



IDAHO

DEPARTMENT OF CORRECTION

Strategic Plan
2010 - 2016
Updated June 2009

“Project Protect Idaho”

C.L. “Butch” Otter, Governor

Board of Correction
Robin Sandy, Chairman Jay Nielsen, Secretary

Brent D. Reinke, Director

Our Mission is to Protect Idaho
through
Safety, Accountability, Partnerships and
Opportunities for Offender Change.



IDAHO DEPARTMENT OF CORRECTION Strategic Plan 2010 - 2016



“Project Protect Idaho”

Our Mission

To Protect Idaho

through

*Safety, Accountability, Partnerships and
Opportunities for Offender Change.*

Our Vision

*To be valued by the citizens of Idaho
as a partner and leader in management, research, treatment
and prevention of criminal behavior.*

Our Values

*We value a professional environment that fosters
credibility, dignity and respect for staff, the public and offenders.*

We demand of ourselves and others...

Honesty, Integrity, Teamwork
Flexibility and Open Communication

We model what we value



**IDAHO DEPARTMENT OF CORRECTION
Strategic Plan 2010 - 2016**

“Project Protect Idaho”
**Safety, Accountability, Partnerships and
Opportunities for Offender Change**

**Strategic Objectives
FY 2010**

(Performance Measures)

- Maintain the overall retention rate for IDOC staff at or above 82%
 - *Maintain the retention rate for correctional officers at 77% or more*
 - *Maintain the retention rate for non-uniformed staff at 84% or more*
- Increase timely completion of case plans by inmates
- Increase treatment referrals for supervised offenders to community based substance abuse services
- Increase the percentage of staff certifications or licenses by 10%


Brent Reinke, Director


Dr. Mary Perrien
Division of Education and Treatment Chief


Kevin Kempf
Division of Community Corrections Chief


Tony Meatte
Division of Management Services Chief


Pam Sonnen
Division of Prisons Chief


Judi Gregory
Human Resource Services Director


Teresa Jones
Administrative Support Manager



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Focus Areas and Overall Goals

SAFETY

Safety: Maintain the safety of IDOC staff, offenders and the public.

- **3 yr Goal:** *Maintain the safety of IDOC staff, offenders and the public.*
- **5 yr Goal:** *Continue to maintain and enhance the safety of IDOC staff, offenders and the public.*
- **7 yr Goal:** *Continue to maintain and enhance the safety of IDOC staff, offenders, and the public.*

Facilities and Work Units: Provide adequate facilities and work units to meet offender population, program and treatment demands.

- **3 yr Goal:** *Modify and implement the IDOC Facilities Plan to support controlled growth*
- **5 yr Goal:** *Continue implementation of modified IDOC Facilities Plan.*
- **7 yr Goal:** *Complete full buildout of the IDOC modified Facilities Plan.*

ACCOUNTABILITY

Staff Professionalism: *Continue to improve and enhance the professionalism of IDOC staff to help ensure the highest quality services, increase staff retention and enhance career opportunities.*

- **3 yr Goal:** *Continue to improve and enhance the professionalism of IDOC staff*
- **5 yr Goal:** *Continue to improve and enhance the professionalism of IDOC staff*
- **7 yr Goal:** *Continue to improve and enhance the professionalism of IDOC staff*

Quality Assurance: *Develop, implement and monitor a thorough quality assurance program to guide the delivery of excellent IDOC services.*

- **3 yr Goal:** *Develop and begin implementation of a thorough quality assurance program to standardize and monitor IDOC services.*
- **5 yr Goal:** *Implement the quality assurance program as designed to ensure the delivery of excellent IDOC services.*
- **7 yr Goal:** *Further refine the quality assurance program as designed to ensure the continued delivery of excellent IDOC services.*

Correctional Integrated System: *Implement the complete Correctional Integrated System.*

- **3 yr Goal:** *Implement the internal and external portion of the CIS.*
- **5 yr Goal:** *Implement the medical module of the CIS.*
- **7 yr Goal:** *Re-evaluate and adjust the Correctional Integrated System as needed to continue meeting IDOC and criminal justice system needs.*



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Focus Areas and Overall Goals

PARTNERSHIPS

Partnerships: Develop and enhance partnerships with both public and private entities that support excellent IDOC functions and improve the operation of the criminal justice system.

