

Part I – Agency Profile

Agency Overview

IDJC Mission Statement

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

The Idaho Department of Juvenile Corrections (Department) has been charged with the care and treatment of delinquent youth committed by one of Idaho’s judges, to work with county partners to develop programs that keep communities safe, and to hold juveniles accountable and increase their competencies. In order for a juvenile to become a productive citizen, services must be responsive to his personal challenges, behavioral and physical needs. The Department understands the fiscal responsibility to Idaho’s citizens and maximizes the use of tax dollars.

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

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

Last year, the Department participated in an evaluation with the Office of Performance Evaluations (OPE) to study the state’s youth confinement rate. The final report showed that while there is a decline in the state’s youth confinement rate, there are improvements that Idaho’s juvenile justice system can make surrounding data collection. The recommendations are:

- 1) Develop quality control measures for data submission to the Census of Juveniles in Residential Placement.
- 2) Improve the collection, tracking, and reporting of county detention data.
- 3) Share with policymakers the outcomes of the newly awarded reintegration planning grant.
- 4) Provide additional information about which commitment criteria juvenile offenders meet.
- 5) Provide additional information about which types of cases are diverted out of the system.

Along with the recommendations to the Department, the OPE provided policy considerations. They are:

- 1) Specify those circumstances or factors that should be included as commitment criteria, especially if circumstances or factors policymakers believe to be important are not currently included in Rule 19.
- 2) Clarify how juvenile offenders released from state custody should receive supervised probation. Upon release, offenders must meet certain probationary terms, but stakeholders disagree about those terms because statute lacks clarity.
- 3) Prioritize which types of cases should be eligible for diversion to ensure those factors are taken into account when deciding whether to divert a case.
- 4) Direct state efforts toward prevention and early intervention. National literature discusses managing juvenile offenders in the least restrictive environment, thereby allowing the juvenile justice system to focus on high-risk offenders that pose public safety risks.

Today

The Idaho Department of Juvenile Corrections provides services to youth adjudicated delinquent and sentenced to the custody of the state, through residential placement in contract and state operated facilities and programs. While serving the citizens of Idaho, the Department is committed to the balanced and restorative justice model as a foundation.

To meet this obligation, the Department has five divisions—JCC–Nampa; JCC–St. Anthony; JCC–Lewiston; Community, Operations, and Program Services; and Administrative Services—and three bureaus—Human Resources, Grants, and Quality Improvement Services. The Department distributes Juvenile Corrections Act funds, tobacco tax revenue, substance use disorder (SUD) funds, and other state and federal funds to counties to fund local programming that has the effect of reducing juvenile crime. Twenty nine percent (29%) of the Department’s yearly budget goes directly to counties and local communities for juvenile justice services to better serve juveniles in their home communities and help reduce the need for commitments to the Department.

To assist the Department in its mission, there are nine boards and commissions that ensure the community and other juvenile justice professionals are involved in the decision making process. These groups that are valuable to the Department’s mission and success include: Board of Juvenile Corrections, Juvenile Justice Commission, Idaho Juvenile Offender System (IJOS) Board, Juvenile Training Council, Custody Review Board, Juvenile Justice Advisory Team of Magistrate Judges, Idaho State Council for Interstate Juvenile Supervision, Idaho Criminal Justice Commission, and Idaho Association of Counties through the Juvenile Justice Administrators, and Justice and Public Safety committees.

The Future

The Department seeks opportunities to provide improved services that are considered best practice. Recently, Idaho received technical assistance on concepts that provide additional tools for best practice decision making throughout the juvenile justice system. The technical assistance goals were to promote public safety and reduce victimization, optimize positive outcomes for at-risk juveniles, and maximize the use of efficient and cost effective treatment and services. Using improved data, research, and predictive analytics, Department employees will have access to more accurate and timely data about the risk, needs, and treatment progress for every juvenile in state custody. For each juvenile, Department employees will continue to improve the areas below:

- 1) Service Matching and Decision Making;
- 2) Length of Custody and Dosage;
- 3) Forecasting; and
- 4) Positive Youth Development and Positive Youth Outcomes.

Finally, the Department recognizes that the power of combined efforts exceeds what can be accomplished individually and will, therefore, continue to work directly with key partners.

Facts

Number of Employees: 401.00 FY14 budgeted.

Number of Employees: 404.00 FY15 budgeted.

Number and Location of Offices: Headquarters is located in Boise; three district offices in Coeur d’Alene, Pocatello, Twin Falls; and three juvenile correctional centers in Lewiston, Nampa, and St. Anthony; as well as office space at POST for 1.5 FTEs.

Factors that may give rise to an increase in demand for services: The primary factor that may cause an increase in demand for Department services is that special populations continue to be committed at higher rates than in the past. These special populations include severe mental illness, Autism Spectrum Disorder, and developmentally disabled.

Core Functions/Idaho Code

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

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

Institutional Services:

The Department has regionalized state services for juveniles committed to its custody, making it possible for most juveniles to remain closer to their family and community to include parents and other key community members in their treatment. State juvenile correctional centers are located in Lewiston, Nampa, and St. Anthony and provide services to meet the needs defined in assessments and treatment plans for up to 248 youth who range from 10 to 21 years of age. Specialized programs exist for adjudicated sex offenders, 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.

