

Part I – Agency Profile

Agency Overview

Mission, Vision, Purpose

The Idaho Department of Correction's 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." The Department envisions a safer Idaho with fewer people in its correctional system. We value: 1) integrity in all our interactions; 2) respect for diversity and humanity in each other and those under our jurisdiction; and 3) positive attitude that recognizes everyone's ability to change. We balance accountability and behavior change opportunities through the application of ethical, safe, and evidence-based practices.

Governance and Structure

A three-member Board oversees IDOC's operations. Dodds Hayden, appointed in January 2019, currently serves as Chairman. Luke Malek holds the position of Vice-chairman. The Secretary position is currently vacant. Board members are appointed to six-year terms. On April 6, 2025, the Board of Correction appointed Bree Derrick as the agency's newest Director.

The Idaho Department of Correction employs ~2,174 full-time professionals and is organized into three divisions: 1) Prisons; 2) Probation and Parole; and 3) Management Services.

- The Division of Prisons operates 10 state correctional institutions, which provide safe and rehabilitative programming and educational opportunities.
- The Division of Probation & Parole supervises people on probation and parole across Idaho. The Division operates seven primary district offices, 15 satellite offices, and Interstate Compact. The Division also provides presentence investigation reports to the courts, facilitates community-based substance abuse treatment, and manages five community reentry centers for incarcerated people who are nearing release.
- The Division of Management Services oversees IDOC's fiscal operations, capital construction, grant administration, contract services and monitoring, central records, purchasing, and health care services for IDOC's incarcerated population.

IDOC's Director's Office oversees Special Investigations, Public Information, Victims' Services, Data Innovation, and Strategic Initiatives.

Funding for the Idaho Department of Correction comes from the State of Idaho general fund; dedicated funds generated from IDOC revenue opportunities (cost of supervision, work crew revenue, and the Inmate Management Fund); and other funds, such as penitentiary (endowment), Millennium, Drug and Mental Health Court Supervision, and federal grants.

Core Functions/Idaho Code

Incarceration Services: Provide for the care and custody of felony residents committed to the custody of the state Board of Correction. (Title 20, Chapter 1)

Probation and Parole Supervision: Supervise all persons convicted of a felony and placed on probation or released from prison and placed on parole. (Title 20, Chapter 2)

Programs and Education: Provide rehabilitation to reduce risk to re-offend. (Title 20, Chapter 1)

Presentence Reports: Investigate backgrounds and create reports to help the courts with sentencing decisions. (Title 20, Chapter 2)

Revenue and Expenditures

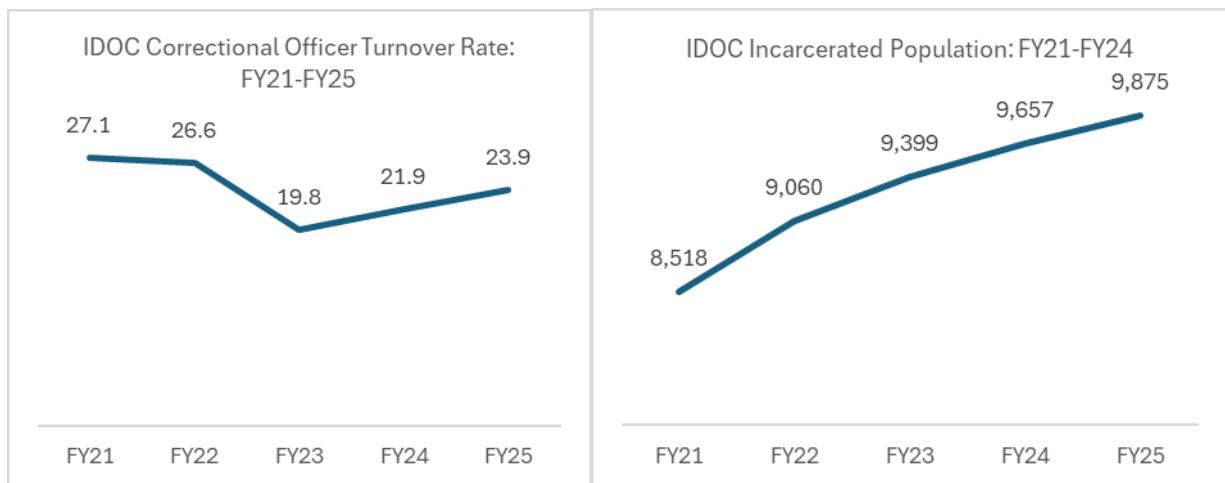
Revenue	FY22	FY23	FY24	FY25
General fund	\$281,049,100	\$303,606,400.00	\$316,792,800	\$350,218,300
Work crew revenue	\$8,404,500	\$11,048,200.00	\$15,789,100	\$18,705,500
Parolee supervision fund	\$6,885,400	\$7,423,500.00	\$9,324,600	\$9,178,100
Federal grants	\$1,506,100	\$1,731,000.00	\$2,979,600	\$1,221,700
Miscellaneous revenue	\$4,275,100	\$3,822,300.00	\$5,093,400	\$7,014,000
ARRA/CARES	\$0	\$0	\$0	\$0
Drug and Mental Health				
Court Supervision fund	\$513,700	\$531,200.00	\$654,000	\$655,300
Hepatitis C	\$2,326,100	\$5,741,900.00	\$3,932,000	\$2,322,900
Millennium fund	\$0	\$0	\$0	\$0
Technology infrastructure	\$0	\$0	\$1,200,000	\$0
Penitentiary	\$2,376,800	\$3,082,400.00	\$3,257,600	\$3,577,000
American Rescue Plan Act	\$0	\$10,500,000.00	\$500,000	\$0
Opioid settlement	\$0	\$0	\$0	\$236,200
Total	\$307,336,800	\$347,486,900.00	\$359,523,100	\$393,129,000
Expenditures	FY22	FY23	FY24	FY25
Personnel Costs	\$137,254,900	\$157,970,800.00	\$194,331,600	\$205,624,100
Operating Expenditures	\$151,024,600	\$172,643,000.00	\$157,377,900	\$178,160,900
Capital Outlay	\$16,580,500	\$13,831,200.00	\$4,567,100	\$6,497,500
Trustee/Benefit Payments	\$2,476,800	\$3,041,900.00	\$3,246,500	\$2,846,500
Total	\$307,336,800	\$347,486,900.00	\$359,523,100	\$393,129,000

