



IDJC Strategic Plan



IDJC Strategic Plan 2020-2024 2020-2024

TABLE OF CONTENTS

Purpose and Layout of Strategic Plan	2
IDJC Leadership Team	3
Our Mission, Vision, and Values	4
Juvenile Justice in Idaho.....	6
Department Goals, Objectives, and Performance Measures	9
Internal and External Factors	13



Purpose and Layout of the Strategic Plan

Idaho statute requires each state agency to develop a strategic plan that is the foundation for establishing performance commitments and assessing progress toward achieving agency goals (§ 67-1903, Idaho Code). Plans are based on the state fiscal year (July 1 through June 30), cover a four-year horizon into the future, including the year in which they are developed, and are updated annually.

The purpose of the strategic plan is threefold: (1) to provide planning and performance information to the legislature, which oversees and assesses performance, taking into account the statutory authority granted to the agency and the agency's appropriated annual budget; (2) to define how the agency will meet the key results identified by Governor Little's primary objective to make Idaho the place where our children and grandchildren choose to stay; and (3) to identify goals and objectives that are specific to the Department's mission.

Additionally, the Department recognizes the importance of developing and identifying specific strategies that allow us to cascade our Department goals to employees. This effort reinforces everyone's understanding of how staff, working together, accomplish the Department's mission.

Goals describe the broad conditions the agency is trying to achieve.

Objectives are the incremental steps that will be taken to achieve each goal.

Strategies are approaches to achieve objectives.

Performance measures display efforts made toward current targets or benchmarks.

IDJC Mission



*To develop
productive
citizens in
active
partnership
with
communities.*

IDJC Vision



*Our vision is
to be leaders
in producing
successful
outcomes for
justice-
involved
youth, their
families, and
communities.*



IDJC Leadership Team

Monty Prow, Director

Scott Johnson, Deputy Director of Facility Operations

Kevin Bernatz, Superintendent, JCC–Lewiston

Skip Greene, Superintendent, JCC–St. Anthony

Superintendent, JCC–Nampa

Jen Callahan, Administrative Services Administrator

Cindy Orr, Education Program Director

Pablo Coblentz, Human Resource Officer

Jason Stone, Community, Operations, and Program Services Administrator

Jessica Moncada, Quality Improvement Services Bureau Director

James Phillips, Juvenile Placement Manager



Our Mission, Vision, and Values

Mission

To develop productive citizens in active partnership with communities.

Vision

Our vision is to be leaders in producing successful outcomes for justice-involved youth, their families, and communities.

Values

Balanced and Restorative Justice

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

Effective Partnerships

We acknowledge our vital role in communities with other state agencies and branches of government. We seek to understand and promote a unified relationship among all parties to prevent juveniles from breaking the law.

Communication

We are committed to full-circle communication in our activities.

Teamwork

We recognize that the power of combined efforts exceed what can be accomplished individually.

Respect

We treat juveniles, families, victims, and one another with respect and, in doing so, we 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. We value new ideas and plans which are evidence-based and results-oriented.

Employee Optimization

We value our staff and are dedicated to provide training, which will develop leaders and maintain qualified, competent employees.

Diversity

We are committed to fostering an inclusive environment where the individual differences among staff, juveniles and families are understood, respected, and appreciated.

Effective Stewardship

We believe in promoting responsible government by the prudent management of resources to maximize efficiency and effectiveness.



Juvenile Justice in Idaho

The Idaho Department of Juvenile Corrections (Department) was established in 1995. According to § 20-501, Idaho Code, the purpose of the Department is to: (1) protect the community, (2) ensure juvenile accountability for offenses committed, and (3) develop competencies to enable juvenile offenders to become responsible and productive members of the community, also known as the “Balanced Approach.” This Balanced Approach becomes a true “community justice” strategy as communities become actively involved in developing solutions to address juvenile crime. It is the legislative intent that the entire community (families, victims, juvenile probation, and contract providers) partners with the Department to restore the harm caused to the victims and community to the greatest extent possible.

Partnerships characterize Idaho’s juvenile justice system. In Idaho’s juvenile justice system, the state and counties perform separate, but equally important functions. About 95% of juveniles involved in the juvenile justice system are handled at the county level through county probation departments and county detention centers. Only the most seriously delinquent juveniles are committed to the custody of the Idaho Department of Juvenile Corrections. Evidence-based programs, such as victim-offender mediation, family group conferencing, substance use disorder services, and a variety of cognitive behavioral treatment strategies have been implemented in Idaho. These programs have been successfully implemented with support from the state’s judiciary, county and state agencies, Idaho Juvenile Justice Commission, state and private service providers, the state legislature, and the Governor. Without this level of partnership, the numbers of juveniles committed to the Department would be significantly higher.