- **3 yr Goal:** *Develop and enhance partnerships with both public and private entities that support quality IDOC functions and improves the operation of the criminal justice system.*
- **5 yr Goal:** *Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.*
- **7 yr Goal:** *Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.*

Effective Offender Management and Growth: Reduce the growth rate of offender populations where feasible while maintaining public safety.

- **3 yr Goal:** *Enhance partnerships to increase the percentage of releases for eligible offenders and to improve the effective management of offender growth*
- **5 yr Goal:** *Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.*
- **7 yr Goal:** *Maintain the offender population growth rate equal to or below the state population growth rate, while maintaining public safety*

OPPORTUNITIES FOR OFFENDER CHANGE

Continuum of Services: Design, implement and provide a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system.

- **3 yr Goal:** *Identify and implement systemic strategies to resolve the road blocks to successful Offender change*
- **5 yr Goal:** *Design and implement a full continuum of evidence-based programs, treatment and services to meet the needs of offenders and the criminal justice system.*
- **7 yr Goal:** *Expand the continuum of services to meet the needs of special inmate populations.*



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Communication Plan Framework

Guiding Principles

General Principles

- All communication will be professional and appropriate.
- Communication will be in a timely manner and in the most appropriate format.
- The decision process will seek input from those affected and impacted where feasible and appropriate.
- Face to face communication is preferred and encouraged, but not always possible.
- E-mail shall be used appropriately and judiciously.
- Communication should reflect the department vision as a leader and educator on criminal justice issues.
- Avoid creating or sustaining "silos" within the agency.

Internal Communication Principles

Work Unit

- Work Unit manager is responsible for effective communication within the work unit.
- Work Unit manager is responsible for passing information up within the organization.

Division

- Division chief is responsible for effective communication within the division.
- Division chief is responsible for passing information up within the organization.

Cross-Division

- Division and deputy chiefs are responsible for communication issues impacting multiple divisions.
- Division chiefs and deputy chiefs are responsible for passing information up and within the organization.

Department-wide

- Director's Office communicates issues impacting operations within most divisions and/or work units.

Board of Correction

- Director's Office communicates issues impacting department operation to the Board of Correction.

External Communication Principles

- Constituent communication regarding offender issues requires research first prior to response to ensure consistent communication.
- Constituent requests specific to institutions should be managed at the work unit.

Media Communication Principles

- Work unit managers confer with Division chiefs, Director's Office (PIO) prior to responding to media requests.
- Those responding to media requests should act in accordance with the structure outlined in the IDOC media policy.

External partners include: Media, Legislature, Courts, Governor's Office, Board of Correction, General public, Criminal Justice Partners, offenders and offender families and stakeholders.



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Internal Communication Plan Summary

Name of Communication	Purpose	To / From	Tool or Method	Schedule * 1, 2, 3, 4, 5, 6, 7	Responsibility	Comments
DOC Talk	Celebrate, inform, connect staff – focus on projects	Staff/Staff and leadership	Electronic newsletter	3	Director's Office	All divisions and work units
EDOC	Inform, access to documents, specific staff surveys, etc.	Leadership/ Staff	Internal Website	1	Managed by IT, input by managers/leaders	
Internet	Inform, access to documents	Staff/ Managers and leaders	External website	1	Managed by IT, input via PIO	All divisions and work units
Back to Basics	Update staff on legislative session, current issues and trends	All staff/ leadership team	Face to face-State tour	5 or as needed	Leadership team	
105's	Update key staff on incidents at all institutions/districts	105 group/ shift commanders	Electronic e-mail report	6	Shift commanders	Discussed a subject line
Shift briefings	Information and education	Work site staff/work site managers	Face to face /share calendars on EDOC	3	Work Site leader	
Work site newsletters & memos to staff	Celebrate, inform, connect staff – share, policies, actions, etc.	Site staff/ work site leader	Electronic newsletter	6	Work site leader and shared w/other divisions	Not all sites can support a newsletter

