IDAHO DEPARTMENT OF CORRECTION

STRATEGIC PLAN 2027-2030

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

Letter from the Director

Dear Idahoans, community partners, and IDOC employees,

I am honored to share the Idaho Department of Correction's Strategic Plan, a roadmap shaped by our commitment to strengthening public safety and service to the people of Idaho.

As Idaho's largest law enforcement agency, the Idaho Department of Correction (IDOC) is powered by nearly 2,200 dedicated employees who work in our prison facilities, community reentry centers, probation and parole offices, and behind the scenes to keep our agency moving. Their commitment to public safety, service, and professionalism forms the foundation for everything we will accomplish in the years ahead.

This plan aims to take IDOC well into the future. It reflects the priorities our employees identified for a safer, stronger, and more dynamic correctional system; one prepared not only to meet Idaho's growing needs but to lead with innovation, accountability, and purpose. It recognizes the hard work of corrections is more than just operations. It is about people. Those we employ, those we care for, those we supervise, and the communities we serve.

Our strategic goals—safety, accountability, and growth—define the path ahead.

As part of this effort, we are simplifying and modernizing our operations, while working within a balanced budget. We have eliminated outdated procedures and reduced administrative burdens, clearing space for the work that matters most and creating capacity for innovation ahead.

The challenges facing Idaho's correctional system are real, but so are the possibilities. With disciplined stewardship, strong partnerships, and a shared commitment to excellence, we will shape a correctional system prepared for Idaho's future and worthy of Idaho's trust.

We appreciate the employees and partners whose dedication drives our mission everyday. Together, we will continue to build a safer Idaho.

Bree Derrick
Director, Idaho Department of Correction

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IDOC is committed to building a safer Idaho by facilitating meaningful change for those we serve, in turn reducing the number of people in the correctional system. Guided by integrity, innovation, and respect, we focus on ethical conduct, modern solutions, and dignity for everyone we serve.

Vision

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

Mission

Our mission is to create a model correctional system founded on the belief that people can change. We fulfill this mission by fostering a professional culture that empowers staff, promotes personal responsibility, creates opportunities for success, and strengthens communities.

Our Values

INTEGRITY We are fair, honest, and ethical in everything we do.

INNOVATION We are building a future-ready agency by supporting staff problem-solving, upgrading legacy infrastructure, and deploying technology to optimize daily operations.

RESPECT We approach our work with a positive attitude and treat our colleagues, victims of crime, the public, and those under our jurisdiction with professionalism, dignity, and humility in every interaction.

Public Safety Focus

IDOC carries out its public safety mission through three divisions: Prisons, Probation and Parole, and Management Services. Each division has a distinct responsibility, but they work together to protect Idaho communities by securely managing incarcerated individuals, supervising people in the community, and providing the people, resources, and infrastructure that make those efforts possible.

Specialized teams across the agency further strengthen these efforts through training, communications, victim services, emergency preparedness, research, innovation, and other statewide support functions.

PRISONS DIVISION

The Prisons Division is responsible for the safe, secure, and humane operation of Idaho's 10 correctional facilities. Every day, correctional professionals protect the public by maintaining secure institutions, responding to emergencies, providing behavioral and mental health services, educational and vocational opportunities, and delivering evidence-based programming that prepares incarcerated individuals for successful reentry. By combining strong security practices with opportunities for change, the division helps reduce future victimization and improve long-term public safety.

- **10,076** People incarcerated [1]
- **39%** Three-year recidivism rate
- **4,520** People enrolled in education
- **4,371** People completed risk-reduction programming

PROBATION AND PAROLE DIVISION

The Probation and Parole Division protects Idaho communities by supervising individuals in the community, promoting accountability, and helping reduce future criminal behavior. Officers, clinicians, investigators, reentry specialists, and community reentry center staff work together to assess risk, respond to violations, support behavior change, and help individuals successfully transition from prison to the community. Their work allows many people to remain safely in the community while holding them accountable to court-ordered conditions.

- **17,696** People supervised [2]
- **27%** Supervision violation rate
- **13,215** Number of people employed in the community
- **5,501** Pre-sentence investigation reports completed

MANAGEMENT SERVICES DIVISION

The Management Services Division provides the financial stewardship, technology, procurement, and operational support that enable correctional professionals to carry out IDOC's public safety mission. From maintaining secure facilities and information systems to managing taxpayer resources responsibly, the division ensures staff across Idaho have the infrastructure and tools needed to operate safely, efficiently, and transparently.

- **$1.29B** Replacement value of the 133 structures we maintain
- **6,332** Public records requests received

[1] Number of people under IDOC jurisdiction

[2] Includes probationers and parolees supervised in Idaho's seven districts, including those in the Limited Supervision Unit and those currently absconding or with active bench warrants. Does not include people under IDOC jurisdiction living out of state through Interstate Compact.

Key External Factors

External factors like population growth, labor-market pressures, and antiquated IT infrastructure influence our operations. While IDOC cannot control these trends, understanding them helps us adapt, plan, and invest wisely to build a more modern and effective correctional system.



