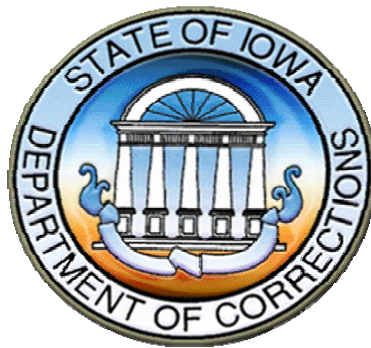


IOWA DEPARTMENT OF CORRECTIONS

***2007-2008
STRATEGIC PLAN***



December 2006

TABLE OF CONTENTS

Preface to the Strategic Plan	i
Vision Statement.....	1
Mission Statement.....	1
Values Statement	2
Core Functions: Desired Outcomes and Strategic Goals	3
Strategy	5
Outcome Measures	6

Appendix

Strategy Implementation Plan.....	9
Charts & Statistics	15

PREFACE TO THE STRATEGIC PLAN

The Department of Corrections is a public safety agency within the Safe 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. The legislatively appropriated budget is administered and allocated by the Department of Corrections. 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.

The Iowa Prisons Industry program, operated by DOC oversees work and farming programs at Iowa's correctional facilities. These programs build work skills and attitudes that will advance an offender's employment potential upon release. Work has been shown to significantly increase an offender's ability to avoid returning to prison after release. IPI programs operate without General Fund support.

The Department of Corrections **2007 Strategic Plan** outlines the Departments' key focus areas for the next three to five years. Key strategic goals will include:

- Controlling prison population growth and impacting recidivism through provision of evidence based programs, interventions, case planning, and offender re entry.
- Providing adequate human and financial resources and processes to maintain the infrastructure and delivery of services. Reinvention of operations through the utilization of best practices to manage resources in the most cost effective and productive manner.

Iowa's adult correctional system carries out its charge of protecting the public through a continuum of institution and community evidence based services and interventions. This continuum is designed with recognition of the ultimate release of most offenders. The effective and efficient management of offenders in accordance with their risk and criminogenic need (those needs that contribute to criminality) is accomplished through targeted programming, release preparation, and transition services. Success in these endeavors assists offenders to become productive members of the community makes it less likely that they will re offend, and results in lowered rates of recidivism.

In FY 2007 The Department will continue system wide implementation of the Offender Re-Entry Case Plan that uses validated assessment instruments to assess risk and criminogenic need and, upon entry into the system, structures a plan and timeline for the programs and interventions appropriate for each offender. Correctional resources can then be deployed in the most efficient and effective manner. Community resources can be linked to the offender's release in a manner

that improves the offender's chance of successful reentry into the community. Special focus can be given to those offenders who present special challenges due ageing, medical needs, substance abuse, mental health needs, or high-risk behaviors such as sex offenses.

The Department will continue its focus on excellence and scrutiny of operations and programs in order to transform the agency to capture efficiencies, enhance productivity, and increase services to customers. Doing the "smart thing" in the "smart way" can reduce correctional costs and increase societal benefits. Utilizing Charter agency flexibilities to transform operations produce savings and the ability to realign critical resources The Department is moving its cultural paradigm toward those correctional and operational practices shown by research, data, or results to be the most effective best practice in various areas of the organization. Limited resources will be directed to those strategies that produce the desired result. Striving toward professional standards and workforce investment establishes the foundation for employee empowerment and the continued deployment of sustainable solutions to ongoing challenges.

The collection , analysis , and research evaluation of data and programs provides substantive information to all organization levels. Focus on "Score Card" performance measurement and improvement helps the department align resources and focus activities toward the mission. The Department is committed to improving its ability to provide sound outcome data to policymakers that make legislative and funding decisions.

VISION STATEMENT OF THE IOWA DEPARTMENT OF CORRECTIONS

An Iowa With No More Victims

MISSION OF THE IOWA DEPARTMENT OF CORRECTIONS

The mission of the Department of Corrections is to: Protect the Public, the Employees, and the Offenders

Public

- Prevent escapes and maintain accountability of offenders in the community
- 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 insure employee safety
- Provide for a safe working environment
- Attend to the emotional needs and well being of employees
- Maintain high levels and standards for training
- Insure policies are sound, current, and consistently and fairly enforced
- Treat employees with respect

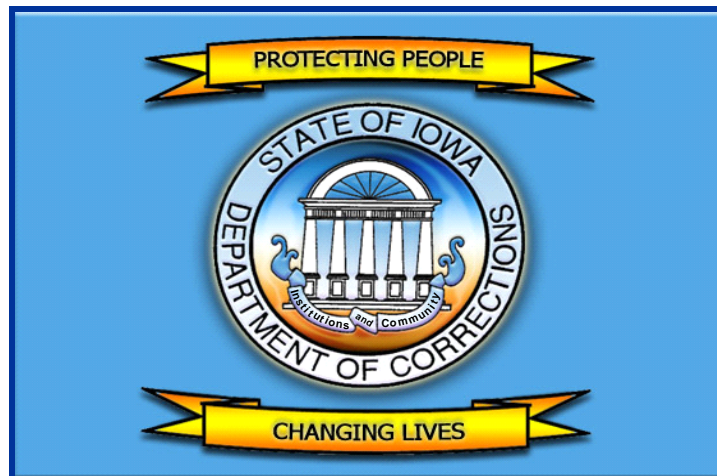
Offenders

- Provide a physically and mentally safe and healthy environment for offenders
- Manage offenders in a firm, fair and consistent manner
- Provide programming, training and education to encourage good work habits and pro-social interaction
- 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

VALUES OF THE DEPARTMENT OF CORRECTIONS

Value 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



CORE FUNCTIONS

OFFENDER SUPERVISION, CUSTODY AND TREATMENT CORE FUNCTION

Manage offenders commensurate with their individual risk and program needs in order to reduce offender risk to the public.