When a juvenile is committed to the Department, the juvenile is assessed and placed at a state juvenile correctional center or a licensed contract facility to address criminogenic risk and needs (§ 20-504, subsections (2), (4) through (6), and (9), Idaho Code). Criminogenic needs are those conditions which contribute to the juvenile’s delinquency most directly. Once the juvenile has completed treatment and risk to the community has been reduced, the juvenile is most likely to return to county probation. Each juvenile’s return to the community is associated with a plan for reintegration that requires the juvenile and family to draw upon support and services from providers at the community level. Making this link back to the community is critical to the ultimate success of juveniles leaving state custody.

Idaho’s juvenile justice partners and Department staff recognize the responsibility that they have to protect the safety of communities, to ensure juvenile accountability, and to ensure prudent stewardship of state resources. We also recognize that in order for juveniles to become productive citizens, services must be responsive to individual mental health needs, physical needs, personal challenges, the severity of their offense, and the developmental stage of the offender. Accountability-based interventions are used to shape an adjudicated juvenile’s behavior to help them become a responsible and pro-



ductive member of the community. In order to accomplish our mission, the Department has three operating divisions that support one another: Institutions; Administrative Services; and Community, Operations, Programs and Services.

Institutions

The Department has regionalized state services for juveniles committed to its custody, making it possible for most juveniles to remain closer to their homes and 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 services to meet the needs defined in assessments and treatment plans for youth ten to 21 years of age (§ 20-504, subsections (4) through (6), (8) and § 20-504A, Idaho Code). Specialized programs are used for juveniles with sex offending behavior, serious substance use disorders, mental health disorders, and female offenders. All programs focus on strengths and target reducing criminal behavior and thinking, in addition to decreasing the juvenile's risk to reoffend. The programs are evaluated by nationally accepted and recognized standards for the treatment of juvenile offenders.

Each center provides a fully accredited school program in which education staff play a key role. Teachers provide educational instruction and are trained as direct care staff to meet the wide spectrum of both behavioral and educational challenges prevalent among juvenile offenders. Despite these challenges, juveniles reenter communities with better educational skills and more positive outcomes. Juveniles' successes are celebrated with the award of GED certificates and high school diplomas through graduation ceremonies as well as advanced learning opportunities.

Other IDJC services include professional medical care and counseling. Clinical services staff are responsible for providing assessment, placement services, and case management services for juveniles committed to the custody of the Department.

Administrative Services

Administrative Services is comprised of the Director's Office, Quality Improvement Services (QIS) Bureau, Human Resources Bureau, Placement Management, and Administrative Services Division. The Director's Office includes Interstate Compact for Juveniles and Legal Services (§ 20-503(2) and (3), Idaho Code).

The QIS Bureau supports processes and activities that promote the growth and development of best practices throughout the Department. Additionally, this bureau monitors contract programs for compliance with administrative rules, oversees the implementation of Performance-based



Standards (PbS) within the three juvenile correctional centers, and is responsible for assuring compliance with the Prison Rape Elimination Act (PREA).

The Human Resources Bureau is responsible for providing assistance and support to all Department employees in the areas of recruitment and selection, compensation, classification, benefits, performance management, employee relations, training, wellness, and staff development. This bureau is also responsible for ensuring compliance with the state of Idaho personnel system statutes and rules.

The Administrative Services Division supports the juvenile correctional centers, district offices, and the Department as a whole by providing day-to-day business and administrative services that includes fiscal services, information technology management, purchasing, inventory, facility management, and fleet management.

Community, Operations, and Programs Services

Community, Operations, and Programs Services (COPS) has four units: District Liaisons, Planning and Compliance, Behavioral Health Unit (encompassing Substance Use Disorder Services (SUDS), Community Incentive Program, Mental Health, and Re-Entry Funding), and Peace Officer Standards and Training (POST). The COPS division works closely with the Department's community partners to facilitate effective evidence-based community programs and services. Major goals for this division are to facilitate communication, cooperation, and collaboration between the Department, communities, and other agencies in the interest of preventing and reducing juvenile crime (§ 20-504, subsections (3), (7), (11), and (15), Idaho Code).

