



IDJC STRATEGIC PLAN

FY 2024-2027

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PURPOSE AND LAYOUT OF THE STRATEGIC PLAN

Idaho statute requires each state agency to develop a strategic plan that is the foundation for establishing performance commitments and assessing progress toward achieving agency goals (§ 67-1903, Idaho Code). Plans are based on the state fiscal year (July 1 through June 30), cover a four-year horizon into the future, including the year in which they are developed, and are updated annually.

The purpose of the strategic plan is threefold: (1) to provide planning and performance information to the legislature, which oversees and assesses agency 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. Therefore, in accordance with Idaho Code § 67-1903, the following components are detailed throughout this Strategic Plan:

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.



External factors identify those key factors external to the agency and beyond its control that could significantly affect the achievement of the IDJC strategic plan goals and objectives.

MISSION

To develop productive citizens in active partnership with communities.

VISION

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

LEGISLATIVE INTENT



§ 20-501, Idaho Code. It is the policy of the state of Idaho that the juvenile corrections system will be based on the following principles: accountability, community protection, and competency development. Where a juvenile has been found to be within the purview of the juvenile corrections act, the court shall impose a sentence that will protect the community, hold the juvenile offender accountable for his actions, and assist the juvenile offender in developing skills to become a contributing member of a diverse community. It is the further policy of the state of Idaho that the parents or other legal guardians of the juvenile offender

participate in the accomplishment of these goals through participation in counseling and treatment designed to develop positive parenting skills and an understanding of the family's role in the juvenile offender's behavior. It is the further intent of the legislature that the parents of the juvenile offender be held accountable, where appropriate, through monetary reimbursement for supervision and confinement of the juvenile offender and restitution to victims of the juvenile offender's delinquent acts. In enacting this legislation, the legislature finds that the juvenile corrections system should encompass the following aspects: diversion, day treatment, community programs, observation and assessment programs, probation services, secure facilities, aftercare, and assistance to counties for juvenile offenders not committed to the custody of the department of juvenile corrections.

VALUES

BALANCED AND RESTORATIVE JUSTICE

We help juveniles become responsible citizens by developing life skills and holding them accountable for restoring their victims and communities while ensuring public safety.

EFFECTIVE PARTNERSHIPS

We acknowledge our vital role in communities with other state agencies and branches of government. We seek to understand and promote a unified relationship among all parties to prevent juveniles from breaking the law.

COMMUNICATION

We are committed to full-circle communication in our activities.

TEAMWORK

We recognize that the power of combined efforts exceed what can be accomplished individually.

RESPECT

We treat juveniles, families, victims, and one another with respect and, in doing so, we demonstrate honesty, integrity, trust, and ethical behaviors.

EXCELLENCE AND QUALITY

We are committed to deliver excellence and quality in every aspect of our work by establishing goals and monitoring outcomes, and holding ourselves accountable. We value new ideas and plans which are evidence-based and results-oriented.

EMPLOYEE OPTIMIZATION

We value our staff and are dedicated to provide training, which will develop leaders and maintain qualified, competent employees.

DIVERSITY

We are committed to fostering an inclusive environment where the individual differences among staff, juveniles and families are understood, respected, and appreciated.

EFFECTIVE STEWARDSHIP

We believe in promoting responsible government by the prudent management of resources to maximize efficiency and effectiveness.

FIVE PILLARS OF DEVELOPING PRODUCTIVE CITIZENS

TARGETED TREATMENT

Cognitive behavioral therapy
Drug & alcohol treatment
Sexual offending treatment

EDUCATION

High School Diploma/GED
College courses
Industry certifications
Work-based learning

COUNSELING

Group
Family
Individual

FAMILY ENGAGEMENT

Monthly staffings
Visitation
Home visits

SKILLS BUILDING

Workforce Development
Independent living skills

Each pillar is complimentary of one another

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 Model.” 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 contracted treatment 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 Department. Evidence-based programs, such as victim-offender mediation, family group conferencing, and a variety of cognitive behavioral treatment strategies have been implemented in Idaho to treat juvenile offenders. 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 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 corrections center or a licensed contracted treatment 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, and Programs and Services; and Institutions.

ADMINISTRATION

Administration is comprised of the Director's Office, Quality Improvement Services (QIS), Placement and Transition Services, and Administrative Services Division. The Director's Office includes the Interstate Compact for Juveniles, Legal Services, and Human Resources (§ 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 oversees the operation of Performance-based Standards (PbS) within the three juvenile correctional centers, is responsible for assuring compliance with the Prison Rape Elimination Act of 2003, and monitors contracted treatment providers for compliance with administrative 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, and facility and fleet management.

