



**FY 2024-2027**

# **Strategic Plan**

**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 2024-2027

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.



## 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 Factors

**COVID-19.** The IDOC maintained COVID-19 protocols through May 2023, which resulted in low transmission rates between residents and staff but impacted facility operations and resources. Cohort living, decentralized dining, and reduced access to programming and activities were further compounded by a lack of correctional staff to facilitate day-to-day operations in our institutions.

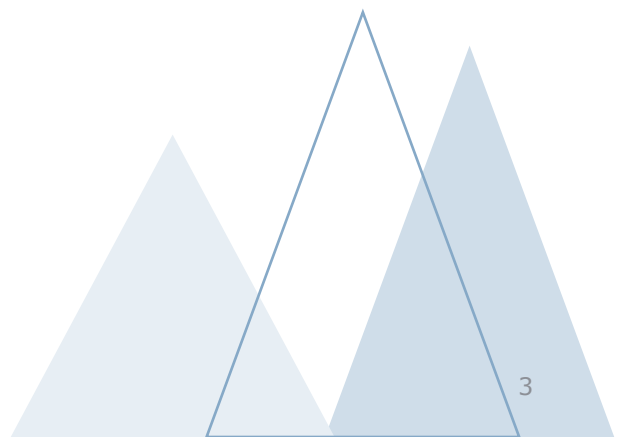
**STAFFING.** Record-low staffing amongst IDOC correctional officers peaked in August 2022 with 26% of positions being vacant; however, the department's efforts to examine internal recruiting, hiring, and retention practices yielded significant staffing gains in later part of FY23. As of June 30, 2023, only 12% of correctional officer positions remain vacant.

Unlike many other systems nationwide, IDOC's problem was largely in recruiting new applicants. An extremely low state unemployment rate, and rapidly increasing housing costs in many parts of Idaho made recruiting correctional staff extremely challenging. Support and expertise from consultants, combined with historic wage increases, have markedly increased the number of new applicants. Concurrently, IDOC has continued its efforts to increase staff retention through an initiative

called PURPOSE in Action (see p.5 for a description).

**IT SYSTEMS.** In mid-FY23, IDOC migrated to a new client management system, which replaced three antiquated systems that have been in use for decades. While more modern and agile in the long-term, this change impacted day-to-day business for staff in prisons, probation & parole, and sentencing records.

Despite these challenges, FY23 was a pivotal year for IDOC, with several noteworthy successes including legislative and gubernatorial support for unprecedented law enforcement wage increases, offering trauma-informed services to staff and residents, and planning for the opening a new housing unit that prioritizes resident success. Additionally, IDOC launched forensic peer mentoring training to residents inside its prisons and began offering degree-granting college courses through the Second Chance Pell Grants.





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

- Improve the availability of data through dashboards and alerts to facilitate community opportunities and increase earned discharge submissions by 5%.
- In FY24, train 240 officers agencywide to provide cognitive behavioral coaching and interventions during client/resident interactions to increase time at liberty and decrease the proportion of crime committed by people on supervision.
- Increase capacity for risk-mitigating programs (i.e., core programs, educational, vocational, and correctional industries) that embody normality by 3% annually.

## Initiatives that will support these objectives in FY24

**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.

**Gender responsivity-** Idaho incarcerates more women than any other state. In FY24, we aim to improve outcomes for women by assessing our gender responsivity practices, developing gender-supportive policies and training staff to become more skilled in supervising and supporting justice-involved women.

**Effective Practices in Community Supervision (EPICS)-** this initiative structures probation and parole officer contacts with people on supervision. Planning and implementation strategies are grounded in change management principals, which will increase adoption and the return on investment.



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



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 vacancies in FY24 through targeted recruiting and retention efforts to no more than 100.
- In FY24, expand the staff culture and retention initiative agencywide to increase overall job satisfaction by 2% and security staff retention by 4%.
- Require statewide leadership (i.e., wardens, district managers, and reentry center managers and above) to participate in at least two development activities (e.g., professional conference, job shadowing, site visit to another correctional dept.) to broaden perspectives and generate suggestions for innovation.

## Initiatives that will support these objectives in FY24

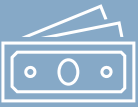


**Our communities are safer when IDOC staff have clarity of purpose, find meaning in their work, and are aligned with our unique public safety mission.**

**Recruiting & retention-** our recruiting, hiring, and retention practices have undergone significant modernization and we continue to develop recruitment strategies to attract candidates who believe in our mission, vision, and values.

**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 has been launched to all statewide leaders and will be rolled out to line staff in FY24. We've hired an employee engagement program manager to ensure this initiative's sustainability and impact.

**Staff wellness-** in FY23 we learned which trauma-informed interventions were most beneficial to staff, and in FY24 community partners will continue offering supportive services to IDOC staff. Additional efforts include a dedicated wellness coordinator to provide outreach support and help staff navigate community resources.



