

Strategic Plan

FY 2023 – FY 2026



GOVERNOR

Brad Little

BOARD OF CORRECTION

Dr. David McClusky, Chairman
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Dr. Karen Neill, Secretary

IDOC DIRECTOR

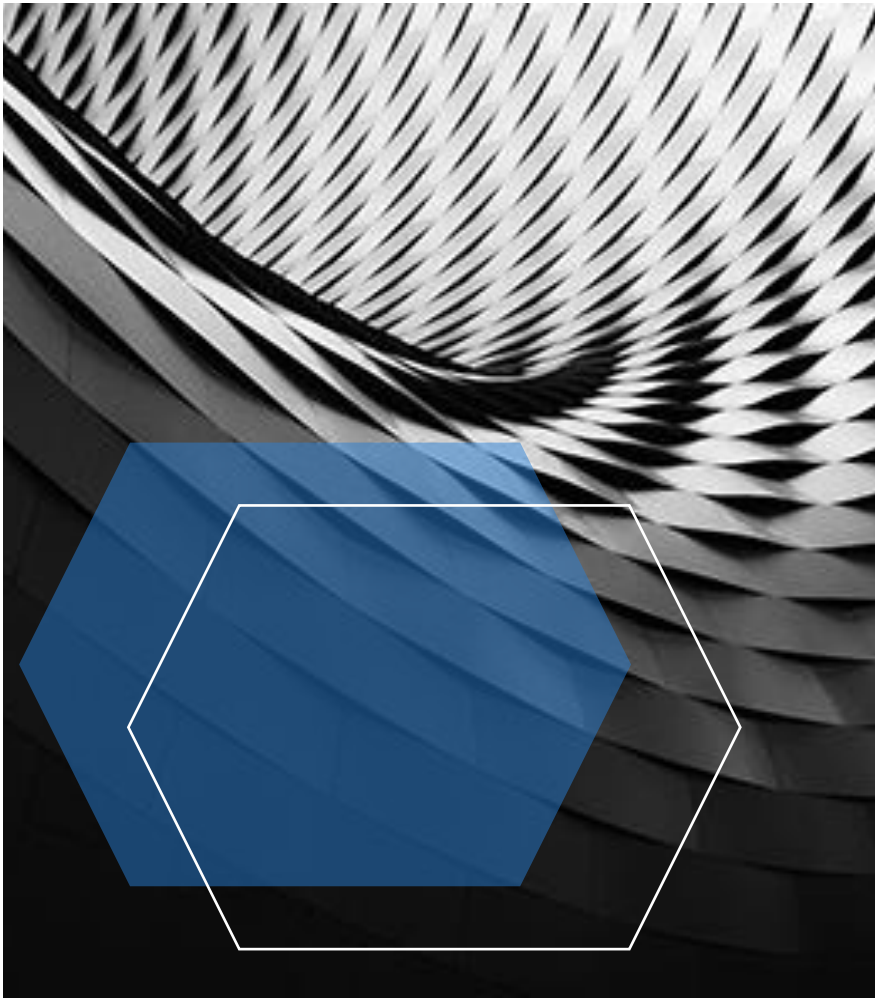
Josh Tewalt

ICI DIVISION CHIEF

Todd Plimpton

ICI DEPUTY CHIEF

William Daron



MISSION

Provide diversified technical training, along with pro-social life skills to individuals (“Resident Trainees”), to enhance their successful reentry into our communities and provide a safer Idaho.

VISION

Idaho Correctional Industries strives to be the leading correctional industry in the country for a state the size of Idaho, by providing diversified training opportunities which strengthen Idaho’s workforce, reduce recidivism, and allow for public dollars to be appropriated to other community needs.

VALUES

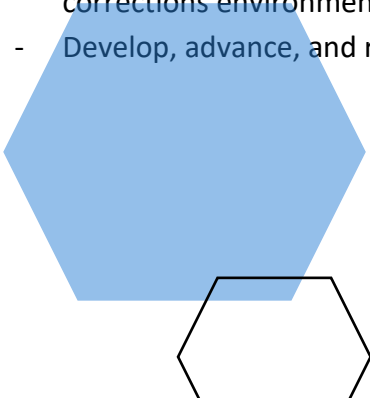
ICI is committed to the long-term progress and success of our Resident Trainees through our mentoring and programming.

