected Service Fees	$9,227,172		$9,503,987	
VITA Infrastructure Changes				
Estimated VITA Infrastructure	$9,227,172		$9,503,987	
Specialized Infrastructure				
Agency IT Staff	$5,005,054		$5,105,155	
Non-agency IT Staff				
Cloud Computing Service				
Other Application Costs				
Total:	$14,232,226		$14,609,142	

Proposed IT Investments				
	Costs Year 1		Costs Year 2	
Category	**GF**	**NGF**	**GF**	**NGF**
Major IT Projects:				
Non-Major IT Projects:				
Agency-Level IT Projects:				
Major Stand Alone IT Procurements:				
Non-Major Stand Alone IT Procurements:	$217,563		$217,563	
Agency-Level Stand Alone IT Procurements:				
Procurement Adjustment:				
Total:	$217,563		$217,563	

Projected Total IT Budget				
	Costs Year 1		**Costs Year 2**	
Category	**GF**	**NGF**	**GF**	**NGF**
Current IT Services	$14,232,226		$14,609,142	
Proposed IT Investments	$217,563		$217,563	
Total	$14,449,789		$14,826,705	

Commonwealth Projects >= $250,000.00

There are no projects for this agency.

Commonwealth Procurements >= $250,000.00

Agency:	777 Department of Juvenile Justice (DJJ)
Date:	10/9/2025
Procurement Name:	PGR for YASI procurement
Procurement Date	6/5/2026
Procurement Description:	This procurement governance request is for the purchase of the YASI cloud application from the vendor Orbis. This covers the migration and implementation of the new cloud based YASI, as well as the software licensing costs from the vendor. Year 1 includes both the one-time implementation costs(152K) and yearly software costs (190K)
Procurement Name:	Xerox Convenience printing services
Procurement Date	1/31/2030
Procurement Description:	PGR to facilitate ordering and full migration to Xerox convenience contract.