



BOARD OF CORRECTION

DODDS HAYDEN
Chair

LUKE MALEK
Vice -Chair

MINUTES

Board Of Correction (BOC) Meeting
Wednesday, September 24, 2025
Best Western Lodge at River's Edge
615 Main Street, Orofino, ID 83544

Attendees:

- Voting members in attendance:
 - BOC Chairman Dodds Hayden
 - BOC Vice-Chairman Luke Malek
- Guests in attendance:
 - See attached attendance sheet

Call To Order:

The quarterly Idaho Department of Correction BOC meeting was held on 09/24/2025 at the Best Western Lodge at River's Edge in Orofino, Idaho. Chairman Hayden opened the meeting at 9:00am with welcome and introductions. The meeting was presided over by Chairman Hayden and Vice Chairman Malek.

Main Motion:

- A motion by Chairman Hayden at 9:02am was made to approve the minutes from BOC meeting from June 10, 2025.
- Vice Chairman Malek seconded the motion.
- Motion passed.

Idaho Correctional Industry Quarterly Business Update, presented by Andee Brown, ICI Deputy Chief

- Continued focus on mission & fiscal discipline
 - Decreasing PIE & AG revenue
 - Fewer resident trainee positions
- Growth in Alliance Partnerships
- Improving transparency, predictability, and cash flow
 - Harvest season approaching
 - Expanding to manufacturing
 - Growth in print
 - Military partnerships building bunks (185 wood, 287 metal)
- Expected \$16.3 million in gross receipts, mostly from PIE/AG & manufacturing
- Staffing, holding vacancies open
- Financial Snapshot & Outlook
 - FY26
 - Gross Revenue - \$3,256,794.00
 - Gross Margin- \$1,332,019.00
 - Operating Income- \$369,150
 - Net Income \$369,490 vs. \$218,965 in prior year period
 - FY26 New resident placement

- Molly Green Lumber
 - Targhee Telemarketing Role
 - ZoRoCo
- Risks and Mitigations
 - 3% holdbacks for State agencies, impact on ICI
 - Wood cutting may provide temporary work
 - Creating lists of customers by revenue generated
 - Prioritizing external markets
 - Stateside for license plate material, eliminating international tariffs
- Looking ahead
 - Stronger % based reporting
 - Monthly dashboard reporting coming soon
 - Will send monthly snapshot to Chairman Hayden
 - Audit preparations (NCIA/BJA)
 - Possible new CRM Salesforce program - \$80,000 purchase so not pursuing currently

IDOC Budget Overview presented by Chris Bray, Financial Executive Officer

- FY24 & FY25 average spend
 - Operating & personnel costs
 - Summary
- 2021- 2025 historic comparison of vacancies, overtime, personnel, operating
- FY26 Executive Order 3% holdback
- Recently implemented
 - Minimum 30-day hiring freeze for open positions (non-security)
 - Implemented central receiving warehouse for Boise facilities
 - Reduced cell phone stipend users & amount
 - Reduced number of p-card users
 - Restricted travel, adjusted accommodations for academies & lodging for staff coming to Boise
 - Reducing comp hours held
 - 6-month comp pay outs (shifted from monthly to 6-month periods)
 - Ongoing contract reviews
- FY27 Budget ask \$427, 991,800
 - Executive order for FY27 3% will be ongoing
 - FY27 revisions due 10/3
- County/Out of State (CCAR) and medical (CCAO)
 - FY26 Supplemental Request
 - 120% bed capacity
 - Approx. 1100 residents housed in county beds
 - At or near capacity in Arizona (600)
- Overtime
 - July 46% reduction in OT Hours
 - August 47% reduction in OT Hours
- Most significant concerns
 - Increasing population
 - Lack of funds for facility maintenance (Statewide report estimated ~\$300M needed for IDOC facilities to stay at current state)
 - People + harder use of facilities = more expensive repairs in the future

Break from 10:33 - 10:45

Stakeholder Engagement Update & Strategy, presented by Tina Transue, Government Relations Advisor

- Strategic Engagements since April 2025
 - 27 Law enforcement
 - 26 Prosecutors/events
 - 25 Judges/events
 - 31 Legislators
- Proactive & engaging meetings with stakeholders, aimed at what is most important to them

Break from 11:04 - 11:06

Infrastructure Update, presented by Whitney Ascuena-Bolt, Chief of Staff

- Total IDOC incarcerated residents- 9,937, 1,684 being housed out of state or in county jails
- 120.71% capacity
- Pocatello CRC
 - Male facility, minimum security
 - Construction: September 2025-November 2026
 - +100 standard beds
 - \$13,000,000
- Women's Prison
 - Female facility, minimum/medium custody
 - Construction: November 2025-December 2027
 - +560 beds
 - 512 standard
 - 48 RDU
 - \$137,400,000
- ISCI Housing Unit
 - Male facility, medium security
 - Construction: December 2025-April 2027
 - +280 Beds
 - 148 standard
 - 132 ADA compliant/special needs
 - \$37,600,000
- ICIO Resident Hall
 - Male facility, minimum security
 - Construction: March 2026-August 2027
 - +100 beds
 - \$10,000,000
- Secure Mental Health Facility
 - Male/female facility in partnership with IDHW
 - Location TBD
 - Construction: May 2026-July 2027
 - +25 Special Needs Beds
 - \$25,000,000
- Lewiston CRC
 - Male facility, minimum custody

- Procuring site, TBD on construction & bed count
- \$10,200,000

Public Records, presented by Karin Magnelli, Deputy Attorney General

- 2024 vs 2025 comparison
- Breakdown by requests
 - Public Records Requests (PRRs) via Gov QA
 - Constituent Services
 - Subpoenas
- Public Records Requests: Growth
 - PRRs by year
 - 2022- 4005
 - 2023- 6085
 - 2024- 6597
 - 2025- 4581
 - Top 3 Public Records Request
 - Housing History
 - Sentence Calculation Reports
 - Judgments
- Discussion about PRR requests: staff resources to redact + Legal review
- Discussion related to the exemption of certain records based on category of information
 - Change in how information is shared and how it is being used creating concerns for resident and staff safety, and facility operations
 - Specifically discussed facility log books, resident restrictive housing/protective custody records, and high risk transport records as records for exemption due to the high interest in maintaining confidentiality of these records for safety, security and habilitation reasons
 - Board discussed the public interest in disclosure of these records or the data from these records when de-identified and provided in the aggregate

Lunch Break 12:08 - 12:19

- Chairman Hayden motioned the following (12:20pm):

The Board finds that public interest in confidentiality, public safety, security, and the habilitation of offenders outweighs public interest in disclosure for the following records:

 - *Facility log books*
 - *Restrictive Housing/Protective Custody records*
 - *High Risk Transport records*

This exemption does not apply to records that are de-identified and produced as aggregate data of agency operations.

- Vice Chairman Malek seconded.
- Hayden (Aye), Malek (Aye)
- Motion passed.

IDOC Goals and Outcomes Presented by Bree Derrick, IDOC Director

- Tabled until next meeting, due to time constraints

Motion for Executive Session

- Chairman Hayden moved to begin Executive Session at 12:21 pm.
- Seconded by Vice Chairman Malek at 12:21 pm.
- Roll Call completed, Hayden (Aye), Malek (Aye) and motion carried.

Executive Session 12:21 - 1:29

Motion to leave Executive Session

- Vice Chairman Malek at 1:29pm.
- Chairman Hayden seconded.
- Motion passed.

Motion on Resolution 2025-001

- Chairman Hayden motioned the following at 1:30pm:

I move the Board approve Resolution 2025-001 authorizing the director to identify IDOC staff authorized to possess and carry IDOC-department issued firearms, including staff identified in the Resolution, and enact all necessary policies and procedures.

- Vice Chairman Malek seconded.
- Motion passed.

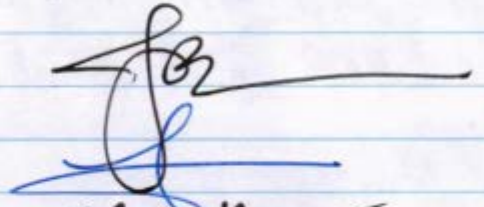
Motion to Adjourn

- Vice Chairman Malek moves to adjourn at 1:31pm.
- Chairman Hayden seconded.
- Motion passed.

Board of Correction IDOC 9/24

7586 Whitney Ascuena-Bolt W. Ascuena-Bolt
D466 Bree Derrick Bree E. Derrick

RODDO HAYDEN



Luke Malek

Chris Bray

Chris Bray

A098

Karin Magnelli

Karin Magnelli

ETS3

Tina Truesue

3178

Brian Underwood

8856

Liz Neville

E411

Jonathan Wilkerson

3716

Terema Carlin

4909

Brian Craig

3773

KENNETH SHARVA

H008

DOVE ELLEN

DOVE ALLEN



BOARD OF CORRECTION

DODDS HAYDEN
Chair

LUKE MALEK
Vice-Chair

AGENDA

BOARD OF CORRECTION MEETING

September 24th, 2025
9:00 AM – 1:00 PM PT

Best Western Lodge at the River's Edge 615 Main St Orofino, ID 83456
Gold Dust Room and via Zoom

Zoom Meeting Link

Topic: ID Board of Correction Meeting

Time: Sep 24, 2025 09:00 AM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/85384833274?pwd=rGl67Prg68RQrAMLEpadw1juPPPe89.1>

Meeting ID: 853 8483 3274

Passcode: 010629

One tap mobile

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+16694449171,,85384833274#,,,,*010629# US

Join instructions

<https://us02web.zoom.us/join/85384833274/invitations?signature=jYCj6sbE7MZYSliPHSjrNPzf0dpzgaHV5-DAPV7J4-Y>

1. Welcome and Introductions	9:00-9:05
1.1. Dodds Hayden, Board of Correction Chair	
2. Approval of the Minutes (ACTION ITEM)	9:05 - 9:10
2.1. Board of Correction Meeting Minutes from June 10, 2025	
3. ICI Quarterly Business Update	9:10 - 9:40
3.1. Andee Brown, ICI Chief	
4. IDOC Budget Update	9:40 - 10:20
4.1. Chris Bray, Financial Executive Officer	
5. Break	10:20-10:30
6. Stakeholder Engagement Update & Strategy	10:30-10:45
6.1. Tina Transue, Government Relations Advisor	
7. Infrastructure Updates	10:45-11:15
7.1. Whitney Ascuena-Bolt, Chief of Staff	
8. Public Records	11:15 – 11:30
8.1. Karin Magnelli, Lead DAG	
8.2. Action Item: Public Records	
9. IDOC Goals and Outcomes	11:30 – 12:00
9.1. Bree Derrick, IDOC Director	
10. BREAK / DISTRIBUTE LUNCH (Working Lunch)	12:00 – 12:10
11. Executive Session	12:10 – 1:00
11.1. Pursuant to Idaho Code § 74-206 (1)(b), to consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent, or public-school student.	
11.2. Pursuant to Idaho Code § 74-206 (1)(d), to consider records that are exempt from disclosure as provided in chapter 1, title 74, Idaho Code, specifically including, §§ 74-104(1) and 74-109.	
11.3. Pursuant to Idaho Code § 74-206 (1)(f), to communicate with legal counsel for the Idaho Department of Correction to discuss the legal ramifications of and legal options for pending litigation, or controversies not yet being litigated but imminently likely to be litigated.	
11.4. Action Item: Fire Arms Memo	
12. Adjourn	1:00
13. Travel + Transition to ICIO	1:00-1:15
14. Facility Tour	1:15 – 3:00



BOARD OF CORRECTION

DODDS HAYDEN
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LUKE MALEK
Vice-Chair

MINUTES

Board of Correction (BOC) Meeting

Tuesday, June 10th, 2025, 9:00AM-3:00PM

Treasure Valley Community Reentry Center, 14195 Pleasant Valley Rd, Kuna, Idaho
8634

Program Building and via Zoom

Attendees

Voting members in attendance: See Attached Attendance Sheet

Guests in attendance: See Attached Attendance Sheet

Call to order

A Quarterly meeting of Idaho Department of Correction was held on 06/10/2025 at the Treasure Valley Community Reentry Center for IDOC. Chairman Hayden opened the meeting at 9:00am with Welcome and introductions. The meeting was presided over by Chairman Hayden with Vice Chairman Malek.

