Idaho Department of Correction

Strategic Plan
FY2020-2023

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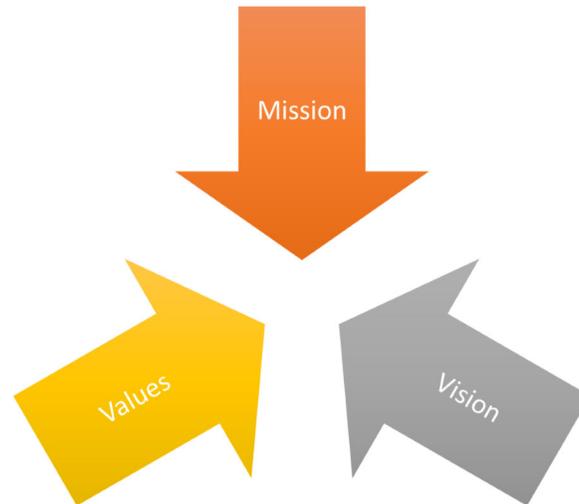Dodds Hayden, Vice-Chairman
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**IDAHO
DEPARTMENT OF
CORRECTION**

Idaho Department of Correction

Strategic Plan

FY2020-FY2023

Our Mission

Protect the public, our staff and those within our custody and supervision through safety, accountability, partnerships, and providing opportunities for offender change.

Our Vision

Dedicated to the care and development of staff, sound security practices, and a reentry system that
enhances public safety.

Our Values

Integrity * Positive Attitude * Respect

Core Functions of Agency

Idaho Code Chapter 20 requires the Idaho Department of Correction to provide for the care and custody of inmates, supervise offenders in the community, and provide programs and education to reduce offender risk.

Goals and Objectives

FY2020-2023

Goal 1: Protect the public, staff and offenders

The first goal of the agency is to protect the public, staff and offenders. The objectives focus on the three areas while targeting the core functions of incarceration services, probation and parole supervision, and reducing offender risk.

Objective 1: Operate prisons using sound security practices.

Performance Measure: Percentage of security audits achieving compliance

Benchmark: 90% compliance or above in all areas

   Explanation: Internal target established by management to ensure of safe practices.

Objective 2: Strengthen community supervision through quality contacts.

Performance Measure: Continue focused supervision efforts by maintaining 50 or fewer offenders per moderate to high risk (LSI-R score of 24 or above) probation and parole officer caseload.

Benchmark: Average caseload of 50 offenders per moderate to high risk caseload.

   Explanation: The target of 50 offenders per moderate to high risk caseload is provided as a target within SB1357, the Justice Reinvestment Initiative (JRI). Fewer high risk individuals on caseloads allows for higher quality interactions between staff and offenders.

Objective 3: Utilize evidence-based programming tailored to an individual's risks and needs to reduce the likelihood of reoffending.

Performance Measure: Reduced recidivism for released riders, parole violators, and termers.

Benchmarks: Re-incarceration to rider or term remains at or below 35% within three years of release to probation or parole.

> *Explanation:* The goal of 35% is within target range or slightly below where recidivism has been for this population, with 42.7% for retained jurisdiction, 33.3% for probationers, 35.0% for parolees released in 2015.

Objective 4. Enhance victim services.

Performance Measure: Enhance victim services by garnishing 20% of each deposit into the inmate's account for payment to the victim..

Benchmark: Amount collected per year remains at 20% of each deposit.

> *Explanation:* Garnishment of victim restitution from offender accounts was established within SB1357. The statute mandates 20% of each deposit in the inmate's account shall be paid to the state board of correction who shall, within five (5) days after the end of the month, pay money to the clerk of the court in which the restitution order was entered for payment to the victim. The amount collected is 20% of all deposits made within the fiscal year from individuals owing restitution.

Objective 5. Provide for the safety of offenders through effective policies, procedures, and practices.

Performance Measure: Fully implement the Prison Rape Elimination Act (PREA) and restrictive housing reform.

Benchmark: 100% of policies are revised.

