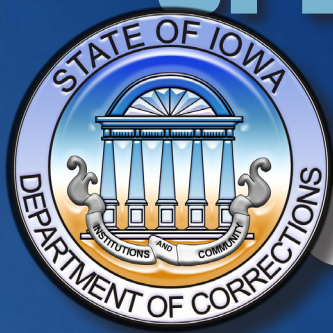


FY26

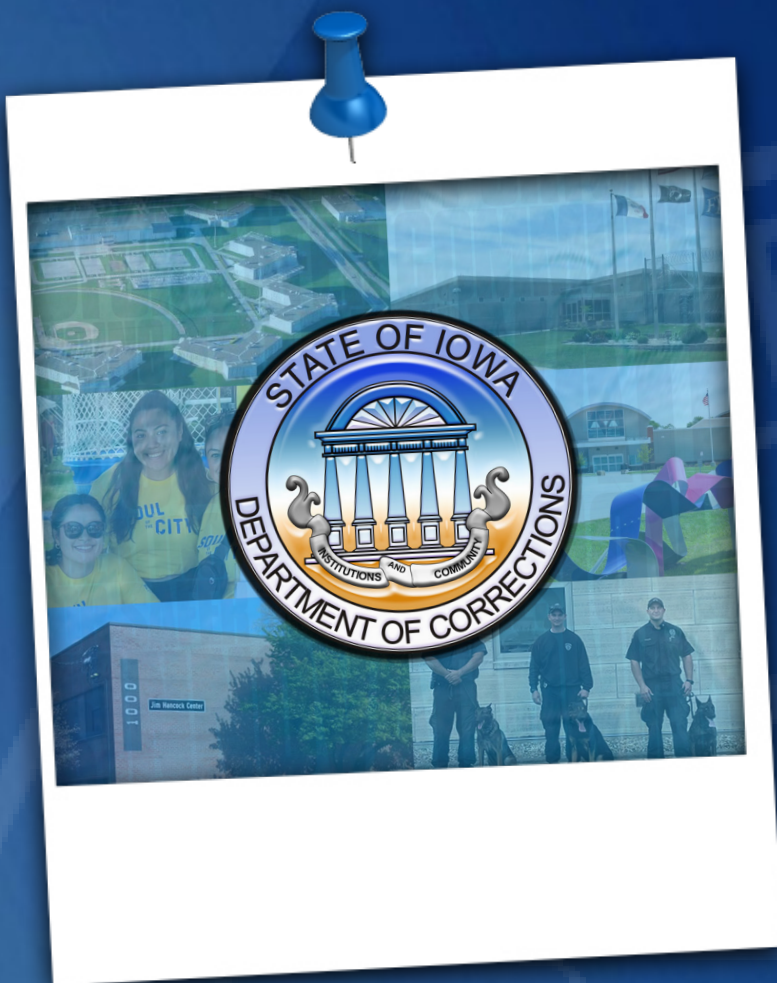
OPERATIONAL



Plan

FISCAL YEAR 2026

IOWA DEPARTMENT OF CORRECTIONS



FY2026 OPERATIONAL PLAN

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MISSION, VISION, & *Guiding Principles*



OUR MISSION

Creating Opportunities for Safer Communities

OUR VISION

An Iowa with no more victims

GUIDING PRINCIPLES

- *Creating opportunities for success is our goal*
- *Reentry is our process*
- *Evidence based practices are our tools*
- *Staff is our most important asset*