The SUDS unit is responsible for the delivery and oversight of funding to local districts for substance use services for justice-involved juveniles in Idaho. The Department collaborates with Idaho counties, the judiciary, and other agencies to build a responsive service delivery system for adolescents with substance use treatment needs. The funds provide timely screening, professional level assessment, treatment, and recovery support services for justice-involved juveniles needing substance use disorder services (§20-504(11), Idaho Code).



Department Goals, Objectives, and Performance Measures

1. Ensure juvenile accountability through effective use of evidence-based practices.

- 1.1 IDJC population will meet optimal length of stay recommendation.
- 1.2 Increase or maintain number of successful program completions.
- 1.3 Improve family engagement outcomes.

Performance Measures and Benchmark/Target:

- 1.1.1 Targeted average length of custody not to exceed 18 months.
- 1.2.1 90% or more of juveniles successfully complete program.
- 1.2.2 Improve IDJC's conditions of confinement. The benchmark is to meet or exceed the national average on at least 75% of critical performance measures using Performance-based Standards (PbS) methodology.
- 1.3.1 Increase families satisfied with Department services to meet or exceed 80%.
- 1.3.2 Increase the percentage of families participating in monthly staffings to meet or exceed 75%.
- 1.3.3 Improve family engagement outcomes with families of juveniles committed to IDJC. The benchmark is to meet or exceed 85% of family engagement performance measures using Performance-based Standards (PbS) methodology.
- 1.3.4 JSCs will visit at least 80% of families/guardians in person (face-to-face), quarterly, exclusive of staffing.

2. Ensure community protection through competency development of juveniles returning to the community.



- 2.1 Improve juveniles' positive behavioral coping skills as evidenced by a reduction in risk.
- 2.2 Improve juveniles' academic and Career Technical Education (CTE) outcomes.
- 2.3 Improve juveniles' success and reintegration into communities.

Performance Measures and Benchmark/Target:

- 2.1.1 At least 92% of juveniles reduce their approved Progress Assessment/Reclassification (PA/R) levels to a level 2 or 1 prior to release from custody.
- 2.2.1 90% or more of juveniles will increase math and reading scores.
- 2.2.2 90% of juveniles will increase math and reading scores, at minimum, one grade level each 12-month period.
- 2.2.3 90% or more of eligible juveniles will earn at least one CTE certificate.
- 2.2.4 80% of eligible juveniles will earn a high school diploma or a GED.
- 2.2.5 100% of active special education students will have progress monitored no less than one time for each goal every 10 school days.
- 2.2.6 70% or more of juveniles will be successful citizens participating in employment, post-secondary education, or K-12 education after release from custody.
- 2.2.7 After earning GED or Diploma, 90% or more of eligible juveniles in custody will participate in advanced educational opportunities.
- 2.3.1 At least 70% of juveniles released from IDJC custody will be successful when returned to the community. Success is defined by not being adjudicated for a new misdemeanor or felony within 12 months post-custody.
- 2.3.2 Improve reintegration outcomes with juveniles committed to IDJC. The benchmark is to meet or exceed 92% of reintegration performance measures using Performance-based Standards (PbS) methodology.

3. Ensure a well-structured system that addresses the needs of juvenile offenders, their families, and safety of communities.

- 3.1 Through collaboration with stakeholders, improve or maintain quality programs and services that best serve juveniles and families in the Idaho juvenile justice system.
- 3.2 Through collaboration, promote a process of continuous quality improvement by working with IDJC staff and community partners to ensure optimal application of IDJC standards.
- 3.3 Ensure quality training and technical assistance is provided to juvenile justice professionals at the highest standards of excellence based on current and emergent research, best practices, federal regulations, state statutes, and administrative rules.



Performance Measures and Benchmark/Target:

- 3.1.1 Work with counties on Rule 19 pre-screenings to maintain a diversion rate of at least 60%.
- 3.1.2 75% or more of juveniles who need residential reintegration will receive services within their home region.
- 3.2.1 90% or more of youth accessing Community Incentive Program and Mental Health pass-through funds are successfully maintained in the community and, therefore, not committed to IDJC within 12 months.
- 3.2.2 90% or more of youth who access reentry services pass-through funds are successfully maintained in the community and, therefore, are not recommitted to IDJC.
- 3.2.3 95% or more of youth accessing treatment through IDJC Substance Use Disorder Services funds are successfully maintained in the community and, therefore, not committed to IDJC.
- 3.2.4 IDJC will collect juvenile holding data from 85% or more of local facilities housing juvenile offenders.
- 3.3 At least 95% of state and county direct care staff will be trained and POST-certified within 12 months of date of hire or appointment.

