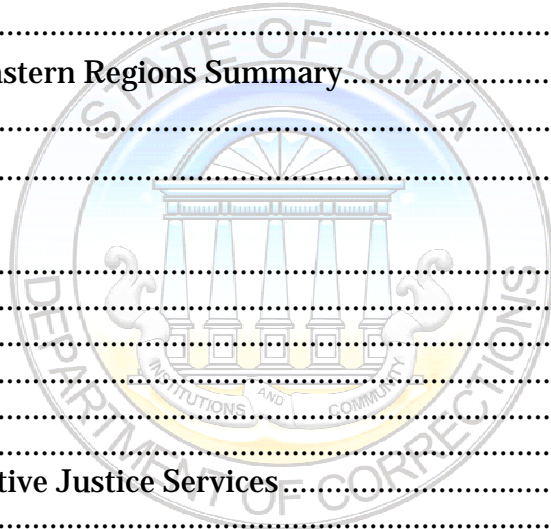


# Iowa Department of Corrections

*FY 2008 Annual Report*

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## Message from the Director

Dear Fellow Iowans,

Fiscal year 2008 saw the Iowa Department of Corrections (DOC) travel down numerous paths – some of which we had never traversed before. While it may be safe and comfortable following the same path year after year (and achieving the same results), we believe that is not good enough. While the Department can take satisfaction in offender success rates, particularly in comparison to the national averages, we can and will do better as a result of exploring new approaches and adopting innovative operations and programming.

For example, during this past year our evidence-based practices steering committee audited every offender treatment program at each institution and community-based corrections district (CBC), and we are developing action plans to correct any deficiencies found. Correctional counselors, along with offender input, now develop individualized reentry case plans for each offender entering the prison system, which identify rehabilitative programming needed in order for them to succeed once back in the community. The reentry plan is regularly updated and then forwarded to the receiving CBC in advance of the offender's release so that they can ensure that needed community services are ready when the offender arrives.

The Durrant/Pulitzer consulting group completed its two-year systemic study of the Iowa corrections system last spring, and the Department, through the formation of 12 separate working groups, is proceeding to implement many of the consultants' recommendations, plus additional promising measures. Among the Durrant infrastructure recommendations were: replace the antiquated Iowa State Penitentiary; renovate and expand the overcrowded Iowa Correctional Institution for Women; and, to reduce long waiting lists, construct additional residential beds in four CBC districts. In response, the Governor and Legislature approved almost \$200 million in bonding for these purposes.

Meanwhile, the Criminal Justice Institute helped the Department update our offender custody classification instruments to be more gender responsive and to take into account improved offender attitudes and behavior over time. The new instruments promise to help reduce supervision costs while improving offender rehabilitation efforts.

Other new roads we traveled in FY 2008 include centralizing the prisons' dietary programs, offender records, and banking and pharmacy operations in order to improve system efficiencies; efforts to build a more diverse staff, including recruiting at primarily black colleges; and hiring additional sexual assault investigators, along with related staff and offender training, to reduce incidences of sexual assault in the prisons.

As a result of our ongoing efforts to improve correctional operations, three more institutions were awarded full accreditation by the American Correctional Association, and three additional institutions were accredited by the Correctional Education Association.

One road we had not planned to travel was responding to the violent storms and flooding that hit the state this past spring. DOC infrastructure was damaged, some CBC offices and residential facilities were forced to evacuate, and other locations found themselves without drinking water and sewage services or suffered power outages and vehicle damage. Individual employees saw their worldly possessions devastated by the flood waters and tornadoes that preceded them.

But just as the Flood showed us some of the worst that Nature can provide, it also showed us some of the best that many DOC employees – and offenders, too – can provide. Such efforts included sandbagging in surrounding communities; receiving and holding county jail prisoners and arrestees; providing logistics for relief efforts; rescuing official records from destruction; conducting hazardous materials and emergency management missions; moving offenders to safe places during tornado warnings; stepping up to fill the void left by employees unable to report to work; and fundraising efforts to help the victims. Indeed, I am privileged to be working alongside staff members who, without complaint, continually step up during times of adversity and perform at the highest level.

While DOC ventured down numerous paths during FY 2008, they were paths that all met at a single destination: Protecting the public, staff and offenders from victimization. We look forward to serving the citizens of Iowa again in FY 2009.

Respectfully,

Signed, John Baldwin, Director (original signature on file at Iowa DOC)



**John Baldwin, Director  
Department of Corrections**

***"I am privileged to be working alongside staff members who, without complaint, continually step up during times of adversity and perform at the highest level."***

## Message from the Board of Corrections

To the Citizens of Iowa,

The Board of Corrections serves as the governing body for the Iowa Department of Corrections. One of our duties is to adopt and establish policies for the operation of the Department and the implementation of all Department programs. In fulfilling this charge, the Board has been closely monitoring the Department's progress in the use of evidence-based offender programming. If we are to lower offender recidivism, ease prison overcrowding, reduce future taxpayer expense, and improve the chances for offenders to reclaim their lives and their futures, it is critical that the Department provide the right programming to the right offender at the right time. The Department has devoted much time and effort in improving the quality of its treatment programming, and the Board will continue to support these efforts.

One Corrections operation of particular importance has been the new evidence-based offender custody classification instruments developed by the Department. The new classification system, which is more gender-responsive and takes into account changes in offenders' attitudes and performances, promises to reduce offender supervision costs while at the same time improve offender rehabilitation. The Board will continue to monitor these efforts as they move forward.

Another of the Board's duties is to approve the Department's annual budget prior to submission to the Governor. Based in part on the recommendations in a two-year systemic study of the entire Corrections system, the Board

Respectfully,

Signed, Robin Mills, Chair  
(original signature on file at Iowa DOC)

Robin Mills  
Chair

approved a major infrastructure improvements request. The budget proposal, which was later approved by the Governor and Legislature, will replace the old Iowa State Penitentiary with a facility that is more secure and cost efficient to operate, improve Iowa's only women's prison to better accommodate the state's rapidly rising number of female offenders, and expand the capacity of community-based residential facilities that serve as an alternative to prison incarceration.



**The Iowa Board of Corrections**

Left to Right: Rev. Michael Coleman, Michael Sadler, Chair—Robin Mills, Vice Chair—Art Neu, Sheryl Griffith, David Erickson, and Johnnie Hammond

The Board takes its oversight responsibilities very seriously, because what happens in Corrections has important ramifications on public safety - not only while offenders are under the Department's supervision, but also after their release into our communities. Therefore, we are pleased to report that the Iowa Department of Corrections continues to move forward in achieving its goals of protecting people and changing lives.

Signed, Arthur Neu, Vice-Chair  
(original signature on file at Iowa DOC)

Arthur Neu  
Vice-Chair

***“...it is critical that the Department provide the right programming to the right offender at the right time.”***

## VISION

The Iowa Department of Corrections will be recognized as a national leader in providing a fully integrated corrections system. As the nation's leader, we will provide the most sophisticated and strongly supported continuum of community and institution programs and services.

We will be seen as an organization that delivers research driven correctional programs of the highest quality while utilizing the most effective communication and technology resources to provide "best practices" management.

We will be known as an organization that is driven by a strong value system that recognizes the intrinsic worth of all human beings, respects and recognizes the needs of victims, and holds the belief that offenders can change their lives.

We will be known for our staff development and training programs that engender the strong ethics, diversity and professional nature of this Department.

We will be known for keeping operational costs low, while providing high-quality programs in a safe environment.

We will be seen as a highly credible Corrections Department that focuses on its mission and takes care of its people.

## MISSION

### Public

- ◆ Prevent escapes and maintain accountability of offender
- ◆ Increase community safety in support of a vital economy
- ◆ Reduce recidivism and increase the self-responsibility of offenders
- ◆ Keep citizens informed about corrections issues and activities
- ◆ Make responsible decisions about the use of taxpayer dollars
- ◆ Attend to the needs and concerns of victims
- ◆ Treat members of the public with respect

### Employees

- ◆ Provide current equipment and staffing to ensure employee safety
- ◆ Provide for a safe working environment
- ◆ Attend to emotional and physical well-being of employees
- ◆ Maintain high levels and standards for training
- ◆ Ensure policies are sound, current and consistently and fairly enforced
- ◆ Treat employees with respect

### Offenders

- ◆ Provide a physically, mentally safe and healthy environment for offenders
- ◆ Manage offenders in a firm, fair and consistent manner
- ◆ Promote pro-social thinking with contemporary programming
- ◆ Keep offenders informed about current corrections policies and procedures
- ◆ Develop community support and partnerships that foster reintegration
- ◆ Treat offenders with respect
- ◆ Provide programming, training and education to encourage good work habits and pro-social interaction

**VISION**  
An Iowa With No More Victims

**MISSION**  
To advance Successful Offender Reentry to Protect the Public, Employees, and Offenders from Victimization.

**VALUES and BELIEFS**  
People can change  
Every person should be treated with dignity and respect  
Our efforts help make people safer  
We must work as a team if we are to succeed

Iowa DOC



## Agency Overview

***“The Department is charged with the supervision, custody and correctional programming of convicted adult offenders”***

The Department of Corrections is a public safety agency within the Safe, Just and Inclusive Communities enterprise of the executive branch of state government. The Department is charged with the supervision, custody, and correctional programming of convicted adult offenders who are sentenced by the state Courts for a period of incarceration in State prisons.

The Department has funding and oversight responsibilities for the State’s eight Judicial District Departments of Correctional Services, which provide the community supervision and correctional services component of Iowa’s adult correctional system across the state. The legislatively appropriated budget is administered and allocated by the Department of Corrections, and the Department oversees the Districts’ compliance with requirements of the Iowa Administrative Code through an annual purchase of service agreement with the Department of Corrections which sets forth programming, administrative, financial and operational requirements

Under the leadership of John Baldwin, the Department is structured into five main divisions: Administration, Western Region, Eastern Region, Offender Services and Iowa Prison Industries. Support process operations include Policy and Legal, Training and Professional Development, Information Technology, Human Services, Offender Services, Security, Education, Safety and Health, Victim Services, Media and Public Relations and Investigative Services. The Department oversees a General Fund budget of over \$360,000,000.

DOC activities and operations are administered by a Director, appointed by the Governor and advised by the Corrections Board, and a DOC executive staff. A Director appointed by the District Board administers each of the District Departments.

Iowa’s corrections system, comprised of institution and community services, provides a continuum of custody, supervision, and correctional programming for adult offenders. Recognition of the ultimate release of most offenders makes targeted programming, release preparation and planning, and transitioning key. Effectively and efficiently managing offenders in accordance with their risk and criminogenic need (those needs that contribute to criminality) is an ongoing focus.

Currently the Iowa corrections system employs approximately 4,300 staff, houses approximately 8,700 offenders in prison, and supervises 30,000 offenders in the community.

Programming, housing and services must address the myriad of needs presented by the growing offender population. Special programming and supervision needs are provided for offenders with medical, mental health, developmental needs as well as the special legal requirements that may be called for because of the nature of the offender’s crime (sex offenders, methamphetamine offenders, etc.)

The Department operates nine major correctional institutions that provide custody ranging from maximum to minimum and operate twenty-four hours a day throughout the year. The Department is responsible for providing “control, treatment, and rehabilitation of offenders committed under law” to its institutions.

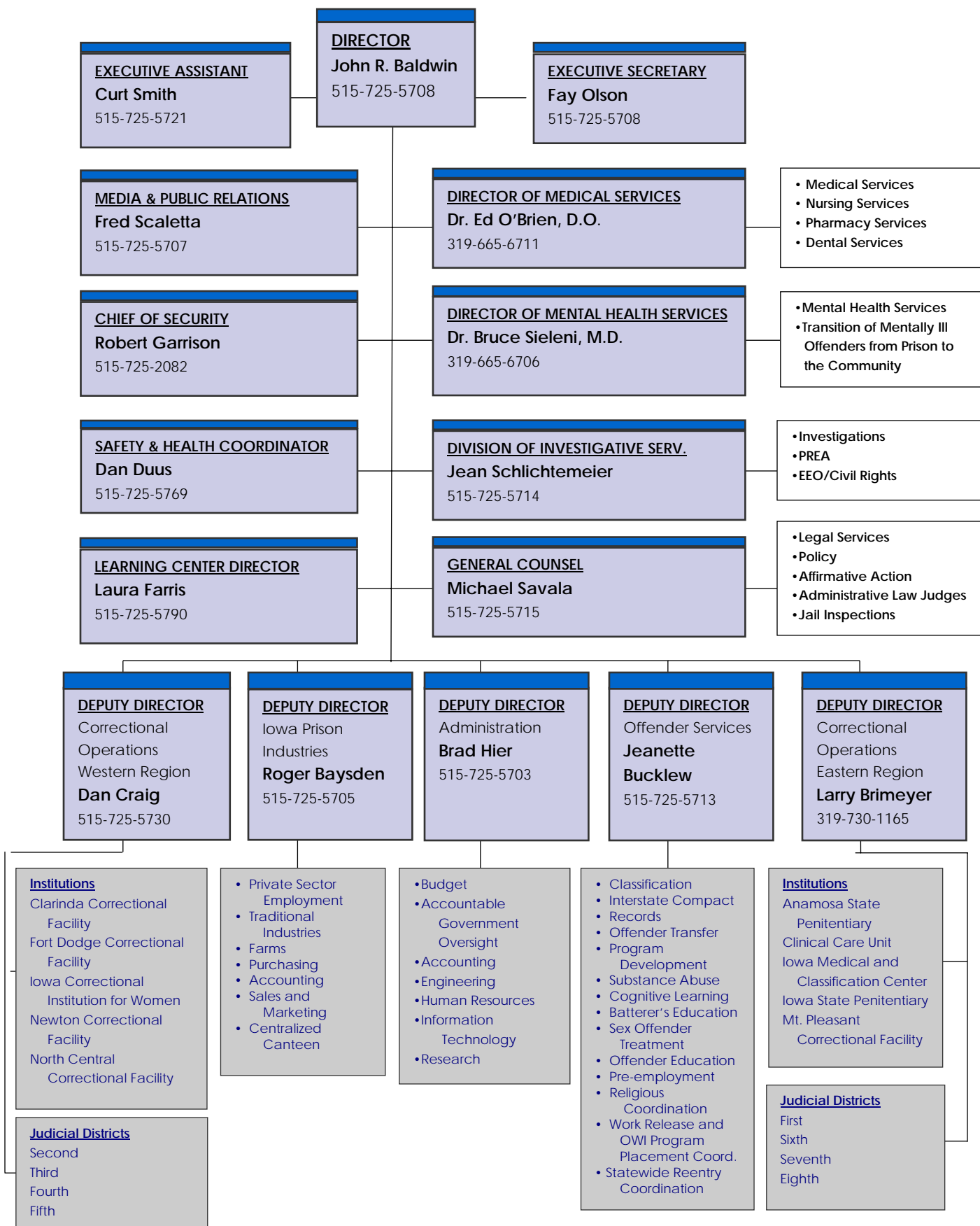
This is accomplished by the classification of offenders to identify their security risk and their individual offender needs that contribute to their criminality, and assignment to supervision levels and correctional interventions that will address those needs.

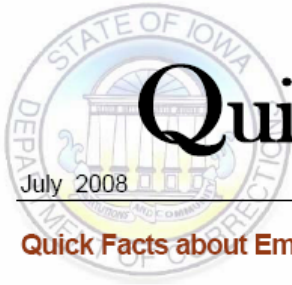
Iowa’s eight Judicial District Departments of Correctional services provide correctional supervision in all ninety nine counties that range from minimum to intensive and residential housing. These correctional services are provided to offenders of pre trial release, probation, parole, or work release legal status. Each district has a number of satellite offices in communities around the state and operates twenty three residential facilities. Judicial District programs utilize the resources of community partners (such as mental health, substance abuse, education) that exist in those communities.

Offender case planning creates the road map that guides the corrections system as the offender moves through the correctional continuum. This Reentry Case Plan not only ensures that each offender is managed and transitioned in a manner that is most effective for that offender but also that correctional resources are aligned where and when offenders most require them.

Iowa Prison Industries operates offender training and employment opportunities at Iowa’s institutions and in the private sector. Work programs include furniture, farming, printing, and private sector employment projects. Work programs develop work skills and attitudes that can enhance an offender’s ability to maintain employment upon release as well as to meet their financial obligations to their families and victims of their crimes.

# Organizational Chart





# Quick Facts

July 2008

Visit our Website at [www.doc.state.ia.us](http://www.doc.state.ia.us)

## Quick Facts about Employees

### Number of Employees

	<u>Filled FTE's</u>
Institutions	3,106
Community	1,159
Central Office	46

### Diversity Profile of Full-Time Employees

	<u>Prisons</u>	<u>CBC</u>
Female	32.0%	53.1%
People of Color	5.6%	9.5%

## Quick Facts about Finance

### Operating Budget FY 2008

General Fund	\$353,388,416
Tobacco Money	\$3,676,474
Other Revenue	\$3,361,174

## Quick Facts about Offenders

### Offenders Supervised in the Community (includes offenders in virtual tracking)

Probation	17,761
Low Risk Probation	5,567
Parole	3,642
Pretrial Release w/Supervision	1,402
Residential Facilities	1,655
Intensive Supervision	1,676
Other	42
Total	30,069

### Offenders in Prison Offenders Served (FY 2008)

Community	59,015
Prisons	14,223

### Prison Population Forecast

July 2009	8,361	July 2014	8,569
July 2010	8,296	July 2015	8,676
July 2011	8,350	July 2016	8,757
July 2012	8,335	July 2017	8,834
July 2013	8,445	July 2018	8,900

### Community-Outcomes (FY 2008)

Successful	75%
Unsuccessful	18%
Administrative	6%
Intermediate Sanction	1%

(includes field and residential)

### % Victim Restitution Collected at Discharge (FY 2008)

Prisons	19.8%
CBC	41.8%

## Quick Facts about Offender Profile

### Demographics of Offenders

<u>Gender</u>	<u>CBC</u>	<u>Prison</u>	<u>Total</u>	<u>% of Total</u>
Women	7,628	759	8,387	21.6%
Men	22,393	8,004	30,397	78.3%
Unknown	48	3	51	0.1%

### Race

Asian	268	71	339	0.9%
African American	3846	2,206	6,052	15.6%
Hispanic	1,475	577	2,052	5.3%
Native American	339	131	470	1.2%
White	23997	5,755	29,752	76.6%
Unknown	144	26	170	0.4%

### Age

Under 31	15,018	3,197	18,215	46.9%
31-50	12,507	4,468	16,975	43.7%
Over 50	2,530	1,078	3,608	9.3%
Unknown	14	23	37	0.1%

### Crime Type

Violent	4,510	3,837	8,347	21.5%
Property	7,806	1,755	9,561	24.6%
Drug	7,886	1,945	9,831	25.3%
Other	475	344	819	2.1%
Public Order	9,392	660	10,052	25.9%
Unknown	0	225	225	0.6%

## Quick Facts Additional Information

### Prisons

Average Daily Cost (FY 2008)	\$85.02
Per meal cost	\$1.72
Inmates with	
Life Sentences	618
Mandatory Minimums	1,594

### Community

Average Daily Cost (FY 2008) (no treatment costs included)	
Residential Facilities	\$65.94
Probation/Parole	\$3.75

### Recidivism

FY 2005 Releases from Corrections	
OWI Continuum	41.2%
Parole	24.4%
Prison	39.0%
Probation	11.0%
Work Release	45.3%
Recidivism Defined: New convictions for aggravated misdemeanors or felony offenses within three years of final discharge.	

Iowa Department  
Of Corrections

The mission of the  
Iowa Department of  
Corrections  
is:

Advance successful offender  
Reentry to protect the public,  
employees,  
and offenders from  
victimization.



## Regional Operations

Regional Operations, with a focus on continuous improvement, initiated several processes this year related to monitoring, auditing, reviewing and documenting.

- Operational Reviews of all DOC facilities began in early 2008 and are being conducted monthly by the Assistant Deputy Directors. Topical areas addressed this year included Offender Property, Physical Plant, Tool Control, Maintenance, Management and Control of Chemicals, Fire Safety, Key Control, Camera Surveillance and Hobby Craft operations. The reviews include on site inspections, monitoring for policy compliance and close out sessions with respective Wardens and key staff. Reports are submitted to the Regional Deputy Director with follow up occurring where concerns are noted.
- A web based Critical Incident Reporting system was created by a DOC user group in 2008 with assistance from developer Advanced Technologies Group. This replaces a form completion process and allows for much greater ease of data entry, a systematic and consistent reporting approach and enormous capability for tracking and examining data. The system is being piloted in three locations and will go department wide in January 2009.
- Standing agenda items were built into the Wardens Monthly meetings to ensure mission critical items remained at the forefront of everyone's focus. These included Staff Training, Safety matters, reports on efforts to attract and retain a diverse work force and sharing of operational issues and lessons learned from the previous month. The Warden and staff also share a "Best Practice" taking place at the local institution.
- Results became the focus of Wardens Performance Plans that were ultimately standardized. A measured result is attached to virtually every standard in the plan. All reviews begin in October when results from the previous FY are available for examination.



(L to R) Dan Craig, Deputy Director—Western Region and Larry Brimeyer, Deputy Director—Eastern Region

- The process for reviewing and updating DOC policies has been improved and streamlined. All policies are now on a specific review schedule. All input is considered and a response is generated indicating the status of the input along with rationale when not adopted. Policy is written focusing on compliance with national standards.
- Kaizen @ IMCC - A team of staff completed this week-long event, held Sept. 8 -12, which focused on brainstorming ideas for streamlining and improving the reception process. The team of dedicated staff spent many long hours mapping the current process step by step and analyzing it, then developing suggestions for a better way. The team is now working to implement the new, more efficient process.

Untold numbers of offenders, employees and work hours were provided to many jurisdictions dealing with flooding.

Anamosa State Penitentiary and Iowa Medical and Classification Center continue to hold Linn County Jail offenders while the Sixth Judicial District's buildings serve as both an initial court room and detention facility for new arrestees. Public response thus far has been overwhelmingly positive for the efforts provided by DOC.

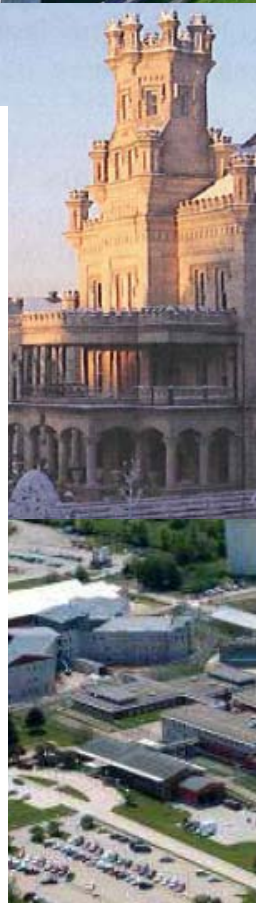
The United States Deputy Wardens Association held its annual conference July 20 - 25 at the Coralville Marriott. Mt. Pleasant Correctional Facility Deputy Warden, Charlie Higgins, is the current President of USDWA and Fort Dodge Correctional Facility Deputy Warden, Darlene Baugh, is Vice-President. The West Central Wardens and Superintendents Association held its annual conference in Altoona September 8-11. NCF Warden Terry Mapes is the association's current President. Both conferences were a tremendous success and reflected positively on Iowa corrections.

Recognition Ceremonies were held throughout the year at each of the institutions and districts recognizing staff for their exemplary work and years of dedicated service. In addition, special ceremonies and events took place the week of May 4th -10<sup>th</sup>, which was Correctional Worker Week, and the week of July 13<sup>th</sup> - 19<sup>th</sup>, which was Probation/Parole Officer Week.

***"Untold numbers of offenders, employees and work hours were provided to many jurisdictions dealing with flooding."***

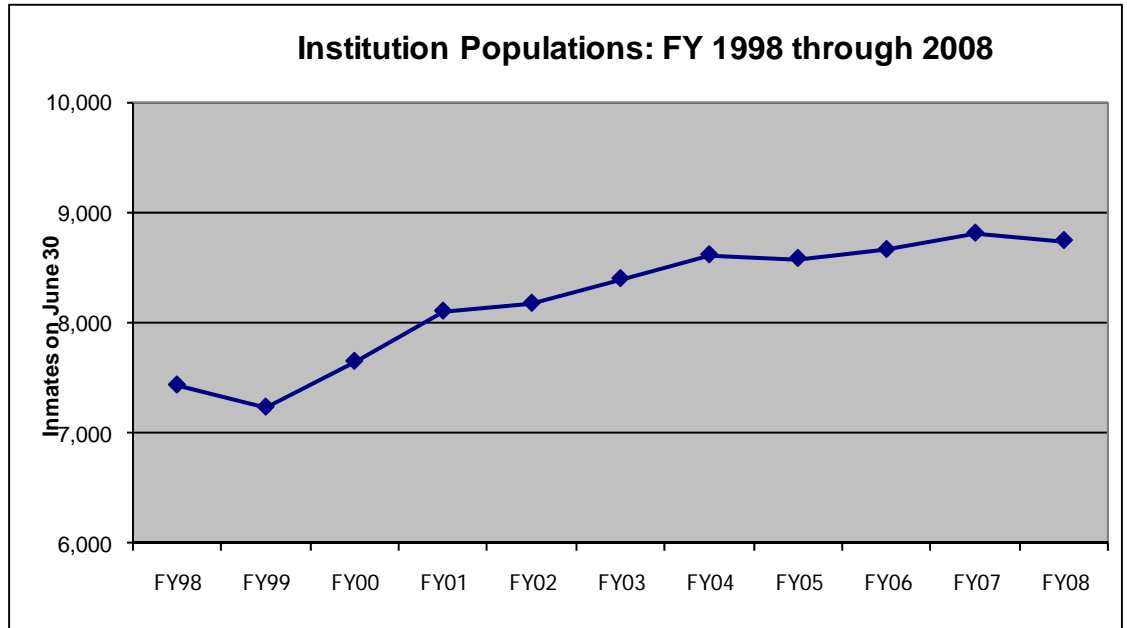


# Iowa Prisons





## The Changing Face of Iowa's Prison Population (from CJJPs 2008-2018 forecast report)



***“Iowa’s prison population has grown from 2,890 offenders at mid-year 1988, to 8,618 offenders at mid-year 2008.”***

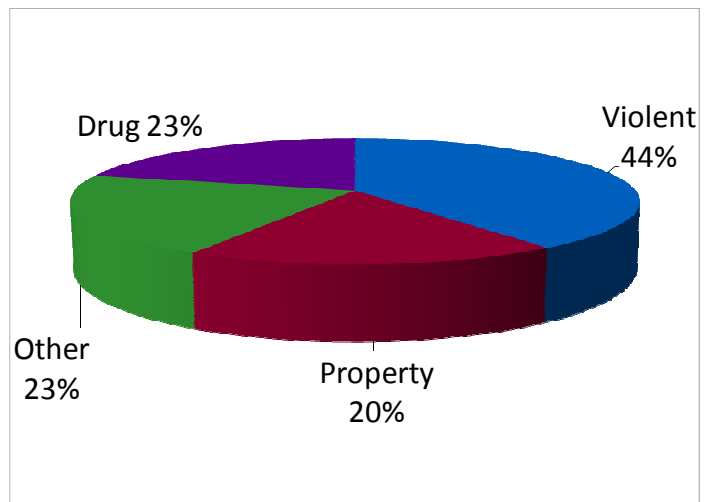
Iowa’s prison population has grown from 2,890 offenders at mid-year 1988, to 7,431 offenders at mid-year 1998, to 8,618 offenders at mid-year 2008. In addition to the large increase in prisoners, the offender population has changed in regard to offense type, age, race/ethnicity and sex.

Regarding offense types, the percent of offenders serving sentences for drug crimes (as their most serious offense) has increased from two percent in 1988, to 17 percent in 1998, to 23 percent in 2008 (after reaching a high of 26 percent in FY2005). As commitments for drug offenses continue to slide, CJJP expects their representation in the prison population to also drop.

As drug offenses increased, there was an accompanying drop in property offenders over the period (40 percent in 1988 to 21 percent in 2008).

The percentage of violent offenders in Iowa’s prison population, however, has remained relatively stable, although a new high was reached in FY08.

