IDJC Strategic Plan

The purpose of the strategic plan is 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.

IDJC Strategic Plan

IDJC Strategic Plan 2017-2021

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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 (Idaho Code 67-1903). 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 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.

Goals and objectives are identified in the Department's plan. Specific strategies and the responsible units will be captured in cascading goals.

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

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

All **performance measures** reflect the comprehensive work done by all IDJC divisions and our partners collectively. Performance measures are integrated into the goals and objectives to display efforts made toward current **targets** and **benchmarks**.

IDJC Mission

Developing productive citizens in partnership with communities, through juvenile crime prevention, education, rehabilitation and reintegration.

IDJC Vision

Our vision is a safer Idaho where state, community and family partnerships are focused on juvenile crime prevention, intervention and advocacy.

Director's Message

Our strategic plan is a dynamic document that evolves as we continue to develop goals that cascade to each employee in the Department. It has the capacity to provide a clear direction to accomplish our mission—Developing productive citizens in partnership with communities, through juvenile crime prevention, education, rehabilitation and reintegration. Our vision of a safer Idaho, where state, community and family partnerships are focused on juvenile crime prevention, intervention, and advocacy is imbedded in each of our goals.

The goals in our strategic plan are based on the principles of the Juvenile Corrections Act—accountability, community protection, and competency development. The objectives and performance measures define how we will measure our progress toward those goals. Making sure we place the right juvenile, in the right bed, for the right amount of time holds us accountable to those principles. During this next plan cycle, we will continue to:

1. Ensure juvenile accountability through effective use of evidence-based practices.
2. Ensure community protection through skills improvement of juveniles returning to the community.
3. Develop a well-structured system that addresses the needs of juvenile offenders, their families, and the safety of communities.
4. Strengthen and support all resources within IDJC.

We will see changes in the system this next year. It will give us additional opportunities to reinforce our partnerships. We will work closely with the Idaho Department of Health and Welfare to implement changes in meeting the needs of justice-involved youth with mental health issues and we will work closely with the judiciary as they implement their changes to Idaho Juvenile Rule 19.

Our system grows stronger because of the strength of partnerships. Partnership is not just a word to be used in a plan, but values and philosophies on how we do business throughout the juvenile justice system. The low numbers of juveniles committed to our department are a clear reflection of the power of our partnerships.

Again, I am truly thankful for the dedication and determination of all of you and our partners who continue to press forward to improve juvenile justice in Idaho regardless of the obstacles. We have the ability to make a difference in the lives of many, and your contributions are appreciated.

In gratitude,

Sharon

IDJC Leadership Team

Sharon Harrigfeld, Director

Kevin Bernatz, Superintendent, JCC–Lewiston

Skip Greene, Superintendent, JCC–St. Anthony

Lynn Viner, Superintendent, JCC–Nampa

Scott Johnson, Administrative Services Administrator

Jim Pannell, Education Program Director

Pablo Coblentz, Human Resource Officer

Marcy Chadwell, Community, Operations, & Program Services Administrator

Mike Seifrit, Information Technology Resource Manager

Monty Prow, Quality Improvement Services Bureau Director

Brandon Weber, Juvenile Placement Manager

Jason Stone, District 4 Liaison/DL Supervisor

Our Mission, Vision, and Values

Mission

Developing productive citizens in partnership with communities, through juvenile crime prevention, education, rehabilitation and reintegration.

Vision

Our vision is a safer Idaho where state, community and family partnerships are focused on juvenile crime prevention, intervention and advocacy.

Values

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.

