



IDAHO DEPARTMENT OF CORRECTION

Strategic Plan

FY 2023-2026

Governor
Brad Little

Board of Correction
Dr. David McClusky, Chairman
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Strategic Plan

FY 2023-2026

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.

SETTING THE CONTEXT

Key External Factors

In FY22, the IDOC saw record-low staffing rates, with correctional officer positions most directly impacted. The IDOC has had about 25% of its correctional officer positions vacant since fall of 2021. When the number of people on leave (e.g., FMLA or military) was added to vacant positions, several facilities fell below critical staffing levels, requiring Idaho National Guard assistance early in 2022.



As a result of the staffing shortages, the IDOC has focused significant time, resources, and energy on recruiting and retaining a qualified workforce. The IDOC has benefited from significant support of the legislature and Governor to increase staff wages and improve our competitiveness in the current market.

Additionally, IDOC's prisons remained in a heightened level of COVID-19 response until April 2022. This means that the resident population remained in cohorts, continued to have decentralized dining, and reduced access to programming and activities until recently. Even as facilities and offices have recently moved back to normal operations, persisting vacancies have limited our ability to fully realize objectives for FY22.



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.

Initiatives that will support these objectives in FY23

Bed utilization- an initiative aimed at customizing the prison experience to better align with an individual's unique needs. This initiative is about ensuring we move people to the facility that has the necessary programming and interventions to facilitate rehabilitation for each person. Further, this initiative seeks to maximize releases to the community via minimum-custody facilities.

Effective Practices in Community Supervision (EPICS)- a framework for structuring probation and parole officer contacts with people on supervision. The goal is to focus resources on activities most likely to reduce future criminal behaviors, by building the client's skills to deal with difficult situations.

Trauma intervention- a pilot of specific interventions to reduce trauma symptoms and test if a reduction in symptoms translates to improved outcomes during incarceration (i.e., fewer disciplinary infractions) or following (i.e., recidivism).



People are more likely to succeed when we match our interventions with their unique needs.



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

- Reduce security staff vacancy by 50% in FY2023 by retooling marketing and hiring strategies and by increasing retention.
- 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.

Initiatives that will support these objectives in FY23

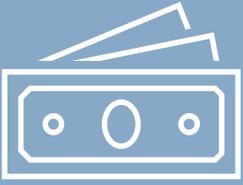
Recruiting & retention- team working with consultants to reexamine all recruiting, hiring, and retention related activities, with an eye toward increasing the number of new hires and improving retention.

PURPOSE in Action: Putting People First- is an effort that builds supervisory skills to create a culture focused on development, growth, and ultimately, retention. This initiative is launched in two prisons in June 2022 and will be rolled out statewide during FY23.

Staff wellness- pilot test specific interventions aimed at reducing trauma, and other negative emotions (e.g., depression and anxiety) common among correctional professionals, with the aim of improving wellness and retention.

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.





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 additional 1% of agency resources in the community, where there is a greater chance of reducing crime.
- Deploy structured change management approach to 100% high-priority strategic initiatives agencywide beginning in FY23.
- Create a learning culture that fosters innovation by deploying at least one structured pilot project over each of the next four years.

Initiatives that support these objectives in FY23

Change management- As a department, IDOC has invested in the Prosci framework for helping prepare staff for coming change. Training has been provided to statewide leadership and mid-management with the expectation that the principles be applied to all strategic initiatives as a way to increase adoption of new practices and increase return on investment.

Food service systems- rollout data system that readily ties menu planning, inventory, and ordering together, dramatically reducing time to create and load menus. Launch additional systems to support food safety and auditing. These migrations to electronic systems allow IDOC to save time, improve processes, and respond rapidly to changes in the food supply chain.

Dosage probation- an existing pilot study designed to measure the impacts of applying a model of supervision that adjusts the amount of supervision and programming (i.e., "dosage") based on a person's risk and need score, rather than a particular sentence length.



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

- Convene bi-monthly meetings of the Citizens' Advisory Council to allow justice-involved individuals and family members to provide feedback on agency initiatives.
- Complete 90% of public records requests within 10 days.
- Collaborate with key stakeholders (e.g., judges, prosecutors, public defenders, sheriffs) to increase support and positive outcomes for agency initiatives through presentations at annual conferences and monthly coordination meetings.

Initiatives that support these objectives in FY23

- **Public-facing data dashboard-** deploy a new online dashboard of key metrics for staff and the public. The dashboard will help increase transparency around demographics, reasons for admission, and group disparities.
- **New website-** rollout new IDOC website, that features an improved user experience and increased access to frequently-requested information. The website will also include descriptions of the agency's top strategic initiatives to keep constituents updated on current projects.

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



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:* Increase the total number of people receiving programming by 3% annually.
 - *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. This metric is expected to change as data collection improves with new client management system rollout.
- 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 for correctional officers.
 - *Benchmark:* In development.
 - *Explanation:* Our goal through retention bonuses and culture improvements within our prison is to encourage correctional officers to remain at IDOC for 5 years. We will develop a benchmark based on historical data for the percentage of correctional officers who voluntarily separate from IDOC at or before reaching their 5-year anniversary.

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.