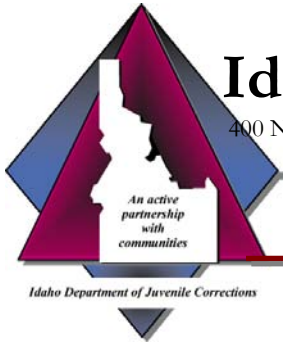




# Strategic Plan

## 2010-2014



# Idaho Department of Juvenile Corrections

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C.L. "BUTCH" OTTER  
Governor

LARRY CALLICUTT  
Director



## ***Message from the Director***

The last year has shown the initiative taken by Department staff and community-based stakeholders with our Meaningful and Measurable Objectives. Committees have been formed and meet monthly on all objectives, and action steps have been taking place across the state focusing on families, victims, reintegration, and professionalism.

At the same time, the Department has worked cooperatively with its partners in juvenile justice—courts, counties, prosecutors, families, contract providers, and other state agencies—to redesign Idaho's juvenile justice system to reflect the fiscal realities of these times. Necessity has forced all of us to prioritize those services we deliver based upon statutory requirements and the mission established for the Department in the Juvenile Corrections Act.

In every action taken to address the Department's budget realities, we have held to our public safety focus. We have made every effort to protect our commitment to our county, family, and juvenile customers. Throughout this process we have maintained the value of the community's involvement on the treatment teams that make case decisions from precommitment through release.

The plan before you focuses on community protection, offender accountability, reintegration of more competent juveniles, evidence-based treatment programs, and employee development. I look forward to continuing the active partnerships to prevent and reduce juvenile crime.

Sincerely,

Larry W. Callicutt  
Director

*An active partnership with communities*

## Idaho Department of Juvenile Corrections

# Strategic Plan

### ***Mission***

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Prevent and reduce juvenile crime in partnership with communities.

### ***Vision***

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The Idaho Department of Juvenile Corrections' vision is a safer Idaho where state, community and family partnerships are creating change by providing balanced systems of prevention, intervention and advocacy through effective management of juvenile offenders.

### ***Values***

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#### ***Balanced and Restorative Justice***

Help juveniles become responsible citizens by developing life skills and holding them accountable for restoring their victims and communities while ensuring public safety.

#### ***Responsible Partners***

We acknowledge our vital role in communities, and we seek to understand and promote a unified relationship among all parties to prevent or stop juveniles from breaking the law.

#### ***Communication***

We are committed to the practice of full-circle communication in all of our activities.

#### ***Teamwork***

We recognize that the power of our combined effort exceeds what we can accomplish individually.

#### ***Respect***

We treat those we serve and one another with respect, and in so doing, demonstrate honesty, integrity, trust, and ethical behaviors.

#### ***Excellence and Quality***

We are committed to deliver excellence and quality in every aspect of our work by establishing goals and monitoring outcomes, and holding ourselves accountable.

#### ***Resource Optimization***

We value new ideas and plans which are results-oriented, and we are dedicated to providing training which will develop leaders and maintain a qualified, competent staff.

#### ***Cultural Competency***

We are committed to becoming more aware of and more understanding of the cultural values of the juveniles, families and other staff with whom we work; in doing so, our aim is to integrate these cultural values and differences in such a manner that we work together to become more effective in our mission.

## ***Authority Statement***

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The Juvenile Corrections Act was created in 1995 in Title 20 Chapter 5 of the Idaho Code; establishing the Idaho Department of Juvenile Corrections. The intent of this legislation was to base the juvenile corrections system on accountability, community protection and competency development. The model, Balanced and Restorative Justice, focuses on the extent to which harm is repaired, stakeholders are directly involved in decision-making, and communities increase their capacity to respond to crime and conflict.