TABLE OF Organization

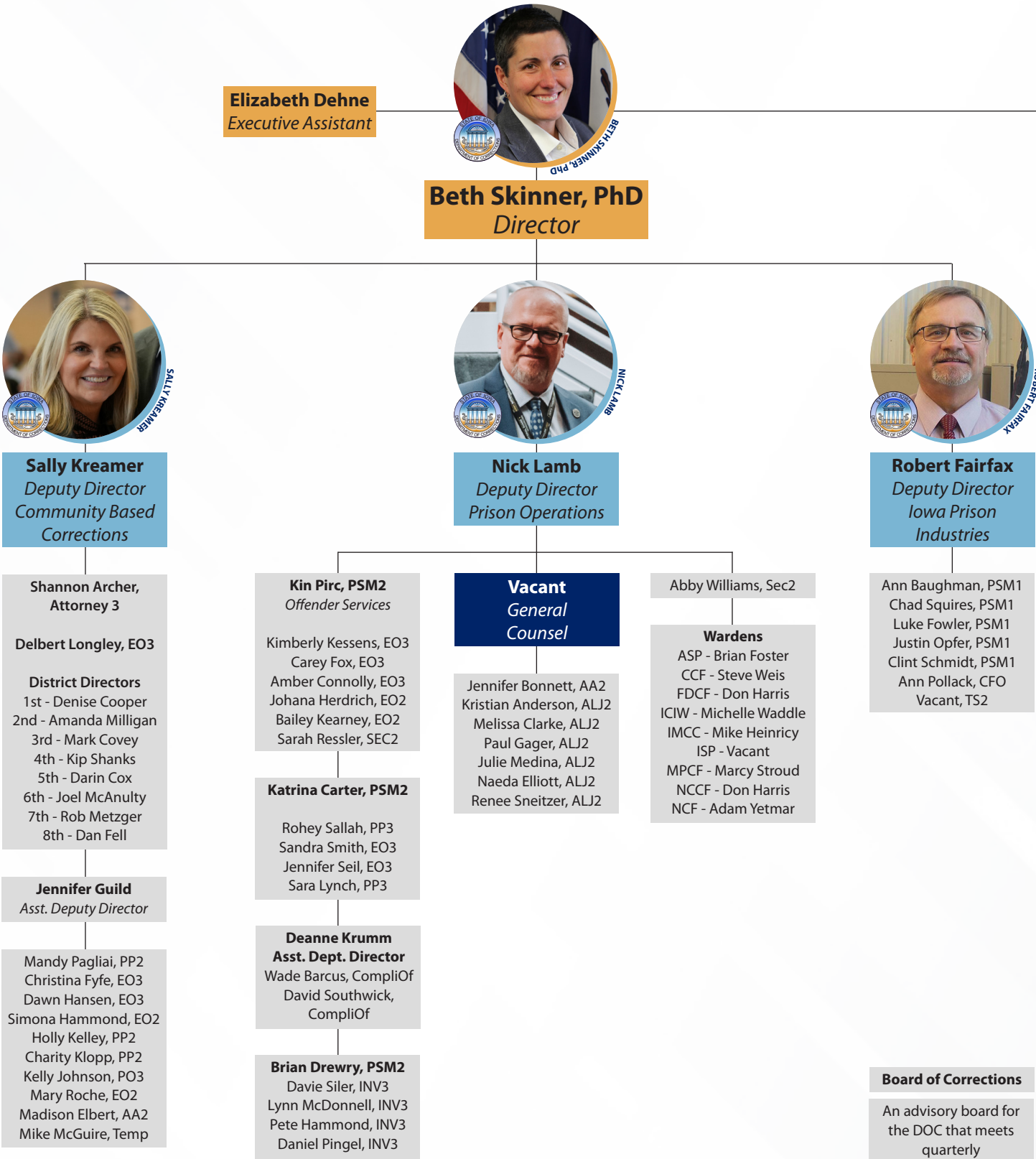


TABLE OF *Organization*



Paul Cornelius
Chief of Staff

Zach Carlyle, IS2
Jen Rathje, EO3
Laura Scheffert, EO3



Dr. Michael Riley
Health Care
Administrator

Vacant, Mental Health
Director
Tasha Rooks, PSM2
William Yohe, Pharmacy
Director
Pam Shepard, SEC2
Doctors
Dentists



Steve Dick
Financial
Manager

Vacant, EO3
Great Joy Ndiva, BA3
Shelli Meyer, ACCT2



Sarah Fineran
Research
Director

Dwain Caldwell, DS2
Julie Cline, EO3
Alfredo Rodriguez, EO3
Sharee Lind, MA3
Brienne Potts, SRA2