BUDGET

- Generous exemption from a 3% budgetary cut prevented staff furloughs.
- No new appropriations forced IDOC to eliminate contracts in order to absorb rising costs amid growing operational pressures.
- $218M in unfunded preventative maintenance caused more costly emergent facility repairs.



STAFFING

- Hard-to-fill positions remain vacant and hiring for COs has slowed, despite proven recruitment methods.
- Overtime costs are not funded, causing strain between IDOC's budget and operational needs.
- Turnover is climbing, which reduces IDOC's ability to maintain resident opportunities and decreases release readiness.



RISING POPULATION

- FY26 population exceeded IDOC's 8,232 operational capacity, surpassing 10,000 people under IDOC jurisdiction.
- Out-of-state placements and the length of time in county jails awaiting transfer increased, all at additional costs to taxpayers.
- The growing population also taxes strained facility infrastructure, resources, and operational budgets.



IT INFRASTRUCTURE

- Aging IT systems limit performance, stability, and modernization.
- Shared ITS resources delay operations and limit innovation.
- Without targeted investment, IDOC cannot meet growing operational demands or adopt proven law enforcement technologies.

Our Strategic Goals

Developed through extensive engagement with more than 400 employees, operational analysis, performance data, and evaluation of emerging correctional trends, this strategic plan establishes three priorities that will guide IDOC's future: Safety, Accountability, and Growth.



Safety

Build safe, secure, and professional environments through preparedness, consistency, and trust.

Safety is the foundation of everything we do. It extends beyond physical security to include operational readiness, psychological wellbeing, professional correctional relationships, and environments where staff, residents, and clients can succeed while protecting Idaho communities.



Accountability

Create a culture of personal and organizational accountability.

Accountability builds public trust through transparency and the stewardship of our resources. We drive progress through ethical leadership, data-informed decisions, and measurable results.



Growth

Strengthen our people, systems, and future through continuous learning and innovation.

Growth reflects our commitment to continually improving our workforce, expanding opportunities for residents and clients, and embracing innovation that strengthens correctional services. We invest in people, technology, infrastructure, and partnerships that prepare IDOC to meet challenges and to serve all Idahoans.

Safety

We want to build safe, supportive, and professional environments through preparedness, consistency, and trust.

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OUR SAFETY PRIORITIES

PHYSICAL SAFETY

Equipping and training staff to reduce violence, injuries, and contraband.

PSYCHOLOGICAL SAFETY

Creating an environment where employees feel safe to ask questions, report mistakes, raise concerns, and pursue innovation.



FY26 SAFETY BY THE NUMBERS

1,386 **IDOC staff** who received comprehensive defensive tactics training.

13 **Use of Force** incidents involving probation and parole officers.

152 **Security threats detected** and prevented since FY25.

SAFETY OBJECTIVES

STRENGTHEN EMERGENCY PREPAREDNESS

Improve staff emergency preparedness agency-wide and introduce site-specific safety equipment improvements at a minimum of two sites.

EXPAND SAFETY TECHNOLOGY

Double current deployment of body-worn cameras to improve officer safety and expand data collection.

ENHANCE SAFETY CULTURE

In FY27, develop new avenues for staff to safely report concerns so trends can be identified and training can be improved.

BOOST INTELLIGENCE & TREND ANALYSIS

Expand internal analysis of intelligence information and increase sharing with law enforcement partners, both by 20%.

Accountability

We want to create a culture of personal and organizational accountability.

Accountability builds public trust through transparency and the stewardship of our resources. We drive progress through ethical leadership, data-informed decisions, and measurable results.

Accountability extends beyond agency compliance.
We are accountable to:

1. **OURSELVES & OUR STAFF**
   Accountability means setting clear expectations, giving and accepting feedback, and being consistent and responsible to ourselves and others at every level.
2. **EXTERNAL STAKEHOLDERS**
   Through responsible budget management, efficient processes, and transparency, we are accountable to those who place their trust in us.
3. **THE PEOPLE WE SERVE**
   We build public safety through accountability. We better the outcomes for those we serve by using evidence-based practices, data-driven decisions, and coaching people for change.

ACCOUNTABILITY OBJECTIVES

BUDGET OWNERSHIP

Decentralize budget control to increase accountability and empower site leaders to manage state resources more effectively.

LAUNCH NEW SUPERVISORY TRAINING

In FY27, introduce standardized training for new supervisors to strengthen agency-wide consistency, expectations, and staff support.

PROACTIVE REPORTING

Launch new publicly available dashboards to improve transparency and monitor progress towards IDOC's 10 performance measures.



FY26 ACCOUNTABILITY ACCOMPLISHMENTS

IDOC FY27 BUDGET

$0 in carryover expenses from 2026, **a $7M improvement** from FY25.

CORRECTIONAL PROGRAM CHECKLIST

Six of IDOC's programs scored **above the national average** in adherence to correctional evidence-based practices.

