



IDAHO

DEPARTMENT OF CORRECTION

Strategic Plan

2011 - 2015

Updated June 2010

“Project Protect Idaho”

C.L. “Butch” Otter, Governor

Board of Correction

Robin Sandy, Chairman Jay Nielsen, Vice Chairman
JR Van Tassel, 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 2011 - 2015**

“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

Strategic Objectives FY 2011

Performance Measures

Our mission is to protect Idaho.

- Reduce violence in facilities

Our vision is to be leaders in offender change.

- Increase timely completions of treatment pathway by offenders

We value a professional environment.

- 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*



Brent D. Reinke, Director



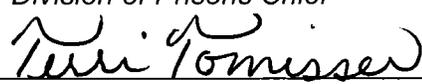
Shane Evans
Division of Education and Treatment Chief



Pam Sonnen
Division of Prisons Chief



Kevin Kempf
Division of Community Corrections Chief



Terri Tomisser
Human Resource Services Director



Tony Meatte
Division of Management Services Chief



Teresa Jones
Administrative Support Manager

Focus Areas and Five Year 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.*

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.*

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*

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.*

Correctional Integrated System (CIS): Implement the complete CIS.

- **3 yr Goal:** *Implement the internal portion of the CIS.*
- **5 yr Goal:** *Implement the external portion of the CIS.*

Resource Management and Efficiency: Effectively and accurately manage department resources for optimum use in the implementation of IDOC services

- **3 yr Goal:** *Effectively and appropriately allocate and manage IDOC funds and resources to support department goals and objectives*
- **5 yr Goal:** *Continue to optimize the appropriate use of all IDOC resources to meet current department needs*

Contracts Administration: Effectively administer contracts to manage risks, resources and outcomes

- **3 yr Goal:** *Evaluate and update contracts administration policies and procedures as needed to reduce risks, optimize use of resources and achieve desired outcome*
- **5 yr Goal:** *Continue to evaluate and update contracts administration policies as needed*

Focus Areas and Five Year 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.*

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.*

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, families and the criminal justice system.*

Short Term Goals and Objectives

2011 to 2013

SAFETY

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

- *Maintain security and operational best practices*
- *Correct identified deficiencies*
- *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 in current resource environment of less resources; use of technology, etc. to enhance, maintain standards for in-service training*
- *Develop a plan and train staff for quick response plan to institutional incidents*
- *Enhance staff safety by adding to the use of force continuum*
- *Enhance staff safety at central / district offices through training and facilities structural changes*
- *Enhance community safety using existing law enforcement tools*

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

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

ACCOUNTABILITY

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

- *Analyze and develop workforce data and needed resources*
- *Implement the annual training continuum*
- *Continue reinforcing the image identification (branding) and marketing of corrections and correctional professionals*
- *Create a mechanism to determine current staff culture – measure environmental awareness*
- *Strengthen the selection process for probation and parole officers*
- *Review Federal health care law impact on employees and agency budget*
- *Develop relationship with local university to gain CEU status for all IDOC training and professional development*

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*
- *Create a public records SOP that incorporates CIS records categories*
- *Develop department-wide records retention policy*
- *Enhance data accuracy of offender records throughout the system*

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

- *Complete core CIS implementation*
- *Identify priorities for projects to allocate staff resources*
- *Update hardware on a regular basis to maintain a functioning IT infrastructure*

Resource Management and Efficiency: 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*
- *Continue to analyze use of human resources and reallocate as needed to optimize program effectiveness*
- *Integrate staff in developing solutions as feasible and within IDOC mission*
- *Explore revenue generating options*
- *Maintain ongoing effective strategies to recycle and reduce energy consumption*

Contract Administration: Evaluate and update contracts administration policies and procedures as needed to reduce risks, optimize use of resources and achieve desired outcome

- *Conduct consistent broad-based regular contracts review and monitoring, including during development*
- *Provide needed staff to meet contract requirements*
- *Develop and retain accurate records as needed*

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.

