



IDAHO DEPARTMENT OF CORRECTION

Strategic Plan

FY 2022-2025

Governor
Brad Little

Board of Correction
Dr. David McClusky, Chairman
Dodds Hayden, Vice-Chairman
Dr. Karen Neill, Secretary

Director
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Strategic Plan

FY 2022-2025

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

Our **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.

WE VALUE:

Integrity in all of our interactions.

Respect for diversity and humanity in each other and those under our jurisdiction.

Positive attitude that recognizes everyone's ability to change.

OUR GOALS:

Increase success for those under our jurisdiction

Enhance staff fulfillment and wellness

Focus spending on areas that maximize success

Strengthen relationships with key stakeholders

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.



Goal 1

Create safer communities by increasing success for those under IDOC jurisdiction

IDOC's first goal is to create safer communities by increasing success for those under our jurisdiction. Idaho is safer when justice-involved individuals lead productive lives in the community and no longer engage in crime. The objectives under goal 1 target the core agency functions of incarcerative services, probation and parole supervision, and reducing individual risk to reoffend.

Objectives

- Increase success rates by 10% by FY 2024 by creating safe and purpose-driven environments that incentivize good decision making by people under IDOC jurisdiction.
- Deploy interventions in the community that reduce crime while increasing time at liberty (e.g., Connection & Intervention Stations, GPS) year over year.
- By FY2024, expand program offerings and capacity by 20% to more fully address the root causes of justice-involvement including trauma, deficits in life skills, education, and employment.

IDOC will strive to complete the above objectives through various strategies that alter the operations of our facilities and district offices and reorient us toward increasing long-term success and community safety. It is our goal to ensure that everyone in our custody or on supervision be effectively connected to the programs and interventions that address their unique criminogenic needs. Further, we aim to provide these opportunities in normative settings that help foster rehabilitation and reentry.



Punishment alone does not make us safer. By focusing on what people need to be successful, we reduce crime and create safer Idaho communities.



Goal 2

Enhance staff fulfillment and wellness

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.

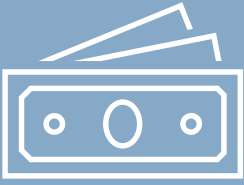
Objectives

- Revamp recruiting and streamline hiring processes to attract more qualified candidates and reduce the time it takes to onboard new employees by June 2022.
- Implement an agencywide staff wellness initiative, that addresses corrections fatigue and trauma, to improve job satisfaction and increase retention by 2% each year.
- Provide professional development opportunities to at least 50% of staff by FY 2024, which will include the revised leadership development training series (i.e., Emerging Leaders, Leadership 100, 200, 300 and 400) and external learning opportunities to promote growth.

IDOC strives to cultivate a committed and professional workforce and will continue to prioritize training and coaching opportunities that allow staff to grow into new roles and prepare them for future positions. We recognize the high rates of trauma that IDOC staff experience and are committed to addressing that through specific interventions.

Staff who are motivated by purpose – a commitment to helping people change their lives – is a key ingredient to creating a safer Idaho.





Goal 3

Focus spending on areas that maximize success

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 and aligns resources with agency priorities.

Objectives

- Annually invest an increasing percentage of agency resources in the community, where there is a greater chance of reducing crime.
- Increase data-driven decision making by building data dashboards for agency leaders that allow real-time monitoring of key measures by Jan 2022.
- Provide change management training to 100% of managers, at the facility-head level (i.e., Wardens, CRC Managers, District Managers) and above, by December 2021 to improve project outcomes and apply change management approaches to the agency's 10 highest priority projects.
- Create a learning culture that fosters innovation by deploying at least one structured pilot project over each of the next four years.

Corrections agencies nationally often view themselves as passive actors in the criminal justice system, lacking control over decisions that send people into prison and determine release. This goal dramatically shifts the focus from one of passive actor to driver of change, while recognizing the importance of controlling growing correctional budgets. In Idaho, we know that three out of four prison admissions are due to failures on probation, parole, or the retained jurisdiction program. Increasing the success for justice-involved people will reduce the need for additional prisons spending, and the research is clear that the community is where IDOC can have its greatest impacts on crime.