External Communication Plan Summary

Name of Communication	Purpose	To / From	Tool or Method	Schedule * 1, 2, 3, 4, 5, 6, 7	Responsibility	Comments
Governor's Report	Operational update on key issues, population - brief	Governor, Board, lawmakers/ Director's Ofc.	E-mail document / EDOC	2	Director's Office	
Media Heads-up	Overview of key media requests	Governor, Board, lawmakers/ Director's Ofc, Dptys, Fac.hds, CWC Mgrs.	E-mail	6	Director's Office	
Brief Sheet	Education and inform partners of current issues and trends	Governor, lawmakers, judges, CJC partners, Board/Dir Ofc.	Mailed 1 page newsletter, EDOC, Internet	3	Director's Office	
News Release	Inform the public of key events	Media, governor, leadership, Board/Dir Ofc.	E-mailed, Posted on internet	6	Director's Office	
Constituent communication	Answer concerns and questions from families	Inmate families & public/ Directors Ofc., Work Unit Ldr	Letters/e-mail/phone or face to face	6	All staff	Well-researched so consistent message is given
Internet	Educate and inform	Public, stakeholders/ all staff	Internet	6	Director's Office/IT	
Video	Educate and motivate		Video	Under development	Director's Office	

* Schedule Notes: 1-Daily, 2-Weekly, 3-Monthly, 4-Quarterly, 5-Yearly, 6-As needed, 7-Other



IDAHO DEPARTMENT OF CORRECTION Strategic Plan 2010 - 2016



Three Year Goals and Objectives 2010 to 2012

SAFETY

Safety: Maintain the safety of IDOC staff, offenders and the public.

- *Develop baseline safety analysis for life safety issues and operational practices*
- *Update the Standard Operating Procedures (SOP's) as needed to reflect the results of the baseline analysis*
- *Implement the training plan and conduct annual safety training for all staff*

Facilities and Work Units: Modify and implement the IDOC Facilities Plan to support controlled growth

- *Develop and implement new beds to support controlled growth*
- *Continue to identify alternative space and options within the State by working with counties and other entities*
- *Update the facilities master plan*

ACCOUNTABILITY

Staff Professionalism: Continue to improve and enhance the professionalism of IDOC staff

- *Create and implement a workforce development plan*
- *Create an Annual Training Continuum*
- *Create image identification (branding) and marketing of corrections and correctional professionals*
- *Develop a specific marketing plan for staff recruitment*
- *Develop effective strategies to reduce energy consumption, while maintaining staff effectiveness and needed service*

Quality Assurance: Develop and begin implementation of a thorough quality assurance program to standardize and monitor IDOC services.

- *Define and develop an integrated Quality Assurance program*
- *Revise, update and develop new policies and SOP's based on the results of the QA assessment*
- *Pursue development of a system-wide records retention program*

Correctional Integrated System (CIS): Implement the internal portion of the CIS.

- *Develop business rules including performance measures, data needed and desired outcome*
- *Complete Core CIS implementation*
- *Inventory and assess existing hardware needed to support CIS*

Financial and Resource Management: Effectively allocate and manage IDOC funds and resources to support department goals and objectives

- *Implement zero based budgeting according to DFM priority*
- *Implement centralized purchasing and receiving*
- *Analyze use of human resources and reallocate as needed to optimize program effectiveness*

PARTNERSHIPS

Partnerships: Develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.

