

Iowa Corrections Operational Plan



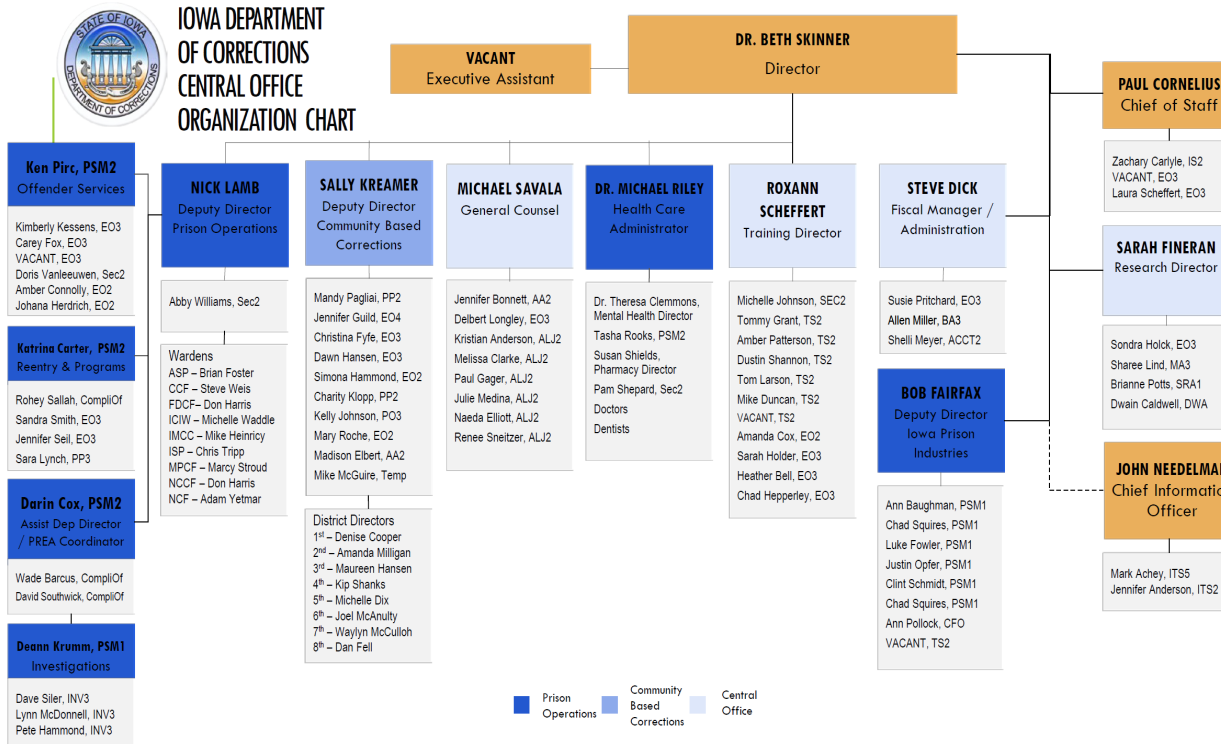
Iowa Department of Corrections

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Organizational Structure



Core Functions and Services

OFFENDER SERVICES, PRISON OPERATIONS, COMMUNITY BASED CORRECTIONS, AND TREATMENT CORE FUNCTION

- **To support the Department of Corrections mission, Offender Services, Prison Operations, Community Based Corrections, and treatment team manage offenders by their individual risk and treatment needs in order to reduce offender risk to the public.**

RESOURCE MANAGEMENT CORE FUNCTION

- **To support the Department of Corrections mission, Resource Management professionals provide leadership, human, fiscal, physical, and information resources to facilitate public safety and offender management, which is achieved by an open accessible system.**

Operational Goals for the Next Fiscal Year

Offender Services, Prison Operations, Community Based Corrections, and Treatment Core Function Goal--Improve corrections population management. This goal requires that adequate resources are available throughout the system to properly assess individual offenders and assign them to appropriate supervision and custody settings. The goal places offenders based on risk to accomplish public safety while minimizing the overall cost to the public of the corrections system. This goal also includes providing information to the public and stakeholders to assist in their review of current sentencing practices.

