

Part 1 – Agency Profile

Agency Overview

IDJC Mission Statement

“Prevent and reduce juvenile crime in partnership with communities”

The Idaho Department of Juvenile Corrections (IDJC) has a responsibility to the safety of Idaho's communities and to ensure juveniles involved with the justice system are held accountable. In order for a juvenile to become a productive citizen, services must be responsive to their mental needs, physical needs and personal challenges. IDJC understands the fiscal responsibility to Idaho's citizens and maximizes the use of tax dollars.

Idaho's juvenile justice system is balanced between county and state. Ninety-four percent (94%) of juveniles were served within the community through county probation/detention departments, while only six percent (6%) of juveniles in the justice system are committed to state custody. County juvenile probation departments provide a range of effective approaches for managing juvenile offenders safely and economically in the community, including probation supervision and local detention. Each county has its own probation department or contracts with another county to supervise its probation caseload. Probation departments emphasize programs that hold juveniles accountable to their victims and their communities. Rule 19 was changed in January 2009 creating a formalized process for a team to include parents, IDHW, IDJC, county probation and other significant parties to act as consultants to the court to determine whether there are any other community based options for the juvenile offender based on risks and needs. Two hundred seventy-two (272) juveniles were screened and one hundred fifty-seven (157) juveniles, 58%, were not committed so they could be more appropriately served in the community in calendar year 2009. In addition, through a collaborative project, clinical services are available in all twelve county operated detention facilities. This project screens for and identifies any mental health concerns for juveniles entering the facilities and linking mental health services within the community.

In cases where the juvenile offender cannot be managed in the community, the court may order commitment to the legal custody of the state of Idaho. If a juvenile is committed to the Idaho Department of Juvenile Corrections, he/she is assessed and placed into a residential facility (contract or state) to address the criminogenic needs. Once the juvenile has completed treatment and it is determined that his/her risk to the community has been reduced, the juvenile is most likely to return to county probation for aftercare.

Together, the county probation offices and the Idaho Department of Juvenile Corrections implement the “Balanced Approach” philosophy emphasizing three priorities: public safety, accountability, and competency development. Through this approach, the counties and the state work together to ensure that juvenile justice in Idaho is a system that guarantees the best possible chance for juveniles to lead productive lives in the future. By consistently applying accountability-based sanctions that take into account the developmental stage of the offender and the severity of the offense, Idaho's juvenile justice system fosters individual responsibility, protects the community, and enhances our quality of life.

A Brief History

The 1903 Idaho legislature passed a bill that founded the Idaho Industrial Reform School for the Commitment of Wayward Youth. Over 90 years later, the Idaho Department of Juvenile Corrections was created at the recommendation of a special legislative committee. The recommendation to create a new department was based on a series of meetings held across the state to gather input from the public and juvenile justice practitioners. In response to the input, the 1995 Idaho legislature passed the Juvenile Corrections Act. This act removed juvenile corrections responsibilities from the Department of Health and Welfare, and vested them in the newly created Idaho Department of Juvenile Corrections. When the Department was created, the actual number of juveniles in state custody was almost 600. With the transfer of some juveniles to county probation and release of other juveniles to their home communities, the average daily population of juveniles in state custody was 490 by the end of 1995. During State Fiscal Year 2010 the number of juveniles in the juvenile justice system in Idaho was approximately 7,200, with roughly 94% of these juveniles managed at the local level (county probation and detention departments) and 6%, or an average of 347, in custody of IDJC.

Today

The Idaho Department of Juvenile Corrections provides services to youth adjudicated delinquent and sentenced to the custody of the state, through residential placement in contract and/or state operated facilities and programs.

While serving the citizens of Idaho, the Department is committed to the balanced and restorative justice model as a foundation.

To meet this obligation, the Department has 3 Divisions (*Institutional Services, Community Operations and Program Services, and Administrative Services*), 1 bureau (*Human Resources*) and 1 unit (*Quality Improvement*). In addition to providing community safety, offender accountability and competency development, the Department distributes Juvenile Corrections Act funds, tobacco tax revenue, and other state and federal funds to counties to fund local programming that has the effect of reducing juvenile crime. Twenty-six percent (26%) of the Department's yearly budget goes directly to counties and local communities for juvenile justice services to help reduce the need for commitments to IDJC. This has been enhanced with the Community Incentive Program and the funding for services to juvenile offenders with a diagnosed mental illness.

