

Part I – Agency Profile

Agency Overview

Mission, Vision, Purpose

The FY20 Idaho Department of Correction's mission was to protect the public, our staff and those within our custody and supervision through safety, accountability, partnerships, and providing opportunities for offender change. The Department vision was focused on: 1) care and development of staff; 2) sound security practices; and 3) a reentry system that enhances public safety. The agency mission and values encouraged ethical, safe, and evidence-based practices while providing care and custody for adult felons, pre-sentence investigation reports for the courts, and supervision of probationers and parolees.

Governance and Structure

The Idaho Board of Correction appointed Josh Tewalt as Director in December 2018. A three-member Governor-appointed board provides oversight to the agency. Dr. David McClusky was appointed in January 2013 and serves as Chairman. Dodds Hayden was appointed in January 2019 and serves as Vice-Chairman. Dr. Karen Neill serves as Secretary and was appointed in June of 2019. The Board is appointed to six-year terms.

The Idaho Department of Correction employs 2,045 full and part time professionals and is organized into three divisions: 1) prisons; 2) probation and parole; and 3) management services.

- The Prisons Division manages inmates in nine state correctional institutions, providing institutional safety services and management of special projects. The division is also responsible for inmate placement, education, and treatment services to the inmate population. In addition, the Prison Division provides oversight over contracted facilities in and out of state.
- The Probation and Parole Division supervises probationers and parolees living within seven Idaho districts, managing 22 probation and parole offices and Interstate Compact. The division also manages four community reentry centers, community-based substance abuse treatment, and provides pre-sentence investigation reports to the courts.
- The Management Services Division has oversight over project management, information technology, and purchasing. Contract services duties include capital construction, central records, contract compliance, and health care services for prison facilities and county jails.

In addition to the above core divisions, the Director's Office manages the functions of Human Resources, Victims' Services, Communications, Evaluation & Compliance, Re-entry, and the Sex Offender Management Board. The director and deputy director also provide oversight to Special Investigations, and Idaho Correctional Industries (a self-funded inmate training program established as a separate agency).

Revenue for the Idaho Department of Correction comes from the general fund, cost of supervision fees, work crew revenue, miscellaneous revenue (Inmate Management Fund), penitentiary (endowment), Millennium and liquor funds, and federal grants.

Core Functions/Idaho Code

Incarceration Services: Provide for the care and custody of felony inmates 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 offender risk to re-offend. (Title 20, Chapter 1)

Pre-sentence Reports: Investigate offenders' backgrounds and create reports to help the courts with sentencing decisions. (Title 20, Chapter 2)

Revenue and Expenditures

| Revenue | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|--------------------------|----------------------|----------------------|-------------------------|-------------------------|
| General Fund | \$214,871,000 | \$222,937,900 | \$239,616,400.00 | \$267,130,600.00 |
| Work Crews | \$7,117,400 | \$7,596,500 | \$8,378,800.00 | \$8,666,000.00 |
| Parolee Supervision Fund | \$6,478,500 | \$7,253,700 | \$7,324,200.00 | \$7,083,000.00 |
| Federal Grant | \$1,191,900 | \$865,700 | \$1,072,700.00 | \$2,106,600.00 |
| Miscellaneous Revenue | \$3,353,300 | \$3,430,100 | \$4,665,700.00 | \$4,285,000.00 |
| Economic Recovery/ARRA | | | | |
| Liquor Fund | \$440,100 | \$440,500 | \$440,900.00 | \$440,400.00 |
| Millennium Fund | \$1,859,200 | \$1,859,200 | \$2,078,100.00 | \$1,039,000.00 |
| Penitentiary | \$1,968,800 | \$1,986,500 | \$2,210,700.00 | \$2,261,600.00 |
| Total | \$237,280,200 | \$246,370,100 | \$265,787,500.00 | \$293,012,200.00 |
| Expenditures | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
| Personnel Costs | \$129,329,100 | \$129,412,500 | \$131,374,739.00 | \$140,466,864.00 |
| Operating Expenditures | \$90,082,300 | \$102,652,500 | \$122,597,994.00 | \$144,908,371.00 |
| Capital Outlay | \$7,420,600 | \$5,746,900 | \$4,066,148.00 | \$3,143,056.00 |
| Trustee/Benefit Payments | \$8,126,000 | \$8,190,300 | \$8,543,297.00 | \$4,588,282.00 |
| Total | \$236,958,000 | \$246,002,200 | \$266,582,178.00 | \$293,106,573.00 |