Profile of Cases Managed and/or Key Services Provided

Cases Managed and/or Key Services Provided	FY 2022	FY 2023	FY 2024	FY 2025
Incarcerated population (<i>year-end</i>)	9,060	9,399	9,657	9,875
Term prison admissions	3,231	3,690	2,981	2,713
Retained Jurisdiction prison admissions	2,165	2,478	2,109	1,123
Parole violator prison admissions	1,735	1,548	1,197	1,185
Total prison admissions	7,131	7,217	6,287	5,021
IDOC prison bed cost per day ¹	\$83.99 ²	\$84.80	\$92.86	\$98.42
GED/HSE completions	163	204	226	199
Correctional officer turnover rate	26.6%	19.8%	21.9%	23.9%
In-state supervised probationers and/or parolees (<i>year-end</i>) ³	16,066	15,765	15,878	16,191
Interstate Compact supervisees ⁴	2,629	2,785	2,798	3,083
Supervision cost per day ⁵	\$5.28	\$6.65	\$7.12	\$8.72
Supervised to officer ratio ⁶	70 to 1	69 to 1	69 to 1	71 to 1
Presentence investigation reports	5,281	6,983	5,703	5,400
IDOC staff turnover rate (all non-CO staff)	11.4%	7.80%	8.20%	7.7%

Profile of Cases Managed and/or Key Service Provided Explanatory Notes

1. Prison bed cost per day is the combined average costs for **all** beds used by the Department, which also **includes** medical expenses and administrative expenses.
2. Starting in FY22 cost per day has been determined by calculating costs for all IDOC facility beds including community reentry centers, those held in county jail beds and for those held out of state.
3. The fiscal year end totals include probationers and parolees supervised in Idaho's seven districts, including those managed in the Limited Supervision Unit. It does not include individuals under IDOC's jurisdiction living in other states through Interstate Compact.
4. Interstate Compact represents people sentenced in Idaho who are currently living, and being supervised on probation or parole, in other states.
5. The agency calculates the supervision cost per day based on all supervised individuals in state and those managed on Interstate Compact in other states. Approximately 20% of the IDOC budget is funded through cost of supervision fees.
6. The supervised client to officer ratio reflects the average caseload size in Idaho. Specialized caseloads such as sex offender and problem-solving court caseloads are much lower than the average, resulting in general caseloads with over 100 individuals. The rate is based on the year-end total population compared to the number of Probation and Parole Officer PCNs, not including vacancies (16,499/232).