Main motions:

A motion to approve the minutes of the December 19th, 2024, meeting was made by Chairman Hayden at 9:02am and Vice Chairman Malek Seconded. Motion has passed.

A motion to vote in Luke Malek as Vice Chairman was made by Chairman Hayden at 9:04am. Seconded by Vice Chairman Malek. The motion carried with all in favor.

Presentations and Reports

Due to a delayed arrival, IDOC Budget Overview will be discussed first.

IDOC Budget Overview was presented by Chris Bray

- Current Reality
 - Operating Costs
 - Personnel Costs
 - Summary
- CPI vs IDOC
 - Average Annual CPI FY21-FY25
 - IDOC Budget Request FY21-FY25
 - Difference
 - Inflationary Examples provided
- Vacancy and Overtime
 - Vacancy at the End of Year FY21-FY25
 - Personnel Actions FY21-FY25
 - Overtime
 - Recruitment
 - Retention
 - Equity Adj.

- Personnel Savings Transferred to Operating FY21-FY25
- Maintenance and IT Cost
 - Maintenance Cost FY21-FY25
 - IT Costs FY21-FY25
 - Total Unplanned Costs FY21-FY25
 - Overall Picture
 - General Inflation
 - Maintenance (Equipment/Infrastructure)
 - IT Costs (Hardware/Software)
- Looking Forward
 - Internal Review
 - Identify Critical Services
 - Reduce discretionary cost
 - Thoughtful spending
 - Revenue Targets
 - Adjust revenue projections to align with non-discretionary spending
 - Focus on special projects
 - Personnel
 - Reducing Overtime Hours
 - Request addition funding to accommodate overtime due to the Regular Hours Held (RHH) LUMA transition.
 - Budget Process
 - Craft a budget that focuses on right-sizing the organization

Break: 10:07-10:12

Facilities Condition Assessment was presented by Justin Freeman

- Facilities Condition Assessment
 - Teams included architectural, Mechanical, and electrical engineering professionals
 - Reviewed plans and documents, walked facilities and spoke with staff
 - Identified and estimated age of each system and condition
 - Estimated each system's replacement value
 - Identified repairs and renewal needs for each asset
- Current Replacement Value (CRV)
 - Structure \$2.0M
 - Exterior Enclosure \$3.0m
 - Interior Construction and Conveyance \$2.0m
 - Plumbing \$1.0m
 - HVAC \$1.5m
 - Electrical \$1.0m
 - Equipment and Furnishings \$0.5m
 - Site \$0.5m
 - Asset CRV \$11.5m
- Facility Condition Index Score
 - Number of Assets Assessed – 133
 - Took 1.5 years to look through all 133
 - Total replacement Value - \$1,290,652,241
 - 5 yr FCI cost - \$218,646,951
 - IDOC's score is Fair at 0.31
 - IDOC is in the top four highest FCI costs and the "Replacement Lifecycle" requirement category makes up 98.5% of the total FCI Costs.

- Follows Boise State University, University of Idaho and Idaho State University as agencies with “5 Highest FCI Costs”, as a percentage of total assessed FCI Costs.
 - How do we keep things running?
 - Funding and Planning for Projects
 - Develop Strategy Buckets
 - Plan to fund what’s absolutely necessary (B7 replacements, facility maintenance budgets)
 - Build a reserve to cover things that fail (Prisons Admin Emergency Fund)
 - Permanent Building Funds for Alt & Repair projects align with FCI
 - Capital building projects to aid in the removal of defunct facilities
 - What are we doing right now?
 - Largest deferred Maintenance project in the state, ISCC Roof & HVAC Replacement at a cost of over \$18 million
 - Over \$230,000,000 worth of DPW construction/repair projects
 - Aggressive annual permanent building fund requests
 - Annual B7 replacement requests are aligned to the ongoing maintenance needs.
 - Future: Strategic facility replacement based on bed need and to build facilities that provide programming and opportunity to enhance outcomes.

ICI Business Update presented by Todd Plimpton

- ICI Vision, Values and Mission
- PIE/Ag 5 Year Trainee Count Graph
 - Jan 2020 – April 2025
- FY24: AG Program
 - Provided 570,000 Hours of on-the-job training.
 - Forklift Operator
 - Machine Operator
 - Supervisor
 - OSHA
 - Participation Results
 - 500 Men & Women in ICI AG Programs Daily
 - 14 Partnering Companies
 - Wage Range is \$9.00-\$18.00
 - 100% Job offer rate in Alliance Program
 - Idaho’s Recidivism rate is 36.3%
 - Those that work in the ICI Program for 12+ months, that drops to 26.3%
 - Individual Alliance Partners who track their own Recidivism see results as low as 6%
 - Partnership Data
 - First 7 years, AG Program grew 44%
 - 2013 – 5 PIE Programs
 - 2014 – 5 AG Programs
 - It has grown another 44% since 2021.
 - 2021 – 9 AG Programs
 - 2024 – 14 AG Programs
- FY25: Apprenticeships
 - Completed – 31
 - By layering and running 3 programs at the same time CI is creating a “Most Employable Welder”
 - DOL Apprenticeship
 - AWS Certified Welder
 - NCCER Certification Program

- ICI Budget and Capital Investment
 - Total Revenue
 - Graph showing past 5 Fiscal Years, 2020-2025
 - Capital Investment
 - Graph showing past 5 Fiscal Years, 2020-2025
 - Balance Sheet, May 2025
 - Accounts Receivable
 - Current Liabilities
 - Cash
- ICI: ResLAN and A.R.I.A. AI
 - Resident Local Area Network (ResLAN)
 - Network built, maintained and managed by Residents
 - Currently encompasses over 200 assets
 - A.R.I.A. AI
 - Artificial Reasoning Intelligence Assistant (A.R.I.A.)
 - Built in Nov 2024 using components from retired computers and advanced Large Language Models.
 - Operates entirely offline
 - Provides a wide range of daily tasks
 - Documentation Indexing
 - Data Leverage with Retrieval Augmented Generation
 - AI-Powered Resume Writing
 - Mock Job Interviewing
- ICI is way ahead
 - ICI Planning Cycle
 - Bay Products
 - Federal Contracts
 - Onshoring Production with Private Partners
 - Staff Retention
 - Call Centers
 - Truss
 - Alliance in North and Eastern Idaho
 - ITD Sign Shop and backfilling Washington's
 - Engaging with all stakeholders on reentry
 - Possible Partnerships
 - Leveraging AI in production, operations, finance and partnership engagement
- ICI Issues
 - Q4 flat line with State Customers
 - Reimbursement process in Alliance
 - Programming in Pocatello
 - Capitalization for growth has come to a standstill
 - State and Federal Budgets
 - International Corporate View of Resident (Prison) labor
 - CS Beef was purchased by another company
 - Print shop utilization – possible global contract with Drug and Alcohol for print
 - Due to location

Lunch: 11:37-11:55

2025 Legislative Highlights was presented by Lead DAG Karin Magnelli

- Karin Magnelli provided a summary of all House and Senate Bills that will affect the Agency or Departments

within.

Infrastructure Projects was presented by Director Bree Derrick

- ICIO Resident Hall (Male Facility-Minimum Security)
 - Minimum Staff/Incentive Unit
 - Construction Start/Projected Completion Date – March 2026 – August 2027
 - +100 standard beds
 - \$10,000,000.00
- ISCI Unit (Male Facility-Medium/Low Security)
 - 2 Story building, 1st floor will be ADA Compliant
 - Construction Start/Projected Completion Date – December 2025 – April 2027
 - +280 beds
 - 148 standard beds/132 special needs beds
 - \$37,600,000.00
- Lewiston CRC (Male Facility – Minimum Security)
 - Construction Start/Projected Completion Date – TBD
 - Procuring Site
 - +80-100 standard beds
 - \$10,200,000.00
- Pocatello CRC
 - Construction Start/Projected Completion Date August/September 2025 – November 2026
 - New design to have more “flex space” to have more programs
 - +100 standard beds
 - \$13,000,000.00
- Secure Mental Health Facility (Male/Female Facility – Medium Security)
 - Partnership with Dept of Health and Welfare (DHW)
 - Construction Start/Projected Completion Date – May 2026 – July 2027
 - +10 special needs beds
 - \$25,000,000.00
- Women’s Prison (Female Facility – Minimum/Medium Security)
 - RDU will be located here instead of Pocatello
 - Construction Start/Projected Completion Date – November 2025 – December 2027
 - +560 beds
 - 512 standard beds/48 RDU beds
 - \$137,400,000.00

IDOC Goals and Outcomes was presented by Director Bree Derrick

- Future Focus
 - Headwinds
 - Need to build/enhance relations with key stakeholders.
 - Lack of prison space and increased contraband
 - Lack of transparency and confusion about system roles
 - Budget and facility concerns
 - Headwinds Short-term Solutions
 - Prioritize relationship building. Establish Government Relations Advisor role.
 - Create opportunities for collaboration with law enforcement partners
 - Publish data dashboards on our external website.
 - Provide more budget visibility and “ownership” to Managers
 - Headwinds Mid-term Solutions
 - Meet with stakeholders and present at relevant conference. Build out engagement plan for legislators

- Find opportunities for collaboration. Leverage technological solutions to address contraband
- Expand dashboards and deploy public safety media campaign
- Take a more strategic approach to future budget
- Public-facing dashboards
 - Launching on July 1st, 2025
 - Population
 - Admissions and Releases
 - Probation Starts/Ends
 - Parole Starts/Ends
 - Recidivism
 - Phase 2
 - Violations from Supervision
 - Sentencing trends

Break: 1:00-1:15

Executive Session

- Chairman Hayden moved to begin Executive Session at 1:06pm. Seconded by Vice Malek at 1:07pm. Roll Call completed, and motion carried with all in favor.
 - Pursuant to Idaho Code § 74-206 (1)(b), to consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent, or public-school student.
 - Pursuant to Idaho Code § 74-206 (1)(d), to consider records that are exempt from disclosure as provided in chapter 1, title 74, Idaho Code, specifically including, §§ 74-104(1) and 74-109.
 - Pursuant to Idaho Code § 74-206 (1)(f), to communicate with legal counsel for the Idaho Department of Correction to discuss the legal ramifications of and legal options for pending litigation, or controversies not yet being litigated but imminently likely to be litigated.
- Chairman Hayden moved to end Executive Session at 1:54pm, Vice Malek seconded, and motion carried with all in favor.

