



FY 2026-2029

# Strategic Plan

**Governor**

Brad Little

**Board of Correction**

Dodds Hayden, Chairman  
Luke Malek, Vice-chairman

**Director**

Bree Derrick

# Strategic Plan FY 2026-2029

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

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

We **VALUE**: Integrity, respect, and positive attitude.



## 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

**LEADERSHIP.** In April 2025, Deputy Director Bree Derrick was appointed as IDOC's newest director, succeeding former Director Josh Tewalt, who stepped down after leading the agency for six years.

Director Derrick brings over 20 years of experience in criminal justice, with a career that has spanned multiple states. She has dedicated six of those years to serving with IDOC. Her leadership continues to focus on public safety, emphasizing accountability, rehabilitation, and long-term behavior change.

**CAPACITY.** Although Idaho's overall crime-rate continues to fall\*, IDOC's incarcerated population has climbed for the last four years – growing by 2.4% in FY25, surpassing pre-COVID levels by 3.4%.

IDOC has the capacity to incarcerate 8,232 people, yet at the end of FY25, the incarcerated population neared 9,900 people. County jails and out-of-state contract placements absorbed IDOC's population overages, which cost taxpayers over \$39M in FY25.

In response to escalating capacity demands, IDOC has actively pursued funding to expand its infrastructure and is currently working on five capacity projects, which will bring 1,065 beds online between 2026-2027.

These new beds are aimed at high-need populations: women, aging men, and people in minimum-custody confinement. Strategic design choices ensure IDOC is building infrastructure that is both cost-effective and adaptable for future growth.

**WHAT'S AHEAD.** In FY26 and beyond, IDOC aims to meet new challenges by strengthening our relationships with legislative partners, local law enforcement, the courts, and community members.

As the State's largest law enforcement agency, maintaining these relationships, supporting our dedicated staff, and fulfilling our mission is critical in making communities safer for all Idahoans.

\*<https://isp.idaho.gov/pgr/cii-dashboard/>



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

## OBJECTIVES

- In 2024, people on supervision who received services at IDOC Connection & Intervention Stations reduced their criminogenic risk by an average of 13%. In FY26, our officers will continue referring those best suited for this program to further decrease participants' criminogenic risk by an additional 2%.
- By the end of FY26, pilot a new correctional officer academy curriculum that weaves together operating secure facilities, dynamic supervision principles, and fostering behavior-change opportunities with people who are incarcerated.
- Continue educational opportunities for incarcerated individuals by sustaining maximum enrollment for Pell-grant college students in FY26 (232 students).

## Initiatives that will support these objectives in FY26

**Operationalizing EPICS-** training for the Effective Practices in Community Supervision (EPICS) initiative is complete, and in FY26 we will focus on increasing adoption. The more officers can build professional relationships with the clients, the more they can anticipate high-risk behaviors and respond proactively.

**Classification system-** our existing system of classifying incarcerated individuals relies disproportionately on static information. We will continue efforts to design and evaluate a new classification system that allows for movement to higher or lower custody levels based on dynamic factors.

**Upskilling-** this fiscal year, we will deploy a leadership-level training to elevate managers' skillsets in evidence-based practices, strategic thinking, and change management.



**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

- Support staff's physical health by increasing the number of people participating in onsite preventative wellness clinics by 15%.
- Continue to develop growth-mindset learning by developing an in-service training program that allows uniform staff to take elective training courses as part of their annual training requirements.
- Conduct "stay" interviews with 75% of new hires to provide onboarding support, job satisfaction, and identify opportunities to improve retention rates.

## Initiatives that will support these objectives in FY26



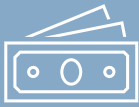
**Body worn cameras-** in FY26, we will launch a body worn camera pilot at select prison facilities, supervision offices, and throughout our investigative teams to document interactions between staff and people under IDOC jurisdiction. As demonstrated across other law enforcement agencies, this initiative aims to add a layer of safety and accountability, while enhancing transparency.

**Satisfaction survey-** deploy IDOC's third agency-wide job satisfaction survey in January 2026. Based on the findings, establish four measurable goals that will increase job satisfaction, supervisor engagement, and/or staff fulfillment.

**Wellness app-** in FY25, IDOC staff used our wellness app nearly 750 times per month. In FY26, we will continue to promote this app so staff can easily connect to physical, mental, and emotional wellness resources and as needed, connect with one-click crisis support.

**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.**





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

- Maximize workforce productivity to ensure day-to-day tasks align with IDOC's mission by conducting job task analyses (JTA) across three IDOC workgroups and implement cost-saving changes.
- Analyze and strengthen internal policies and processes to improve IDOC's fee collection by 5%.
- In July 2025, centralize supply ordering for the six Boise prisons to capitalize on bulk purchase pricing to reduce supply costs by 13%.

## Initiatives that will support these objectives in FY26

**Strategic hiring-** IDOC's current practice is to hire correctional officers (CO) year-round. As our staffing levels have improved and stabilized, we will explore changing our CO hiring to more align with academy attendance. This change has the potential to reduce overtime obligations and improve retention.