Other services include professional medical care and counseling. Clinical services staff is responsible for providing assessment, placement services, and case management services for juveniles committed to the custody of the Department. The Juvenile Placement Manager provides oversight of all placement and population management decisions. The Department averaged 328 juveniles in custody in fiscal year 2014 with 232 (71%) in state juvenile correctional centers, and the remaining 97 (29%) in contract facilities, of which an average of 13 juveniles were out of state.

Administrative Services

The Administrative Services function is comprised of the Director's Office, Quality Improvement Services (QIS) Bureau, Human Resources Services Bureau, and Administrative Services Division. The Director's Office includes Placement Coordination, Interstate Compact for Juveniles, and Legal Services. 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 IDAPA 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 Resource Services 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 Program Services (COPS)

The four units within COPS are: District Liaisons, Grants Bureau, Substance Use Disorder Services (SUDS), and Peace Officer Standards and Training (POST). The District Liaisons assist with the management of pass-through funding for community programming and training. The six liaisons respond to information requests from state legislators, county elected officials and probation and detention staff, and local community members related to juvenile justice and resource issues. The Grants Bureau, in partnership with the Juvenile Justice Commission, is

responsible for the planning and distribution of state and federally funded programs, such as, Community Incentive Project, Mental Health Program, Juvenile Justice Delinquency Prevention Formula Grant, Juvenile Accountability Block Grant, Millennium Fund, and the Detention Clinician Project. Additionally, the unit is responsible for certification of the county juvenile detention centers for compliance with state and federal standards. 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. Lastly, the POST unit is responsible for the training and certification of county juvenile probation and detention officers, and Department direct-care staff pursuant to administrative rules.

Revenue and Expenditures

Revenue	FY 2011	FY 2012	FY 2013	FY 2014
General Fund	\$32,145,900	\$35,763,500	\$36,717,500	\$37,452,900
Juvenile Corrections Fund	\$5,303,100	\$5,303,100	\$5,307,300	\$5,312,800
Federal Grant	\$3,832,000	\$3,832,000	\$3,843,300	\$3,838,000
Miscellaneous Revenue	\$1,371,000	\$1,348,500	\$1,378,600	\$1,373,700
J C Endowment Fund	<u>\$822,900</u>	<u>\$866,000</u>	<u>\$889,600</u>	<u>\$964,400</u>
Total	\$43,474,900	\$47,113,100	\$48,136,300	\$48,941,800
Expenditure	FY 2011	FY 2012	FY 2013	FY 2014
Personnel Costs	\$20,143,792	\$20,198,532	\$21,474,695	\$22,032,469
Operating Expenditures	\$4,353,877	\$4,366,856	\$4,429,558	\$4,527,103
Capital Outlay	\$239,237	\$242,749	\$336,120	\$336,321
Trustee/Benefit Payments	<u>\$16,001,178</u>	<u>\$17,852,209</u>	<u>\$18,844,511</u>	<u>\$19,092,998</u>
Total	\$40,738,084	\$42,660,346	\$45,084,884	\$45,988,802

Profile of Cases Managed and/or Key Services Provided

Cases Managed and/or Key Services Provided	FY 2011	FY 2012	FY 2013	FY 2014
1. Length of custody (months)	17.9	18.1	18.6	19.3
2. Average daily count	328	331	329	328
3. Recommit rate (return to IDJC)	15%	12%	18%	13%
4. Percent of successful program completions	81%	79%	78%	86%
5. Number of community service hours performed by juveniles	57,771	70,772	71,310	12,379
6. Number of juveniles served by the Detention Clinician Project	2,098	2,265	1,481	1,394
7. Juvenile Justice Substance Use Disorder Services (SUDS)				
a) Appropriated	N/A	a) \$ 4,032,000	a) \$4,031,500	a) \$4,033,500
b) Expended		b) \$ 1,978,653	b) \$3,444,238	b) \$2,864,796
c) Number of Juveniles Served		c) 907	c) 1,580	c) 1,680
8. State dollars passed through to communities:				
a) Tobacco Tax and JCA funds				
b) Mental Health Program and Community Incentive Program	a) \$ 7,457,780	a) \$ 7,449,370	a) \$ 7,457,780	a) \$ 7,402,930
c) Detention Clinician Project	b) \$ 681,367	b) \$ 540,365	b) \$ 607,415	b) \$ 696,173
	c) <u>\$ 587,332</u>	c) <u>\$ 524,347</u>	c) <u>\$ 616,973</u>	c) <u>\$ 569,336</u>
STATE TOTALS:	\$ 8,726,479	\$ 8,514,082	\$ 8,682,168	\$ 8,668,439
9. Federal dollars awarded at the community level:				
a) Reentry funds	a) \$ 77,254	a) \$ 135,357	a) \$ 258,012	a) \$ 270,984
b) Grant funds	b) <u>\$1,080,919</u>	b) <u>\$ 1,389,372</u>	b) <u>\$ 976,690</u>	b) <u>\$ 1,007,972</u>
FEDERAL TOTALS:	\$1,158,173	\$ 1,524,729	\$ 1,234,702	\$ 1,278,956