- *Continue to develop critical partnerships, while maintaining current partnerships*
- *Define and clarify partnerships, roles and responsibilities*

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*
- *Continue communication to stakeholders based on the established communications plan*
- *Plan and develop integrated re-entry strategy*
- *Continue development and implementation of recommendations for alternatives to incarceration*
- *Develop offender housing opportunities as per need identified in master plan*
- *Coordinate with and support the Pardons and Parole Commission for optimum efficiency of offender management, including scheduled releases, programs and revocations*

OPPORTUNITIES FOR OFFENDER CHANGE

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

- *Identify systemic barriers – inter and intra agency – overall*
- *Develop and implement Offender Management Plan*
- *Evaluate and refine the IDOC sex offender management program*

Short Term Work Plan - 2011 to 2013

Safety

Safety - Goal: <i>Maintain the safety of IDOC staff, offenders and the public.</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Maintain security and operational best practices • Continue audits	Ongoing	Prisons Chief		
Correct identified deficiencies	Ongoing	Prisons Chief		
Update the Standard Operating Procedures (SOPs) as needed to reflect the results of the baseline analysis	Ongoing	Policy Coordinator Division Chiefs		
Implement training plan and conduct annual safety training for all staff in the current environment of less resources; Include the use of technology, etc. to enhance and maintain standards for in-service training • Integration of plan for other staff – coordinate with existing division plans and supporting actions • Continued maintenance of training calendar on EDOC – use approved curriculum consistency • Develop and implement education and treatment academy for new employees (<i>1st of 4-part annual academy</i>)	Annually and ongoing Ongoing Ongoing 1/11	Training Director CSAT CSAT Training Director, Ed & Treatment Chief		
Develop a plan and train staff for quick response to institutional incidents	5/10-7/11	Prisons Chief		
Enhance staff safety by adding to the use of force continuum • Batons	7/10 6/11	CCD Chief	Training required	

<p>Enhance staff safety at central and district offices through training and facility structural changes</p> <ul style="list-style-type: none"> • Employee safety training • Employee safety drill • Secure work areas to require key-card access (Central Office) 	<p>Ongoing 7/10 4/10-9/10</p>	<p>Central Office: OPS Investigations supervisor</p>		
<p>Enhance community safety using existing law enforcement tools</p> <ul style="list-style-type: none"> • Develop NCIC data entry system for probationers and parolees • Review and streamline ILETS use • Develop transitional plan for ILETS • Install new software 	<p>10/10 7/10 9/10 5/12</p>	<p>CCD Chief OPS investigations supervisor/HRS Director-ILETS</p>		

Short Term Work Plan - 2011 to 2013
Safety: Facilities and Work Units

Facilities and Work Units - Goal: <i>Modify and implement the IDOC facilities plan to support controlled growth</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Develop, implement and evaluate new beds to support controlled growth <ul style="list-style-type: none"> • Open CAPP • Fill CAPP beds • Open TC Rider beds • Secure MH facility beds 	Ongoing 7/10 7/10-10/10 9/10 Funding dependent	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 to reflect realistic resources	Ongoing	Mgmt Svcs Chief Leadership Team		