DESIRED OUTCOMES

- **Enhanced public and staff safety, and crime reduction**
- **Payment of debt to victims and society by offenders**
- **Offender accountability**
- **Constitutional system**

The Offender Supervision, Custody, and Treatment core function and desired outcomes are accomplished through the following activities:

- 1. Offender Classification/Risk Assessment (Risk/Needs Identification)**
Systematic gathering, recording and communication of information regarding the level of risk to public safety posed by individual offenders. By utilizing validated risk and need assessment instruments, offenders can be classified and assigned to programs and interventions that correspond to their individual custody and criminogenic needs.
- 2. Offender Supervision (Supervision and Custody)**
Supervision and management of offenders in institutions or under community supervision at levels that correspond to their level of risk. The establishment of expectations and application of sanctions expected to increase accountability and modify behavior.
- 3. Offender Programming and Accountability (Risk Reduction - Criminality Issues/ Treatment/Education and Work)**
Activities designed to hold offenders accountable to society and victims of their criminal behavior. Programming and research based strategies designed to develop pro-social skills, restructure attitudes, and reduce the likelihood of an offender becoming involved in future criminal behavior.

4. Basic Life Care (Basic Needs/Medical)

Provision of housing, food, daily needs, medical, and other services required to maintain offenders in a healthy, safe and constitutional manner.

STRATEGIC GOALS

- **Control prison population growth**
- **Impact recidivism through provision of evidence based programs, interventions, case planning, and reentry initiatives**

RESOURCE MANAGEMENT CORE FUNCTION

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

DESIRED OUTCOMES

- **Clarity of vision and mission**
- **Fiscally responsible and effective management of resources**
- **Responsiveness to stakeholders and the public**
- **Provision of information, technology, and information analysis to ensure access to complete, accurate, timely, and useful information**
- **Continuous improvement in the delivery of services to the people of Iowa**

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

1. Leadership and Oversight

Governance of institutions, Districts, and the Department to accomplish the Vision, Mission and Goals. Balancing the interests of stakeholders including the Court System, Legislature, victims, employees, and offenders. Collaboration with public partners in accomplishing agency goals.

2. Fiscal and Resource Management

Deployment of the monetary and human resources in an efficient and effective manner... Analysis of data and research related to best practice outcomes, performance measurement and improvement to direct resources to those operations and activities shown to produce

results. Investment in the workforce for the development of competencies and future leaders.

3. Information Systems/ Records/ Communication

Provision of records, management information, and communication systems to provide internal and external customers with timely, relevant, and accurate information needed for daily decision making, offender management, and organization management.

STRATEGIC GOALS

- **Adequate human, financial, resources and processes to maintain infrastructure and delivery of services**
- **Operational effectiveness through utilization of “best practices”**
- **Reinvention of the way the Department does business to manage resources in the most cost effective and productive manner**



STRATEGIES

- 1. Deploy offender management: Best Practices Re- Entry Model**
 - **Re- entry Case Plan**
 - **District and Institution Evidence Based Practice implementation plans**
 - **Offender Disciplinary responsivity and social learning alignment**
 - **Re Entry treatment capacity development and deployment**
 - **Sustain and improve collaborative partnerships**
- 2. Manage offender population**
 - **Improve population Master Plan**
- 3. Sustain & improve information best practices**
 - **Data based program and decision making practices**
 - **Data systems: ICON/ Data Warehouse**
 - **Research**
 - **Performance measurement: “Score Card”**
 - **Return on investment budgeting**
 - **Data integrity**

4. Invest in Corrections Workforce

- **Culture change**
- **Workload analysis and management**
- **Well being / morale focus**
- **Knowledge and skill development**
- **Health and safety**
- **Leadership development and succession planning**
- **Use of technology**



OUTCOME MEASURES

OFFENDER SUPERVISION, CUSTODY AND TREATMENT **CORE FUNCTION**

Core Function Outcome Measures:

- % of offenders who were medium/ high risk at time of admission who are convicted for a new aggravated misdemeanor/ felony within 3 years of discharge from system
- % of medium/ high risk offenders that are receiving evidence based interventions for one, two, three, or four top criminogenic needs
- % of restitution paid by offenders at time of discharge
- Number of escapes
- Number of court findings for constitutional rights violations
- Number of disturbances/ serious incidents
- Number of staff serious injuries
- Rate of return to prison

Activity 1 - Offender Classification/ Assessment & Risk Identification

Outcome Measures:

- % required validated risk assessment/ LSI-R
- % Iowa Risk assessments completed as required
- % Required custody classifications completed
- Number of offenders assigned/ supervised in accordance with risk assessment/ classification instruments

Activity 2 - Offender Supervision & Custody- Risk Management

Outcome Measures:

- Parole release recommendation/ BOP release decisions
- % of technical violations resulting in jail/ prison
- Number of community service hours
- Rate of inmate suicides
- Number of offender deaths not from natural causes
- Prison population as % of capacity
- Filled CBC FTE as % of workload formula calculated demand

Activity 3 - Offender Programming & Accountability- Risk Reduction

Outcome Measures:

- % of medium / high risk offenders who successfully complete case plan programming for each of their top four criminogenic needs before final release from corrections system
- % of offenders who were medium/ high risk at time of admission whose LSI-R gain score shows significant reduction at final discharge from corrections system
- % of required re entry case plans entered into ICON with 90 days
- % of medium/ high risk offenders whose LSI-R risk score dropped significantly during institution supervision

Activity 4 - Basic Life Care

Outcome Measures:

- Number of life safety code violations
- Number of offender deaths and serious injuries
- Number of staff serious injuries
- Number of sexual violence occurrences in institutions
- Cost of inmate litigation by issue

RESOURCE MANAGEMENT CORE FUNCTION

Core Function Outcome Measures:

- % change in dollars spent due to redesign efforts
- % change in dollars spent due to transformation efforts

Activity 1 – Leadership and Oversight

Outcome Measures:

- Per diem : internal/ external comparison

Activity 2 - Fiscal and Resources Management

Outcome Measures:

Activity 3 - Information Systems/ Records/ Communication

Outcome Measures:

- Rate of ICON customer satisfaction level

APPENDIX

2007- 2012 Strategy Implementation Plan

STRATEGIC GOAL:	IMPACT AREA ACTION	RESOURCES NEEDED	FY	RESPONSIBLE PERSON(S)
<ul style="list-style-type: none"> • Run the Business • Change the Business 	<ul style="list-style-type: none"> • Change • Sustain • Improve • Deploy 	<ul style="list-style-type: none"> • Infrastructure • Financial • Capital Improvement • Human Resources • Technology • Data 		
Offender Management: Best Practices- Re-entry Model	Re- entry Case Plan <ul style="list-style-type: none"> ✓ Policy review/ changes / deployment ✓ Core Assessments <ul style="list-style-type: none"> ▪ Evaluate / Select Gender responsive classification Evaluate assessment tools: validity / cost effective Identify uniform tools ▪ Assessment Policy deployment Jesness utilization Uniform tools utilization ✓ Quality Assurance processes ✓ Release Coordination <ul style="list-style-type: none"> ▪ Pre-Release & Release Transition planning ▪ LSI-R score change review as part of decision process ▪ Intake Counselors & Re-entry Coordinators ✓ Monitor Case plan implementation ✓ LSI / Criminogenic Need groups & program assignment ✓ DOC Recommended Release Date Monitor impact on release patterns 	Research Training Quality Assurance Funding for Q. A. positions Fill positions Performance reporting Research	FY 07 – 08 FY 07 FY 07 – 08 FY 08 FY 07 - ongoing FY 07 – 08 FY 07 – 08 - ongoing FY 07 – 10	Bucklew / Wardens / Directors Treatment Directors Bucklew / Wardens / Directors Treatment Directors Bucklew / Wardens / Directors Treatment Directors Bucklew / Wardens / Directors Treatment Directors Bucklew / Wardens / Directors Treatment Directors Bucklew / Wardens / Directors Treatment Directors Bucklew / Wardens / Directors Treatment Directors Prell

	District & Institution EBP plans <ul style="list-style-type: none"> ✓ Policy development ✓ Plan implementation 	Mentors for pilot sites On site consultation – Oregon Plan implementation	90 days Ongoing	McKinney Leadership & EBP Core Teams
	Disciplinary sanction: Responsivity & social learning alignment	Policy / Deployment/ Training	FY 07 – 08	Savala, Schlichtemeier & Wardens/ ALJs
	Re-entry Treatment Capacities/ Deployment <ul style="list-style-type: none"> ✓ Develop capacity <ul style="list-style-type: none"> ▪ Life Skills classes ▪ Family component ▪ Victim restoration: Pilot site for assessment & programming ▪ Pre release programming ▪ Motivational interviewing ▪ Cognitive behavioral components ✓ Offender programming driven by validated assessments (LSI / top needs & responsivity) ✓ Continuum capacity: Top four Criminogenic Needs & Stages of Change: ✓ Flow through continuum of services <ul style="list-style-type: none"> ▪ Right offender ▪ Intervention ▪ Place ▪ Time ▪ Dosage ▪ Gender responsive/ responsivity ▪ Mental Health responsivity ✓ Examine visiting policy/ institution accessibility (Family support) ✓ Plan for multidisciplinary case management teams ✓ Policy review & deployment 	Resource realignment Recommended release date data used to project capacity needs Capacity Data analysis / Master plan Resource alignment Training Resources Resources Gender responsive curriculum Mental health curriculum	FY 2007 – 2009 FY 08 FY 08 FY 07 - 09 FY 08 FY 09 Ongoing	Bucklew / Treatment Directors- Coordinators Master Plan Bucklew / Treatment Directors- Coordinators Bucklew / Treatment Directors- Coordinators Bucklew / Treatment Directors- Coordinators Bucklew / Sieleni Bucklew / Wardens Brimeyer / Craig Wardens / Directors