Effective Partnerships

We acknowledge our vital role in communities and with other state agencies and branches of government. And 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 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. 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 Juvenile Corrections Act of 1995 significantly changed Idaho's approach to juvenile justice and juvenile corrections. The Act is based on the **Balanced Approach Model** and creates concrete purposes for the system. The purposes are (1) the protection of the community, (2) the insurance of accountability for offenses committed, and (3) the development of competencies to enable juvenile offenders to become responsible and productive members of the community. Communities, families, victims, juvenile probation, providers and the Department are expected to assume an active role in the juvenile justice system. The Balanced and Restorative Justice model requires that juvenile offenders work to restore the harm caused to their victims and community to the greatest extent possible. The Balanced Approach also becomes a true "community justice" strategy when communities become actively involved in developing solutions to address juvenile crime. Implementing the Juvenile Corrections Act is an ongoing process that involves not only members of the justice system, but all Idahoans as members of their communities.

Juvenile Corrections Center–Nampa

Partnerships characterize Idaho's juvenile justice system. In Idaho's juvenile justice system, the state and counties perform separate, but equally important functions. About

94% of juveniles involved in the juvenile justice system are handled at the county level, through county probation departments and through county detention centers. Only the most seriously delinquent juveniles are committed to the custody of the Idaho Department of Juvenile Corrections. Programs that have been demonstrated to reduce the risk of recidivism, 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, the Idaho Juvenile Justice Commission, state and private service providers, the state legislature, and the Governor. Without this level of commitment and support for programs in Idaho's communities, the numbers of juveniles committed to the Department would be significantly higher. Without this level of support, more juveniles would have to be treated farther away from their homes and they would be treated less effectively than in the community.

Juvenile Corrections Center–St. Anthony

When a juvenile is committed to the Department, he is assessed and placed at a licensed contract facility or in one of three state juvenile corrections facilities to address criminogenic needs.

Criminogenic needs are those conditions which contribute to his delinquency most directly. Once the juvenile has completed treatment and it is determined that his risk to the community has been reduced, he is most likely to return to county probation. Each juvenile's

return to the community is associated with a plan for re-integration 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.

Juvenile Corrections Center–Lewiston

Idaho's juvenile justice partners and Department staff recognize the responsibility that they have to protect the safety of communities, to ensure juveniles involved with the justice system are held accountable, and to see that all of the state's citizens are getting the maximum use out of their dollars. We also recognize that in order for juveniles to become productive citizens, services must be responsive to their mental needs, physical needs and personal challenges. 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. To ensure the success of our children and the preservation of our communities in which they reside, we pledge to continue to work together to support the juvenile justice system in Idaho.

Department Goals, Objectives, and Performance Measures

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

1.1. Meet and maintain the evidence-based standard for length of custody for juveniles committed to IDJC.
1.2. Increase number of successful program completions.
1.3. Increase family engagement efforts.

Performance Measures and Benchmarks:

Improve IDJC's conditions of confinement. The benchmark is to meet or exceed the national average on at least 80% of critical performance measures using Performance-based Standards (PbS) methodology.

Increase family engagement 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.

Increase reintegration performance outcomes with juveniles committed to IDJC. The benchmark is to meet or exceed 90% of reintegration performance measures using Performance-based Standards (PbS) methodology.

Increase families satisfied with Department services. The benchmark is to meet or exceed 80% of families satisfied with Department services.

2. Ensure community protection through skills improvement of juveniles returning to the community.

2.1. Increase juveniles' competencies in positive behavioral coping skills.
2.2. Increased academics.
2.3. Increase juveniles' success in communities.

Performance Measures and Benchmarks:

At least 90% of juvenile offenders will increase math and reading scores.

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.

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

3.1. Collaborate with community stakeholders in providing programs and services that best serve juveniles in our system.
3.2. Provide training and technical assistance to Idaho juvenile justice professionals.
3.3. Promote a process of continuous quality improvement by working with IDJC staff and community partners to ensure optimal application of IDJC standards.
3.4. Train juvenile justice professionals to the highest standards of excellence based on current and emergent research, best practices, federal law, state statutes, and administrative rules.

Performance Measures and Benchmarks:

Work with counties on Rule 19 pre-screenings to maintain a diversion rate of at least 50%.

At least 75% of juveniles who need residential reintegration will receive services within their home region.