### Institution Population by Offense Type 2008



# Institution Established Locations

Iowa operates 9 correctional institutions located at:

- Fort Madison** Iowa State Penitentiary, Est. 1839 – cap 1,081
- Anamosa** Anamosa State Penitentiary, Est. 1872 – cap 1,001
- Oakdale** Iowa Medical and Classification Center, Est. 1969 – cap 688
- Mt. Pleasant** Mt. Pleasant Correctional Facility, Est. 1977 – cap 875
- Newton** Newton Correctional Facility, Est. 1963 – cap 944
- Rockwell City** North Central Correctional Facility, Est. 1982 – cap 245
- Clarinda** Clarinda Correctional Facility, Est. 1980 – cap 975
- Mitchellville** Iowa Correctional Inst. for Women, Est. 1982 – cap 443
- Fort Dodge** Fort Dodge Correctional Facility, Est. 1998 – Cap 1,162

**Total Capacity is 7,414**

**Total facilities space is 3,787,000 square feet.**

## What are the characteristics of an “average” institution offender?

### Race Breakdown

White	5,684	65.29%
African American	2,228	25.59%
Native American	146	1.68%
Asian	73	0.84%
Hispanic	572	6.57%
Unknown	3	0.03%

### Iowa Adult Commitments

1 -	5,711
2 -	1,628
3 -	662
4 -	306
5 -	109
6 -	37
7 -	12
8 -	12
9+ -	02

**Average Age is 35**

### Offenders with...

Life Sentences	624
Mandatory Minimum	1,546

### No. of Sentences Per Offender

1 -	3,235	6 -	207
2 -	2,502	7 -	107
3 -	1,270	8 -	66
4 -	727	9+ -	127
5 -	363		

### Education Level –

Average Education is 11.6

### Sentences (Years)

< 1 year	1
1 to < 3 yrs.	350
3 to < 5 years	117
5 to < 10 years	1,694
10 to < 20 years	2,958
20 to < 40 years	1,993
40+ years	679
Life	624
Unknown	278

### Dependents

Average Dependents per offender who have visited – 2.2

**Average Reading Level – 9.4**

### Crime Types

Violent	3,791	44.7%
Drug	1,931	22.7%
Property	1,624	19.1%
Public Order	580	6.8%
Other	563	6.6%

Data as of 2/2/09



## Prison Services Statewide—Snapshot

Legal Status Supervision Status	Active at Start 7/1/2008	New Admits FY08	Closures FY08	Active at End	Offenders Served*
OWI Continuum	5		2		5
Parole	171	438	93	195	609
Pretrial Release with Supervision	2	4	6		6
Prison	8,339	4,192	4,560	8,171	12,531
Prison Compact	38	3	5	36	41
Prison Safe keeper	99	464	368	242	563
Probation	137	269	317	89	406
Special Sentence	2	9	1	11	11
Work Release	19	30	120	20	49
<b>Totals:</b>	<b>8,813</b>	<b>5,410</b>	<b>5,472</b>	<b>8,766</b>	<b>14,223</b>

\*Offenders Served is defined as Active at Start plus New Admits

## Prison Services Statewide—New Admit Type

New Admit Type	New Admits	%
New Court Commitment	1,799	33.3%
Probation Revoked	1,415	26.2%
Parole Revoked	493	9.1%
Parole Return Into County Jail Contract	384	7.1%
Work Release Revoked	363	6.7%
Probation Return Into Violator Program	269	5.0%
Prison Safe keeper – Federal Pre-Trial	222	4.1%
Prison Safe keeper – Jail (Designated Site)	160	3.0%
OWI Continuum Revoked	95	1.8%
Parole Return Into Violator Program	53	1.0%
Prison Safe keeper – Patient Program	44	0.8%
Prison Safe keeper	33	0.6%
Other	32	0.4%
Work Release Return Into County Jail Contract	23	0.4%
Work Release Return Into Violator Program	7	0.1%
Special Sentence Return Into County Jail Contract	5	0.1%
Pretrial Release With Supervision Return Into Violator Program	4	0.1%
Prison Safe keeper – CCUSO Pre-Trial	4	0.1%
Prison Compact	3	0.1%
Special Sentence Revoked	2	0.0%
<b>Admit Type Totals:</b>	<b>5,410</b>	<b>100.0%</b>

## Prison Services Statewide—Closure Reason

Closure Type	Closures	%
Death	20	0.37%
Discharged – Expiration of Sentence	1,343	24.54%
Other	185	3.42%
Paroled to Detainer – INS	63	1.15%
Paroled to Detainer – Iowa	23	0.42%
Paroled to Detainer – Out of State	46	0.84%
Paroled to Detainer – US Marshall	20	0.37%
Paroled w/ Immediate Discharge	70	1.28%
Parole Granted	1,392	25.44%
Probation Granted – Reconsideration of Sentence	160	2.92%
Released on Bond	4	0.07%
Released to OWI Continuum	213	3.89%
Released to Special Sentence	3	0.05%
Returned to Sending Jurisdiction	370	6.76%
Revoked	8	0.15%
Terminated by Appeal – Conviction Overturned	6	0.11%
Terminated by Court	7	0.13%
Work Release Granted	1,175	21.47%
Work Unit – Prison to Corrections Compact	2	0.04%
Work Unit – Stayed Under Appeal	6	0.11%
Work Unit – Transfer from Violator Program	354	6.47%
<b>Totals:</b>	<b>5,472</b>	<b>100.00%</b>

## Prison Services Statewide—Closure Category

	Administrative	Successful	Unsuccessful	Other	Totals
OWI Continuum		2			2
Parole	5	68	6	14	93
Pretrial Release With Supervision		5	1		6
Prison	57	4,341	1	161	4,560
Prison Compact	4	1			5
Prison Safe keeper	365	3			368
Probation	5	303	3	6	317
Special Sentence	1				1
Work Release	63	55		2	120
<b>Closure Category Totals</b>	<b>500</b>	<b>4,778</b>	<b>11</b>	<b>183</b>	<b>5,472</b>

## Prison Services Statewide—Intervention Programs

	Active at Start 7/1/08	New Admits FY08	Closures FY08	Active At End 6/30/08	Offenders Served*
Ad Seg 8	7		2	4	7
Going Home: KEYS-Re Entry Program	3		1	2	3
InnerChange Freedom Initiative	122	8	95	35	130
Reintegration	6	1	7		7
RIVERS	29	106	79	55	135
Sex Offender Program	131	162	109	180	293
Sex Offender Program – Short Term	13	40	35	16	53
Sex Offender Program – Short Term (Spanish)	8	12	20		20
Sex Offender Program – Special Needs	68	70	72	66	138
Violator Program – Regular (prison data entry)	148	334	361	122	482
<b>Total:</b>	<b>535</b>	<b>733</b>	<b>781</b>	<b>480</b>	<b>1,268</b>

\*Offenders Served is defined as Active at Start plus New Admits

## Prison Services Statewide—Intervention Programs by Closure Category

	Administrative	Successful	Unsuccessful	Total
Ad Seg 8		2		2
Going Home: KEYS-Re Entry Program		1		1
InnerChange Freedom Initiative	12	72	11	95
Reintegration	1	5	1	7
RIVERS	4	61	14	79
Sex Offender Program	12	52	45	109
Sex Offender Program – Short Term		28	7	35
Sex Offender Program – Short Term (Spanish)	1	17	2	20
Sex Offender Program – Special Needs	10	40	22	72
Violator Program – Regular (prison data entry)	9	290	62	361
<b>Totals</b>	<b>49</b>	<b>568</b>	<b>164</b>	<b>781</b>

# Community Based Corrections



**Iowa Department of Corrections  
COMMUNITY-BASED CORRECTIONS**

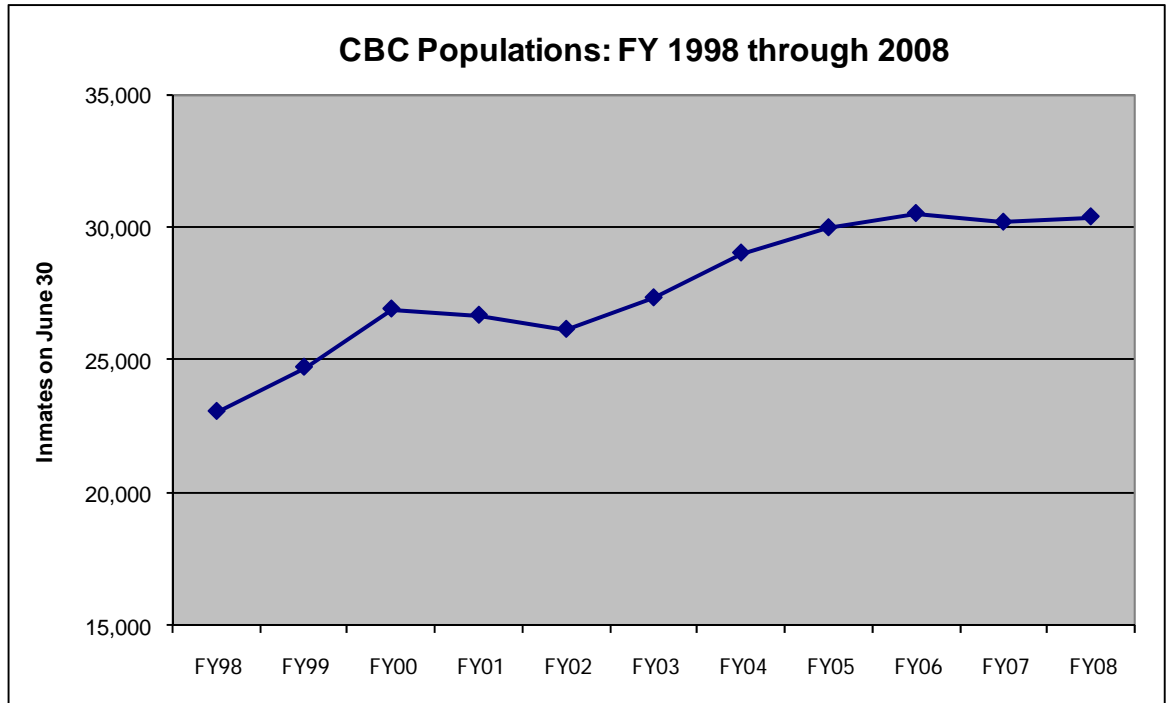
<b>Second Judicial District</b> 510 Main Street - P. O. Box 623 Ames, IA 50010-0623 515/232-1511 Fax: 515/232-9453										<b>First Judicial District</b> 314 East Sixth Street P. O. Box 4030 Waterloo, IA 50704-4030 319/291-2015 Fax: 319/291-3947 www.cedarnet.org/dcs1td										
Lyon	Oceola	Decatur	Emmet	Kossuth	Winneshago	Worth	Mitchell	Howard	Winneshiek	Allamakee										
Sioux	O'Brien	Clay	Palo Alto		Hancock	Cerro Gordo	Floyd	Chickasaw												
<b>Third Judicial District</b> 515 Water Street Sioux City, IA 51103 712/252-0590 Fax: 712/252-0634										<b>Sixth Judicial District</b> William G. Faches Center 951 - 29th Avenue, SW Cedar Rapids, IA 52404 319/398-367 Fax: 319/398-3684 www.iowacbc.org										
Plymouth	Charlottesville	Buena Vista	Pocahontas	Humboldt	Wright	Franklin	Buier	Brewster	Fayette	Clayton										
Woodbury	Ida	Sac	Calhoun	Webster	Hamilton	Hardin	Grundy	Blackhawk	Buchanan	Delaware										
Monroe	Crawford	Carroll	Greene	Boone	Story	Marshall	Tama	Benton	Linn	Jones										
Harrison	Shelby	Anson	Guthrie	Dallas	Pell	Jasper	Poweshiek	Iowa	Johnson	Cedar										
<b>Fourth Judicial District</b> 801 South Tenth Street Council Bluffs, IA 51501 712/325-4943 Fax: 712/325-0312										<b>Seventh Judicial District</b> 605 Main Street Davenport, IA 52803-5244 563/322-7986 Fax: 563/324-2063										
Pottawattamie	Cass	Adair	Madison	Warren	Marion	Mahaska	Keokuk	Washington	Louisa	Muscatine										
Mills	Montgomery	Adams	Union	Clatsop	Lucas	McCook		Wapello	Jefferson	Henry										
Franklin	Page	Taylor	Ringgold	Decatur	Wayne	Appanoose	David	Van Buren	Lee	Des Moines										
<b>Fifth Judicial District</b> 1000 Washington Avenue Des Moines, IA 50314 515/242-6582 Fax: 515/242-6656										<b>Eighth Judicial District</b> 1805 West Jefferson P. O. Box 1060 Fairfield, IA 52556-1060 641/472-4242 Fax: 641/472-9966 www.8thjdcbc.com										

September 2008



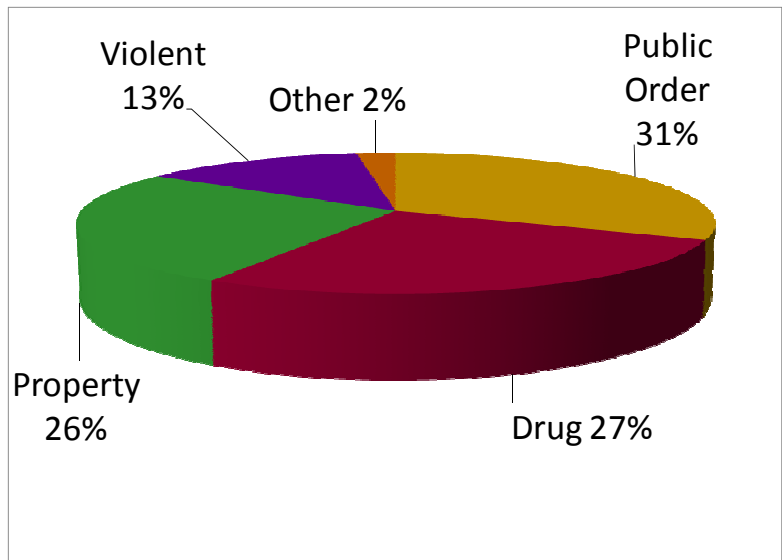
## The Changing Face of Iowa's Community Based Corrections

***“Iowa’s CBC population has grown from 16,574 offenders at mid-year 1988 to 29,738 offenders at mid-year 2008.”***



Iowa’s CBC population has grown from 16,574 offenders at mid-year 1988, to 23,059 at midyear 1998, to 29,738 offenders at mid-year 2008. In addition to the large increase in offender, the offender population has changed in regard to offense type, age, race/ethnicity and sex.

Regarding offense types, since 2001, the percent of Community Based Corrections offenders serving sentences for drug crimes (as their most serious offense) have increased, while the percent serving sentences for property crimes has decreased, and the proportion of violent offenders has remained about the same.



**CBC Population by Offense Type 2008**

(Includes interstate compact supervised in Iowa)

Data source FY2001 on: Iowa Justice Data Warehouse



## What are the characteristics of an “average” CBC offender?

### Race Breakdown

White	24,080	79.62%
African American	3,777	12.49%
Hispanic	1,546	5.11%
Native American	321	1.06%
Asian	296	0.98%
Unknown	223	0.74%

### Age

Under 31	15,379
31-50	12,571
Over 50	2,259
Unknown	34

### Gender

Male	22,391
Female	7,662
Unknown	190

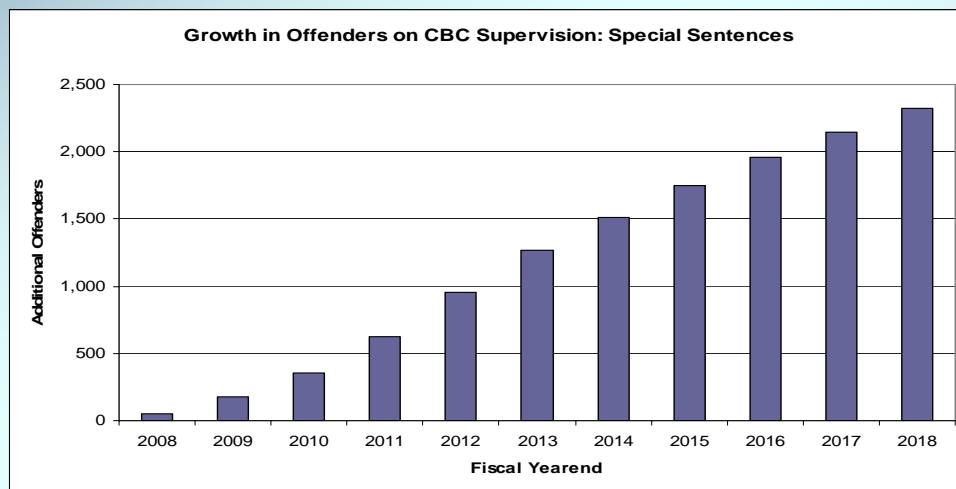
### Crime Types

Public Order	9,511	31.45%
Drug	8,092	26.76%
Property	7,889	26.09%
Violent	4,007	13.25%
Other	706	2.33%
Unknown	38	0.13%

Data as of 2/2/09

## Major Reentry Issue: Growth of CBC Sex Offenders

Increases in specialized caseloads, electronic monitoring costs, and treatment resources are expected.



## CBC Field Services—Statewide Snapshot

Legal Status Supervision Status	Active at Start 7/1/07	New Admits FY08	Closures FY08	Active at End 6/30/08	Offenders Served*
Community Supervision 902.3A			1		
Federal	1		1		1
Interstate Compact Parole	295	176	180	292	471
Interstate Compact Probation	1,092	581	583	1,102	1,673
No Correctional Supervision Status	15	37	44	9	52
OWI Continuum	7	42	8	5	49
Parole	3,547	2,664	2,574	3,350	6,211
Pretrial Release With Supervision	1,528	4,533	4,617	1,402	6,061
Probation	21,449	16,732	15,311	22,226	38,181
Special Sentence	6	31		28	37
<b>Statewide Total</b>	<b>27,941</b>	<b>24,796</b>	<b>23,320</b>	<b>28,414</b>	<b>52,737</b>

\*Offenders Served is defined as Active at Start plus New Admits

## CBC Field Services Statewide Closure Reason

	Administrative	Intermediate Sanction	Successful	Unsuccessful	Totals
Community Supervision 902.3A				1	1
Federal				1	1
Interstate Compact Parole	60		118	2	180
Interstate Compact Probation	204		366	13	583
No Correctional Supervision Status	7		33	4	44
OWI Continuum	1		1	6	8
Parole	24	247	1,788	515	2,574
Pretrial Release With Supervision	251		3,615	752	4,618
Probation	976		11,466	2,869	15,311
Special Sentence					
<b>Totals:</b>	<b>1,523</b>	<b>247</b>	<b>17,387</b>	<b>4,163</b>	<b>23,320</b>

## CBC Statewide Specialties

Specialty	Active at Start 7/1/07	New Admits FY08	Closures FY08	Active at End 6/30/08	Offenders Served*
Batterer's Education Supervision	20	10	18	15	30
County Jail Contract	1		1		1
Day Programming Supervision		2	1	1	2
Day Reporting – Residential	168	720	750	137	888
Day Reporting Supervision	3	2	4	1	5
Drug Court Supervision	284	226	192	322	510
Dual Diagnosis Supervision	66	59	61	66	125
Electronic Monitoring – Radio Frequency	2			2	2
Federal BOP	55	125	142	39	180
Federal Pretrial	1	22	18	5	23
Federal Public Law	19	47	53	13	66
Global Positional – Satellite	249	160	195	219	409
Global Positional Satellite – Cellular	263	212	216	257	475
Home Confinement – Federal Offender	18	100	100	19	118
Intensive Supervision	1,319	1,682	1,714	1,288	3,001
Intensive Supervision – Low Functioning Offenders	29	29	27	29	58
Intensive Supervision – Pretrial Release	79	238	255	62	317
Intensive Supervision Sex Offenders	543	385	423	505	928
Jail (Designated Site)	7	44	42	9	51
Low Risk Probation	4,054	5,807	5,120	4,832	9,861
Mental Health Reentry	79	84	107	55	163
Minimum Risk Program	593	726	583	735	1,319
OWI Pre-Placement	23	125	128	19	148
Radio Frequency	78	249	250	83	327
SWAP		1	1		1
Top 25	13	23	21	14	36
Video Display – Breath Alcohol Test	26		25	1	26
Video Display/Breath Alcohol Test/Radio Frequency	35	162	139	58	197
Violator Program	1	2	2	1	3
Voice Verification	15	4	11	8	19
Youthful Offender Program Supervision	115	116	156	78	231
<b>Statewide Totals Specialties:</b>	<b>8,158</b>	<b>11,362</b>	<b>10,755</b>	<b>8,873</b>	<b>19,520</b>

\*Offenders Served is defined as Active at Start plus New Admits

## CBC Statewide Specialties Closures

	Administrative	Successful	Unsuccessful	Other	Totals
Batterer's Education Supervision	1		16	1	18
County Jail Contract			1		1
Day Programming Supervision			1		1
Day Reporting – Residential	32	144	507	67	750
Day Reporting Supervision		2	1	1	4
Drug Court Supervision	17	11	111	53	192
Dual Diagnosis Supervision	7	9	26	19	61
Federal BOP	3	1	76	62	142
Federal Pretrial	1		14	3	18
Federal Public Law		1	41	11	53
Global Positional – Satellite	56	19	92	28	195
Global Positional Satellite – Cellular	43	42	85	46	216
Home Confinement – Federal Offender		5	70	25	100
Intensive Supervision	318	131	735	530	1,714
Intensive Supervision – Low Functioning Offenders	4	1	14	8	27
Intensive Supervision – Pretrial Release	32	7	159	57	255
Intensive Supervision Sex Offenders	142	17	170	94	423
Jail (Designated Site)	1	1	38	2	42
Low Risk Probation	366	16	4,038	700	5,120
Mental Health Reentry	10	8	72	17	107
Minimum Risk Program	155	51	367	10	583
OWI Pre-Placement	36	7	75	10	128
Radio Frequency	22	28	159	41	250
SWAP	1				1
Top 25	5	3	6	7	21
Video Display – Breath Alcohol Test	4	4	17		25
Video Display/Breath Alcohol Test/Radio Frequency	17	22	86	14	139
Violator Program		1	1		2
Voice Verification	4		5	2	11
Youthful Offender Program Supervision	37	9	67	43	156
<b>Totals:</b>	<b>1,314</b>	<b>540</b>	<b>7,050</b>	<b>1,851</b>	<b>10,755</b>

## CBC Residential Services—Statewide Snapshot

Supervision Status	Active at Start 7/1/08	New Admits FY08	Closures FY08	Active at End 6/30/08	Offenders Served*
Federal	149	415	476	141	564
Interstate Compact Parole	2	2	7		4
Interstate Compact Probation	4	11	10	1	15
Jail (Designated Site)	4	33	27	3	37
No Correctional Supervision Status		1	4		1
OWI Continuum	243	552	630	227	795
Parole	15	50	55	8	65
Pretrial Release Without Supervision		2			2
Pretrial Release With Supervision	9	31	32	7	40
Probation	858	1,920	2,245	797	2,778
Special Sentence	3	11	2	9	14
Work Release	480	1,483	1,674	462	1,963
<b>Statewide Total:</b>	<b>1,767</b>	<b>4,511</b>	<b>5,162</b>	<b>1,655</b>	<b>6,278</b>

\*Offenders Served is defined as Active at Start plus New Admits

## CBC Residential Services—Statewide Closure Type

	Administrative	Successful	Unsuccessful	Totals
Federal	5	357	114	476
Interstate Compact Parole	2	2	2	7
Interstate Compact Probation	2	6	2	10
Jail (Designated Site)		20	7	27
No Correctional Supervision Status		4		4
OWI Continuum	7	536	87	630
Parole	6	43	5	55
Pretrial Release With Supervision		21	11	32
Probation	127	1,513	605	2,245
Special Sentence		2		2
Work Release	12	1,170	502	1,674
<b>Totals:</b>	<b>161</b>	<b>3,666</b>	<b>1,335</b>	<b>5,162</b>

All Residential charts include R, VC and VT beds.



## CBC Intervention Programs – Statewide Snapshot

Intervention Program	Active at Start 7/1/08	New Admits FY08	Closures FY08	Active at End 6/30/08	Offenders Served*
Batterer's Education Program	2,513	2,810	1,567	2,613	5,323
Day Program	1,888	1,723	925	1,836	3,611
Drug Court Program	290	265	112	352	555
Dual Diagnosis Program	77	88	45	96	165
Going Home: KEYS-Re Entry Program	2				2
OWI Program	443	337	224	483	780
Re Entry Court Program	49	7	4	23	56
Restorative Justice Program	121	149	83	161	270
Sex Offender Program	721	394	123	705	1,115
TASC Program	204	359	246	233	563
Violator Program Aftercare	164	220	138	155	384
Violator Program - Regular (prison data)		2	2	1	2
Women Offender Program	7			4	7
Youthful Offender Program	161	113	36	166	274
<b>Totals:</b>	<b>6,640</b>	<b>6,467</b>	<b>3,505</b>	<b>6,828</b>	<b>13,107</b>

\*Offenders Served is defined as Active at Start plus New Admits

## CBC Intervention Programs – Closure Type

	Administrative	Intermediate	Successful	Unsuccessful	Totals
Batterer's Education Program	218	2	1,195	152	1,567
Day Program	157	43	403	322	925
Drug Court Program	68	6	6	32	112
Dual Diagnosis Program	7	3	18	17	45
OWI Program	6	10	180	28	224
Re Entry Court Program	1		3		4
Restorative Justice Program	8	2	63	10	83
Sex Offender Program	21	8	38	56	123
TASC Program	60	18	72	96	246
Violator Program Aftercare	8	6	91	33	138
Violator Program Regular	2				2
Youthful Offender Program	5		14	17	36
<b>Totals:</b>	<b>561</b>	<b>98</b>	<b>2,083</b>	<b>763</b>	<b>3,505</b>



# Electronic Monitoring Report

## January 2009

### Offenders on EMS

At yearend 2008, 610 offenders were on some form of electronic monitoring (EMS), per the Iowa Corrections Offender Network (ICON). This represents a slight reduction in the number on EMS one year ago. The primary reason for the decline is reduced use of EMS for non-mandatory cases, in an effort to contain costs.

The Iowa Division of Criminal and Juvenile Justice Planning continues to project a large increase in offenders admitted to community supervision who will be required to be on EMS. Their updated projections estimate about 2,324 additional offenders on EMS by mid-year 2018.

### Statewide Electronic Monitoring, Year End 2007 & 2008

EMS Type	As of 12/31/2007		As of 12/31/2008	
	Total Offenders	%	Total Offenders	%
Global Positioning Satellite - Cellular	504	77.4%	483	79.2%
Radio Frequency	85	13.1%	71	11.6%
SCRAM (Secure Continuous Remote Alcohol Monitor)	1	0.2%	5	0.8%
Video Display/Breath Alcohol Test/Radio Frequency	53	8.1%	46	7.5%
Voice Verification	8	1.2%	5	0.8%
<b>Total</b>	<b>651</b>	<b>100.0%</b>	<b>610</b>	<b>100.0%</b>

### Use of EMS by Judicial District

#### Offenders on Electronic Monitoring by Judicial District, Yearend 2008

	Global Positioning Satellite - Cellular	Radio Frequency	SCRAM (Secure Continuous Remote Alcohol Monitor)	Video Display/Breath Alcohol Test/Radio Frequency	Voice Verification	Totals by District
1JD	116	2			1	119
2JD	53	1	2	2		58
3JD	46	28				74
4JD	28					28
5JD	100	28	3	34	3	168
6JD	68	10		8		86
7JD	31	1		2		34
8JD	41	1			1	43
<b>Totals</b>	<b>483</b>	<b>71</b>	<b>5</b>	<b>46</b>	<b>5</b>	<b>610</b>

## Offenders on EMS by Most Serious Offense

Below is information regarding the most serious offense for offenders on EMS on December 31, 2008. Please note many offenders whose prior sex offenses are no longer active are still required to maintain Iowa Sex Offender Registry registration, and may be required to be on EMS.

### Offenders on EMS by Offense Classification and Offense, Year End 2008



<b>Violent Offense Category</b>	<b>Totals</b>
Assault	20
Kidnap	27
Murder/Manslaughter	2
Other Violent	3
Robbery	5
Sex	409
<b>Total: Violent Offenses</b>	<b>466</b>
<b>Property Offense Category</b>	<b>Totals</b>
Arson	1
Burglary	15
Forgery/Fraud	8
Other Property	1
Theft	9
Vandalism	2
<b>Total: Property Offenses</b>	<b>36</b>
<b>Drug Offense Category</b>	<b>Totals</b>
Drug Possession	4
Other Drug	8
Trafficking	16
<b>Total: Drug Offenses:</b>	<b>28</b>
<b>Public Order Offense Category</b>	<b>Totals</b>
Other Public Order	25
OWI	36
Traffic	4
Weapons	6
<b>Total: Public Order Offenses:</b>	<b>71</b>
<b>Offense Category</b>	<b>Totals</b>
Other Criminal	6
Other Violent	3
<b>Total: Other Offenses:</b>	<b>9</b>



**REPORTS FROM  
THE OFFICES OF:**

**Administration**

**Offender Services**

**Security**

**Education**

**Training**

**Safety and Health**

**Victim Services**

**Policy and Legal**

**Media and Public Relations**

**Investigative Services**

**Iowa Prison Industries**

## Office of Administration

While it is important to be prudent custodians of taxpayer funds, the wise use of public money during a steep financial downturn becomes even more critical. Corrections Administration is playing a key role in streamlining and improving operations during these uncertain economic times.

Effective management of fixed costs is of particular importance. Costs for food, fuel and pharmacy consume over 56% of the Department's support budget, and annual increases in these costs outpace increases in the national consumer price index. A number of our accomplishments have centered on controlling fixed costs.

During FY2008, the Department of Corrections (DOC) centralized and standardized many of the **food services** functions for the nine institutions. This included development of a standard menu, and using computer technology to manage recipes, inventories, and more. Also this past year, the Iowa General Assembly approved a **centralized warehouse**. As a result, the DOC is better able to control escalating food costs, manage offender diet needs, and streamline daily food service activities.



**Deputy Director of  
Administration**  
Brad Hier

Also under way is the **Centralized Pharmacy Project**, which will serve all institutions. When fully implemented, the centralized pharmacy promises to eliminate multiple inventories; provide more efficient control of the formulary (a prescribed list of medications for use by offenders); provide better purchasing control; and standardize dispensing methods leading to increased efficiency and, ultimately, improved patient care.

Efficiencies have also been realized through the **Centralized Offender Banking System**. All money orders, fund transfers between institutions, restitution, child support, and court filing fees are now processed through the centralized offender bank – saving both time and money.

Better use of Information Technology (IT) is helping to improve corrections operations. During FY2008, the DOC installed identical computer hardware and software at Central Office and the prison reception center at Oakdale to reduce redundancy; implemented encryption for DOC laptop computers to reduce the risk of loss of confidential information; installed a **Microsoft SharePoint server** to increase the efficiency of document sharing; completed institution conversion of Wide Area Network connectivity to Ethernet circuits resulting in increased capacity at a lower cost; and developed standard operating procedures for many IT functions, resulting in increased efficiencies.

Key **capital improvements** were legislatively approved for the Iowa Correctional Institution for Women to better supervise and treat the heavy influx of female offenders into the correctional system, and to replace the antiquated and inefficient Iowa State Penitentiary. A Correctional Specialist will assist in oversight of the Architectural & Engineering and Construction Manager firms for both prisons. In order to reduce the waiting lists for community correctional residential beds, the Governor and legislature also approved funding to construct a total of 43 community residential beds in Waterloo, 42 in Sioux City and 25 in Ottumwa, and provide a systemic review for residential bed additions in Des Moines.

This past fiscal year, the DOC has also invested in **infrastructure improvements** and maintenance, which included replacing the perimeter security fence and detection system at the Iowa Medical and Classification Center; renovating the kitchen at the Anamosa State Penitentiary; beginning construction of the new office/correctional residential facility in Davenport; and completing construction work on both the new Ft. Dodge office/correctional residential facility and Cedar Rapids mental health facility.

As with all state agencies, the DOC was charged with implementing the Governor's Executive Order #4, which directs state government to ensure equal employment opportunities for all Iowans and to enhance **job recruitment efforts** of people of color. In FY2008, the DOC revised its hiring policy to incorporate EO 4, and institution human resources staff received training from the Department of Administrative Services on the screening and selection of applicants in accordance with EO 4.

Corrections green government efforts were greatly expanded with the implementation of Executive Order No.6. Staff is excited, engaged, and optimistic about their ability to impact green government initiatives and the opportunity to lead by example. The Governor's order requires agencies to provide leadership in creating energy excellent buildings, promote resource efficiencies through sustainable materials, and managing efficient use of travel and biofuels. The Department shared with the Green Government Coordinators an extensive list of green initiatives currently in place, such as extensive use of local food production at institutional gardens, use of alternative fuels, and recycling.