This goal supports governor's priority 5 (Holding Government Accountable)

Resource Management Core Function Goal – Leadership and Oversight. To support the Department of Correction's mission, Resource Management professionals provide leadership, human, fiscal, physical, and information resources to facilitate public safety and offender management, which is achieved by an open accessible system.

This goal supports governor's priority 5 (Holding Government Accountable)

Resource Management Core Function Goal - The process of making decisions about applying the Department's monetary and human resources to make the best use of a limited commodity.

This goal supports governor's priority 5 (Holding Government Accountable)

Resource Management Core Function Goal – Information system and Records Management

This goal supports governor's priority 5 (Holding Government Accountable)

The Offender Community Based Supervision, Prison Operations, and Treatment core function and desired outcomes are accomplished through the following activities:

DESIRED OUTCOMES

- Offender risk management and risk reduction to reduce crime and increase public and staff safety
 - Offenders pay debt to victim and society
 - Offender Accountability and Programming
 - Constitutional system
- 1. Offender Classification and Assessment (Risk/Needs Identification)** The systematic gathering, recording and communication of information regarding the level of risk to public safety posed by individual offenders is an essential core function. The need for accurate assessment of offender risk to the public, and corresponding appropriate placement to manage that risk must be accomplished whether an offender is committed to community supervision or incarceration. Using assessment instruments of documented reliability, such as the Dynamic Risk Assessment of Offender Reentry (DRAOR), permits staff to assign individual offenders to the appropriate level of supervision or custody. This prevents offenders from being “under supervised”, which can pose a threat to public safety, or “over supervised” which can result in excessive costs for supervision and custody than is needed. Accurately determining the specific risk/need level also permits assignment of offenders to settings providing interventions appropriate to their individual criminogenic needs.
 - 2. Offender Supervision (Supervision and Custody).** The Department of Corrections provides the actual day-to-day management of offenders in appropriate settings, either institutional or community supervision. This includes the establishment of expectations and prohibitions for each offender and monitoring individual compliance with those expectations. It also involves applications of sanctions that modify the level of supervision in those cases where offenders fail to comply with expectations. Correctional staff must be acutely aware of the behavior and attitudes of each individual offender. Providing effective supervision and custody services in a consistent fashion is fundamental to fulfilling the Department’s mission to protect Iowa communities from criminal harm.
 - 3. Offender Programming and Accountability (Risk Reduction – Criminality Issues/Treatment/ Education and Work).** The Department places offenders in programs intended to hold them accountable for their prior criminal behavior and reduce the likelihood of an offender becoming involved in future criminal behavior. The Department uses research-based strategies to address the principal factors associated with past criminal behavior, promote the development of positive, pro-social skills, and restructure attitudes to reduce future risk to the community. These activities also focus on offender restitution and restorative justice concepts that emphasize offender accountability for past behavior and past harm to the community. The specific programs include substance abuse treatment, education, vocational education, work programs, sex offender treatment, anger management, cognitive restructuring, criminal thinking programs, and more.
 - 4. Basic Life Care (Basic Needs/Medical).** The Department must provide the basic housing, dietary, physical, medical and other services required to maintain supervision and custody of offenders in 24-hour settings such as correctional institutions and community-based residential facilities. In addition, offenders under field supervision have housing and subsistence issues that supervising

staff must be aware of in order to accomplish proper intervention and monitoring of offender activity and compliance with the conditions of supervision. In all confinement facilities-jails as well as prisons and community residential facilities- there are certain constitutional requirements which must be met, especially in such areas as life safety, general conditions of confinement, overcrowding, health care, personal safety, and access to programs. Meeting these constitutional requirements is not optional. It must be done regardless of workload and cost and is in addition to the demands outlined in the other Departmental activities. Since correctional facilities require many months to plan and build, and are very expensive to construct and operate, considerable long-term planning is required to accommodate needs while remaining fiscally responsible.

The Resource Management core function and desired outcomes are accomplished through the following activities: Leadership and Oversight, and Fiscal and Resource Management.

DESIRED OUTCOMES

- Ensure adequate resources to maintain infrastructure and delivery of services.
- A system that is fiscally responsible.
- Monthly review of physical assets to plan for expenditures.
- Ensure adequate staffing resources.
- A system that is responsive to stakeholders and the public.
- A system that uses information technology effectively to ensure complete, accurate, and accessible information.
- A system that seeks to improve its delivery of services to the people of Iowa.

