

Part I – Agency Profile

Agency Overview

IDJC Mission Statement

“To develop productive citizens in active partnership with communities.”

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 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 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 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.

Core Functions/Statutory Authority

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 who range from 10 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, female offenders, serious substance use disorders, and mental health disorders. 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 within the three juvenile correctional centers, and is responsible for assuring compliance with the Prison Rape Elimination Act.

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).

Substance Use Disorder Services

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).

Revenue and Expenditures

Revenue	FY 2016	FY 2017	FY 2018	FY 2019
General Fund	\$39,861,500	\$40,967,500	\$41,715,600	\$41,771,200
Juvenile Corrections Fund	\$5,211,500	\$4,485,000	\$4,485,000	\$4,485,000
Federal Grant	\$3,849,800	\$3,130,600	\$3,018,700	\$3,020,700
Miscellaneous Revenue	\$1,465,600	\$1,329,100	\$1,329,900	\$1,329,400
J C Endowment Fund	\$1,032,700	\$1,490,400	\$1,480,200	\$1,497,900
Millennium Fund	\$1,088,600	\$1,062,800	\$747,000	\$0
Total	\$52,509,700	\$52,465,400	\$52,776,400	\$52,104,200
Expenditures	FY 2016	FY 2017	FY 2018	FY 2019
Personnel Costs	\$24,067,176	\$26,388,033	\$27,095,400	\$26,673,322
Operating Expenditures	\$4,799,526	\$4,852,764	\$5,035,545	\$5,740,805
Capital Outlay	\$551,906	\$664,892	\$582,216	\$605,953
Trustee/Benefit Payments	\$17,953,686	\$16,089,174	\$15,942,589	\$15,918,887
Total	\$47,372,294	\$47,994,863	\$48,655,390	\$48,938,967

Profile of Cases Managed and/or Key Services Provided

Cases Managed and/or Key Services Provided	FY 2016	FY 2017	FY 2018	FY 2019
1. Length of custody (months)	19.0	19.2	18.7	19.8
2. Average daily count	266	279	281	264
3. Recommit rate (return to IDJC)	14%	15%	14%	16%
4. Work with counties on Rule 19 pre-screenings to maintain a diversion rate of 50%	54%	52%	67%	62%
5. Number of community service hours and number of service learning hours performed by juveniles	32,193	69,374	70,271	69,777
6. Demographics of juveniles committed to the IDJC:				
a) Mental Health Diagnosis	a) 66%	a) 57%	a) 51%	a) 45%
b) Substance Abuse	b) 60%	b) 66%	b) 61%	b) 61%
c) Co-occurring Disorders	c) 33%	c) 36%	c) 30%	c) 29%
d) Sex Offending Behavior	d) 29%	d) 22%	d) 19%	d) 32%
e) Special Education Services	e) 40%	e) 44%	e) 47%	e) 40%
f) Receiving Wage Post-Release	f) N/A	f) N/A	f) 75%	f) 63%
7. Number of juveniles served locally with IDJC state funds:				
a) Substance Use Disorder Svs	a) 1,046	a) 1,236	a) 791	a) 731
b) Community Based Alternative Svs	b) 396	b) 457	b) 522	b) 547
c) Detention Clinician Project	c) 1,342	c) 1,059	c) 1,163	c) 956
8. State funds passed through to communities:				
a) Tobacco Tax and JCA funds	a) \$7,350,052	a) \$7,436,594	a) \$7,479,559	a) \$7,519,275
b) Substance Use Disorder Svs	b) \$3,284,936	b) \$2,371,440	b) \$2,381,009	b) \$2,316,814
c) Community Based Alternative Svs	c) \$576,671	c) \$578,261	c) \$701,049	c) \$812,568
d) Detention Clinician Project	d) \$663,421	d) \$651,367	d) \$628,972	d) \$657,110
STATE TOTALS:	\$11,875,080	\$11,037,662	\$11,190,589	\$11,305,767
9. Federal funds awarded at the community level:				
a) Re-entry funds	a) \$30,840	a) \$2,330	a) \$0	a) \$0
b) Grant funds	b) \$436,690	b) \$72,747	b) \$154,680	b) \$237,902
FEDERAL TOTALS:	\$ 467,530	\$75,077	\$154,680	\$237,902

Red Tape Reduction Act

Each agency shall incorporate into its strategic plan a summary of how it will implement the Red Tape Reduction Act, including any associated goals, objectives, tasks, or performance targets. This information may be included as an addendum.

During the first phase of the rules reauthorization process this year, the Department reduced its administrative rules from seven chapters to six, as shown below. During the next phase, the objective is to reduce further to four chapters and greatly reduce restrictions and confusing language.