- *Identify and develop critical partnerships*
- *Define partnerships, roles and responsibilities*
- *Implement external marketing of the IDOC "Black Hat" image to communities*



Effective Offender Management and Growth: Enhance partnerships to increase the percentage of releases for eligible offenders and to improve the effective management of offender growth

- *Develop working relationships with governments and local provider networks*
- *Develop an appropriate education program for effective offender community re-integration*
- *Develop recommendations for alternatives to incarceration*
- *Develop offender housing opportunities as per need identified in master plan*

OPPORTUNITIES FOR OFFENDER CHANGE

Continuum of Services: Identify and implement systemic strategies to resolve the road blocks to successful offender change and timely release of offenders

- *Assess current inmate movements*
- *Redesign inmate movements as needed, based on results of assessment*
- *Identify systemic barriers – inter and intra agency – overall*
- *Develop Decision Units to enhance education and treatment resources*
- *Develop and implement an assessment and treatment protocol*
- *Design and implement an institutional sex offender treatment program*



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Three to Five Year Goals and Objectives 2012 to 2014

SAFETY

Safety: Continue to maintain the safety of IDOC staff, offenders and the public.

- Review safety plan refine and implement needed changes
- Implement plan for safety
- Review and utilize new technology for safety and efficiencies

Facilities and Work Units: Continue implementation of the modified IDOC facilities plan.

- Review what has been implemented in phase one
- Develop implementation for modified phase two

ACCOUNTABILITY

Staff Professionalism: Continue to improve and enhance the professionalism of IDOC staff.

- Raise minimum qualifications for entry level field position
- Implement pay plan
- Implement training plan
- Explore education assistance program for staff

Quality Assurance: Implement the quality assurance program as designed.

- Plan completed and fully implemented
- Integration of management reporting into decision making
- Five year review and refinement of QA standards and measures

Correctional Integrated System (CIS): Implement the external portion of the CIS.

- Sharing information with Idaho agencies
- Implement Medical Module

PARTNERSHIPS

Partnerships: Continue to develop and enhance partnerships with both public and private entities to support quality IDOC functions and improve operation of the criminal justice system.

- Collaborative strategic planning with CJC partners
- Implement collaborative partnerships such as MOUS between counties and state

Effective Offender Management and Growth: Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.

- Pursue funding source to implement programs and actions for offender growth reduction
- Implement diversionary plans

OPPORTUNITIES FOR OFFENDER CHANGE

Continuum of Services: Design, implement and provide a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system.

- Develop plan and policy for continuum of services
- Train, fund, and implement for continuum of services



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Five to Seven Year Goals 2014 to 2016

SAFETY

Safety: *Continue to maintain the safety of IDOC staff, offenders and the public.*

Facilities and Work Units: *Complete full buildout of the IDOC modified Facilities Plan.*

ACCOUNTABILITY

Staff Professionalism: *Continue to improve and enhance the professionalism of IDOC staff.*

Quality Assurance: *Further refine the quality assurance program as designed to ensure the continued delivery of excellent IDOC services.*

Correctional Integrated System (CIS): *Re-evaluate and adjust the Correctional Integrated System as needed to continue meeting IDOC and criminal justice system needs.*

PARTNERSHIPS

Partnerships: *Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.*

Effective Offender Management and Growth: *Maintain the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.*

Opportunities for Offender Change

Continuum of Services: *Expand the continuum of services to meet the needs of special offender populations.*



Three Year Goals / 2010 to 2012 Objectives and Work Plan Safety



Safety: <i>Maintain the safety of IDOC staff, offenders and the public.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Develop a baseline safety analysis <ul style="list-style-type: none"> • For life safety issues • For operational practices 	By July 2009 By July 2009 Review ongoing	Division Chiefs Division Chiefs Prisons Dpty Chiefs				
Update the Standard Operating Procedures (SOPs) as needed to reflect the results of the baseline analysis – make changes as needed	Initial review Dec 2010 Updates ongoing	Policy Coordinator Division Chiefs				
Implement training plan and conduct annual safety training for all staff <ul style="list-style-type: none"> • Integration of plan for other staff – coordinate with existing division plans and supporting actions • Maintain training calendar on EDOC – use approved curriculum consistency • Develop and implement education and treatment academy for new employees 	Annually and ongoing Ongoing June 2010 Dec 2010	Training Director CSAT CSAT				
Complete the Continuity of Operations Plan “COOP”	July 2009 for central office July 2010 for agency	Emergency Coordinator and Prisons Dpty Chief				
Enhance probation and parole officer safety through standard and identifiable uniforms	Begin July 09 Complete by July 2010	CCD Chief				