COMMUNITY, OPERATIONS, AND PROGRAMS SERVICES

Community, Operations, and Programs Services (COPS) has five units: (1) Peace Officer Standards and Training (POST) Juvenile Academies, (2) Planning and Compliance, (3) District Liaisons, (4) Behavioral Health Unit, and (5) Community Projects Unit. 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 training 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 youth in order to assure safe and appropriate holding of youth. In addition, the Planning and Compliance Unit staff inspect Idaho's juvenile detention centers and review 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, contracted treatment 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, as well as work with communities to develop programs and education helping to prevent youth from entering the justice system in the first place. Liaisons also work with counties on the utilization and reporting of Juvenile Corrections Act funds, Tobacco Tax funds, and Lottery monies.

The Behavioral Health Unit encompasses the SUDS, the CBAS, and the Detention Clinician programs. This unit provides resources to Idaho counties and tribes to provide services for individual youth based on their unique characteristics and needs. The Behavioral Health Unit collaborates with Idaho counties, the judiciary, and other agencies to build a responsive service delivery system for adolescents with behavioral health treatment needs. Each program provides different services to youth and families to fulfill service gaps in order to ensure youth and families have equitable access to services. Ultimately, the goal of these programs is to be responsive to the needs of Idahoans by promoting an efficient and effective continuum of care that is customer-focused, collaborative, evidence-based, and outcome driven. These programs are funded with Idaho's state general funds.

The Community Projects Unit works within the COPS Division, supervising projects to support and develop current and future priority areas. The Project Manager works collaboratively with external justice partners and community stakeholders to promote innovative and evidence-based solutions by planning, managing, and implementing projects that produce statewide impact and continual enhancements to the Idaho juvenile justice system.

INSTITUTIONS

The Department has regionalized state services for juveniles committed to its custody, making it possible for most juveniles to remain closer to their home communities 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.

Additional IDJC services provided 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.

Each center provides a fully accredited school program where Idaho certificated teachers play a key role in developing the whole student. Our POST-certified teachers provide not only instruction, but also 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 increased educational skills and other positive outcomes. Juveniles' successes are celebrated with the award of high school diplomas and GED certificates through graduation ceremonies in addition to advanced learning opportunities. Our community partnership with Lewis Clark State College has provided the IDJC with dual credit high school/college courses. Juveniles are able to take dual credit courses in the areas of hospitality, business, construction, and general education.

The IDJC's Education division has built a strong workforce development program to provide juveniles with opportunities to explore different career paths. Juveniles have the ability to take an Occupational Safety and Health Administration course that presents the material in their preferred career path. Included in the same platform are courses to strengthen juveniles' employability skills. The IDJC provides certifications from the National Center for Construction Education and Research

(NCCER). The JCC–St. Anthony correctional center has a cafeteria called The Canteen where students learn and practice skills to be used in a food service industry job. The IDJC continues to build career opportunities with certifications that are industry recognized in an effort to prepare juveniles to be a contributing member of society upon release.

DEPARTMENT GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

- 1.1 IDJC population will meet optimal length of stay recommendation.
 - 1.1.1 Targeted average length of custody not to exceed the average of the previous fiscal year.
- 1.2 Increase or maintain number of successful program completions.
 - 1.2.1 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.
- 1.3 Improve family engagement outcomes.
 - 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.

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.
 - 2.1.1 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 Improve juveniles' academic and workforce development outcomes.
 - 2.2.1 85% or more of juveniles will increase math and reading scores.
 - 2.2.2 80% or more of students will earn three credits each quarter.
 - 2.2.3 95% or more of eligible juveniles will earn at least one workforce development certificate.
 - 2.2.4 80% or more of students participating in the workforce development pathway will meet established pathway criteria.
 - 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.
- 2.3 Improve juveniles' success and reintegration into communities.
 - 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.

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.

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

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.

3.2.1 95% 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 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.

3.3.1 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.

Strengthen and support all resources within IDJC.

4.1 Improve leadership and professional capabilities.

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

4.1.2 Maintain or exceed required training compliance, as reported by monthly facility reports, at 98%.

4.2 Work to ensure that the basic needs of staff and juveniles are met in support of the agency's mission and values.

4.2.1 Maintain percentage of variance from the general fund financial plan within 2%.

4.3 Ensure that documents and data are completed and disseminated accurately, professionally, and efficiently according to established processes, policies, and procedures.

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 IDJC strategic plan goals and objectives.