Short Term Work Plan - 2011 to 2013
Accountability: Staff Professionalism

Staff Professionalism - Goal: <i>Continue to improve and enhance the professionalism of IDOC staff</i>				
Objectives / Actions	Schedule Begin / finish	Responsibility	Resources Needed	Comments / Status / Date
Analyze and develop workforce data and needed resources <ul style="list-style-type: none"> • Plan components to include <ul style="list-style-type: none"> ○ Begin dev of succession plan ○ Develop a specific plan for staff recruitment, retention and promotion ○ Revise/update compensation policy 	6/13 7/11 7/11	HRS Director	Contractor required	
Implement the annual training continuum <ul style="list-style-type: none"> • Create and implement core supervisory skills training <ul style="list-style-type: none"> ○ Implement Basic Supervisor Course ○ Analyze leadership training options for mid- and upper levels 	12/10 7/10	CSAT HRS Director HRS Director		
Continue reinforcing the image identification (branding) and marketing of corrections and correctional professionals <ul style="list-style-type: none"> • Redesign the IDOC web site • Active new website • Launch weekly, DOC 'positive news' as part of internet launch • Research Facebook And RSS feeds • Market Project "Protect Idaho" & "Controlled Growth" 	9/10 12/10 1/11, 2/11 3/11 3/11 ongoing	IT and Director's Office PIO Director's office	Contingent on project list and priority determined by leadership	
Create a mechanism to determine current staff culture – measure environmental awareness <ul style="list-style-type: none"> • Assist facility personnel to develop specific plans to support this objective 	10/10 7/11	Prisons Chief		

Strengthen the selection process for probation and parole officers <ul style="list-style-type: none"> • Create a pre-employment polygraph program 	9/10 7/11	CCD Chief	Investigator training	Announcement is out May need training
Review federal health care law change impact on employees and agency budget <ul style="list-style-type: none"> • Review with Health and Welfare • Develop action plan 	7/10	Director's Ofc.		
Develop relationship with local University to gain CEU status for all IDOC training and professional development	7/10-7/11	Leadership, Ed & Treatment Chief		E&T is working to establish this with CWI and recommend this be expanded to agency wide.

Short Term Work Plan - 2011 to 2013
Accountability: Quality Assurance

Quality Assurance - Goal: <i>Develop and begin implementation and monitoring of a thorough quality assurance program to standardize and monitor IDOC services.</i>				
Objectives / Actions	Schedule Begin / finish	Responsibility	Resources Needed	Comments / Status / Date
Define and develop an integrated quality assurance program <ul style="list-style-type: none"> Integrate individual department QA activities into the beginning draft Develop a framework for the program; goals, categories and components 	7/10 – 12/10	Leadership team with QA Manager	lack current resources to develop as described	
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 program	Leadership team w/ Policy Coord.		
Create a public records SOP that incorporates CIS records categories <ul style="list-style-type: none"> Evaluate CIS records and include revised language to identify public and records in protected Train staff who manage records to follow SOP 	6/10-12/10	Deputy Attorney General (Loomis), PIO, Records DA Office (Loomis)		
Develop a department-wide records retention policy including: <ul style="list-style-type: none"> Central Office offender correspondence Public records requests Evaluation & Compliance contracts (review and approve) Director's Office 	Underway- complete by 6/11 Dir Ofc begin 6/11	MA-Director's Office		
Enhance data accuracy of offender records throughout the system <ul style="list-style-type: none"> Centralize and standardize input of sentencing information 	Underway – complete by 6/11	CCD Chief		

Short Term Work Plan - 2011 to 2013
Accountability: Correctional Integrated System

Correctional Integrated System - Goal: <i>Implement the internal portion of the CIS</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Complete Core CIS Implementation <ul style="list-style-type: none"> • Convert from Reflections to CIS • Develop reporting • Implement phase II • Application modularization 	9/09 - end tbd 9/09 – end tbd 6/10 – end tbd 6/10 – end tbd	Mgmt Svcs Dpty Chief		TBD by the priorities placed on the resources with any new projects.
Identify priorities for projects to allocate staff resources	Ongoing	IT, Business, EUSC & Leadership		IT will continue to enhance the project process and visibility.
Update hardware on a regular basis to maintain a functioning IT infrastructure	Replacement funds every budget year.			