Three Year Goals / 2010 to 2012
Objectives and Work Plan
Safety: Facilities and Work Units

Facilities and Work Units: Modify and implement the IDOC facilities plan to support controlled growth						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Develop and implement new beds to support controlled growth <ul style="list-style-type: none"> • Open and fill ICC • Treatment beds • CAPP • Secure MH facility 	Ongoing July 2009 August 2009 June 2010 Sept 2011	Leadership team				
Continue to identify alternative bed space and options within the state of Idaho by working with counties and other entities	Ongoing	Director – ROMC / ICJC				
Update the facilities master plan <ul style="list-style-type: none"> • Integrate with OPE process evaluation 	Oct/Nov 2009	Mgmt Srvcs Chief Leadership Team				



Three Year Goals / 2010 to 2012
Objectives and Work Plan
Accountability: Staff Professionalism

Staff Professionalism: Continue to improve and enhance the professionalism of IDOC staff						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Create and implement a workforce development plan <ul style="list-style-type: none"> • Complete a workforce analysis • Plan components to include <ul style="list-style-type: none"> ○ Begin dev of succession plan ○ Develop staff retention plan ○ Develop compensation plan 	Dec 2010 and ongoing by June 2010	HRS Director				
Create and implement an annual training continuum <ul style="list-style-type: none"> • Create and implement core supervisory skills training • Analyze current leadership training modules – revise as needed 	by Dec 2009 including phasing as developed 1/10 7/10	CSAT HRS Director HRS Director				
Create image identification (branding) and marketing of corrections and correctional professionals <ul style="list-style-type: none"> • Update and re-do the IDOC web site • Implement RSS feeds • Market Project “Protect Idaho” and “Controlled Growth” • Add to communications plan – educational packet – speaker’s bureau tool chest 	July 07 – ongoing Update 12/09 Spring 2010 Ongoing	 Director’s office Director’s office				
Develop a specific “marketing” plan for staff recruitment (including image) – inform existing staff of internal opportunities, train and advance as appropriate	In progress / Plan by 12/09	HRS Director				



**Three Year Goals / 2010 to 2012
Objectives and Work Plan
Accountability: Quality Assurance**

Quality Assurance: <i>Develop and begin implementation and monitoring of a thorough quality assurance program to standardize and monitor IDOC services.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Define an develop an integrated quality assurance program <ul style="list-style-type: none"> • Define the process, and define the “umbrella” program QA goals for the agency – prioritize the greatest risk areas first <ol style="list-style-type: none"> 1. Define what is needed in a QA program – goals, framework and criteria for evaluation 2. identify priority risks 3. Assess the role and application of the Virtual Prison function 4. Develop a QA program for highest priority risks and operations as needed – include SOPs 	1. Draft by Sharon 8/09 Program 1/10 2. 1/10 3. 1/10 4. 1/11	Leadership Team	Dependent on outcome of Leadership Team work session 7/09			
Revise, update and develop new policies and SOP’s based on the results of the QA assessment - as feasible with existing resources <ul style="list-style-type: none"> • Include development of audit tools – standards vs. compliance 	Pending outcome of QA plan development Ongoing	Leadership team w/ Policy Coord.				
Pursue development of a system--wide records retention program <ul style="list-style-type: none"> • By contract – new funding contingent <ul style="list-style-type: none"> ○ Develop scope of work ○ Develop funding request 	3/11 3/11	Directors Office (MA) define scope of project		Funding contingent		
Data Accuracy Project	Underway – complete by 6/11	CCD Chief				



