

Strategic Plan

FY 2026 – FY 2029

GOVERNOR

Brad Little

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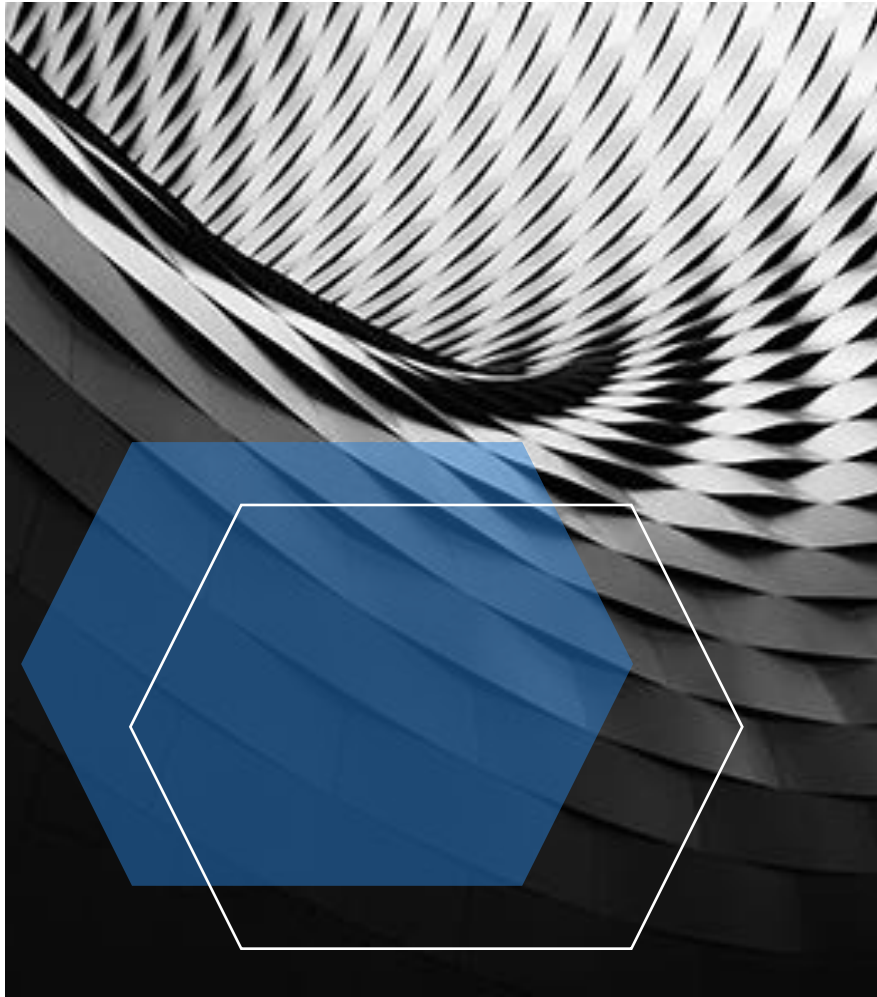


VALUES

ICI is committed to our resident trainees' long-term progress and success through our mentoring and programming.

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

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



VISION

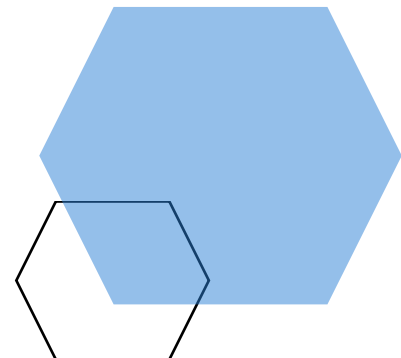
Idaho Correctional Industries strives to be the leading correctional industry in the country, per capita, by providing diversified training opportunities that do not utilize general funds. This will ultimately strengthen Idaho's workforce and economy while reducing recidivism.

MISSION

Provide diversified technical training, along with prosocial life skills, to individuals ("Resident Trainees") to enhance their successful reentry into our communities and make Idaho a safer place.