To assist the Department in its mission, there are eight boards/commissions that ensure the community and other juvenile justice professionals are involved in the decision making process. These groups that are valuable to the Department's mission and success include: Board of Juvenile Corrections, Juvenile Justice Commission, Idaho Juvenile Offender System (IJOS) Board, Juvenile Training Council, Custody Review Board, Juvenile Justice Magistrate Judges Advisory Team, Interstate Compact Council, Criminal Justice Commission, Interagency Committee on Substance Abuse Prevention and Treatment, and Idaho Association of Counties (Youth & Justice Advisory Council, and Juvenile Justice Administrators).

The Future

The Department will continue its efforts to prevent or reduce juvenile crime in partnership with communities. The Department is working closely with communities to hold juveniles accountable and provide services that are aimed at reducing the risk level of juveniles and increasing their capability and productivity through engagement in educational, rehabilitation and treatment services. The Department will continue to find ways to be fiscally responsible during these difficult economic times. Finally, the Department recognizes the power of combined efforts exceeds what can be accomplished individually and will therefore continue to work directly with key partners.

Facts

Number of Employees: 391.50 budgeted. This number reflects 14.75 positions deleted and 10 employees laid off due to state budget cutbacks in FY10.

Number and Location of Offices: Headquarters is located in Boise; 3 district offices—Coeur d'Alene, Pocatello, Twin Falls; and 3 juvenile correction centers--Lewiston, Nampa, St. Anthony.

Factors that may give rise to an increase in demand for services: There are two primary factors that may cause an increase in demand for IDJC services. The first factor includes the special populations being committed, over 70% have a mental health diagnosis and over 65% have a substance abuse disorder. Approximately 40% of the juvenile offenders in custody have issues with both substance abuse and mental health, considered a co-occurring disorder, an increase from the last reporting year. Gangs are also becoming more of an issue in juvenile corrections. In addition, Rule 19 and pre-screenings have kept juveniles in their communities for services. We are seeing increased commitments of juveniles with higher risk indicated by long offender histories.

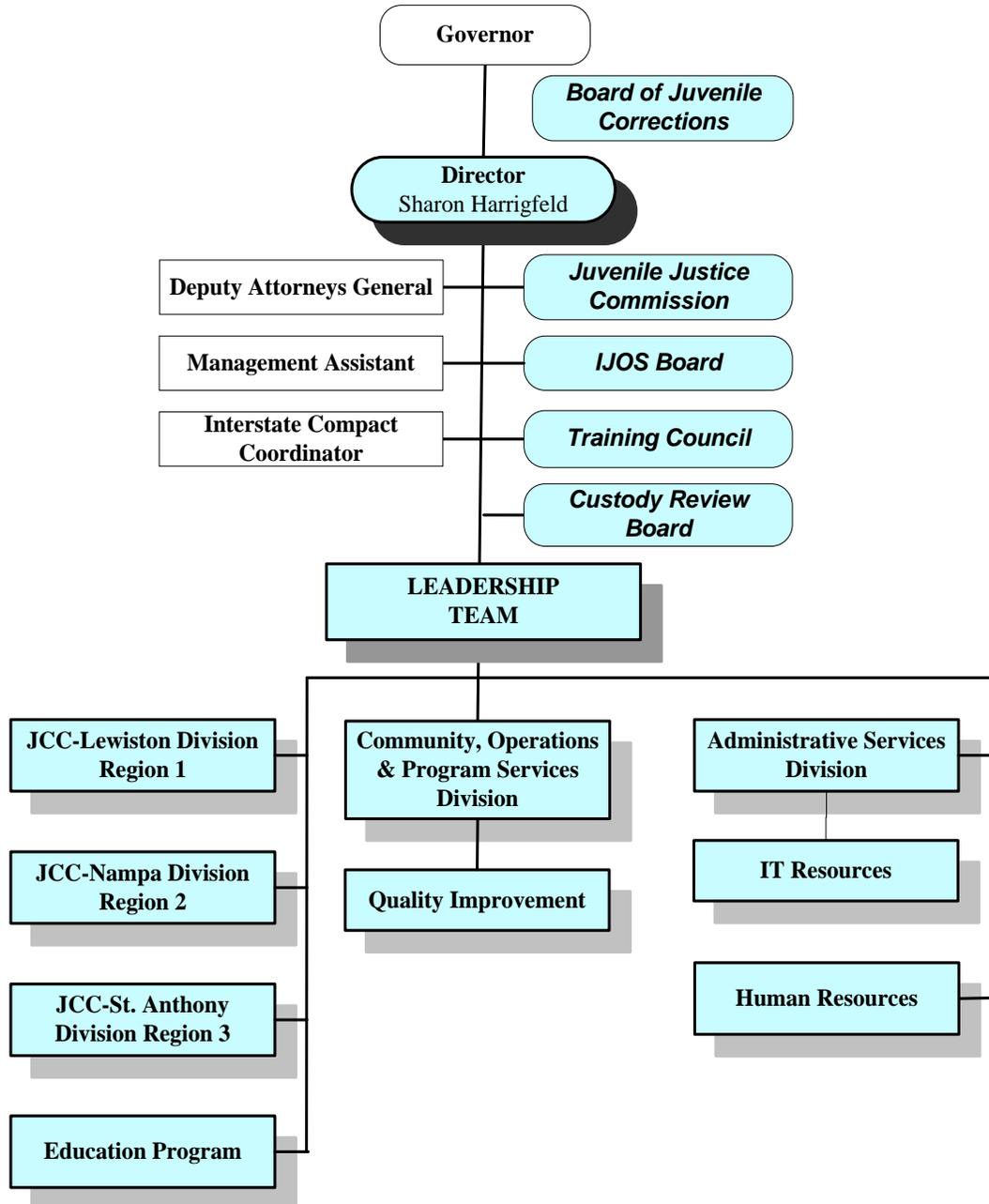
The legislature allocated funds to IDJC to provide services to juvenile offenders with mental illnesses for research-based, best practice programs to be managed through the Community Incentive Project which provides resources to counties and tribes to treat juvenile offenders in the community to prevent deeper involvement with the juvenile justice system. This has been supported with changes to Idaho Judicial Rule 19 requiring a screening team to review the case prior to commitment. In calendar year 2009 there were 272 pre-screenings, 157 juveniles were served in the community. This strengthens our relationship with communities through collaboration and coordination.