Part II – Performance Measures

Performance Measure		FY22	FY23	FY24	FY25	FY26
Goal 1: 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 by 2.5% each year.	Actual	64%	61%	63%	63%	
	Target	67.5%	70.0%	72.5%	75%	

Performance Measure		FY22	FY23	FY24	FY25	FY26
2. Increase resident participation in program curriculum, which targets specific needs, such as behavioral skills, trauma, family, and education deficits to reduce risk of recidivism. Increase by 2% each year.	Actual	1,903 programs	1,030 programs	8,248 ² residents	8,866 residents	
	Target	>1,903	>1,903	New measure	>2% per year	
3. Decrease in assaults, use of force incidents, and suicides amongst those in custody.	Actual	818	867	837	945	
	Target	<835	<835	<835	<835	
Goal 2: Enhance staff fulfillment and wellness						
4. Maintain high staff retention rate, increase by 2% annually.	Actual	83.4%	87.9%	86.3%	85.9%	
	Target	89%	90%	92%	94%	
5. Increase length of service with IDOC for correctional officers.	Actual	5.6 yrs	4.1 yrs	3.22 yrs	3.56 yrs	
	Target	>5.6	>5.6	>5.6	>5.6	
6. Invest in professional development opportunities.	Actual	15%	15%	17%	15%	
	Target	15%	15%	15%	15%	
Goal 3: Focus spending on areas that maximize success						
7. Increase investment in community corrections where IDOC can maximize crime reduction efforts – an additional 1% of the total IDOC budget to community corrections each year.	Actual	0.7%	0.5%	-0.4%	1.8%	
	Target	Reallocate 1.0%	Reallocate 1.0%	Reallocate 1.0%	Reallocate 1.0%	
8. Reduction in county jail length of stay for state-sentenced individuals awaiting admission to IDOC facilities by 2% each year.	Actual	34 days	49 days	43 days	73 days	
	Target	56.8 days	55.7 days	54.6 days	53.5 days	
Goal 4: Strengthen relationships with key stakeholders						
9. Reduce the number of public records requests coming to IDOC as a result	Actual	1,341	6,010	6,497	6,578	

Performance Measure		FY22	FY23	FY24	FY25	FY26
of information being more readily available to the public by 5% each year.	Target	Target in development	1,274	<5,710	<5,710	

Performance Measure Explanatory Notes

Measure 1: Percentage of probationers, parolees, and full-term releases from prison who are successful at three years.

In FY20, this performance measure was added, and the goal aims to increase success at the three-year mark by 2.5% each year. In FY21 and FY22, IDOC stayed at 64%. In FY23, the percentage dropped to 61%, but it rebounded in FY24 and FY25 back to 63%. IDOC remains below the target success rate.

Impact: IDOC maintains ongoing oversight of individuals under supervision and those recently released from custody to evaluate the effectiveness of interventions. Enhancing success rates contributes to increased numbers of individuals living productively and free from crime within the community, while also reducing costs associated with incarceration and supervision. Several factors influence the persistently low three-year success rate, including broader community and societal challenges beyond IDOC's immediate control, such as employment opportunities, access to mental health services, stable housing, and reliable transportation. Addressing these issues is essential for improving long-term outcomes.

Measure 2: Increase resident participation in program curriculum (changed to increase by 2% per year).

The target for this measure was revised to reflect changes to IDOC's offender management system. The new target growth rate of 2% is based on resident participation in education (≥ 15 hours) combined with resident participation in Cognitive Behavioral Therapies (CBT) and clinical programs. Growth rate is calculated using in-state facility population and the percentage of residents served by fiscal year.

Impact: Education classes consist of Basic Adult Education, Certified Technical Education, pre-release, and post-secondary course work for both personal growth and to better prepare residents for future sustainable employment. CBT includes evidence-based courses that are facilitated by case managers and designed to reduce risks involving substance abuse, aggression, criminal thinking, and sex-offending. Clinical courses, facilitated by in-house clinicians, focus on challenges revolving around mental health. Courses offered by IDOC are designed to provide opportunities for self-improvement both within and outside of our facilities. The 7.4% growth between FY24 and FY25 can largely be attributed to a significant increase in residents participating in the first full year of the Second Chance Pell Grant post-secondary classes, increasing participation by nearly 150 students, yet this growth will be difficult to sustain. CBT programming is mandatory; however, additional courses designed to further enhance current offerings (i.e., parenting, employment, relationships) would provide opportunities for increased resident participation. *Note: approximately 1.1% of the residents participate in both education, CBT, and/or clinical programs during the year and are included in the total count).*

Measure 3: Decrease in assaults, use of force incidents, and suicides among those in custody.

During this fiscal year, there were a total of 945 incidents involving assaults, use of force, and suicides among individuals in custody. An increase in assaults and use of force incidents was observed in FY25 compared to the prior fiscal year, resulting in IDOC surpassing its initial target. Conversely, FY25 saw a slight decline in the number of suicides within IDOC facilities.