4. Strengthen and support all resources within IDJC.

- 4.1 Improve leadership and professional capabilities.
- 4.2 Work to ensure that the basic needs of staff and juveniles are met in support of the agency's mission and values.
- 4.3 Ensure that documents and data are completed and disseminated accurately, professionally, and efficiently according to established processes, policies, and procedures.

Performance Measures and Benchmark/Target:

- 4.1.1 Maintain staff turnover at or below the average for state agencies.
- 4.1.2 Attain a score of 4.0 or higher on employee engagement survey question: "We invest in developing our employees and maintaining competent and qualified staff."
- 4.1.3 Maintain or exceed required training compliance, as reported by monthly facility reports, at 98%.
- 4.2.1 Percentage of variance from the general fund financial plan within 2%.
- 4.2.2 Attain a score of 4.0 or higher on employee engagement survey question: "Motivation and morale in my area are high."



Areas of Focus

Internal and External Factors

External Factors

Youth Empowerment Services (YES)

Idaho continues to implement a new system of care for children’s mental health called Youth Empowerment Services (YES). YES provides options and services for families in Idaho who care for children with a serious emotional disturbance (SED). The Department of Juvenile Corrections collaborates with the Idaho Department of Health and Welfare and the State Department of Education to implement this comprehensive system of care.

IDJC has provided extensive training to case managers and regional institutional staff to obtain certification in the CANS (Child and Adolescent Needs and Strength) assessment tool as well as training and access to the ICANS system. Further, IDJC has developed access and reintegration protocols to ensure identification, and to link youth and families with appropriate resources.

Despite the amazing collaboration, resource development, and additional array of services being provided, continued systemic improvement is needed. The inability of state agencies to share data more effortlessly and effectively causes delays and duplication. It is IDJC’s ongoing goal to improve data sharing efforts, streamline assessment and access processes, and support more effective coordination among partnering agencies. Many youth and families access services from multiple state partners (child protection, children’s mental health, developmental disabilities, juvenile corrections) and should experience effective collaboration resulting in improved service delivery and effective systemic stewardship.

Juvenile Justice and Delinquency Prevention Act (JJDPA) Reauthorization

In December 2018, Congress reauthorized the Juvenile Justice and Delinquency Prevention Act. Since the Act’s last reauthorization in 2002 (16 years ago), federal funding for juvenile justice programs has been largely reduced. Idaho is a minimum allocation state and has been awarded \$400,000 per year to participate in the Act and comply with the *four core protections* (deinstitutionalization of status offenders, jail removal, sight and sound separation, disproportionate minority contacts) requirements.

States are required to remain in compliance with the four core protections to receive their full award. If a state is determined to be out of compliance, the state’s Title II funding is reduced per each core protec-



tion determined to be out of compliance (20%). Presently, Idaho is out of compliance with the Deinstitutionalization of Status Offender (DSO) protection, as Idaho simply has too many status offenders in detention centers across the State.

Much of the reauthorization rules, regulations, and expectations are still unknown; yet, we do know that there will be changes in the State Advisory Group (SAG), State Planning responsibilities, as well as changes in the data needing reported to our federal partners. Although largely undetermined at this point, Idaho is anticipating some data collection challenges, as no single system exists that has court data, education, child welfare, and juvenile justice data. Moving forward, data sharing and agreements to share aggregate data will be essential.

IDJC is moving forward with several strategies to regain full compliance with the federal JJDPa and to ensure we remain in compliance to the best of our ability. It should be noted that the State of Idaho is also penalized, out of the Title II funds, for not being in full compliance with federal Prison Rape Elimination Act (PREA) expectations.

Community Partnership and Collaboration

Idaho has a bifurcated juvenile justice system, meaning there is a continuum of services in Idaho ranging from prevention through community reintegration after commitment. This continuum requires a well-orchestrated collaboration between Idaho's judiciary, counties, providers, state and many other stakeholder groups.

About 95% of juveniles involved in the juvenile justice system are handled safely and effectively through county diversion, probation, and detention services. By design, only the most serious juveniles are committed to the custody of the Idaho Department of Juvenile Corrections. The Community, Operations, and Program Services division works closely with the Department's community partners to facilitate evidence-based community programs in the interest of preventing and reducing juvenile crime, while maximizing community-based treatment opportunities.

