FY2027 OPERATIONAL PLAN

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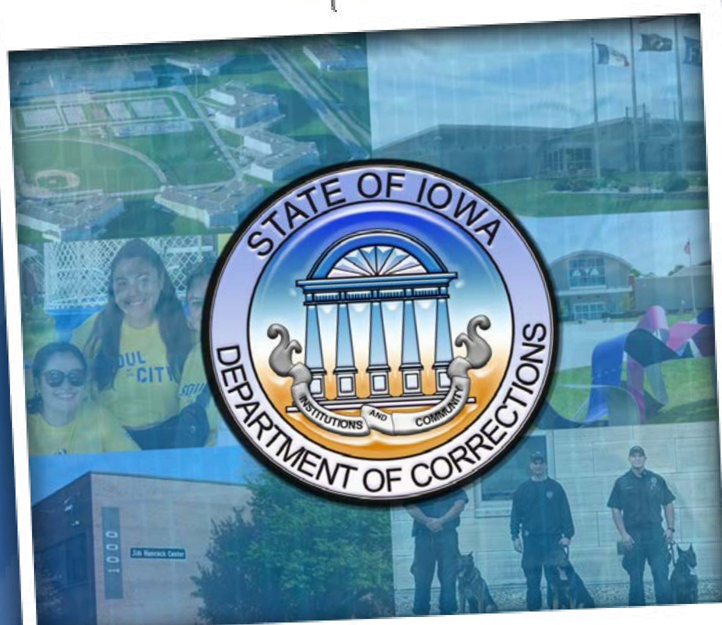
JULY 1, 2026-JUNE 30, 2027

IOWA DEPARTMENT OF CORRECTIONS



WHAT'S *Inside*

FY2026 OPERATIONAL PLAN

MISSION, VISION, & Core Values

OUR MISSION

Creating Opportunities for Safer Communities

OUR VISION

An Iowa with no more victims

CORE VALUES

The following five core values represent the essential traits of an organizational culture required to successfully implement and sustain strategic change. By intentionally institutionalizing these characteristics, DOC staff will be fully equipped with the mindsets, practices, and professional resilience needed to achieve the department's vision for the future.

- ***Flexibility*** *is defined as maintaining organizational agility by demonstrating the ability to adapt effectively and rapidly to evolving operational circumstances; this includes a commitment to an open-minded approach for implementing necessary modifications and a display of resilience to sustain performance when faced with complex challenges.*

- ***Innovation*** *means cultivating an environment that encourages strategic, forward-thinking solutions that move beyond conventional methods; this requires dedicating resources to implementing creative, evidence-based solutions for systemic problems and promoting calculated experimentation to drive operational efficiency.*

- ***Courage*** *is the commitment to act with moral and professional fortitude when navigating complex, adverse, and uncertain situations, which includes embracing and upholding accountability for our decisions at all levels and fostering a culture that views mistakes as critical learning opportunities for continuous improvement.*

- ***Trust*** *is established through transparent decision-making processes and authentic, open communication across the department; this is supported by ensuring a system of multi-directional feedback where staff feel safe and empowered, and by maintaining organizational integrity through consistently adhering to stated commitments.*

- ***Professional Development*** *prioritizes the ongoing growth of our staff by formally recognizing and investing in opportunities for continuous learning, implementing a structured system of regular performance and goal discussions to align individual contribution with strategic objectives, and utilizing unique, tailored development plans to guide and support the career trajectory of every member of the workforce.*

ORGANIZATIONAL *Structure*

Elizabeth Dehne
Executive Assistant

Beth Skinner, PhD
Director

Joel McAnulty
Deputy Director of Community Based Corrections

Delbert Longley, EO3

District Directors
1st - Denise Cooper
2nd - Amanda Milligan
3rd - Mark Covey
4th - Kip Shanks
5th - Darin Cox
6th - Vacant
7th - Rob Metzger
8th - Dan Fell

Jennifer Guild
Asst. Deputy Director

Ryan Burgin, PP2
Amanda Cox, EO3
Christy Fyfe, EO3
Simona Hammond, EO2
Kelly Johnson PPO3
Holly Kelley, PP3
Sara Lynch, EO2
Sarah McClure, Temp
Abby Williams, PP2

Marcy Stroud
Deputy Director of Prison Operations

Vacant, SEC2

Deanne Krumm
Asst. Dept. Director
Wade Barcus, CompliOf
David Southwick, CompliOf

Wardens
ASP - Brian Foster
CCF - Aaron Sharr
FDCF - Don Harris
ICIW - Michelle Waddle
IMCC - Mike Heinricy
ISP - Janie Mendez
MPCF - Kristen O'Hare
NCCF - Don Harris
NCF - Adam Yetmar

Sonya Sellmeyer, PSM1
Lynn McDonnell, INV3
Daniel Pingel, INV3
Martha Scanlan, INV3
Dave Siler, INV3