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



Goal 4

Strengthen relationships with key stakeholders

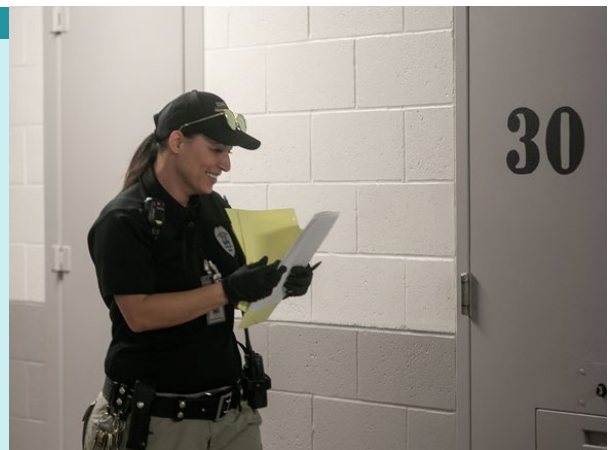
The fourth goal is to strengthen relationships with key stakeholders through transparency and responsiveness to external requests, creation of mechanisms for ongoing feedback from concerned groups, and proactively telling our story to justice partners and legislators.

Objectives

- Improve transparency and responsiveness to external requests by deploying new system (called Gov QA) for tracking public records and information requests by June 2022.
- Convene bi-monthly meetings of the Citizens' Advisory Council to allow justice-involved individuals and family members to provide feedback on agency initiatives.
- Proactively tell our story with justice partners and legislators by creating communications materials related to the agency's 5 highest-priority projects and sharing them externally.
- Collaborate with key stakeholders to increase support and positive outcomes for agency initiatives through presentations at annual conferences and monthly coordination meetings.

IDOC has been criticized for having opaque processes and being unwilling to hear from returned citizens, their families, or those still in our custody or on supervision. IDOC is working hard to change that image by opening the door to meaningful engagement with our constituents. With IDOC's fourth goal, we strive to share more information publicly than has traditionally been done, improve communication with constituents, and actively seek input from those who are most directly impacted by IDOC. We recognize the importance of information being readily available to the public, easy to locate on our website, consumable for laypersons, and up-to-date, and believe that by proactively sharing useful information the number of requests for information will decrease.

Earning the confidence of key stakeholders will have positive impacts on the criminal justice system and the safety of our communities.



PERFORMANCE MEASURES

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.

- *Benchmark:* Increase success by 2.5% each year to an FY2024 goal of 68%.
- *Explanation:* In FY20 the success rate was approximately 62%. The benchmark is set to increase a total of 10% over the course of the next four fiscal years to 68%.

2) Increase program offerings to address root causes of incarceration including trauma, disconnection from family and community, and deficits in education and life skills.

- *Benchmark:* In development.
- *Explanation:* Historically, IDOC programming has focused on a limited number of criminogenic risk areas, like criminal thinking and substance use, and our recidivism rates have remained largely unchanged. We plan to expand programming to more directly address the underlying causes of justice-involvement, as we expect that will improve outcomes.

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

- *Benchmark:* The total number of incidents decreases by 5% per year.
- *Explanation:* There were 818 assaults, use of force incidents and suicides in FY21. The benchmark for the coming year is 774.

Goal 2

Enhance staff fulfillment and wellness

4) Maintain high staff retention rate.

- *Benchmark:* Increase staff retention rate by 2% annually.
- *Explanation:* The retention rate for all IDOC staff in FY20 was 90%, but that unusually-high rate occurred during the pandemic where unemployment rates in the community were also at all-time highs and many industries that compete with IDOC for staff were shuttered or working at reduced capacity. In the past 3 years, IDOC's overall retention rate has been 84% in FY17, 83% in FY18, 86% in FY19 and 90% in FY20.