GOALS

- Expand Job Training & Personal Development for Resident Trainees
- Reduce Recidivism & Support IDOC's Safer Idaho Mission
- Recruit, Develop, & Retain High-Performing Staff
- Increase Retained Earnings for Strategic Reinvestment
- Drive Innovation, Sustainability, & Future-Ready Operations





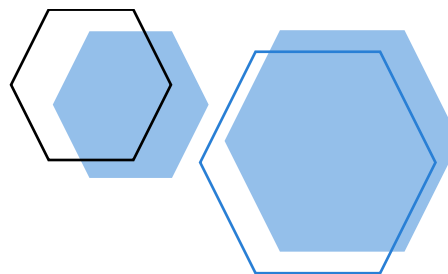
FIRST GOAL:

EXPAND JOB TRAINING & PERSONAL DEVELOPMENT FOR RESIDENT TRAINEES.

Expanding job training and personal development for Resident Trainees will increase access to technical skills and prosocial development. This will equip Residents for long-term success and economic mobility post-release. Our approach strengthens Idaho's workforce while directly addressing one of the root causes of recidivism: underemployment.

Objectives:

- Expand training program availability by 10% by FY27, including additional certifications aligned with high-demand sectors (e.g., logistics, digital skills, manufacturing automation)
- Increase female Resident participation by 10% annually, with targeted investments in flexible, location-specific programming.
- Launch two new apprenticeship partnerships with Idaho employers by FY27.



SECOND GOAL:

REDUCE RECIDIVISM & SUPPORT IDOC'S SAFER IDAHO MISSION

ICI actively reduces idle time and facility disruptions through structured work and mentorship while preparing individuals for post-release success. Our programs serve as an extension of IDOC's broader public safety mission.

Objectives:

- Decrease incident reports by 15% in ICI-involved housing units by FY27
- Increase resident engagement rates (work, mentoring, training) across all facilities by 12% annually
- Pilot trauma-informed training for ICI resident supervisors by FY27



THIRD GOAL:

RECRUIT, DEVELOP, & RETAIN HIGH-PERFORMING STAFF

ICI fosters a culture of excellence by investing in our people, developing the leadership, knowledge, and skills necessary to embody our values and execute our mission with pride and professionalism.

Objectives:

- Achieve 100% compliance with 40-hour annual staff training by FY27
- Increase participation in IDOC Leadership (100-300) to 60% by FY27
- Launch an annual internal awards program to recognize excellence in innovation and mentoring.

FOURTH GOAL:

INCREASE RETAINED EARNINGS FOR STRATEGIC REINVESTMENT.

ICI is a self-funded enterprise that reinvests profits to modernize infrastructure, support new ventures, and expand programming for Residents and staff. Our entrepreneurial approach drives sustainable impact.

Objectives:

- The growth of net earnings remained at 8.5% by the end of FY27
- Maintain \$2M operational reserve; add \$1M for capital projects and modern equipment
- Finale phase one construction of South Boise Campus HQ and launch design for Pocatello expansion