Ken Pirc, PSM2
Offender Services
Amber Connolly, EO3
Carey Fox, EO3
Johana Herdrich, EO2
Bailey Kearney, EO2
Kimberly Kessens, EO3
Sarah Ressler, ASA3

Katrina Carter, PSM2
Rohey Sallah, EO3
Jennifer Seil, EO3
Shea Sullivan, PP3

Bob Fairfax
Deputy Director Iowa Prison Industries

Ann Baughman, PSM1
Michael Lynch, SIS
Justin Opfer, PSM1
Clint Schmidt, PSM2
Chad Squires, PSM1

Michele Anderson, AA2
Chris Becker, PP1
Karen Donahue, SIPT
Karyn Hartwig, SIS
Chris Hoisington, AA2
Tammy Nielsen, PP3
Barb SniderLucht, ASA1
Andrea Voyna, AA2

Shannon Archer
General Counsel

Kristian Anderson, ALJ2
Jennifer Bonnett, AA2
Melissa Clarke, ALJ2
Naeda Elliott, ALJ2
Paul Gager, ALJ2
Julie Medina, ALJ2
Renee Sneitzer, ALJ2

Dawn Hansen
Human Resource Director

Shelby Gibson, HRP1
Vacant, HRP1

Dr. Michael Riley
Health Care Administrator

Dr. Usha Chhatlani
Mental Health Director

William Yohe
Pharmacy Director

Tasha Rooks, PSM2
Pam Shepard, SEC2
Doctors
Dentists

Board of Corrections

An advisory board for the DOC that meets quarterly

ORGANIZATIONAL Structure

Paul Cornelius
Chief of Staff

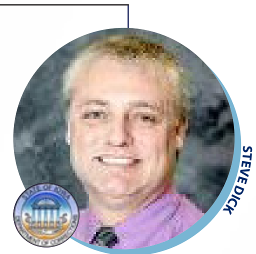
Zach Carlyle, IS2
Madison Elbert, AA2
Jen Rathje, EO3
Mary Roche, EO2
Laura Scheffert, EO3

Dwain Caldwell
Research Director

Heather Bell, EO3
Julie Cline, EO3
Chad Hepperly, EO3
Sharee Lind, MA3
Payton Miloser, SRA2
Brianne Potts, MA2
Alfredo Rodriguez, EO3
Shannon Ryan, DS2

Roxann Scheffert
Training Director

Pat Butz, TS2
Cortney Curry, TS2
Mike Duncan, TS2
Tommy Grant, TS2
Robert Hazen, TS2
Sarah Holder, EO3
Tom Larson, TS2
Dustin Shannon, TS2
Jarryd Walker, ASA3



Steve Dick
Financial Manager

Melissa Kopaska, ACC2
Great Joy Ndiva, BA3

Board of Corrections

An advisory board for the DOC that meets quarterly

CORE FUNCTIONS & Services

POPULATION SERVICES

Population Services *focus on intake and classification, case management, education, vocational training, mental health support, and reentry planning to reduce recidivism.*

SUPERVISION & CUSTODY

Supervision & Custody *ensure secure and well-maintained facilities, effective supervision, healthcare, food services, work programs, and contraband prevention.*

TREATMENT & PROGRAMMING

Treatment & Programming *efforts include substance abuse recovery, mental health services, anger management, sex offender treatment, family support, and cognitive-behavioral interventions to promote long-term behavioral change.*

BASIC LIFE CARE

Basic Life Care *provides for the basic daily needs of individuals in custody, including safe housing, nutrition, clothing, sanitation, and access to medical and mental health care in a secure and humane environment.*

LEADERSHIP & OVERSIGHT

Leadership & Oversight *supports its operations and mission. Key functions include budgeting and financial oversight to allocate resources responsibly, facility maintenance and infrastructure management to maintain safe and functional correctional institutions, and human resources and staff development to recruit, train, and retain qualified personnel.*

INFORMATION SYSTEMS & RECORD MANAGEMENT

Information Systems & Records Management *focus on technology and data management to enhance security, streamline operations, and improve decision-making.*

OPERATIONAL Goals

POPULATION SERVICES GOALS

Advance population outcomes and system effectiveness by strengthening intake and classification, case management, education, vocational training, mental health support, and reentry planning. These efforts support reduced recidivism and increased successful community reintegration, aligning with Strategic Priority 2: Reentry, Treatment, and Programming, while reinforcing a safe and stable system under Strategic Priority 1: Safety and Security.

SUPERVISION & CUSTODY GOALS

Maintain safe, secure, and well-functioning facilities through effective supervision, healthcare, food services, work programs, and contraband prevention. These efforts reinforce a safe and secure system under Strategic Priority 1: Safety and Security, while supporting rehabilitation and readiness for reentry under Strategic Priority 2: Reentry, Treatment, and Programming.