4. Strengthen and support all resources within IDJC.

4.1. Increase leadership and professional capabilities of IDJC.

4.2. Maximize efficiency through the effective organization and application of data.

4.3. Ensure that the basic needs of staff and juveniles are met in support of IDJC's mission.

4.4. Ensure that documents and information sharing are completed accurately, professionally and timely, and organized according to established processes, policies, and procedures.

Performance Measures and Benchmarks:

Percentage of variance from the general fund financial plan within 2%.

Maintain staff turnover at or below the average for state agencies.

Areas of Focus---Internal and External Factors

- **Census and population**

Over the past twenty years Idaho's juvenile justice system has seen the number of juveniles committed to IDJC and their treatment needs change. For the first time in history, the number of juveniles in the custody of IDJC has remained below 300. This achievement has been a collaborative effort between IDJC and our county partners in reducing commitments and implementing evidence-based programing, which is responsive to juvenile treatment needs. While our census has been down, the demographics of juveniles committed to IDJC make it increasingly complex to identify treatment solutions and limit the options for transition back into the community. Therefore, the correct and appropriate placement of juveniles committed to IDJC is of paramount importance. The dynamic and complex nature of the juvenile population we serve today and in the future (both in census and demographic) requires a system that is flexible enough to meet cur-

rent and future needs and makes constant evaluation and appropriate adjustment essential.

- **Communication and collaboration**

  The continuum of care in the juvenile justice system begins and ends with communication and collaboration. IDJC is consensus oriented and strives to make continuous advances in enhancing collaborative approaches with internal and external stakeholders. Establishing and maintaining strong partnerships allow implementation of services for at-risk youth at all levels. The power of sharing information is strengthened as both internal and external stakeholders receive relevant information.

- **Training, recruitment, and retention**

  Attracting and retaining employees, especially our top performers, is a constant challenge. With unemployment rates at or below 2008 levels, competing for talent is a growing concern. Our ability to attract and retain a workforce that is committed and dedicated to the mission of the Department, in part, depends on our competitiveness in our compensation and benefits plans, in part, on the career development opportunities available to our staff, and last, but not least, on the culture of the agency. To meet this challenge, not only must we strive to elevate our competitiveness in compensation, we must also create a workplace that rewards excellence, provides development and growth opportunities, and challenges and motivates employees to do their best.