**Deferred maintenance-** the State of Idaho Capital Assets Deferred Maintenance Liability report identified \$218M in needed IDOC maintenance repairs over the next five years. In FY26 and beyond, we will continue to align our forecasted maintenance repairs to this report to prolong our infrastructure and maximize taxpayer investments.

**Building new capacity-** in FY26, we will break ground on five infrastructure projects, which will bring much needed bed capacity to IDOC and partially alleviate our reliance on high-cost county jail and out-of-state placements.



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

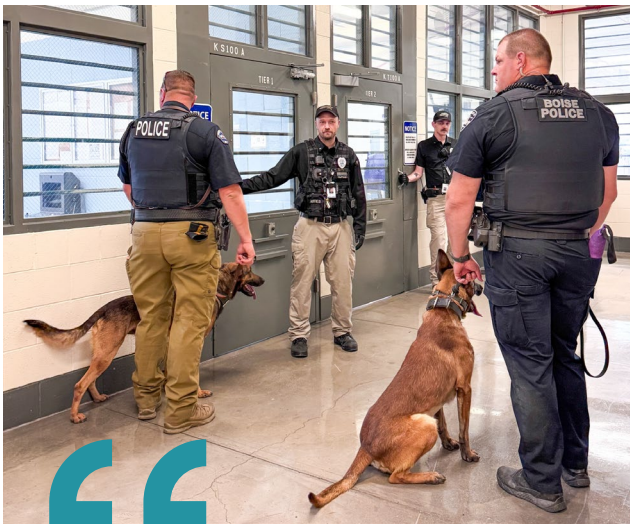


The fourth goal is to strengthen relationships with key stakeholders through transparency and responsiveness to external requests, creation of mechanisms for ongoing feedback from concerned groups, and proactively telling our story to justice partners and legislators.

## OBJECTIVES

- Executive leadership will create opportunities to collaborate with law enforcement partners, judicial stakeholders, and legislative representatives to solve interagency challenges. We commit to growing these engagements by 25% in FY26.
- In FY26, deploy law enforcement audio and video technology to our internal investigations team, which will expedite investigations and increase IDOC's criminal investigation referrals by 5%.
- Improve victim support by proactively initiating contact with victims at the time of sentencing. This outreach will increase the number of victim registries in our system by 15%.

## Initiatives that will support these objectives in FY26



**Government Relations Advisor-** deploy our newly-hired Government Relations Advisor to work alongside lawmakers, community partners, and external stakeholders to build awareness and advance IDOC's public safety goals.

**Firing range improvements-** IDOC's firing range is used by 11 different law enforcement agencies. To maximize the range training experience for IDOC staff and our law enforcement partners, we will begin making needed repairs our largest firing range in FY26.

**Publicly available data-** IDOC's newly published external-facing dashboards improve transparency by highlighting how many people enter, exit, and remain under our jurisdiction annually. To ensure we are meeting stakeholder needs, we will solicit feedback and add new content by December 2025.

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

# Performance Measures



## Create safer communities by increasing success for those under IDOC jurisdiction

- 1) Through evidence-based supervision principles and partnership with external stakeholders, we will 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 FY28 goal of 68%.
  - *Explanation:* In FY24 the success rate was approximately 63%. The benchmark is set to increase an average of 2% each year for the next three fiscal years.
- 2) Reduce the proportion of crime in the community committed by individuals on supervision.
  - *Benchmark:* In FY24, 10.7% of IDOC's supervised population committed new crimes as measured by violation reports.
  - *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:* Decrease the total number of incidents by 5% per year.
  - *Explanation:* There were 867 assaults, use of force incidents, and suicides in FY23 and 837 in FY24. The benchmark for the coming year is 795.



## Enhance staff fulfillment and wellness

- 4) **Maintain high staff retention rate.**
  - *Benchmark:* Increase staff retention rate to an average of 88% across the agency by FY28.
  - *Explanation:* The retention rate for all IDOC staff was 86.3% in FY24, which is similar to the last three-year average.
- 5) **Increase length of service with IDOC for correctional officers.**
  - *Benchmark:* Increase percentage of correctional officers staying with IDOC for at least five years by 2% annually.
  - *Explanation:* Our goal is to encourage correctional officers to remain at IDOC for 5 years. For the past several years, the percentage has increased from 17% in FY23 to 24% in FY24.
- 6) **Invest in professional development opportunities.**
  - *Benchmark:* Provide professional development opportunities for a minimum of 15% of staff annually.
  - *Explanation:* In FY24, 17% of IDOC's staff participated in professional development opportunities.





## 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 people who are incarcerated.
- 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 which takes away from meaningful contacts with clients. Between FY22 and FY24, there was a 454% increase in the utilization of a tool that pre-fills client transfer forms for PPOs, which in turn saves officers time that they can repurpose in more effective ways.



## 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 (PRRs) 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. In 2024, IDOC received 6,597 public records requests and an additional 910 constituent services requests, which is a 1.6% increase over 2023.
- 10) Provide timely responses to public records requests.
- *Benchmark:* Respond to 85% of records requests within three days.
  - *Explanation:* Statute requires responsiveness to public records requests and allows for extensions in limited circumstances. In 2024, 89% of records requests were responded to within 3 days and 9.9% were completed within 10 days.



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Idaho Department of Correction



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