**Community Protection:** Community protection is one of the primary responsibilities of government. The role of the juvenile justice system is to respond with timely processing; a range of diversion, supervision, control and placement options; it is the sum total of all activities in the juvenile justice system that is intended to help offenders understand how their thinking impacts their behavior, acknowledge the impact of their behavior and acquire new skills and behavioral strategies for pro-social ways to think and behave. Idaho's system uses screening and assessment tools along the continuum to identify risks and needs. 6% of juvenile offenders processed by the system pose risks that cannot be managed effectively in a community setting. When committed to IDJC, the offender will be expected to address their most pressing needs, develop skills, and fulfill their accountability obligations. These are important considerations for IDJC institutions and contract providers. True community protection comes when the juvenile justice system is woven into the fabric of the community through informal systems of social control in setting clear expectations for and monitoring the behavior of children and youth. IDJC's Community Operations and Programs Services Division helps mobilize communities to solve community problems. This includes active engagement and participation, cooperation and collaboration with other systems, including families, the faith communities, and local, county, state and federal agencies. 86% of juveniles in IDJC custody return to their families, working with those families will reduce our recidivism numbers and increase the juvenile's success in reintegration.

**Accountability:** The juvenile justice system has a two-fold responsibility with respect to juvenile offender accountability. First, juvenile offenders must meet their obligations and second, crime victim's rights must be honored and protected. IDJC has developed victim panels in its institutions and juvenile offenders write apology letters. A restitution payment system for victims while juveniles are in IDJC custody is still being researched and developed. All three institutions require the juvenile offenders to perform community service. Community service provides an opportunity for the offender to see first-hand the indirect injuries caused by his/her offense. Moreover, the offender is provided with a constructive, proactive means of repairing the injuries caused by his/her crime with the potential to improve the offender's overall sense of self worth. Examples include work for the Idaho Food Bank, Parks and Recreation, Women's Crisis Center, Fish and Game and the Forest Service.

**Competency Development:** Juvenile offenders, like other young people, need to become competent, caring individuals who are concerned for those around them. The skills needed include pro-social, moral reasoning, academic, workforce, and independent living. On average, 40 to 60 percent of our population has Individualized Education Plans (IEPs) for special education. IDJC will continue to enhance education and workforce training opportunities for juvenile offenders. Workforce and training opportunities have also been increased for IDJC staff to improve retention rates and professionalism.

# **Institutions**

## **Goal 1: Increase Community Protection through Program Effectiveness and Standards of Care**

**Objective 1:** Maximize the use of evidence-based programming in all institutions and contract providers.

**Objective 2:** Target average length of stay to best practice numbers.

**Objective 3:** Increase number of program completions – residential, transitional, independent living.

**Objective 4:** Increase family participation and contact.

**Objective 5:** Decrease number of escapes from IDJC institutions and contract providers.

### **Performance Indicators:**

Number of Escapes

Recommitments to IDJC

Recidivism rate

Average length of stay

### **Benchmark:**

IDJC's recidivism rates

## **Goal 2: Hold Juvenile Offenders Accountable**

**Objective 1:** Increase the number of victim panels in all three Institutions.

**Objective 2:** Increase number of apology letters.

**Objective 3:** Juvenile offenders committed to IDJC will develop an empathic understanding of the effect crime has on victims.

**Objective 4:** Increase number of community service hours completed by juveniles in IDJC custody.

### **Performance Indicator:**

Number of Community Service hours completed by juvenile offenders in IDJC Custody

State agency dollars saved due to juveniles' service hours

### **Benchmark: Number of Community Service Hours**

## **Goal 3: Increase the Number of Skilled Youth Reintegrating Back to Communities Ready to Receive Them**

**Objective 1:** Increased number of school completions – GEDs, HSE, High School Diplomas.

**Objective 2:** Increase the number of vocational referrals

**Objective 3:** Increased enrollment in school upon reintegration to the community

**Objective 4:** Increased employment upon reintegration to the community.

**Objective 5:** Bring juvenile offenders to age appropriate grade level.

**Performance Indicator:**

Percent of individual student ISAT scores that improve while juvenile is in custody

## **Community Operations and Program Services Division**

**Goal 4: Develop a Well Structured System that Addresses Both the Needs of Juvenile Offenders and Their Families and the Safety of Communities**

**Objective 1:** Increase the number of evidence-based intervention programs throughout the continuum of care.

**Performance Indicator:**

Number and percent of programs using evidence based models

**Objective 2:** Increase partnership and collaboration with stakeholders through communication and dissemination of pertinent information.