	As of July 1, 2019
Number of Chapters	6
Number of Words	38,543
Number of Restrictions	1,092

Part II – Performance Measures

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Goal 1						
<i>Ensure juvenile accountability through effective use of evidence-based practices.</i>						
1. Meet or exceed national averages on at least 75% of critical performance measures using Performance-based Standards (PbS) methodology	actual	72%	82%	77%	81%	-----
	target	75%	75%	75%	75%	75%
2. Families satisfied with Department services will meet or exceed 80%	actual	80%	61%	82%	79%	-----
	target	80%	80%	80%	80%	80%
Goal 2						
<i>Ensure community protection through competency development of juveniles returning to the community.</i>						
3. At least 90% of juvenile offenders will increase (a) math and (b) reading scores	actual	a. 85% b. 87%	a. 88% b. 87%	a. 90% b. 86%	a. 81% b. 82%	-----
	target	a. 90% b. 90%				
4. At least 70% of juveniles released from IDJC custody will be successful when returned to the community	actual	72%	72%	71%	77%	-----
	target	70%	70%	70%	70%	70%
5. At least 92% of juveniles reduce their approved PA/R levels to a level 2 or 1 prior to release from custody	actual	N/A	N/A	94%	97%	-----
	target	N/A	N/A	70%	70%	92%
6. 90% or more of eligible juveniles will a) earn at least one CTE certificate and b) 80% of eligible juveniles will earn a high school diploma or a GED	actual	a. N/A b. N/A	a. N/A b. N/A	a. 96% b. 80%	a. 90% b. 78%	-----
	target	a. N/A b. N/A	a. N/A b. N/A	a. 90% b. 70%	a. 90% b. 70%	a. 90% b. 80%
Goal 3						
<i>Ensure a well-structured system that addresses the needs of juvenile offenders, their families, and safety of communities.</i>						
7. At least 75% of juveniles who need residential reintegration will receive services within their home region	actual	84%	86%	85%	61%	-----
	target	75%	75%	75%	75%	75%

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
8. 90% or more of youth accessing treatment through IDJC SUDS funds are successfully maintained in the community	actual	N/A	N/A	99%	99%	-----
	target	N/A	N/A	90%	90%	90%
9. a) 85% or more of youth accessing the Mental Health and Community Incentive Programs pass-through funds are successfully maintained in the community and b) 90% or more of youth accessing the Re-entry Program pass-through funds are successfully maintained in the community	actual	a. N/A b. N/A	a. N/A b. N/A	a. 94% b. 86%	a. 95% b. 95%	-----
	target	a. N/A b. N/A	a. N/A b. N/A	a. 85% b. 90%	a. 85% b. 90%	a. 90% b. 90%
Goal 4 <i>Strengthen and support all resources within IDJC.</i>						
10. (a) Maintain Department staff turnover at or below the average for (b) state agencies	actual	a. 17.3% b. 14.3%	a. 11.7% b. 15.2%	a. 14.0% b. 15.1%	a. 14.0% b. 14.9%	-----
	target	14.3%	15.2%	15.1%	14.9%	TBD

Performance Measure Explanatory Notes

The Department of Juvenile Corrections continually refines 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 changed in order to make the overall state juvenile justice system operate as effectively and efficiently as possible as designed in the Juvenile Corrections Act. Some 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.

Part I – Profile of Cases Managed and/or Key Services Provided (Definitions)

- Length of Custody (months)** – Average length of custody of juveniles released from Department custody in the stated fiscal year.
- Average Daily Count** – The average number of juveniles in Department custody on any given day within the stated fiscal year.
- Recommit Rate (return to Department custody)** – Percentage of juveniles, in the stated fiscal year, who have returned to Department custody after having previously been released.
- Percentage of Diversions Resulting from Pre-commitment Screenings** – This measures the percentage of juveniles who meet criteria to be committed to Department custody, but, with the use of community resources, are diverted from state commitment and remain in their communities at 60 days post-screening.
- Number of Community Service Hours and Service Learning Hours Performed by Juveniles** – Juveniles perform relevant community service, both internal and external, including work for Fish and Game, U.S. Forest Service, and Adopt-A-Senior Program. Community service and service learning provide juveniles with opportunities to use the tools they are learning in program.
- Demographics of Juveniles Committed to IDJC** – The numbers reported (a-d) are a one-day count of juvenile demographics on that particular day. The figure stated for (b) co-occurring disorders refers to juveniles presenting with both a mental health diagnosis and a substance abuse disorder. The figure stated for (e) includes all juveniles who participated in special education during the previous school year (April 1-March 31). The figure stated for (f) is the number of juveniles who received a taxable wage during the last 12 months as reported by the Idaho Department of Labor.