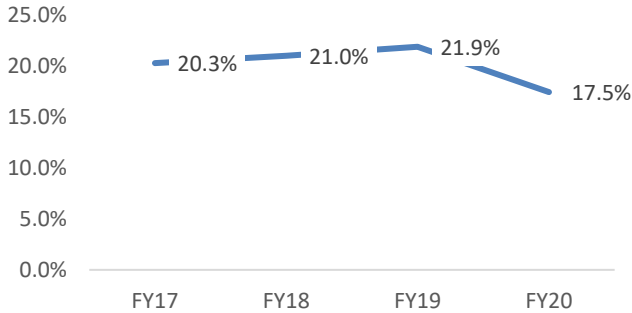
Profile of Cases Managed and/or Key Services Provided

| Cases Managed and/or Key Services Provided | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---------|---------|---------|---------|
| Incarcerated Offenders (<i>Year-end</i>) | 8,212 | 8,645 | 9,030 | 8,775 |
| Supervised Offenders, In State (<i>Year-end</i> ¹) | 15,311 | 15,728 | 16,820 | 17,403 |
| Interstate Compact Supervised Offenders ² | 1,894 | 2,086 | 2,295 | 2,387 |
| Pre-sentence Investigation Reports | 4,706 | 5,880 | 6,039 | 4,879 |
| Term Prison Admissions | 2,125 | 2,583 | 2,731 | 2,693 |
| Retained Jurisdiction Prison Admissions | 2,200 | 2,323 | 2,555 | 2,537 |
| Parole Violator Prison Admissions | 2,161 | 1,918 | 1,779 | 1,842 |
| Total Prison Admissions | 6,486 | 6,824 | 7,065 | 7,072 |
| GED/HSE Completions ⁷ | 281 | 364 | 331 | 233 |
| IDOC Prison Bed Cost Per Day ³ | \$69.39 | \$66.40 | \$72.97 | \$76.32 |
| Supervision Cost Per Day ⁴ | \$4.83 | \$5.05 | \$4.57 | \$4.97 |
| Correctional Officer Turnover Rate | 20.3% | 21.0% | 21.9% | 17.5% |
| IDOC Staff Turnover Rate, All Non-CO Staff | 11.6% | 12.6% | 12.1% | 10.5% |
| Supervised Offender to Officer Ratio ⁵ | 68 to 1 | 67 to 1 | 80 to 1 | 79 to 1 |

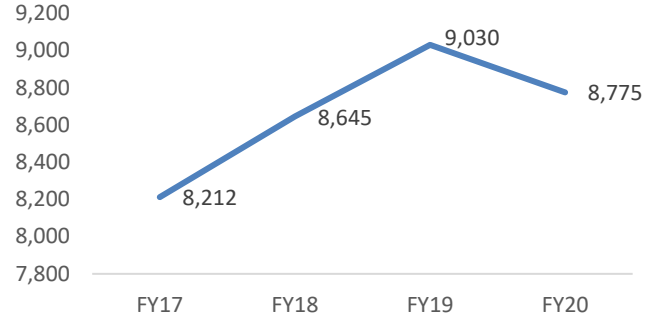
Profile of Cases Managed and/or Key Service Provided Explanatory Notes

1. The supervised offender totals include probationers and parolees supervised in Idaho's seven districts, including those managed in the Limited Supervision Unit. It does not include offenders under IDOC's jurisdiction living in other states through Interstate Compact.
2. Interstate Compact supervised offenders are Idaho sentenced probationers and parolees who are currently living in other states.
3. Bed costs reflect the average cost of all beds utilized by the Department including all prison facility beds, community reentry centers, contract beds including jail beds and out of state placements.
4. The agency calculates the supervision cost per day based on all supervised offenders in state and those managed on Interstate Compact in other states. Approximately 29% of the budget is funded through cost of supervision fees.
5. The supervised offender 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 offenders. The rate is based on the yearend total population compared to number of PCNs, not including vacancies (17,403/220).