**Performance Indicator:**

Statewide Satisfaction Survey disseminated to key stakeholders identified by IDJC

**Benchmark:** Increase best practice programs by 5% per year

## **Administration**

**Goal 5: Strengthen and Support all Resources within IDJC**

**Objective 1:** Increase leadership capabilities among all IDJC employees.

**Objective 2:** Track turnover rate within IDJC.

**Objective 3:** Provide POST Training to IDJC staff that has direct contact with juveniles in the IDJC facilities.

**Performance Indicator:**

Percent of required staff POST certified

**Benchmark:** Increase retention by 1% each year through 2012

# Timelines and Strategies

## Institutions

### GOAL 1: Increase Community Protection through Program Effectiveness and Standards of Care

Objective	Strategies	Lead	Completed
1: Maximize the use of evidence-based programming in all institutions and contract providers.	A: Juvenile offenders in IDJC custody will receive cognitive restructuring programming. B: Juvenile offenders in IDJC custody will receive social skills training.	Superintendents	Ongoing
2: Target average length of stay to best practice numbers.	A: Continue work with judiciary on treatment resistant offenders. B: Validate ICLA and PAR tools.	IDJC Leadership Team	July 2009 A. ongoing B. Completed
3: Increase number of program completions – residential, transitional, independent living.	A: Performance-based Standards data will be collected in all three institutions. B: Quality Improvement will conduct reviews of all programs holding juveniles committed to IDJC custody.	IDJC Leadership Team Quality Improvement staff	Ongoing
4: Increase family participation and contact.	A: Be flexible in planning meetings and events to accommodate family schedules and obligations to cause as little disruption to routines as possible. B: Increase number of staff visits and coordinated services to family’s home prior to release from custody. C: Include parents in discussions and decisions about their child including increased visits of parents with their child while in custody. D: JSCs and Group Leaders report family participation on a quarterly basis.	Clinical Services	Ongoing Reported quarterly
5: Decrease number of escapes from IDJC institutions and contract providers.	A: Quality Improvement will conduct reviews of all programs holding juveniles committed to IDJC custody. B: IDJC Clinical will place juvenile offenders in appropriate levels.	IDJC Leadership Team Clinical Services	Ongoing

Performance Indicators:

Number of Escapes

Recommitments to IDJC

Recidivism rate

Average length of stay

**Benchmark: IDJC’s recidivism rate**

### Goal 2: Hold Juvenile Offenders Accountable

Objective	Strategies	Lead	Completed
1: Increase the number of victim panels in all three institutions.	A: Work with community members to be panel volunteers. B: Research effective panels in other states and counties.	Superintendents	July 2009 Completed

	C: Develop victim panels in all three Institutions.		
2: Increase number of apology letters.	Continue with curriculum that includes apology letters.	Superintendents	Ongoing
3: Juvenile offenders committed to IDJC will develop an empathic understanding of the effect crime has on victims.	A: Continue with curriculum that includes victim journals. B: Research and implement pre/post assessment measuring levels of empathy.	Superintendents Clinical Services	Ongoing July 2010
4: Increase number of community service hours completed by juveniles in IDJC custody.	A: Work with state and federal agencies to develop meaningful community service. B: Work with private agencies and businesses to develop meaningful community service.	Superintendents	Ongoing

Performance Indicator:

Number of Community Service hours completed by juvenile offenders in IDJC Custody.

State dollars saved due to juveniles' service hours

**Benchmark: Number of community service hours**

### **Goal 3: Increase the Number of Skilled Youth Reintegrating Back to Communities Ready to Receive Them**

<b>Objective</b>	<b>Strategies</b>	<b>Lead</b>	<b>Completed</b>
1: Increased number of school completions – GEDs, HSE, High School Diplomas.	A: Education staff will maintain proficiencies to provide appropriate education for juvenile offenders. B: Contract providers will provide appropriate education for juvenile offenders. C: IDJC will work with State Department of Education to assure all juveniles are provided an appropriate education.	Education Administrator Contracts Workgroup Quality Improvement	Status report July 2009 Ongoing
2: Increase the number of vocational referrals	A: IDJC will continue vocational education programs in all three institutions. B: IDJC will continue to work with State Department of Education to develop appropriate professional technical education in all three institutions.	IDJC Leadership Team Education Administrator	Status report July 2009 Ongoing
3: Increased enrollment in school upon reintegration to the community.	Education staff will work with local school districts to assist transition plans.	Education Administrator	Ongoing
4: Increased employment upon reintegration to the community.	A: Clinical services will work with counties, vocational rehabilitation, and Department of Labor to develop reintegration plans that include employability skills and employment. B: District Liaisons and Religious Activities Coordinator will locate employers that will be willing to work with juveniles reintegrating.	Clinical Services COPS Division	Status Report July 2009
5: Bring juvenile offenders to age appropriate grade level.	A: Continued work with state and education staff to measure percent of youth with improved math, science, language arts and reading scores. B: Education Staff will continue ISAT testing at	Education Administrator	Status Report July 2009