TREATMENT & PROGRAMMING GOALS

Strengthen community supervision and support by enhancing probation and parole services, residential and work release programs, electronic monitoring, substance abuse treatment, and employment assistance. These efforts promote successful reintegration and reduced recidivism, aligning with Strategic Priority 2: Reentry, Treatment, and Programming, while maintaining accountability and public safety under Strategic Priority 1: Safety and Security.

BASIC LIFE CARE GOALS

Promote long-term behavior change by expanding access to substance abuse treatment, mental health services, anger management, sex offender treatment, family support, and cognitive-behavioral interventions. These efforts support reduced recidivism and improved individual outcomes, aligning with Strategic Priority 2: Reentry, Treatment, and Programming, while contributing to a safer system under Strategic Priority 1: Safety and Security.

LEADERSHIP & OVERSIGHT GOALS

Ensure effective and sustainable operations by strengthening budgeting and financial oversight, facility maintenance and infrastructure, and human resources and staff development. These efforts support a well-resourced, stable system aligned with Strategic Priority 1: Safety and Security, while enabling successful program delivery under Strategic Priority 2: Reentry, Treatment, and Programming.

INFORMATION SYSTEMS & RECORD MANAGEMENT GOALS

Enhance system performance and decision-making by advancing technology, data management, and records systems to improve security, efficiency, and information sharing. These efforts support a safer, more coordinated system under Strategic Priority 1: Safety and Security, while enabling data-driven improvements aligned with Strategic Priority 2: Reentry, Treatment, and Programming.

METRICS & Measures

POPULATION SERVICES

GOAL **Strengthen population management and risk-based decision-making**

Advance a data-driven, system-wide approach to population management by ensuring individuals are accurately assessed and placed in the most appropriate custody and supervision settings based on validated risk and need. This approach supports public safety, effective resource utilization, and reduced recidivism, while aligning placement decisions with evidence-based practices.

This goal emphasizes the use of standardized assessment tools, consistent classification practices, and continuous quality improvement (CQI) to ensure accuracy, fairness, and system alignment. It also includes strengthening data transparency and reporting to provide stakeholders with clear, reliable information that supports informed decision-making and ongoing evaluation of sentencing and supervision practices.

OUTCOME MEASURES

	FY25 Actuals	FY27 Target
Number of total DRAOR Audits (Institution & CBC)	541	550
Number of total Case Review Audits (Long + Short Form) Completed (CBC)	999	1,000
Number of Core Interventions started (Institution)	6,501	6,550
Number of individuals on GPS, Radio Frequency, or SCRAM Monitoring (All)	3,666	3,700
DOC Requests for Release Review sent to Board of Parole	4,598	4,600
Number of Board of Corrections Meetings per year	4	4

STRATEGIES

· Standardize and strengthen assessment practices by continuing the use of validated risk and needs assessments across Community-Based Corrections (CBC) and institutional admissions to ensure consistent, data-driven placement decisions
· Enhance program access and system responsiveness by actively monitoring program placement, capacity, and waitlists to ensure timely enrollment aligned with projected release dates and reentry planning needs

SUPERVISION & CUSTODY

GOAL *Strengthen safety, security, and operational stability*

Establish and maintain a culture of safety and security across community supervision and institutional operations by ensuring effective staffing, resource alignment, and consistent operational practices. This goal focuses on enhancing system stability, staff capacity, and proactive supervision strategies to support safe environments for staff, individuals in our care, and the communities we serve, in alignment with Strategic Priority 1: Safety and Security.

OUTCOME MEASURES

Staff Assaults by Assault Type	FY25 Acutals	FY27 Target
Number of Staff Assaulted - Resulting in Injury	5	0
Number of Staff Assaulted - Throwing Substance	75	50

Major Reports With & Without Gang Affiliation	FY25 Actuals	FY27 Target
Major Reports - Without STG	254	250
Major Reports - With STG	177	130

Insitution & CBC Vacancies	FY25 Actuals	FY27 Target
Institution Vacancies (RN, LPN, CO)	175	140
CBC Vacancies (RO, PPO)	71	65

Institution and CBC	FY25 Actuals	FY27 Target
Personal Safety Training Sessions Completed	6,554	7,000

STRATEGIES

· *Regular review of Safety and Security Policies*

TREATMENT & PROGRAMMING

GOAL ***Provide appropriate intervention strategies consistent with risks and needs to assure accountability and risk reduction***

This goal encompasses a wide range of programs and services designed to hold individuals accountable for their criminal behavior and improve the potential to become a law-abiding citizen. Core programs that impact behavior change and reduce risk are work, education, substance abuse treatment, cognitive-behavioral interventions, sex offender treatment and a number of others. In recent years, research has confirmed that these core interventions do reduce future criminal behavior and are cost-effective.

