



Strategic Plan

FY 2025-2028



Governor
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Strategic Plan FY 2025-2028

We **ENVISION** a safer Idaho with fewer people in its correctional system.

Our **MISSION** is to create a model correctional system that provides equitable access to programming and opportunities that reflect a community experience, foster connection, and restore victims of crime.

WE VALUE: Integrity in all of our interactions. **Respect** for diversity and humanity in each other and those under our jurisdiction. **Positive attitude** that recognizes everyone's ability to change.



GOALS



Increase success for those under our jurisdiction



Enhance staff fulfillment and wellness



Focus spending on areas that maximize success



Strengthen relationships with key stakeholders

Core Functions of Agency

Idaho Code Chapter 20 requires the Idaho Department of Correction to provide for the care and custody of incarcerated individuals, supervise people in the community, and provide programs and education to reduce criminogenic risk.



Setting the Context

Key Factors

STAFFING. Despite marked improvement in FY23, efforts to resolve IDOC's correctional officer vacancy continued in FY24. The focus shifted from casting a large recruiting net to refining proven recruiting and retention strategies, such as improving marketing to well-suited job candidates, advancing the candidate experience throughout the hiring process to ensure placement and suitability, and furthering the adoption of PURPOSE in Action (an IDOC initiative that builds supervisory skills to create a culture focused on development, growth, and ultimately, retention).

Prioritization of these efforts proved fruitful. As of June 30, 2024, only 5% of all security positions remain vacant, a marked improvement over the peak vacancy rate of 26% in August 2022 and 12% in June 2023.

IN-HOUSE POST ACADEMY. Addressing the correctional officer hiring crisis created a different and just as challenging problem: getting newly hired correctional staff POST-certified and in turn, able to work independently. POST's limited capacity to hold correctional officer academies resulted in delays for IDOC staff to become trained and certified, which in turn created ongoing overtime burdens for staff (and taxpayers), reduced opportunities for residents,

and created a lack of engagement with newly-hired staff.

In fall 2023, IDOC was granted approval to acquire a dedicated training center to pursue in-house POST training. Since January 2024, IDOC has held six correctional officer academies and graduated 240 officers, eliminating the POST training backlog and avoiding future overtime costs.

DEDICATION. In FY24, IDOC experienced two critical incidents: an unsuccessful lethal injection execution and a violent ambush of correctional staff during a medical transport. Unprecedented for our agency, both events fostered the opportunity to advocate nationally for cell phone jamming capabilities, to examine our own internal policies and procedures, but most importantly, these events highlighted the professionalism, dedication, and work of IDOC staff not only in times of crisis but each and every day.



Create safer communities by increasing success for those under IDOC jurisdiction

IDOC's first goal is to create safer communities by increasing success for those under our jurisdiction. Idaho is safer when justice-involved individuals lead productive lives in the community and no longer engage in crime. The objectives under goal 1 target the core agency functions of incarcerative services, probation and parole supervision, and reducing individual risk to reoffend.

OBJECTIVES

- Increase educational opportunities for incarcerated individuals by increasing the number of Pell-grant college students to 140 and by deploying at least 1,200 Google licenses for educational devices.
- Expand the resident peer mentoring program to every facility and community reentry centers (CRCs) in FY25 so that an average of 130 mentors are serving statewide each month.
- Create and implement a Medication for Opioid Use Disorder (MOUD) pilot program for at least 100 residents in the Community Reentry Centers during FY25.

Initiatives that will support these objectives in FY25

Hiring educators and instructional assistants- the legislature approved the addition of six computer lab instructors and six instructional assistant positions to support the expansion of online secondary and post-secondary education statewide.

MOUD- as the opioid crisis continues to cause overdose deaths for people on supervision, it is imperative that we pilot an evidence-based intervention. In FY25, IDOC will pilot an MOUD program that connects residents, who are close to release, to community-based treatment. This initiative was funded through the Idaho Behavioral Health Council.

Classification system- our existing system of classifying incarcerated individuals creates barriers to success by limiting movement to lower custody levels, where a greater number of programs and employment opportunities exist. In FY 25, we will design and pilot adjustments to the system and evaluate the impacts.



People are more likely to succeed when we match our interventions with their unique needs.



IDOC's second strategic goal recognizes the unique challenges of working in a correctional environment, where staff are responsible for law enforcement and rehabilitative functions simultaneously. Our goal is to enhance staff fulfillment through recruitment and retention of a qualified staff, encouragement of professional development, and by investing in wellness activities that specifically target corrections fatigue and trauma.