ICI is committed to staff development and advancement, leveraging those investments in support of our Mission and Vision.

ICI maintains independent financial sustainability through strong production processes, sound financial practices, and an entrepreneurial business mindset.

GOALS

- Provide job training and personal growth opportunities for Resident Trainees
- Enhance the efforts of IDOC by focusing on our efforts to reduce recidivism and contribute to a safer corrections environment
- Develop, advance, and retain ICI Staff in support of our Mission, Vision, and Values





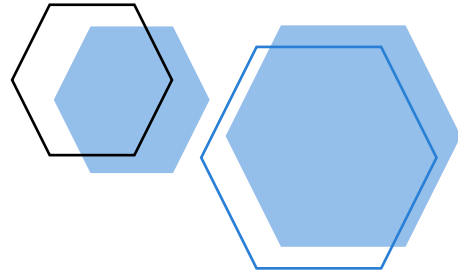
FIRST GOAL:

PROVIDE JOB TRAINING AND PERSONAL GROWTH OPPORTUNITIES FOR RESIDENT TRAINEES

The goal to provide job training and personal growth opportunities stems from our commitment to Idaho and the people that we serve. In addition to marketable trade skills, we train our Resident Trainees in soft skills vital for success in today's competitive work environment. There is a strong correlation between underemployment and recidivism and ICI is committed to returning well-trained, well-adapted members of society to Idaho's communities.

Objectives:

- Training opportunities will be sustained by growing existing training programs by 10% by FY 2024.
- ICI is dedicated to an increased focus in providing more programming for female Residents by creating 100 new job training opportunities by end of FY 2024



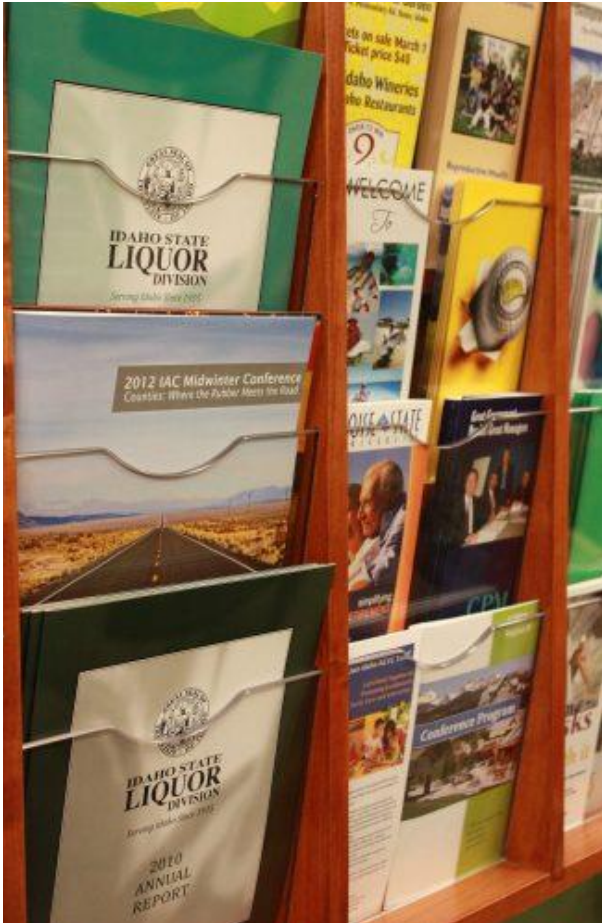
SECOND GOAL:

ENHANCE THE EFFORTS OF IDOC BY FOCUSING ON OUR OWN EFFORTS TO REDUCE RECIDIVISM AND CONTRIBUTE TO A SAFER CORRECTIONS ENVIRONMENT

ICI partners with IDOC to provide opportunities for Residents who choose to participate in our program that will help reduce the likelihood of returning to prison. IDOC envisions a safer Idaho with fewer people in its correctional system; ICI supports that endeavor with our first value which is focused on the long-term positive effect on our Residents Trainees. Additionally, ICI aims to reduce idleness by providing meaningful work to those that want to do something productive with their time.