Three Year Goals / 2010 to 2012
Objectives and Work Plan
Accountability: Correctional Integrated System

Correctional Integrated System: <i>Implement the internal portion of the CIS</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Develop business rules <ul style="list-style-type: none"> • Include performance measures, needed data and desired outcome 	2012 if funded	Mgmt Svcs Dpty Chief		Funding contingent		
Complete Core CIS Implementation <ul style="list-style-type: none"> • Convert from Reflections to CIS • Develop reporting • Implement phase II • Application modularization 	9/09 9/09 6/10 6/10	Mgmt Svcs Dpty Chief				



**Three Year Goals / 2010 to 2012
Objectives and Work Plan
Accountability: Financial Management**

Financial and Resource Management: <i>effectively allocate and manage IDOC funds and resources to support department goals and objectives</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Implement zero based budgeting according to DFM priority <ul style="list-style-type: none"> Includes job task analysis, justification of base function, etc. for each division – connect to Idaho code as appropriate 	Complete by 9/09 for Mgmt serv and Dir office CCD – 9/10 Other divs. tbd	Mgmt Svcs to coordinate with leadership team input and Director as to format and detail				
Implement centralized purchasing and receiving <ul style="list-style-type: none"> Need implementation plan Include fleet mgmnt 	2013 - tentative		Reallocation of staff resources			
Analyze use of human resources and reallocate as needed to optimize program effectiveness <ul style="list-style-type: none"> Ed and Treat Other divisions 	6/10 Update annually	Ed & Treat Chief Other Chiefs				



Three Year Goals / 2010 to 2012 Objectives and Work Plan Partnerships



Partnerships: <i>Develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Continue to develop critical partnerships, while maintaining current partnerships <ul style="list-style-type: none"> • Maintain communications as appropriate 	Ongoing	Board, Director and Leadership Team				
Define and clarify partnerships roles and responsibilities <ul style="list-style-type: none"> • Maintain communications as appropriate 	Ongoing	Board, Director and Leadership Team				



Three Year Goals / 2010 to 2012 Objectives and Work Plan

Partnerships: *Effective Offender Management and Growth*

Effective Offender Management and Growth: <i>Enhance partnerships to increase the percentage of releases for eligible offenders and improve the effective management of offender growth</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Develop working relationships with govts, and local provider networks	Ongoing	Board, Director and Leadership Team				
Develop and implement appropriate education program for community education highlighting Project Protect <ul style="list-style-type: none"> • “Define the message and a packet” for community pres.; multiple levels • Involve the ICJC – presentation • Complete dft program implementation • Develop a complimentary external marketing plan • Deliver community presentations as feasible with existing resources 	Quarterly – begin July 09 Ongoing – see Division goals	Director’s Office – Admin Support Mgr Existing staff resources Director’s Office to lead (marketing) Staff as assigned				
Develop recommendations for alternatives to incarceration <ul style="list-style-type: none"> • Effective implementation of CAPP • ICSA collaboration statewide substance abuse continuum • Develop mental health continuum through WICHE – pilot program • Standardize misdemeanor svcs. • Implement and refine violation matrix • Assess effectiveness – define adjustments as appropriate 	Ongoing Begin 9/10 ongoing RFP by 1/10 Implementation 5/10 Ongoing Annual	Ed & Treat and CCD Chiefs Director and WICHE transformational work group CCD and IAC CCD Chief CCD Chief , Courts and Parole Comm.				
Develop specific offender housing to effectively meet needs to support transition to community “reentry” <ul style="list-style-type: none"> • Develop a plan and strategy for transitional housing for sex offenders that defines needed facilities • Implement additional transitional bed space for sex offenders to be released 	See ICC and facilities plan goals – above Draft 6/10 As per plan	Director / Board / Leadership Team with partners		<i>Needs assessment with legal ramifications – assess resources</i>		