Core Functions/Idaho Code

The primary or core function of the Department (as written in *Idaho Code* Title 20, Chapter 5) is to provide services for youth adjudicated delinquent and sentenced to custody of the state, through residential placement in contract and/or state operated facilities and programs. While serving the citizens of Idaho, the Department is seeking to involve three co-participants in the justice process- victims, offenders, and communities. This allows Idaho's juvenile justice system to meet the sanctioning, public safety and rehabilitative needs of communities.

The Idaho Department of Juvenile Corrections fulfills its core function through its dedicated professional workforce in the following divisions, bureaus and units.

ORGANIZATIONAL STRUCTURE



Institutional Services:

IDJC has regionalized state services for juveniles committed to its custody, making it possible for most juveniles to remain close enough to their family and community to include parents and other key community members in their treatment. State juvenile correctional centers are located in Lewiston, Nampa, and St. Anthony and provide a full complement of services for 268 youth who range from 10 to 20 years of age. Specialized programs exist for adjudicated sex offenders, female offenders, and juveniles with a mental health diagnosis, juveniles with serious substance abuse disorders and juveniles with co-occurring disorders. All programs target reducing criminal behavior and thinking, in addition to decreasing the juvenile's risk to re-offend. The programs offered are recognized as state-of-the-art juvenile correctional programming and follow nationally accepted standards for the treatment of juvenile offenders. Each center is equipped with a fully accredited school program, and the teachers

and staff are trained to meet the wide spectrum of educational challenges prevalent among juvenile offenders. Other services include professional medical care, food services, and counseling. IDJC averaged 347 juveniles in custody in fiscal year 2010, with 246 (71%) in state facilities, and the remaining 101 (29%) in contract facilities, of which six (6) juveniles were out-of-state.

Clinical Services: As a result of the elimination of the Clinical Services Division, Clinical Services staff function as a part of Institutional Services. Clinical services staff provide assessment and placement services for juveniles committed to the custody of the Department, oversight of all placement and population management decisions, and provide case management services for juveniles in custody. Case management practice within the department has recently been revised to develop a stronger emphasis on reintegration planning and family involvement.

Administrative Services:

This Division is responsible for providing day-to-day business and administrative services to support the institutions, district offices, and the Department as a whole. Services include fiscal services (budget development and management, accounts payable, payroll, financial statements, risk management, P-card administration, and the collection of parent reimbursement), information technology management (developing, maintaining and supporting the Idaho Juvenile Offender System, local, and wide area networks), as well as purchasing, inventory, facility and vehicle management.