Items for next Board Meeting:

Chairman Hayden asked for ICI's operating income report

Adjournment:

Chairman Hayden moved that the meeting be adjourned, and this was agreed upon at 1:56pm.

Board Chairman Hayden and Director Bree Derrick then toured the facility.

Chairman Signature _____

Date of Approval _____

ICI Status Report - Idaho Board Of Correction (September 2025)

To: Idaho Board of Correction

From: Todd A. Plimpton, Director, Idaho Correctional Industries (ICI);
and, Andee Brown, Deputy Chief/Alliance Manager, (ICI)

Date: September 2025

Subject: Status Report on Idaho Correctional Industries

Executive Summary

- ICI remains mission-driven and financially disciplined despite market headwinds. Losses of CS Beef and Idaho Potato reduced Resident Trainee positions and top-line revenue; however, targeted growth in Alliance partnerships and core production is steadily closing the gap.
- We are collaborating with IDOC leadership on a simplified, percentage-based reimbursement framework for Alliance operations that will benefit both agencies and include a realistic catch-up schedule, would improve transparency, predictability, and alignment with cash flow.
- We are running lean, holding several vacancies to protect liquidity while prioritizing front-line operations, compliance, and workforce development.
- *Please see copy of Strategic Plan filing for this fiscal year along with DFM performance report.*

1) Financial Snapshot & Outlook (FY26): Through August (Jul–Aug FY26), GROSS REVENUE is \$3,256,794 (↑\$57,428, +1.8% YoY); GROSS MARGIN is \$1,332,019 (40.9%); OPERATING INCOME is \$342,150; and NET INCOME is \$369,490 versus \$(218,965) in the prior-year period.

- Top line: Current FY26 plan anticipates approximately \$16.3M in gross receipts based on each department's projections for the upcoming fiscal year.
- Early FY26 momentum includes new/expanded Resident placements including - Molly Glenn Lumber, Targhee telemarketing roles, ZoRoCo's growing crew. We are proactively diversifying through federal, military, nonprofit, and commercial channels. We are also advancing training and credentialing pathways (e.g., NCCER) to sustain long-term employability.
- Expense discipline: We are implementing cost controls for FY26 that we started in FY25 (travel, non-essential services, sequencing capital purchases). Even as gross revenue fell last year, we reduced expenses materially, protecting operations and cash. With guidance from our CFO, we have been able to look at immediate strategies to safeguard our long-term fiscal well-being.
- Staffing posture: We are operating lean. Four associate positions and two specialist positions remain unfilled, there are several other positions that will not be filled as folks migrate through ICI (MA position); we recommend retaining these positions on the org chart to preserve agility as revenues recover.
- External pressures: State-agency purchasing remains dampened by the 3% holdback. Finally, we experienced a tough Q4 because all state and federal agencies were observably conservative to end the fiscal year.

Actions underway

- Tight weekly revenue/expense monitoring with production managers.

- Renewed pipeline development with Alliance partners to accelerate backfill.
- Sequenced capital and training investments toward highest Resident impact.
- Management system: We are executing against the multi-year Strategic Planning Trident (organizational, operational, individual pillars), integrating Balanced Scorecards and Lean/continuous improvement practices.

5) Risks & Mitigations

- Demand variability: Mitigated by pipeline diversification (Alliance+ inhouse production + federal/military/nonprofit channels).
- Cash timing during transition: Addressed via the proposed percentage-based model and a staged reconciliation plan with IDOC.
- Procurement headwinds (3% holdback): Prioritizing external markets and higher-margin lines; deferring non-critical spending.
- Tariff headwinds: What do they mean for cost control, inventory management, and retained earning margin? We have been able to bring some purchases stateside, but we just don't know what lies ahead with this.

6) What to Expect Next (Q1-Q2 FY26)

- Updated financial dashboard with month-end actuals and cash reconciliation plan.
- Complete Statewide Audit and identify issues with LUMA integration with Global Shop
- Alliance pipeline report (active crews, near-term starts, prospects).
- Decision brief on CRM pilot (Salesforce) scope, metrics, and guardrails. Looking at ways to help our sales team become more efficient and reach more customers.

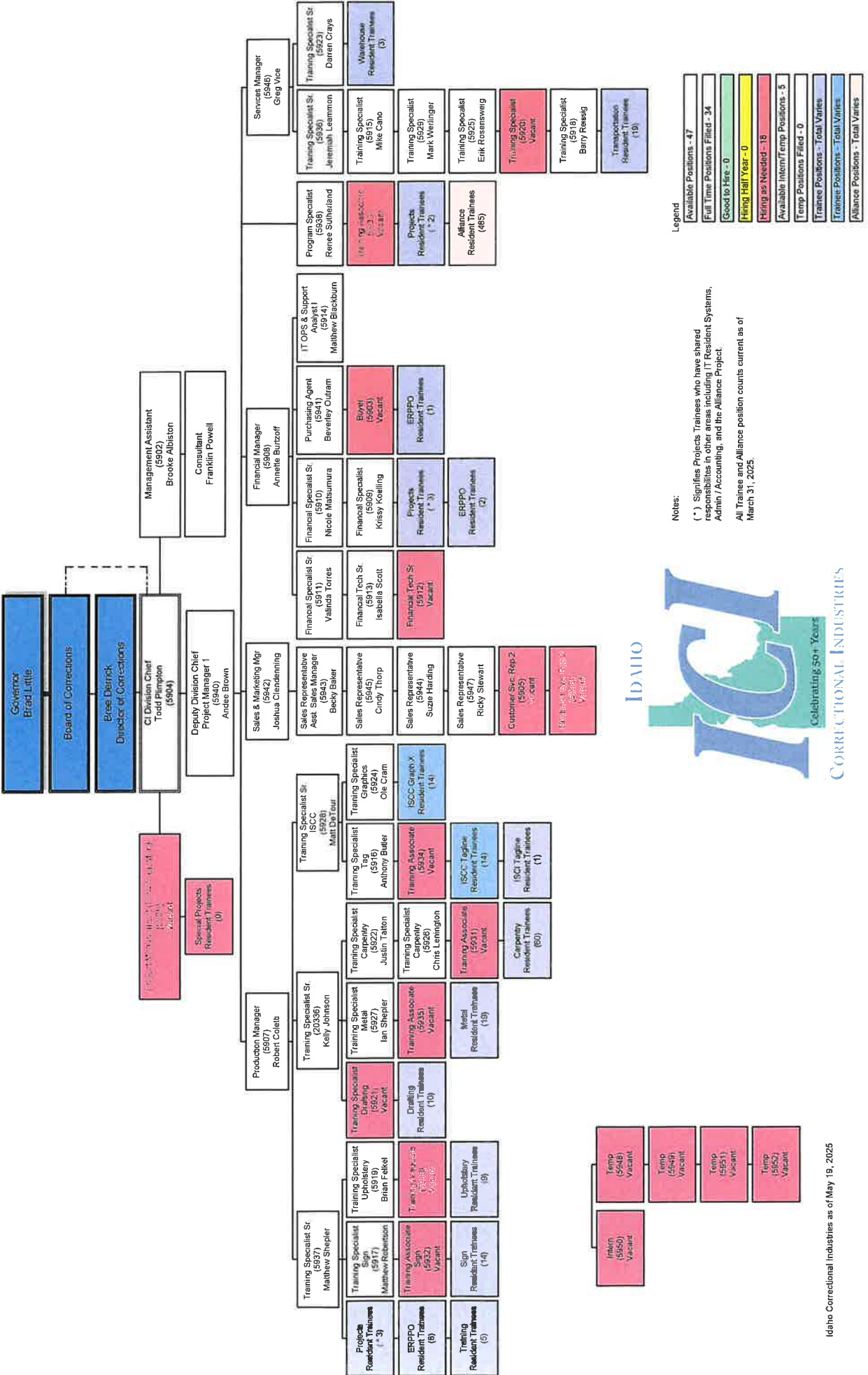
Prepared by:

Todd A. Plimpton

Director, Idaho Correctional Industries

Andee Brown

Deputy Chief/Alliance Manager, Idaho Correctional Industries



Legend

- Available Positions - 47
- Full Time Positions Filled - 34
- Good to Hire - 0
- Hiring Half Year - 0
- Hiring as Needed - 16
- Available Intern/Temp Positions - 5
- Temp Positions Filled - 0
- Trainee Positions - Total Vacant
- Trainee Positions - Total Vacant
- Alliance Positions - Total Vacant

Notes:

- (*) Signifies Projects Trainees who have shared responsibilities in other areas including IT Resident Systems, Admin / Accounting, and the Alliance Project.
- All Trainee and Alliance position counts current as of March 31, 2025.



Strategic Plan

FY 2026 – FY 2029



GOVERNOR
Brad Little

BOARD OF CORRECTIONS
Dodds Hayden, Chairman

IDOC DIRECTOR
Bree Derrick

ICI DIVISION CHIEF
Todd Plimpton

ICI DEPUTY CHIEF
Andee Brown

CORRECTIONAL INDUSTRIES

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 to support our Values, Visions, and Mission.

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



VISION

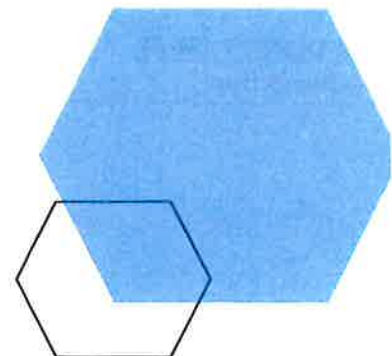
Idaho Correctional Industries strives to be the leading correctional industry in the country, per capita, by providing diversified training opportunities that do not utilize general funds. This will ultimately strengthen Idaho's workforce and economy while reducing recidivism.

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





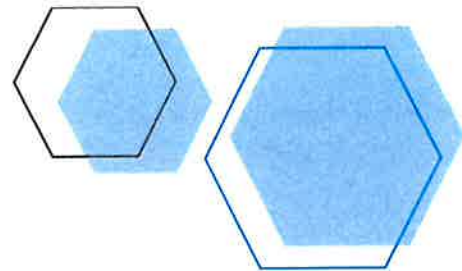
FIRST GOAL:

EXPAND JOB TRAINING & PERSONAL DEVELOPMENT FOR RESIDENT TRAINEES.

The goal of expanding job training and personal development for Resident Trainees will increase access to both 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.



