

IDAHO STATE POLICE

STRATEGIC PLAN

Fiscal Years 2027–2030

Guided by our Mission. Focused on the future.

MESSAGE FROM THE DIRECTOR

“The partnerships we have with local, tribal, state, and federal agencies, along with the trust of the communities we serve, make us more effective and better prepared to meet Idaho’s changing needs.”



The Idaho State Police has served the people of Idaho for more than 85 years. Throughout that time, our mission has remained the same: to protect lives, property, and the constitutional rights of the people we serve.

Idaho has changed.

Our state continues to grow. More people are traveling our roadways, communities are expanding, technology is changing how we deliver services, and the challenges facing law enforcement continue to evolve. Meeting those challenges means preparing for what comes next, not simply responding to today's needs.

This Strategic Plan establishes our direction for Fiscal Years 2027 through 2030. It identifies the priorities that will guide our decisions, investments, and organizational focus while ensuring we remain accountable to the people of Idaho.

The strength of this agency has always been its people. Every day, troopers, detectives, forensic scientists, communications specialists, inspectors, and Professional Staff work together to protect our communities and support the criminal justice system. Their professionalism and dedication make this agency stronger.

Public safety is a shared responsibility. The partnerships we have with local, tribal, state, and federal agencies, along with the trust of the communities we serve, make us more effective and better prepared to meet Idaho's changing needs.

A strategic plan does not improve public safety. People do. This document provides direction but it will be our employees who bring it to life every day through their service to Idaho.

Thank you for your trust in the Idaho State Police.



COLONEL BILL GARDINER
Director
Idaho State Police

ABOUT THE IDAHO STATE POLICE

The Idaho State Police serves every community in Idaho through statewide law enforcement and specialized public safety services.

Established in 1939, ISP serves the entire state from its headquarters in Meridian and six geographic districts. As Idaho's statewide public safety agency, ISP works in partnership with local, tribal, state, and federal agencies to provide specialized capabilities, coordinated services, and operational support wherever they are needed.

ISP's responsibilities encompass highway safety, criminal investigations, accredited forensic science services, emergency communications, criminal justice information systems, commercial vehicle safety, law enforcement training, and regulatory programs established by state law. Together, these services support public safety, improve coordination across jurisdictions, and enhance the effectiveness of Idaho's criminal justice system.

More than 600 commissioned officers and Professional Staff serve in communities across Idaho. Although their responsibilities vary, each employee contributes specialized knowledge, experience, and expertise that support the agency's statewide mission.

As Idaho continues to grow, so do the demands placed on statewide public safety services. This Strategic Plan provides a roadmap for strengthening organizational capability, investing in our employees, and ensuring ISP remains prepared to meet Idaho's evolving public safety needs.



EXECUTIVE SUMMARY

This Strategic Plan establishes the Idaho State Police's direction for Fiscal Years 2027 through 2030.

ISP serves every community in Idaho through statewide law enforcement, forensic science, emergency communications, commercial vehicle safety, law enforcement training, criminal justice information systems, and other specialized public safety services. As Idaho continues to grow and public safety challenges evolve, ISP must remain prepared to meet changing needs while staying focused on its Mission.

This Strategic Plan establishes the framework for guiding organizational priorities, investing in public resources, measuring performance, and preparing the agency for the future. It aligns with the strategic planning requirements of the Idaho Division of Financial Management while reinforcing ISP's commitment to accountability, continuous improvement, and responsible stewardship.

During the next four fiscal years, ISP will focus on four Strategic Goals.



DELIVER STATEWIDE PUBLIC SAFETY SERVICES

Protect the people of Idaho through coordinated statewide law enforcement and specialized public safety services.



DEVELOP A HIGH-PERFORMING WORKFORCE

Recruit, develop, and support employees who will lead and sustain the agency into the future.



STRENGTHEN PUBLIC TRUST

Strengthen public confidence through integrity, accountability, transparency, and meaningful partnerships.



ENSURE RESPONSIBLE STEWARDSHIP OF PUBLIC RESOURCES

Manage public resources wisely to support operational readiness and meet Idaho's evolving public safety needs.