The DOC is a large state agency, managing a \$360 million state general fund budget and 4,389 employees. The Department is responsible for the supervision and rehabilitation of about 8,700 offenders and over 30,000 offenders under community supervision from offices and institutions across the state. The task of administering and optimizing operations of such an enterprise is ongoing. Improvements made during FY2008 will contribute toward weathering the fiscal uncertainties that may exist in FY2009 and beyond. Continued teamwork and focus on our vision and mission will position the DOC to achieve its goals and deliver vital services to the tax payers of this State.



## Research

In FY2007, the DOC obtained broad-based input from institutions and community-based corrections (CBCs) on their research needs. The topic areas most-often mentioned became the Department's top priorities:

1. Interventions (What's working?)
2. Offender Discipline (Predicting misbehavior; best practices)
3. Mentally Ill Offenders
4. LSI-R Offender Assessments
5. Offender Employment

Further development of corrections data and analytical capabilities within the Iowa Justice Data Warehouse is essential in supporting work on these priorities.



## FY 2008 Accomplishments

- **Study of substance abuse interventions in community-based corrections.**

A performance audit examined the delivery of substance abuse treatment to CBC offenders who are higher risk. Findings identified not all offenders that need substance abuse treatment receive it while under supervision, indicating more treatment resources may be needed. Findings also indicated that in most cases, community substance abuse treatment is effective in lowering offender recidivism rates.

- **Analysis of outcomes for offenders participating in the violator program.**

Findings identified the importance of community aftercare in the success of offenders. Those offenders successfully completing community aftercare or other targeted interventions following release from the institutional portion of the program had lower recidivism rates than offenders who completed the institution portion of the program but received no aftercare or follow-up interventions.

- **Study of prevalence of mental illness among CBC offenders.**

Probation/parole officers completed surveys on a random sample of offenders under supervision, and identified which offenders were documented to have a mental illness. Results were used to estimate that about 27% of offenders under CBC field supervision statewide are mentally ill. For offenders in CBC residential facilities, about 43% are estimated to be mentally ill. Identifying the prevalence of mental illness among these offenders is a key step in planning for this population.

*“Findings identified the importance of community aftercare in the success of offenders.”*

Also, the development of a new offender classification system detailed elsewhere in this report (see Offender Services) greatly assisted in answering a number of the research questions regarding factors that help predict offender infractions in general, as well as those at risk for predatory behavior.

## FY2009 Goals

- **Evaluation findings.**

Reports are expected from researchers outside the Department, including evaluations of Iowa's drug courts, and the Moving On cognitive program for women offenders.

- **Study of education and employment.**

Planning is underway for a data sharing agreement with Iowa Workforce Development, whereby the DOC would provide corrections data to enable information to be compiled regarding employment outcomes for offenders released from prison, who received educational services while incarcerated.

- **Assessment validation.**

Statistical validation of two sex offender risk assessments currently used to provide information to the Iowa Sex Offender Registry is underway. The study will determine how well the assessments predict new violent crime and new sex offenses. Outcomes from the study will promote changes in case management planning for this population.

## Iowa Corrections Offender Network (ICON)



Beginning on page 62 of this annual report is the full DOC Performance Report.

In this section, we have reflected FY2008 accomplishments and FY2009 goals.

### 2008 Accomplishments

- Implementation of a SharePoint Performance Measures website
- Elimination of 2 Statistical Workbooks
- Statistics for the DOC annual report being generated by Central Office for community corrections districts (CBCs) and institutions
- Annual report template deployed for institutions and CBCs
- Analysis of performance measures, resulting in elimination of 9 measures
- Definition of each performance measure established
- Justice data warehouse reports for institutions established
- Internship application website established
- Committee work towards a Critical Incident Reporting Module for Institutions and CBCs
- ICON was upgraded from an ASP Application to an ASP.NET application to run on the .NET framework.

### 2009 Goals

- Continued refinement of SharePoint website
- Continued analysis of Statistical Workbooks
- Site visits to institutions/CBCs to train on warehouse usage
- Enhancement of CBC warehouse reports
- Statewide deployment of the Critical Incident Reporting Module
- Deployment of the Sexual Violence Propensity Assessment
- Deployment of the URICA (University of Rhode Island Change Assessment)
- Deployment of the Offender Head Injury Assessment
- Deployment of male/female custody classification assessments
- Committee work towards a monitoring module (BEP, etc.)

The DOC has spent significant amounts of time and resources to develop standardized reports for community-based corrections (CBCs) and institutions. The DOC collaborated with the Division of Criminal and Juvenile Justice Planning (CJJP) to establish the Justice Data Warehouse (JDW) enhancement efforts for corrections information. The JDW stores key data from ICON, the Iowa Court Information System (ICIS) including juvenile court, and Department of Public Safety in one location. One advantage is that statistical reporting on the JDW is readily accomplished without placing undue demands on operational systems.

## Justice Data Warehouse

### A linkage has been created between ICON and ICIS in the JDW. This has resulted in:

- Better reporting of reasons for revocation (new crime vs. other)
- Ability to compute victim restitution imposed and paid by offenders
- Recidivism tracking beginning at final discharge

### FY2008 Accomplishments:

- Creation of DOC Prison, Recidivism, and Intervention (Treatment)/Program Closure Reports
- The addition of LSI-R Assessment Scores at Start and End of supervision to CBC Revocation Reports to monitor changes in offender risk
- Prison Business Rules to accommodate New Admits, Closures and Active at Start/End. Active at Start is defined as 7-1-07 and Active at End is 6-30-08.

### FY2009 Goals:

- JDW reports to meet the template designed for CBC/Prison annual reports
- Further detail work on CBC/Prison reports to include demographics, admission and closure types, LSI-R scores at Start/End, Length of Stay by work unit and most serious convicting charge.
- Further work on Interventions/Programs to track beyond satisfactory program completion, to describe the percent of offenders eventually completing supervision satisfactorily -- to help examine program effectiveness
- Site visits to each prison/CBC to train on usage of the JDW
- Utilize the JDW to assist with data quality assurance to promote better data entry practices and more accurate reporting
- Further work on recidivism research to provide return rates to prison
- Shift reporting output for institutions from the E-1 Movements Report to the JDW for enhanced reporting. The E-1 movements report is an admission/release count report that historically has been used by the prison system for statistical reporting.

## FY 2008 Financial Status Reports—Institutions

	LEGISLATIVE ACTION	DEPT. REVISED BUDGET	ACTUAL REVENUE AND EXPENDITURE	ENCUMB- RANCES	ACTUAL + ENCUMB- RANCES	PERCENT (Actual of Budget)	EXCEED E / UNDER U
<b>FTE POSITIONS</b>							
Correctional Officer	1,718.79	1,892.00	1,820.43	-	1,820.43	95.77%	
Total Staffing	3,246.70	3,214.84	2,998.85	-	2,998.85	93.28%	
<b>RESOURCES AVAILABLE</b>							
Appropriation	339,832,206	339,832,206	339,589,206.00	-	339,589,206.00		
Salary Adjustment	13,558,210	13,558,210	13,558,210.00	-	13,558,210.00		
Supplemental	-	-	-	-	-		
Tobacco Settlement	4,008,474	4,008,474	4,008,474.00	-	4,008,474.00		
FY 2007 Balance Forward	1,000	2,000	115,970.53	-	115,970.53		
Appropriation transfer	-	-	-	-	-		
Deappropriation	-	-	-	-	-		
Re-Allocation	-	-	-	-	-		
Intra State Transf	-	-	-	-	-		
Miscellaneous Receipts	3,361,174	3,739,730	5,740,282.12	-	5,740,282.12	153.49%	
<b>TOTAL RESOURCES AVAILABLE</b>	<b>360,757,084</b>	<b>361,136,620</b>	<b>363,008,142.65</b>	<b>-</b>	<b>363,008,142.65</b>		
<b>FUNDS EXPENDED AND ENCUMBERED</b>							
101 Personnel Services	223,950,595	223,451,849	216,231,086.17	-	216,231,086.17	96.77%	
202 Personnel Travel I/S	405,212	428,725	291,273.33	-	291,273.33	67.94%	
203 State Vehicle Operations	738,398	773,477	959,564.18	-	959,564.18	124.08%	
204 Depreciation	122,000	96,000	312,149.32	-	312,149.32	325.16%	
205 Out-State Travel	25,148	40,312	84,615.27	-	84,615.27	209.90%	
301 Office Supplies	515,887	494,298	484,531.46	-	484,531.46	93.98%	
302 Facility Maint Supplies	985,738	1,169,597	1,992,195.15	-	1,992,195.15	170.33%	
303 Equipment Maint Supplies	503,822	435,616	829,920.41	-	829,920.41	144.80%	
304 Professional Supplies	899,742	935,970	1,008,001.12	-	1,008,001.12	107.70%	
306 Housing Supplies	2,284,869	2,282,498	2,892,461.64	-	2,892,461.64	117.98%	
307 Ag Cons Supplies	25,988	30,935	61,080.90	-	61,080.90	197.38%	
308 Other Supplies	539,112	634,742	1,001,191.10	-	1,001,191.10	157.73%	
309 Printing and Binding	832	832	-	-	-	0.00%	
310 Drugs & Biologicals	9,008,489	8,892,738	8,994,297.51	-	8,994,297.51	103.47%	
311 Food	9,763,031	9,835,095	10,922,911.98	-	10,922,911.98	111.06%	
312 Uniforms	1,187,045	1,205,236	1,718,501.64	-	1,718,501.64	142.59%	
313 Postage	99,599	102,081	115,129.36	-	115,129.36		
401 Communications	840,098	655,900	758,595.64	-	758,595.64	115.68%	
402 Rentals	285,788	287,152	276,495.39	-	276,495.39	96.29%	
403 Utilities	9,832,904	10,221,516	10,003,839.66	-	10,003,839.66	97.87%	
405 Professional Services	2,196,147	2,325,876	2,838,047.46	-	2,838,047.46	113.42%	
406 Outside Services	4,352,799	4,398,990	6,585,714.89	-	6,585,714.89	149.28%	
407 Intra State Transfers	241,920	242,121	106,351.06	-	106,351.06	43.92%	
408 Advertising & Publicity	27,100	27,000	9,144.74	-	9,144.74	33.87%	
409 Outside Repairs	754,288	642,880	1,367,581.24	-	1,367,581.24	212.79%	
410 Data Processing	1,000	1,000	-	-	-	0.00%	
412 Auditor Reimbursement	1,350	850	-	-	-	0.00%	
414 Reimb Other Agencies	1,864,906	2,847,532	3,586,414.84	-	3,586,414.84	125.95%	
415 Facility Improvement Reimb	-	-	-	-	-	0.00%	
416 ITS Reimbursement	443,488	387,273	343,652.93	-	343,652.93	88.74%	
417 Workers Compensation	2,122,168	1,041,431	-	-	-	0.00%	
418 IT Outside Services	800	461,500	690,168.09	-	690,168.09		
501 Equipment	618,898	651,542	949,014.54	-	949,014.54	145.66%	
502 Office Equipment	35,012	34,178	68,189.29	-	68,189.29	199.51%	
503 Equipment Non-Inventory	356,432	360,770	775,728.18	-	775,728.18	215.02%	
504 DP Inventory	-	-	-	-	-	0.00%	
505 DP Non-Inventory	-	-	-	-	-	0.00%	
510 IT Equipment	1,108,738	1,036,300	1,317,450.08	-	1,317,450.08	127.13%	
601 Claims	937	937	1,253.64	-	1,253.64	133.79%	
602 Other Expenses	3,114,765	3,179,130	3,447,676.40	-	3,447,676.40	108.45%	
604 Securities	3,231	1,877	1,876.52	-	1,876.52	99.97%	
701 Licenses	9,480	7,340	8,182.41	-	8,182.41	111.48%	
702 Fees	-	-	-	-	-	0.00%	
801 State Aid and Appropriations	81,713,724	81,713,724	81,713,724.00	-	81,713,724.00	100.00%	
901 Capitals	-	-	-	-	-	0.00%	
Legislative reduction	-	-	-	-	-		
<b>TOTAL EXPENSES AND ENCUMBRANCE</b>	<b>360,757,084</b>	<b>361,136,620</b>	<b>362,107,791.54</b>	<b>-</b>	<b>362,107,791.54</b>	<b>100.27%</b>	
<b>ENDING BALANCE</b>					<u>900,351.11</u>		
Supplemental					-		
Reversion					483,056.99		
Balance Forward					417,294.12		
<b>ENDING BALANCE</b>					<u>0.00</u>		
Percent of actual Funds Available expended					99.75%	encumbered	99.75%
Percent of Support Budget expended					105.74%	encumbered	105.74%
Percent of Equipment Budget expended					148.34%	encumbered	148.34%
<b>Percentage of Year Expended =</b>					<b>100.00%</b>		

## FY2008 Financial Status Report—Community Based Corrections

REVENUES		TOTAL GF (POS)	TOTAL LOCAL	
			FED OTHER	GRAND TOTAL
01	Balance Forward	-	1,787,497.10	1,787,497.10
05	Appropriation	76,432,909.00	856,051.00	77,288,960.00
05	Salary Adjustment	2,771,626.00	-	2,771,626.00
05	De-appropriation	-	-	-
05	Re-Allocation	-	291,731.00	291,731.00
05	Sex Offender Transfer	-	-	-
05	Tobaco Funds	-	634,432.00	634,432.00
05	Workers Compensation	-	-	-
201	Federal Grants	-	627,442.49	627,442.49
202	Local Gov't (County Agreements)	-	655,520.44	655,520.44
204	Intra-State Transfers	-	242,232.00	242,232.00
205	Transfer of Capitals Funding from	-	-	-
205	Federal Pass-Through	-	1,563,247.28	1,563,247.28
301	Interest	-	403,400.88	403,400.88
401	Enrollment Fees	-	4,959,446.85	4,959,446.85
402	Fees & Licenses	-	3,256,346.00	3,256,346.00
501	Miscellaneous Revenue	-	6,237,841.19	6,237,841.19
704	Other Revenue	-	725,274.89	725,274.89
<b>TOTAL REVENUE</b>		<b>79,204,535.00</b>	<b>22,240,463.12</b>	<b>101,444,998.12</b>

EXPENDITURES		TOTAL GF (POS)	TOTAL LOCAL		GRAND TOTAL
			TOBACCO	FED OTHER	
101	Personal Services	75,895,654.12	256,217.00	7,402,216.63	83,554,087.75
202	Personal In-State Travel	94,881.11	26,498.69	408,747.06	530,126.86
203	Vehicle Operation	59,729.66	-	329,158.59	388,888.25
205	Personal Out-State Travel	1,044.81	7,911.93	44,560.32	53,517.06
301	Office Supplies	58,413.61	-	407,074.86	465,488.47
302	Facility Maint. Supplies	5,378.00	-	146,936.84	152,314.84
304	Prof. & Scientific Supplies	19,137.04	20,588.38	252,899.06	292,624.48
306	House/Sub. Supplies	8,078.40	-	292,597.40	300,675.80
308	Other Supplies	9,481.94	-	91,083.35	100,565.29
311	Food	48,581.69	-	2,149,890.59	2,198,472.28
401	Communications	73,665.52	-	635,806.42	709,471.94
402	Rental	132,879.00	-	788,262.20	921,141.20
403	Utilities	151,113.59	-	874,755.41	1,025,869.00
405	Prof. & Scientific Services	1,983,162.20	95,000.00	1,703,092.15	3,781,254.35
406	Outside Services	39,758.25	-	901,780.73	941,538.98
407	Intra-State Transfers	-	-	10,000.00	10,000.00
408	Advertising & Publicity	37,479.00	-	6,858.45	44,337.45
409	Outside Repairs	27,523.61	-	564,249.23	591,772.84
412	Auditor Reimbursement	-	-	700.00	700.00
414	Reimb. to Other Agencies	52,460.78	-	111,418.16	163,878.94
416	ITS Reimbursement (Data Proc)	68,071.56	-	188,375.53	256,447.09
417	Workers Compensation	71,527.88	-	199,519.08	271,046.96
501	Equipment	-	-	329,465.75	329,465.75
502	Office Equipment	11,122.00	-	49,666.97	60,788.97
503	Non-Inventory Equipment	27,960.15	-	149,470.06	177,430.21
510	IT Equipment and Software	91.92	-	284,092.66	284,184.58
504	DP Inventory Equipment	2,500.00	-	183,375.35	185,875.35
601	Claims	-	-	21,959.00	21,959.00
602	Other Expenses	11,318.35	-	218,561.75	229,880.10
604	Securities	-	-	567,813.52	567,813.52
803	Aid to Individuals	-	-	-	-
609	Deferred Compensation	450.00	-	141,695.00	142,145.00
901	Capitals	17,646.25	-	238,526.32	256,172.57
510	DP	50,069.00	-	8,180.38	58,249.38
505	DP Non Inventory Equipment	25,768.15	-	-	25,768.15
<b>TOTAL EXPENDITURES</b>		<b>78,984,947.59</b>	<b>406,216.00</b>	<b>19,702,788.82</b>	<b>99,093,952.41</b>

Fund Balance	2,351,045.71
Reversion	11,537.41
Carry Forward	2,339,509.30
Ending Fund Balance	<u>0.00</u>



## Office of Offender Services

### Accomplishments

- ◆ Offender Services has continued to focus on improving the Department's reentry practices across the institutions and community corrections. District and institution reentry coordinators have collaborated to develop and expedite effective transition plans for offenders being recommended for release to the Board of Parole. The Department has experienced a reduction in the prison population by 4.1% during FY08 as well as a significant reduction in probation, parole and work release revocations and referrals to violator programs.
- ◆ A rural reentry initiative has been implemented in the Second Judicial District, supported by federal Bureau of Justice Assistance grant funding.
- ◆ Offender Services has advanced evidence based practices throughout the correctional system by supporting motivational interviewing training and evidence based practices program reviews. Motivational interviewing trainers have been certified in DOC institutions and the implementation of a strategic plan to deliver motivational interviewing to institution staff is underway.
- ◆ Evidence based paper audits and quality improvement planning were conducted under the auspices of the EBP Steering Committee in all institutions and community corrections programs to determine the degree to which programs adhere to the principles of evidence based practices. Programs were rated as excellent, promising or needs improvement. Programs needing improvement are charged with either improving at least to the promising level or discontinuing operation.
- ◆ A new offender custody classification system was designed and validated with improvements to include: gender responsive instruments, separate tools for initial and reclassification purposes, and a greater focus on rewarding positive offender behavior to manage the safe movement of offenders to lower custody levels.
- ◆ A contract was awarded to reinstitute a Substance Abuse Treatment Level of Service assessment during the reception process at the Iowa Medical and Classification Center. The assessment will be utilized in conjunction with risk assessment and the Projected Release Recommendation Date to drive placements in the limited substance abuse treatment programs in DOC institutions.
- ◆ The Central Records project has been completed, with a Central Records/Central Time Computation Unit at the Iowa Medical and Classification Center in place and Central Visiting at the Mt. Pleasant Correctional Facility. Jail Credit is being recovered by Fort Madison records staff and in FY08 has recovered 83,589 jail credit days which is a cost savings of \$1,253,835.



**Jeanette Bucklew, Deputy Director of Offender Services**

### Future Goals

- ◆ The Iowa Corrections Reentry Team has been established in follow up to a statewide reentry training conducted in September with the mission of engaging offenders, staff, victims and community partners to guide effective reentry from sentencing to discharge with consideration of resources available in different parts of the state. The priority Team goal is to review/document and reengineer the case management process to improve reentry support as well as review and revise the Department mission to embrace reentry.
- ◆ Implement pilot One-Stop Reentry projects in Des Moines and Waterloo that focus on reducing the disparate incarceration rate of African Americans.
- ◆ Conduct on site evidence based practices program reviews in all institutions and community corrections programs to assess the degree of implementation of quality improvement plans that were developed in response to the FY 08 paper program audits.
- ◆ Implement the Department's new offender custody classification system (January 2009) along with a quality assurance process and reports that monitor custody/housing impact.
- ◆ Implement the web based clinical substance abuse treatment management system, I-SMART, in collaboration with the Department of Public Health in all DOC institution treatment programs to align with community based substance abuse treatment and share clinical records with authorized treatment providers.
- ◆ Train and deploy community corrections and institution staff to implement the national web based ICOTS offender interstate supervision transfer management information system.

***“a greater focus on rewarding positive offender behavior to manage the safe movement of offenders to lower custody levels.”***



## Office of Security

2008 has been a very busy year for the Security Directors and their staff. Natural disasters and construction projects have been a constant source of challenge for the staff members at all of our institutions. Security Audits Teams have conducted audits at all of our institutions. These audits are designed to ensure that DOC policy, procedure and training are congruent.



**Bob Garrison**  
Chief of Security

New to the DOC was the introduction of the Vulnerability Assessment. Twenty five employees representing a variety of job classes in the DOC received training in this area of expertise. Vulnerability Assessments aimed at preventing escapes were conducted at our two maximum security institutions. Recommendations for potential change were made to the leadership and those security issues were properly addressed.

Another new initiative this year was the Emergency Preparedness Audit. This is designed to look at the organization response to natural and man made disasters that could potentially affect our institutions. An Emergency drill was conducted at the Fort Dodge Correctional Facility. Many of the potential resources that would be involved during an actual event participated in this exercise. They included State and Local law enforcement, Fire Departments, the area Hospitals and Emergency Medical Services.

A partnership was born between the Iowa Department of Corrections and the Department of Public Safety's Fusion Center. Members of the Security Threat Group and the Security Directors were connected to State and Federal Intelligence based websites through a secure communication system. The State Fusion Center assigned an Agent to serve as an Intelligence contact on the DOC Security Threat Group.

The Security Directors met on a monthly basis to discuss current issues that affected their operations. These meetings included a review of current technologies available to the DOC that included detection devices, electronic barriers, communication equipment, intelligence collection devices, weapons and munitions.

Additional security support areas also include Hostage Negotiation/Crisis Intervention teams, Canine Handlers who competed in the West Des Moines Canine Trials and the Correctional Emergency Response Teams who placed first in the Annual CERT Challenge held at Brushy Creek State Park.

***“Audits are designed to ensure that DOC policy, procedure and training are congruent.”***



## Office of Education

### The Correctional Education Mission

*To provide individuals with educational opportunities and skills necessary to function successfully and responsibly in society upon their release*

The Correctional Education Department is committed to developing comprehensive and standardized educational programs for offenders in the state of Iowa. In order to accomplish this goal, the Department contracts with local community colleges and Area Education Agencies for regular and special educational services. This cooperation results in the provision of Literacy, ABE/GED, High School completion, Special Education classes, and Life Skills. Vocational programs were offered on a limited basis.



**Sandra Smith**  
Director of Education

### Overview of Correctional Education Services

#### Literacy Programs

Offenders with a reading level below the 6<sup>th</sup> grade are required to participate in the Literacy Program. This program is a functional literacy program that provides offenders the opportunity to develop the educational skills necessary to function independently in society. These skills include, but are not limited to, reading, writing, and comprehension, along with an intensive phonics approach.

#### **During FY 2008 the Literacy Program:**

Served 606 offenders in literacy classes. Provided 61,351 hours of instruction in literacy. Awarded 456 literacy completions.

#### ABE/GED Programs

The ABE program, in cooperation with the Literacy program, provides instruction for students who score below the 8<sup>th</sup> grade on the Test of Adult Basic Education (TABE). The instructional focus is on developing basic skills in reading, language arts, and mathematics, in preparation for GED course work.

Students whose skill levels are ninth grade and above are served in the GED program and prepare for the General Education Development Test. Subject areas addressed through this program include reading, writing skill, mathematics, social studies, and science.

#### **During FY 2008 the GED Program:**

Served 1,090 offenders. Provided 217,211 hours of instruction in GED. Awarded 516 GED certificates.

#### Special Education Programs

The Department of Corrections meets the requirements of the Individuals with Disabilities Education Act (IDEA) by providing comprehensive special education services to school age offenders, who have special learning needs. These services are provided by means of contractual agreements between the Department of Corrections, the Department of Education, and Area Education Agencies.

During FY 2008 Special Education Programs: Conducted over 186 special education assessments. Provided services to 102 offenders who were staffed into special education. Provided 6,646 hours of instruction.

#### Title I Programs

Title I, a federally funded program, is targeted to meet the educational needs of neglected & delinquent youth under the age of 21, who have not earned a high school diploma. This program offers intensive remedial instruction in the area of reading and math.

#### **During FY 2008 the Title I Program:**

Provided services to 196 offenders. Provided 21,788 hours of instruction.

***“The Correctional Education Department is committed to developing comprehensive and standardized educational programs”***

# CORRECTIONAL EDUCATION PROGRAMS

## Iowa Department of Corrections Annual Report FY 2008

### EDUCATION PROGRAMS offered in 2007 – 2008 (by facility)

INSTITUTION	Literacy	GED	Special Education	Life Skills	ESL / ELL	Work Place Readiness	Vocational Education
ANAMOSA	X	X	X			X	
CLARINDA	X	X	X			X	
FT. DODGE	X	X	X	X	X	X	X
MITCHELL-VILLE	X	X	X	X		X	X
FT. MADISON	X	X	X			X	
OAKDALE	X	X	X		X		X
MT. PLEASANT	X	X	X			X	
ROCKWELL CITY	X	X	X	X		X	
NEWTON	X	X	X	X	X		X
STATEWIDE	X	X	X				

## Office of Training

The Iowa Corrections Learning Center (ICLC) database tracks training throughout the DOC institutions and Central Office (community-based corrections have a separate tracking system). This database reports that the total hours of training provided statewide for Training Year '08 was **196,884 hours**.

In Training year 2008, under the direction of a Focus Group, the DOC started an e-Learning project. After the hire of the Learning Center Director in late Training Year 2008, that initiative came under the Learning Center. The e-Learning project is a very large project that will ultimately benefit the entire Department. Emergency Preparedness and Blood Borne Pathogens are on an e-Learning test site with the goal to move to production in FY09.

**The following goals and objectives have been identified for Training Year '09:**

**Goal:** All employees within the Department will receive a minimum of 40 hours of training.

**Objective:** ICLC will provide centralized coordination to include training delivery, documentation, and monitoring of training hours to ensure all staff meet the minimum of 40 hours and are encouraged to exceed the minimum.

**Goal:** To provide staff training that is specific, relevant and enhances professional growth.

**Objective:** ICLC will work with DOC Management and other key staff to identify additional job-relevant training needed.

**Goal:** To identify and implement new and innovative approaches to training delivery.

**Objective:** Research and develop alternative training delivery methods with a focus on e-Learning.



**Laura Farris**  
Learning Center Director

## Priorities

*The Iowa Department of Corrections Learning Center will be going through major changes during Training Year 2009. The following are the priorities that have been identified by the Learning Center Director and the Training Consortium for Department training initiatives for Training Year 2009.*

1. Improve Pre-Service to include a change of courses offered and curriculum re-development. Assist Community Based Corrections with developing a schedule and curriculum for a CBC specific Pre-Service.
2. Develop and implement e-Learning modules that meet the needs of both CBC and Institution staff.
3. Coordinate and/or conduct initial instructor certification and instructor re-certification classes. Currently there is a great need to expand our resources in this area.
4. Develop and ensure consistency of mandatory In-Service/ Refresher Training throughout the Institutions and CBC. The biggest priority in this area is to ensure consistency and defendability of personal safety training.
5. Assist with the maintenance and/or development of FTO Programs throughout the Department.
6. Develop and implement an eight-hour training course on Supervision/Management directed at first and second line supervisors.
7. Continue to have a Learning Center staff person fulfill the duty of National Institute of Corrections Regional Director for Iowa.
8. Provide coordination of Supervisor/Leadership training.
9. Provide coordination of LSI-R training.
10. Provide coordination of Training of Trainers.
11. Provide coordination of Victim Impact training.
12. Provide assistance with coordination to Offender Services for Treatment training.

## Professional Development Training Strategies

DOC promotes and encourages staff higher learning and development. Participation in outside training and educational programs, including membership in local, state, and national professional organizations is encouraged and supported. Utilization of available NIC and ACA and APPA correspondence courses, online training, reference libraries, videos and internet/satellite broadcasts is stressed.

The ICLC will provide more frequent oversight and assistance to Intuitional and District training staff to achieve a higher level of training consistency in the Department.

The ICLC will coordinate with Institutions and Districts to conduct regional training whenever feasible reducing overtime and travel costs.

The ICLC will coordinate with Institutions and Districts to ensure sufficient trainers are available to conduct training in both foundation level and unit level subjects.

The ICLC will work with source experts and Information Technology staff to develop e-Learning Modules.



## Office of Safety and Health

The Department Safety Officers have had a very busy 2008. Safety Audits of each prison are being conducted by Safety Officers from other facilities. Two teams of two persons inspect the host facility identifying any hazards that are observed. This process has proven very beneficial to the host Safety Officer and the members of each team and has enabled numerous minor hazards to be corrected.

Following a meeting with AFSCME leadership, Iowa Division of Labor officials, and the Department of Corrections Director and Safety Director, a Statewide Safety Committee was formed. This committee meets on a quarterly basis, discusses and resolves any issues raised from the prisons.

The Department has hosted an Electrical Safety Standards Training course and has implemented an Electrical Energized Work Permit and a Hot Work Permit. These permits require documentation and involvement with the work supervisor and Safety Officer when hazardous electrical work may be required. The permits are a tool to ensure all safeguards are in place to properly protect maintenance staff.

Eight of the nine facilities now have authorized OSHA trainers. The Safety Officers will be collaborating with the institutional Training Specialist to develop a safety training schedule. Training will be provided for maintenance personnel and supervisory staff.

The Department recently invested in digital fire extinguisher training technology. This new system is similar to a flat screen television that shows a digitally simulated fire. The instructor has the ability to set the type of fire and the level of difficulty it will require to extinguish. The extinguisher is filled with water and charged with 100 psi of air. The student then lifts the extinguisher, pulls the pin and aims the water stream at the base of the fire on the simulator screen. When the student sweeps the water stream from side to side, the digital picture will diminish until it disappears. This system removes the hazards of a live fire with a flammable liquid, the negative health affects that the fire extinguisher powder may have on the participants, and will quickly save the Department money from recharging numerous fire extinguishers. The system can also be utilized indoors which removes conflicts with weather conditions and scheduling.

OSHA Consultation and Education resources are taken advantage of when industrial hygiene monitoring is necessary at one of the facilities. The services offered by OSHA Consultation and Education are cost free and enable the Department to identify potential hazards and either remove the hazard or implement protective measures for employees and offenders.

During FY 2009, safety training will be conducted at each facility for staff and offenders. The training will enable the staff members and offenders to recognize and avoid hazards encountered in the workplace.

The Lock Out/Tag Out program will be completed during 2009, and will be reviewed annually to ensure it adequately protects our staff and offenders.