IDOC Correctional Officer Turnover Rate FY17-FY20



Year End Incarcerated Population: FY17-FY20



Red Tape Reduction Act

Each agency shall incorporate into its strategic plan a summary of how it will implement the Red Tape Reduction Act, including any associated goals, objectives, tasks, or performance targets. This information may be included as an addendum.

During FY2019, IDOC reduced one chapter, nearly 8,000 words and 46 restrictions. While there were no additional reductions in FY2020, additional work will proceed in FY2021 with revision to a rule change and additional clean up.

| | As of July 1, 2019 | As of July 1, 2020 |
|------------------------|--------------------|--------------------|
| Number of Chapters | 1 | 0 |
| Number of Words | 7,761 | 0 |
| Number of Restrictions | 46 | 0 |

Part II – Performance Measures

| Performance Measure | | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|---|--------|-------------|-------------|-------------|---------|---------|
| Goal 1. Protect the public, staff and offenders | | | | | | |
| 1. Percentage of security audits achieving compliance. | actual | 94.74% | 99.6% | 97.6% | 93.0% | ----- |
| | target | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% |
| 2. Average caseload of 50 offenders per moderate to high risk caseload | actual | 38 | 41 | 39 | 40 | ----- |
| | target | <50 | <50 | <50 | <50 | <50 |
| 3. Re-incarceration for riders, term and parole violators to an additional rider or term remains at or below 35% within three years of release to probation, parole or full-term release. | actual | 37.1% | 36.2% | 38.1% | 39.0% | ----- |
| | target | 35% | 35% | 35% | 35% | 35% |
| 4. Amount collected in victim restitution remains at 20% of each deposit. | actual | new measure | new measure | new measure | 20% | ----- |
| | target | 20% | 20% | 20% | 20% | 20% |

| Performance Measure | | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|---|--------|-------------|------------------------------------|-------------|--------------------|-------------|
| 5. Fully implement the Prison Rape Elimination Act and restrictive housing reform- 100% of policies are revised | actual | new measure | 62.5% | 75.0% | 80% | ----- |
| | target | N/A | 100% | 100% | 100% | 100% |
| Goal 2: Staff success and wellness | | | | | | |
| 6. Maintain staff turnover rate at or below 15.0% per year | actual | 16.19% | 16.92% | 14.16% | 9.99% | ----- |
| | target | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% |
| 7. Ratio of vacancies filled by internal versus external candidates. | actual | new measure | new measure | new measure | 1.2/1.0 | ----- |
| | target | N/A | N/A | N/A | Ratio | >1.2/1.0 |
| 8. Reduction in worker compensation claims – number of claims per staff hours worked (injury rate) | actual | N/A | new measure | 8.1 | 9.1 | ----- |
| | target | N/A | Target in development | 7.7 | 7.7 | 7.7 |
| Goal 3: Modernize our technology | | | | | | |
| 9. Implement new Offender Management System by May 2022; completion of vendor software delivery, training and testing for system complete for at least one delivery per year of four total. | actual | new measure | new measure | new measure | on schedule | ----- |
| | target | N/A | N/A | selected | on schedule | on schedule |
| 10. 100% compliance with first five Center for Internet Security Critical Security Controls. | actual | new measure | Performed cybersecurity assessment | 50% | ITS now completing | ----- |
| | target | N/A | 100% | 100% | 100% | 100% |

Performance Measure Explanatory Notes

Measure 1: Security Audit Compliance

The average facility compliance with security audits was 91.5% during fiscal year 2020. The benchmark was in developed in FY2016 and the target has been set at 90% compliance within all facilities.

Impact: The ability to achieve compliance within security audits demonstrates IDOC’s willingness to ensure safety for staff and offenders, working towards the objective to operate prisons using sound security practices.

Measure 2: Average caseload of 50 moderate- to high-risk offenders per caseload

For the past several years, IDOC has been able to maintain fewer than 50 moderate- to high-risk offenders per caseload. The current number is around 40 moderate- to high-risk individuals per officer. However, the total average caseload for these officers is closer to 60 when including individuals from other levels. Probation and parole officers are only included in this average if they supervised at least 20 individuals, (i.e., were not in training) and if 60% or more of their caseload was moderate to high risk.

Impact: The target of having 50 or fewer moderate to high risk individuals on moderate to high risk caseloads is provided in Senate Bill 1357, the Justice Reinvestment Act. Lower caseloads allow officers to spend more time with moderate to high risk offenders to reduce recidivism.