Objectives:

- Recidivism will be reduced by increasing the number of total Residents being trained at ICI by 10% by fiscal year-end.
- Recidivism will be reduced in the female population by creating 100 new job training opportunities by end of FY 2024.





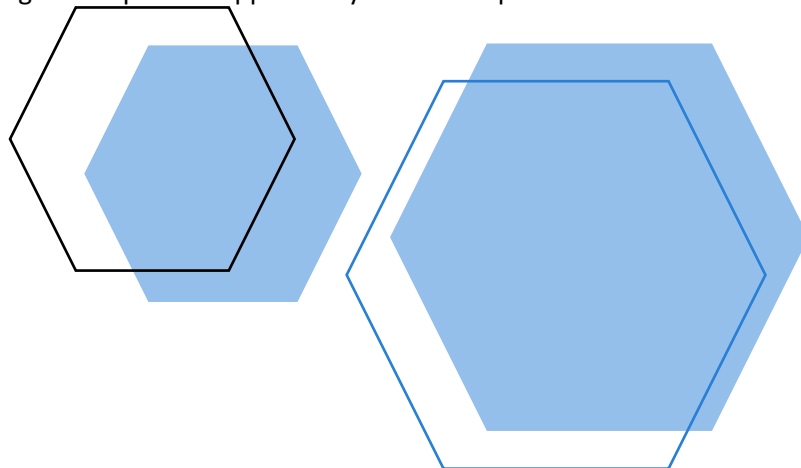
THIRD GOAL:

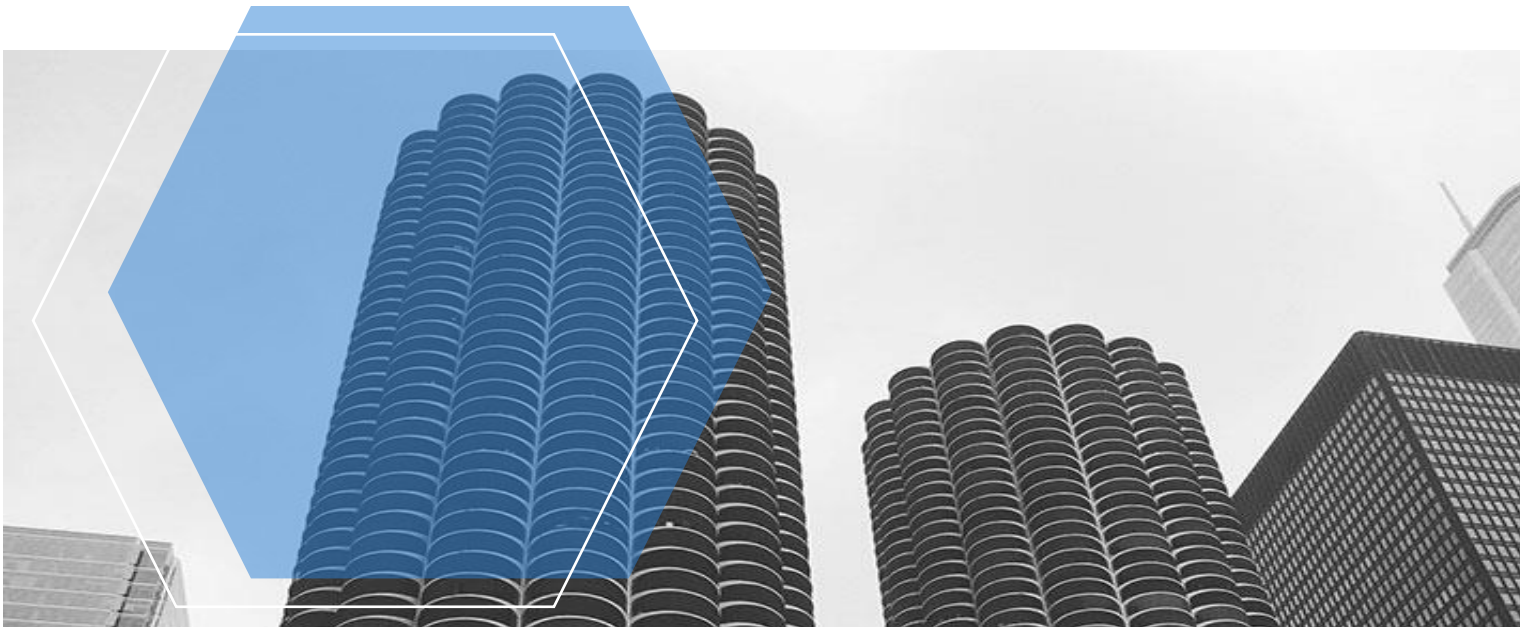
DEVELOP, ADVANCE, AND RETAIN ICI STAFF IN SUPPORT OF OUR MISSION, VISION, AND VALUES

