

# Strategic Plan

FY 2024 – FY 2027



**GOVERNOR**

Brad Little

**BOARD OF CORRECTION**

Dr. David McClusky, Chairman  
Dodds Hayden, Vice Chairman  
Dr. Karen Neill, Secretary

**IDOC DIRECTOR**

Josh Tewalt

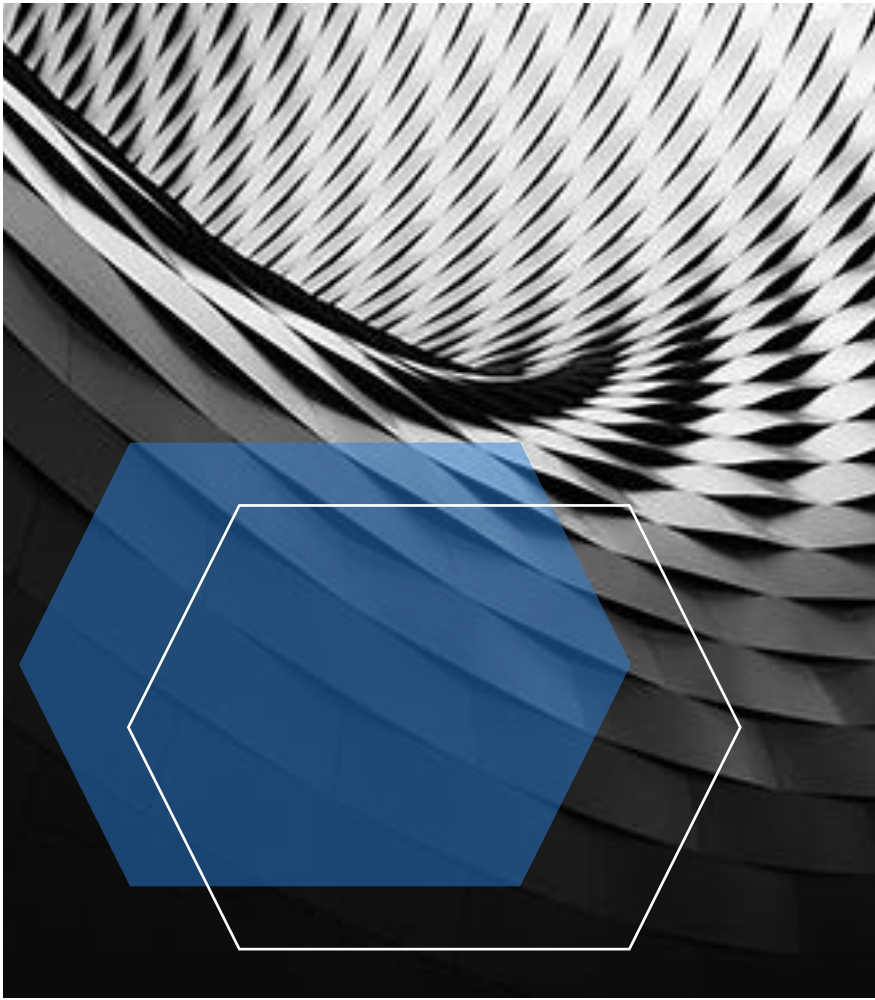
**ICI DIVISION CHIEF**

Todd Plimpton

**ICI DEPUTY CHIEF**

Mark LaFong

---



## 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, per capita, by providing diversified training opportunities without the use of general funds to ultimately strengthen Idaho’s workforce, economy, and reduce recidivism.

---

## VALUES

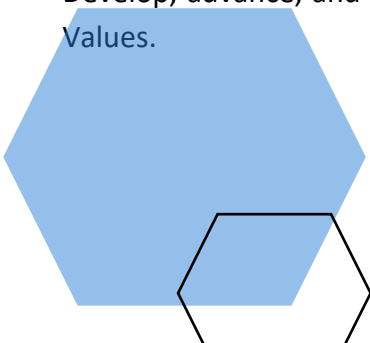
Idaho Correctional Industries is committed to the long-term progress and success of our Resident Trainees through our mentoring and programming.