OUTCOME MEASURES

Number of Intervention Closures by Closure Type	FY25 Actuals	FY27 Target
Number of Successful Core Interventions Completed (Insitution)	4,913	4,913
Number of Core Interventions Ended Unsuccessfully (Institution)	1,660	1,660
Number of individuals who successfully completed an educational intervention (Institution & CBC)	1,918	2,000
Number of individuals who successfully completed a mental health or substance abuse intervention (Institution & CBC)	5,310	5,310
Number of individuals who successfully completed OWI Programming (CBC)	38	40
Number of individuals who successfully completed a cognitive intervention (Institution & CBC)	3,325	3,400
Number of individuals who successfully completed IDAP (CBC)	1,774	1,775
Number of individuals who successfully completed Sex Offender Treatment (Institution & CBC)	275	280
Number of individuals who successfully completed a pre-employment intervention (Institution & CBC)	706	710
Number of victim contacts completed by the Victim Services team	2,060	2,100
Number of individuals who successfully completed an Apprenticeship Program (Institution)	34	50
Number of individuals who successfully completed the Tech2Connect Reentry Program (Institution & CBC)	180	200
Number of individuals who successfully completed a specialty court (CBC)	166	170
Number of individuals who successfully completed the Youthful Offender Program (CBC)	8	10
Average FTEs in the Iowa Prison Industries (IPI) Traditional Industries programs during a quarter	309	300
Average FTEs in the Iowa Prison Industries (IPI) Private Industries programs during a quarter	345	350

STRATEGIES

· Increase the number of successful core program intervention completions

· Increase the number of interventions offered via virtual platforms in an effort to serve more incarcerated individuals and clients

· Monitor risk and dosage levels to ensure we are utilizing treatment resources on the target population

BASIC LIFE CARE

GOAL *Provide constitutionally appropriate services*

This goal seeks appropriate facilities and services to provide basic needs of incarcerated individuals. Appropriate services may require specialized services for the elderly, medically needy, mentally ill, and other special populations that are occupying the corrections system at a significantly increasing rate.

OUTCOME MEASURES

	FY25 Actuals	FY27 Target
Number of partially sustained grievances (Institution)	316	300
Number of fully sustained grievances (Institution)	271	240

STRATEGIES

· *Seek major maintenance funding for aging facilities*
· *Monitor facility compliance with Life Safety inspection findings*

METRICS & Measures

LEADERSHIP & OVERSIGHT

GOAL ***The act of guiding institutions, Districts and the Department toward the Vision, Mission and Goals so that Performance Measures and Targets can be met***

OUTCOME MEASURES

	FY25 Actuals	FY27 Target
Probation/Parole caseload size - Iowa	54	47
Number of individuals served under Work Release	1,652	1,785
Prison population (as reported at end of fiscal year)	8,403	8,040
Prison capacity	6,990	6,990
Prison overcapacity rate (as reported at end of fiscal year)	20.2%	20%

STRATEGIES

- *Utilize American Correctional Association for guidance*
- *Centralize medical services*
- *Coordinate Policy development and compliance process*

INFORMATION SYSTEMS & RECORDS MANAGEMENT

GOAL ***Ensure effective decision-making in the allocation of the Department's monetary and human resources to support and optimize Information Systems and Records Management***

OUTCOME MEASURES

	FY25 Actuals	FY27 Target
Daily cost	$103.77	$103.06
Correctional officer overtime as percentage of payroll	2.5%	2.7%
Percentage of budget allocated for capital/physical asset projects	0%	0.25%

STRATEGIES

· *Monthly review of budgeting process*
· *Maintain reserves to cover unanticipated costs*
· *Monthly review of facilities needs to plan expenditures*

GOAL ***Information system and Records management***

The A21 appropriation for ICON has remained $2m since 2009. Technology and programming, however, are costs significantly impacted by inflationary rates. As the technology and programming needs of the department continue to grow, our budget to support this system remains unchanged. This reporting element will help monitor and provide guidance regarding ICON system fiscal management.

OUTCOME MEASURES

	FY25 Actuals	FY27 Target
A21 ICON System Appropriation	$2,000,000	$2,000,000
A21 Programming Costs Spent (Cumulative)	$2,195,363	$2,000,000
Remaining A21 Appropriation	-($195,363)	$0

STRATEGIES

· *Ensuring the ICON case management system is properly aligned, fiscally to support ongoing programming needs of the department*
· *A21 Appropriation and Spending*
· *Monitor Canteen and Clear Accounts within 30 days of leaving the facility*
· *Continued development of ICON. Review monthly needs and updates planned*

FY2027 OPERATIONAL PLAN

STATE OF IOWA
DEPARTMENT OF CORRECTIONS
INSTITUTIONS AND COMMUNITY