Annual Safety Audits will continue in 2009 and will also target specific programs that the institutional Safety Officer may require assistance with.

The Department is thankful to have such a dedicated group of safety professionals.



**Dan Duus**  
Health and Safety Coordinator

***“The Department  
is thankful to  
have such a  
dedicated group  
of safety  
professionals”***



## Office of Victim & Restorative Justice Programs

Throughout the past fiscal year, the Office of Victim and Restorative Justice Programs continued to assist victims in Iowa with direct services ranging from registration and notification to victim/offender dialogue sessions. Over 1,400 victims were assisted with registration alone with the Iowa DOC. Each of these victims received information specific to Iowa DOC services, the Iowa Crime Victim Compensation Fund, and the VINE program. This past year also marked a progressive move to expand the capacity of this office with the addition of a new full-time staff member. In addition, the 1<sup>st</sup>, 6<sup>th</sup> and 8<sup>th</sup> Judicial Districts maintain their commitment to victim services with their respective victim service provider positions. On a state-wide level, the Victim Advisory Council (VAC) and Restorative Justice Task Force (RJTF) have been active in pursuing best practices for our services, policies and programs.



**Office of Victim and Restorative Justice Programs (L to R) Betty Brown, Administrator and Mary Roche**

“Collaboration” has been the key word this past year. Betty Brown, Administrator of Victim and Restorative Justice Programs, partnered with the Iowa Coalition Against Sexual Assault and provided PREA training for counseling staff in all DOC institutions on the impact of sexual abuse on victims both in childhood and in the prison setting. In addition, this collaboration resulted in the development of sexual abuse support/educational groups in five prisons dealing with childhood sex abuse as well as prison rape.

Last October, 2007, Iowa was represented at the National Association of Victim Service Professionals in Corrections (NAVSPIC) conference in Orlando. In a panel discussion, Betty Brown highlighted victim services programming in Iowa DOC. A Victim Offender Dialogue Summit was also held to ensure best practices across the nation with a primary focus on maintaining a victim-centered approach to these programs. Iowa has consistently maintained this focus and is a national leader for effective victim/offender program policies and procedures.

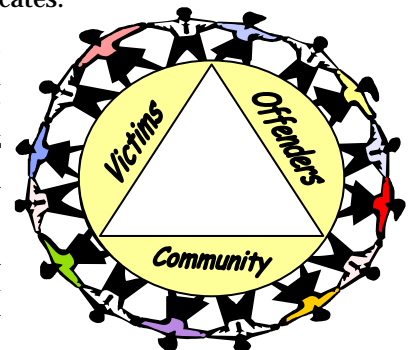
This past year, the Victim Advisory Council (VAC) established a VAC Victim Fund in partnership with the 1<sup>st</sup> District’s BRIDGES group. Within weeks of the Fund’s existence, donations arrived from offender councils, community members, and other individual donations. A fundraiser held last December gave the Fund its jump start and, at the end of the fiscal year, the Fund was able to raise over \$2,000. As of June 30, 2008, seven victims have been reimbursed for travel expenses related to speaking on victim panels around the state. Future VAC goals include: maintaining a viable Victim Fund, staff/community education relating to victim issues, expanding services to staff, and policy/legislative goals that address the needs of crime victims.

The VAC held its annual Crime Victims’ Rights Week panel at Central Office with a focus on staff victimization. The panel highlighted the ongoing need to ensure staff have access to services when dealing with personal or professional crises. Staff Victimization and Support Services (SVSS) teams provided 1,258 staff contacts across the state in both Institutions and Districts during this fiscal year. In January, Dr. Gene Deisinger, Commander of the Special Operations Unit with the Iowa State University Police Division, provided debriefing/defusing skill training for staff. Debriefings and defusings are available for staff exposed to traumatic events in the workplace. Additional SVSS goals have been set for this next fiscal year to determine the needs of various SVSS teams, ensure consistency of record keeping, improve consistency of program services across the state, and the development of a workplace conflict resolution program.

The Restorative Justice Task Force (RJTF) supported a variety of offenders’ efforts with a focus on repairing harm to victims and communities. Some offenders designed coloring books for children visiting in prison, and held a fundraiser to produce them. Others built items such as dollhouses, comforters and planters for the victim auction and Victim Impact speaker gifts. Writing workshops were available in some prisons this year, exemplifying the dedication of community authors, college professors, crime victims and victim advocates.

The RJTF’s goals for this next year focus on reentry initiatives. Progress has already been achieved by bringing together reentry professionals, faith-based and community-based mentoring programs, and community volunteers. Goals include establishing a referral network, developing standard training practices, and promoting the use of Circles of Support and Accountability. As a result, the RJTF has become a focal point in addressing offender needs for mentoring, support and accountability.

The Office for Victims and Restorative Justice Programs will continue to expand our collaboration with victim-centered, faith-based and community-based agencies in the provision of services to victims and offenders. We are a leader in the nation in our commitment to ensure that those affected by crime are treated with dignity, respect, and accessibility to services.



**Circles of Support and Accountability**

## Office of Policy and Legal

The Department's Legal Services & Policy Division manages in-house legal concerns for the Department, including litigation strategy with the Attorney General's Office, reviewing contracts, consulting on personnel issues, policy review, promulgating administrative rules, legal research and supervising administrative law judges. In addition, the Division serves as Legislative Liaison, Correctional Legal Liaison, instructor to all new employees, administrator for the *Interstate Agreement on Detainee Act*, coordinator for International Prisoner Treaty Transfer requests, and is responsible for the statewide jail and temporary holding facility inspection program.



**Michael Savala**  
General Counsel

One new responsibility taken on by the Division during FY 2008 was that of the Department's Diversity Program, which was created as a result of the Governor's Executive Order #4. EO 4 directs state government to ensure equal employment opportunities for all Iowans and to enhance job recruitment efforts of people of color.

In order to fully incorporate EO 4 into the Department's employment practices, the Division undertook a detailed examination in three areas: Recruitment, Hiring and Retention. Approximately 90 DOC statewide Equal Employment Opportunity/Affirmative Action staff members volunteered to serve in this effort.

Accomplishments to date include the creation of a consistent recruitment brochure; a job applicant contact card for use at job fairs (this information is entered into a statewide data base that all institutions can utilize when an opening occurs); a recruitment video which provides an overview of all nine institutions and various staff performing their jobs (the video is also shown on the DOC Webpage); and selling points such as loan forgiveness are included in the recruitment brochure and DOC Webpage.

To further advance the intent of EO 4, the Division is leading the efforts to compile listings of all jobs fairs/college visits with a high proportion of minority enrollment; EEO/AA committee members will be attending job fairs/college visits to show that the DOC employs persons of color and to give prospective job applicants an opportunity to personally visit with an employee of color; and DOC policy has been amended to require that institutional EEO/AA committees be comprised of all job classes.

In implementing EO 4, the Department has collaborated with a number of partners, including: the Division of Persons with Disabilities; the Division on the Status of African-Americans; and the Department of Vocational Rehabilitation Services.

It is the intent of the Department to have a staff that looks like an increasingly diverse Iowa. To do so requires affirmative efforts on the Department's part to break down barriers that have historically restricted opportunities for people of color. In addition, having a diverse corrections staff will better enable DOC to manage and treat the diverse offender population under our supervision. In short, the Department views EO 4 not as a burden, but as an opportunity.

***“Executive Order #4 directs state government to ensure equal employment opportunities for all Iowans and to enhance job recruitment efforts of people of color”***

## Office of Media and Public Relations

The Office of Media and Public Relations is responsible for a range of duties that extends far beyond media and public relations. Yet many of these responsibilities relate to common theme: the proper dissemination of sensitive and critical information.

The Media and Public Relations Office receives immediate notification from all DOC offices and facilities regarding any matter that is or could be of public and/or media interest. It is then determined whether the information is appropriate for public release, or is confidential and/or politically sensitive in nature. The Office responds to media requests regarding the DOC including operations, programs or incidents. All media events are orchestrated by the office as well as press releases, news conferences, and media relations during emergencies along with a variety of other events.



**Fred Scaletta**  
Media and Public Relations

The office also receives numerous contacts from outside law enforcement and prosecuting authorities at the federal, state, and local levels related to intelligence and criminal investigation. He provides direction and guidance to public information officers at all nine correctional institutions and eight community-based corrections agencies.

The office also supervises the Office of Victim Services and Restorative Justice Programs; serves as the first contact in Corrections for Homeland Security, Emergency Management and Emergency Preparedness issues; administers the Department's DNA program that obtains and delivers DNA samples for investigations; administers the Sex Offender Registry program with the Division of Criminal Investigation; provides and shares intelligence data regarding criminal and potential terrorist activity with federal agents; oversees the offender phone system; coordinates and schedules immigration deportation hearings with Immigration Services; and serves as the Department's legislative liaison to the General Assembly.

Another responsibility of the Office took on critical importance during the spring storms and flooding: first DOC contact for Homeland Security/Emergency Management. The Director spent many long days (and nights) coordinating emergency rescue and relief efforts, whether it be deploying offender work crews to assist counties or other public agencies with disaster preparation and clean up; transferring county jail prisoners to DOC facilities; rescuing official records from destruction; or any number of other emergency management missions. While the common temptation for people and organizations is to not plan for contingencies until it is too late, that is exactly what the Office does do, from updating and implementing the DOC Emergency Plan; assisting in the coordination of training DOC personnel in Emergency Preparedness and Emergency operations; and participating and providing input to Homeland Security and Emergency Management on command operations and preparedness manuals and operations. Additionally, the Office is responsible for the Department Duty Officer Schedule. It must be kept up to date and distributed to all DOC offices as well as necessary law enforcement offices.

The Office of Media and Public Relations, therefore, is responsible for a wide range of activities. But whether the task is coordinating emergency operations with other agencies, preparing media releases, responding to legislative inquiries, or updating the Sex Offender Registry, it is the Office's responsibility to properly handle information – to safeguard the legal rights and protect the safety and security of all Iowans.

***“the Media and Public Relations Office’s responsibilities extend well beyond media and public relations”***

## Division of Investigative Services

The Division of Investigative Services (DIS) was created July 1, 2007, with the primary purpose to establish central coordination and oversight of all duties and activities related to addressing sexual misconduct/sexual violence in DOC institutions and to provide assistance to the District Departments of Correctional Services as needed. DIS is responsible to ensure compliance with the requirements and intent of the Prison Rape Elimination Act (PREA). In order to do so, DIS provides a statewide systemic and systematic approach to the issues caused by sexual violence in correctional settings.



**Jean Schlichtemeier**  
Administrator

The responsibilities of the Division are currently addressed by providing statewide external investigations, training, and implementation of programs necessary for the detection, prevention, reduction, and punishment for sexual violence in Iowa prisons and district facilities.

**“DIS is committed to the prevention of sexual violence and sexual misconduct and to provide a safe environment for staff, offenders, and visitors.”**

- PREA Committee Report and Recommendations, October 2007

### Investigations

DIS conducted external investigations of allegations of misconduct as defined under PREA, civil rights issues, personnel matters, and major offender misconduct within the institutions and districts. DIS investigators also provided assistance and training for the internal investigators at each correctional location. The DIS investigators testified in administrative discipline and district court proceedings.

A DIS investigator was also appointed as the State Team Leader for the Hostage Negotiation Team. He is responsible for the statewide team and for oversight of all institutional teams. A DIS investigator also taught Evidence Collection for all new DOC staff attending pre-service training.

DIS investigators are responsible for maintaining chains of custody of evidence for criminal prosecutions. An evidence tracking and storage system was developed and implemented for accurate evidence and record maintenance.

### Program Implementation

DIS researched and developed a sexual violence propensity assessment tool to assist institutions and residential facilities in making offender housing decisions. The assessment aids in the detection of those offenders who may have a propensity for sexual aggression or to be sexually victimized.

The first PREA Network of Service Providers was established in Polk County to provide coordinated services in the event of a sexual assault at ICIW. The network includes DOC, DCI, the Iowa Coalition Against Sexual Assault, Polk County Crisis and Advocacy Services, and Mercy Medical Center.

An intern from Simpson College assisted DIS staff and worked with IMCC programmers to develop a database for investigations that will maintain records, generate reports of investigations, and allow easier access to case histories. The intern resolved historical discrepancies in investigation records and created a well-organized filing system.

### Training

A new trainer was hired in July 2008. Training and informational presentations on victimization, staff sexual harassment, PREA, sexual violence in correctional environments, and related issues were developed and provided to DOC institutions, judicial district departments of correctional services, and county jail schools. This included training administered directly for staff and administration as well as training for local trainers. Federal reports of national PREA research were condensed and presented to executive staff and administrative leaders in the institutions.

## Other Responsibilities

The Division fulfilled many other responsibilities as well. The Administrator is also an Administrative Law Judge (ALJ) and conducted Sex Offender Risk Assessment appeal contested case hearings in person and via Iowa Communications Network (ICN). She also assisted institutions with responses to complaints filed with the Iowa Civil Rights Commission, responded to offender incoming publication appeals, and served on the legislature's on-going interim Criminal Code Reorganization Study Committee. She is also a co-administrator with the Victim and Restorative Justice Programs Administrator of a new DOC statewide program designed to reduce workplace conflict.

<b>INVESTIGATIONS CONDUCTED THROUGH DIS</b>					
<b>Year-End 2008</b>					
<b>Type</b>	<b>Subst.</b>	<b>Unsubst.</b>	<b>Unfounded</b>	<b>Other</b>	<b>Totals</b>
Offender-on-Offender Abusive Contact	12	22	11	7	<b>52</b>
Offender-on-Offender Non-Consensual Acts	7	7	8	2	<b>24</b>
Staff Sexual Harassment	3	6	7	1	<b>17</b>
Staff Sexual Misconduct	10	10	26	2	<b>48</b>
Other	20	9	18	13	<b>60</b>
<b>Totals</b>	<b>52</b>	<b>54</b>	<b>70</b>	<b>25</b>	<b>201</b>

**“DOC demonstrates zero tolerance for sexual violence of any kind.”**



## Goals for FY08—09

The Division of Investigative Services is dedicated to the detection, prevention, reduction, and punishment of offender-on-offender sexual assaults. This requires extensive training of all staff at all levels so that DOC can effectively recognize, address, and prosecute sexual violence in correctional settings in Iowa. The Division is also dedicated to providing professional external investigations of critical events for DOC institutions and judicial districts.

DIS goals for the next fiscal year include the following:

### Investigations:

- ◆ Improve the effectiveness of information sharing between investigators and others who need it.
- ◆ Develop additional tools for investigation to broaden ability to obtain evidence to support allegations.
- ◆ Develop strategies to address stress on staff produced by the investigation process.
- ◆ Develop and implement strategies to increase the knowledge base of those who act in response to the results of PREA investigations.
- ◆ Provide on-going training for investigators in order to maintain professional levels of competence.
- ◆ Statewide Hostage Negotiator Team Leader:
  - Emphasize the use of Active Listening Skills and other basic negotiation techniques on both the State and Local level.
  - Emphasize the use of Hostage Negotiators in all crisis situations, whether for actual negotiations or for defusing/debriefing sessions.
  - Attend at least one institutional HNT training session at each facility.
  - Continue the development of the DOC Statewide Hostage Negotiator Team to become a national leader in correctional crisis intervention.

### Training:

- ◆ Train all corrections staff on the basics of victimization and on how to recognize sexual assault in a correctional environment. Training is to be developed and conducted for all staff at all institutions, districts, and county jail schools.
- ◆ Train all DOC volunteers on the basics of victimization and PREA requirements.
- ◆ Partner with AFSCME to train officers and develop communication networks to assist officers in identifying offender victim and perpetrator behaviors and to communicate that information to administration and DIS.
- ◆ Partner with AFSCME in the research of opportunities to assist at-risk staff before critical incidents occur.
- ◆ Assess the effectiveness of training for offenders on PREA requirements and implement necessary changes.

### Other:

- ◆ Implement the Sexual Violence Propensity assessment.
- ◆ Develop mapping tools to assist in the determination of risk areas within institutions.
- ◆ Develop PREA Networks of Service Providers in every county where an DOC institution is located.
- ◆ Develop and lead statewide programs designed to meet federal standards for implementation of PREA requirements.
- ◆ Implement the conflict resolution program statewide.

***“The Division of Investigative Services is dedicated to the detection, prevention, reduction, and punishment of offender-on-offender sexual assaults.”***

## DIS Training—Production Report July 1—December 31, 2008

Topic	Trainees
PREA In-Service: Introduction to Victimization (8/20/08)	NCF staff
PREA In-Service: Introduction to Victimization Training for Trainers (8/26/08)	NCCF, FDCF, NCF, 2 <sup>nd</sup> District, 5 <sup>th</sup> District,
PREA Pre-Service: Staff Sexual Misconduct (8/28/08)	Polk County Jail School
PREA In-Service: Introduction to Victimization Training for Trainers (09/02/08)	ICIW and 4th district
PREA In-Service: Introduction to Victimization Training for Trainers (09/12/08)	Polk County Jail
PREA In-Service: Introduction to Victimization Training for Trainers (10/12/08)	MPCF, DAS, Polk County Jail
SVP Assessment – Male Offenders Training for Trainers (11/19/08)	NCCF, NCF, CCF, FDCF
SVP Assessment – Female Offenders Training for Trainers (12/02/08)	ICIW, IMCC, MWU
PREA In-Service: Introduction to Victimization Training for Trainers (12/10/08)	1 <sup>st</sup> District
PREA Pre-Service: Staff Sexual Misconduct Training for Trainers (12/17/08)	Polk County Jail
SVP Assessment – Male Offenders Training for Trainers (12/29/08)	ISP, MPCF
PREA In-Service: Staff Sexual Harassment and Staff Sexual Misconduct (Sept, Oct, Dec)	New DOC employees, all institutions

## Iowa Prison Industries

IPI is a program that works by changing the lives of offenders so that they have a chance to become responsible, law-abiding, taxpaying individuals when they return to society.

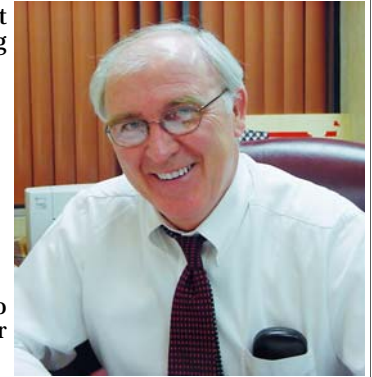
Benefits of Offender labor:

- ◆ Provides Job Training
- ◆ Reduces Disruption and Violence
- ◆ Reduces Taxpayers' Costs
- ◆ Satisfies Citizens' Expectation

IPI provided almost 600 jobs throughout Iowa during FY2008. No other program is more important to the successful reentry of an offender than work ethic and interpersonal skills development.

IPI focuses heavily upon hard skill development by hands-on teaching of craftsmanship and on the soft skill development of cooperation and teamwork.

IPI offenders are among the finest craftsmen that can be found in a prison setting as is evidenced by our "Customer Report Card," receiving 98.8% "Excellent" or "Good" rating on Service, Quality and Pricing with 96.5% of customers saying they would recommend IPI to others.



**Roger Baysden**  
**Deputy Director—IPI**

### Message from the Deputy Director of IPI

On behalf of the Advisory Board for Iowa Prison Industries and the staff of IPI, I am pleased to present our Annual Operating Report for Fiscal Year 2008. This report provides an overview of our organization and a summary of the Fiscal Year's accomplishments, of which there are many. We have highlighted several significant events that will continue to help shape our future as we strive to expand our work opportunities for the offenders.

IPI is uniquely structured and represents the true spirit of social entrepreneurship. Our success is measured against a "double bottom line." We operate under a business model, meaning we are financially dependent upon our competitiveness and creative management skills to ensure that we are financially able to carry out the goals of providing work for offenders in vocations that allow them to return to the community as taxpayers at some future date. At the same time, we must give credit to our dedicated staff and offender population who have chosen to work at IPI. They are truly dedicated to the mission and causes for which we are obligated.

As you review our accomplishments (of which there are many), we do hope that we have answered most of the questions in your mind about IPI. We truly appreciate the support of our governing bodies and look forward to achieving the goals and mandates for the citizens of Iowa.

***"Our success is measured against a "double bottom line."***

## MISSION STATEMENT



To employ staff and inmates who are dedicated to providing:

**Exceptional Service**  
**Reasonable Prices**  
**Quality Products**

It is this commitment to excellence that will allow our business to remain self-funding, achieve growth, provide more jobs for inmates and staff and assume a national leadership role in correctional industries.

### **Vision**

By ensuring our mission is achieved, we will have assisted the Department of Corrections in protecting the public, staff, and inmate safety through vital work programs that will ensure the offenders' chances of a successful return to society as tax-paying citizens upon their release.

## What We Do

**Iowa Prison Industries** is the manufacturing division of the Department of Corrections adult correctional system.

**Iowa Prison Industries** is a supplier of goods and services to State and local government agencies, public educational systems, and not-for-profit organizations that receive tax dollars.

**Iowa Prison Industries** is self-supporting through its revenues from sales. IPI supplies quality products and services to government agencies at competitive prices.

**Iowa Prison Industries** supplies many of the needs of the correctional system (such as furniture, clothing, cleaning supplies, printing and modular panels), reducing the taxpayers' costs for operating the State's prisons.

**Iowa Prison Industries** is a correctional program: industrial production teaches work habits and skills to men and women who typically have no prior meaningful employment experience and who, once released, will need legitimate work. Correctional Industries contribute to higher post-release employment success and lower recidivism (return to prison) rates.



**Iowa Prison Industries** is part and parcel of the management and control of Iowa's ever increasing prison population. IPI represents the primary tool for eliminating idleness, a leading cause of disruptiveness and violence behind prison walls.

**Iowa Prison Industries** is a large-scale purchaser of goods and services, supporting many businesses in small and large communities throughout the State.

**Iowa Prison Industries** replicates outside working world conditions. IPI inmates punch time clocks and are paid an hourly stipend (depending on the job title and time in grade) with the additional possibility of productivity bonuses. An inmate's work shift is typically seven hours per day, five days per week. In extraordinary circumstances, overtime may be authorized to meet deadlines. Again to replicate outside realities, IPI inmate workers are required either to have a high school diploma or to be making progress toward earning an equivalency diploma.

**Iowa Prison Industries** employs 88 staff workers, up from 78 in 2004, in various capacities of inmate management.

**Iowa Prison Industries Is  
100% Self-Funding!**

## Benefits of IPI

### Iowa Prison Industries Is The Best Value In State Government!

#### Benefits To Taxpayers:

- Iowa Prison Industries is 100% self-funding.
- Iowa Prison Industries provided over \$1.1 million hours of tax-free inmate training in FY2008.
- Iowa Prison Industries provides nearly 600 inmate jobs per day and in FY2008 trained over 1,500 inmates in work programs.
- Iowa Prison Industries is the single most important tool available that will impact recidivism. IPI provides hope.

**Iowa Prison Industries purchased over \$20 million in raw materials, supplies & services in FY2008.**

#### Benefits To Customers:

- 98.8% of Iowa Prison Industries' customers rated IPI an EXCELLENT or GOOD supplier in FY2008 and 96.5% said they would recommend IPI to others.
- Quality products.
- Real value for their money.
- Reliable labor at reasonable rates.
- Full-service operation.

**Satisfied customers keep coming back! 98.8% of our customers rated us EXCELLENT or GOOD in FY2008!**

#### Benefits To Corrections:

Iowa Prison Industries programmatic benefits include:

- Security, inmate control, reduced idleness.
- Helps to prepare inmate for re-entry into society.
- Reduces operating costs for the prison.

*"the analysis of the effect of prison industries participation on institutional behavior found a consistent pattern of lower rates of involvement in officially-recorded disciplinary violations among inmates assigned to industry programs"\**

\*Hindelang Criminal Justice Research Center, State of New York at Albany

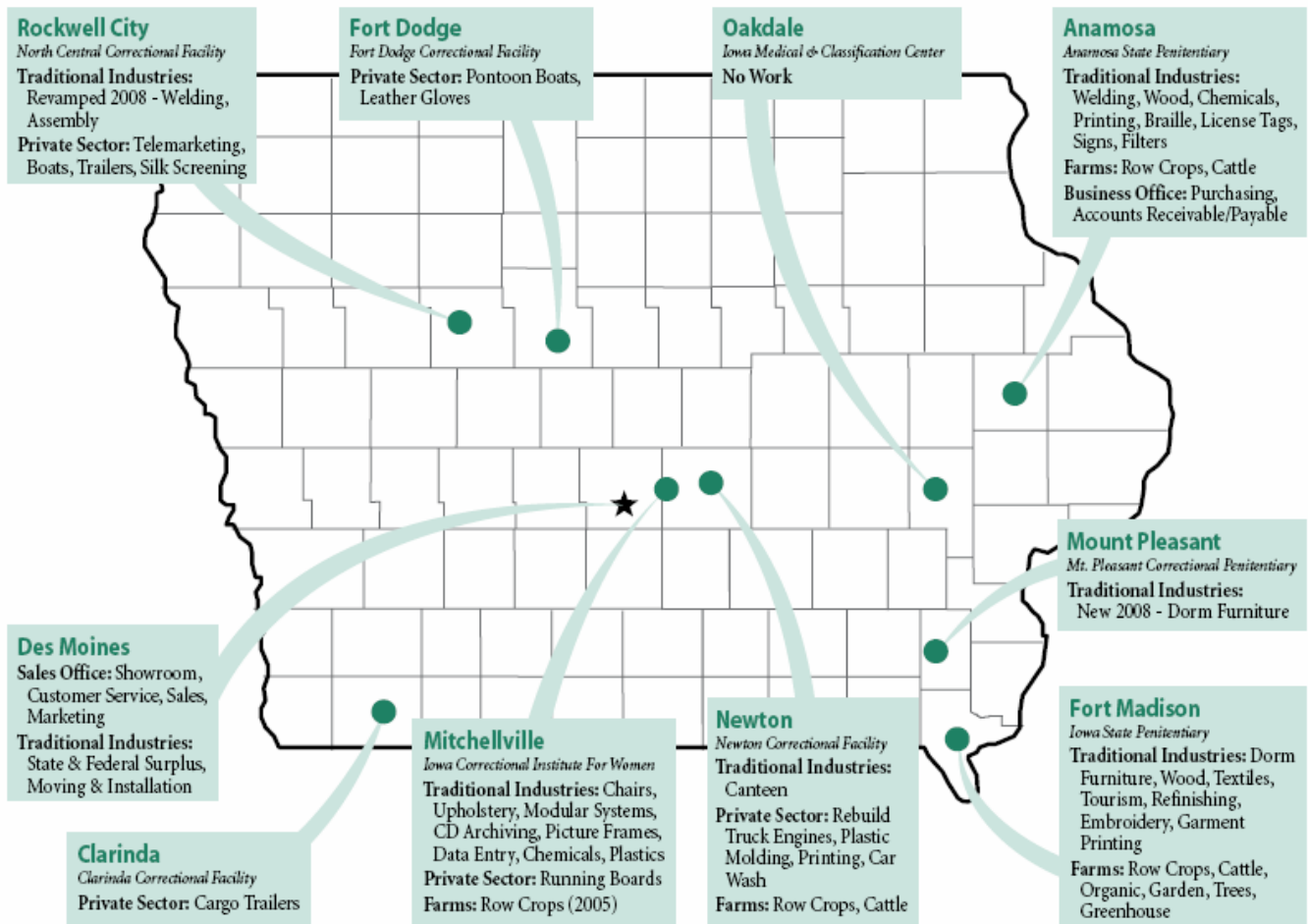
#### Benefits To Offenders:

- Marketable skills.
- Developing of a sound work ethic.
- Self confidence and pride of accomplishment.
- Savings and family support.