	<p>Collaborative Partnerships</p> <ul style="list-style-type: none"> ✓ Leadership maintains collaborative relationships ▪ Statewide steering committee ▪ Victims ▪ Other state & community agencies ▪ Ombudsman’s task force ▪ Parole Board/ EBP Training 		Ongoing	Maynard / Deputy Directors/ Wardens/ District Directors
			FY ‘07	McKinney / Scheffert James / McKinney
Population Management	<p>Population Master Plan</p> <ul style="list-style-type: none"> ✓ EBP Architectural limitations study ✓ Risk appropriate capacity alignment: <ul style="list-style-type: none"> ▪ Risk Classification/ institution assignment alignment ▪ Institution/ offender alignment with risk level ▪ Risk appropriate community supervision ✓ Special population capacity <ul style="list-style-type: none"> ▪ Sex offenders ▪ Mentally Ill ▪ Female offenders ▪ High risk 	<p>Facilities capacity/ utilization study</p> <p>Facility bed design and construction/ modification</p> <p>Staffing analysis</p> <p>Equipment</p> <p>Staffing</p> <p>Day programming/ treatment resources</p> <p>Resources</p> <p>Mental health transition coordination plan</p>	<p>FY ‘07</p> <p>FY ‘07 –‘08</p> <p>Ongoing</p>	<p>Master plan contract/ Deputy Directors</p> <p>Research division</p> <p>Edwards</p> <p>Leadership</p>
Information Best Practices	<p>Data Based Programs/ Decisions/ Practices</p> <ul style="list-style-type: none"> ✓ EBP intervention/ program evaluation ✓ EBP intervention designation ✓ Quality Assurance ✓ Develop EBP process evaluation capacity 	<p>CBC EBP plans- review status</p> <p>Institution & central office implementation plan</p> <p>08 Budget request</p>	<p>FY 07</p> <p>FY 07 - 08</p> <p>90 days</p> <p>FY ‘08</p> <p>FY 08-09</p>	<p>Central Office Core Team</p> <p>Bucklew / Spence</p>
	<p>Data systems (ICON, Data Warehouse, Data mining etc.)</p> <ul style="list-style-type: none"> ✓ DOC Intranet / Shared files 	<p>Appropriation to maintain & expand system</p>	<p>FY 2008</p> <p>90 days</p>	<p>Baldwin</p> <p>VandeWall</p>

	<p>Research</p> <ul style="list-style-type: none"> ✓ Iowa validation: implementation & programs ✓ Institution meeting re. Data availability ✓ Directory & broad distribution of reports/ statistics & research findings quarterly ✓ Intervention timing research ✓ Program completion /successful supervision comparison reports ✓ Research priority plan 	<p>Funding Partnerships with Regents institutions</p> <p>DOC Intranet / Shared files</p>	<p>FY 07-09</p> <p>90 days</p> <p>90 days</p> <p>FY'09</p> <p>FY'08</p> <p>FY 07</p>	<p>Research Unit / Executive team / CJJP Prell</p> <p>VandeWall</p> <p>Bucklew / Prell</p> <p>Prell</p> <p>Prell</p>
	<p>Performance Measurement</p> <ul style="list-style-type: none"> ✓ Executive leadership monthly measure review ✓ Performance improvement Core Team ✓ Deploy score card results quarterly ✓ Institution visits/ Score Card/ EBP / Planning- ✓ Develop local score card capacity ✓ Align Score Card with performance eval. system & Strategic plan ✓ Select Targets for FY 08 	<p>DOC Intranet/ Shared files</p> <p>Score Card User Group</p> <p>Training</p>	<p>FY 07</p> <p>FY 07</p> <p>90 days & ongoing</p> <p>90 days</p> <p>FY 07 - 08</p> <p>FY 07 - 08</p> <p>FY 07</p>	<p>Long</p> <p>Long</p> <p>VandeWall / Long</p> <p>Long</p> <p>Long/ Institution & CBC staff</p> <p>Murray/ Long</p> <p>Exec staff / Wardens /Directors /Long</p>

	<p>Budget / Return on investment</p> <ul style="list-style-type: none"> ✓ Structure budget decisions in accordance with “results” ✓ Establish ranking criteria ✓ Link budget dollars to programs / staff ✓ Reporting on expenditures compared to appropriation intent ✓ Transformation initiative reporting ✓ EBP funding support 	<p>Standardized accounting/ data</p> <p>Outcome data</p>	<p>FY 2009</p> <p>FY 2008</p> <p>FY 2007</p> <p>Ongoing</p> <p>Ongoing</p> <p>FY 08-09</p>	<p>Baldwin</p> <p>Exec team</p> <p>Baldwin / Exec Team</p> <p>Wardens/ Directors/ Business and Fiscal managers</p> <p>Project Leaders</p> <p>Leadership</p>
	<p>Data Integrity</p> <ul style="list-style-type: none"> ✓ Consistent Reporting <ul style="list-style-type: none"> ▪ Establish definitions ▪ Reporting mechanisms ▪ Quarterly & Annual reports ▪ Incident reporting 	<p>Users Core Group Intranet</p> <p>Committee</p>	<p>FY 2007-08</p>	<p>Leadership/Research Team/Trainers Long/ User group</p> <p>Committee / Long/ ATG</p>
Workforce Investment	<p>Culture change</p> <ul style="list-style-type: none"> ✓ NIC Culture assessment ✓ Mid Management buy in / communication plan ✓ Explore AFSME contract issues ✓ Employee recognition criteria & process revision ✓ New Employee Orientation message 		<p>FY 08 – 10</p> <p>FY 08</p> <p>Ongoing</p> <p>FY 07</p> <p>FY 07</p> <p>FY 07</p>	<p>Brimeyer/ Craig</p> <p>Murray/ Committee</p> <p>Leadership teams</p> <p>Scheffert James / Wardens</p>
	<p>Workload</p> <ul style="list-style-type: none"> ✓ Institution staffing analysis / include EBP consideration ✓ Clinical supervisor positions 	<p>Resources</p>	<p>FY 07-08</p> <p>FY 09</p>	<p>Brimeyer / Craig/ Weitzell / Lockwood Brimeyer / Craig</p>
	<p>Well Being / Morale</p> <ul style="list-style-type: none"> ✓ Survey ✓ Employee recognition policy and practice 	<p>ICIW pilot survey</p> <p>Recognition criteria linked to leadership goals</p>	<p>FY 2007</p> <p>FY 2007 -08</p>	<p>Maynard</p> <p>Employee recognition committee</p>