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

- Deploy thorough change management assessment and support for all strategic initiatives to improve adoption and sustainability.
- In FY24, leverage technology to reduce manual data collection burden on staff by 5%. Increase to 10% time savings by FY25.
- Identify non-general fund monies to pilot at least one new innovative approach without increasing taxpayer burden.

## Initiatives that will support these objectives in FY24

**Recidiviz-** in partnership with non-profit, Recidiviz, dashboards built for probation and parole officers automate time-consuming paperwork when moving eligible clients to lower supervision levels. Officers' time savings are redirected towards higher-value client interactions. In FY24, a similar tool will be built for case managers to aid residents in their release to the community and maximize staff time and resources.

**Radio Frequency Identification (RFID) resident pilot-** the antiquated practice of manual resident counts may be replaced using RFID bracelets. This technology pilot is automating resident count at SBWCC and has potential to monitor resident's health metrics to improve medical interventions and reduce cost.

**Post-secondary education-** in partnership with the University of Idaho and Lewis and Clark State College, IDOC began offering college courses to 40 residents in FY23 under the Second Chance Pell grants. In FY24, the program will expand to approximately 60 students.

MS PROBATION, Low

Earned Discharge - **Almost eligible**

- ⚠ Needs employment verification ⓘ
- ✓ Negative UA within past 90 days ⓘ
- ✓ No felony convictions in past 24 months ⓘ
- ✓ Minimum time has been served for eligibility ⓘ
- ✓ Currently low risk with no increase in risk level in past 90 days ⓘ

Generate paperwork Update eligibility ▾



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





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 relationships between IDOC staff and justice-involved citizens by rewriting the non-fraternization policies that inhibit prosocial modeling and experiences.
- Raise awareness about agency initiatives and goals by presenting at least four times a year to various constituencies including judges, prosecutors, and public defenders.
- Educate policymakers on the importance of corrections and the unique opportunity correctional staff have to affect change and reduce crime by having at least 20% of the legislature visit IDOC facilities and work sites.

## Initiatives that will support these objectives in FY24



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

**Staff investments-** we cannot accomplish our mission without our staff, whom we also value as stakeholders. In FY23, with the support of Governor Little, we secured historic salary increases for staff. In FY24, we will continue to invest resources into staff to be more commensurate with their outsized impact on public safety.

**Citizens' Advisory Council-** last year this group made suggestions to leadership around client experiences on supervision, which contributed to recommendations to change the conditions of supervision. Additionally, they provided suggestions for improving property management for residents. In FY24, we will continue to learn from their experience and seek their input on new initiatives.

**Transparency-** to help demystify corrections, IDOC has begun producing short videos that feature staff and our prison facilities. In FY24, we plan to add at least 3 new videos to our external website.

# Performance Measures



## 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 two percentage points each year to an FY2027 goal of 66%.
  - *Explanation:* In FY23 the success rate was approximately 61%. The benchmark is set to increase a total of 8% over the course of the next four fiscal years to 66%.
- 2) Reduce the proportion of crime in the community committed by individuals on supervision.
  - *Benchmark:* In development.
  - *Explanation:* People on supervision commit a relatively small proportion of all crime 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:* 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.



## Enhance staff fulfillment and wellness

- 4) **Maintain high staff retention rate.**
  - *Benchmark:* Increase staff retention rate to an average of 88% across FY24 through FY27.
  - *Explanation:* The retention rate for all IDOC staff was 85% in FY21, 84% in FY22, and 88% in FY23, giving an average of 86% across the last three years.
- 5) **Increase length of service with IDOC for correctional officers.**
  - *Benchmark:* Increase percentage of correctional officers staying with IDOC for five years or more by 2% annually.
  - *Explanation:* Our goal through retention bonuses and culture improvements within our prison is to encourage correctional officers to remain at IDOC for 5 years. For the past several years, the percentage has decreased from 26% in FY20 to 17% in FY23.



## 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.



## Focus spending on areas that maximize success

## 7) Increase secondary and post-secondary educational opportunities by 25% in FY24.

- *Benchmark:* In development.
- *Explanation:* Education has a well-documented inverse 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 residents.

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

- *Benchmark:* Reduce staff burden by 5% annually, up to 20% by FY27.
- *Explanation:* Paper-based, manual tracking and data entry require significant staff time and take staff away from meaningful contacts with clients. Innovations in technology promise to reduce staff burden around count procedures and case management.



## Strengthen relationships with key stakeholders

## 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:* 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. We are recalibrating this benchmark based on a new data system that was implemented in January 2022 and more accurately tracks PRRs. In 2022, IDOC received 4,005 public records requests and an additional 1,528 constituent services requests.

## 10) Provide timely responses to public records requests.

- *Benchmark:* Respond to 85% of records requests within three days.
- *Explanation:* Statute requires responsiveness with public records requests and allows for extensions in limited circumstances. In the first half of 2022, 81% of records requests were responded to within 3 days. In the second half of 2022, 89% were completed within three days. A total of 97% of all requests are completed within 10 days.



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