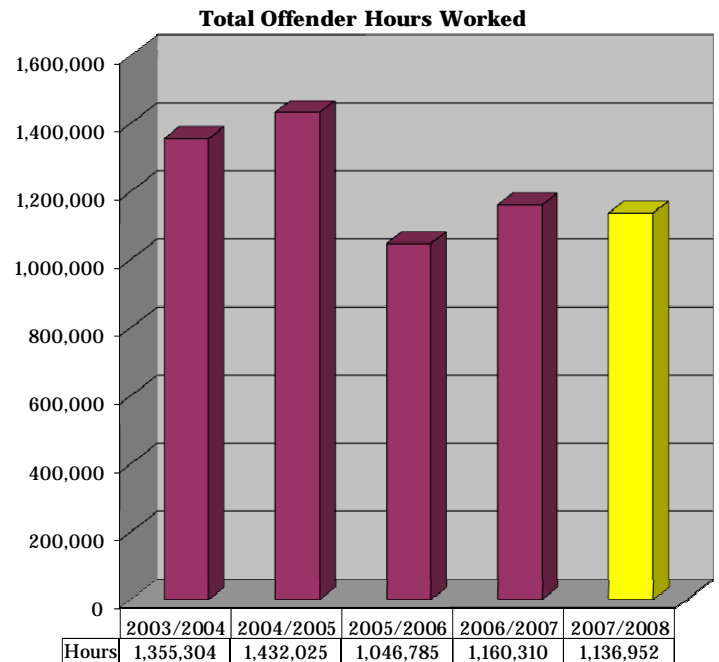
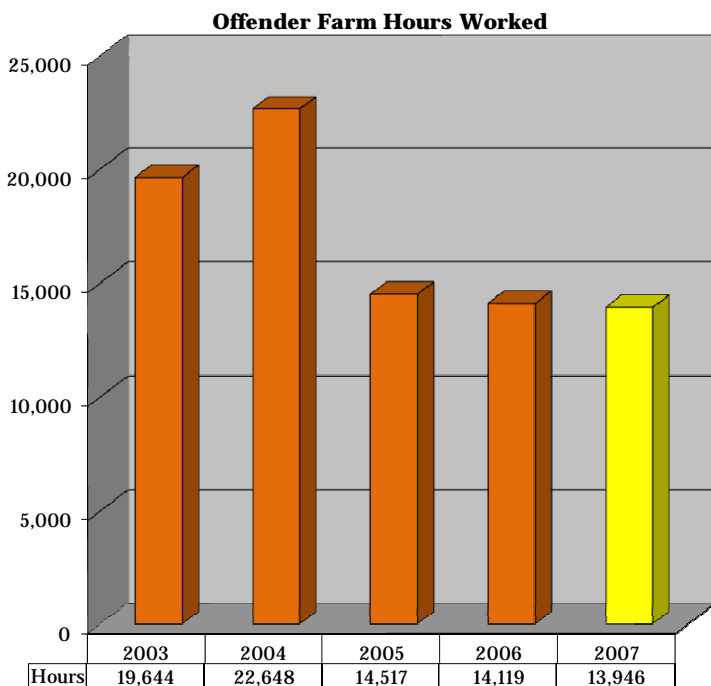
**Offenders are released with a sparkle of hope!**

**Iowa Prison Industries Is A Tax-Free Program!**

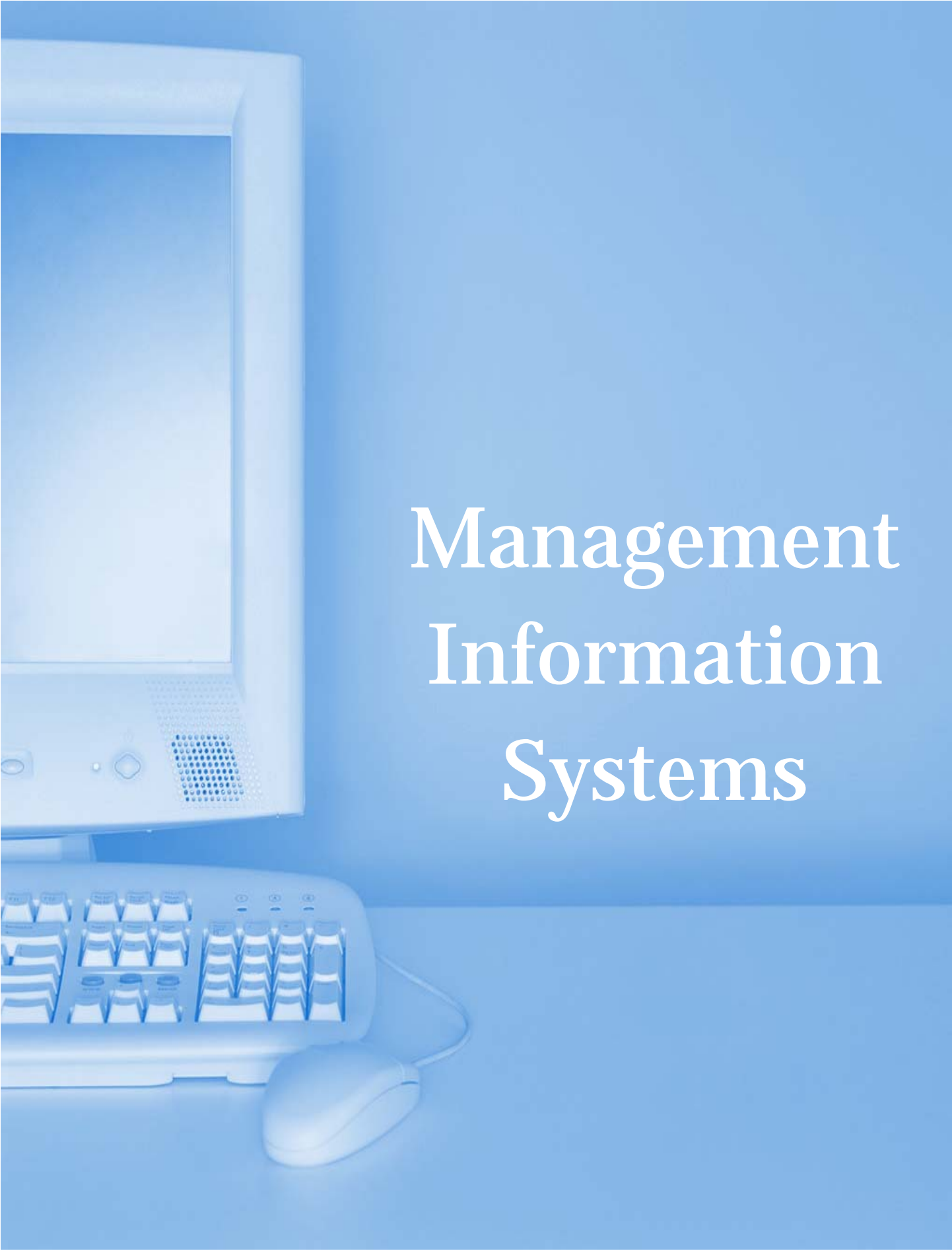
# IPI Locations



# Offender Work Hours





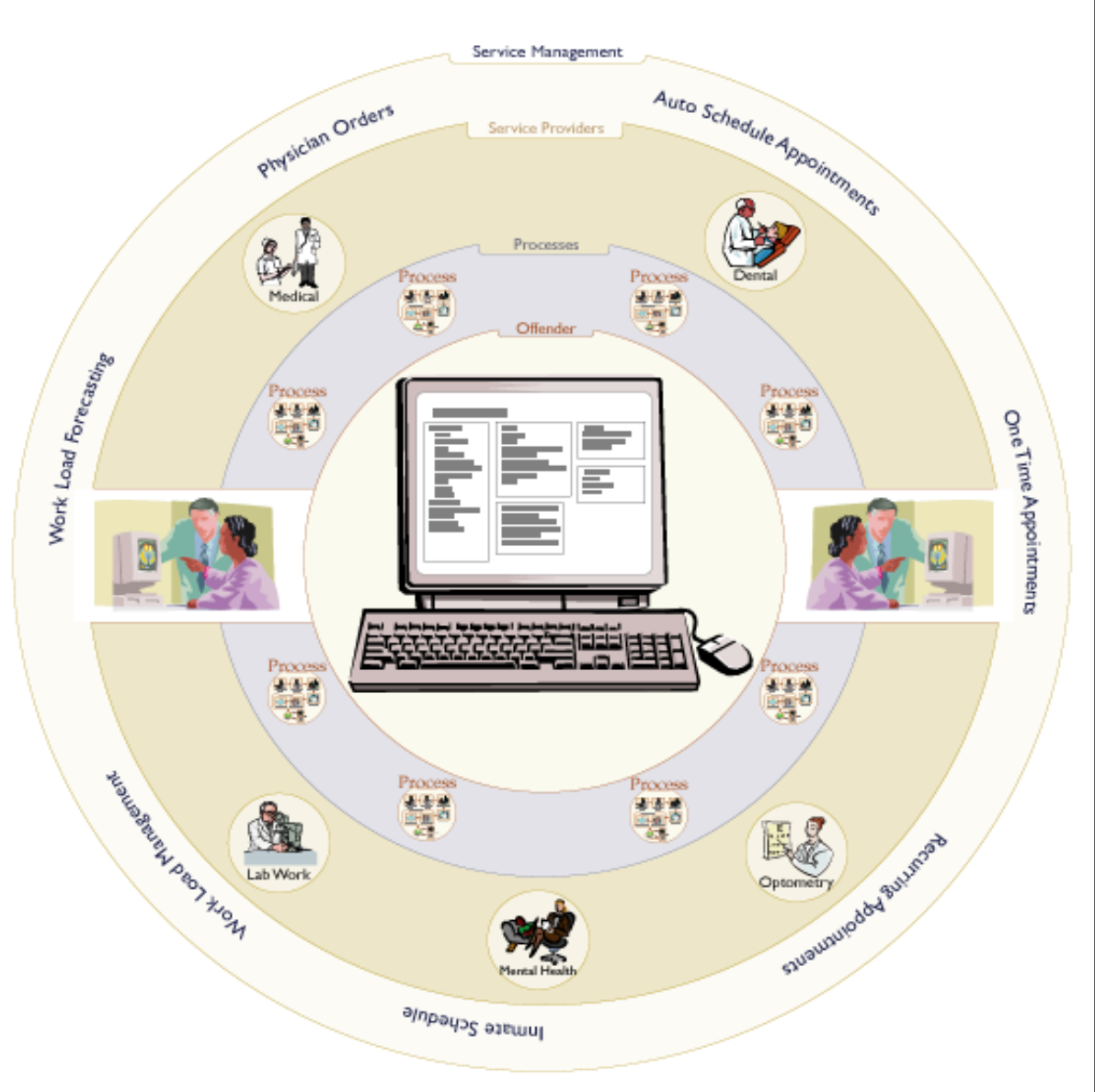
A blue-tinted photograph of a computer workstation. On the left, a CRT monitor is visible, showing a blank screen. Below the monitor is a keyboard and a mouse. The background is a solid blue color. The text "Management Information Systems" is overlaid on the right side of the image in a white serif font.

# Management Information Systems

## IOWA CORRECTIONS OFFENDER NETWORK (ICON) MEDICAL/MENTAL HEALTH SYSTEM

Medical providers in the corrections industry face unique challenges including a population with a greater need for health care, increased documentation requirements, the need to transfer medical information quickly as offenders move between facilities. The difference in the behavior and veracity of offenders compared with typical patients. Medical Services was designed by nurses, doctors, pharmacists, counselors, and central office personnel experienced in the corrections industry to address these special challenges.

The cornerstone of Medical Services is a secure online medical information system that allows authorized personnel to easily review and update an offender's medical record as well as use analytical tools while shielding sensitive information unauthorized access. Its unique multi-level scheduling system enables the Department of Corrections to efficiently utilize scarce medical resources. It also raises the level of care by using "wizards" to direct users to consistently collect all necessary information needed to make more informed assessments and diagnoses.



***“Medical Services was designed by nurses, doctors, pharmacists, counselors, and central office personnel experienced in the corrections industry...”***

## Total Encounters FY2008

An encounter requires lengthier medical record information and may not require actual offender contact.

Facility	NCF		NCCF	ISP					MPCF		ICIW	IMCC		FDCF	CCF		ASP	
	CRC	NCF	NCCF	CCU	FM1	FM3	ISP	JBU	MPCF	MWU	ICIW	IMCC	OAK	FDCF	CCF	CCFL	ASP	LUH
Nurse	2331	6426	3544	8472	143	69	12728	170	7532	1242	11553	39399	2082	12045	5592	1060	7601	5
Physician	185	5546	2234	55	0	0	2801	0	5499	744	5206	4841	139	5403	6071	202	6523	0
Phys Asst	0	0	0	0	0	0	0	0	0	0	0	5103	0	0	0	0	0	0
Nurse Pract.	0	0	91	0	0	0	0	0	0	0	0	1782	0	0	0	0	0	0
Psychiatrist	198	693	459	1259	0	0	28	0	1147	553	1503	3510	0	1611	1698	0	1010	0
Psychologist	321	3634	741	6993	0	0	1728	0	1361	991	1780	2328	8	3406	1871	0	1408	0
Dentist	313	1159	528	0	0	0	1184	0	1736	153	1826	3352	0	1965	1197	0	2348	0
Optometrist	2	526	42	0	2	0	335	0	351	27	409	343	0	439	282	0	136	0
Dietician	8	49	0	0	0	0	9	0	143	9	94	706	9	867	152	2	53	0

### Miscellaneous FY08

Institution	Facility	Dentures	X-rays	Labs	Off-Sites
NCF	CRC	0	29	329	128
	NCF	5	120	778	461
NCCF	NCCF	2	81	666	220
ISP	CCU	0	0	173	98
	FM1	0	0	4	2
	FM3	0	0	12	1
	ISP	1	108	1002	486
	JBU	0	1	23	0
MPCF	MPCF	8	115	1332	754
	MWU	1	11	176	73
ICIW	ICIW	8	28	1229	693
IMCC	IMCC	11	731	4091	1656
	OAK	0	0	0	8
FDCF	FDCF	2	238	1279	509
CCF	CCF	8	117	1881	352
	CCFL	1	2	276	76
ASP	ASP	16	99	1447	771
	LUH	0	0	0	0

### Tele-Med Referral Clinic

**Definition:** Telemedicine is the use of video technology for an offender to remain at their institution but talk and visualize a staff member at the University of Iowa Health Clinics.

Institution	Totals
NCF	71
NCCF	26
ISP	48
MPCF	96
ICIW	29
IMCC	44
FDCF	18
CCF	21
ASP	45

## Off-Site Referral Clinic

Definition: Appointments made for an offender at the University of Iowa Health Clinic and the offender is transported to the Clinic.

	ASP	CCF	FDCF	ICIW	IMCC	ISP	MPCF	NCCF	NCF
<b>Other</b>	66	71	66	96	150	44	135	23	66
<b>OB/GYN</b>				119	193		2		
<b>Surgery</b>	24	12	42	17	53	19	20	5	20
<b>Hematology/Oncology</b>	36	1	5		40	1	8		9
<b>Internal Medicine</b>	4	4	6	3	16	3	10	1	2
<b>Renal (hemodialysis)</b>	18		1	1	3				
<b>Neurology</b>	31	16	19	12	19	23	33	5	14
<b>Ophthalmology</b>	112	42	40	21	57	13	109	19	26
<b>Oral Surgery</b>	54	90	40	49	77	110	3	11	44
<b>Urology</b>	33	25	12	8	38	21	31	21	44
<b>ER</b>	91	75	107	37	162	107	66	38	167
<b>Dialysis</b>					13		186		
<b>Cardiac Rehab</b>	38								
<b>Digestive Disease</b>	45	31	7	19	49	36	28	11	68
<b>Oncology</b>	48				56	6	4		10
<b>Radiation/Chemo</b>									
<b>Pulmonary</b>	13		1	7	9	6	9	1	10
<b>Cardiology</b>	42	41	22	7	32	12	18	3	41
<b>Orthopedics</b>	156	31	81	48	67	90	83	48	120
<b>Obstetrics</b>					3				
<b>Physical Therapy</b>					4	2	1		5
<b>Psych</b>							1		
<b>Dermatology</b>	19	11	27	31	16	10	50	21	26
<b>Radiology</b>	89	64	65	225	117	24	70	39	16
<b>ENT</b>	24	18	45	19	15	15	44	18	25
<b>Orthopedics</b>		4	1	1	37	25		1	1
<b>American Prosthetics</b>	18	3	3	9	1	15	21		14

## ICON Mental Health

The care and reentry of those incarcerated with mental illness continues to be a main priority for the Iowa Department of Corrections. It appears that this population has stabilized at about 40 percent of the total prison population. For those with more serious and persistent mental health issues (SMI) DOC data supports that about one third of the prison population comprise this group. In reviewing the demographics of these populations it remains a fact that among the incarcerated female population those with mental illness still out reach the males by 67 to 39 percent. In looking at race and ethnicity, it is the White population at 46% followed by American Indians or Alaskan Natives and then Black populations with 36% and 30% respectively that have identified mental health issues .

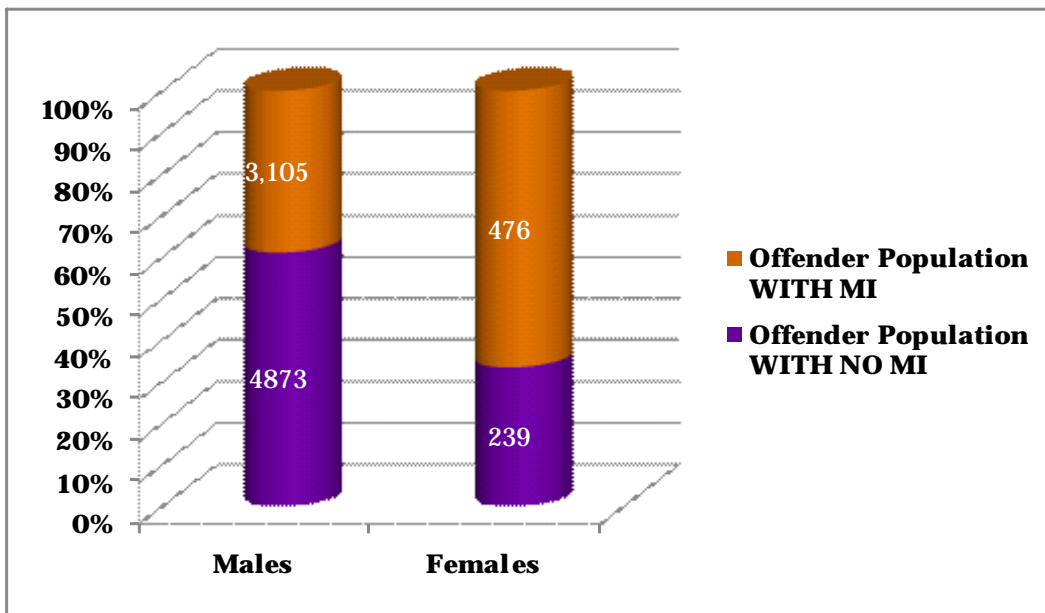
In looking at the individual prison populations of both the mentally ill and seriously mentally ill (SMI), as time progresses there is a more definite alignment of populations with mental illness with the mental health levels of care. This data shows that at the time it was collected that the greatest concentration of males with mental illness and serious mental illness was at Iowa State Penitentiary's Critical Care Unit and the Clarinda Correctional Facility. Amongst the female population both Iowa Correctional Institution for Women and Mount Pleasant Women's Unit house the significant proportion of women with mental health diagnoses. The latter is a special needs unit and the former has a special needs area for the ever growing population of female offenders with mental illness. Finally there is the Psychiatric Hospital which is filled with a non-adjudicated population of patients with possible mental illness. They come to the Department of Corrections as competency evaluations, as placement of more acutely ill committed patients that need a higher level of security and as those that are not guilty by reason of insanity and are in need of long term stabilization of their mental illness process.

The final charts refer to an overview of prominent diagnoses that are treated now in the correctional setting. Clearly depression and substance use disorders are the primary diagnoses that affect the correctional population. These diagnoses are followed closely by anxiety, personality, mood and psychotic disorders in both males and females.

It is expected that over the next several years this data will remain essentially unchanged even as the data continues to be refined and delineated. The focus on reentry of this population will also be moving forward as the system looks to provide for safer communities and decreased recidivism.

***“It is expected that over the next several years this data will remain essentially unchanged...”***

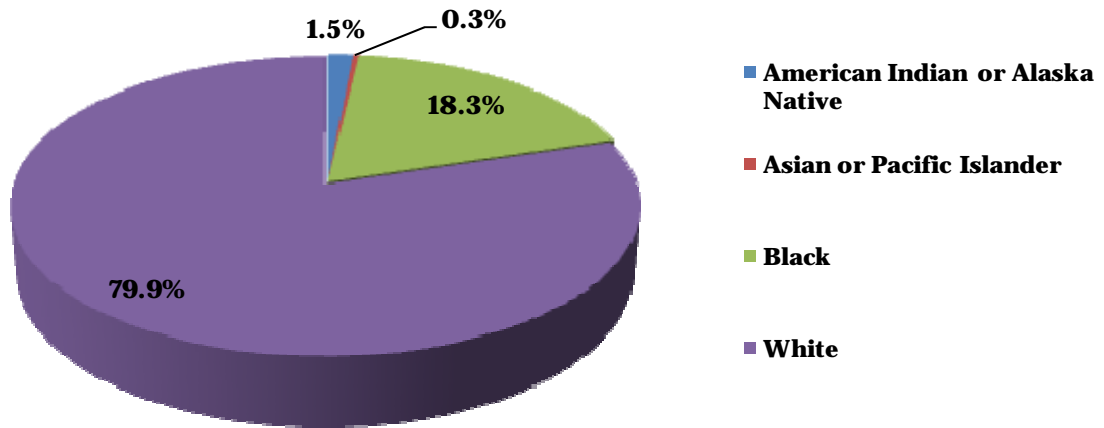
### Mentally Ill in Prison 12/31/2007 by Sex



66.6% of the incarcerated female population and 38.9% of males were diagnosed with a mental illness at the end of 2007.



### Mentally Ill in Prison 12/31/07 by Race/Ethnicity



### Iowa Prison Population December 31, 2007: Mentally Ill by Facility

Region	Facility	Total Offenders	Number Mentally Ill	% MI	Seriously Persistently MI	%
ASP	Anamosa State Penitentiary	1,293	485	37.5%	317	24.5%
	Luster Heights	45	2	4.4%	1	2.2%
CCF	Clarinda Correctional Facility	882	435	49.3%	344	39.0%
	Lodge	133	54	40.6%	41	30.8%
FDCF	Fort Dodge Correctional Facility	1,099	365	33.2%	233	21.2%
ICIW	Iowa Correctional Institution for Women	580	371	64.0%	321	55.3%
IMCC	Iowa Medical & Classification Center	879	304	34.6%	232	26.4%
	Psychiatric Hospital	18	16	88.9%	14	77.8%
ISP	Iowa State Penitentiary	570	231	40.5%	164	28.8%
	Clinical Care Unit	192	190	99.0%	177	92.2%
	Farm 1	69	18	26.1%	10	14.5%
	Farm 3	77	20	26.0%	13	16.9%
	John Bennett Unit	183	59	32.2%	40	21.9%
MPCF	Mount Pleasant Correctional Facility	943	369	39.1%	281	29.8%
	Mount Pleasant Women's Unit	92	80	87.0%	66	71.7%
NCF	Newton Correctional Facility	840	301	35.8%	206	24.5%
	Correctional Release Center	308	121	39.3%	77	25.0%
NCCF	North Central Correctional Facility	490	160	32.7%	103	21.0%
<b>STATEWIDE</b>		<b>8,693</b>	<b>3,581</b>	<b>41.2%</b>	<b>2,640</b>	<b>30.4%</b>

**Mental Illness Diagnoses by Category  
Prison Population on December 31, 2007**

<b>Mental Illness Category</b>	<b>N Offenders</b>	<b>% of MI</b>	<b>% of Pop</b>
Depression & major depressive disorders	2,025	56.5%	23.3%
Substance use disorders	1,985	55.4%	22.8%
Anxiety, general anxiety & panic disorders	1,488	41.6%	17.1%
Personality disorders	835	23.3%	9.6%
Bipolar disorders	690	19.3%	7.9%
Psychosis/Psychotic disorders	673	18.8%	7.7%
Schizophrenia	377	10.5%	4.3%
Dysthymia/Neurotic depression	335	9.4%	3.9%
Impulse control disorders	242	6.8%	2.8%
Other adjustment disorders (not PTSD)	218	6.1%	2.5%
Posttraumatic stress disorder (PTSD)	216	6.0%	2.5%
Sleep, movement & eating disorders	88	2.5%	1.0%
Civil commitment	44	1.2%	0.5%
Dementia/organic disorders	36	1.0%	0.4%
Sexual disorders/paraphelias	18	0.5%	0.2%

<b>FOR FEMALES Prison Population on December 31, 2007</b>			
<b>Mental Illness Category</b>	<b>N Offenders</b>	<b>% of MI</b>	<b>% of Pop</b>
Depression & major depressive disorders	305	64.1%	42.7%
Substance use disorders	196	41.2%	27.4%
Anxiety, general anxiety & panic disorders	142	29.8%	19.9%
Personality disorders	140	29.4%	19.6%
Bipolar disorders	137	28.8%	19.2%
Psychosis/Psychotic disorders	66	13.9%	9.2%
Schizophrenia	62	13.0%	8.7%
Dysthymia/Neurotic depression	44	9.2%	6.2%
Impulse control disorders	37	7.8%	5.2%
Other adjustment disorders (not PTSD)	20	4.2%	2.8%
Posttraumatic stress disorder (PTSD)	19	4.0%	2.7%
Sleep, movement & eating disorders	11	2.3%	1.5%
Civil commitment	3	0.6%	0.4%
Dementia/organic disorders	3	0.6%	0.4%
Sexual disorders/paraphelias	0	0.0%	0.0%

<b>FOR MALES Prison Population on December 31, 2007</b>			
<b>Mental Illness Category</b>	<b>N Offenders</b>	<b>% of MI</b>	<b>% of Pop</b>
Depression & major depressive disorders	1,789	57.6%	22.4%
Substance use disorders	1,720	55.4%	21.6%
Anxiety, general anxiety & panic disorders	1,351	43.5%	16.9%
Personality disorders	695	22.4%	8.7%
Bipolar disorders	607	19.5%	7.6%
Psychosis/Psychotic disorders	548	17.6%	6.9%
Schizophrenia	333	10.7%	4.2%
Dysthymia/Neurotic depression	298	9.6%	3.7%
Impulse control disorders	231	7.4%	2.9%
Other adjustment disorders (not PTSD)	198	6.4%	2.5%
Posttraumatic stress disorder (PTSD)	154	5.0%	1.9%
Sleep, movement & eating disorders	69	2.2%	0.9%
Civil commitment	41	1.63%	0.5%
Dementia/organic disorders	33	1.1%	0.4%
Sexual disorders/paraphelias	18	0.6%	0.2%

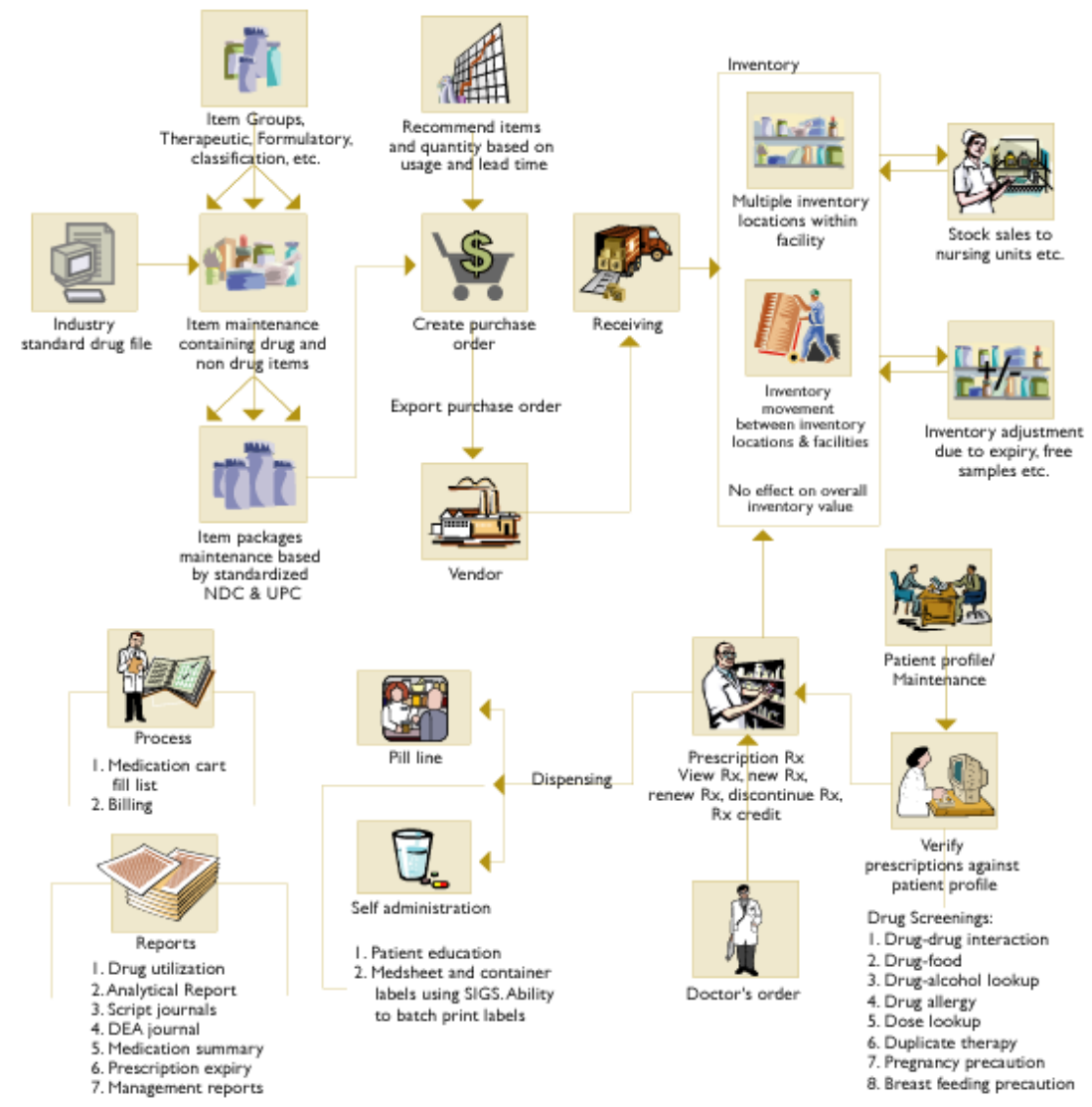
# IOWA CORRECTIONS OFFENDER NETWORK (ICON) PHARMACY SYSTEM

## Executive Overview (from ATGs website)

Offenders tend to need more medical care than the average individual, making the corrections industry particularly vulnerable to the rapid rise in health care costs. In addition to tracking current prescriptions and providing patient education, corrections pharmacists have the extra burden of dispensing medications in an environment where security is paramount. These special challenges demand a custom-built system. Offender Management Suite (OMS) Pharmacy Administration was designed from the beginning with input from providers in the corrections industry to cater to its unique characteristics.

Pharmacy Administration elevates the quality of care while improving inventory accuracy and management and reducing maintenance time. Its core functionality automatically provides a full Drug Utilization Review (DUR), patient profile information and formulary/non-formulary checks as orders are being filled to help pharmacists choose the right medications. It also increases efficiency by automating many of the routine processes involved in filling orders. Extensive searching and reporting capabilities assist pharmacy personnel in managing inventory effectively, complying with applicable regulations, responding quickly to events such as recalls and applying for grants. The entire system is designed with security in mind so that authorized users can easily access the information they need while preventing access by unauthorized users.