PREA AUDITS

IDOC passed **100%** of independent federal audits in FY26.

Growth

Strengthen our people, systems, and future through continuous learning and innovation.

Growth reflects our commitment to continually improving our workforce, expanding opportunities for residents and clients, and embracing innovation that strengthens correctional services. We invest in people, technology, infrastructure, and partnerships that prepare IDOC to meet future challenges and to serve all Idahoans.

GROWTH OBJECTIVES

BUILD AND RETAIN A HIGH-PERFORMING WORKFORCE

Deploy updated job-specific training curricula and strengthen onboarding, mentoring, and development practices to improve staff retention, engagement, and career success.

PREPARE THE WORKFORCE FOR THE FUTURE

Begin creating a professional development guide for staff that makes position expectations explicit and provides staff opportunities to develop requisite skills. In FY26, we will complete this for two job classifications.

ADVANCE EVIDENCE-BASED PRACTICES AND INNOVATION

Evaluate new tools, pilot programs, and implement technologies that improve decision-making, case planning, and outcomes for staff and people under our care.

INCREASE SPECIALIZED KNOWLEDGE AND EXPERTISE

Expand training and professional resources to better serve specialized populations including aging individuals, women, and those with behavioral needs.



FY26 PROGRESS

EXPANDED TRAINING AND PROFESSIONAL DEVELOPMENT

236 employees participated in leadership development programs, strengthening IDOC's pipeline of current and future leaders.

EXPANDED OPPORTUNITIES FOR RESIDENT SUCCESS

7.4% increase in participation in education and institutional programs.

STRENGTHENED WORKFORCE STABILITY

Continued investing in recruitment, onboarding, and retention strategies to build a more experienced and resilient workforce.

Performance Measures

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 FY30 goal of 68%.

Explanation
In FY26 the success rate was 61%. 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 FY26, 10.7% of IDOC's supervised population committed new crimes as measured by violation reports.

Explanation
People on supervision commit a relatively small portion of all crimes 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 945 assaults, use of force incidents, and suicides in FY25 and 1,016 in FY26. The benchmark for the coming year is 795.

4 Maintain high staff retention rate.

Benchmark
Increase staff retention rate to an average of 88% across the agency by FY30.

Explanation
The retention rate for all IDOC staff was 82.2% in FY26, which is lower than 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 3.5 years in FY25 to 4 years in FY26.

* These performance measures represent our targets from FY26. Performance measures associated with IDOC's new strategic plan are under development.

Performance Measures - continued

6 Invest in professional development opportunities.

Benchmark
Provide professional development opportunities for a minimum of 15% of staff annually.

Explanation
In FY26, 15% of IDOC's staff participated in professional development opportunities. Our goal is to provide growth opportunities for staff so they have the skills to be successful in current and future roles.

7 Increase secondary and post-secondary educational opportunities by 5% in FY30.

Benchmark
In FY26, 2,422 unique individuals were enrolled in secondary and post-secondary education courses. The goal will be 2,543 by FY30.

Explanation
Education has a well-documented 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 individuals who are incarcerated.

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

Benchmark
Reduce staff burden by 5% annually, up to 20% by FY30.

Explanation
Paper-based, manual tracking and data entry require significant staff time which takes away from meaningful contacts with clients. Between FY24 and FY26 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.

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 FY26, IDOC received 6,332 public records requests.

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 extension in limited circumstances. In FY26, 97.6% of requests were responded to within statutory time frames.

Looking Ahead

The Idaho Department of Correction enters the FY27–FY30 planning period at a defining moment. Idaho's correctional system continues to grow in size and complexity. While we advance short-term initiatives, we aspire to improve outcomes for individuals, families, communities, and the correctional system for generations to come.



Preparing for the Future

Idaho's correctional system must continue to evolve to meet the state's changing needs. New infrastructure, including a new community reentry center and a new minimum-custody women's facility, represent important investments in safety, rehabilitation, and operational effectiveness. As Idaho grows and correctional needs change, continued strategic investments will be necessary to ensure facilities and resources keep pace.



Modernizing Correctional Operations

Criminal enterprises, both inside and outside of prison walls, are becoming more organized and sophisticated, which requires public safety agencies to adapt. Prioritizing deployment of technology solutions that improve operational efficiency and intelligence sharing, proactive detection and disruption of contraband, and the foundational information technology networks to support these resources is critical to public safety.



Investing in Our People

While we will continue to embrace new technology and innovative tools, people will always be the foundation of our success. Technology will reshape how we operate, strengthen decision-making, and improve efficiency, but it will never replace the professionalism, compassion, and sound judgment that define our workforce.

Achieving better outcomes depends on recruiting, developing, and retaining dedicated professionals who lead with integrity, build meaningful professional relationships, and make informed decisions every day. By investing in our people, we strengthen our ability to serve Idaho safely, effectively, and with excellence because lasting public safety is built through human relationships.



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