7. Number of Juveniles Served Locally with IDJC State and Federal Funds

- a. **Juvenile Justice Substance Use Disorder Services (SUDS)** – The SUDS Program is responsible for the delivery and oversight of funding for justice-involved juveniles who have substance use disorder treatment needs. The Program collaborates with Idaho counties and tribes, the Judiciary, and other stakeholders to build a responsive service delivery system of treatment for youth that are not committed to the IDJC. By allowing funds to be authorized for treatment locally through district boards and tribal committees, this model is intended to provide timely screening, professional level assessment, treatment, and recovery support services in the community. The number reported is for the associated fiscal year and is based on total clients served.
 - b. **Juvenile Justice Community Based Alternative Services (CBAS)** – The CBAS Program is responsible for the delivery and oversight of funding for justice-involved juveniles who have mental health, and behavioral addiction treatment needs. This program incorporated programs previously known as the Mental Health, Community Incentive, and Re-entry Programs. The Program collaborates with Idaho counties and tribes, and other stakeholders to build a responsive option for youth that are not committed or could be commitment/re-committed to the IDJC. This model is intended to provide funding to support youth by allowing funds to be authorized for gap services directly from IDJC. The number reported is for the associated fiscal year and is based on total clients served.
 - c. **Number of Juveniles Served by the Detention Clinician Project** – The Detention Clinician Project provides screenings and assessments to youth admitted to juvenile detention centers and supports 12 juvenile detention centers in Idaho. Detention clinicians provide consultation with detention staff, parents, and probation staff regarding mental health and/or substance use services for juvenile offenders with identified needs. Detention clinicians are available to youth for crisis intervention or in a counseling role and are instrumental in assisting youth in managing their behavior while in juvenile detention and upon release from detention. The number reported is for the associated fiscal year and is based on total clients served.
8. **IDJC Funds Passed Through to Communities** – Funds passed through the Department to communities are divided into four subgroups to provide a more complete picture: (a) Tobacco Tax and Juvenile Corrections Act funds that are provided based upon county populations; (b) Substance Use Disorder Services (SUDS) Program funds; (c) Community Based Alternative Services (CBAS) Program funds; and (d) Detention Clinician Project funds. SUDS funds were not previously reported in the Performance Measurement, but have been added to each fiscal year. The CBAS Program numbers have been updated to include Re-entry funding for SFY's 17, 18, and 19. The number reported is for the associated fiscal year and is based on total dollars spent on treatment.
9. **Federal Funds Awarded at the Community Level** – Federal funds pass through the Department 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, the Department 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 is more meaningful to report on the allocation of those federal dollars, not by source, but by how they have been used: (a) as a commitment of resources to support individual reentry 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. Compared to FY16, dollars have decreased due to the final year of the Juvenile Accountability Block Grant.

Part II – Performance Measures (Definitions)

1. **Meet or Exceed National Averages on at Least 75% of Critical Performance Measures Using Performance-based Standards (PbS) Methodology** – PbS is a national system for agencies and facilities to identify, monitor, and improve conditions and treatment services provided to incarcerated juveniles using national standards and outcome measures. Idaho collects data twice a year from the three state juvenile correctional centers and enters this data into a database that allows the Department to compare outcome measures to those from other similar facilities across the nation. Outcome measures are categorized into performance measure categories including critical performance measures and reintegration performance measures. This combines both data collections for the stated fiscal year.
2. **Percentage of Families Satisfied with Services** – The Department conducts family surveys of juveniles who have left state custody. This measure combines Agree and Strongly Agree responses to the question: “Overall, I was satisfied with services provided during my child’s program placement.”
3. **Percentage of Individual Student Math and Reading Scores that Improve While Juvenile is in Custody** – This measures the percentage improvement (using a pre- and post-test) of individual student math and reading scores while the juvenile is in custody.
4. **Percentage of Juvenile Success When Returned to Community** – Percentage of juveniles who did not recidivate. Recidivism rate as calculated by the Department is the percentage of juveniles released from state custody that are re-adjudicated (misdemeanor or felony) within 12 months of release.
5. **Juveniles Risk Reduction** – Percentage of juveniles who have demonstrated a reduction in their risk to the community as measured by a validated risk assessment.
6. **Juvenile Skill Development and Education Attainment** – Percentage of juveniles who have earned (a) at least one Career Technical Education certificate or (b) earned a high school diploma or a GED before release from custody during the stated fiscal year.
7. **Percentage of Juveniles Who Need Residential Reintegration Will Receive Services Within Their Home Region** – This measure gauges the percentage of juveniles who received residential reintegration services in their home region during the stated fiscal year.
8. **Substance Use Disorder Services Success in the Community** – Percentage of juveniles accessing treatment through the Department’s SUDS Program funds are successfully maintained in the community and therefore not committed to the Department during the stated fiscal year.
9. **Community Based Alternative Services (MHP, CIP, and REP) Success in the Community** – Percentage of juveniles accessing treatment through the Department’s CBAS Program funds who are successfully maintained in the community and, therefore, not committed to the Department during the stated fiscal year.
10. **Employee Turnover Rate** – The percentage of classified employee turnover at the Department and statewide in the stated fiscal year. The most current fiscal year will be reported preliminarily as the Idaho Division of Human Resources does not report official turnover until it issues its annual State Employee Compensation and Benefits (CEC) report to the Governor at the start of the legislative session. The target will change annually to mirror statewide employee turnover (this is the reason behind the TBD in the current year target). Data is obtained from the “Employee Turnover By Agency-Classified Employees Total Separation” report.

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