***“Pharmacy Administration elevates the quality of care while improving inventory accuracy and management and reducing maintenance time.”***



## FY2008 Medication Summary

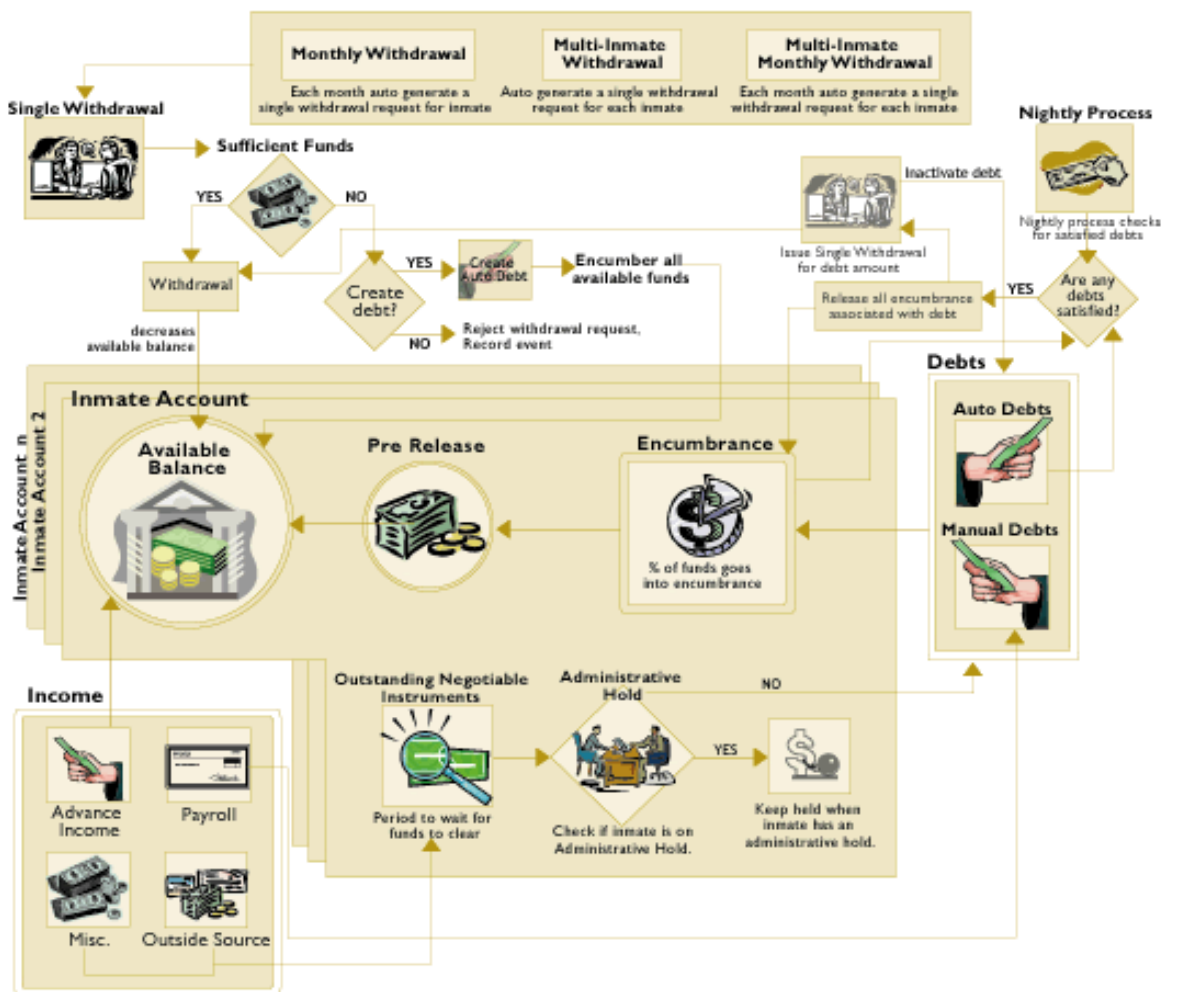
	IMCC	NCCF	FDCF	MPCF	CCF	DIAMOND	FY08 Total
<b>Offender Population</b>	922	495	1,107	1,042	1,015	4,170	8,751
Total Prescriptions Written	41,017	6,653	14,909	13,865	18,167	115,635	210,246
New Prescription Orders	27,222	5,232	11,868	9,750	13,608	48,733	116,413
Refill Prescription Orders	13,795	1,421	3,041	4,115	4,559	66,902	93,833
Number of Offenders on Prescription Meds	558	255	511	613	643	2,181	4,761
Percentage of Offenders on Prescription Meds	64%	51%	46%	59%	63%	52%	56%
Number of Offenders on Psychiatric Meds	262	77	222	291	310	1,011	2,172
Percentage of Offenders on Psychiatric Meds	28%	15%	20%	28%	31%	46%	46%
<b>Total Gross Cost</b>	<b>\$1,291,044</b>	<b>\$10,364,207</b>	<b>\$668,683</b>	<b>\$1,319,146</b>	<b>\$3,307,863</b>	<b>\$5,043,328</b>	<b>\$21,994,273</b>
Less: Credit	(\$1,828,617)	(\$10,701,943)	(\$187,727)	(\$391,682)	(\$2,014,920)	(\$631,647)	(\$15,756,535)
<b>Net Cost of Medication</b>	<b>(\$537,572)</b>	<b>(\$337,736)</b>	<b>\$480,957</b>	<b>\$927,464</b>	<b>\$1,292,944</b>	<b>\$4,411,681</b>	<b>\$6,237,738</b>
<b>FY08 Cost per Offender</b>	<b>(\$964)</b>	<b>(\$1,325)</b>	<b>\$941</b>	<b>\$1,512</b>	<b>\$2,010</b>	<b>\$2,023</b>	<b>\$1,310</b>

The above data includes diamond and all prescriptions, including those for HIV, Hepatitis C and psychiatric needs.

## IOWA CORRECTIONS OFFENDER NETWORK (ICON) BANKING SYSTEM

Offender funds administration is specifically designed to manage offender funds and trust accounts for institutions and community based correction residential facilities. It incorporates sophisticated transaction automation that dramatically reduces the time needed to perform these functions while enforcing consistent accounting processes. At the same time its extensive transaction integrity and security system ensures that the system inherently meets auditors requirements, thereby eliminating many non-productive tasks such as printing and filing daily transaction journals. It supports real time integration with other systems such as commissary, medical, telephone, case management so that offender accounts are always current. The extensive reports allow users to analyze information from any perspective, and also supports use of third-party analytical software.

*“Offender funds administration is specifically designed to manage offender funds and trust accounts”*





## FY08 Banking Data—Prisons and Community Based Corrections

Prison	Restitution Collected	Child Support Collected	Work Allowance Paid to Offenders
Anamosa	\$130,129.06	\$81,224.96	\$753,331.87
Clarinda	\$168,742.03	\$70,322.05	\$501,942.76
Fort Dodge	\$683,363.77	\$36,733.58	\$376,049.82
Fort Madison	\$88,733.24	\$64,206.49	\$681,202.31
Oakdale	\$18,616.03	\$16,301.90	\$202,630.11
Mount Pleasant	\$62,375.53	\$54,009.35	\$409,191.65
Mitchellville	\$58,987.19	\$28,969.34	\$334,335.61
Newton	\$153,086.41	\$44,978.15	\$387,718.50
Rockwell City	\$168,618.87	\$25,658.98	\$227,840.67
<b>TOTAL</b>	<b>\$1,532,652.13</b>	<b>\$422,404.80</b>	<b>\$3,874,243.30</b>

Community Based Corrections Residential Facilities	Restitution Collected	Child Support Collected
2nd District Ames	\$22,745.68	\$867.24
8th District Burlington	\$58,710.88	\$0.00
4th District Council Bluffs	\$34,618.51	\$1,025.09
6th District Cedar Rapids	\$99,405.94	\$100.00
5th District Des Moines Female	\$30,087.45	\$0.00
5th District Des Moines Male	\$159,733.21	\$2,549.00
1st District Dubuque	\$45,367.11	\$0.00
7th District Davenport	\$159,974.31	\$50.00
2nd District Fort Dodge	\$17,394.64	\$0.00
2nd District Mason City	\$19,022.05	\$0.00
2nd District Marshalltown	\$43,031.29	\$0.00
8th District Ottumwa	\$40,823.10	\$56.00
3rd District Sioux City	\$108,701.36	\$0.00
1st District Waterloo	\$17,753.26	\$0.00
1st District West Union	\$33,958.06	\$0.00
<b>TOTAL</b>	<b>\$891,326.85</b>	<b>\$4,647.33</b>

Work Allowance Paid to Offenders Definition:

Work done for the facility, Iowa Prison Industries and money paid for attending treatment/education (viewed as a "job"). The money reflected in this column does not include private sector pay.



A blue-tinted photograph of a computer workstation. On the left, a CRT monitor is visible, showing a blank screen. Below the monitor is a keyboard and a mouse. The background is a solid blue wall. The text 'DOC Performance Report' is overlaid on the right side of the image in white serif font.

# DOC Performance Report

## DOC Performance Report

All data for the DOC Performance Report was obtained from the Iowa Corrections Offender Network (ICON) Case Management System.

An offender typically interacts with multiple Department of Corrections personnel during the different stages of a crime's adjudication: pretrial interviewers, presentence investigators, counselors, etc. At each stage DOC personnel spend considerable time and resources collecting necessary information. The majority of information garnered was stored locally in paper files or incompatible systems that are inaccessible to other DOC Personnel. The expense of repeated data collection may be incurred upward of 10 times during the first 60 days of interaction with an offender. Further, considering that a typical offender passes through the judicial and corrections multiple times during their lifetime, the amount of redundancy that can be eliminated by a well-crafted central information system capable of supporting the various corrections services becomes overwhelmingly evident.

DOC typically represents one of the largest discretionary spending line items of a state budget. With offender population as well as cost of administering an offender rising rapidly, DOC needs a system that can help evaluate the effectiveness of various programs and help identify under-utilized resources. At the same time counselors need detailed individual information presented in a context that will aid in their efforts to reduce recidivism. A central information system designed to support such analytics enables the DOC to make more informed decisions and be more responsive to the legislature and other agencies.

Case Management is specifically designed for the corrections industry. The design process included interviews with users representing all the different institution, residential, field, and central office services provided by the DOC. The representatives described in detail their operational processes and data collection needs.

***“With offender population as well as cost of administering an offender rising rapidly, DOC needs a system that can help evaluate the effectiveness of various programs and help identify under-utilized resources.”***



## Performance Report Introduction

The Department of Corrections Annual Performance Report for fiscal year 2008 is provided in compliance with requirements of Iowa's Accountable Government Act.

The Department continued its focus on those operational and correctional practices shown by research, data, or results to be the most effective "best practice" in each area of the organization. By focusing on what is known to work, the agency has better directed limited resources to those strategies that produce the greatest value to Iowans. State-wide focus on and alignment with these best practices has been accomplished through communication of the leadership agenda, the Departments' Strategic Plan, Performance "Score Card", offender information system (ICON) and management information system, and the employee performance accountability system.

The Departments' key service areas include: the assessment and **identification of the risk** offenders pose to the community; the effective **management of individual offender risk** and **offender accountability**; the **reduction of future risk** from supervised offenders through the use of intervention and treatment programs that have been shown to impact criminal behavior; and efficient **management** of the facilities and resources that provide for **healthy, safe, and, humane environment** for staff and offenders.

The Departments' **key strategies** are:

1. Offender Management – Best Practices Reentry Model
2. Population Management
3. Information Best Practices
4. Workforce Investment

Strategic Goals are:

1. Impact recidivism through provision of evidence based programs, interventions, case planning and reentry initiatives.
2. Improve operation effectiveness through utilization of "best practices"
3. Impact Corrections system grown in community and prisons
4. Reinvention of the way the department does business to manage resources in the most cost effective and productive manner to produce ultimate value for taxpayer dollars.
5. Use data and evidence to make fiscally responsible decisions.
6. Adequate and diverse human resources, financial resources and processes to maintain infrastructure and delivery of services.

The Departments' key accomplishments include:

1. Controlling the growth of the corrections system population. Iowa's rate of offenders return to prison has grown slightly to a rate of 35 %. The number of offenders supervised in the community rather than entering the prison system due to technical violations was successfully held at 18.4%, below the 20% target.

The Departments' efforts to provide housing and supervision capacity consistent with population and caseload demand, constitutional and regulatory standards continues. While demand has continued to exceed capacity the prison population has been maintained at approximately 118% of capacity, the community corrections residential facilities at 105% of capacity, and field services 118% of capacity.

Iowa has undertaken a systematic study of the states correctional system with the assistance and expertise of the Durrant Group. This study will provide the foundation upon which policy makers might base future decisions regarding resources, infrastructure, and correctional focus in upcoming years.

2. Contributing to public safety. There were no significant incidents, escapes, or disturbances that threatened public safety. Initial data indicates that correctional programs are being effective at reducing offender risk before they leave the corrections system. 49.3 % of offenders who left the corrections system showed lowered risk when assessed.

15.8% of offenders have recidivated. Recidivism is defined as subsequent convictions for felony or aggravated misdemeanors of offenders who discharged (final closure) from correctional supervision within the report date range. This measure result looked at FY05 releases and followed those offenders through fiscal year 2008 for new convictions. The measure includes offenders discharged from Prison, Probation, Parole, OWI or Work Release.

The corrections system continued to provide a continuum of evidence based correctional interventions and reentry support services.



Institution and CBC Re-Entry Coordinators have been put in place to collaborate and improve the reentry process. 37% of offender's reentry case plans, that outline an offenders programming and integration, have been completed in accordance with policy requirements.

33% of intervention programs have been classified as promising or excellent evidence based.

While the Department maintained adequate capacity in continuum of supervision levels that meet offenders risk, 91%/79%/57% of institutions offenders were housed at a level that is commensurate with their classification score. The Department will deploy a new custody classification instrument in January 2009.

Reducing the risk of sex offenders continued to be a priority. Treatment programs were revised to address those offenders who have been resistive to treatment or who have special needs has been revised to increase the likelihood that they might receive the benefit of some correctional intervention programming.

3. Making data and analysis available to all levels of the organization to improve daily operations, decision making, and performance improvement. The continued enhancement of the offender information system (ICON), the Criminal Justice Data Warehouse, and the performance measurement system expanded the corrections systems' ability to provide outcome data.

Technology has been deployed where possible to improve operations. Offender banking and accounting operations have been modified and digitization of offender records is underway.

4. Transforming operations, structure, and processes in order to capture efficiencies, enhance productivity, and increase value to customers.
  - a. Transformation projects moved from planning stages to become operational. The food service ICON module was completed.
  - b. Food Service Management software has been centralized and standardized. The central food warehouse project team has been formed to begin to develop a central food distribution system.
  - c. The Procurement project partnered with DHS, INH, and DAS to apply lean principles and resulted in NGIP Certification training to change processes for contracts, upgrades in I3 functionality and continued work on Prime Vendor contracts.
  - d. The records project realigned duties of records staff across system to maximize efficiencies through specialization.
  - e. The Waste project identified local waste reduction and reuse opportunities.
  - f. The Energy project identified opportunities to purchase energy more efficiently and opportunities to purchase of renewable energy
  - g. The Accounting and Finance: Centralized offender banking, child support and restitution collection.

The Department has committed to a focus on excellence, and the examination and scrutiny of operations and programs is accomplished through a variety of initiatives. The Departments voluntarily participated Fort Dodge, Clarinda, Rockwell City and Oakdale have received accreditation from the American Correctional Association. Additionally, education programs at Oakdale, Rockwell City and Fort Dodge have received accreditation from the American Correctional Education Association with Clarinda currently in the process and Mitchellville scheduled for in the near future.

5. Making a commitment to invest in the Departments' workforce. Professional development opportunities have focused on leadership development and the competencies needed to support the evidence based paradigm shift such as motivational interviewing and ASSist intervention tools for custody staff.

Coordination and oversight of employee health and safety continues. A statewide labor / management safety committee was formed and will meet monthly to discuss and resolve issues related to staff health and safety.

The effectiveness and safety of operations was supported by efforts to align staff resources with workload demands. A Correctional Officer staffing analysis was completed to align physical plant demands to critical post analysis. This analysis will help the Department deploy staff and communicate resource needs. A work study of medical duties and staff has begun to determine if the right people are doing the right work using the right processes.

***“Reducing the risk of sex offenders continued to be a priority.”***

6. Meeting the medical and mental health needs of offenders places increasing demands on correctional resources. 90% of Iowa's offenders have current or past problems with alcohol or drugs. As a result of refinements in diagnosis and classification practices approximately 67% of female offenders and 39% of males offenders have now been identified as having some mental illness.

Pharmaceutical costs have risen 40% Demands presented by the aged / infirmed requires the Department to be responsive to their unique needs in order to absorb increasing health care costs. There have been no health care conditions suits or negative litigation findings.

Maintenance of aging correctional facilities presents ongoing challenges. Resources were directed to critical maintenance and renovations of electrical systems , upgrading life safety systems, insuring that food service preparation met applicable codes.

The Department can make the following statements based on FY08 performance measure year end results:

- 82.1% of offenders are successfully completing case plan programming for their top criminogenic needs before final release from corrections.
- The top 4 needs across Community Based Corrections and Prisons are: #1 Alcohol/Drug, #2 Attitudes/Orientation, #3 Emotional/Personal and #4 Employment.
- 41.8% of Community Based Corrections offenders and 19.8% of prison offenders had their victim restitution paid in full at time of discharge from Corrections.
- For 49.3% of offenders, assessments scores dropped during custody/supervision.
- 33.3% of Correctional interventions were designated as "Promising" or "Excellent" by Evidence Based Practices standards.
- The number of probation revocations to prison dropped during the past fiscal year – mostly due to fewer new felony/aggravated misdemeanor convictions.
- The Department has increased its usage of E85 fuel from 4.4% in FY07 to 9.2% in FY08.
- \$1.5 million dollars were saved due to the Jail Credit Recovery transformation project.
- 211,216 training hours were completed by staff.

***"82% of offenders are successfully completing case plan programming for their top criminogenic needs before final release from corrections"***

## Focus Groups

In order to maintain the momentum created by a consulting group's systemic study of the state's correctional system, DOC invited staff from across the state to volunteer their time and energy by serving on one of 12 "focus groups" established to review the consultants' recommendations, and if deemed appropriate, develop implementation strategies for consideration by DOC management. Additional focus group recommendations would also be welcomed. An additional purpose behind the focus groups was to help develop future correctional leaders to build on the work of more experienced leaders approaching retirement.

The 12 focus groups - selected to cover the areas of study conducted by the consultants - were comprised of: Build Security Basics, CBC Beds, Classification, Education, Expand EBP, Mental Health – CBC, Mental Health – Institutions, Quality Assurance, Reentry, Sex Offender, Substance Abuse, and Women Offenders.

It was initially hoped that 50 employees (and selected non-employees working closely with corrections) would volunteer. In fact, over 170 persons volunteered, which was taken as a healthy sign of the interest and dedication of Iowa's correctional workforce.

The focus groups have been active participants in formulating the Department's budget proposals for FY 2010. Additional focus group recommendations not requiring additional resources are being/ have been implemented, including: e-learning for staff; a pilot internship program for certain functions; updated classification risk tools and guidelines for mandatory restrictors (overrides) that are dynamic and gender-responsive; a matrix of mental health interventions from reception to assigned institutions and specialized units; upgrading the Career Resource Centers at each of the institutions; different sex offender assessment tools measuring risk, treatment needs and day-to-day supervision requirements; a substance abuse screen/assessment matrix to be used at the prison reception center; and use of the LSI-R trailer to better assess female offenders.

## Community Based Corrections (CBC) & Prison Offenders Served FY08

<b>CBC Field Services</b>	<b>Active at Start 7/1/07</b>	<b>New Admits FY08</b>	<b>Closures FY08</b>	<b>Active at End 6/30/08</b>	<b>Offenders Served*</b>
Community Supervision 902.3A			1		
Federal	1		1		1
Interstate Compact Parole	295	176	180	292	471
Interstate Compact Probation	1,092	581	583	1,102	1,673
No Correctional Supervision Status	15	37	44	9	52
OWI Continuum	7	42	8	5	49
Parole	3,547	2,664	2,574	3,350	6,211
Pretrial Release With Supervision	1,528	4,533	4,617	1,402	6,061
Probation	21,449	16,732	15,311	22,226	38,181
Special Sentence	6	31		28	37
<b>Statewide Total</b>	<b>27,941</b>	<b>24,796</b>	<b>23,320</b>	<b>28,414</b>	<b>52,737</b>

<b>CBC Residential Services</b>	<b>Active at Start 7/1/08</b>	<b>New Admits FY08</b>	<b>Closures FY08</b>	<b>Active at End 6/30/08</b>	<b>Offenders Served*</b>
Federal	149	415	476	141	564
Interstate Compact Parole	2	2	7		4
Interstate Compact Probation	4	11	10	1	15
Jail (Designated Site)	4	33	27	3	37
No Correctional Supervision Status		1	4		1
OWI Continuum	243	552	630	227	795
Parole	15	50	55	8	65
Pretrial Release Without Supervision		2			2
Pretrial Release With Supervision	9	31	32	7	40
Probation	858	1,920	2,245	797	2,778
Special Sentence	3	11	2	9	14
Work Release	480	1,483	1,674	462	1,963
<b>Statewide Total:</b>	<b>1,767</b>	<b>4,511</b>	<b>5,162</b>	<b>1,655</b>	<b>6,278</b>

<b>PRISONS</b>	<b>Active at Start 7/1/2008</b>	<b>New Admits FY08</b>	<b>Closures FY08</b>	<b>Active at End 6/30/08</b>	<b>Offenders Served*</b>
OWI Continuum	5		2		5
Parole	171	438	93	195	609
Pretrial Release with Supervision	2	4	6		6
Prison	8,339	4,192	4,560	8,171	12,531
Prison Compact	38	3	5	36	41
Prison Safe keeper	99	464	368	242	563
Probation	137	269	317	89	406
Special Sentence	2	9	1	11	11
Work Release	19	30	120	20	49
<b>Statewide Totals:</b>	<b>8,813</b>	<b>5,410</b>	<b>5,472</b>	<b>8,766</b>	<b>14,223</b>

**Total Offenders Served by the Iowa DOC—73,238**

ASSESSMENTS SUBMITTED FY08

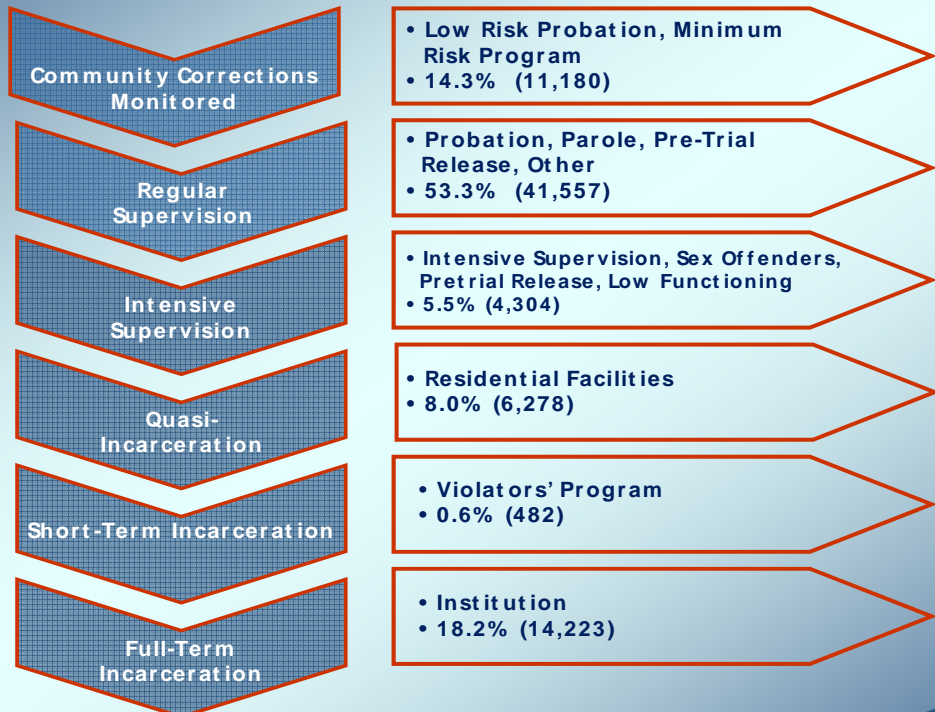
Assessment Tool	1JD	2JD	3JD	4JD	5JD	6JD	7JD	8JD	District Total	ASP	CCF	FDCF	ICC	ICIW	MCC	ISC	ISP	MPCF	NCCF	NCF	Prison Total	Unk Region	Total Assessments
ASAM PPC2R				79		303	369		751												0		751
Beta II IQ									0						1736					2	1738	18	1756
Board of Parole Ordered			15	1				2	18												0		18
CASAS Employability Competency System					2		214	216	216									142	273	415			631
CASAS Life Skills									0	542	149					164		28	8	112	1003		1003
Colors		1			537		2	1	541											19	19		560
Court Ordered	434	247	468	25	599	379	354	191	2637	1											1	109	2807
Criminal Sentiments Scale		26			639				665											188	188	9	862
Custody Classification									0	1502	913	911	1	1421	5893	1059		1137	1170	1608	13615		15615
Iowa Risk Assessment	1896	1662	1329	579	4629	1280	1117	880	13372												0		13372
Iowa Risk Reassessment	5068	4452	3465	767	10545	3033	2562	3124	33016							1					1		33017
Iowa Sex Offender Registry	1								1						1						1		2
ISORA8	24	24	13	1	51	43	8	11	175	24	11	12			5	6	176	11	11	256			431
Jesness	921	801	184	325	1895	760	582	315	5703			319			1449					19	1787		7570
LSI_R	2657	1539	1277	620	4451	2455	1794	1232	16025	723	1065	947		373	514	632	470	260	736	5720			21745
MIFYPP		81							81	12	81	58			23	8		21		81	284		365
MMPI					15				15		5										5		20
Multiphasic Sex Inventory					12				12												0		12
OWI Continuum Worksheet	108	47	73	23	68	71	64	53	507												0		507
OWI Continuum Worksheet II	3	2			5	3	9	22	22												0		22
Professional Judgment	95	67	30	13	394	840	56	151	1649	1				15	94			10		28	149	27	1825
Psychological Diagnostic Impressions	7	5			19				31												0		31
Psychosexual Assessment		41		2	13				56												0		56
SASSI		82		99					181			468									468		649
Shipley IQ									0												1		1
SIR									0	16					3445					2	18	3461	3461
Static-99	29	30	20	22	48	37	16	22	224	24	13	13			9	12	195	5	13	204			508
TABE									0	39	169	236		110	2141	80		71	94	179	3119		3119
TCU Drug									0						1009						1009		1009
Wais R IQ									0		7										7		7
ASSESSMENTS SUBMITTED FY08	11243	9167	6877	2556	23658	9265	8927	6285	76839	2340	2808	3113	1	1919	16319	1	1961	2233	1548	3287	35551	163	111752



## Focus Group Initiative

- Building Basic Security
- CBC Beds
- Classification
- Education
- Expanding EBP
- Mental Health (CBCs and Institutions)
- Quality Assurance
- Reentry
- Sex Offender
- Substance Abuse
- Women Offenders

## Corrections Continuum FY 2008 Served





## **Strategy: Offender Management: Best Practices Reentry Model**

### **Strategy: Information Best Practices**

#### **GOALS:**

Recidivism through provision of evidence based programs, interventions, case planning and reentry initiatives.

Operation effectiveness through utilization of “best practices.”

Use data and evidence to make fiscally responsible decisions.

#### **Desired Outcomes:**

Enhanced public and staff safety, crime reduction

Payment of debt to victims and society

Offender accountability

Provision of information, technology and information analysis to ensure access to complete, accurate, timely and useful information

Sustain and improve best practice data and information

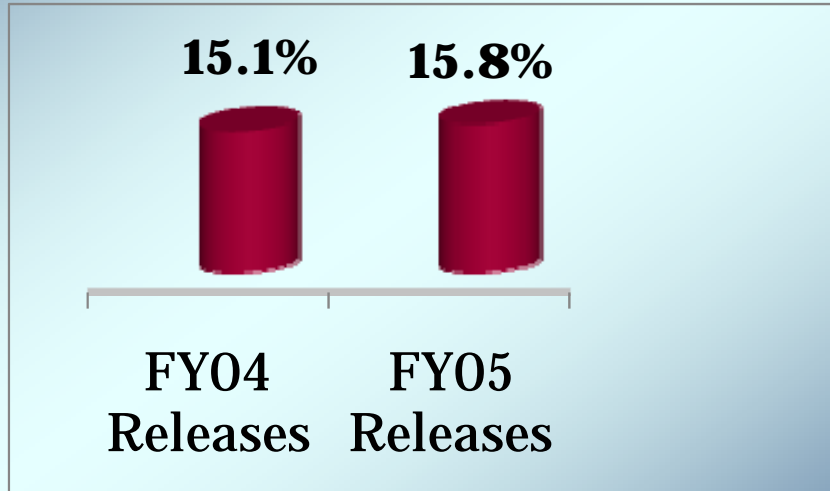
**Description:** Iowa’s corrections system is moving to ensure that evidence based correctional intervention programs and practices are in use across the system.

**Why we are doing this:** Research has shown that future offender risk can be reduced by appropriate supervision and receiving appropriately delivered and timed interventions that are directed toward the needs that contribute to that offender’s criminal behavior. Release planning and reentry transition services help to insure that the offender can more safely be returned to their community.

**What are we doing to achieve results:** All programs and practices are undergoing scrutiny to assess their level of compliance with evidence based principles. Corrective action plans are being deployed. Resources are being realigned with those programs that contribute to this effort.