Idaho Correctional Industries is committed to staff development and advancement, leveraging those investments in support of our Mission, Vision, and Values.

Idaho Correctional Industries maintains financial sustainability, independent of taxpayer dollars, 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 Idaho Department of Corrections (IDOC) by focusing on our efforts to reduce recidivism and contribute to a safer corrections environment.
- Develop, advance, and retain Idaho Correctional Industries (ICI) staff in support of our Mission, Vision, and Values.





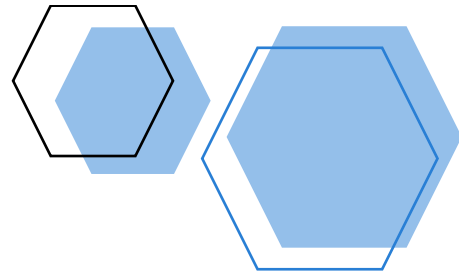
**FIRST GOAL:**

**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; 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 15% by FY 2024.
- Training opportunities for female Residents will be increased 15% annually.



**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 Resident Trainees. Additionally, ICI aims to reduce idleness by providing meaningful work to those that want to do something productive with their time.

**Objectives:**

- Provide ICI training opportunities and mentoring that keep Resident Trainees busy, directly reducing the average number of incident reports within IDOC's facilities by 20% when compared to a random sample of nonparticipating Residents of the same size
- Reduce idleness in the facilities by increasing participant numbers from both male and female Resident populations by 15%







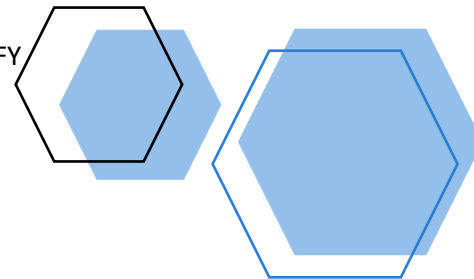
**THIRD GOAL:**

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

ICI makes a point to employ people who believe in our purpose and then puts the necessary effort into developing, advancing, and retaining them. By prioritizing professional development, ICI invests in our staff and leverages this investment for the purpose of advancing our Mission, Vision, and Values. Through advancement opportunities, ICI strives 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. This will be supported by training opportunities outside the normal training currently offered, including on-site visits to other states, training with third-party stakeholders, and value-added.

**Objectives:**

- Increase the number of staff who have completed their annual forty (40) hours of training by 20% by end of FY 2024 and enroll 50% of ICI staff in IDOC’s Leadership classes (Levels 100-300) by end of FY 2024
- Recognize and reward staff performance through advancement opportunities and promotions, achieving a Promotions/Separation rate greater than 25%
- Maintain a turnover rate that is below the Industry Standard Turnover Rate for the FY