Three Year Goals / 2010 to 2012 Objectives and Work Plan Opportunities for Offender Change

Continuum of Services: <i>Identify and implement systemic strategies to resolve the road blocks to successful offender change</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Initial assessment of new inmate movements <ul style="list-style-type: none"> Evaluate new inmate movement structure and process 	10/09 Ongoing	Leadership Team				
Identify systemic barriers – inter and intra-agency – overall <ul style="list-style-type: none"> Re-entry for qualified substance abuse /dependent inmates – review and assess implementation Implement for Re-entry for mental health inmates, including WICHE 	Ongoing 12/09 6/10	Ed & Treat Chief & Dpty Chief ICSA and HW With HW				
Develop Decision Units to enhance education and treatment resources	Ongoing as funding is available	Ed & Treat Chief & Dpty Chief				
Develop and implement an assessment and treatment protocol <ul style="list-style-type: none"> Implement GAIN / WITTS Implement Treatment Pathways Implement Phase III family re-unification Evaluate and expand Voc. Ed continuum, including non-traditional career paths, etc. 	7/09 6/15/09 7/10 12/10	Ed & Treat, Prisons, CCD Chiefs & Dpty Chiefs				
Evaluate the institutional sex offender treatment program	Begin 2014	Ed & Treat				



Three to Five Year Goals / 2012 to 2014 Objectives and Work Plan Safety



Safety: <i>Continue to maintain the safety of inmates, IDOC staff and the public.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Review safety plan refine and implement needed changes	7/13	Prisons Chief / CCD Chief		Technology needed		
Implement updated plan for safety	7/12	Prisons Chief / CCD Chief				
Review and utilize new technology for safety and efficiencies • Research and implement Bar coding for staff & offenders/volunteers and contract staff.	7/12	Prisons Chief / CCD Chief				
	7/13	IT Mgr.				
Review new policies and practices to become more efficient at managing low risk offenders	7/13	CCD Chief	2 staff from central office to monitor and supervise			



Three to Five Year Goals / 2012 to 2014 Objectives and Work Plan



Safety: Facilities and Work Units

Facilities and Work Units: <i>Continue implementation of the modified IDOC facilities plan</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Implement modified master facilities plan	Update in accordance with OPE	Mgmt Svcs / Fac. Const. Mgr.		Revised plan must first be completed prior to assigning a schedule		



Three to Five Year Goals / 2012 to 2014
Objectives and Work Plan
Accountability: Staff Professionalism

Staff Professionalism: <i>Continue to improve and enhance the professionalism of IDOC staff.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Raise minimum qualifications for entry level field position	6/13	HRS Director / HRS Sr. Mgr.	Work force report			
Implement pay plan	7/13 – 7/14	HRS Director				
Implement training plan	7/13 – 7/14	Training Mgr.				
Explore education assistance program for staff	12/14	HRS Director				



Three to Five Year Goals / 2012 to 2014 Objectives and Work Plan



Accountability: *Quality Assurance*

Quality Assurance: <i>Implement the quality assurance program as designed to ensure the delivery of excellent IDOC services.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Fully implement the quality assurance program	Done by 6/12	Leadership Team		Pending determination of the "umbrella" for the QA program		
Integration of management reporting into decision making	In progress – 7/13	Mgmt Svcs Dpty Chief (SL)				
Five year review and refinement of QA standards and measures	7/13	Mgmt Svcs Dpty Chief (SL)				



Three to Five Year Goals / 2012 to 2014
Objectives and Work Plan
Accountability: Correctional Integrated System

Correctional Integrated System: <i>Implement the external portion of the CIS.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Sharing information with Idaho agencies; ISTARS, Courts First	6/10	Mgmt Svcs Dpty Chief(SF)	Other agencies			
Implement Medical Module	6/12	Mgmt Svcs Dpty Chief (SF)	Medical staff			



