



IDJC Strategic Plan 2021-2025



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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 achievements 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.*

Mission, Vision, and Values

Mission

To develop productive citizens in active partnership with communities.

Vision

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 that 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 productive 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 plays 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 of 2003 (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 Placement Manager works collaboratively with various divisions of IDJC and with community partners to ensure appropriate placement and services are provided juveniles in the custody of IDJC to prepare them for a successful return to their communities.

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: (1) District Liaisons, (2) Planning and Compliance, (3) Behavioral Health Unit, and (4) Peace Officer Standards and Training (POST). It should be noted that the Behavioral Health Unit encompasses Substance Use Disorder Services (SUDS), Community Based Alternative Services (CBAS), which includes Mental Health, Community Incentive, and Re-Entry Programs, and the Detention Clinician Program. 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, the courts, and other agencies in the interest of preventing and reducing juvenile crime (§ 20-504, subsections (3), (7), (11), and (15), Idaho Code).

Substance Use Disorder Services

The Behavioral Health Unit encompassing SUDS is responsible for the delivery and oversight of funding to local districts to provide 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.



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 95% 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.

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 96% 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.
- 2.2.4 100% of active special education students will have progress monitored no less than one time for each goal every 10 school days.
- 2.2.5 70% or more of juveniles will be successful citizens participating in employment, post-secondary education, or K-12 education after release from custody.
- 2.2.6 After earning GED or Diploma, 95% or more of eligible juveniles in custody will participate in advanced educational opportunities.
- 2.3.1 At least 75% 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%.
- 3.2.1 92% or more of youth accessing treatment through IDJC Community Based Alternative Services funds are successfully maintained in the community and, therefore, not committed to IDJC within 12 months.
- 3.2.2 85% or more of youth accessing services through IDJC Detention Clinician Program received an assessment while in Idaho's juvenile detention centers.



- 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 Maintain 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

External and Internal Factors

External Factors

In accordance with Idaho Code § 67-1903, this section identifies those key factors external to the agency and beyond its control that could significantly affect the achievement of the strategic plan goals and objectives.

COVID-19 Pandemic

We do not yet know the full impact the current pandemic will have on our stakeholders. While Magistrate and District courts' services on youth delinquency cases are not currently operating at the same volume as they were prior to the pandemic, we are attempting to predict the affect this will have on our Department. Additionally, the capacity of county probation, detention, and community services providers has been altered through this challenging time. If resources in the community are unavailable to youth, and therefore criminogenic needs go unmet, this may cause a rise in the need for Department services.

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 developed access and reintegration protocols to ensure identification of qualifying youth in IDJC custody, 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 of services. 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 (JJDP)

In December 2018, the Juvenile Justice Reform Act (JJRA) was signed into law, reauthorizing and substantially amending the Juvenile Justice and Delinquency Prevention Act. The amendments made by the JJRA became effective October 1, 2019. Key changes as a result of the JJRA include:

- ✘ State Advisory Group: States will now be required to have members on the State Advisory Group who have additional expertise and qualifications. If a state does not have all membership requirements met, they will be ineligible for Title II funds.
- ✘ Use of Restraints: Within 1 year of enactment of the JJRA (by December 21, 2019), states must include in their juvenile crime analysis a plan to eliminate the use of restraints on known pregnant juveniles, unless certain criteria apply.
- ✘ Juveniles Treated as Adults: By December 21, 2021, unless specific criteria are met by a judge during a formal court hearing, juveniles who are being charged and tried as adults may not be detained in a jail or lockup for adults.
- ✘ Racial and Ethnic Disparities: The requirements to address “disproportionate minority contact” have been revised. States must now identify and reduce racial and ethnic disparities.
- ✘ Valid Court Order: Additional requirements have been imposed for use of the valid court order (VCO) exception to the deinstitutionalization of status offenders requirement. The court must issue a written order setting out the specific, factual circumstances surrounding the violation of the VCO. Such placement may not exceed 7 days and the court’s order may not be renewed or extended.
- ✘ Additional Information Required in State Plan: State plans must now include information on the following:
 - Eliminating the use of dangerous practices, unreasonable restraints, and unreasonable isolation.
 - Evidence-based methods used to conduct mental health and substance abuse screening, assessment, referral, and treatment for juveniles.
 - Reentry planning for juveniles based on an individualized assessment.
 - Collaboration with educational entities to support education progress including the timely transfer of educational records for juveniles in custody and transfer of credits for adjudicated juveniles.
 - Identification of victims of domestic human trafficking, or those at risk of such trafficking, and strategies to divert such youth to appropriate programs or services.

In addition to working on implementation of the new JJRA requirements, we continue to work on full compliance with the Four Core Protections of the JJDP (Deinstitutionalization of Status Offenders, Sight and Sound Separation, Jail Removal, and Racial and Ethnic Disparities). Idaho continues to be out of compliance in regard to Deinstitutionalization of Status Offenders. Keeping status offenders incarcerated negatively impacts these youth, increases their risk, and fails to address their underlying issues. In addition,



non-compliance with this core protection results in a reduction of federal funds for the state. IDJC and the Idaho Juvenile Justice Commission are working on various strategies to regain compliance, especially through continued training and development/enhancement of community resources.

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. The effectiveness of the collaboration can be measured, in part, by the declining arrest, petitions, probation, detention and IDJC census trends. Idaho's juvenile justice collaboration is strong.

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 Factors

These internal factors represent our continual development of operational capacity to meet the Department's mission.

The Five Pillars for Successful Outcome of Justice-Involved Juveniles

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

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.
- ✘ Continuously evaluating FTE utilization and organizational structure to ensure varying needs are met going forward.
- ✘ With indeterminate sentencing, it is up to the youth to internalize treatment, thereby determining length of stay. While continuing to meet the needs of the youth, we are constantly looking for opportunities to reduce length of stay. This will assist our ability to manage program size, staff to youth ratio, and census.
- ✘ We are developing and continually refining mechanisms to identify treatment resistant juveniles as early as possible in treatment.
- ✘ Continue to strengthen data sharing with stakeholder agencies.



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 and Zero-Based Regulation as identified in Executive Orders 2019-02 and 2020-01

IDJC works continually to identify costly, ineffective, and outdated regulations by monitoring the applicability of administrative rules, at a minimum on an annual basis, and 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.
- ✘ Chapter 05.01.04, Standards for Juvenile Probation Services was revised during the 2020 Legislative Session to ensure all standards are relevant, necessary, and concise. The IDJC and county partners will conduct frequent reviews.
- ✘ During annual contracted service provider reviews, IDJC uses chapter 05.02.01, Rules for Residential Treatment Providers as the benchmark. Chapter 05.02.01 was also revised during the 2020 Legislative Session to consolidate four chapters. This chapter is continuously reviewed by the Department's Quality Improvement Services staff for clarity, relevancy, and accuracy.