5) Increase length of service with IDOC.

- *Benchmark:* In development.
- *Explanation:* If IDOC's efforts to increase staff's sense of fulfillment and wellness are successful, we expect to see length of tenure increase. As of August 2021, the average length of service across all existing IDOC employees was 8.5 years. We do not yet fully appreciate how much COVID-19 has impacted this measure of tenure, so we'd like to examine next year's data before establishing the benchmark.

6) Invest in professional development opportunities.

- *Benchmark:* Provide professional development opportunities for a minimum of 15% of staff annually.
- *Explanation:* IDOC facilitates a leadership training series that typically serves nearly 10% of the staff annually. IDOC also supports staff attending professional conferences to expand staff's knowledge and skillsets.

Goal 3

Focus spending on areas that maximize success

7) Increase investment in community corrections where IDOC can maximize crime reduction efforts.

Benchmark: Invest an additional 1% of the total IDOC budget to community corrections each year.

Explanation: The FY21 base budget allocates approximately \$230M (79% of the total budget) to the administration of its prisons and only about \$42M on community corrections. Community-based interventions are more effective at reducing the risk of reoffending than prison-based interventions, so our goal is to annually invest an additional 1% of the departmental budget to community corrections.

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

Benchmark: Reduce length of stay in jail by 2% per year.

Explanation: In FY20, IDOC spent \$23,333,232 housing people in county jails (and providing their medical care and transportation) prior to admission to a state facility. During jail time, incarcerated individuals cannot participate in IDOC programs that help reduce risk, so it is important for IDOC to efficiently move people into state facilities where the rehabilitation process can begin in earnest. Investments in technology, transportation and movement will decrease county jail length of stay by more swiftly bringing people into state custody and assigning them to facilities that offer the requisite programming for release.

Goal 4

Strengthen relationships with key stakeholders

Performance Measures

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 by 5% per year.
- *Explanation:* In FY21, IDOC received 835 public information requests. The target for next year will be to reduce this amount to 793 due to increased information on our website.

External Factors

Impact of COVID-19. The main external factor that may inhibit IDOC's ability to reach the goals included in the strategic plan are the unknown impacts on programming, budgets, movement, and population from the COVID-19 virus. As the pandemic wears on, IDOC continues to be impacted in unprecedented ways. Our response to the pandemic routinely causes operational shifts that divert attention away from long-term strategic initiatives and toward matters of life and safety.

Staffing. Despite having had a record-high staff retention rate during much of the pandemic, in recent months, IDOC has experienced a significant staffing shortage. Position fill rates for our correctional officers are at the lowest point they've been in the last 6 years. Having adequate security personnel is critical to all of IDOC's strategic goals. Recently, the Governor announced a significant investment in correctional security staff pay as a mechanism to help IDOC attract and retain quality staff.

Idaho's prisons remain over capacity. Prior to COVID-19, IDOC's incarcerated population was growing at a record annual rate of 9.7%. Although the incarcerated population has declined since March 2020, IDOC continues to lack capacity to house everyone, requiring hundreds to continue to be placed in an out of state prison. The main driver of the prison population has historically been probation and parole violations and IDOC will continue to seek alternatives to reduce the prison population.

In FY21, IDOC introduced Connection and Intervention Stations (CISs) statewide. The CISs blend accountability with individualized case management and supports services to help high-risk, high-need people on felony supervision be successful in our communities. The CISs rolled out to 4 districts in December 2020 and the 3 remaining districts in July 2021. They will play a vital role in stemming the flow of supervision failures back to prison.

On-going support for new technology needed. As an additional challenge, IDOC is in the middle of implementing a new case management system and will need continued support from the centralized Information Technology Services (ITS) as well as internal Information Technology staff. Final development of the new case management system is continuing in FY22 (which will be year 4 of 4).