ICI makes a point to hire people who believe in our purpose to then make the efforts necessary to develop, advance, and retain them. Through professional development, ICI looks to invest in talent and then leverage these investments for the purpose of advancing our Mission, Vision, and Values. Through advancement opportunities, ICI looks to retain quality employees who share our passion and want to strengthen our commitment to our Resident Trainees and a safer Idaho. Retention of employees equals continuity which allows ICI to focus on mission performance.

Objectives:

- Increase the number of staff who have completed their annual forty (40) hours of training by 20% by end of FY 2023
- Enroll 50% of ICI staff in IDOC's Leadership classes (Levels 100-300) by end of FY 2024.
- Retention will be supported by training opportunities outside the normal training parameters currently offered, including on-site visits to other states, training with third party stakeholders, and value-added training with other organizations, both for-profit and nonprofit. Increase and execute a 100% line-item budget increase to support this effort. These activities will be tracked and supported by the Training Manager to ensure that all staff get an equitable opportunity at these experiences.





PERFORMANCE MEASURES

1. Number of Resident Trainees participating in ICI Training Programs / Training hours logged
2. Number of participants in apprenticeship programs / Number of apprenticeships achieved
3. Number of participants in certificate programs / Number of certificates achieved
4. Recidivism rates (1-year minimum participation in an ICI Training Program)
5. Number of training hours for each ICI Staff member
6. ICI Yearly Financial Overview, cash on hand, and ability to reinvest in the program

PERFORMANCE TARGETS

1. By the end of FY 2024, increase the number of our Resident Trainees to 800
2. Year-to-year increase in participation in apprenticeship and certificate programs
3. Year-to-year reduction in recidivism for participants of ICI Training Programs
4. A minimum of 40 training hours per year for ICI Staff members, which will include engagement with other state CIs and other state agencies to identify and improve our best practices.

EXTERNAL FACTORS

IDOC has improved and/or lessened the impacts of Resident movement on the operations of ICI. The enabling statute for ICI was rewritten to allow the inclusion of a new venture, call centers, which will result in increased programming for female Residents and to allow for the consideration of the steps necessary to sell out of state in the not-for-profit space.

ICI is currently in the second phase of the full strategic planning process. ICI will review what the organization has done in the past and complete a thorough process to reset and implement the strategic planning going forward. ICI will update once complete.