	<p>Knowledge & Skills</p> <ul style="list-style-type: none"> ✓ Job analysis-job description review ✓ Performance Evaluation revisions to include EBP principles ✓ Selection Process: Essential functions, & performance review for EBP traits ✓ Training: Plan revision <ul style="list-style-type: none"> ▪ EBP Principles familiarization ▪ ASSiSST ▪ Jesness Utilization ▪ Motivational Interviewing ▪ Supervisor training <ul style="list-style-type: none"> - Motivational interviewing - Modeling/ coaching ▪ EBP principle ▪ EBP hard skills ▪ Data Based decision making ▪ How to interpret and use data ✓ Trainee follow up survey to supervisor and employee 	<p>Staff resources to deploy</p> <p>ICIW pilot survey</p>	<p>FY 07-10</p> <p>FY 08</p> <p>FY 07 -08</p> <p>FY 08-09 90 days FY 08-09 90 days FY 08-09</p> <p>FY 08</p> <p>FY 08-09 FY 08-09 FY 08-09</p> <p>FY 07</p>	<p>Scheffert James / Murray</p> <p>Murray</p> <p>Scheffert James</p> <p>Research team / Long</p> <p>Scheffert James</p>
	<p>Health & Safety</p> <ul style="list-style-type: none"> ✓ Data analysis ✓ Training ✓ Audits/ inspections 	<p>Statistical Workbook data ATG programming Training resources</p> <p>Audit resources</p>	<p>FY 07 -08</p>	<p>Duus / Long</p> <p>Scheffert James Brimeyer/ Craig Duus</p>
	<p>Leadership Development/ Succession Planning</p> <ul style="list-style-type: none"> ✓ Identify leadership competencies ✓ Training <ul style="list-style-type: none"> ▪ First line ▪ Manager level ▪ Executive leadership ✓ Succession planning 	<p>Survey</p> <p>Training resources</p>	<p>FY 2007-2008</p> <p>FY 2007</p> <p>FY 08-09</p> <p>FY 08-09</p>	<p>Brimeyer/ Craig/ ScheffertJames</p> <p>Brimeyer/ Craig/ ScheffertJames</p> <p>Exec Team / Murray</p>
	<p>Use of Technology</p> <ul style="list-style-type: none"> ✓ Transformation project evaluation to redirect staff resources 		<p>FY 08</p>	<p>Wachtendorf</p>

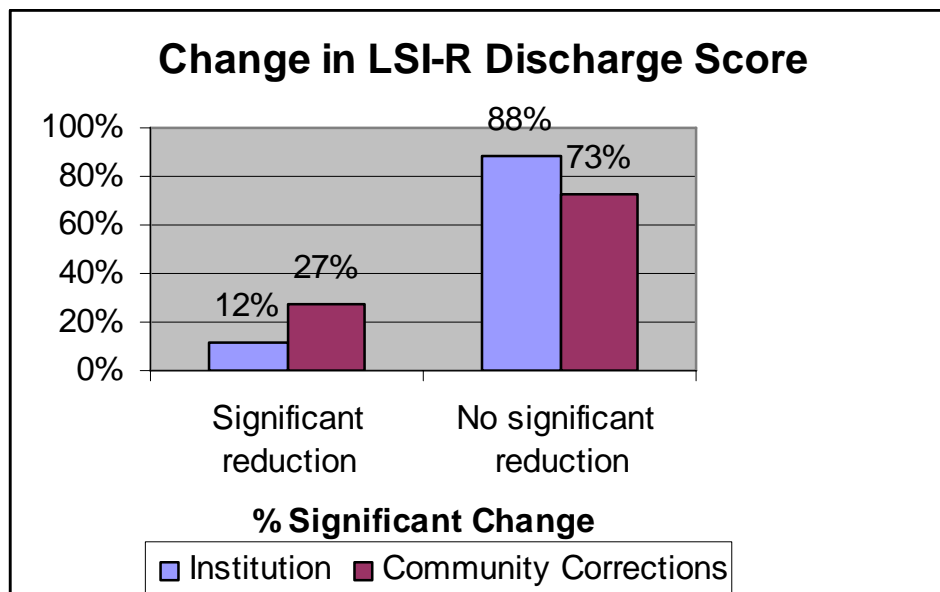
Offender management: Best Practices Re- Entry Model