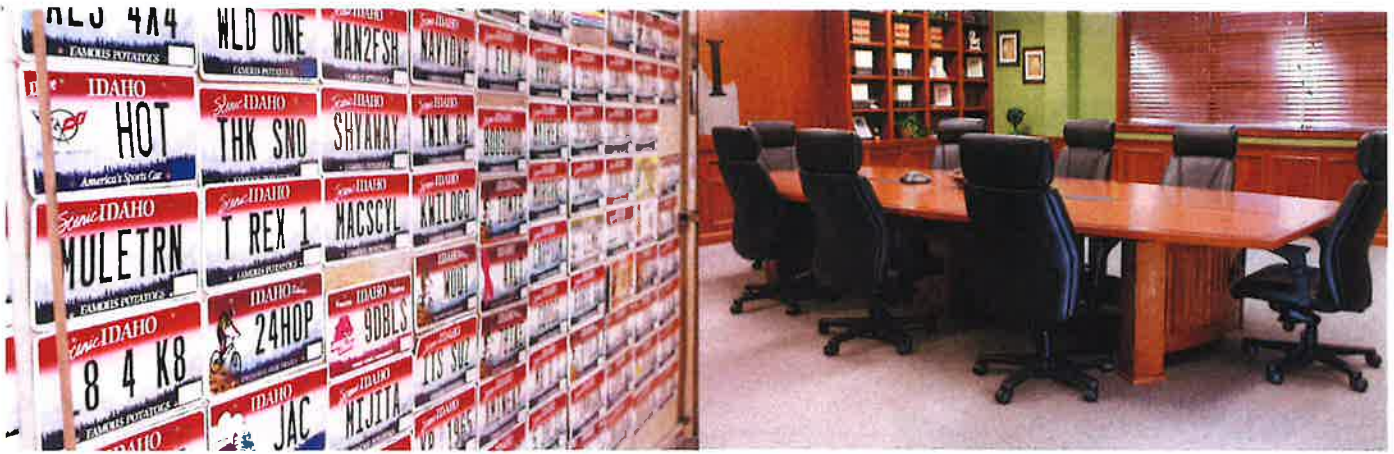
SECOND GOAL:

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 both Residents and staff. Our entrepreneurial approach drives sustainable impact.

Objectives:

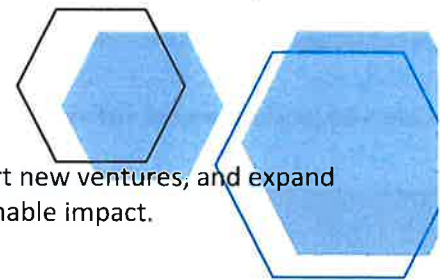
- The growth of net earnings retained by 8.5% by the end of FY27
- Maintain \$2M operational reserve; add \$1M for capital projects and modern equipment
- Final phase one construction of South Boise Campus HQ and launch design for Pocatello expansion

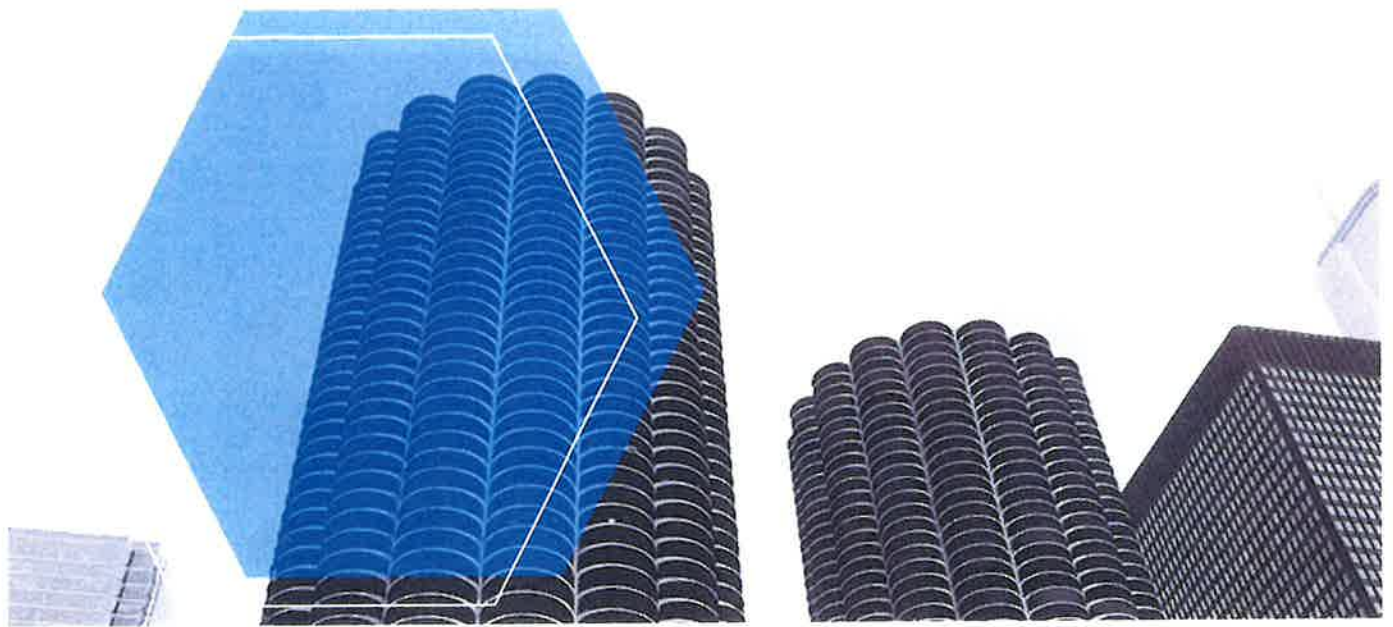
FIFTH GOAL:
 DRIVE INNOVATION, SUSTAINABILITY, & FUTURE-READY OPERATIONS.

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 other state 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.

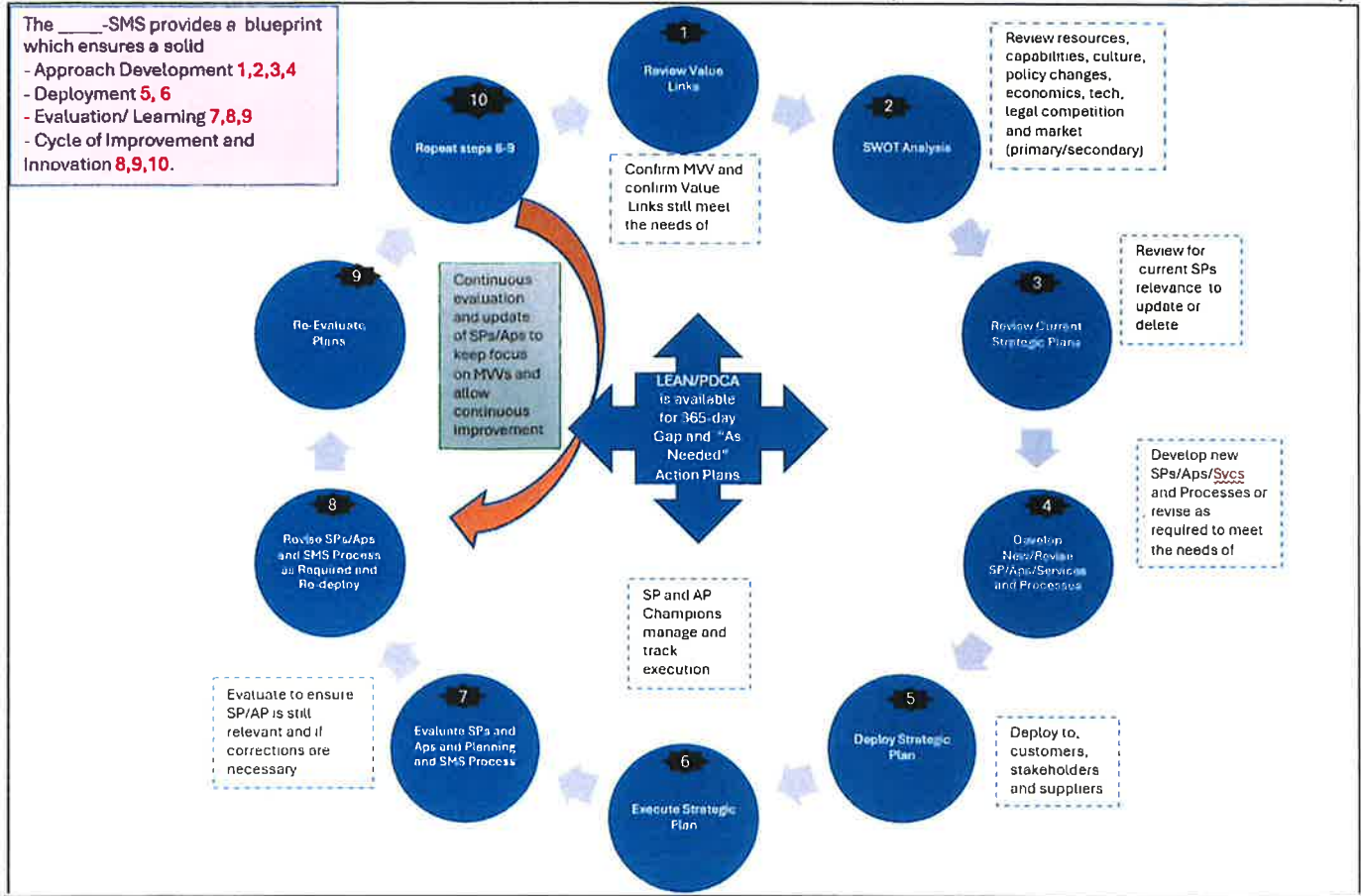
The disruptions on Resident movement within IDOC have been reduced through improved coordination, which has supported operational continuity.

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.