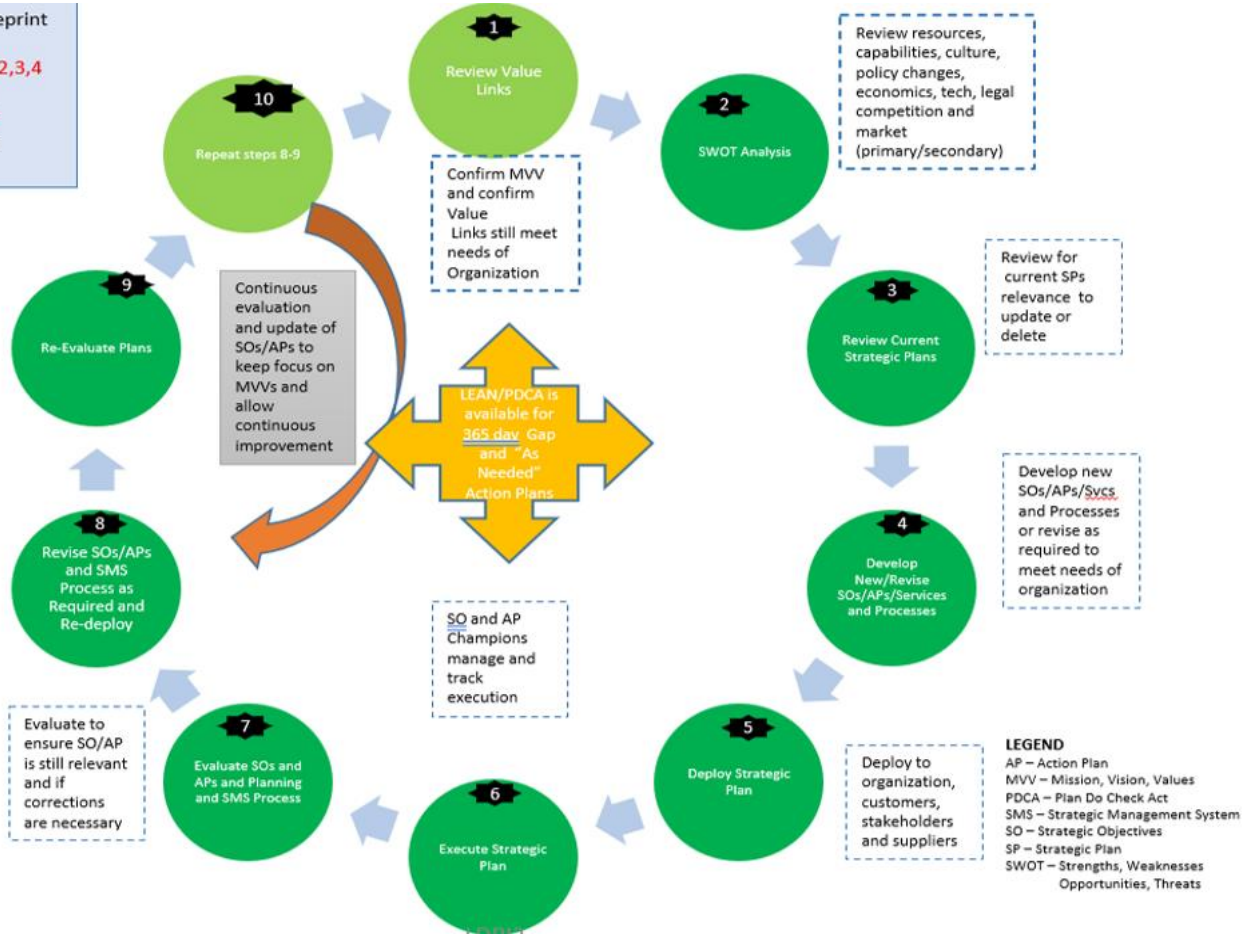
ICI continue to work with IDOC to minimize the impact of COVID-19 while abiding by state and federal guidelines.

STRATEGIC PLANNING PROCESS STATUS

As of August 2022, we have completed our first year of Strategic Planning work following a new system. The graphic below depicts the systemic approach that refreshes with every year in a cyclic manner.

The ICI-SMS provides a blueprint which ensures a solid
- Approach Development 1,2,3,4
- Deployment 5, 6
- Evaluation/ Learning 7,8,9
- Cycle of Improvement and Innovation 8,9,10.

*External consultant visited July 6 – 8 to guide development of second iteration of Strategic Planning. Directly influences how ICI supports IDOC in their integrated Strategic Initiatives.



The graphic below depicts where ICI stood after a bit of familiarization with this new system in July of 2021.