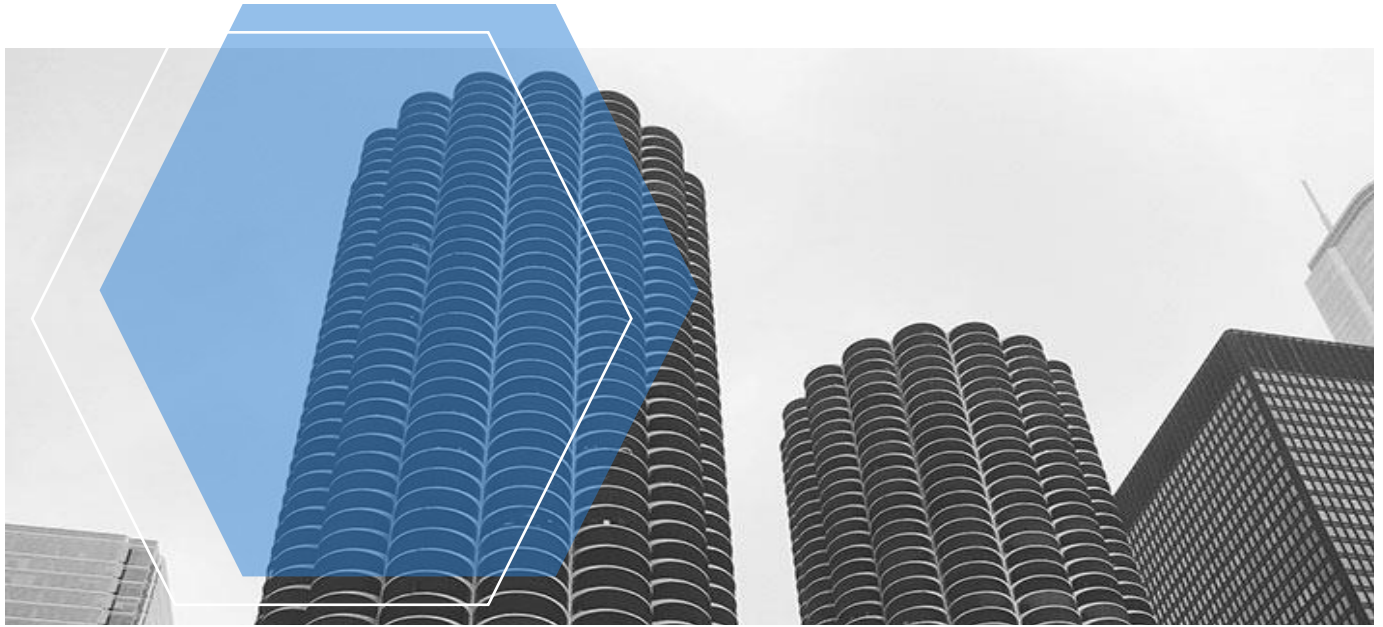
**FOURTH GOAL:**

**INCREASE RETAINED EARNINGS TO CREATE A STREAM FOR REINVESTMENT IN NEW EQUIPMENT, FUTURE PROGRAMS, AND EMPLOYEE/RESIDENT TRAINEE DEVELOPMENT.**

As a self-funded agency, ICI is in a unique position when compared to other state agencies that receive allocations of general funds. This position is a strength in that it creates opportunity to leverage an entrepreneurial spirit when expanding training opportunities and forging partnerships with private and public entities. This creates an immediate benefit for Residents who wish to participate in ICI’s programs. The ability to invest in new programs would be hampered by outside budgetary decisions or reallocations. As such, it is important for ICI to maintain and protect its financial sustainability and independence.

**Objectives:**

- Increase net retained earnings by 8.5% by the end of FY 2024
- Grow cash on hand by 10% at the end of FY, which protects the future viability of ICI with 2.5 million to protect payroll and operations, 1.5 million for new equipment and modernization, and 4.5 million for physical plant building (new HQ and warehouse at Women’s Facility, South Boise Campus; new warehouse and production facility at Pocatello; production facility and administrative offices in Orofino)



## PERFORMANCE TARGETS

1. Training opportunities will be sustained by growing existing training programs by 15% by FY 2024
2. Training opportunities for female Residents will be increased 15% annually
3. Provide ICI training opportunities and mentoring that keep Resident Trainees busy, directly reducing the average number of incident reports within IDOC's facilities by 20% when compared to a random sample of nonparticipating Residents of the same size
4. Reduce idleness in the facilities by increasing participant numbers from both male and female Resident populations by 15%
5. Increase the number of staff who have completed their annual forty (40) hours of training by 20% by end of FY 2024 and enroll 50% of ICI staff in IDOC's Leadership classes (Levels 100-300) by end of FY 2024
6. Recognize and reward staff performance through advancement opportunities and promotions, achieving a Promotions/Separation rate greater than 25%
7. Maintain a turnover rate that is below the Industry Standard Turnover Rate for the FY
8. Increase net retained earnings by 8.5% by the end of FY 2024
9. Grow cash on hand by 10% at the end of FY, which protects the future viability of ICI with 2.5 million to protect payroll and operations, 1.5 million for new equipment and modernization, and 4.5 million for physical plant building (new HQ and warehouse at Women's Facility, South Boise Campus; new warehouse and production facility at Pocatello; production facility and administrative offices in Orofino)

## 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 third 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 continues to work with IDOC to minimize the impact of COVID-19 while abiding by state and federal guidelines.