LABOR SHORTAGES

Nationwide, labor shortages have impacted employers' ability to meet goals and provide the same amount and high level of services they were previously able to afford. These shortages have also led to greater competition for talent, both from private and fellow public employers, with organizations having to think outside the box with regards to their recruiting methods as well as increasing their pay and benefits, in attempts to tap the ever-shrinking pool of applicants. In addition, employees have reassessed their priorities during and after the COVID-19 age, honing in on what they'd like to do, as well as focusing on their physical and mental health, which for many has meant stepping away from jobs. The IDJC has not been immune to the current state of labor. In the current fiscal year alone (FY23), the agency turnover rate reached 16.2%, compared to 18.8% statewide. This has resulted in higher than normal, one-time salary savings. To address turnover, the agency has implemented a myriad of recruitment strategies, performed analysis of agency positions and the associated pay, as well as implemented equity increases and retention bonuses in an attempt to combat the effects of the labor shortages.



IDAHO'S POPULATION INCREASE

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 the IDJC keep up to date with trends that may affect demand and the type of services that we provide.



JUVENILE JUSTICE AND DELINQUENCY PREVENTION ACT (JJDPA)

Established in 1974 and most recently reauthorized in 2018, the Juvenile Justice and Delinquency Prevention Act (JJDPA) is based on a broad consensus that youth and families involved with the juvenile and criminal courts should be guarded by federal standards for care and custody, while also upholding the interests of community safety and the prevention of victimization. The JJDPA has four Core Requirements: Deinstitutionalization of Status Offenders (DSO); Jail Removal, Sight and Sound Separation; and Racial & Ethnic Disparities. In past years, Idaho has struggled with compliance in regard to the DSO requirement; however, great strides have been made to regain full compliance. Due to recent state rule and statute changes, continuing training and education with stakeholders, development of community-based resources, and other efforts made by the IDJC in partnership with the Idaho Juvenile Justice Commission, the Idaho Supreme Court, and

county partners, we have seen an 80% reduction in the number of DSO violations from FY20 to FY21.

As a part of the JJDPA, the juvenile justice system in Idaho is required to identify and analyze data on the racial and ethnic disparities of youth at all points in the justice system and to implement policy, practice, and system improvement strategies resulting in measurable objectives based on the needs identified in the community. As an example, in 2021, an analysis of statewide data showed that Black and American Indian youth are arrested at higher rates than white youth. The Idaho Juvenile Justice Commission, Idaho communities, and the IDJC continue to review state and county data to determine the need for various types of training and resources to support Idaho communities.



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, treatment 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 juvenile offenders are committed to the custody of the Idaho Department of Juvenile Corrections. The IDJC-COPS 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.



IDAHO DEPARTMENT OF HEALTH AND WELFARE (IDHW) – BEHAVIORAL HEALTH AUTHORITY

As the State of Idaho mental health and substance use disorder authority (§ 39-3123, Idaho Code), the IDHW is responsible for overseeing the state of Idaho’s behavioral health system of care.

The IDJC-COPS division collaborates with the IDHW on various statewide initiatives. These include Youth Empowerment Services (YES), the Idaho Behavioral Health Council (IBHC), and the Idaho Behavioral Health Plan (IBHP), as discussed in further detail below.

YOUTH EMPOWERMENT SERVICES

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 IDJC collaborates with the IDHW and the State Department of Education to implement this comprehensive system of care, as defined by the Jeff D. Class Action Lawsuit and Settlement Agreement. In order to support this lawsuit and settlement agreement, a governance and interagency collaboration has been established of which the IDJC is a participant.

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

The IDJC, in partnership with IDHW, has two data sharing applications in effect 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.

IDAHO BEHAVIORAL HEALTH COUNCIL (IBHC)

The IBHC was established per Executive Order No. 2020-04-A; 2020 Session, Senate Concurrent Resolution No.126, to support and enhance an improved behavioral health system of care for Idahoan's. To support this, the IBHC 2021-2024 Strategic Plan was developed. This plan supports a framework addressing promotion, prevention, engagement, treatment, and recovery. The IDJC is a proud member of this council and supports the comprehensive strategic plan for Idaho's behavioral health system of care. The IDJC-COPS Division works in partnership with key stakeholders and is finalizing the implementation of Youth Assessment Centers and Youth Crisis Centers.

IDAHO BEHAVIORAL HEALTH PLAN (IBHP)

The IBHP is Idaho's managed care Medicaid contract that aims to improve Idaho's behavioral healthcare system for Idahoans. A change of plan administration and their obligations may mean changes to the state's behavioral health service delivery system.

The IDJC participates and leverages this contract per the YES Program and framework, and will maximize providers within the IBHP network for services provided to justice-involved youth in the community to the greatest extent possible. This will ensure that the providers the IDJC utilizes are appropriately adhering to relevant IDAPA rules and are properly credentialed and monitored.