- **Jeff D. settlement agreement**

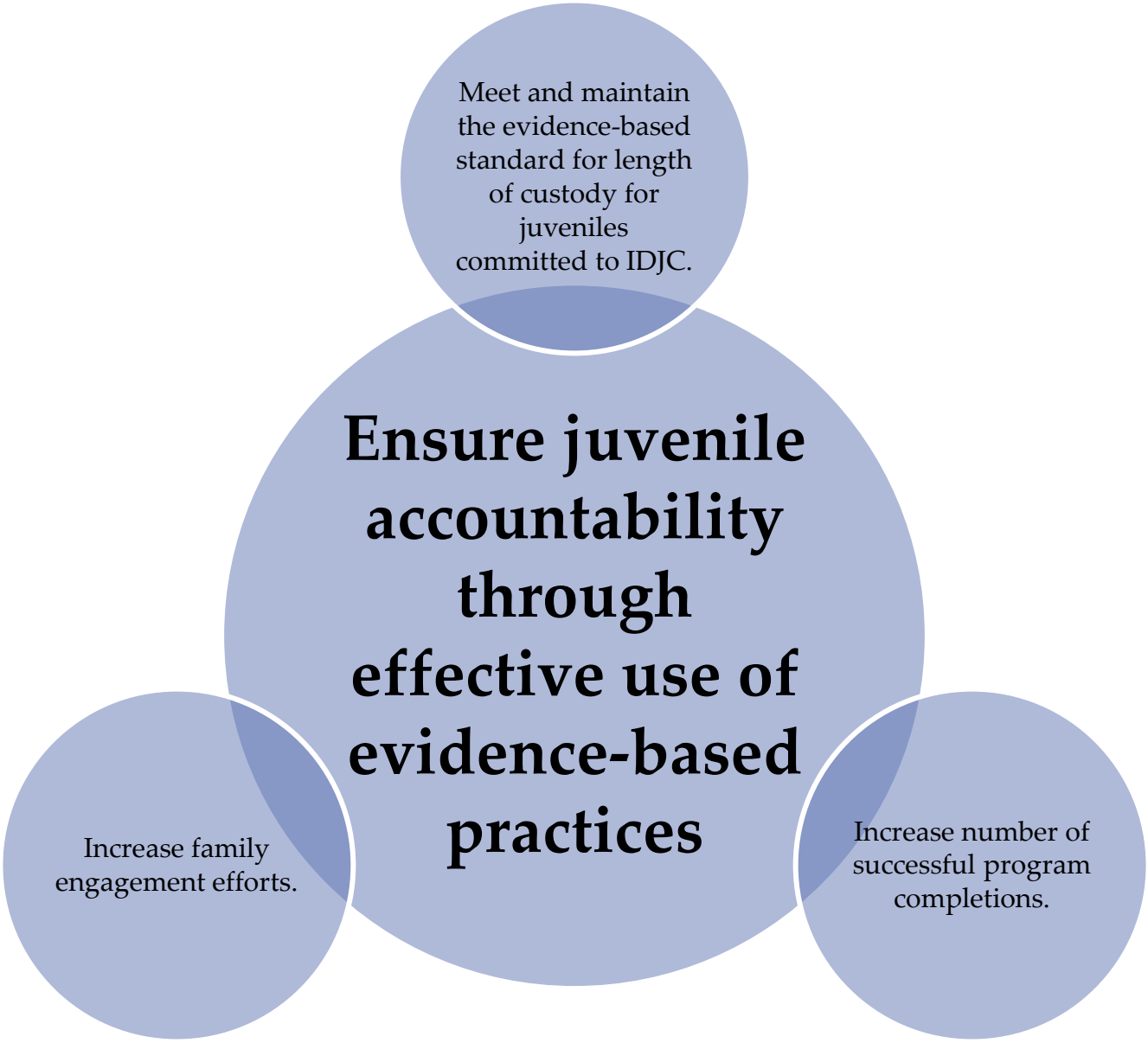
  The Implementation Plan for the longstanding Jeff D. lawsuit was approved by the U.S. District Court of Idaho. The Plan outlines concrete steps Idaho will undertake in order to reform the state's mental health system for children and youth. The Department has participated in the process and will work with the Department of Health and Welfare and the state Department of Education to develop an array of community-based mental health services and supports, a common assessment tool, and a teaming process that brings together individuals invested in a child's mental well-being to collaborate in developing a treatment plan and help coordinate service delivery.

- **Revisions to Idaho Juvenile Rule 19—Commitment of Juveniles to the Custody of the Idaho Department of Juvenile Corrections**

  In response to the 2014 *Confinement of Juvenile Offenders* report completed by the Office of Performance Evaluation, the Courts revised I.J.R. 19, effective July

1, 2016. The intent of the changes to the rule is to limit commitment to the Department of Juvenile Corrections to those juveniles who cannot be successfully managed in the community and who represent a substantial risk of re-offense that would seriously impact public safety. Revisions are intended to be based on risk as gauged by validated risk assessments. As with the prior rule, screening teams are to be convened. They are to make informed decisions to determine whether or not the actual risks posed to community safety by the juvenile offender can be adequately addressed in a community-based setting or whether the risks posed are such that the juvenile is in need of treatment programming within a secure setting available through the Department of Juvenile Corrections. The screening team's recommendations are, as before, advisory in nature and the final decision is left to the discretion of the court.