Evidence Based Program / Intervention Evaluation Standards:

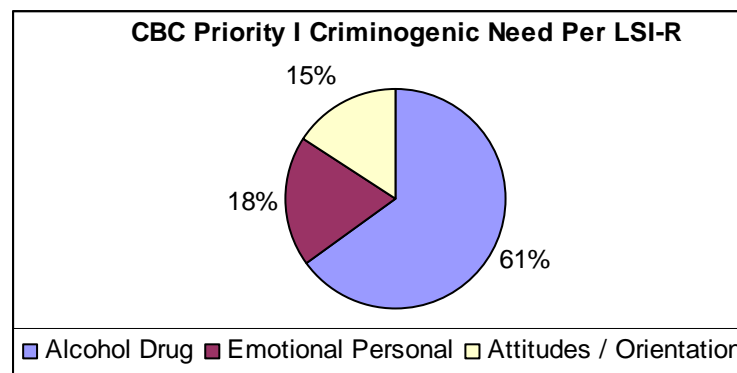
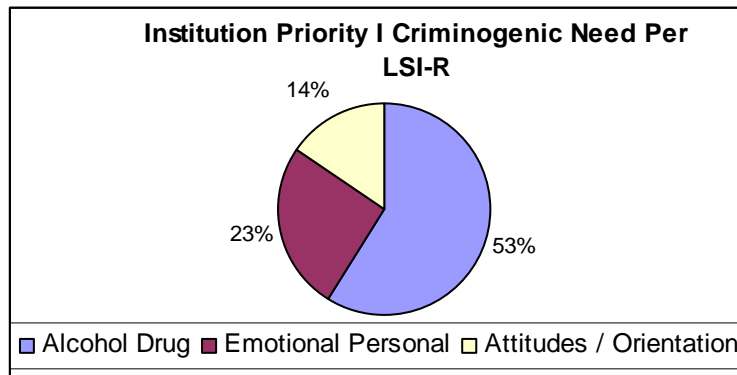
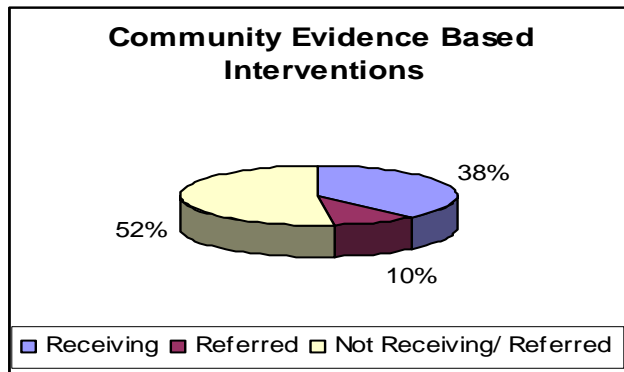
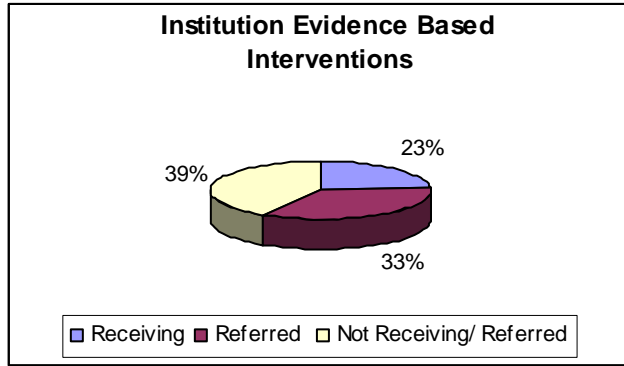
- Risk assessment
- Responsivity
- Cognitive Behavioral
- Program measurement/ feedback
- Continuing support
- Clinical Supervision

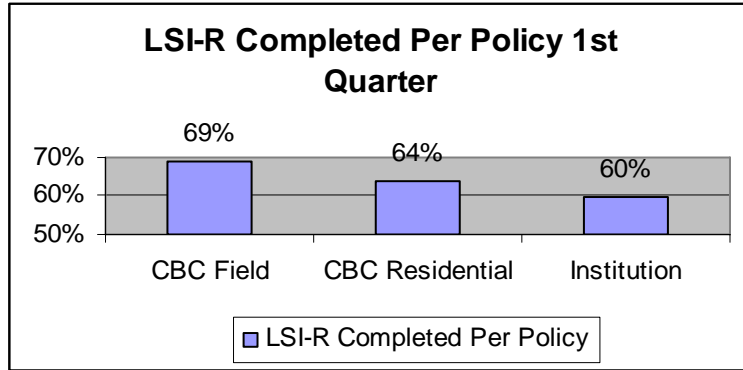
Program / Intervention Strategy Evaluation	30 Days	60 Days	1 Year
Excellent Rating			
Promising Rating	Corrective action plan		Plan implemented
Needs Improvement Rating	Corrective action plan	Corrective action plan implemented or resources redirected to Promising or Excellent Strategy	