The Department must provide the support, personnel, fiscal, employee development, information systems, and coordination of services to enable each of the activities in the Offender Supervision, Custody and Treatment Core Function to be accomplished in the most efficient and effective manner possible. It is critical that all units operate in a coordinated fashion to meet the Department's many demands. The Department provides information to stakeholders and the public regarding the Department's operations. That interaction is the function that incorporates public and stakeholder needs into the Department's activities and operations. This activity includes development of the annual budget, strategic planning, and strategic management on an ongoing basis.

- 1. Leadership and Oversight** The act of guiding institutions, Districts and the Department toward the Vision, Mission and Goals so that Performance Measures and Targets can be met. This requires balancing the interests of stakeholders, including the Court System and the State Legislature, with victims and employees, with the constitutional rights of offenders. Assuring that the Department is working in collaboration with other public purposes, and is remaining aware of public needs, is central to effective accomplishment of our mission. It requires making day-to-day decisions that deploy the global mandates and policies to the level of the individual employee or offender. It also requires determining the broad scope of how resources will be spread across the state of Iowa and carefully monitoring their use.
- 2. Fiscal and Resource Management** Decisions must be made about where the Department's monetary and human resources will be applied in order to make the best use of a limited commodity, and changing circumstances frequently necessitate adjustment of plans. These



decisions must be based on sound predictions and budget plans, as well as on an understanding of how events in the wider world can affect our financial well-being. The Department's ability to accurately evaluate the cost of services we provide and the cost of providing a constitutional and humane environment for staff and offenders is key to discussions with leaders in Government branches.

The activities in the Resource Management Core Function are essential to providing the correctional services Iowans want and need. Without adequate attention to any of these Activities, the Department would be unable to fulfill its mission of cost-effectively protecting the public and reducing crime.

METRICS & MEASURES

OFFENDER SUPERVISION, CUSTODY AND TREATMENT CORE FUNCTION – Manage offenders with their individual risk and program needs in order to reduce offender risk to the public.

Offender Classification & Assessment

GOAL--Improve corrections population management. This goal requires that adequate resources are available throughout the system to properly assess individual offenders and assign them to appropriate supervision and custody settings. The goal places offenders based on risk to accomplish public safety while minimizing the overall cost to the public of the corrections system. This goal also includes providing information to the public and stakeholders to assist in their review of current sentencing practices.

Outcome Measure:

*Number of offender case files audited for case planning (CBC and Institution)

	Prior Year	FY25 Target
Case Plans Audited (CBC DRAOR)	56,171	56,800
Case Plans Audited (Institution DRAOR)	8,495	8,800

*Number of core interventions started

	Prior Year	FY25 Target
Core interventions started	7,370	7,500

[Core Offender Program Intervention Report Dashboard](#) - Institution

GOAL Prison Population Management:

Strategies:

- *Continue present use of needs assessment with CBC and institutional admissions.
- * Monitor program placement and waiting lists; assure that program placement is timely with regard to projected release.

Offender Supervision & Custody

GOAL--Restore essential level of safety and control to community supervision and prison management. This goal relates to the need to address the serious shortage of staff and other resources to provide effective levels of monitoring and control of current populations.

Security Goals:

- Reduce assaults on Staff
- Reduce assaults on Inmates
- Reduce Contraband

Safety Goals:

- Reduce workplace injuries
- Reduce OSHA citations

- Increase and improve accuracy in identifying and disrupting STG operations.
- Identification will be measured through CIRs and STG operations.