Appendix – IDJC Strategic Plan Goals and Objectives



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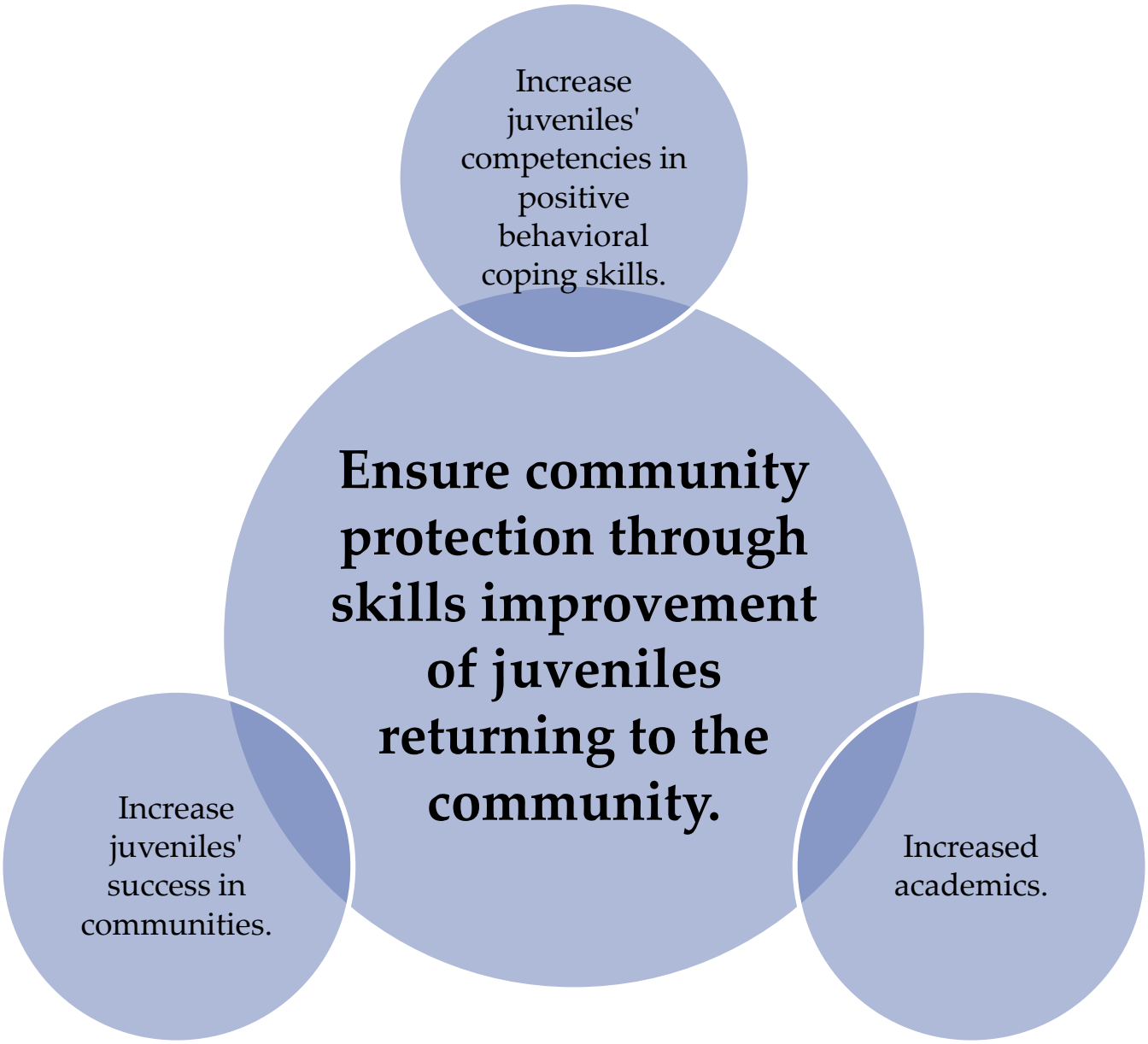

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