	facilities to assess educational progress.		
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Performance Indicator:

Percent of individual student ISAT scores that improve while juvenile is in custody

## Community Operations and Program Services Division

### Goal 4: Develop a Well Structured System that Addresses both the Needs of Juvenile Offenders and their Families and the Safety of the Community

Objective	Strategies	Lead	Completed
1: Increase the number of evidence-based intervention programs throughout the continuum of care.	<p>A: Each of the seven District Councils defines needs that will assist local units of government in providing accountability based sanctions.</p> <p>B: Juvenile Justice Commission and Grants staff will work with counties and tribes to provide technical assistance on Federal and State funds available.</p> <p>C: Juvenile Justice Commission, Grants Staff and District Liaisons will work with key stakeholders to provide training and technical assistance on evidence based programs.</p> <p>D: Review community based juvenile justice programs for compliance with standards.</p> <p>E: Review institutional programs for compliance with standards.</p> <p>F: Review detention facilities for compliance with standards.</p> <p>G: Review contract provider programs for compliance with standards.</p> <p>H: Establish connection between policy decisions and compliance standards.</p> <p>I: Train additional individuals in effective intervention evaluation.</p>	COPS Division	Status Reports Quarterly
2: Increase partnership and collaboration with stakeholders through communication and dissemination of pertinent information.	<p>A: Provide legislative updates and annual reports to illustrate accomplishments made toward the Department's Meaningful and Measurable Objectives.</p> <p>B: Communication and usage of Juvenile Correction Act and Tobacco funding to be distributed annually to county partners.</p> <p>C: Coordinate significant juvenile justice issues with statewide implications, i.e. 20-511A, and 20-520(i), GAIN Assessment, Meaningful and Measurable Objectives Meetings.</p> <p>D: Work with counties/stakeholders to decrease the number of commitments to IDJC where appropriate, while addressing the principles of Balanced and Restorative Justice.</p>	COPS Division	Status Reports Quarterly

Performance Indicators:

Number and percent of programs using evidence based models

Statewide Satisfaction Survey disseminated to key stakeholders identified by IDJC

**Benchmark: The number best practice programs increased by 5% per year**

## Administration

### Goal 5: Strengthen and support all Resources within IDJC

Objective	Strategies	Lead	Completed
1: Increase leadership capabilities among all IDJC employees.	A: IDJC Leadership Team will enlist all staff in mission and vision of IDJC. B: IDJC Leadership Team will recognize contributions of all employees. C: IDJC Leadership Team and staff will continue to foster collaboration by promoting cooperative goals and building trust among divisions.	IDJC Leadership Team	Status Reports Quarterly
2: Increase Retention within IDJC.	A: Human Resources will provide training and support to all IDJC staff. B: Human Resources will identify and implement succession planning. C: Human Resources will define turnover rate variables. D: Human Resources will develop a staff wellness plan that will monitor absenteeism and injuries at work.	Human Resources	Status Reports Quarterly
3: Provide POST Training to IDJC staff that has direct contact with juveniles in the IDJC facilities.	A: Develop POST curriculum that meets the needs of IDJC Staff. B: Increase the fidelity of residential treatment programs through the certification of direct care personnel. C: Measure effectiveness of focused training efforts for direct Care staff through Performance-based Standards and Correctional Program Checklist processes at all state institutions.	Human Resources Quality Improvement	Status Reports Quarterly

Performance Indicator:

Percent of required staff POST trained

**Benchmark: Increase retention by 1% each year through 2012**