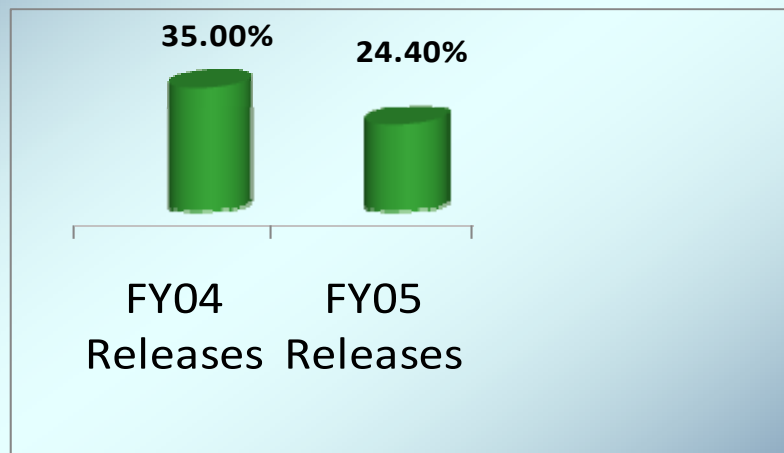
## Results

*Percentage of offenders who are convicted for a new aggravated misdemeanor /felony within 3 years of discharge from the system.*



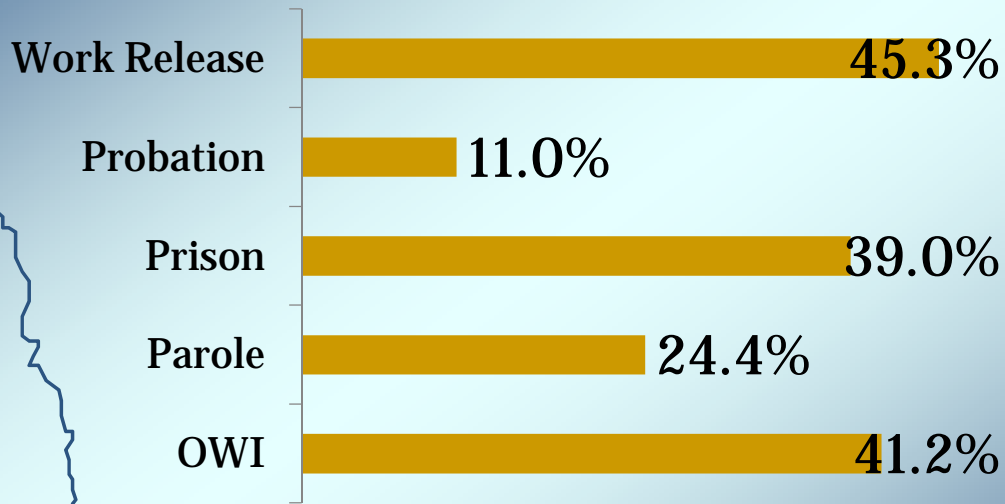
## Results

*Percentage of offenders who were medium/high risk at time of admission who are convicted for a new aggravated misdemeanor/felony within 3 years after discharge.*



## Results

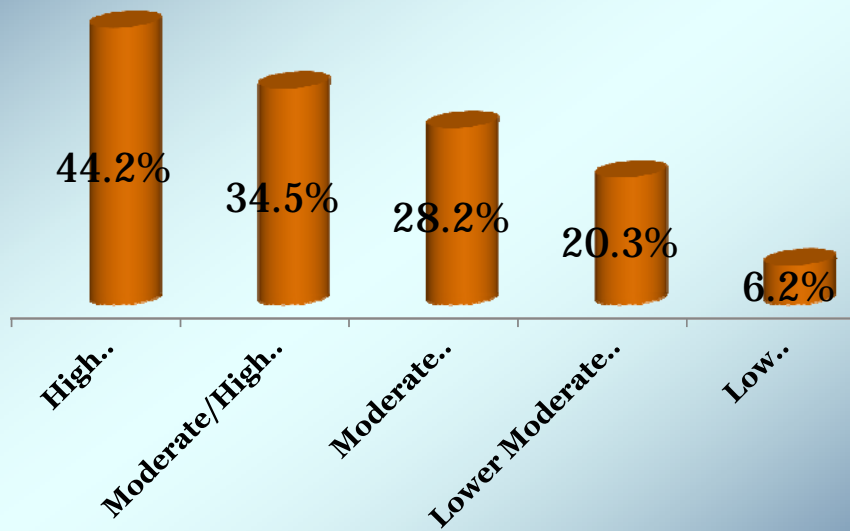
### Recidivism by Legal Status



### FY05 Releases by Legal Status

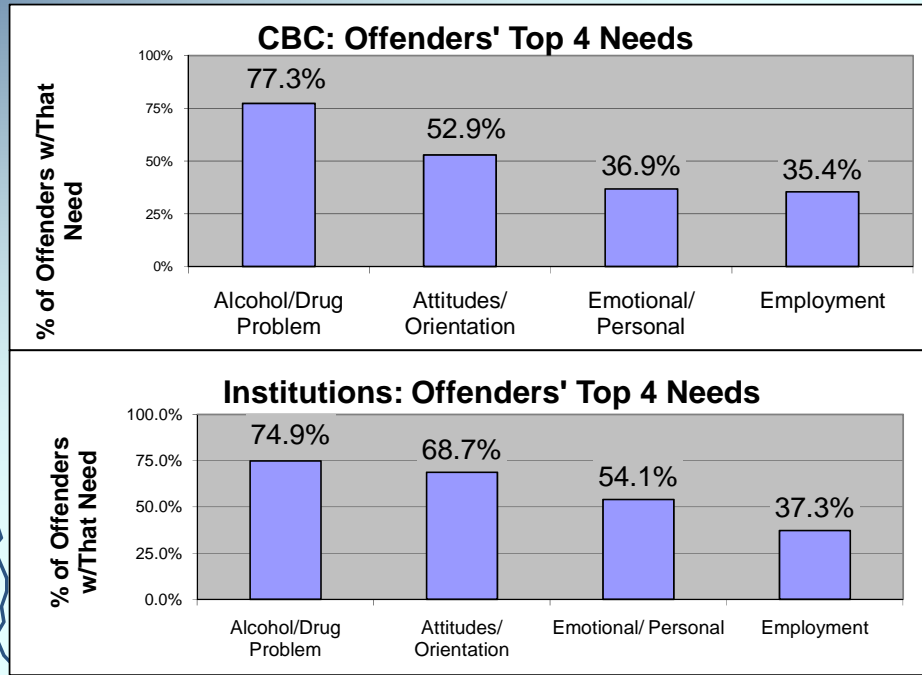
## Results

### Recidivism by LSI Score



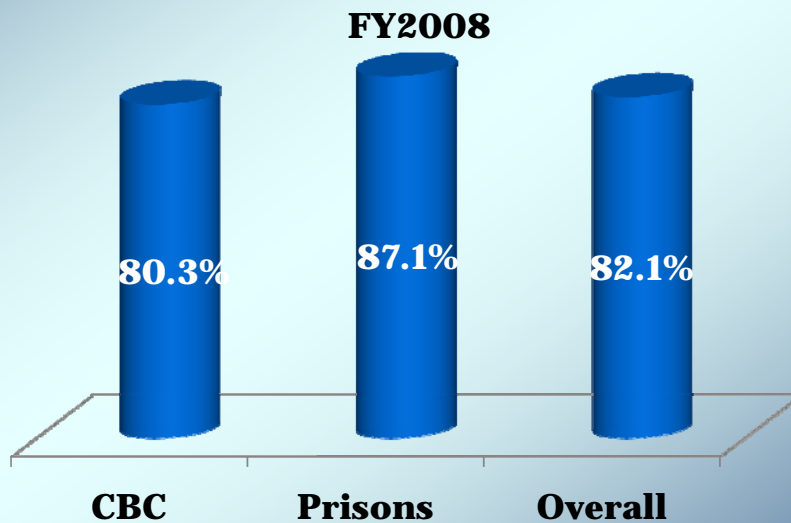
### FY05 by LSIR Category

# Risk Identification: Institution and CBC Top Priority Needs



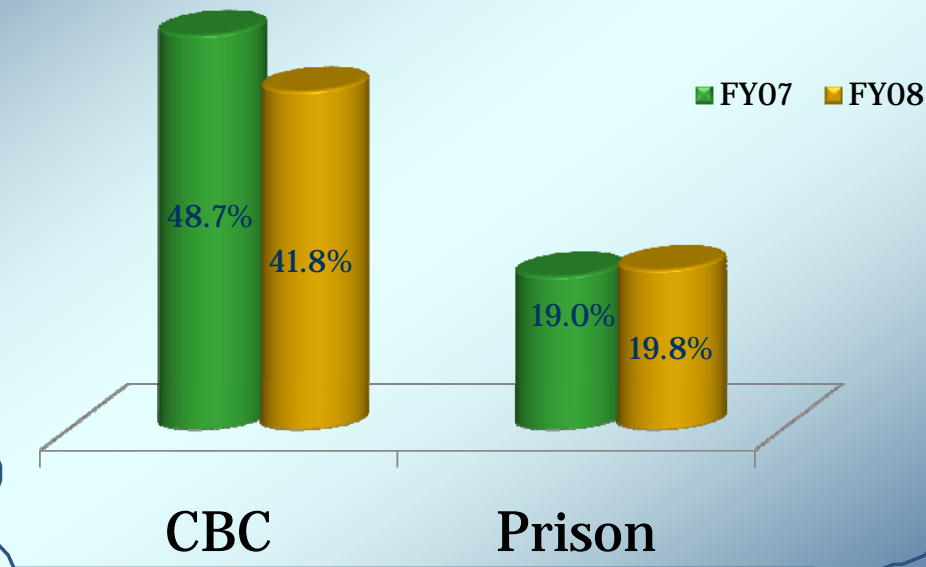
## Results

*Percentage of medium/high risk offenders who successfully complete case plan programming for each of their top criminogenic needs before final release from the correctional system.*



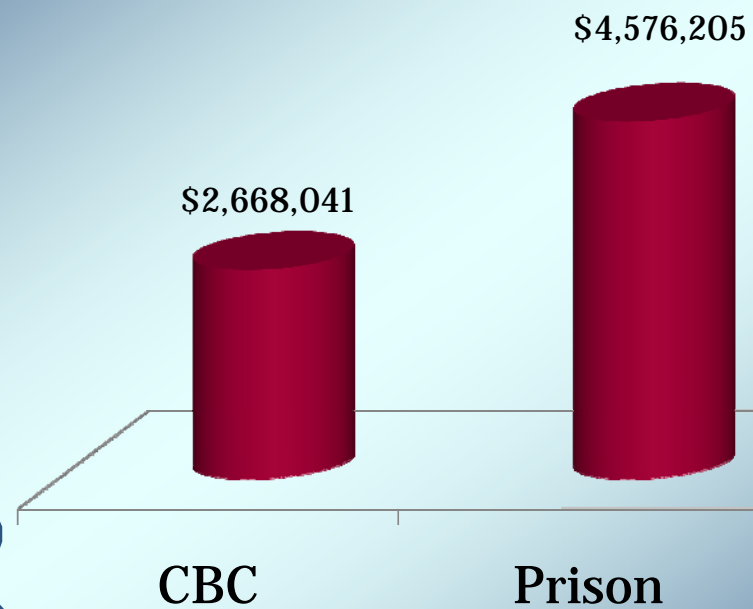
## Results

*Percentage of offenders who had their victim restitution paid in full at time of discharge from prison or CBCs.*



## Results

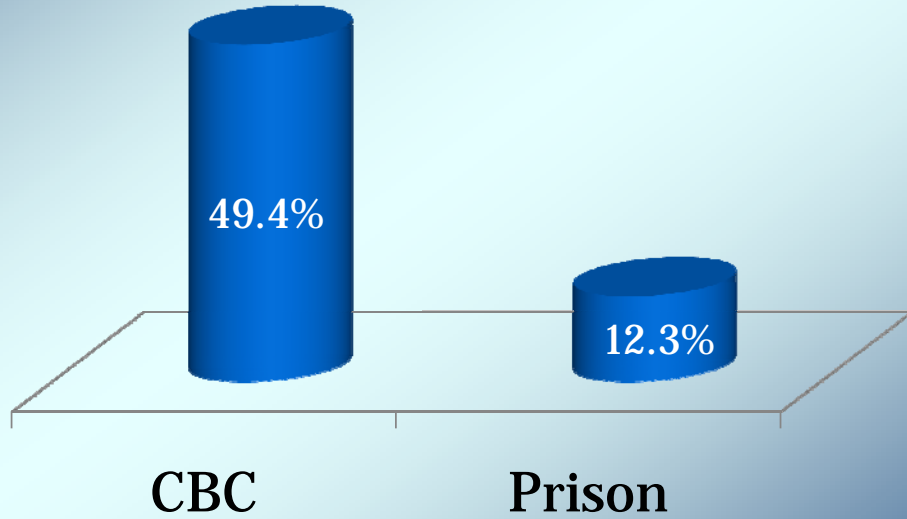
*Balance owed by victim restitution at time of discharge from CBC or prison.*



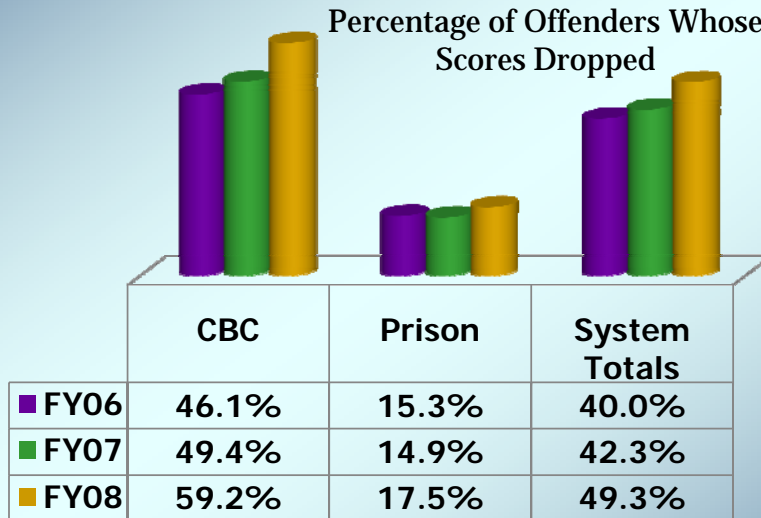


## Results

*At time of discharge from CBC or Prison, the collective restitution payment rate is:*



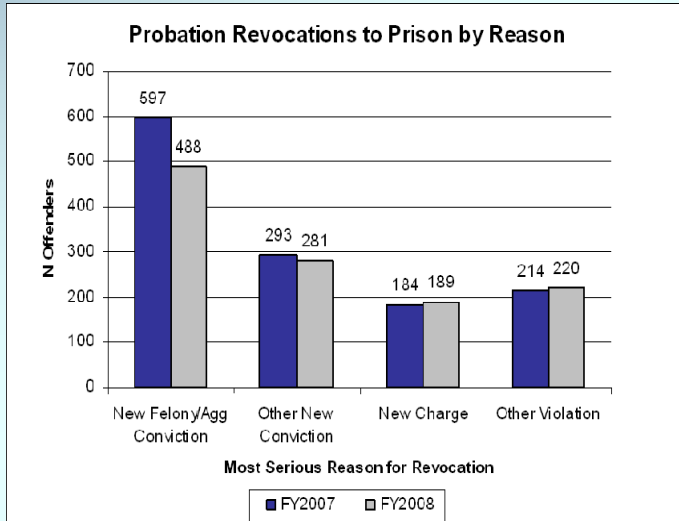
## Reducing Risk: Measuring Assessment Score Drops During Custody/Supervision



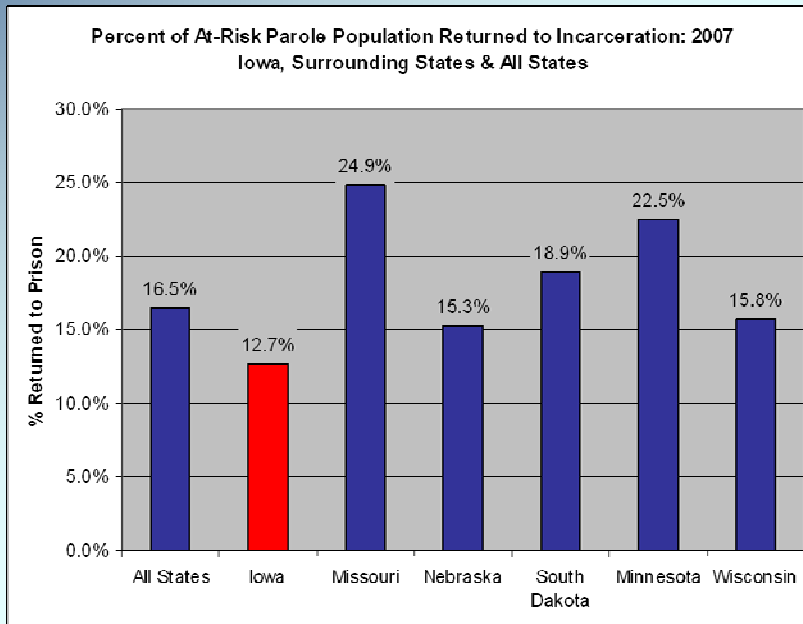
*Overall, more offenders are exiting Corrections supervision with a lower likelihood of reoffending than when they first came in.*

## Results

**The number of probation revocations to prison dropped during the past fiscal year – mostly due to fewer new felony/aggravated misdemeanor convictions.**



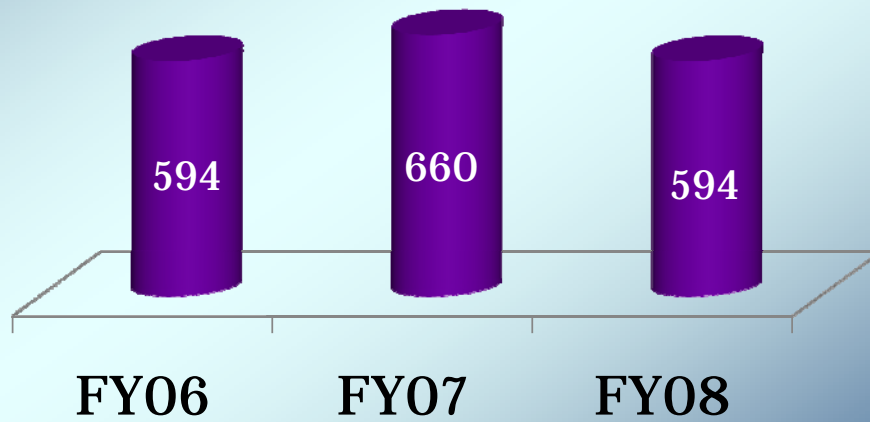
## Results



**Illinois did not report.**

## Results

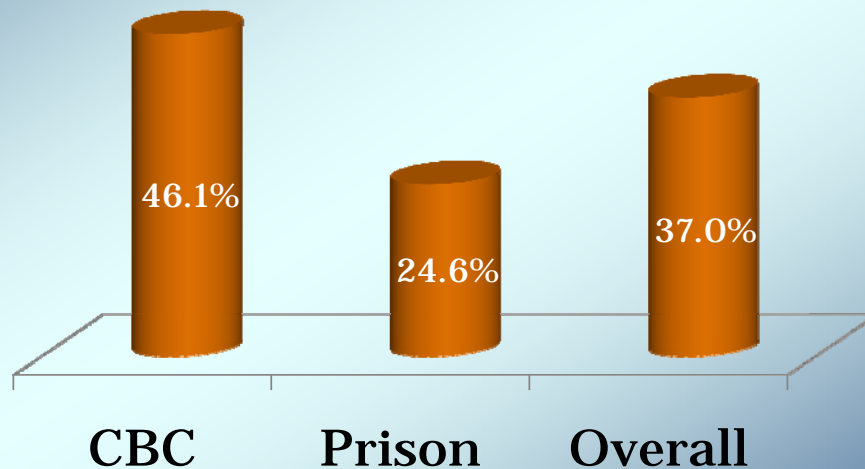
*Number of GED completions by Iowa offenders per community college contract.*



**RESULTS:** 33.3% of Correctional Interventions were designated as “Promising” or “Excellent” by Evidence Based Practices standards in FY08.

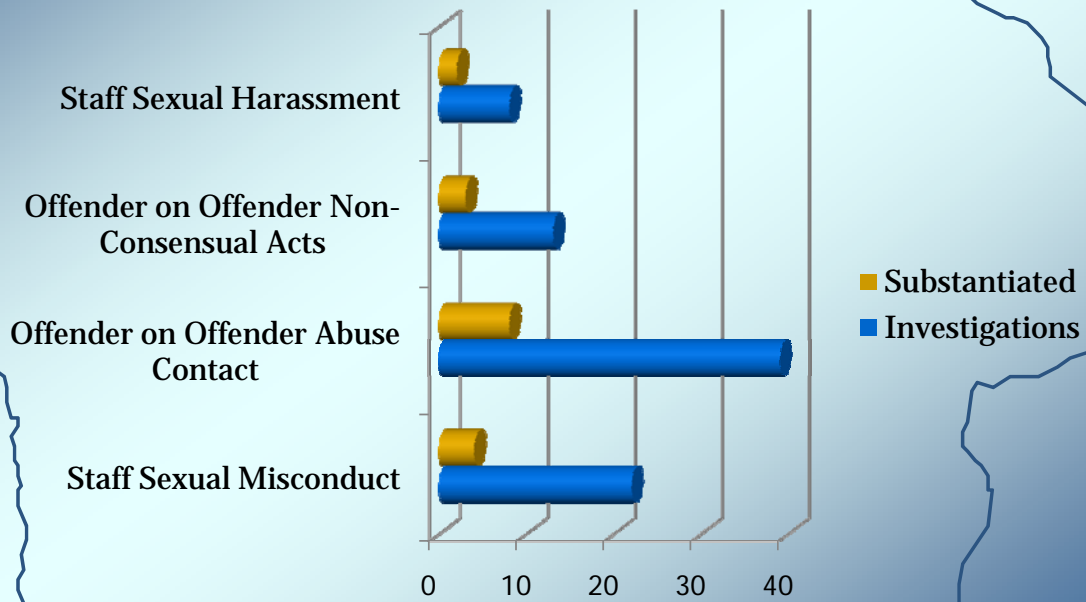
## Results

*Percentage of offender reentry case plans completed per policy.*



# Results

**Investigations:**  
**Data is January 2008 - June 2008**



## Strategy: Population Management

### GOALS:

System corrections growth in community and prisons

Reinvention of the way the department does business to manage resources in the most cost effective and productive manner to produce ultimate value to taxpayer dollars

### Desired Outcomes:

Offender population

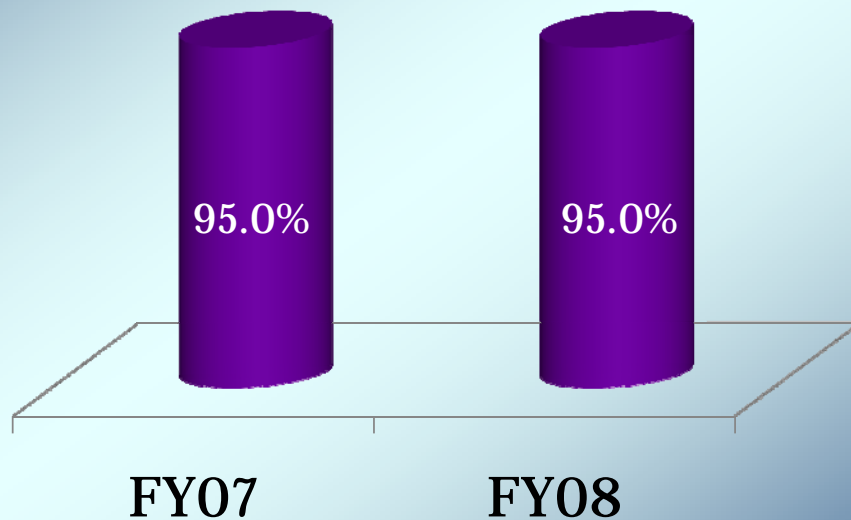
Improved population master plan

Constitution system

**Description:** Aligning resources to need such as utilizing staffing studies and formulas, and aligning offender supervision and programming resources in accordance with demand. Managing offenders at the least restrictive level consistent with their risk enables to divert offenders from more costly prison beds.

## Results

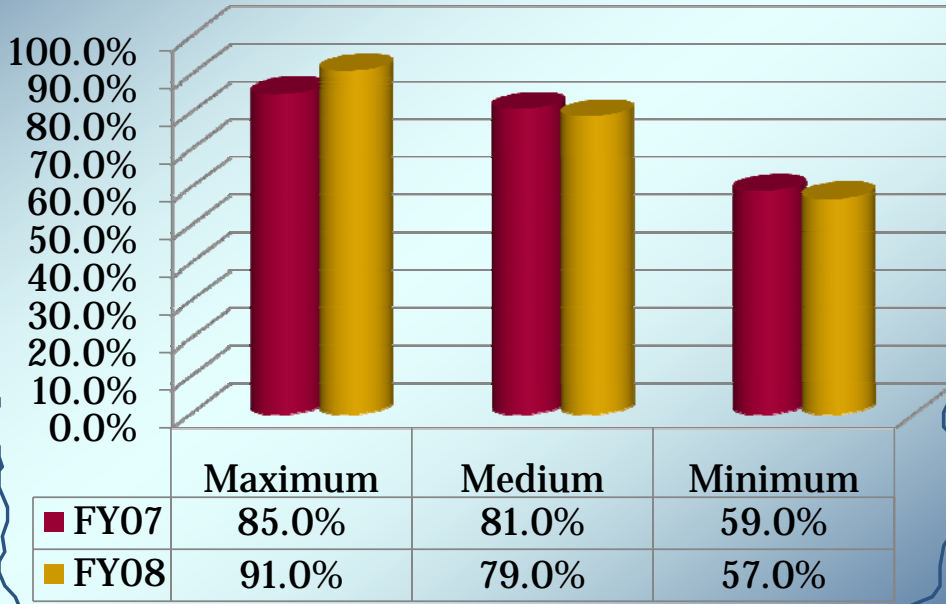
*Percentage of required Custody Classification completed.*





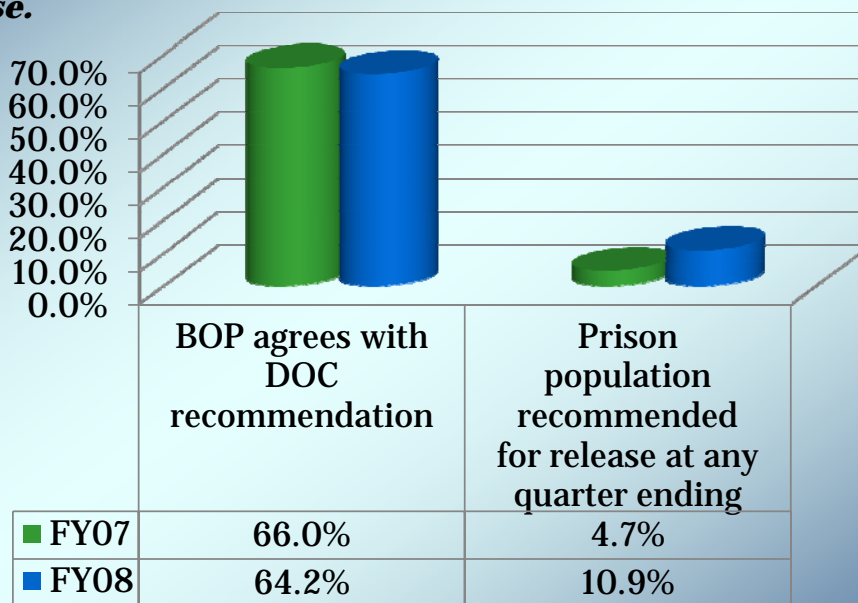
## Results

**Number of offenders assigned/supervised in accordance with risk assessment/classification instruments.**



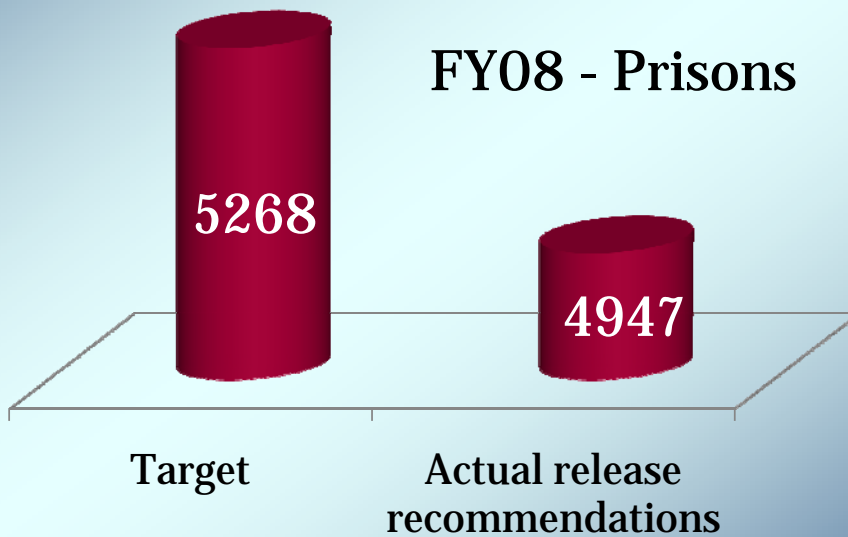
## Results

**Percentage BOP agrees with DOC recommendations/  
Percentage of prison population recommended for release.**



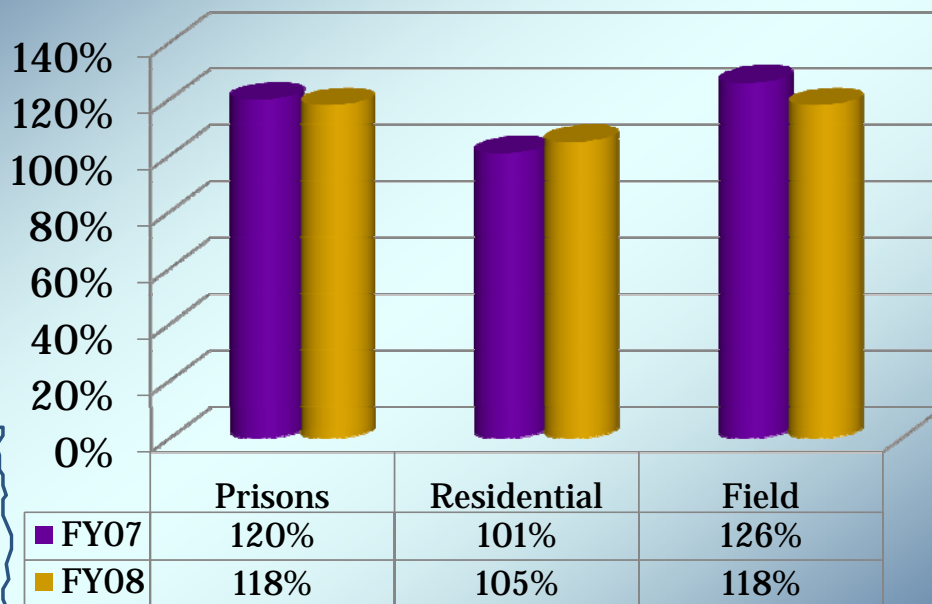
## Results

*Target v. actual release recommendations to the BOP.*



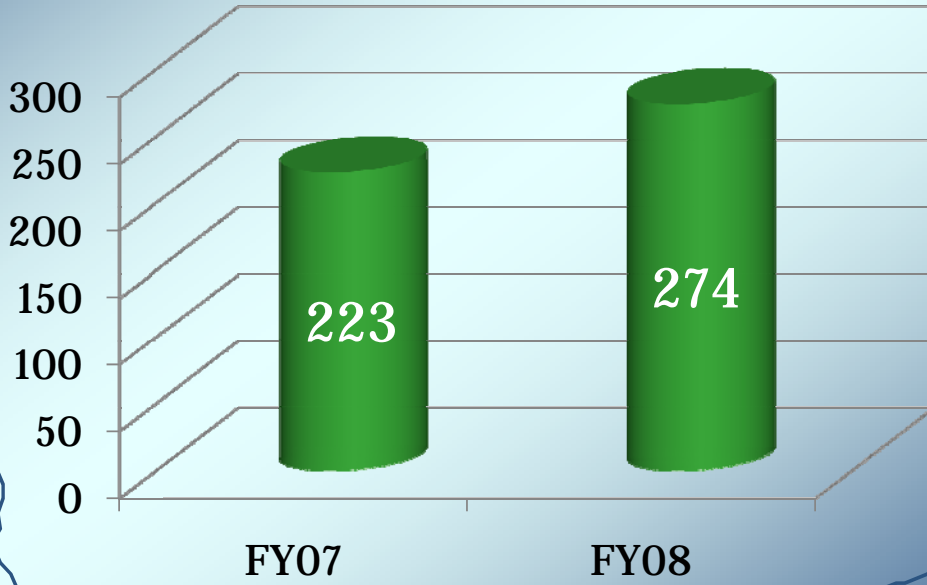
## Results

*Population as % of capacity*



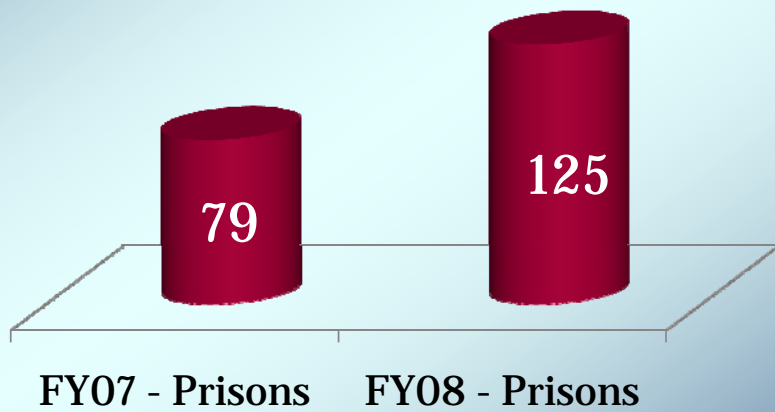
## Results

*Number of serious injuries, accidents or deaths of offenders*



## Results

*Number of serious injuries caused to staff.*



## Strategy: Workforce Investment

### GOALS:

Adequate and diverse human, financial processes to maintain infrastructure and delivery of services

### Desired Outcomes:

Diversity through recruitment, selection and retention

Culture change

Workload analysis and management

Well being/morale, health/safety focus

Knowledge development and succession planning

Use of employee training technology and critical data and transformation of current processes to enhance staff productivity

**Description:** Investing in the corrections workforce. Operational effectiveness through utilization of best practices. Adequate human resources to maintain delivery of services.