The Idaho Juvenile Offender System [IJOS] is a statewide electronic information management system used by the Department and local agencies to track juveniles in the juvenile justice system.

Human Resource Bureau: This Bureau is responsible for establishing the foundation for building and maintaining positive employee relations, attracting and retaining competent employees, and development and implementation of sound performance measures.

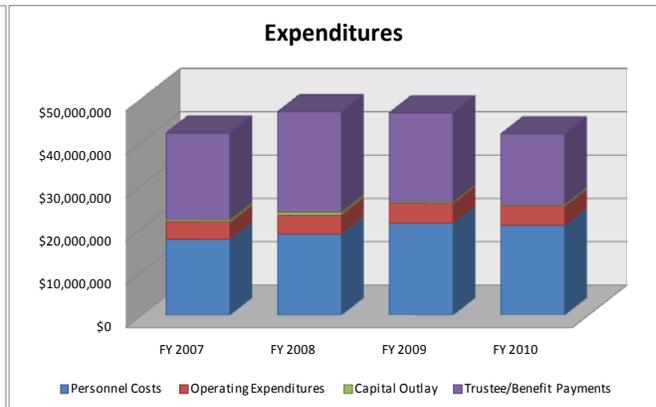
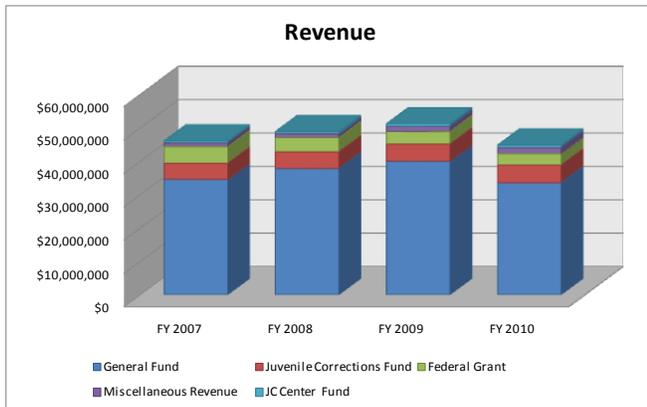
Community Operations and Programs Services Division (COPS):

The COPS Division addresses the needs of the community, offender and families throughout the continuum of care from prevention through aftercare. Six District Liaisons assist Idaho's 44 counties to assure IDJC remains connected to a wide range of community stakeholders. This Division provides research, public information and project management for the department, including responses to information requests from Idaho State Legislators and citizens in general. The Quality Improvement (QI) unit supports processes and activities that promote the growth and development of the principles of quality improvement throughout the department. The QI unit monitors contract programs for compliance with IDAPA rules; oversees the implementation of Performance Based Standards within the three state facilities and is responsible for assuring compliance with the Prison Rape Elimination Act.

COPS is also responsible for the coordination of POST certification for Juvenile Probation, Juvenile Detention and IDJC Direct Care staff statewide. The division oversees the contract for the delivery of religious services within the department's three facilities and support reintegration of juveniles back into their home communities. The Juvenile Justice Commission and Grants Management Section is responsible for planning and administering federal programs: including Juvenile Justice and Delinquency Prevention Formula Grant, Enforcing Underage Drinking Laws, Title V Prevention, Juvenile Accountability Block Grant, and state funds through the Community Incentive Project, the Mental Health Program, and the Detention Clinician Project. This Section is also responsible for the certification of detention facilities for compliance with state and federal standards and collaborative planning through the seven district councils.

Revenue and Expenditures

Revenue	FY 2007	FY 2008	FY 2009	FY 2010
General Fund	\$34,565,900	\$37,848,600	\$40,029,300	\$33,538,500
Juvenile Corrections Fund	\$4,807,100	\$4,945,000	\$5,091,800	\$5,307,100
Federal Grant	\$5,000,100	\$4,286,400	\$3,765,900	\$3,385,000
Miscellaneous Revenue	\$1,088,700	\$1,107,900	\$1,590,700	\$1,784,500
J C Endowment Fund	\$629,700	\$688,500	\$753,600	\$820,400
Total	\$46,091,500	\$48,876,400	\$51,231,300	\$44,835,500
Expenditure	FY 2007	FY 2008	FY 2009	FY 2010
Personnel Costs	\$17,459,400	\$18,652,700	\$21,155,300	\$20,676,700
Operating Expenditures	\$3,951,500	\$4,354,200	\$4,602,900	\$4,443,800
Capital Outlay	\$440,000	\$702,200	\$160,800	\$196,100
Trustee/Benefit Payments	\$20,140,600	\$23,204,600	\$20,718,100	\$16,458,900
Total	\$41,991,500	\$46,913,70	\$46,637,100	\$41,775,500