OBJECTIVES

- Increase the number of staff participating in annual wellness training by 10%.
- Revise the correctional officer initial training program to add coaching skills that better prepare officers to facilitate positive behavior change and contribute to greater job satisfaction by December 2024. In the second half of the FY, revise the probation and parole officer training program to add coaching skills.
- Train at least 10 staff as Trauma-Informed Organization trainers and pilot a trauma-informed approach at one prison site this fiscal year.

Initiatives that will support these objectives in FY25

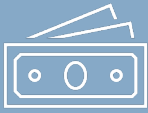


Our communities are safer when IDOC staff have clarity of purpose, find meaning in their work, and are aligned with our unique public safety mission.

Staff support- we will continue to support staff directly through two dedicated positions: the employee engagement manager helps staff navigate challenging situations and supports sustainment of IDOC's culture and retention initiative, PURPOSE in Action. The IDOC wellness coordinator provides outreach support and community resources to staff across the agency, as well as resiliency training.

Wellness app- in FY24 we launched a wellness app for IDOC staff and their families that provides custom resources to support physical, mental, and emotional wellness and offers one-click crisis support. In FY25, we will further the promotion of this app to aid staff in navigating the unique challenges faced in this demanding line of work.

Job task analyses- in FY25, we will continue our work strategically assessing specific IDOC job groups to ensure staff have the training and resources needed to work efficiently and in alignment with IDOC's mission.



IDOC's third goal is to focus spending on areas that maximize success by creating a culture that fosters innovation and relies on data-driven decision making that aligns resources with agency priorities.

OBJECTIVES

- Purchase the currently-leased Training & Development Center building and complete a remodel to ensure newly hired officers enter the training academy within 60 days of hire.
- Expand the use of electronic (RFID) resident tracking mechanisms to one large male facility to reduce manual tracking efforts by staff and to utilize the data to measure and incentivize prosocial choices that residents are making (e.g., participation in educational classes) .
- Deploy a new banking module that provides residents with an improved user experience that mirrors community banking and allows for enhanced fiscal tracking by the agency.

Initiatives that will support these objectives in FY25

CRC placement tool- in partnership with non-profit, Recidiviz, we will iterate the use of a new tool that makes the process of selecting people for a community reentry center (CRC) less subjective, more equitable, and faster. By creating these efficiencies, minimum custody residents will have more opportunities to obtain community employment at a lower incarcerative cost to Idahoans.

Facilities service unit (FSU)- this consolidated work unit brings all IDOC construction and maintenance services into a single work group, which will streamline upkeep efforts to IDOC's aging infrastructure, address preventative maintenance needs, and in turn, save taxpayer dollars.

Designing new facilities – planning work is underway to build several new housing units for men and a new prison facility for women. Each project is prioritizing the long-term goal of improved public safety and design choices reflect the need for educational and rehabilitative programs.



Investing in high-impact interventions and supports makes smart use of taxpayer dollars and reduces crime.

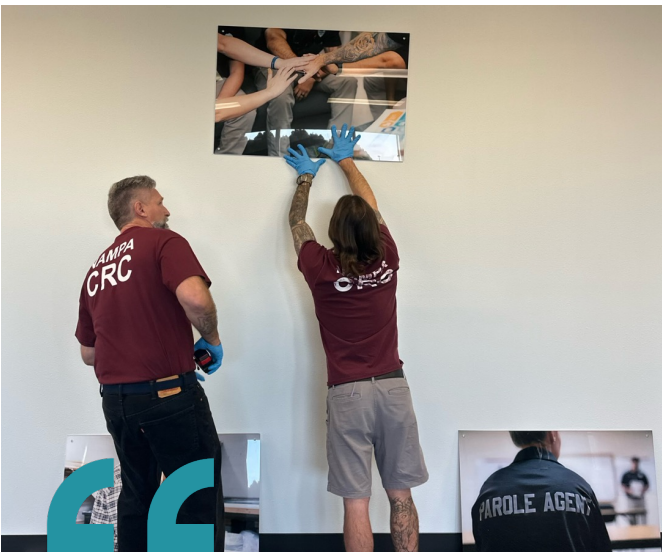


The fourth goal is to strengthen relationships with key stakeholders through transparency and responsiveness to external requests, creation of mechanisms for ongoing feedback from concerned groups, and proactively telling our story to justice partners and legislators.

OBJECTIVES

- Executive leadership will actively participate in the following collaborative committees: Idaho Criminal Justice Commission, the Idaho Behavioral Health Council, Insight data sharing, and the POST Council throughout the year as venues for solving interagency challenges.
- Deploy a redesigned internal agency website (i.e., intranet) by December 2024 that enhances agency-wide communication and celebrates staff and resident successes.
- Establish a high-level dashboard to monitor key agency outcomes by Q4 of 2024 and share at a Board of Correction meeting in early 2025.