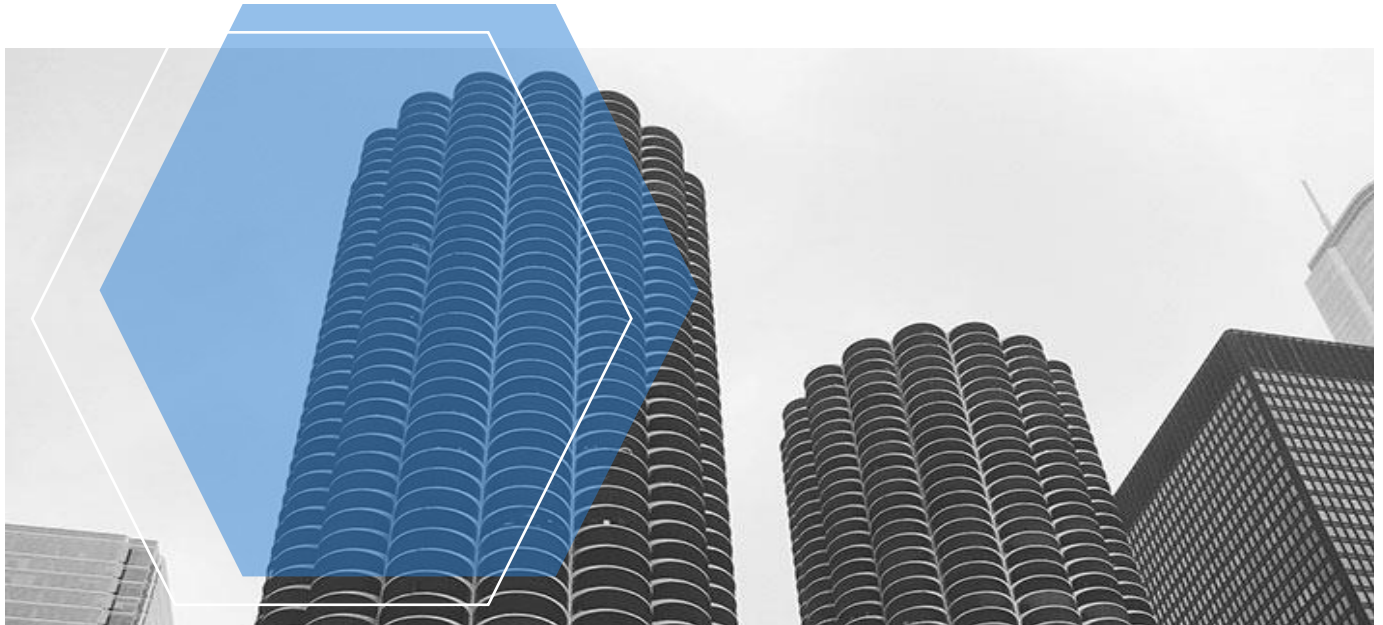
FIFTH GOAL:

DRIVE INNOVATION, SUSTAINABILITY, & FUTURE-READY OPERATIONS.

We will modernize ICI's systems, operations, and customer engagement by embracing technology, sustainability, and strategic market expansion.

Objectives:

- Integrate AI-driven scheduling and production analytics tools in three business units by FY27
- Develop a sustainability benchmark for material use and waste reduction by FY27
- Expand out-of-state sales channels for approved goods by FY28 (with legal guidance)



PERFORMANCE TARGETS

1. Enhance our participation in the Apprenticeship Certificate Program for our Resident Trainees. We want to increase by 10% annually by FY28.
2. Year-to-year reduction in recidivism for participants of ICI Training Programs. We aim to achieve a 15% reduction below the IDOC average by FY28.
3. ICI staff members must receive a minimum of 40 training hours per year, which will include engagement with other state CIs and agencies to identify and improve best practices.
4. Increase the internal promotion rate for ICI staff members to 25% greater than the separation rate year over year.
5. Increase our customer satisfaction rating (among other state agencies) to 90% or higher on post-order surveys.
6. Year-to-year reduction of 20% from the FY24 baseline on Time-to-Deliver.

EXTERNAL FACTORS

The enabling statute for ICI was rewritten to allow for the inclusion of a new venture, expansion into call centers, which will result in increased programming for female Residents, and to permit consideration of the steps necessary to sell out-of-state in the not-for-profit and federal sectors.