Profile of Cases Managed and/or Key Services Provided

Cases Managed and/or Key Services Provided	FY 2007	FY 2008	FY 2009	FY 2010
1. Length of Custody (days)	559	528	526	522
2. Average Daily Count	427	431	410	347
3. Recommit Rate (return to IDJC)	11%	12%	18%	17%
4. Number of pre-commitment screenings	N/A	N/A	N/A	338
5. Number of community service hours performed by juveniles	54,140	53,645	61,844	57,801
6. Number of juveniles served by the Detention Clinician Project	N/A	1,492	2,514	3,870
7. State dollars passed through to communities:				
a) Tobacco Tax & JCA funds	a) \$ 8,235,800	a) \$ 8,235,800	a) \$ 8,285,162	a) \$ 8,355,000
b) Mental Health & CIP	b) \$ 630,537	b) \$ 695,584	b) \$ 727,817	b) \$ 602,178
c) Detention Clinician Project	c) \$ N/A	c) \$ 415,000	c) \$ 716,000	c) \$ 691,000
STATE TOTALS:	\$ 8,866,337	\$ 9,346,384	\$ 9,728,979	\$ 9,648,178
8. Federal dollars awarded at the community level:				
a) Re-entry funds	a) \$ 42,000	a) \$ 101,638	a) \$ 78,643	a) \$ 73,502
b) Grant funds	b) \$ 1,350,765	b) \$ 1,157,523	b) \$ 1,027,957	b) \$ 933,866
FEDERAL TOTALS:	\$ 1,392,765	\$ 1,259,161	\$ 1,106,600	\$ 1,007,368

Part II – Performance Measures

Performance Measure	FY 2007	FY 2008	FY 2009	FY 2010	Benchmark
1. Percent of juvenile recidivism	N/A	N/A	N/A	27%	25%
2. Percent of individual student ISAT scores that improve while juvenile is in custody	74%	74%	73%	73%	85%
3. Percent of families satisfied with s.	87%	71%	75%	80%	80%
4. Number and percent of programs funded using evidence based models	17/53= 32%	67/130= 52%	68/102= 67%	121/197= 61%	75/100= 75%
5. Employee turnover rate	15%	15%	15%	14%	15%
6. Percent of successful program completions	N/A	N/A	N/A	85%	90%

Performance Measure Explanatory Notes:

The Department of Juvenile Corrections continues to refine the measures that it reports as meaningful indicators of the agency’s ability to meet its mandates. While the most basic mandates have not changed, in some cases operations have had to change to reflect diminished resources at the state and county level and to reflect the critical value of partnerships in making the overall state juvenile justice system operate as designed in the Juvenile Corrections Act. Many of the changes in performance measures described below have been made to better reflect the outcomes of collaborative efforts with counties, with the courts and with other state agencies as supported by the legislature.

Profile of Cases Managed and/or Key Services Provided

- 1. Length of Custody** – Average length of custody of juveniles released from IDJC in the stated fiscal year.
- 2. Average Daily Count** – The average number of juveniles committed to IDJC within the stated fiscal year.
- 3. Recommit Rate (return to IDJC)** – Percent of juveniles who have returned to IDJC custody in the stated fiscal year.
- 4. Number of pre-commitment screenings** – (New Measure) The Juvenile Corrections Act requires IDJC to develop and support practices that are effective and efficient while maintaining acceptable standards of practice and while operating within the limits of its annual appropriation. In the early part of FY 2009 the Department, the Judiciary and the counties, with support from the legislature, developed a more formal mechanism and requirement for screening juveniles before commitment to IDJC. The intent of this rule change was to assure that lower risk juveniles were served in the community where their risk to recidivate would not be increased by exposing them to more serious offenders already in the Department’s custody. This measure also provided a mechanism to support community safety while managing the population of committed juveniles. The process of pre-commitment screenings began in the later months of FY 2009. The first full year data available is reported above for FY 2010. Over 50% of those juveniles screened were served in the community. This rate of success is contingent upon the continued availability of community resources to serve juveniles and families.
- 5. Number of community service hours performed by juveniles** –Juveniles continue to perform relevant community service, both internal and external, including work for Fish and Game, US Forest Service, and Adopt a Senior Program. Juveniles report community service provides them with an opportunity to use the tools they are learning in program.
- 6. Number of juveniles served by the Detention Clinician Project** - (New Measure) Providing services at the community level is contingent upon the determination of the level of risk and need that juveniles present. This assessment process is ongoing but the earlier it begins the sooner appropriate interventions may be delivered. A