Initiatives that will support these objectives in FY25



Measuring the impacts of criminal justice decision-making is crucial to understanding and improving public safety outcomes.

IA Pro- in FY25, IDOC will adopt a new software system to streamline record retention of professional standards, use of force, and other risk mitigation documents. This change will allow IDOC to be more efficient in responding to public information requests.

Training & Development Center remodel- once renovations at IDOC's Training & Development Center are complete, we will have capacity to invite other agencies to host trainings in our state-of-the-art facility. Partnering with other law enforcement agencies in this capacity helps to build a safer Idaho.

Visiting enhancements- explore ways to make prison visiting less intimidating by working with justice-involved individuals and their families. The goal is to increase accessibility to visiting by providing upfront education about the process and revamping existing approval systems.

Performance Measures



Create safer communities by increasing success for those under IDOC jurisdiction

- 1) Increase the percentage of probationers, parolees, and full-term releases from prison who are successful at three years.
 - *Benchmark:* Increase success by two percentage points each year to an FY2028 goal of 68%.
 - *Explanation:* In FY23 the success rate was approximately 61%. The benchmark is set to increase a total of 8% over the course of the next four fiscal years to 68%.
- 2) Reduce the proportion of crime in the community committed by individuals on supervision.
 - *Benchmark:* A total of 10% of total crimes has been committed by people on supervision, as measured by violation reports in 2021.
 - *Explanation:* People on supervision commit a relatively small proportion of all crime in the State, but they represent missed opportunities for IDOC staff to have intervened and facilitated lasting behavior change.
- 3) Decrease in assaults, use of force incidents, and suicides among those in custody.
 - *Benchmark:* The total number of incidents decreases by 5% per year.
 - *Explanation:* There were 818 assaults, use of force incidents and suicides in FY21. The benchmark for the coming year is 774.



Enhance staff fulfillment and wellness

- 4) Maintain high staff retention rate.
 - *Benchmark:* Increase staff retention rate to an average of 88% across FY25 through FY28.
 - *Explanation:* The retention rate for all IDOC staff was 85% in FY21, 84% in FY22, and 88% in FY23, giving an average of 86% across the last three years.
- 5) Increase length of service with IDOC for correctional officers.
 - *Benchmark:* Increase percentage of correctional officers staying with IDOC for five years or more by 2% annually.
 - *Explanation:* Our goal through retention bonuses and culture improvements within our prison is to encourage correctional officers to remain at IDOC for 5 years. For the past several years, the percentage has decreased from 26% in FY20 to 17% in FY23.
- 6) Invest in professional development opportunities.
 - *Benchmark:* Provide professional development opportunities for a minimum of 15% of staff annually.
 - *Explanation:* IDOC facilitates a leadership training series that typically serves nearly 10% of the staff annually. IDOC also supports staff attending professional conferences to expand staff's knowledge and skillsets.



Focus spending on areas that maximize success

7) Increase secondary and post-secondary educational opportunities by 5% in FY25.

- *Benchmark:* In FY24, 2,422 unique individuals were enrolled in secondary and post-secondary educational courses. The goal will be 2,543 by FY26.
- *Explanation:* Education has a well-documented inverse relationship with recidivism, meaning the more education a person has the less likely they are to commit new crimes. Thus, it is a priority for IDOC to continue to expand secondary and post-secondary educational opportunities for residents.

8) Quantify how technological solutions can reduce staff manual data entry and processing time.

- *Benchmark:* Reduce staff burden by 5% annually, up to 20% by FY28.
- *Explanation:* Paper-based, manual tracking and data entry require significant staff time and take staff away from meaningful contacts with clients. Innovations in technology promise to reduce staff burden around count procedures and case management.



Strengthen relationships with key stakeholders

9) Reduce the number of public records requests coming to IDOC as a result of information being more readily available to the public.

- *Benchmark:* Reduce the number of public records requests by 5% per year.
- *Explanation:* We believe that by proactively providing answers to FAQs and common records requests on our website we can reduce the number of PRRs each year. We are recalibrating this benchmark based on a new data system that was implemented in January 2022 and more accurately tracks PRRs. In 2022, IDOC received 4,005 public records requests and an additional 1,528 constituent services requests.

10) Provide timely responses to public records requests.

- *Benchmark:* Respond to 85% of records requests within three days.
- *Explanation:* Statute requires responsiveness with public records requests and allows for extensions in limited circumstances. In the first half of 2022, 81% of records requests were responded to within 3 days. In the second half of 2022, 89% were completed within three days. A total of 97% of all requests are completed within 10 days.



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