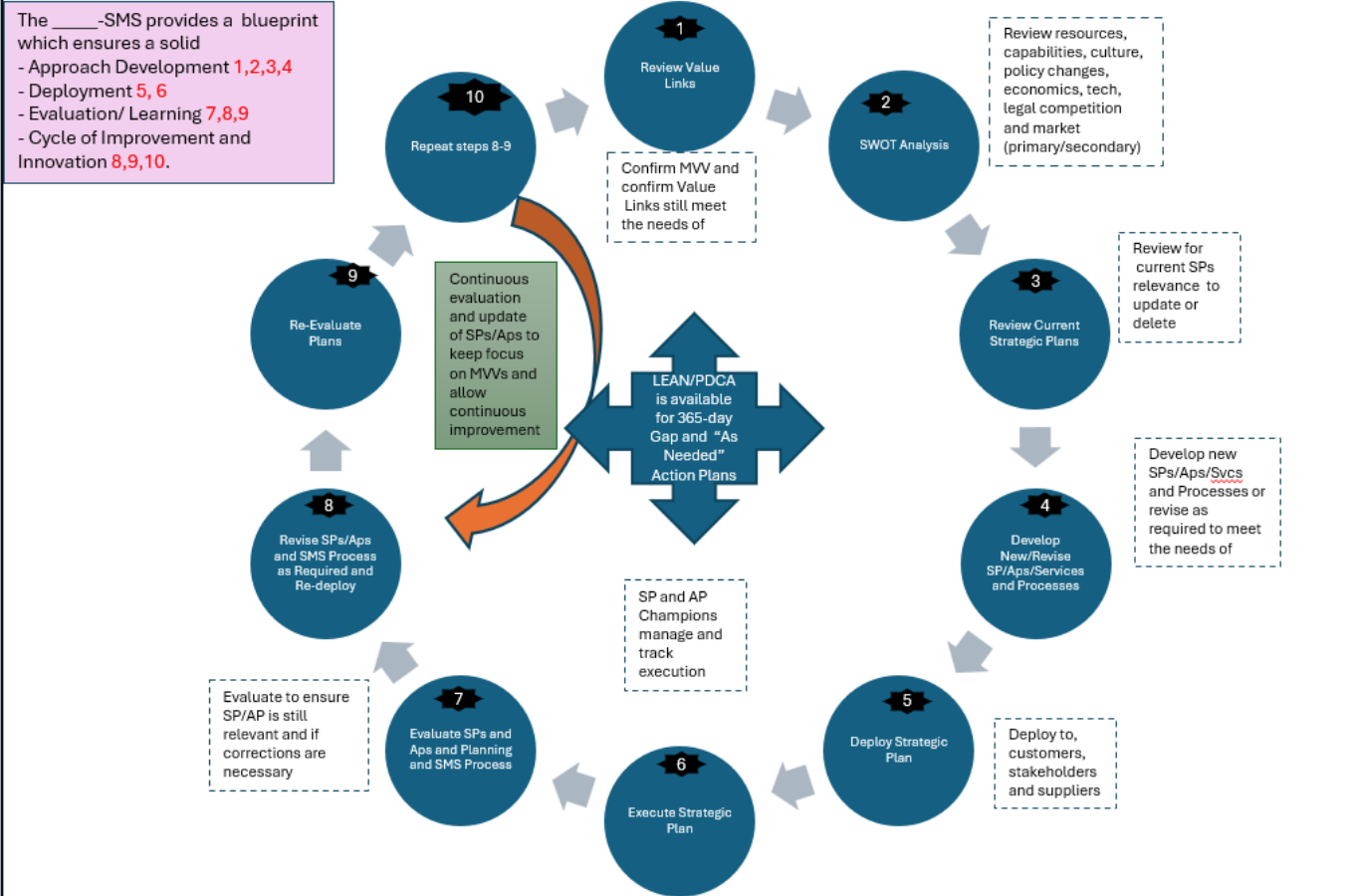
The disruptions in resident movement within IDOC have been reduced through improved coordination, which has supported operational continuity.

Broader economic conditions and material costs continue to impact the predictability of costs and pricing, as well as dynamic adaptation and ongoing cost control for ICI.

STRATEGIC PLANNING PROCESS STATUS

ICI is currently in the fifth iteration of its continuous improvement strategic cycle. ICI will continue to refresh all staff annually, building on lessons learned, new statutory opportunities, performance data, and the steps to complete a successful Strategic Plan, ensuring relevance and alignment with ICI's values, Visions, and Missions.

The graphic shows the Strategic Management System/steps. In 2021, ICI only got to step 4 of completing the steps.



As of May 2025, we completed our fourth iteration and started our fifth iteration of Strategic Planning. The graphic below illustrates ICI's current position as of May 2025.