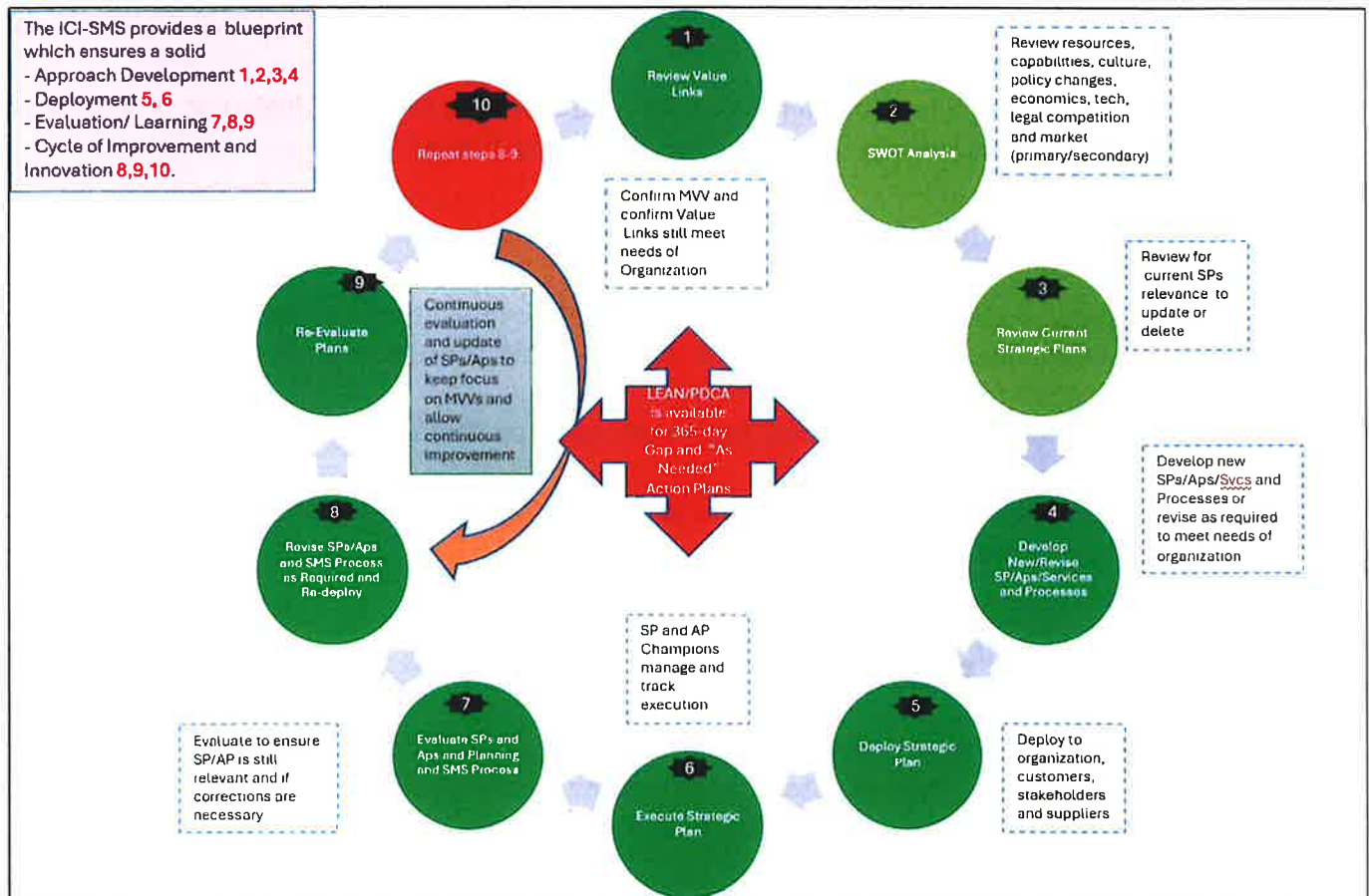
STRATEGIC PLANNING PROCESS STATUS

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 reached step 4 of the completion process.



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.



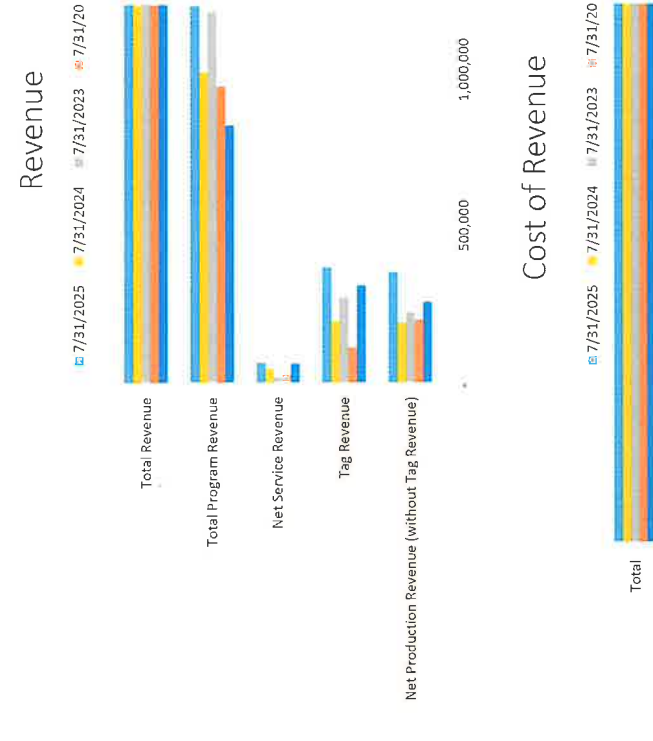
	FY22	FY23	FY24	FY25	FY26
Production Revenue	567,615.93	313,647.42	493,098.97	391,676.98	719,444.45
Returns	-	-	(1,053.00)	(599.95)	-
Discounts	(738.45)	-	-	-	-
Net Production Revenue	566,877.48	313,647.42	492,045.97	391,077.03	719,444.45
Service Revenue	61,099.51	24,440.01	15,254.42	46,171.60	62,058.05
Returns	-	-	-	-	-
Discounts	(51.39)	-	-	-	-
Net Service Revenue	61,048.12	24,440.01	15,254.42	46,171.60	62,058.05
Program Revenue - PIE	183,270.26	194,520.94	262,056.70	252,297.01	366,276.94
Program Revenue - AG	639,807.58	755,994.34	926,780.34	746,046.45	839,355.05
Total Program Revenue	823,077.84	950,515.28	1,188,837.04	998,343.46	1,205,631.99
NET REVENUE	1,451,003.44	1,288,602.71	1,696,137.43	1,435,592.09	1,987,134.49
Raw Material	214,550.86	123,861.54	222,050.37	173,621.35	284,994.76
Direct Labor	6,840.94	7,136.12	8,491.53	7,029.87	11,880.91
Overhead	83,708.51	48,133.85	66,969.87	54,232.02	76,569.88
Freight	436.47	2,110.86	-	-	130.58
Outside	405.00	-	49.99	7,316.69	29,948.11
Other	5.00	135.35	-	-	-
Rework	3,001.28	1,120.15	2,340.59	1,527.82	706.53
Total COGS	308,948.06	182,497.87	299,902.35	243,727.75	404,230.77
Raw Material	37,781.68	4,019.43	5,544.84	25,849.33	19,135.56
Direct Labor	-	745.08	7,220.95	1,008.03	2,144.67
Overhead	0.98	8,558.55	2,047.37	11,065.24	25,160.38
Freight	1,704.86	606.56	162.05	222.30	353.80
Outside	0.18	-	(7,078.78)	-	-
Other	-	-	-	-	-
Rework	-	-	-	-	-
Total COS	39,487.70	13,929.62	7,896.43	38,144.90	46,794.41
Direct Labor	310,555.47	421,624.18	529,833.52	439,490.66	396,479.17
Room & Board	120,644.84	225,855.88	222,696.98	158,434.12	120,856.11
Transportation	8,167.95	516.67	23,889.21	16,220.64	9,693.60
Security	66,717.87	125,427.01	172,717.24	226,117.06	75,904.85
Victims Compensation	30,503.74	43,175.36	55,596.12	45,710.15	39,912.38
Equipment Rentals	-	-	-	-	-
Administration	-	-	-	-	-
Total COP	536,589.87	816,599.10	1,004,733.07	885,972.63	642,846.11
TOTAL COST OF GOODS, SERVICES & PR	885,025.63	1,013,026.59	1,312,531.85	1,167,845.28	1,093,871.29
GROSS MARGIN	565,977.81	275,576.12	383,605.58	267,746.81	893,263.20
Staff Salaries	119,448.72	159,740.75	200,625.01	224,863.99	209,659.47
Commissions	15,082.93	8,044.90	(10,326.84)	12,086.69	6,556.97
Correctional Officer	11,865.60	10,135.87	9,790.32	21,667.47	22,312.85
Contract Labor	-	-	-	-	-
Staff Insurance	42,044.38	44,268.27	50,487.37	52,271.33	52,310.83
Payroll Taxes	12,787.34	12,068.49	13,581.34	18,327.91	18,850.08
Retirement	19,983.23	19,791.87	19,744.79	28,313.04	29,804.84
Direct Production Supplies	2,477.33	2,740.32	4,892.65	4,781.54	4,371.11
Abrasives	1,157.74	696.57	2,596.84	1,692.17	1,804.40
Consumable Supplies	8,931.46	7,734.35	18,168.47	9,677.34	25,829.62
Packaging	685.30	417.60	1,445.51	638.36	816.91
Staff Training	4,904.85	1,890.00	10,313.98	12,827.15	-
Staff Uniforms	133.31	-	16.25	-	-
Travel	787.50	1,509.51	4,505.84	5,969.06	1,591.92
Meals	533.27	1,182.78	449.67	2,895.76	2,039.25

	7/31/2021	7/31/2022
Net Production Revenue (without Tag Revenue)	257,000	201,000
Tag Revenue	309,800	112,600
Net Service Revenue	61,000	24,400
Total Program Revenue	823,100	950,500
Total Revenue	1,450,900.00	1,288,500.00

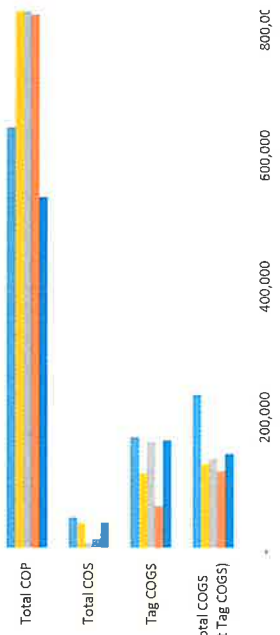
	7/31/2021	7/31/2022
Total COGS (without Tag COGS)	144,200	118,200
Tag COGS	164,800	64,300
Total COS	39,500	13,900
Total COP	536,600	816,600
Total	885,100.00	1,013,000.00

	7/31/2021	7/31/2022
NET INCOME/(LOSS) OPERATING	253,800	-74,500
NET INCOME (LOSS)	257,500	-59,900

	7/31/2021	7/31/2022
Gross Margin % for Production (without Tag)	43.89%	41.19%
Gross Margin % for Tag	46.80%	42.90%
Gross Margin % for Services	35.25%	43.03%
Gross Margin % for Programs	34.81%	14.09%
Total Gross Margin %	39.00%	21.38%