Measure 3: Reduced recidivism for released riders, parole violators, and termers

The fiscal year recidivism rates are based on individuals released from incarceration three years from the fiscal year. Individuals released from incarceration in the FY17 cohort (used to create the FY19 rate of return) were more likely to return to prison within three years than those released in FY14-17 and remains above the target of 35%.

Impact: Previous reports provided individual measures of recidivism for released retained jurisdiction, probationer, parolees, and discharged inmates. The new measure allows comparisons with an overall rate for individuals released from incarceration to probation or parole. Currently, parole violators and riders have the greatest odds for reincarceration over those released as a termor to parole.

Measure 4: Amount collected in victim restitution remains at 20% of each deposit

Garnishment of victim restitution from offender accounts was established in Senate Bill 1357, the Justice Reinvestment Act.

Impact: The benchmark is set at the required amount of collecting 20% from each deposit for victim's restitution, per Senate Bill 1357. IDOC has collected \$26 million in victim restitution since 2015.

Measure 5: Reduction in worker compensation claims (or the agency injury rate)

The goal of reducing the number of worker compensation claims uses a benchmark that matches the national average provided by the Bureau of Labor Statistics on industry injuries filed for correctional institutions, at 7.7 injuries per staff hours worked, where $(N \times 200,000 / EH)$ and N= the number of injuries and illnesses and EH= total hours worked by employees during the year. For FY20, the total number of injury claims per 100 full-time workers only includes accepted injury claims for correctional staff and probation and parole officers.

Impact: The current injury rate of 9.1 is higher than the national rate of 7.7. IDOC will continue to focus on the safety of employees within all facilities and districts.

Measure 6: Fully implement the Prison Rape Elimination Act and restrictive housing reform

Most of the Prison Rape Elimination policies have been updated, however new policy revisions have unexpectedly surfaced with ongoing changes in process.

Impact: In FY20, IDOC made strides on defining the PREA screening process and preparing an electronic tool to improve screening. The screening tool is in final development but will need to be tested prior to finalizing the PREA policy. Because of the necessity for medical staff involvement, finalization may not occur until COVID demands settle, possibly by January of 2021. The implementation of the new policies will provide for the safety of offenders through effective policies, procedures and practices. After the policies are published, audits will ensure compliance.

Measure 7: Ratio of vacancies filled by internal versus external candidates

Focusing on the ratio of vacancies filled by internal versus external candidates is a new measure and was intended to set the benchmark for future years.

Impact: The 1.2/1.0 ratio sets the target to increase internal promotions in the future. IDOC intends to focus on providing continued leadership training for employees to increase the probability for internal promotions.

Measure 8: Decrease in staff turnover

The staff turnover rate is based on the number of voluntary staff separations compared to filled positions for each fiscal year. 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 full-time filled positions to obtain the rate. For FY20, staff turnover has decreased and is below the benchmark of 15%. Separations only include those that are voluntary and do not include those for military service, retirement, or lay-offs.

Impact: Staff turnover has decreased to well below 15%, at just 9.99%. The measure indicates IDOC's positive changes to support the morale of staff, such as increasing the pay for correctional, and probation and parole officers, as well as compensation for overtime. The measure also indicates that worker morale has increased at central office, at correctional facilities, and in the districts.

Measure 9: RFP for new offender management system released

IDOC and the chosen software vendor (Abilis Solutions) have completed a four-month gap analysis effort and started detailed analysis for areas where customization work will be necessary. Abilis has scheduled the development work according to IDOC's priorities and will begin delivering code releases with IDOC features in September 2020. IDOC is preparing hardware and software environments to receive the code releases and perform readiness testing. Certification training has been delivered for the technical teams who will bring the system operational.

Impact: A vendor was chosen in FY2019 for a new OMS. Implementation of the new system is expected to continue through the next two fiscal years. The new offender management system will ease workflows for agency staff, helping to manage and supervise the offender population more efficiently.

Measure 10: 100% compliance with the first five Center for Internet Security Critical Security Controls

Throughout FY19, IT functions became consolidated and many of the cybersecurity measures were adopted centrally by ITS. The dates of accomplishment are yet to be determined and the Governors IT modernization initiative will be completed by ITS.

For More Information Contact

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