> *Explanation*: With the goal of updating all policies, procedures and practices, the performance measure of full implementation of PREA and restrictive housing reform may take time, but an early indicator or success will be the revision of all policies. Further tasks forward will be to audit that the agency is in compliance.

Goal 2: Enhance staff success and wellness

The second goal is to enhance staff success and wellness through encouragement of staff professional development, providing training opportunities that promote safety, wellness and career enhancement, and by promoting a positive and supportive work culture.

Objective 6: Provide strong and supportive leadership to staff for ongoing career development and opportunities, enhancement of staff wellness program, and overall positive impact to the workplace culture.

Performance Measure: Decrease in staff turnover.

Benchmark: Maintain rate at or below 15.0% per year.

Explanation: The target set is a benchmark that has not yet been reached. Actual staff turnover has stayed around 16.0% since FY2016.

Performance Measure: Investment in training of staff leads to internal staff promotions.

Benchmark: Ratio of vacancies filled by internal versus external candidates.

Explanation: This will be a new performance measure for the FY20 performance measure report and the target will be set after determining the FY20 ratio.

Objective 7. Properly train and equip staff to perform their duties to provide a safe and secure work environment.

Performance Measure: Reduction in worker compensation claims— total number of claims compared to total staff hours worked by correctional officers in one year.

Benchmark: The number of claims per staff hours worked stays below a rate of 7.7.

Explanation: The NAICS average rate of injury incidents for correctional institutions averaged 7.7 in 2016.

Goal 3: Modernize our technology

The third goal is to modernize our technology to improve staff efficiency and effectiveness through development of a new offender management system and enhanced cybersecurity.

Objective 8: Fully develop an offender management system.

Performance Measure: Implement new Offender Management System (OMS) by May 2022.

Benchmark: Completion of vendor software delivery, training and testing for system complete for at least one delivery per year of four total.

   Explanation: In FY2019, IDOC completed the acquisition of a comprehensive and integrated OMS that will replace the systems currently in use. Collaborative planning with the vendor resulted in a three-year implementation plan which began in May 2019. A three-year implementation is an aggressive timeline for both IDOC and the vendor, but the early start on data analysis and preparation for data migration will allow for a faster rollout.

The expected timeframes below are benchmarks set between IDOC and the software vendor:

Activity	Date(s)
Initiation and Planning	May 2019 – September 2019
Gap Analysis/COTS Sessions	September 2019 – January 2020
Detailed Design and Solutions	January 2020 – March 2020
Version 1 Delivery	May 2020
Version 1 Acceptance Testing/Training	May 2020 – August 2020
Version 2 Delivery	November 2020
Version 2 Acceptance Testing/Training	November 2020 – February 2021
Version 3 Delivery	May 2021
Version 3 Acceptance Testing/Training	May 2021 – August 2021
Version 4 Delivery	November 2021
Version 4 Acceptance Testing/Training	November 2021 – February 2022
Final Testing/Training	February 2022 - May 2022
Go Live	May 2022
Retire Legacy Systems	June 2022 – August 2022

Objective 9. Implement cybersecurity software solutions.

Performance Measure: Purchase and deploy new cybersecurity software (Inventory, File Integrity Manager, Vulnerability Mgt, Multi-Factor Authenticator, Mobile Device Mgt. Security Information and Event Mgt.)

Benchmark: Configure and implement cybersecurity software to align the agency with cyber-security controls 1-6.

Explanation: In FY2019, IDOC upgraded endpoint monitoring with Palo Alto Traps software allowing a broader and deeper level of end-user workstation monitoring and alerting. IDOC developed an internal Incident Response process that is consistent with the state Incident Response standard utilizing the Veris framework. IDOC implemented secure single sign-on for certain web applications allowing ease of authentication for third party services. IDOC also implemented a secure WiFi network for staff personal devices. Each year all staff are trained on cybersecurity awareness within the current year.