Short Term Work Plan - 2011 to 2013
Accountability: Resource Management and Efficiency

Resource Management and Efficiency - Goal: Effectively allocate and manage IDOC funds and resources to support department goals and objectives				
Objectives / Actions	Schedule Begin / finish	Responsibility	Resources Needed	Comments / 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 	CCD – 9/10	CCD Chief		
Implement centralized purchasing and receiving <ul style="list-style-type: none"> Develop implementation plan Include fleet Mgmt 	2013 - tentative	Mgt Services Division Chief		
Continue to analyze use of human resources and reallocate as needed to optimize program effectiveness <ul style="list-style-type: none"> Ed and Treat Other divisions 	7/10 Update annually	Ed & Treat Chief Other Chiefs		
Integrate staff in developing solutions as feasible and within IDOC mission <ul style="list-style-type: none"> Food Service Redesign Review other systems 	12/09-ongoing 7/10- ongoing	Mgt Services Chief/Prisons Chief		
Explore revenue-generating options <ul style="list-style-type: none"> Develop video visiting implementation plan Implement video visiting 	10/10 7/11	Leadership Team		
Maintain ongoing effective strategies to recycle and reduce energy consumption <ul style="list-style-type: none"> Implement Recycling Program, South Boise Implement identified energy savings 	9/10 Ongoing	Prisons Chief Wardens		

Short Term Work Plan - 2011 to 2013
Accountability: Contract Administration

Contract Administration - Goal: <i>Evaluate and update contracts administration policies and procedures as needed to reduce risks, optimize use of resources and achieve desired outcome</i>				
Objectives / Actions	Schedule Begin / finish	Responsibility	Resources Needed	Comments / Status / Date
<p>Conduct consistent broad-based regular contracts review and monitoring, including during development</p> <ul style="list-style-type: none"> • Collaboratively Develop Policy and SOP for contract admin • Develop SOP for each identified contract <ul style="list-style-type: none"> ○ ICC, Health Care and CAPP • Monthly presentation from contract administration as appropriate to leadership team <ul style="list-style-type: none"> ○ Monitor outcomes for possible contracts change ○ Include input from line staff ○ Develop contracts with ability to respond to changes and new conditions, including immediate response to change as needed • Leadership team involvement, including legal input when appropriate in contract RFP development, including progressive actions for non-compliance • Provide ongoing clinical supervision of ICC / CAPP 	<p>7/10 -8/10</p> <p>ICC: 9/10 All SOPs complete 12/10</p> <p>6/10 – ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Quality Assurance Mgr/Leadership Team</p> <p>Dpty Atty Gen./Leadership Team</p>		
<p>Provide needed staff to meet contract requirements</p> <ul style="list-style-type: none"> • Assess staff assignments and organizational reporting structure- identify and reallocate staff as needed 	<p>6/10 – 10/10</p>	<p>Chief mgmt Svcs/Dpty Chief Eval/Comp</p>		
<p>Develop and retain accurate records as needed</p> <ul style="list-style-type: none"> • Develop QA process for contracts Mgmt. <ul style="list-style-type: none"> ○ Take action when contracts are not satisfied • Maintain communication protocols 	<p>6/10 – 8/10</p>	<p>Dpty chief Eval/Comp</p>		

Short Term Work Plan - 2011 to 2013 Partnerships

Partnerships - Goal: <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 / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / 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		

Short Term Work Plan - 2011 to 2013
Partnerships: Effective Offender Management and Growth

Effective Offender Management and Growth - Goal: <i>Enhance partnerships to increase the percentage of releases for eligible offenders and improve the effective management of offender growth</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Develop working relationships with governments and local provider networks				
Continue communication to stakeholders based on the established communications plan	Ongoing	Board, Director and Leadership Team		
Plan and develop integrated re-entry strategy <ul style="list-style-type: none"> Continue education on CAPP and re-entry 	Ongoing	Mgt Services and Ed & Treatment Chiefs		
Continue development and implementation of 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 transformational work group – 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, transformational work group, CCD and IAC CCD Chief CCD Chief , Courts and Parole Comm.		
Develop offender housing opportunities as per need identified in master plan <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		