Part II – Performance Measures

Performance Measure	FY 2011	FY 2012	FY 2013	FY 2014	Benchmark
1. The Department’s recidivism rate will not exceed 25% (measured at 12 months post-custody)	27%	31%	30%	30%	25%
2a. Meet or exceed national averages on at least 75% of critical performance measures, and	74%	67%	65%	66%	75%
2b. Meet or exceed national averages on at least 50% on reintegration performance measures using Performance-based Standards (PbS) methodology	70%	80%	72%	77%	50%
3. At least 75% of juvenile offenders will increase (a) math and (b) reading scores	a. 85% b. 86%	a. 76% b. 83%	a. 90% b. 90%	a. 88% b. 81%	a. 75% b. 75%
4. At least 75% of juveniles who need residential reintegration will receive services within their home region	85%	73%	71%	88%	75%
5. Work with counties on Rule 19 pre-screenings to maintain a diversion rate of 50%	55%	54%	58%	55%	50%
6. Percentage of variance from the general fund financial plan within 2%	1.4%	1.7%	2.0%	0.2%	2.0%
7. (a) Maintain Department staff turnover at or below the average for (b) state agencies	a. 15.0% b. 12.1%	a. 12.5% b. 12.9%	a. 13.9% b. 13.5%	a. 18.5% b. 14.5%	a. N/A b. N/A
8. Families satisfied with Department services will exceed 80%	65%	87%	90%	80%	80%

Performance Measures Explanatory Notes:

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

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

- 1. Length of Custody (months)** – Average length of custody of juveniles released from Department custody in the stated fiscal year.
- 2. Average Daily Count** – The average number of juveniles committed to Department custody within the stated fiscal year.

3. **Recommit Rate (return to Department custody)** – Percentage of juveniles who have returned to Department custody in the stated fiscal year.
4. **Percentage of Successful Program Completions** – Data concerning recidivism and length of time in Department custody are reflective of performance in two critical aspects. One additional area where we can examine the effectiveness of Department supported interventions has to do with the percentage of juveniles leaving a program who do so “successfully.” Our definition of a successful completion in this case refers to a move to a program of lower custody or to actual release. We believe that this data is linked to overall lengths of stay in Department custody and is, thus, meaningful in helping to manage resources.
5. **Number of Community Service Hours Performed by Juveniles** – Juveniles continue to perform relevant community service, both internal and external, including work for Fish and Game, U.S. Forest Service, and Adopt-A-Senior Program. Juveniles report community service provides them with an opportunity to use the tools they are learning in program. The department has changed its computing method of these hours, prior year comparisons are not possible.
6. **Number of Juveniles Served by the Detention Clinician Project** – Providing services at the community level is contingent upon the determination of the level of risk and need that juveniles present. This assessment process is ongoing, but the earlier it begins the sooner appropriate interventions may be delivered. The legislature supported the location of clinicians in all county juvenile detention centers, making the benefits of this early assessment and intervention statewide. The number reported is for the fiscal year (one year behind, for example, FY14 is FY13 data) in all 13 county detention centers.
7. **Juvenile Justice Substance Use Disorder Services** – Effective July 1, 2011, state general funds were appropriated to the Department to serve juveniles on probation with substance use disorder needs. In FY14, 1,680 justice-involved juveniles received services. This includes:
 - 744 juveniles served with SUDS funding
 - 369 juveniles served with 70% SUDS funding and 30% Medicaid co-pay
 - 502 juveniles served with Medicaid funded treatment
 - 65 juveniles served with SUDS funding through the juvenile Drug Courts
8. **State Dollars Passed Through to Communities** – State dollars passed through the Department to communities have been divided into three subgroups to provide a more complete picture: (a) Tobacco Tax and Juvenile Corrections Act funds that are provided based upon county populations; b) Mental Health Program and Community Incentive Program funds; and (c) funds awarded for the Detention Clinician Project.
9. **Federal Dollars Awarded at the Community Level** – Federal dollars 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.

Part II – Performance Measures (Definitions)

1. **Percentage of Juvenile Recidivism** – 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.
2. **Meet or Exceed National Averages on at Least 75% of Critical Performance Measures and 50% on Reintegration Performance Measures Using Performance-based Standards (PbS) Methodology** –

Performance-based standards 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.

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. **At Least 75% of Juveniles Who Need Residential Reintegration will Receive Services Within Their Home Region** – This measure gauges the number of juveniles who received residential reintegration services in their home region.
5. **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.
6. **Percentage of Variance from the General Fund Financial Plan within 2%** – This is measured as the percentage of variance (positive or negative) from the general fund financial plan and does not include SUDS funding.
7. **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 benchmark will change annually to mirror statewide employee turnover. Data is obtained from the “Employee Turnover By Agency-Classified Employees Total Separation” report.
8. **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.”

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