External Factors

Goal 1: Protect the public, staff and offenders

The agency continues to refine processes developed during implementation of the Idaho Justice Reinvestment Initiative. A primary goal has been to reduce the number of high risk offenders per probation and parole officer (PPO). To support and enhance that effort, the agency received executive and legislative support for one time funding for ten PPO positions and seven support positions. In July 2019, IDOC will begin pilot testing a newly-created PPO Specialist position to help remove tasks like greeting people who visit the district office, conducting employment verification and collecting supervision fees from PPOS job duties, thereby freeing up time for PPOs to have quality interactions with the people they supervise. With the current annual growth rate of 7% for the community supervised population, it will be important IDOC is able to retain the extra PPO positions to effectively monitor probationers and parolees through quality interactions.

The incarcerated population has also been experiencing record growth at 4% per year, reaching over 9,000 for the first time in June 2019. To continue our major reforms in the areas of restrictive housing, treatment programs, and PREA compliance, the agency will need to consider building and refurbishing facilities to ensure inmates can safely remain within the state of Idaho without prison overcrowding and are beneficiaries of any facility improvements.

Goal 2: Enhance staff success and wellness

IDOC has received continued legislative support and funding for our security staff retention plan and has moved the starting salary for correctional officer positions to $16.50 per hour and for PPO Senior positions to $20.00 per hour. To be more competitive in a tight market, it is hoped IDOC can continue to increase the starting pay for correctional officers to $18.00 and for PPO Senior positions to $21.00 by FY21. Overtime pay has also continued to help compensate workers in positions that are difficult to retain.

In FY18 the legislature also supported funding increases for our teacher equity plan. Starting salary for an instructor is between $21.90 to $24.33 per hour, but with the Career Ladder focus on education and experience, beginning teacher salaries often exceed the minimum. The Career Ladder will end in FY21 and newly hired teachers will not be given the same consideration for their initial salary based on experience and education. The legislature has enacted a new pay plan for teachers and we are currently reviewing the information to determine the impact on our staff. We will strive to continue with compensation for IDOC teachers to be equal with other teachers in the state.

Goal 3: Modernize our technology

The agency's highest priority technology goal is to replace our antiquated offender management system (OMS). We received executive and legislative support and funding for an IT services contract to review system requirements and determine the estimated cost of a system replacement in FY2017. In FY2019, the agency received support for the first year of funding and drafted an RFP complete with new system requirements. Interested vendors contacted IDOC in FY19 and a vendor was chosen. The first year of funds are adequate to run the project in FY20, including software, services and contract labor. Further development of the new OMS is dependent upon additional funding in FY21, FY22, and the availability of agency users to test the new system and aid the development while working with the vendor.

IDOC continues to explore technology solutions to improve efficiencies in our operational divisions. Over the last year IDOC has been moving data to the O365 cloud. A training class has been developed and delivered in collaboration with Human Resources that allows identification of data owners/ custodians as well as defining the classifications of different types of data (critical, public record, etc…) suitable for the cloud. IDOC has also worked with ISP to implement a secure and streamlined fingerprint collection process required by Idaho State Police.

IDOC IT and the Budget and Payroll Unit have worked to improve the internal financial reporting process to provide information that is timely, accurate, and reliable. IDOC IT has also worked to move IDOC further on the continuum of electronic approvals, forms and work flow.

Examples of this are:

- Personnel Action Request (PAR)
- P&P monthly client status report
- Transition funding request
- Investigation and information requests
- P&P care coordination

Addendum

As per Executive Order 2019-02, the Red Tape Reduction act, IDOC is making progress towards pre-forming a "critical comprehensive review of the agency's administrative rules to identify costly, ineffective or outdated regulations."

IDOC designated a rules review officer by March 1, 2019 and has begun to identify revisions that can be made. The rules review officer will track the following:
- Number of chapters of administrative code
- Number of words in administrative code (excluding table of contents and index)
- Number of restrictions in administrative code (use of "shall," "must," "may not," Prohibited" and required").

The rules review officer has already decreased the page and word count for several IDAPA rules. Work completed in FY20 will set the benchmark for work completed in FY21.