Together, these Strategic Goals provide a roadmap for strengthening organizational capability, improving public safety, and serving the people of Idaho today while preparing for tomorrow's challenges.

OUR STRATEGIC FRAMEWORK

MISSION

To protect life, property and the constitutional rights of people in Idaho.

VISION

Be a model law enforcement agency and an innovative leader in public safety services across Idaho.

We are an agency that:

- Fairly and aggressively enforces the law.
- Enhances public safety through proven practices and innovative technologies.
- Engages the public through education and community outreach.
- Promotes workforce development and employee wellness.
- Is transparent and a responsible steward of public funds and resources.
- Is built upon the professionalism of our employees.

VALUES

Our values define who we are as an organization. They guide our decisions, shape our culture, and influence every interaction with one another and the people we serve.

- Integrity
- Leadership
- Respect
- Teamwork
- Customer Service
- Fairness
- Personal Accountability



STRATEGIC GOALS

Deliver Statewide Public Safety Services

Develop a High-Performing Workforce

Strengthen Public Trust

Ensure Responsible Stewardship of Public Resources



KEY EXTERNAL FACTORS

External factors influence the agency's ability to achieve its strategic goals and respond to Idaho's changing public safety needs.

POPULATION GROWTH

Idaho's continued growth increases demand for statewide law enforcement services, traffic safety, emergency response, criminal investigations, and forensic science.

WORKFORCE AVAILABILITY

Competition for qualified commissioned officers and Professional Staff affects recruitment, retention, succession planning, and long-term organizational capacity.

PUBLIC SAFETY TRENDS

Changing crime patterns, impaired driving, drug trafficking, cyber-enabled crime, and emerging technologies require adaptable strategies and coordinated responses.

FISCAL ENVIRONMENT

State appropriations, inflation, facility needs, fleet replacement, and technology investments directly influence the agency's ability to sustain and improve services.

LEGISLATIVE AND REGULATORY CHANGES

Changes in state and federal law, administrative rules, and court decisions may affect agency responsibilities, operational priorities, and resource requirements.

STRATEGIC GOAL 1

DELIVER STATEWIDE PUBLIC SAFETY SERVICES

Protecting life, property, and constitutional rights is our highest responsibility. As Idaho changes, ISP will continue to adapt its capabilities to meet new challenges while delivering the coordinated law enforcement, investigative, forensic, emergency communications, and specialized services that the people of Idaho expect. Preparing for the future requires innovation, collaboration, and continuous improvement across every area of the agency. By strengthening our statewide capabilities and operational readiness, ISP will remain prepared to protect the people of Idaho, support the criminal justice system, and meet Idaho's evolving public safety needs.

STRATEGIC OBJECTIVES

- Improve roadway safety through education, enforcement, and partnerships.
- Strengthen investigative, forensic, and specialized public safety capabilities.
- Improve operational readiness through planning, technology, collaboration, and data-informed decision-making.

PERFORMANCE MEASURES

SPEED ENFORCEMENT

Increase from FY26 baseline by

5%

DUI ENFORCEMENT

Increase from FY26 baseline by

7%

PATROL CALLS FOR SERVICE & LAW ENFORCEMENT AGENCY ASSISTS

Increase from FY26 baseline by

5%



STRATEGIC GOAL 2

DEVELOP A HIGH-PERFORMING WORKFORCE

Our greatest strength is our people. Investing in their success ensures we remain prepared to meet Idaho's public safety needs. The future of ISP depends on attracting qualified employees, developing future leaders, supporting employee wellness, and creating opportunities for professional growth. By investing in our employees today, we strengthen operational readiness, build the next generation of leaders, and ensure ISP remains prepared to serve the people of Idaho for years to come.

STRATEGIC OBJECTIVES

- Recruit, develop, and retain qualified commissioned officers and Professional Staff.
- Prepare future leaders through training, mentorship, and professional development.
- Support employee wellness, resilience, engagement, and long-term success.

PERFORMANCE MEASURES

AGENCY VACANCY RATE

Maintain below

9%

EMPLOYEE RETENTION

Maintain above

89%

REQUIRED TRAINING COMPLETION

At least

97%

agency-wide*

*3% to account for temporary incompletion due to approved leave.