Family First Prevention Service Act (FFPSA), Title IV-E Plan

Title IV-E was updated with a number of new requirements for states who access Title IV-E federal funds, effective February 9, 2018. Idaho Department of Health and Welfare initiated a visioning council to develop a FFPSA Implementation Plan. Several stakeholders, including representatives from IDJC are active members of the visioning council and related workgroups. Idaho will implement prevention provisions by September 2021.

One major change in the FFPSA is the requirement for residential facilities (congregate care) utilized by Idaho Department of Health and Welfare's Family and Children's Service division under Title IV-E to be



Qualified Residential Treatment Programs (QRTP). Currently, none of the facilities that provides services to this population are certified QRTPs. Another major change in the act is to focus resources on prevention. The funding for these services is dependent upon the implementation of both a prevention plan and a QRTP plan. One of the positive aspects is that the new guidelines will promote and strengthen the use of evidence-based programs.

Given the current limited resources in Idaho for foster care and emergency shelter for vulnerable youth and the strict guidelines in the FFPSA, there is the potential for creating additional gaps in services for youth. There is concern some providers may choose not to implement changes or may be unable to implement changes to become QRTPs. Some providers serve populations of both Idaho Department of Juvenile Corrections- and Idaho Department of Health and Welfare-involved youth. While current census in IDJC is low, any additional gaps in the system could potentially have a negative impact on both systems. Lack of providers could result in increased juvenile justice involvement for vulnerable youth. The visioning council has workgroups addressing these issues and formulating plans for implementation and sustainability. Impacts of the FFPSA may not be recognized for the next few years.

Internal Focus

The Five Pillars for Successful Outcome of Justice Involved Juveniles

- ✘ Family Engagement
- ✘ Skills Building
- ✘ Counseling
- ✘ Cognitive Behavioral Therapy
- ✘ Education

Address Needs of Special Populations

- ✘ Developed a workgroup to address the needs of special populations
- ✘ Developing mechanisms to identify treatment resistant juveniles as early as possible
- ✘ Strengthening individual service plans to meet the needs of juveniles and the community
- ✘ Working with community stakeholders to improve reintegration process for all juveniles, especially those that will have long-term needs upon release from IDJC

Operations

- ✘ Optimize employees to develop leaders and maintain qualified and competent staff making IDJC a destination agency
 - Support and sustain the newly developed compensation advisory committee
 - Understand the effects of staff working in a 24/7/365 working environment



- Develop plans to compensate employees that sacrifice work/life balance to meet the needs of IDJC and the State of Idaho
- Develop a leveling system to recognize longevity and employee contributions within job classes
- ✘ Continue to strengthen data sharing with stakeholder agencies
- ✘ Operationalize records management

Implement cybersecurity strategies as identified in Executive Order No. 2017-2

- ✘ IDJC remains dedicated to achieving compliance with Executive Order No. 2017-2, and the associated implementation timeframes.
- ✘ IDJC continues to collaborate with the Office of the CIO, and remains on-track with set goals for the executive order.

Implement Red Tape Reduction Act as identified in Executive Order No. 2019-02

- ✘ IDJC has designated the Management Assistant as the Rule Review Officer facilitating the process of reviewing the agency's administrative rules to identify costly, ineffective, or outdated regulations.
- ✘ IDJC works continually to identify costly, ineffective, and outdated regulations. Because of the ongoing review of our administrative rules (as described below), we are currently recommending removal of a chapter of administrative rules (05.02.04, Rules for Supported Living Providers) in its entirety to reduce redundancy.
- ✘ IDJC monitors the applicability of administrative rules, at a minimum, on an annual basis, often more frequently. Monitoring is conducted as follows:
 - During annual detention center reviews, IDJC and county staff use chapter 05.01.02, Rules and Standards for Secure Juvenile Detention Centers, for the benchmark and continuously review rules for clarity, relevancy, and accuracy.
 - During quarterly Custody Review Board (CRB) meetings, CRB members use chapter 05.01.03, Rules of the Custody Review Board, for guidance and precision on Board operations and decisions. The CRB continuously reviews rules for clarity, relevancy, and accuracy.
 - 05.01.04, Standards for Juvenile Probation Services, is currently being revised to ensure all proposed standards are relevant, necessary, and concise. Once approved, IDJC and county partners will conduct frequent reviews.
 - During annual contracted service provider reviews, IDJC uses the below chapters as the benchmark. These chapters are continuously reviewed by the Department's Quality Improvement Services staff for clarity, relevancy, and accuracy.
 - 05.02.01, Rules for Residential Treatment Providers
 - 05.02.02, Rules for Staff Secure Providers
 - 05.02.03, Rules for Reintegration Providers