John Needelman
Field Services Team
Manager

Jeff Topalovich, ITA2
Mark Achey, ITA2
Jennifer Anderson, ITS4



Roxann Scheffert
Training
Director

Michelle Johnson, SEC2
Tommy Grant, TS2
Robert Hazen, TS2
Dustin Shannon, TS2
Tom Larson, TS2
Mike Duncan, TS2
Patrick Butz, TS2
Amanda Cox, EO2
Sarah Holder, EO3
Heather Bell, EO3
Chad Hepperley, EO3

Board of Corrections

An advisory board for
the DOC that meets
quarterly

CORE FUNCTIONS & *Services*



OFFENDER SERVICES

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



PRISON OPERATIONS

Prison Operations ensure secure and well-maintained facilities, effective inmate supervision, healthcare, food services, work programs, and contraband prevention.



COMMUNITY-BASED CORRECTIONS

Community-Based Corrections (CBC) provides probation and parole supervision, residential and work release programs, electronic monitoring, substance abuse support, and employment assistance to facilitate community reintegration.



TREATMENT & REHABILITATION

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



RESOURCE MANAGEMENT

Resource Management to support 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.



OTHER

The Iowa Department of Corrections also focuses on technology and data management to enhance security, streamline operations, and improve decision-making.

CORE FUNCTION GOAL

OFFENDER SERVICES, PRISON OPERATIONS, COMMUNITY BASED CORRECTIONS, & TREATMENT CORE FUNCTIONS

Optimize inmate population management by ensuring safe facility capacities, expanding evidence-based alternatives to incarceration, and enhancing reentry programs to reduce recidivism and support successful community reintegration. This goal supports Governor's priority: Building a Strong, Competitive Iowa.

RESOURCE MANAGEMENT GOALS

LEADERSHIP & OVERSIGHT

Ensure effective leadership and oversight in the allocation of financial, human, and physical resources to enhance efficiency, accountability, and sustainability in support of the Department's mission. This goal supports the Governor's priority: Rebuilding Our Communities

Effectively allocate the Department's financial and human resources to maximize efficiency, ensure sustainability, and make the best use of limited resources. This goal supports the Governor's priority: Saving Iowans Money.

INFORMATION SYSTEM & RECORDS MANAGEMENT

Ensure technological resources by strengthening information systems and records management to enhance operational efficiency, transparency, and decision-making. This goal supports the Governor's priority: Savings Iowans Money.

METRICS & Measures

OFFENDER CLASSIFICATION & ASSESSMENT

PROGRAM DESCRIPTION

The Iowa Department of Corrections administers Offender Classification & Assessment to ensure individuals entering the correctional system are appropriately evaluated and placed.

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 MEASURES

	FY24 Actuals	FY26 Target
Number of total DRAOR Audits (Institution & CBC)	847	850
Total Case Review Audits (Long + Short Form) Completed (CBC)	822	1,100
Core Interventions Started (Institution)	7,370	7,500
DOC Requests for Release Review Sent to BOP	4,543	5,000
Number of Board of Corrections Meetings per year	4	4
Number of Individuals on GPS, Radio Frequency, or SCRAM Monitoring	3,641	3,600

STRATEGIES

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

OFFENDER SUPERVISION & CUSTODY

PROGRAM DESCRIPTION

Offender Supervision & Custody is the comprehensive management of individuals under correctional control, both in institutional settings and through community supervision.

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 MEASURES

Staff Assaults by Assault Type	FY24 Actuals	FY26 Target
Serious Staff Assaults - Resulting in Injury	5	0
Low-Level Staff Assaults - Throwing Substance	54	25

Inmate Major Reports with and without Gang Affiliation	FY24 Actuals	FY26 Target
Major Reports - Without STG	285	250
Major Reports - With STG	160	130

Institution and CBC Vacancies - Average	FY24 Actuals	FY26 Target
Institution Vacancies (RN, LPN, CO)	205	120
CBC Vacancies (RO, PPO)	65	60

Institution and CBC	FY24 Actuals	FY26 Target
Personal Safety Training Sessions 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

OFFENDER PROGRAMMING & ACCOUNTABILITY

PROGRAM DESCRIPTION

The Iowa Department of Corrections administers Programming & Accountability to hold individuals accountable for their past criminal behavior while equipping them with the tools necessary for successful reintegration into society.