<p>Coordinate with and support the Commission of Pardons and Parole (Commission) for optimum efficiency of offender management, including scheduled releases, programs and revocations</p> <ul style="list-style-type: none"> • Joint strategic plan objective development • Coordinate with Commission to implement video conferencing for parole hearings • Revise parole request for information (RFI) approval plan. <ul style="list-style-type: none"> ◦ Develop SOP for RFI • Provide IT assistance to P&P in reports format and development • Add Commission representative on the Sex Offender Mgmt Board 	<p>Initiated 5/10 Underway/compl ete 9/10</p> <p>7/11</p> <p>1/11</p> <p>7/10</p> <p>7/10</p>	<p>Directors Ofc</p> <p>Mgt Services Dpty Chief, Prisons Chief, CCD Chief</p> <p>CCD Chief Mgt Svcs. Deputy Chief</p> <p>CCD Admin. Support Mgr</p>	<p><i>All actions in coordination with Commission of Pardons and Parole</i></p>	
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Short Term Work Plan - 2011 to 2013 Opportunities for Offender Change

Continuum of Services - Goal: <i>Identify and implement systemic strategies to resolve the road blocks to successful offender change</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
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 transformation work group efforts 	Ongoing 12/09-Tbd 6/10- tbd	Ed & Treat Chief & Dpty Chief ICSA and HW With HW		
Develop and implement Offender Management Plan <ul style="list-style-type: none"> • Offender management SOP • Mental health SOP • SOTP SOP • Pathways manual • Direct services manual • Case management manual • Mental Health manual • SOTP manual 	Ongoing 7/10 8/10 10/10 7/10 9/10 12/11 8/10 12/11	E&T Chief		
Evaluate and refine the IDOC sex offender management program (In accordance with SOMB development and CSOM recommendations for Idaho)	Begin 2011- Ongoing	Ed & Treat Chief CCD Chief		

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.

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 – every other month	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 by division 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
Director's Memo	Inform staff on department issues	Director	e-mail	2		

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, Dir. Of, lawmakers, Dpty, 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	4	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 with Division input/IT	
Video	Educate and motivate		Video	6	Director's Office	
Educational Packet	Education	Public	Video, department brief, current brief sheet	5	Director's Office	

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

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

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

B. Monthly Strategic Plan Progress Review

- 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
 - Current status of the objective, action, etc.
 - Outstanding needs to make progress, complete, etc.
 - Obstacles to progress, completion, etc.
 - Resource needs, status, etc.
 - Celebrate successes
 - Upcoming steps and actions
- Discussion regarding possible minor changes to the plan; goals, objectives, etc.

C. Semi Annual Plan Review

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

D. Annual Plan Review

- Thorough plan status / progress review
- Validate support for mission, vision and values
- Discussion of plan adjustment as needed to reflect changing department needs, internal and external conditions, available resources, etc.
- Modification of goals and objectives as needed - Identify new goals as needed
- Identify new performance measures for the coming year
- Develop associated partnership strategies to achieve goals, objectives, etc.
- Determine funding needs and legislative requests as required
- Determine need for more extensive plan revisions and process
- Pursue additional planning efforts if needed to update the long range plan

E. As Needed Actions

- Develop and implement change management processes as needed to support effective plan implementation

Long Term Goals and Objectives

2014 to 2015

SAFETY

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

- *Review and utilize new technology for safety and efficiencies*
- *Review new policies and practices to become more efficient at managing low risk offenders*

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

- *Implement modified masters facilities plan*

ACCOUNTABILITY

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

- *Create and implement a workforce development plan*
- *Explore education assistance program for staff*

Quality Assurance: Implement the quality assurance program as designed to ensure the delivery of excellent IDOC services

- *Fully implement the quality assurance program*

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

- *Continue developing business rules including performance measures, data needed and desired outcome*
- *Sharing information with Idaho agencies*
- *Implement Medical Module*

Resource Management and Efficiency: Continue to optimize the appropriate use of all IDOC resources to meet department needs

- *Implement zero-based budgeting for remaining divisions*

Contract Management: Continue to evaluate and update contracts administration policies as needed

- *Continue contract review and monitoring based on SOPs developed*

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.