(C)	FY22	FY23	FY24	FY25	FY26
Dues & Subscriptions	-	472.00	309.78	295.73	155.87
Indirect Resident Labor	12,269.79	13,926.33	21,022.62	27,862.53	25,548.58
Resident Uniforms	-	-	272.54	256.00	253.56
Resident Training	132.17	142.89	151.40	2,365.98	155.78
Depreciation	36,714.74	35,200.91	45,190.77	57,332.39	68,446.23
Equipment Rental	3,711.43	3,886.99	3,886.99	799.98	836.35
Equipment Maintenance	8,578.43	5,051.58	11,272.67	3,454.93	24,001.93
Cutting Accessories & Supplies	32.20	1,732.96	1,891.52	2,312.43	828.58
Minor Tools	1,585.05	1,892.72	862.19	764.62	371.49
Major Tools	(0.99)	-	-	6,987.90	-
Office Equipment	544.85	-	5,838.46	2,449.46	-
Office Supplies	1,335.66	631.98	867.74	2,033.41	1,441.51
Computer Expense	2,157.69	1,114.85	3,413.21	39,643.74	238.84
Computer Software	23,520.06	12,552.99	11,374.87	40.00	5,602.74
Computer Support & Maintenance	10,129.15	19,173.78	22,880.02	22,752.79	15,817.50
Building Lease/Rental	13,950.96	14,358.32	14,936.39	15,381.68	15,842.58
Building Maintenance	288.59	1,516.58	11,350.48	404.39	6,424.35
Janitorial Supplies	756.84	1,705.22	971.53	1,648.51	2,529.08
Warehouse Supplies	-	-	-	-	-
Factory Supplies	-	-	-	-	-
Utilities	10,426.92	31,718.78	14,482.29	13,507.00	15,838.00
Telephone	1,163.42	859.63	826.94	877.35	113.27
Cell Phones	546.71	821.05	635.55	457.08	405.90
Safety	378.44	1,302.09	1,161.21	4,656.53	692.64
Hazardous Waste Removal	4,394.40	3,259.21	-	6,672.00	14,734.40
Vehicle Maintenance	899.55	464.46	64.99	15,083.81	16,959.38
Vehicle Fuel	5,904.64	8,888.86	8,592.98	6,783.24	7,516.71
Warranty Expense	3.70	-	-	232.48	1,652.99
Damaged Goods	483.98	27.42	-	98.98	236.57
Inventory Shortage	554.78	489.12	(11.46)	(328.94)	(29.37)
New Product Development	41.88	-	5.15	136.15	57.59
Advertising & Promotion	491.85	2,500.00	-	1,310.70	-
Catalog	-	-	-	-	-
Donations	-	-	6.85	1,040.38	-
Shipping & Handling	406.72	645.64	3,222.14	51.46	-
Insurance	4,748.44	2,744.81	2,744.71	4,678.08	4,905.02
Interest Expense	1,329.85	919.47	1,891.73	4,589.31	7,657.92
Obsolete Inventory	-	-	1,460.78	118.78	-
Professional Service Fees	9,477.88	4,492.34	7,619.56	2,736.06	4,620.54
Bad Debt Expense	-	-	-	-	-
Miscellaneous	303.69	-	-	-	-
Allocations	-	-	-	-	-
Transportation Allocation	-	-	-	-	-
Absorption	(85,927.20)	(92,562.07)	(70,973.05)	(71,825.51)	(94,363.55)
Total Indirect Expenses	312,159.23	350,066.96	454,514.75	573,673.22	525,441.23
NET INCOME/(LOSS) OPERATING	253,818.58	(74,490.84)	(70,909.17)	(305,926.41)	367,821.97
TOTAL OTHER INCOME	3,674.32	14,556.87	13,735.52	14,469.54	12,603.91
TOTAL OTHER EXPENSES	-	-	-	-	-
RECONCILED	-	-	-	-	-
GAIN (LOSS) ON DISCONT. SEGMENT	-	-	-	-	-
GAIN (LOSS) NON OPERATING	-	-	-	-	-
NET INCOME (LOSS)	257,492.90	(59,933.97)	(57,173.65)	(291,456.87)	380,425.88



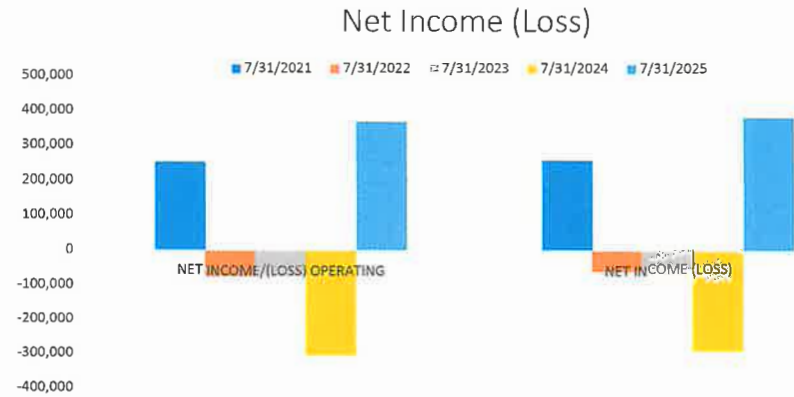
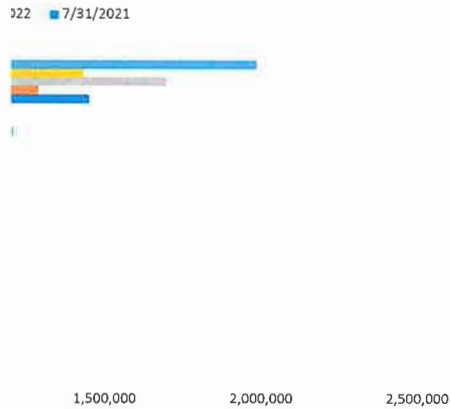
7/31/2023	7/31/2024	7/31/2025
222,500	193,100	352,500
269,500	198,000	366,900
15,300	46,200	62,100
1,188,800	998,300	1,205,600
1,696,100.00	1,435,600.00	1,987,100.00

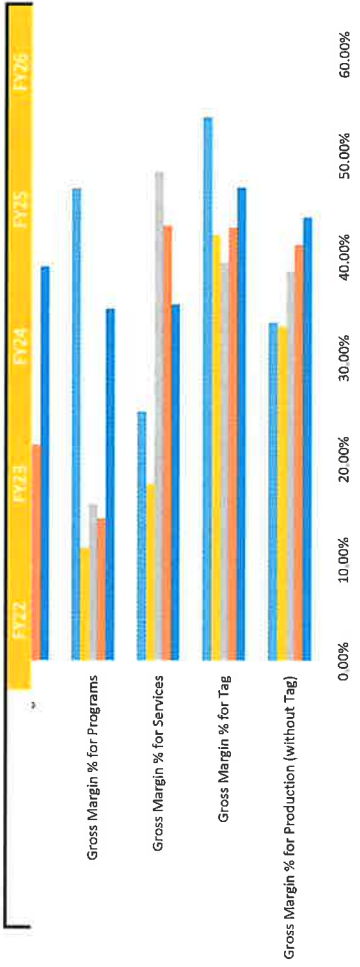
7/31/2023	7/31/2024	7/31/2025
136,700	129,200	234,500
163,200	114,500	169,700
7,900	38,100	46,800
1,004,700	886,000	642,800
1,312,500.00	1,167,800.00	1,093,800.00

7/31/2023	7/31/2024	7/31/2025
-70,900	-305,900	367,800
-57,200	-291,500	380,400

7/31/2023	7/31/2024	7/31/2025
38.56%	33.09%	33.48%
39.44%	42.17%	53.75%
48.37%	17.53%	24.64%
15.49%	11.25%	46.68%
22.62%	18.65%	44.95%

	FY22	FY23	FY24	FY25	FY26
Commissioned Sales	318,882.98	225,475.89	237,803.58	239,285.99	414,590.26
Rate	4.73%	3.57%	-4.34%	5.05%	1.58%
Commissioned CoGS/CoS	183,643.54	132,139.05	144,582.70	167,353.89	281,306.47
Commission GM	135,239.44	93,336.84	93,220.88	71,932.10	133,283.79
Commission GM %	42.41%	41.40%	39.20%	30.06%	32.15%





30 1,000,000 1,200,000 1,400,000

	7/31/2021	7/31/2022	7/31/2023	7/31/2024	7/31/2025
Commissioned Sales	318,882.98	225,475.89	237,803.58	239,285.99	414,590.26
Rate	4.73%	3.57%	-4.34%	5.05%	1.58%
Commissioned CoGS/Cos	183,643.54	132,139.05	144,582.70	167,353.89	281,306.47
Commission GM	135,239.44	93,336.84	93,220.88	71,932.10	133,283.79
Commission GM %	42.41%	41.40%	39.20%	30.06%	32.15%

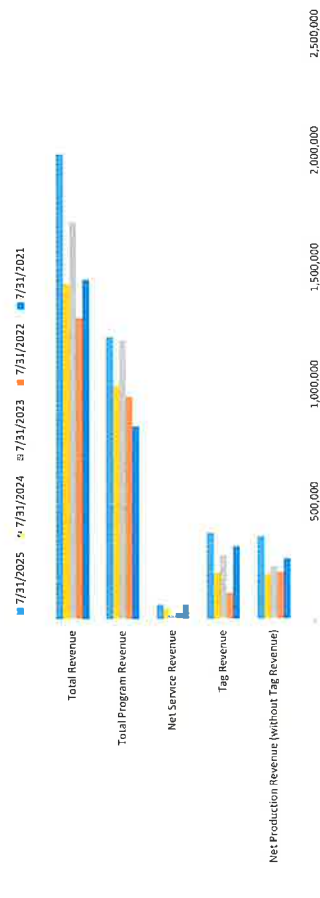
	7/31/2021	7/31/2022	7/31/2023	7/31/2024	7/31/2025
Net Production Revenue (without Tag Revenue)	257,000	201,000	222,500	193,100	352,500
Tag Revenue	309,800	112,600	269,500	198,000	366,900
Net Service Revenue	61,000	24,400	15,300	46,200	62,100
Total Program Revenue	823,100	950,500	1,188,800	998,300	1,205,600
Total Revenue	1,450,900.00	1,286,500.00	1,696,100.00	1,495,600.00	1,987,100.00

	7/31/2021	7/31/2022	7/31/2023	7/31/2024	7/31/2025
Total COGS (without Tag COGS)	144,200	118,200	136,700	129,200	234,500
Tag COGS	164,800	64,300	163,200	114,500	169,700
Total COGS	39,500	13,900	7,900	36,100	46,800
Total COP	536,600	816,600	1,004,700	886,000	642,800
Total	885,100.00	1,013,000.00	1,312,500.00	1,167,800.00	1,093,800.00

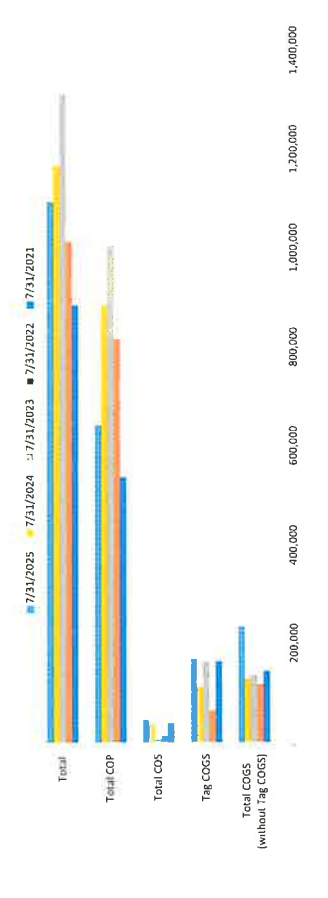
	7/31/2021	7/31/2022	7/31/2023	7/31/2024	7/31/2025
NET INCOME/(LOSS) OPERATING	253,800	-74,500	-70,900	-305,900	367,800
NET INCOME (LOSS)	257,500	-59,900	-57,200	-291,500	380,400

	7/31/2021	7/31/2022	7/31/2023	7/31/2024	7/31/2025
Gross Margin % for Production (without Tag)	43.89%	41.19%	38.56%	33.09%	33.48%
Gross Margin % for Tag	46.80%	42.90%	39.44%	42.17%	53.75%
Gross Margin % for Services	35.25%	43.03%	48.37%	17.53%	24.64%
Gross Margin % for Programs	34.81%	14.09%	15.49%	11.25%	46.68%
Total Gross Margin %	39.00%	21.38%	22.62%	18.65%	44.95%

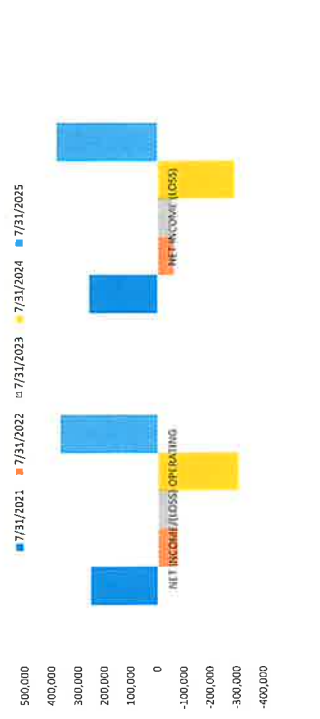
Revenue



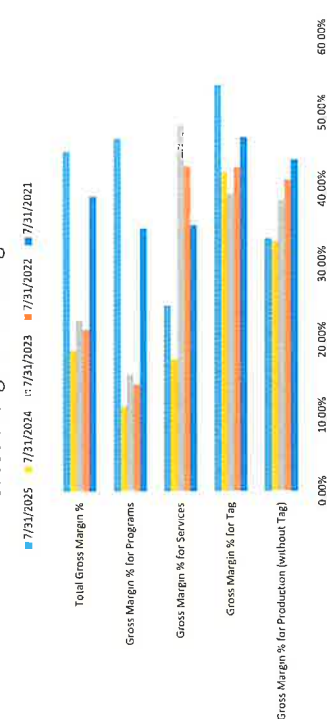
Cost of Revenue



Net Income (Loss)



Gross Margin Percentage



Part I – Agency Profile

Agency Overview

In 1974, the Idaho Legislature passed the Correctional Industries Act creating Idaho Correctional Industries (ICI) as a financially self-sustaining Agency. This act empowered the Idaho Board of Correction as the governing body over ICI. Although statutorily separate, ICI acts as a division of the Idaho Department of Correction with major program approval by the Board of Correction.