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	FY24 Actuals	FY26 Target
Number of Successful Core Interventions Completed	5,497	5,500
Number of Core Interventions Ended Unsuccessfully	1,737	1,650
Number of Individuals who Successfully Completed an Educational Intervention	1,186	1,300
Number of Individuals who Successfully Completed a Mental Health or Substance Abuse Intervention (Institution & CBC)	5,002	5,200
Number of Individuals who Successfully Completed OWI Programming (CBC)	65	70
Number of Individuals who Successfully Completed a Cognitive Intervention (Institution & CBC)	3,742	3,800
Number of Individuals who Successfully Completed IDAP (CBC)	2,113	2,150
Number of Individuals who Successfully Completed Sex Offender Treatment (Institution & CBC)	241	250
Number of Individuals who Successfully Completed a Pre-Employment Intervention (Institution & CBC)	742	800
Number of Victim Contacts Completed by the Victim Services Specialists	2,530	1,500
Number of Individuals who Successfully Completed an Apprenticeship Program (Institution)	84	100
Number of Individuals who Successfully Completed the Tech2Connect Reentry Program (Institution & CBC)	226	250
Number of Individuals who Successfully Completed a Specialty Court (CBC)	156	170
Number of Individuals who Successfully Completed the Youthful Offender Program (CBC)	5	10
Average FTEs in the Iowa Prison Industries (IPI) Traditional Industries Programs During a Quarter	300.3	300
Average FTEs in the Iowa Prison Industries (IPI) Private Industries Programs During a Quarter	322	350

STRATEGIES

- Increase the number of successful core program intervention completions for incarcerated persons
- Decrease the number of unsuccessful interventions completed for the incarcerated population

BASIC LIFE CARE

PROGRAM DESCRIPTION

The Iowa Department of Corrections administers Basic Life Care to ensure incarcerated individuals receive essential services necessary for their well-being and meet constitutional standards.

GOAL *Provide constitutionally appropriate 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 MEASURES

	FY24 Actuals	FY26 Target
Number of Partially Sustained Grievances	359	350
Number of Fully Sustained Grievances	350	340

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

METRICS & Measures

LEADERSHIP & OVERSIGHT

PROGRAM DESCRIPTION

The Iowa Department of Corrections administers Leadership & Oversight to ensure effective management, accountability, and continuous improvement across correctional facilities and community-based programs.

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

	FY24 Actuals	FY26 Target
Probation/Parole Caseload Size Iowa	53	47
Number of Individuals Served Under Work Release	1,778	1,700
Prison Population (As Reported at End of Fiscal Year)	8,185	8,040
Prison Capacity	6,990	6,990
Prison Overcapacity Rate (As Reported at End of Fiscal Year)	17.1%	15.0%

STRATEGIES

- Pursue American Correctional Association Accreditation
- Centralize medical services
- Coordinate Policy development and compliance process

FISCAL AND RESOURCE MANAGEMENT

PROGRAM DESCRIPTION

The Iowa Department of Corrections administers Fiscal and Resource Management to ensure effective allocation of money and human resources across correctional facilities and community-based programs.

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 MEASURES

	FY24 Actuals	FY26 Target
State of Iowa Inmate Daily Cost	\$103.56	\$103.06
Correctional Officer Overtime as Percentage of Payroll	4.4%	3.8%
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

FISCAL AND RESOURCE MANAGEMENT**PROGRAM DESCRIPTION**

The Iowa Department of Corrections administers Fiscal and Resource Management to ensure effective allocation of money and human resources across correctional facilities and community-based programs.

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

	FY24 Actuals	FY26 Target
A21 ICON System Appropriation	\$2,000,000	\$2,000,000
A21 Programming Costs Spent (Cumulative)	\$2,266,458	\$2,000,000
Remaining A21 Appropriation	-\$266,458	\$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 Offenders Canteen and Clear Offenders Accounts within 30 days of leaving facility
- Continued development of ICON. Review monthly needs and updates planned
- Monitor Offenders Canteen and Clear Offenders Accounts within 30 days of leaving facility