pilot project demonstrated to the legislature that supporting the location of a clinician in a detention center can help to identify the needs of juveniles early in their involvement with the juvenile justice system. The legislature has supported the location of clinicians now in all juvenile detention centers across the state, making the benefits of this early assessment and intervention statewide. This service at the community level is one of those that has helped to support the reduction in IDJC commitments, we believe. The number reported above is the figure for the full fiscal year in all twelve detention centers.

7. State dollars passed through to communities – (New Measure) State dollars passed through IDJC to communities have been divided into 3 subgroups to provide a more complete picture. (a) Tobacco Tax and Juvenile Corrections Act funds that are provided based upon county populations; b) Mental Health and Community Incentive Program funds; and (c) funds awarded for the Detention Clinician Project.

8. Federal dollars awarded at the community level - federal dollars pass through IDJC to the counties in a number of ways to support community based juvenile and family services. These funds may be awarded in grants to eligible entities to support programs and services or they may be used to support the delivery of specific services for juveniles and families through an approved service or reintegration plan. Traditionally IDJC has reported on these funds by reporting dollar amounts based upon the funding source, regardless of the type or level of service supported. This data is available but in order to better reflect the investment made within the juvenile justice system it appeared more meaningful to report on the allocation of those federal dollars not by source but rather by how they have been used; (a) as a commitment of resources to support individual Re-entry plans, or (b) as grants to support development of programs. Reporting in this manner provides a more complete picture of the levels and types of investments necessary to be made at the community level to support current efforts at population management and community safety.

Part II – Performance Measures

1. Percent of juvenile recidivism - (New Measure) For several years the department has chosen to report on the rate of juveniles returning to the system by emphasizing the POSITIVE rate of those remaining crime free. While there is benefit certainly in reporting a POSITIVE outcome, the more common reference point for those outside of the system is “Recidivism Rate”. Often stakeholders seek to compare performance on this type of measure with previous years or with other jurisdictions. Such comparisons are difficult enough given the varying definitions of “Recidivism”, our effort here is to return to a more commonly understood reference point. Recidivism rate as calculated for IDJC is the percent of juveniles released from IDJC custody who are re-adjudicated within 12 months of release.

2. Percent of individual student ISAT scores that improve while juvenile is in custody – This measures the percent improvement of individual student Idaho Student Achievement Test (ISAT) while the juvenile is in custody.

3. Percent of families satisfied with services - (New Measure) The department utilizes several survey sources to identify information relative to customer satisfaction and related to other important measures of performance. For example, Performance Based Standards in the three state facilities routinely surveys juveniles and staff about matters of safety, security and performance. Those surveys of juveniles at the time of their release are expanded to include some items related to satisfaction. The data reported in this section previously was related specifically to satisfaction by partner agencies and courts with the role of IDJC District Liaisons. This data is still available but it reports on satisfaction with a narrow portion, although critically important, of IDJC services. The data we have determined to report in this area beginning with this report has to do with FAMILY satisfaction. IDJC has contracted with the Idaho Federation of Families to conduct surveys of families of juveniles leaving IDJC custody. We believe that reporting this family satisfaction data at this time is more representative of the overall result of IDJC intervention than is reporting on satisfaction with District Liaisons only.

4. Number and percent of programs funded using evidence-based models – Evidence-based models have been tested and consistently demonstrate positive outcomes and are reliable over time. The number and percentage of programs are indicated in the stated fiscal year.

5. Employee turnover rate – The percentage of employee turnover at IDJC in the stated fiscal year.

6. Percent of successful program completions - (New Measure) Data concerning recidivism and length of time in IDJC custody are reflective of performance in two critical aspects. One additional area where we can examine the effectiveness of IDJC supported interventions has to do with the percent of juveniles leaving a program that do so “successfully”. Our definition of a successful completion in this case refers to a move to a program of lower custody or to actual release. We believe that this data is linked to overall lengths of stay in IDJC custody and is thus meaningful in helping to manage resources.

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