The ICI management team is comprised of business, government (not-for-profit) and manufacturing professionals experienced in product design, vocational and educational training, manufacturing, marketing and sales, and finance. This expertise is the foundation of developing inmate (“Resident Trainees”) training programs that produce products that can be sold in the markets authorized by state legislation and regulation. The core management team consists of the Chief Executive Officer/Division Chief, Deputy Chief/Sales Manager, Production Manager, Operations Manager, PIE/Ag Manager, and Financial Officer.

ICI’s mission is to 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. The Resident Trainees train in a work environment that emphasizes soft skills, technical skills, work ethic and skills that increase their chance of successfully transitioning back into the community as productive members of society. The management group and a staff of more than forty highly skilled professionals work as a team to accomplish this mission.

The state legislation mandates ICI to be financially self-funded with no annual appropriation from the General Fund. The legislation requires ICI to generate operating funds through the sales of manufactured goods and services. This mandate saves tax dollars and enables the State to provide cost neutral occupational and vocational training to the Resident Trainees of the Idaho Department of Correction.

The state legislation specifies the markets that are authorized to purchase ICI products. These markets include federal, state, and local government organizations, non-profit organizations, and private sector wholesalers and retailers within the State of Idaho. The product requirements of these types of customers determine Resident Trainee training programs and manufacturing processes. Three years ago, the State Legislature added Call Centers to ICI’s portfolio of training programs.

Success of ICI is predicated on the continued support from its customers, State leadership, and the community at large. To a large extent, ICI’s customer base and their respective spending plans are influenced by state and regional economic conditions. A vibrant economy is necessary for ICI to successfully achieve their stated goals and objectives of financial self-sufficiency, development and implementation of vocational training programs, and retention and advancement of staff. Downturns in the economy negatively impact local and state governments’ ability to fund services. Economic downturns also impact ICI’s ability to produce revenues to fund operations and incarcerated individuals’ training programs. The current labor market has allowed ICI to enhance its work programs for the benefit of our many partners in the agricultural and manufacturing space.

Core Functions/Idaho Code

The statutory authority of ICI is found in Idaho Code, Chapter 4, Title 20. ICI is organized to establish productive enterprises in such volume and of such kinds to eliminate unnecessary inmate idleness, provide vocational and rehabilitative training opportunities, as well as financial support for continued operations.

Revenue and Expenditures (Accrual Basis)

Revenue	FY 2022	FY 2023	FY 2024	FY 2025
Sales Revenue	\$15,505,749	\$20,650,333	\$21,226,291	\$17,229,587
Other Revenue	\$43,991	\$195,353	\$178,431	\$209,345
Dedicated	0	0	0	0
Total	\$15,549,740	\$20,845,686	\$21,404,722	\$17,438,932
Expenditures	FY 2022	FY 2023	FY 2024	FY 2025
Personnel Costs	\$2,861,565	\$2,969,475	\$3,535,949	\$3,470,037
Operating Expenditures	\$12,957,858	\$17,010,631	\$17,984,299	\$15,863,328
Capital Outlay *	\$274,278	\$2,999,824	\$1,300,333	\$774,118
Trustee/Benefit Payments	0	0	0	0
Total	\$16,093,701	\$22,979,930	\$22,730,581	\$20,107,483

* Cash basis – depreciation on those assets is reflected in operating expenditures.

Training Provided

Expenditures	FY 2022	FY 2023	FY 2024	FY 2025
Average Monthly Trainee Positions				
Traditional Industries	142	159	158	187
PIE/Ag Program	578	575	483	479
Total	720	734	641	668
Annual Training Hours				
Total	1,040,360	1,103,597	1,324,533	1,389,324

Part II – Performance Measures

Performance Measure		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Goal 1						
Provide Job Training and Personal Growth Opportunities for Resident Trainees						
Trainees enrolled in Apprenticeship Programs (1) (Only if they've passed the probationary period)	actual	35	61	119	104	-----
	target	20	42	75	100	110
Trainees enrolled in Certificate or Licensure Programs (1) (e.g., CDL)	actual	11	7	16	91	----
	target	12	14	14	20	95
Total Hours of On-The-Job Training Provided	actual	*	237,920	89,339.57	312,379	----
	target	*	300,000	300,000	400,000	500,000
Total Hours of Classroom Instruction Provided	actual	*	7,676	4,313.5	12,364	----
	target	*	8,000	8,000	10,000	15,000
Skilled Training Opportunities PIE & Ag programs	actual	*	18	28	33	----
	target	*	20	13	30	35
Total Opportunities Filled by Female Resident Trainees	actual	*	67	100	118	----
	target	*	75	100	125	130
* New metric beginning in FY23 (1) Benchmark is to have year-over-year improvement of Trainees enrolled in apprentice/certificate or licensures programs.						
Goal 2 Enhance the efforts of IDOC by focusing on our own efforts to reduce recidivism and contribute to a safer corrections environment						

Performance Measure		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Increase in Participation Male	actual	*	*	-28	-14	----
	target	*	*	70	80	50
Increase in Participation Female	actual	*	*	23	18	----
	Target**	*	*	20	20	20
Trainees Hired on as FTE's	actual	-----	-----	1	1	---
	target	-----	-----	5	6	2
* New metric beginning in FY24						
Goal 3						
Develop, Retain and Advance Staff						
Percentage of Staff Obtaining 40 Hours of Training	actual	51%	82%	90%	94%	-----
	target	75%	75%	100%	100%	100%
Promotions/Separation Rate***	actual	26.5%	27%	33%	44%	-----
	target	50%	25%	30%	35%	35%
Turnover Rate*	actual	10.6%	16%	8%	14%	-----
	Industry Std	39.9%	25%	25%	15%	15%
* Target is to have a turnover rate less than industry standard for a manufacturing entity – std was obtained from Bureau of Labor Statistics						
** BLS is on a calendar year						
*** Number of promotions / number of separations – calculation does not take into consideration existing vacant positions						
Goal 4						
Self-Sustaining						
Net Retained Earnings (Loss) %	actual	-1.7%	-2.1%	-0.9%	-12%	-----
	target	-4%	-9%	-8%	-5%	-5%
Cash	actual	\$4.26M	\$3.36M	\$4.79M	\$2.41	-----
	Target*	\$3.5M	\$4.0M	\$4.5M	\$5M	\$4M
* This amount reflects an estimate of 4 months of operating capital - Actual Cash includes funds expected to be invested in capital assets						

Performance Measure Explanatory Notes

During FY25, Idaho Correctional Industries (ICI) experienced significant challenges in our Alliance program when two major partners—CS Beef and Idaho Potato—chose to discontinue the use of Resident labor. The CS Beef decision early in the year eliminated nearly 120 Resident positions and reduced annual gross revenue by approximately \$3.5 million. Later in the fiscal year, Idaho Potato made the same decision, further contracting available opportunities.

Despite these setbacks, ICI mitigated much of the impact through growth with other Alliance partners and increased hiring across our production and operations business lines. These actions allowed us to continue advancing our mission of providing meaningful work and training opportunities for Residents while maintaining overall financial stability for the agency.

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Sept

24

2025

FY27 Budget/Fiscal Update

Chris Bray, Financial Executive Officer

AGENDA

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Historic Look

2

FY27 Original Appropriation Request
& Appropriation Trends

3

County/Out of State Budget

4

Medical Budget Request

5

Overtime Trends

6

Year of Year Spend Comparison to Date

7

Spending Habits

FY24 & 25 Average Spend



Operating Costs

Functional Operating
Budget \$62M

Average Monthly Spend
~\$5.8M



Personnel Costs

\$206M Total
Budget

\$17M Average Monthly
Spend



Summary

Operating – Emergency repairs
impact operational funding

Personnel – Highly susceptible to
fluctuating overtime costs

Historic Look - Vacancy and Overtime

Fiscal Year	2021	2022	2023	2024	2025
Vacancy at End of Year	304 (15%)	329 (16%)	252 (12%)	108 (5%)	135 (6%)
Personnel Actions (Overtime, Recruitment, Retention, Equity Adj.)	\$5.4M	\$7.3M	\$8.5M	\$9.8M* RHH LUMA – Academy Backlog	\$4.9M
Personnel Savings Transferred to Operating	\$3.7M	\$0* CARES/COVID Funds Offset Costs	\$8.2M	\$0	~\$1.1M