**Why we are doing this:** Deployment of best correctional practices requires that staff be knowledgeable and possess the skills necessary to implement these practices in the manner in which they are intended.

Leaderships' support, oversight and governance of the corrections system is critical to achieving the mission in an efficient and effective manner in order to insure return on taxpayer investment. As a Charter Agency the Department has committed itself to exploring ways of delivering services in new ways to not only produce a better outcome, but conserve valuable resources so that they can be redirected to mission critical activities.

**What are we doing to achieve results:** Correctional staffs receive job relevant training; professional development opportunities through centralized and locally delivered training programs. The Department is committed, as well, to developing the future leaders of the organization to sustain the efforts and improvements that are underway.

During the second year of the transformation effort, several departmental operations have been redesigned, centralized or standardized in order to reduce waste and inefficiencies and implement best practices. These and other transformation projects continue and additional future savings are anticipated.

## Cost Reduction Through Best Practices

### Ongoing Initiatives

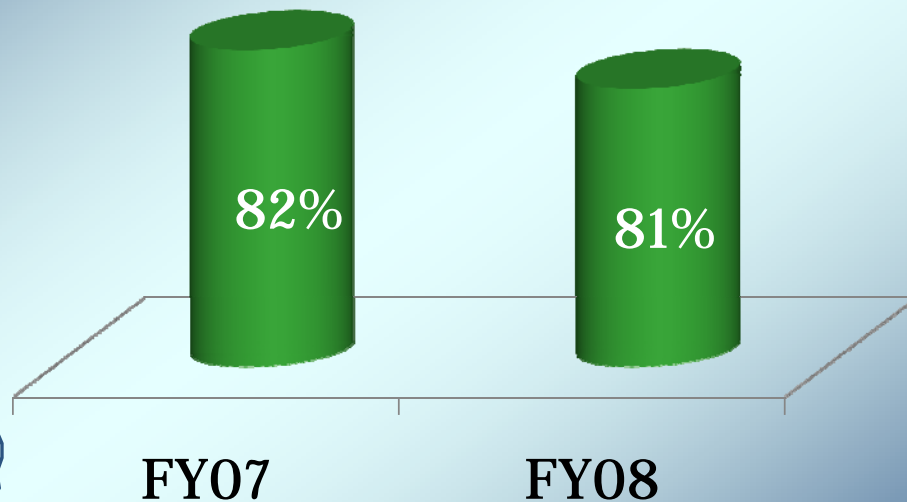
- e-Learning
- Jail Credit Recovery (FY08 Savings of \$1.2 Million)
- Central Records
- Central Banking
- Central Restitution/Child Support Recovery/Court Filing
- Elimination or Alignment of Programs Based on EBP
- Master Dietary Menu
- New Classification System
- Energy Management/Green Government

### Future Initiatives

- Central Warehouse
- Central Pharmacy

## Results

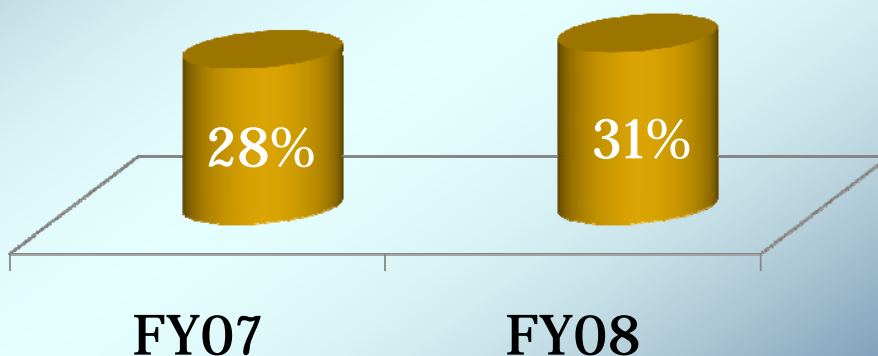
*Percentage of needed FTEs funded based on workload formula.*





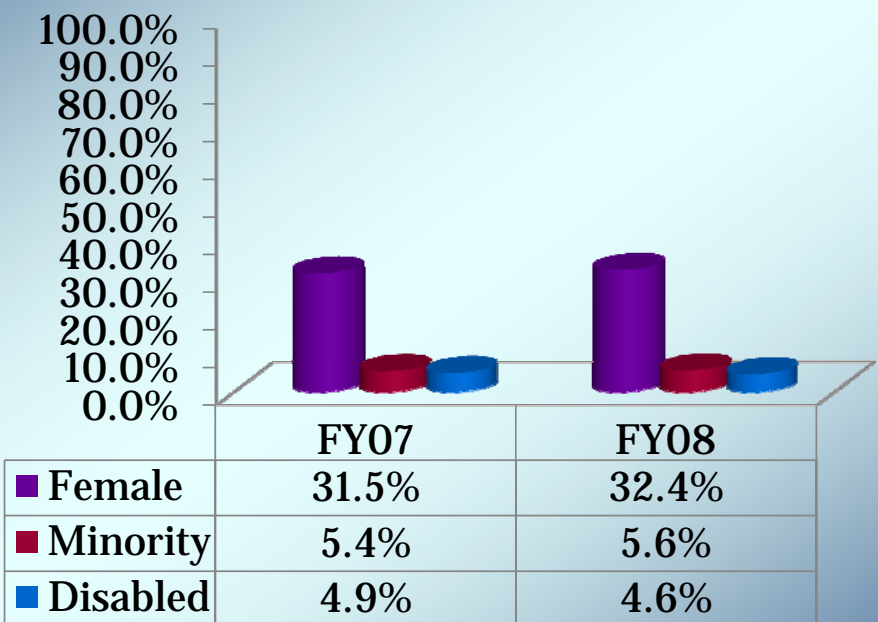
## Results

*Percentage of FTEs applied to work formula.*



## Results

*Diversity of Prison Staff*



## Results

### Average Cost Figures FY2008

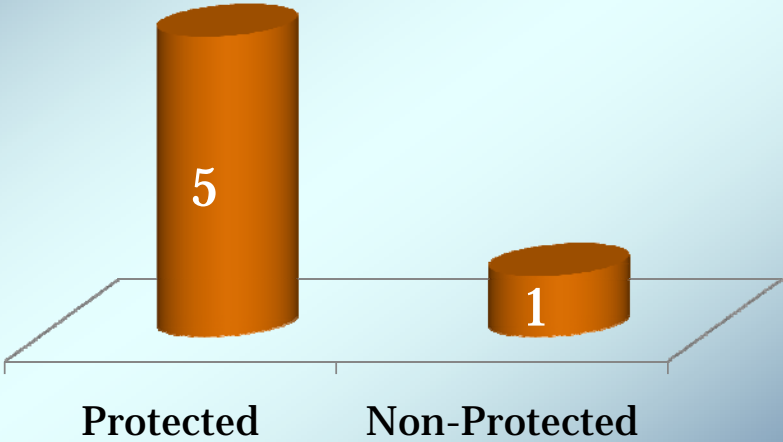
<b>Prisons</b>	\$85.02	per day cost
<b>Community Based Corrections</b>		
Pretrial Interviews	\$40.89	per interview
Presentence Investigations	\$493.47	per investigation
Pretrial release with Supervision	\$3.50	per day cost
Low Risk Probation Supervision	\$0.41	per day cost
Probation/Parole Supervision	\$3.75	per day cost
Drug Court	\$15.64	per day cost
Sex Offender	\$20.80	per day cost
Violator Aftercare Program	\$11.71	per day cost
Batterers Education program	\$1.96	per day cost
Intensive Supervision Program	\$8.24	per day cost
TASC (Treatment Alternatives to Street Crime)	\$6.84	per day cost
Day Program	\$6.84	per day cost
Dual Diagnosis Male Offender Program	\$43.81	per day cost
Dual Diagnosis Male Aftercare Offender Program	\$9.23	per day cost
Co-Occurring Female Program	\$22.06	per day cost
Mental Health Transitional	\$13.03	per day cost
Probation/Parole Low Functioning	\$6.52	per day cost
Day Reporting	\$7.12	per day cost
Residential (includes work release, OWI, probationers, etc.)	\$65.94	per day cost
<b>Electronic Monitoring Bracelets:</b>		
Voice Verification	\$1.85	per day cost
Radio Frequency	\$2.28	per day cost
Vicap (alcohol)	\$5.00	per day cost
GPS (two piece)	\$7.88	per day cost
GPS (one piece)	\$7.00	per day cost
GPS (passive)	\$4.98	per day cost



# Results

*Internship hires by protected/non-protected class*

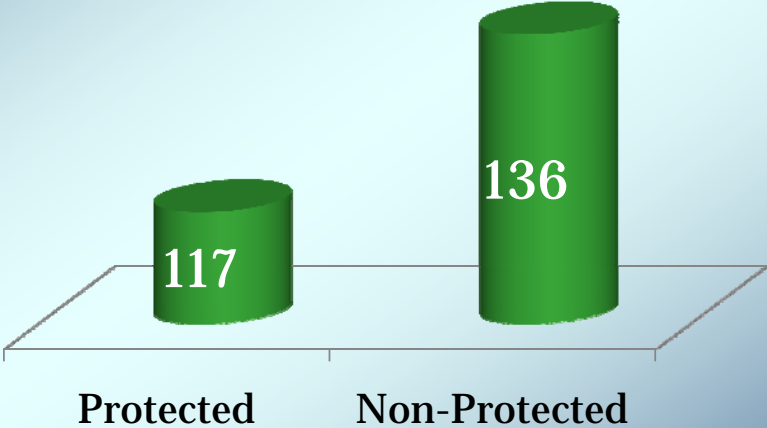
**FY08**



# Results

*Interviews by protected/non-protected class*

**FY08**



**Non-Protected**—Caucasian Males

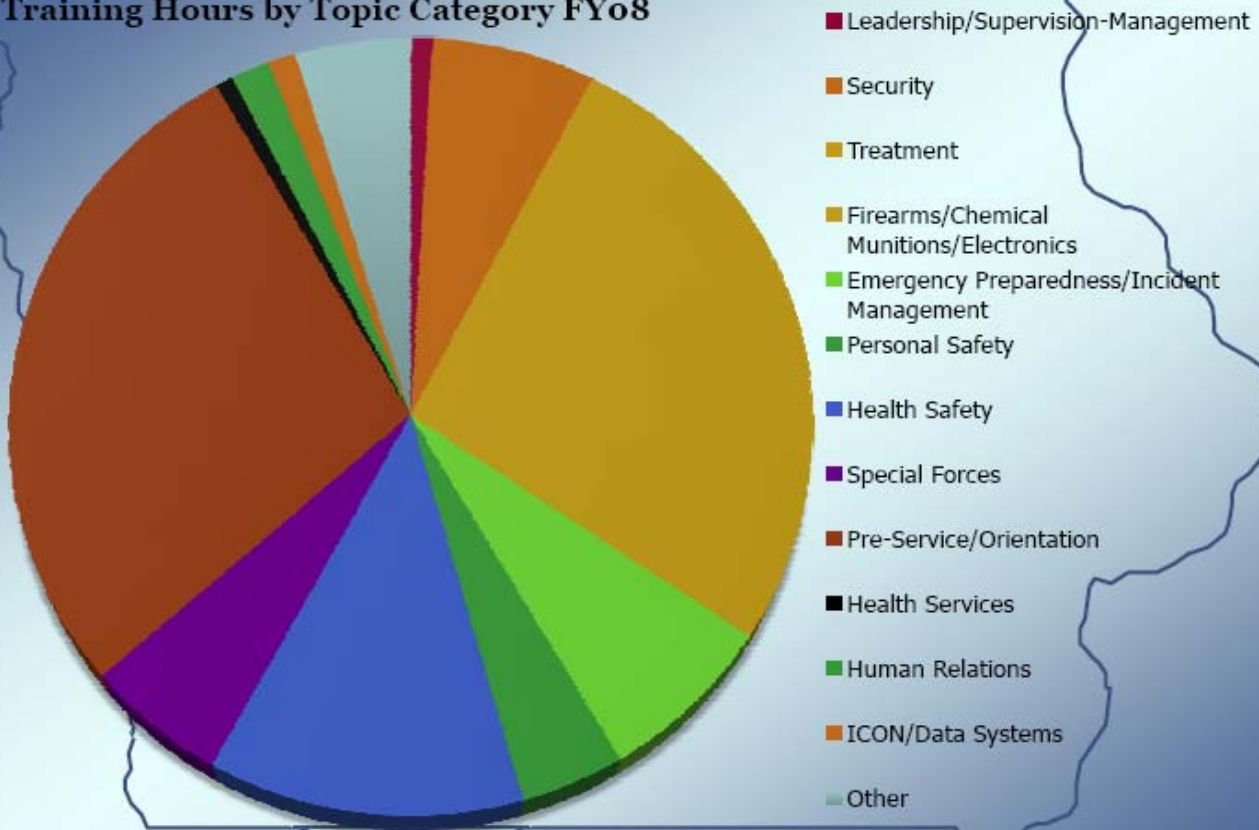
**Protected**—Females, minorities and disabled individuals

# Results


## Training Hours by Topic Category FY08

Leadership/Supervision-Management	1,835
Security	14,311
Treatment	41,480
Firearms/Chemical Munitions/Electronics	15,102
Emergency Preparedness/Incident Management	14,72
Personal Safety	8,655
Health Safety	26,135
Special Forces	11,801
Pre-Service/Orientation	59,460
Health Services	1,528
Human Relations	3,388
ICON/Data Systems	2,430
Other	10,119
<b>Total Hours</b>	<b>211,216</b>

Training Hours by Topic Category FY08







Director  
John Baldwin's  
Flexible  
Performance  
Agreement  
Report



## **Flexible Performance Agreement Progress Report Quarter Ending June 30, 2008**

In order to better monitor and enhance the performances of state agencies, the Governor has entered into formal agreements with each agency – including the Department of Corrections – to set agency goals and specific quantifiable measures to help determine if these goals are being met.

As part of the Corrections' agreement with the Governor, the Department is being evaluated every year as to whether or not we are meeting the agreed upon goals (the Department submits quarterly progress reports to the Governor). These goals cover a range of Corrections operations and offender programming, and we each impact the Department's performance, either positively or negatively.

Below is a summary overview of how we fared during the 4th quarter of FY 2008 (April 2008 – June 2008). It is the Department's intention to report to you on a quarterly basis how DOC is doing in achieving the performance goals set for us.

From the beginning of his administration, Governor Culver has stressed the importance of a diverse state workforce. For DOC, the agreed target is a 1% increase in the diversity composition of applicants interviewed for both FY 08 and FY 09. DOC began collecting this data in May 2008, so no comparative analysis can be performed at this time. However it should be noted that DOC has implemented a minority hiring outreach effort directed towards both in-state and out-of-state college graduates. This effort has resulted in the interviewing of 130 "protected" job applicants (women, people of color, and people with disabilities) for the months of May and June 2008, compared to 123 "non-protected" applicants.

The Governor is also intent on increasing the use of renewable energy through use of E85 fuel in the DOC vehicle fleet. For FY 08, 9.6% of the Department's vehicle fuel use was comprised of E85 fuel. While progress has been made in E85 use over the course of the fiscal year (1<sup>st</sup> quarter was 6%), the DOC target is to increase that percentage to 12.3%. Not all DOC institutions possess E85 fuel tanks, which has the effect of depressing overall Department performance. However, several institutions that do not currently possess E85 fuel tanks do plan on having them installed at their facilities.

Governor Culver recognizes the close relationship between substance abuse and recidivism, and so another target is to reduce risk assessment scores for medium to high-risk offenders with an identified substance abuse treatment need by 10% for CBC offenders by FY 09 and 10% for institution offenders by FY 10. Here, DOC has achieved significant success in the 4<sup>th</sup> quarter of FY 08 by reducing CBC and institution risk scores for this offender population by about 59.9% and 15.7% respectively.

In order to increase the ability of corrections institution staff to communicate effectively while preventing and responding to emergencies, DOC and the Governor have agreed on the goal of 85% of corrections communications having interoperable radio capabilities in FY 09. Presently, we are not in compliance with this performance measure, mainly due to cost (each P-25 compatible radio costs \$1,100). We are looking at other avenues to meet this target.

Just as there exists a close relationship between substance abuse and recidivism, so does there exist a high correlation between sex offenders receiving treatment and the level of recidivism. So, the Flexible Performance Agreement includes targets of (1) 30% of resistive/uncooperative offenders who can be returned to treatment, and (2) maintain 25 beds for special needs sex offender treatment programs for FY 08.

While DOC has been able to maintain the number of beds for special needs sex offenders, we have not reached the target for resistive/uncooperative offenders returning to treatment (26% in the 4<sup>th</sup> quarter). Sex offenders maxing out their sentences without completing treatment and receiving parole supervision has been an ongoing challenge, and the DOC Sex Offender Focus Group is searching for answers.

Another set of performance measures relates to the use of "best practices" for offender supervision and programming. One such measure sets a target of 40% of offenders leaving the corrections system having a lower assessed risk level.

So far, DOC results for FY 08 have been mixed: We achieved a 43.5% reduction during the first quarter of FY 08, a 38.9% reduction during the 2<sup>nd</sup> quarter, 41.7% in the 3<sup>rd</sup> quarter, and 27.9% during the 4<sup>th</sup> quarter. In an effort to improve the quality and effectiveness of offender programming, each institution and district has been working with the Evidence Based Practices Steering Committee to address this issue.

Related to best practices is another performance measure: 15% of correctional treatment programs that achieve designation as “promising” or “excellent” by FY 09. Here, DOC is making significant progress at improving the quality of the offender programming offered: 33.3% of treatment programs administered during the 4<sup>th</sup> quarter of FY 08 were designated as “promising” or “excellent.”

One final performance measure related to the effectiveness of offender programming relates to the percentage increase in GED completions by Iowa offenders prior to discharge from the corrections system. DOC is still in the process of identifying GED completions for those offenders who begin and/or complete the process while under community corrections supervision, so we are unable to accurately report results at this time.

As you can see, we have successfully met some of the Governor's expectations, while others we have not. In either case, though, it should be our goal to continually improve on our performance for each measure assigned to us.

Just as there exists a close relationship between substance abuse and recidivism, so does there exist a high correlation between sex offenders receiving treatment and the level of recidivism. So, the Flexible Performance Agreement includes targets of (1) 30% of resistive/uncooperative offenders who can be returned to treatment, and (2) maintain 25 beds for special needs sex offender treatment programs for FY 08.

While DOC has been able to maintain the number of beds for special needs sex offenders, we have not reached the target for resistive/uncooperative offenders returning to treatment (26% in the 4<sup>th</sup> quarter). Sex offenders maxing out their sentences without completing treatment and receiving parole supervision has been an ongoing challenge, and the DOC Sex Offender Focus Group is searching for answers.

Another set of performance measures relates to the use of “best practices” for offender supervision and programming. One such measure sets a target of 40% of offenders leaving the corrections system having a lower assessed risk level.

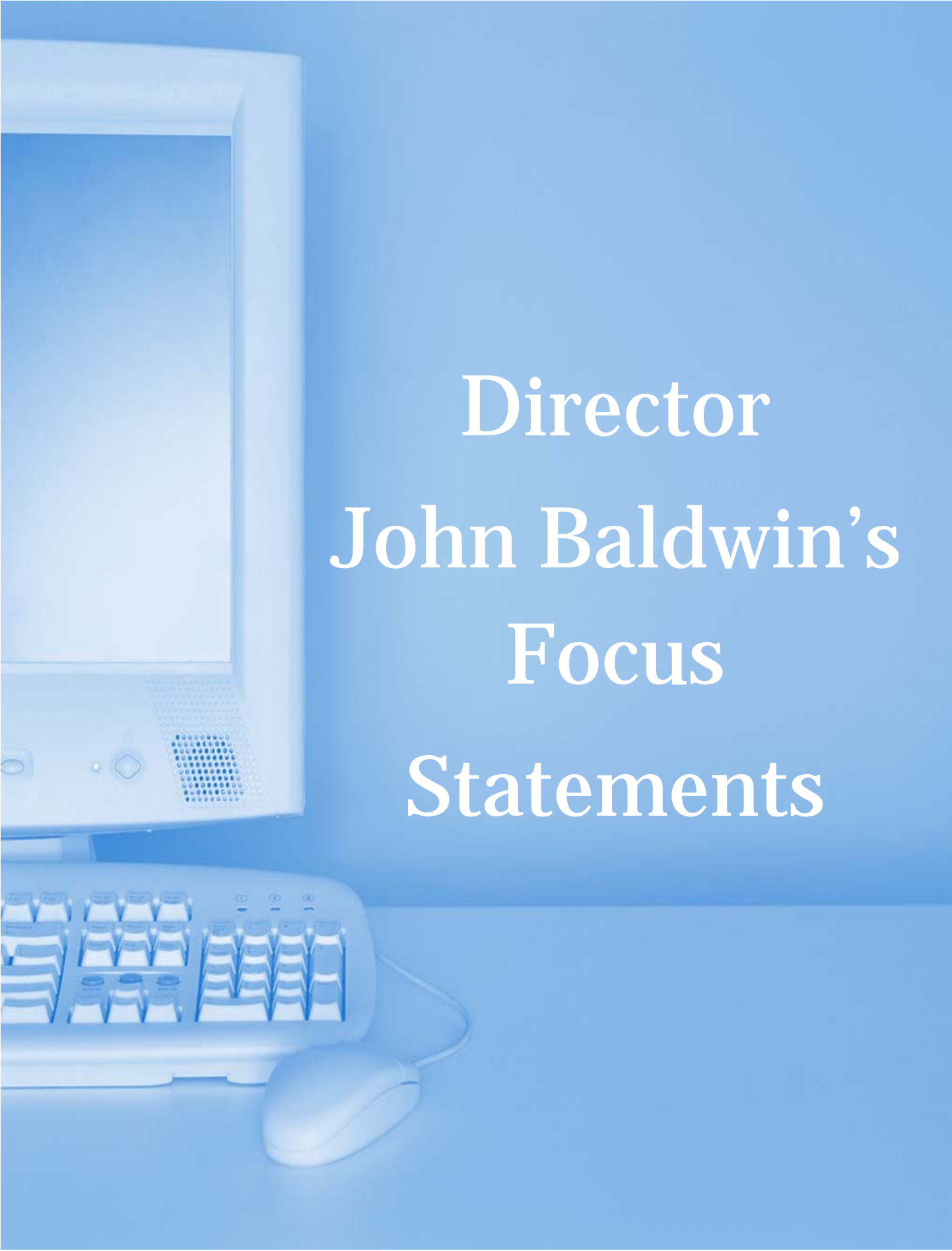
So far, DOC results for FY 08 have been mixed: We achieved a 43.5% reduction during the first quarter of FY 08, a 38.9% reduction during the 2<sup>nd</sup> quarter, 41.7% in the 3<sup>rd</sup> quarter, and 27.9% during the 4<sup>th</sup> quarter. In an effort to improve the quality and effectiveness of offender programming, each institution and district has been working with the Evidence Based Practices Steering Committee to address this issue.

Related to best practices is another performance measure: 15% of correctional treatment programs that achieve designation as “promising” or “excellent” by FY 09. Here, DOC is making significant progress at improving the quality of the offender programming offered: 33.3% of treatment programs administered during the 4<sup>th</sup> quarter of FY 08 were designated as “promising” or “excellent.”

One final performance measure related to the effectiveness of offender programming relates to the percentage increase in GED completions by Iowa offenders prior to discharge from the corrections system. DOC is still in the process of identifying GED completions for those offenders who begin and/or complete the process while under community corrections supervision, so we are unable to accurately report results at this time.

As you can see, we have successfully met some of the Governor's expectations, while others we have not. In either case, though, it should be our goal to continually improve on our performance for each measure assigned to us.



A blue-tinted photograph of a computer workstation. On the left, a CRT monitor is visible, showing a blank screen. Below the monitor is a keyboard and a mouse. The background is a solid blue color. The text is overlaid on the right side of the image.

# Director John Baldwin's Focus Statements

## Director Baldwin's Focus Statement for 2008

With the completion of my first year as Director and with the 2008 Legislative Session drawing near, it is a good time to outline where our efforts will be concentrated.

- Staff will continue to be our most valuable resource:
  - The way we hire staff will change. I anticipate a greater emphasis on: recruitment efforts to attract applicants from a more diverse employment pool, the role of education and experience in the selection process, and efforts to retain quality employees.
  - Personal safety will be emphasized at all levels of our organization.
  - Electronic learning will become readily available to most staff.
  - We will support appropriate staffing analysis studies and their results.
  - We will establish more consistent security practices.
- We commit to being an active participant in the resolution of over-representation of African-Americans in Iowa's corrections system.
- We will combine the Durrant report with the work of the Focus Groups to generate a Corrections' Master Plan for the next 5-10 years.
  - The Focus Group initiatives will generate operational and budgetary changes in how we do the business of Corrections.
  - Infrastructure needs will be addressed.
  - We will involve a diverse group of public and private sector businesses in creating communities that support the reentry of offenders.
- We will get better at Evidence Based Practices.
  - Treatment programs that do not produce results will be redesigned or eliminated. We will not support programs that increase an offender's likelihood of recidivating.
  - The Department will strive to support a culture which is conducive to the offender making positive changes as we role model appropriate communication and fairness.
- We will establish a position that will coordinate all department medical needs.
  - We will continue to develop strategies surrounding offenders with mental health/mental retardation diagnosis.
  - Work will continue on helping offenders with co-occurring disorders.
- With your assistance, we will continue to develop the ICON system and increase uses for the data it generates.
- The Department will create a centralized pharmacy system, a master menu for all institutions, continue developing a central warehouse and centralized transportation concept.

***"It is all about doing the basics well."***

One final thought. This year has again demonstrated that daily we make thousands of very good decisions about offenders, our jobs, and our interactions with co-workers; the few times that the system made poor decisions was when we forgot to do the basic components of our jobs correctly. ***It is all about doing the basics well.***

Thank you for being part of Iowa's Corrections system.

## Director Baldwin's Focus Statement for 2009

As I reviewed our Focus for 2008 document I was extremely gratified that we achieved so much even though events outside of our control tried to "flood" our best efforts.

For 2009, our focus will by necessity be on staff, programs and budgets. However, I believe it is important to make sure, even in tough economic times, that our focus does not waver from the following:

**Staff** - Work together to find operational savings that keeps as many of our current staff employed as we possibly can - the ultimate goal is that all current staff remains employed.

**Staff Safety and Training** - Put staff safety first and provide training on mandatory classes that are required by policy and law.

**Reentry** - Expand our efforts to identify criminal justice partners that share our goal of advancing successful reentry. We must not waver in our efforts to increase successful reentry for offenders.

**Classification** - Complete our new offender classification system and place offenders in the right place at the right time so that their chances of a successful reentry are enhanced.

**Mental Health** - Treat offenders and non offenders who have a severe mental illness in the most humane way possible.

**Not guilty by Reason of Insanity** - Work to find professional partners willing to join us as we develop strategies for treatment and residential opportunities for those people that have been adjudicated not guilty by reason of insanity.

**Treatment Programs** - Invest in treatment programs that produce documented positive results and eliminate programs that do not make a difference to our offenders' successful reentry.

**Infrastructure** - Build infrastructure to meet the needs of staff and offenders. It is important that we continue our efforts to replace Ft. Madison and Mitchellville as well as expand our CBC bed capacity.

Finally I know we will continue to take care of each other during these trying times. The financial challenges that we face in 2009 and 2010 have been dealt with before and while the experience is painful the staff of the Iowa Department of Corrections has always demonstrated that in tough times we always persevere.

***"We must not waver in our efforts to increase successful reentry for offenders."***



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**Iowa State Penitentiary**  
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**Fort Dodge Correctional Facility**  
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**Iowa Correctional Institution for Women**  
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**Mount Pleasant Correctional Facility**  
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**Newton Correctional Facility**  
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## 2008 ANNUAL REPORT

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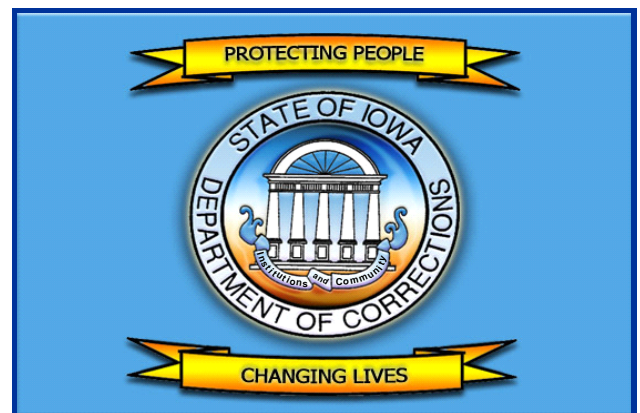
*Annual Report prepared by:*

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## Mission:

**To Advance Successful  
Offender Re-Entry to Protect  
the Public, Staff and  
Offenders from Victimization**



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