Outcome Measure:

**Number of Staff Assaults by Assault type*

	Prior Year	FY25 Target
Serious Staff Assaults - Resulting in Injury	5	3
Low-Level Staff Assaults - Throwing Substance	54	50

**Number of Inmates Major Reports for Inmates with and Without Gang Affiliation*

	Prior Year	FY25 Target
Major Reports – Without STG	285	245
Major Reports – With STG	160	130

ICON Dashboard > Institutions > Major Reports

**Number of Prison and CBC vacancies (average)*

	Prior Year	FY25 Target
Prison Vacancies (RN, LPN, CO)	205	190
CBC Vacancies (RO, PPO)	65	60

ICON Dashboard > Institutions > Major Reports

**Number of Safety Trainings Completed*

	Prior Year	FY25
Safety Trainings completed	7,576	7,800

Strategies:

- * The regular review of the Prison Safety and Security Director hiring.
- * Monthly meetings with review team to thoroughly investigate and advise safety and security enhancements Department wide
- * Implementation of a job assignment screening matrix

Offender Programming & Accountability

GOAL--Provide appropriate intervention strategies consistent with offender risks and needs to assure accountability and risk reduction. This goal encompasses a wide range of programs and services designed to hold offenders accountable for their criminal behavior and improve the potential to become a law-abiding citizen. Core programs that ensure offender performance are work, education, substance abuse treatment, criminal thinking, 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

	Prior Year	FY25 Target
Number of Successful Core Interventions Completed	5,497	6,000
Number of Unsuccessful Core Interventions Completed	1,737	2,000

[Core Offender Program Intervention Report Dashboard](#) - Interventions Closed - Institution

Strategies:

- * Increase the number of successful core program intervention completions for incarcerated persons
- *Decrease the number of unsuccessful interventions completed for the incarcerated population.
- * Increase the number of incarcerated individuals who leave programming with core programming completions.

Basic Life Care

GOAL--Provide constitutionally appropriate housing and services to committed offenders. This goal seeks appropriate facilities and services to provide housing and other basic needs of incarcerated and residential offenders. 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 Measure:

*Number of sustained grievances

	Prior Year	FY25 Target
Number of partially sustained grievances	359	300
Number of fully sustained grievances	350	300

ICON > Reports > Statewide > Grievance Lifecycle Statistics

Strategies:

- *Expand Departmental mental health resources to provide required psychological and medication services to incarcerated and community supervised offenders.

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

RESOURCE MANAGEMENT CORE FUNCTION – Corrections professionals provide leadership, human, fiscal, physical, and information resources to facilitate public safety and offender management, which is achieved by an open accessible system.

Leadership and 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: *Probation/Parole Caseload size in Iowa

	Prior Year	FY25 Target
Probation/Parole Caseload size Iowa	53	47

*Offender population as a percent of capacity

	Prior Year	FY25 Target
Prison Population	8,185	7,700
Prison Capacity	6,990	6,990
Prison Overcapacity Rate	17.1%	16.8%

- Strategies:**
- *Pursue American Correctional Association Accreditation.
 - *Centralize medical services.
 - *Coordinate Policy development and compliance process.

Fiscal and Resources Management

GOAL--The process of making decisions about applying the Department’s monetary and human resources to make the best use of a limited commodity.

Outcome Measure: *Monitor Inmate Daily Cost.

	Prior Year	FY25 Target
State of Iowa Inmate Daily Cost	\$103.56	\$103.06

GOAL– Correctional Officer overtime as a % of payroll (Prison)

Outcome Measure: *Monitor overtime for Correctional Officers

	Prior Year	FY25 Target
% of Correctional Officer overtime as % of payroll	4.4%	3.8%

GOAL– Physical Asset Management

Outcome Measure: *Percent of overall allocated for Capital/physical asset projects (CBC, Prison, Central Office)

	Prior Year	FY25 Target
Dollar Amount allocated for Capital/Physical projects	None	0.25% DOC General Funds

Due to the alignment of CBC’s coming to DOC, there is no baseline. Once a baseline is established, a more concrete target will be provided.

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

Outcome Measure:

- *Ensuring the ICON case management system is properly aligned, fiscally to support ongoing programming needs of the department.
- *A21 Appropriation and Spending
- *Monitor Offenders Canteen and Clear Offenders Accounts within 30 days of leaving facility.

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.

	Prior Year	FY25 Target
A21 ICON System Appropriation	\$2,000,000	\$2,000,000
Programming Costs Spent (Cumulative)	\$2,266,458	\$2,000,000
Remaining A21 Appropriation	-\$266,458	\$0.00

Strategies:

- *Continued development of ICON. Review monthly needs and updates planned.
- *Monitor Offenders Canteen and Clear Offenders Accounts within 30 days of leaving facility.