STRATEGIC GOAL 3

STRENGTHEN PUBLIC TRUST

Public confidence is essential to fulfilling our mission. Every interaction, every decision, and every partnership provides an opportunity to earn trust and demonstrate integrity, accountability, professionalism, and respect. By consistently living these values, ISP strengthens confidence in our agency and the services we provide to the people of Idaho. Strong public trust supports effective public safety, strengthens partnerships, and enables us to better serve Idaho today and into the future.

Strategic Objectives

- Strengthen partnerships with local, tribal, state, federal, and community organizations.
- Strengthen public communication and education to improve the understanding of ISP's mission and services.
- Promote professionalism, accountability, and transparency throughout the agency.

PERFORMANCE MEASURES

PARTNER ENGAGEMENT INITIATIVES

Increase

10%

annually at the district level

PUBLIC OUTREACH & COMMUNITY EVENTS

Increase by

15%

annually, agency-wide

PROFESSIONAL STANDARDS INVESTIGATIONS

Not to exceed

4%

of the workforce for complaints against sworn personnel's conduct that rise to the level of an Office of Professional Standards (OPS) investigation.



STRATEGIC GOAL 4

ENSURE RESPONSIBLE STEWARDSHIP OF PUBLIC RESOURCES

Responsible stewardship ensures ISP remains prepared to meet current and future public safety needs. Every public dollar entrusted to the agency should be managed with care, accountability, and transparency. Thoughtful planning, sound financial management, and continuous improvement ensure employees have the facilities, equipment, technology, and support needed to serve the people of Idaho safely and effectively. By making strategic investments and managing resources wisely, ISP strengthens operational readiness, supports its workforce, and remains prepared to meet Idaho's evolving public safety needs.

STRATEGIC OBJECTIVES

- Manage financial, operational, and capital resources responsibly.
- Improve organizational effectiveness through performance management and continuous improvement.
- Maintain facilities, fleet, equipment, and technology that support safe and reliable statewide operations.

PERFORMANCE MEASURES

BUDGET PERFORMANCE

Operate within

98%

of the agency's General Fund appropriation

AUDIT PERFORMANCE

Limit audit findings and resolve

100%

on time

GRANT ACCOUNTABILITY

Ensure federal and local grant compliance



MEASURING SUCCESS

Performance measurement ensures this Strategic Plan remains focused, accountable, and responsive to Idaho's evolving public safety needs.

ISP will evaluate progress toward each Strategic Goal using the Performance Measures and Performance Targets (Benchmarks) established in this Strategic Plan. Agency leadership will regularly review performance results to assess organizational effectiveness, support informed decision-making, guide resource allocation, and identify opportunities for continuous improvement.

Performance results will be reported annually through the Idaho State Police Performance Report in accordance with the requirements of the Idaho Division of Financial Management. Measuring performance is more than reporting results. It helps ensure agency priorities remain aligned with our Mission, supports responsible stewardship of public resources, and prepares ISP to meet future challenges.

As public safety needs continue to evolve, ISP will evaluate progress, adapt when appropriate, and remain focused on delivering measurable results for the people of Idaho.



LOOKING AHEAD

Idaho's future depends on a public safety system that is prepared to meet changing needs while remaining grounded in the values that have earned the public's trust.

This Strategic Plan establishes the direction for the Idaho State Police through Fiscal Years 2027 through 2030. By investing in our employees, strengthening public trust, delivering exceptional public safety services, and responsibly managing public resources, ISP will remain prepared to serve a growing state and respond to emerging challenges.

Success will require continued innovation, collaboration, and accountability as ISP adapts to Idaho's changing public safety needs. Working alongside our local, tribal, state, and federal partners, we will continue strengthening the capabilities needed to serve the people of Idaho.

Although the public safety environment will continue to evolve, our purpose remains unchanged. Guided by our Mission, Values, and the public trust placed in us, the Idaho State Police will continue protecting the people of Idaho today while preparing for the challenges of tomorrow.









IDAHO STATE POLICE

HEADQUARTERS

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