- *Refine plan and policy for treatment pathways*

Long Term Work Plan - 2014 to 2015
Safety

Safety - Goal: <i>Continue to maintain the safety of inmates, IDOC staff and the public.</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Review and utilize new technology for safety and efficiencies <ul style="list-style-type: none"> Research and implement Bar coding for staff & offenders/volunteers and contract staff. 	Ongoing 7/14	Prisons Chief / CCD Chief IT Mgr.		
Review new policies and practices to become more efficient at managing low risk offenders	7/14	CCD Chief	2 staff from central office to monitor and supervise	

Long Term Work Plan - 2014 to 2015
Safety: Facilities and Work Units

Facilities and Work Units - Goal: <i>Continue implementation of the modified IDOC facilities plan</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Implement modified master facilities plan	7/14	Mgmt Svcs / Fac. Const. Mgr.		Revised plan must first be completed prior to assigning a schedule

Long Term Work Plan - 2014 to 2015
Accountability: Staff Professionalism

Staff Professionalism - Goal: <i>Continue to improve and enhance the professionalism of IDOC staff.</i>				
Objectives / Actions	Schedule Begin / finish	Responsibility	Resources Needed	Comments / Status / Date
Create and implement a workforce development plan -include Minimum qualifications -Implement Pay plan -implement training plan	7/14	HRS Director		
Explore education assistance program for staff	12/15	HRS Director		

Long Term Work Plan - 2014 to 2015
Accountability: Quality Assurance

Quality Assurance - Goal: <i>Implement the quality assurance program as designed to ensure the delivery of excellent IDOC services.</i>				
Objectives / Actions	Schedule Begin / finish	Responsibility	Resources Needed	Comments / Status / Date
Fully implement the quality assurance program -including management reporting	7/14	Leadership Team		

Long Term Work Plan - 2014 to 2015
Accountability: Correctional Integrated System

Correctional Integrated System - Goal: <i>Implement the external portion of the CIS.</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Continue developing business rules <ul style="list-style-type: none"> • Include performance measures, needed data and desired outcome 	7/14	Mgmt Svcs Dpty Chief	Contractor	Funding contingent No funding available 11/09
Sharing information with Idaho agencies; ISTARS, Courts First	7/14	Mgmt Svcs Dpty Chief(SF)	Other agencies, contingent on IT project priorities	
Implement Medical Module	7/14	Mgmt Svcs Dpty Chief (SF)	Medical staff	

Long Term Work Plan - 2014 to 2015
Accountability: Financial and Resource Management

Resource Management and efficiency- Goal: <i>Continue to optimize the appropriate use of all IDOC resources to meet current department needs</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Implement zero based budgeting for remaining divisions	Prisons and Ed & Treat. 7/14	Mgmt Svcs to coordinate with leadership team input and Director as to format and detail		

Long Term Work Plan - 2014 to 2015
Accountability: Contract Administration

Contract Administration - Goal: <i>Continue to evaluate and update contract administration policies as needed</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Continue contract review and monitoring based on SOPS developed	7/14	Management Services Chief		

Long Term Work Plan - 2014 to 2015
Partnerships

Partnerships - Goal: <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 / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / 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 ICOSA) 	7/14 – 7/15	Leadership Team		
	6/12- 6/15	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	Leadership Team CCD Chief	IAC, ISA, CJC, shared employees	

Long Term Work Plan - 2014 to 2015
Partnerships: Effective Offender Management and Growth

Effective Offender Management and Growth – Goal: <i>Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Pursue funding sources	Ongoing	Leadership Team	CJC	
Implement diversionary plans	Ongoing	Leadership Team	CJC	

Long Term Work Plan - 2014 to 2015
Opportunities for Offender Change

Continuum of Services - Goal: <i>Design and implement a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system.</i>				
Objectives / Actions	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments / Status / Date
Refine plan and policy for treatment pathways	7/14	Ed & Treat Chief		
<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 	7/14	Ed & Treat Chief		
	7/14	Ed & Treat Chief		



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