



*Idaho Department of Juvenile Corrections*

# IDJC Strategic Plan 2022-2026



## TABLE OF CONTENTS

Purpose and Layout of Strategic Plan.....	2
Mission, Vision, and Values .....	3
Juvenile Justice in Idaho .....	5
Department Goals, Objectives, and Performance Measures .....	8
External and Internal Factors .....	11



## 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  
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# Mission, Vision, and Values

## Mission

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To develop productive citizens in active partnership with communities.

## Vision

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To be leaders in producing successful outcomes for justice-involved youth, their families, and communities.

## Values

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### 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 number 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, develop competency of juveniles, 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: Administration; Community, Operations, Programs and Services (including Substance Use Disorder Services); and Institutions.

## **Administration**

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

QIS supports processes and activities that promote the growth and development of best practices throughout the Department. Additionally, QIS 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).

Human Resources 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. Human Resources is also responsible for ensuring compliance with the state of Idaho personnel system statutes and rules.

Placement and Transition Services works collaboratively with various divisions of the IDJC and with community partners to ensure appropriate placement and services are provided juveniles in IDJC custody to assist in preparing 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) Peace Officer Standards and Training (POST) Juvenile Academies, (2) Planning and Compliance, (3) District Liaisons, and (4) Behavioral Health Unit. The Behavioral Health Unit encompasses Substance Use Disorder Services (SUDS), Community Based Alternative Services (CBAS), 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).



It is the mission of POST Juvenile Academies to provide quality education to juvenile justice professionals in the state who are committed to serving and protecting the people of Idaho, while ensuring the safety and security of the juveniles they serve. In order to be a certified juvenile probation officer, juvenile detention officer, or juvenile corrections officer in the state of Idaho, students must attend the basic POST academy for their discipline. To receive a POST certification, students are required to adhere to the POST Code of Ethics and Standards of Conduct, which holds the officer to the highest standards in their personal and professional life.

The Planning and Compliance unit provides support to the Idaho Juvenile Justice Commission (state advisory group) which is responsible for performing the duties required by the Juvenile Justice and Delinquency Prevention (JJDP) Act. This unit also monitors the state's adherence to the JJDP Act, which includes review of all facilities in the state that have authority to detain juveniles in order to assure safe and appropriate holding of youth. In addition, the Planning and Compliance unit inspects Idaho's juvenile detention centers and reviews Idaho's juvenile probation departments to assess their compliance with state administrative rules and standards.

District Liaisons work with Idaho's 44 counties to connect the Department with community stakeholders including elected officials, judges, prosecutors, public defenders, law enforcement, education, contract providers, juvenile probation/detention administrators, and advocacy groups. Communication and collaboration among the Department, legislators, and local entities is essential to the success of juvenile justice programs. District Liaisons assist in developing alternative interventions, prevention, and diversion programs to keep youth from being committed to state custody and to speed up the transition back to the community after treatment. Liaisons also work with counties on use and reporting of Juvenile Corrections Act funds, Tobacco Tax funds, and Lottery monies.

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. This unit collaborates with Idaho counties, the judiciary, and other agencies to build a responsive service delivery system for adolescents with behavioral health treatment needs.

## **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 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, 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. POST certified 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.



## 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 90% 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 85% or more of juveniles will increase math and reading scores.
- 2.2.2 80% of students will earn three credits each quarter.
- 2.2.3 95% or more of eligible juveniles will earn at least one CTE certificate.
- 2.2.4 90% 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 97% 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 3.3 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 3.3 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

While the pandemic is into its second year, we do not yet know the full impact COVID-19 is having on our stakeholders. Juvenile commitments to the IDJC appear to be stable and significant changes have not been observed. However, as the capacity of county juvenile probation, juvenile detention, and community services providers has been altered through this challenging time and resources in the community are unavailable or the capacity to serve youth is diminished, we may yet see a rise in the need for IDJC services.

#### Youth Empowerment Services (YES)

Idaho continues to implement a 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 (IDHW) and the State Department of Education to implement this comprehensive system of care. IDJC, in partnership with IDHW, has initiated two data sharing applications to ensure identification of qualifying youth in IDJC custody and to support staff who connect youth and families with appropriate resources while in the community and upon reintegration.

A full array of resources in Idaho are continually being developed through systemic improvements. Many youth and families access these services from multiple state partners, ideally resulting in improved service delivery and effective systemic stewardship.

#### Juvenile Justice and Delinquency Prevention Act (JJDA)

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 include modifying definitions of terms, annual reporting requirements, and state plan requirements.



In addition to working on implementation of the new JJRA requirements, we continue to work on full compliance with the core protections of the JJPA (Deinstitutionalization of Status Offenders, Sight and Sound Separation, and Jail Removal). In past years, Idaho has struggled with compliance in regard to Deinstitutionalization of Status Offenders. Placing status offenders in detention negatively affects 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. The IDJC and the Idaho Juvenile Justice Commission have been working on various strategies to regain compliance, such as changes to Juvenile Rule (with partnership from the Idaho Supreme Court) and Idaho Statutes, offering training opportunities for stakeholders, and development and enhancement of community-based resources.

In addition to achieving and maintaining compliance with these core protections, Idaho must also address the fourth core protection, Racial and Ethnic Disparities. Under the JJRA, all states and territories must implement policy, practice, and system improvements, as applicable, to identify and reduce racial and ethnic disparities among youth who come into contact with the juvenile justice system. The Idaho Department of Juvenile Corrections, Idaho Juvenile Justice Commission, and Idaho communities are reviewing state and county data to determine the need for various types of training and resources for Idaho communities whose goal is to positively impact the reduction of racial and ethnic disparities throughout the state.

## **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 arrests, 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. This alliance contributes to increased diversion options for youth and a lower IDJC census, both of which would be affected without such a strong collaboration.

## **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 the IDJC are



active members of the visioning council and related workgroups. Idaho will implement prevention provisions by September 2021 including the use of Qualified Residential Treatment Programs (QRTP) for congregate care, and focusing resources on prevention.

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. While current census in IDJC is low, any additional gaps in the system could potentially have a negative impact on youth serving systems in Idaho. Lack of providers could result in increased juvenile justice involvement for vulnerable youth. 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

- ✘ With Idaho's unemployment rate at historic lows, it has never been more important that IDJC optimize employees to develop leaders and maintain qualified and competent staff making IDJC a destination agency
  - Support and sustain the compensation advisory committee.
  - Understand the effects of staff working in a 24/7/365 working environment and develop and sustain staff wellness initiatives.
  - Continue to identify ways to improve training time and resources for staff.
- ✘ Continually evaluating position utilization and organizational structure to ensure varying needs are met going forward.
- ✘ As Idaho's 10-17-year-old population continues to grow, potential commitments and bed space needs may continue to increase. It is critical that IDJC keep up to date with trends that may affect demand and type of services that we provide.
- ✘ 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, families, and community, we are continually looking for opportunities to optimize time in treatment. This will assist our ability to manage program size, staff-to-youth ratios guided by PREA obligations, 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.