PC Reversions for FY25 by Fund

General Fund – \$9.5K

Dedicated - \$604K

Federal and Specialty Funds - \$1.8M

Total \$2.4M

FY27 IDOC Budget Request

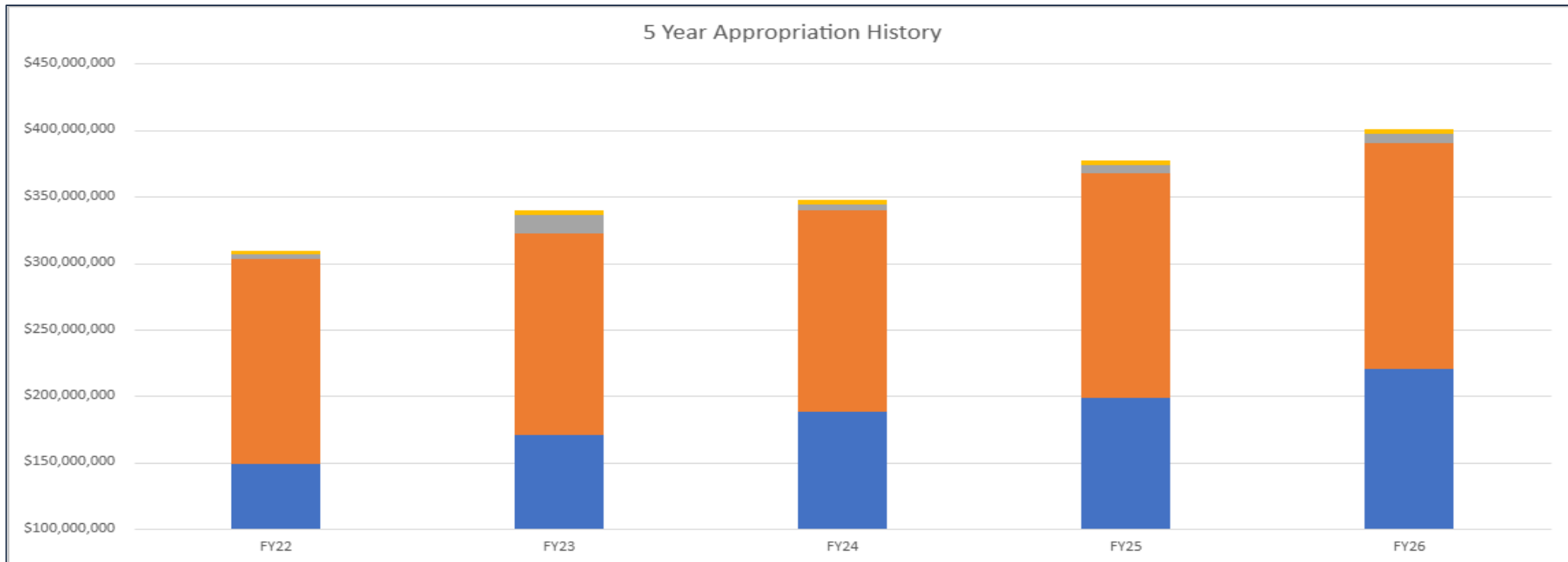
Personnel	Operating Expenditures	Capital Outlay	Trustee & Benefit	Total
\$229,199,200	\$192,477,300	\$3,068,800	\$3,246,500	\$427,991,800

\$27.3M or 6% increase over FY26

- Medical and County budgets
- Equipment
- Contract Inflation
- CEC and Health Benefits

Appropriation – 5 Year

	Personnel	Operating	Capital	Trustee & Benefit	Grand Total
FY22	\$148,744,100	\$154,014,100	\$4,038,700	\$2,846,500	\$309,643,400
FY23	\$170,581,300	\$151,503,600	\$14,461,500	\$3,246,500	\$339,792,900
FY24	\$188,207,400	\$151,887,600	\$3,917,100	\$3,246,500	\$347,258,600
FY25	\$198,214,400	\$169,627,600	\$6,011,000	\$3,246,500	\$377,099,500
FY26	\$219,936,100	\$170,103,700	\$7,457,700	\$3,246,500	\$400,744,000



FY27 Equipment Request

Personnel	Operating Expenditures	Capital Outlay	Trustee & Benefit	Total
\$0	\$1,084,900	\$2,908,800	\$0	\$3,993,700

Primary drivers:

- Repair & maintenance items: \$1.6M
- Vehicles: \$1.1M
- Misc: \$800K (beds, chairs, equipment, tools)
- Includes \$431,600 from ITS related items identified as critical security risks

3. County/ Out of State Budget (CCAR)

- FY26 Supplemental Request
 - \$14,652,200 one-time (\$51M Total)
- FY27 Line-Item Request
 - \$16,143,700 ongoing (\$52.5M Total)
- **Primary Drivers:**
 - **At 99% capacity with IDOC beds statewide**
 - **Nearly 1100 residents currently housed in county beds**
 - **At or near capacity in Arizona (600), potentially needing to increase out of state beds**

4. Medical Budget (CCAO)

- FY26 Supplemental Request
 - \$4,730,800 one-time (\$71.2M Total)
- FY27 Line-Item Request
 - \$6,797,600 ongoing (\$73.2M Total)
- **Primary Drivers:**
 - **At 99% capacity with IDOC beds statewide**

Overtime


	July		August	
	FY25	FY26	FY25	FY26
Hours	14,057	7,532	20,708	11,009
Expense	\$ 553,747	\$477,597*	\$ 511,426	\$520,392**

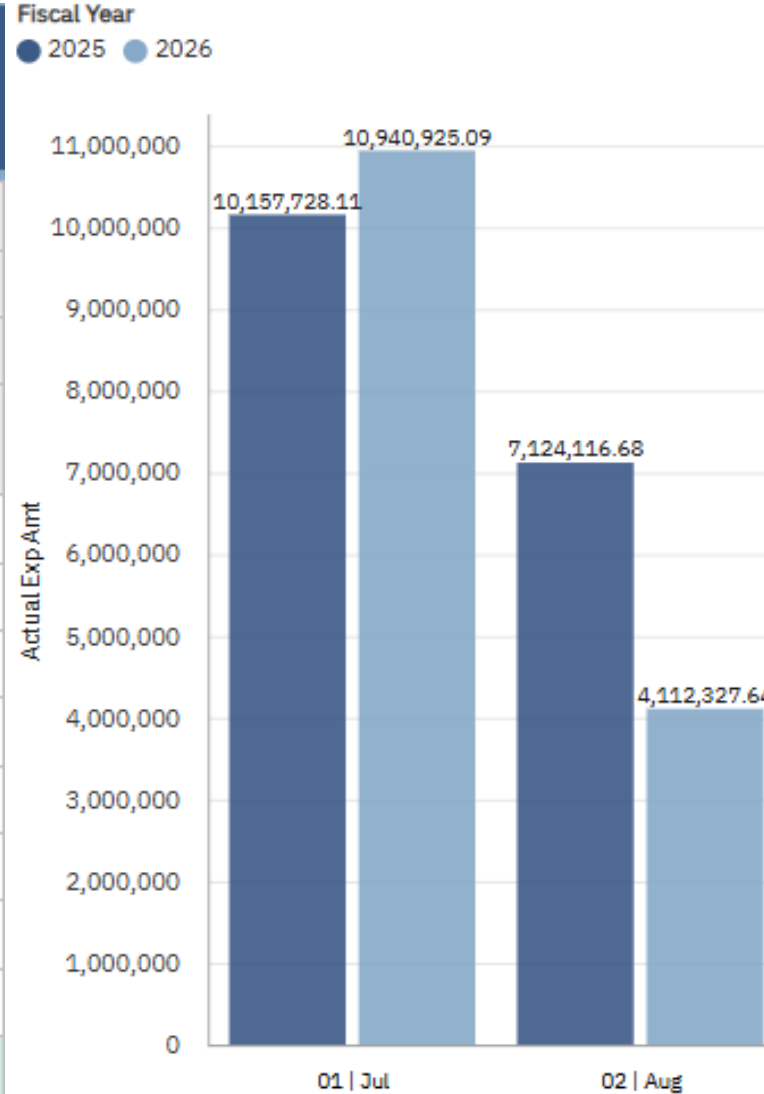
*includes holdover comp from previous year balances

**includes holiday payouts

- July 46% reduction in OT hours worked
- August 47% reduction in OT hours worked
- PWCC has higher than normal OT due to covering for SAWC during their hiring difficulty.
 - At least 8 vacancies as of 09/15/2025
- Overtime payouts have shifted from monthly to the statutorily required prior 6-month balance payout. (Starting in October 25)

Year over Year (YoY) Spend

 IDOC YoY Spend Report Operating (Exc. CCAO & CCAR) Sep 15, 2025				
	1		2	
	Jul		Aug	
	2025	2026	2025	2026
	Actual Exp Amt	Actual Exp Amt	Actual Exp Amt	Actual Exp Amt
10000	9,015,997	10,001,217	6,418,665	3,677,525
22800	0	0	0	
28200	634,548	328,503	444,272	208,467
28400	121,084	48,734	50,369	24,420
34001	0	0	0	
34800	9,522	499	33,703	28,690
34900	218,364	418,427	105,962	140,851
48105	158,213	143,545	71,145	32,374
Total	10,157,728	10,940,925	7,124,117	4,112,328



- July ~\$800K More in FY26 than FY25
- August ~\$3M reduction in FY26
- FY26 Equipment purchases quarterly

Reduced Spending

Personnel

- Hiring Freeze 30 days (non-security)
- Overtime Reduction
- Comp Balance Payout Schedules

Operating

- Cell Phone Reimbursements
- P-card Usage
- Travel
- Central Receiving Warehouse
- Contract Review
- Limited Spending

THANK YOU FOR YOUR TIME



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Strategic Engagements



27 Law Enforcement Engagements



26 Prosecutors/Events



25 Judges/Events



31 Legislators

Since April 2025

Pocatello CRC

Male Facility-Minimum Security



Construction Started: Sept '25
Projected Completion Date: Nov '26



+100 standard beds



13,000,000.00



Women's Prison

Female Facility-Minimum/Medium Security



Construction Start Date: Nov '25
Projected Completion Date: Dec '27



+560 beds
[512 standard beds/48 RDU beds]



137,400,000.00



ISCI Housing Unit

Male Facility-Medium/Low Security



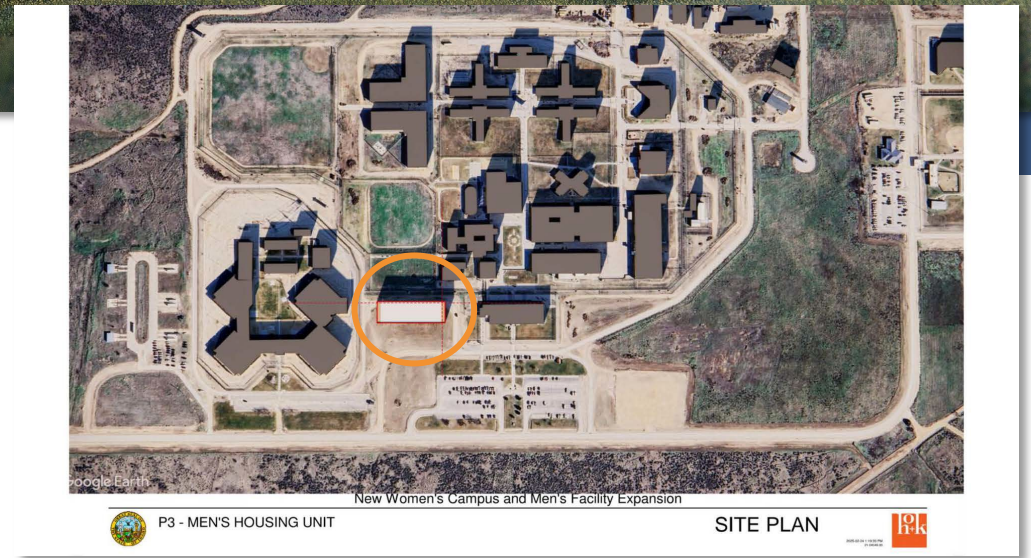
Construction Start Date: Dec '25
Projected Completion Date: April '27



+280 beds
[148 standard beds/132 special needs beds]



37,600,000.00



ICIO Resident Hall

Male Facility-Minimum Security



Construction Start Date: March '26
Projected Completion Date: Aug '27



+100 standard beds



10,000,000.00



Secure Mental Health Facility

Male/Female Facility-Medium Security



Construction Start Date: May '26
Projected Completion Date: July '27



+25 special needs beds



25,000,000.00



Image coming soon

Lewiston CRC

Male Facility-Minimum Security



Construction Start Date: Procuring Site
Projected Completion Date: TBD



+80-100 standard beds



10,200,000.00



Image coming soon