Three to Five Year Goals / 2012 to 2014 Objectives and Work Plan Partnerships



Partnerships: <i>Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Collaborative strategic planning with CJC partners <ul style="list-style-type: none"> Action: Have institutionalized process in place to address gaps with partners such as the parole commission and health and welfare – (Already in use with some agencies ICSEA) 	7/12 – 7/15 6/12- 6/15	Leadership Team Ed & Treat Chief	SA interagency IWOM Existing staff and CJC			
Implement collaborative partnerships <ul style="list-style-type: none"> Complete MOUS between counties and state for misdemeanor probation supervision and bed capacity 	Ongoing 6/12 to 5/15	Leadership Team CCD Chief	IAC, ISA, CJC, shared employees			



Three to Five Year Goals / 2012 to 2014 Objectives and Work Plan

Partnerships: *Effective Offender Management and Growth*

Effective Offender Management and Growth: <i>Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Pursue funding source	Ongoing	Leadership Team	CJC			
Implement diversionary plans	Ongoing	Leadership Team	CJC			



Three to Five Year Goals / 2012 to 2014 Objectives and Work Plan Opportunities for Offender Change



Continuum of Services: <i>Design and implement a full continuum of evidence-based programs, treatment and services to meet the needs of offenders and the criminal justice system.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Refine plan and policy for continuum of services <ul style="list-style-type: none"> • Re-evaluate offender service needs: supervision – education and treatment • Work with partners to ensure community resources necessary for special populations are available 	Done by 7/10 7/12 7/12	Ed & Treat Chief Ed & Treat Dpty Chief Ed & Treat Chief	Greg Sali			



IDAHO DEPARTMENT OF CORRECTION Strategic Plan 2010 - 2016



Plan Implementation and Management

The successful achievement of the plan's goals, objectives and performance measures is critically dependent upon the effective integration of the plan into the ongoing operation and management of the department. The leadership team agrees to the following approach to support the full integration of the strategic plan into the department management procedures. It is assumed that the following activities will involve the leadership team at a minimum, with additional involvement by division deputies and other staff and partners as required.

A. Strategic Plan Communication Throughout the Agency

- a. Request by Division Chiefs, individual strategic plan application plans from each work areas, wardens, district managers to division chiefs by September 2008
- b. Report status to Division Chiefs monthly, who will incorporate into their monthly report at the Leadership Team meetings
- c. Report out annual progress at fall staff meeting

B. Monthly Strategic Plan Progress Review

- a. Brief strategic plan status report by each of the responsible individuals for each of the current and near term goals and objectives to be presented at monthly leadership team meetings with Deputy's meeting as the primary vehicle for information tracking and management
 - i. Current status of the objective, action, etc.
 - ii. Outstanding needs to make progress, complete, etc.
 - iii. Obstacles to progress, completion, etc.
 - iv. Resource needs, status, etc.
 - v. Celebrate successes
 - vi. Upcoming steps and actions
- b. Discussion regarding possible minor changes to the plan; goals, objectives, etc.

C. Semi Annual Plan Review

- a. Deeper review of plan progress and more extensive status
- b. Discussion / possible plan adjustments

D. Annual Plan Review

- a. Thorough plan status / progress review
- b. Validate support for mission, vision and values
- c. Discussion of plan adjustment as needed to reflect changing department needs, internal and external conditions, available resources, etc.
- d. Modification to goals and objectives as needed
- e. Identify new goals as needed
- f. Identify new performance measures for the coming year
- g. Develop associated partnership strategies to achieve goals, objectives, etc.



- h. Determine funding needs and legislative requests as required to support current goals, objectives and supporting actions and projects
- i. Determine need for more extensive plan revisions and process
- j. Pursue additional planning efforts if needed to update the long range plan

E. As Needed Actions

- a. Develop and implement change management processes as needed to support effective plan implementation
- b. Develop associated "reporting and monitoring" tool
 - i. Microsoft Project software will be developed for use by the leadership team to track and share strategic plan progress



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