Impact: Ensuring the safety of correctional facilities is essential for the effectiveness of rehabilitative efforts. IDOC will continue to monitor and evaluate whether the strategies implemented within prisons—aimed at enhancing institutional culture and fostering more normalized environments—are resulting in a reduction of violence and incidents of resident suicide.

Measure 4: Maintain high staff retention rate (changed to increase by 2% per year).

The staff retention rate is based on the number of voluntary staff separations compared to filled positions for each fiscal year. Separations include those that are voluntary and do not include those for military service, retirement, lay-offs, or dismissals. The filled position total is calculated by taking the agency population at two snapshots in time at mid and end year and averaging them together. Total separations for the year are then divided by the average filled positions to obtain the rate.

Impact: Measuring staff retention is essential for assessing the effectiveness of initiatives aimed at enhancing job satisfaction, such as the PURPOSE in Action program and increased compensation. This metric provides insight into whether these efforts have positively impacted employee culture agency wide.

Measure 5: Increase length of service with IDOC.

This measure was added in FY21 to monitor the overall length of service correctional officers (COs) have worked for IDOC. The average amount of time COs worked for IDOC at the end of FY22 was 5.6 years, and this became the benchmark. Staffing levels dropped during and after the COVID pandemic, as IDOC had to fill an unusually high number of correctional officer vacancies. Staffing levels have stabilized in recent years, and this indicates that the recent onboarding of new staff members has contributed to a decrease in the overall average length of service.

Impact: Monitoring the amount of time COs have worked for IDOC helps guide recruitment and retention efforts.

Measure 6: Invest in professional development opportunities for minimum of 15% of staff annually.

Over the course of the year, IDOC was able to provide leadership training opportunities to 324 staff members, 15% of all staff working for the agency within the fiscal year.

Impact: Investment in leadership training helps to ensure that IDOC leaders and/or future leaders are engaged with our mission, vision, values, and agency goals to ensure they will provide excellent relational management skills and strive to retain employees.

Measure 7: Increase investment in community corrections where IDOC can maximize crime reduction efforts – an additional 1% of the total IDOC budget to community corrections each year.

The FY25 benchmark was to increase the investment in The Division of Probation & Parole by 1.0%, which was exceeded. In FY25, IDOC invested over \$66 million dollars in community corrections. An additional 10% increase over FY2024, which led to enhancements in increased staffing and compensation, equipment replacements, combating opioid addiction, expanding the reentry programs, and investing in the new Pocatello CRC.

IDOC BASE BUDGET - EXCLUDES ONE-TIME AMOUNTS						
	FY24		FY25		Change	
	Total	% Total	Total	% Total	Total	% Total
Support services	\$21,561,600.00	6.15%	\$25,339,400.00	6.98%	\$3,777,800.00	17.52%
Prisons	\$268,101,300.00*	76.51%	\$270,459,800.00	74.48%	\$2,358,500.00	0.88%
Community corrections	\$60,756,600.00	17.34%	\$67,352,500.00	18.55%	\$6,595,900.00	10.86%
Total	\$350,419,500.00	100.00%	\$363,151,700.00	100.00%	\$9,024,200.00	3.63%

* Revised County & Out-of-State appropriation

Impact: Monitoring the portion of IDOC's budget spent on the community rather than prisons establishes the goal for IDOC that we will strive to provide more resources to those on supervision, where we can have greater impacts on reducing crime. The research is clear that community interventions generate the biggest reductions in recidivism, outweighing even the best prison-based interventions.

Measure 8: Reduction in county jail length of stay for state-sentenced individuals awaiting admission to IDOC facilities.

Housing individuals in county jails strains the IDOC budget, limits access to programs, negatively impacts jail partners, and highlights the need for more bed space. Improving transfer processes through investments in technology and transportation can reduce jail stays and facilitate quicker placement in state facilities with appropriate programming. In FY24, the average county jail stay before IDOC incarceration was 43 days, below the goal of 54.6 days. However, in FY25, it increased by 70% to 73 days, underscoring the need for increased bed capacity.

Impact: IDOC monitors how long individuals are housed in county jails, prior to prison admission, as a measure of how effectively we are allocating resources and ensuring that justice-involved individuals have access to rehabilitative programming.

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

This measure was first recorded in FY22, and a target was set to reduce the number of requests to 1,274. However, a change in process occurred and all public records requests now go through one central location. With this improved counting, a new target was set to decrease public records requests to 5,710. IDOC received 6,578 public records requests in FY25, an increase over the prior fiscal year. Demand for information remains high, and IDOC has developed a transparency team to respond to public records requests while protecting data privacy.

Impact: By monitoring the number of requests received, IDOC is placing emphasis on providing more information in a more readily available fashion, while offering transparency and accountability to the public.

For More Information Contact

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