Source: DOC Offender Services

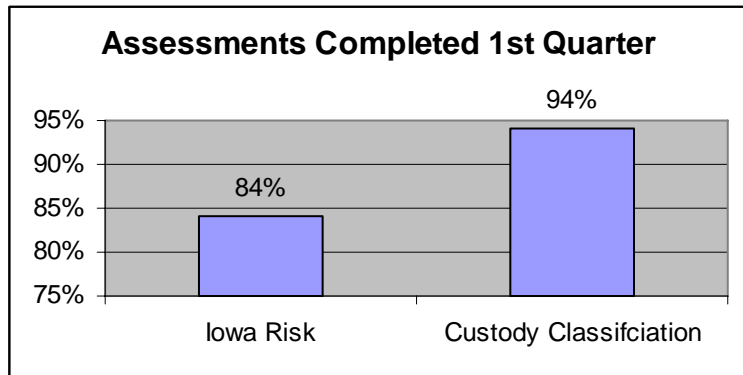


Source: FY 07 1st Quarter Score Card

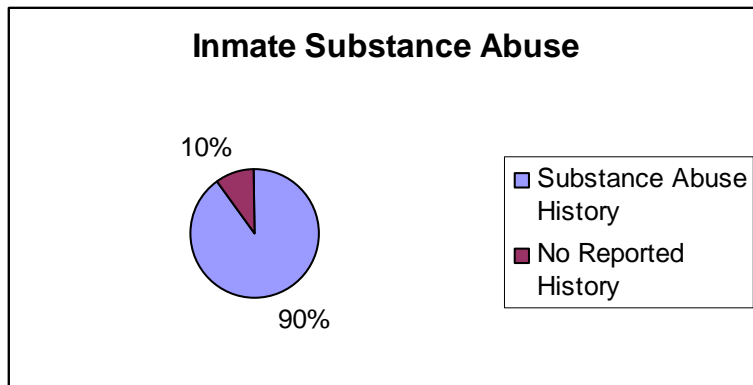




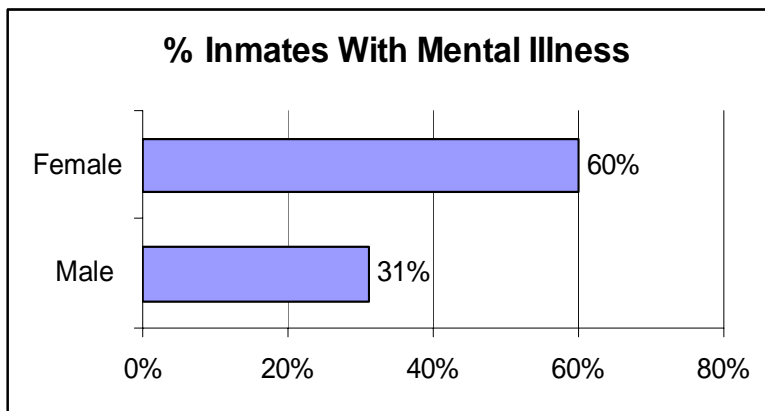
Source: FY 07 1st Quarter Score Card



Source: FY 07 1st Quarter Score Card



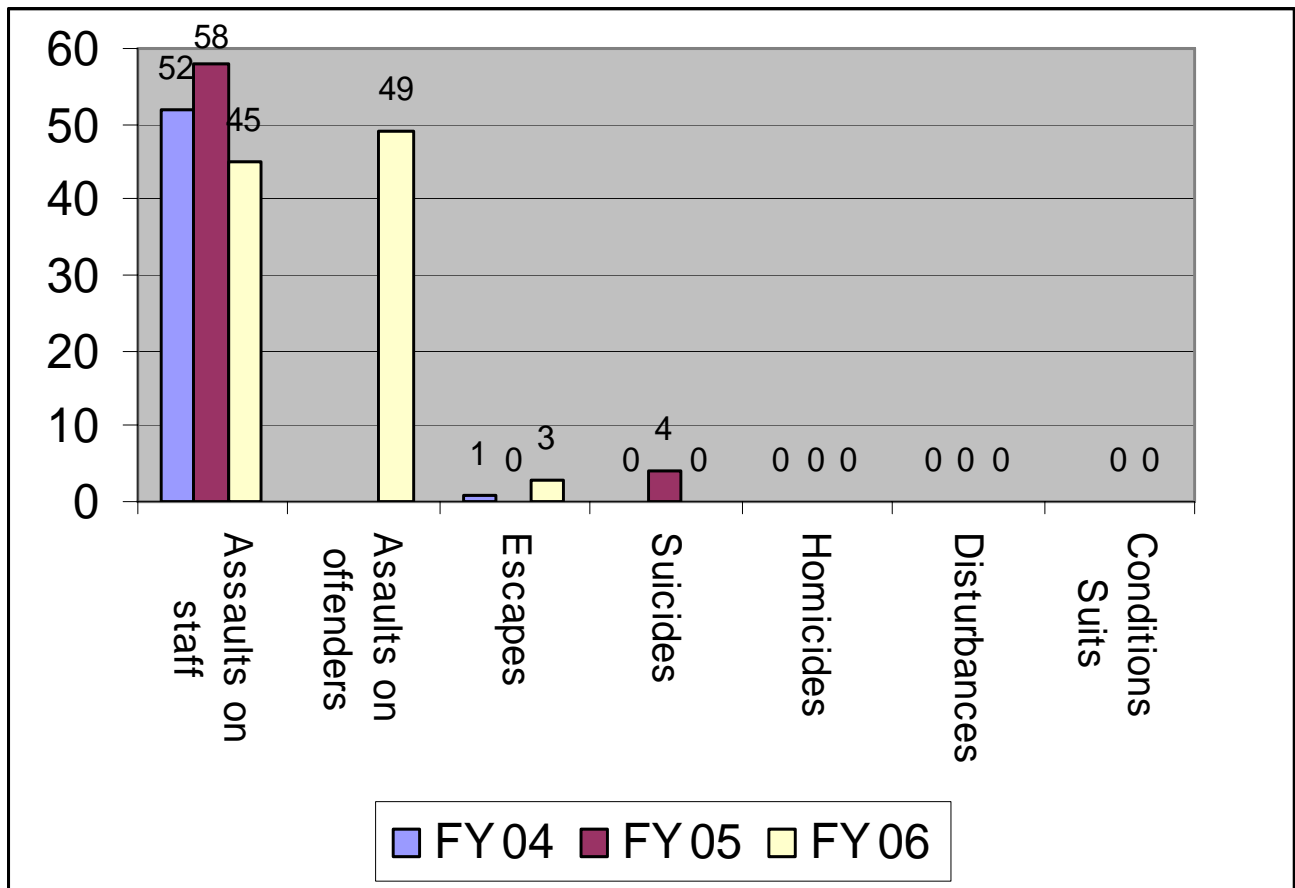
Source: DOC 6-30-05



Source: DOC 6-30-05

Population Management

CRITICAL INCIDENTS



Source: FY 06 Score Card Final Report

Daily Statistics - 12/21/2006

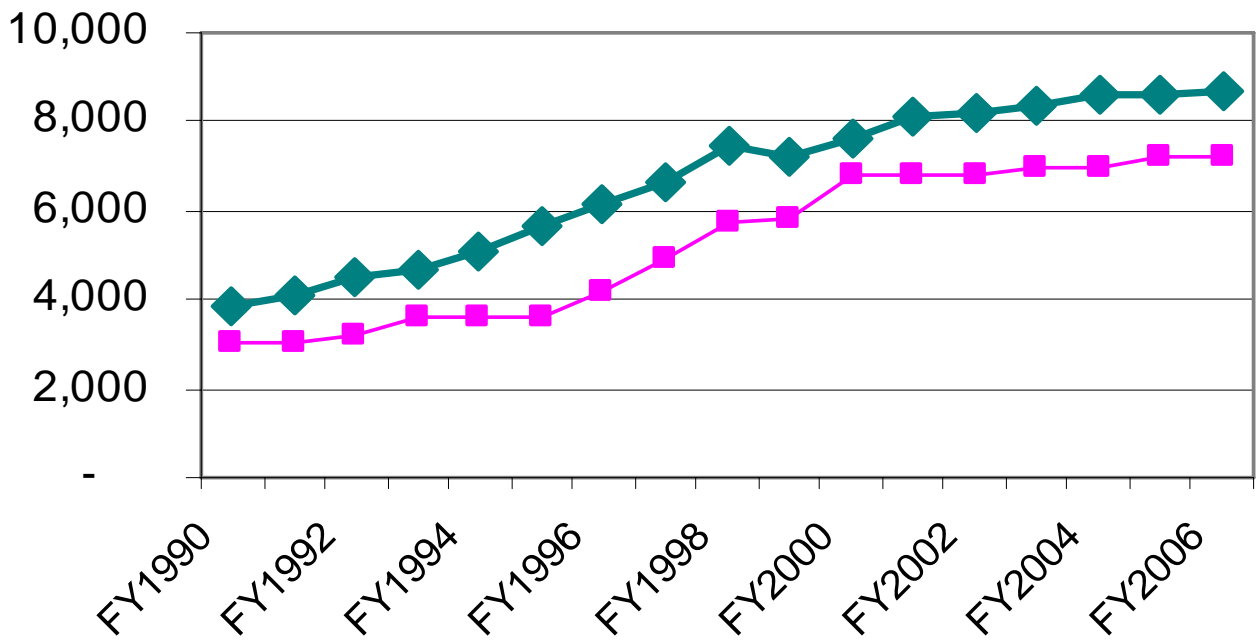
Institution	Current Count	Capacity	% Capacity
Anamosa	1281	913	140%
Luster Heights	63	88	72%
Clarinda	1078	975	111%
Fort Dodge	1117	1162	96%
Mitchellville	609	443	137%
Oakdale	848	530	160%
Patients	21	0	0
Fort Madison	560	549	102%
JBU	169	152	111%
CCU	172	200	86%
Farm 1	64	80	80%
Farm 3	64	100	64%
Mount Pleasant	961	775	124%
Women's Unit	93	100	93%
Newton-Medium	883	762	116%
Minimum	335	182	184%
Rockwell City	497	245	203%
INSTITUTIONAL TOTALS	8,815	7,256	121%
Work Release	527		
OWI Continuum	243		
OSC	44		
Out-of-State	37		
FINAL TOTAL	9,666		
(Numbers Included Above)			
Females	762		
CCUSO Pre-Trial	5		
County Jail Contract	53		
Federal Pre-Trial	143		
Violator Program	213		

Source: ICON 12-21-06

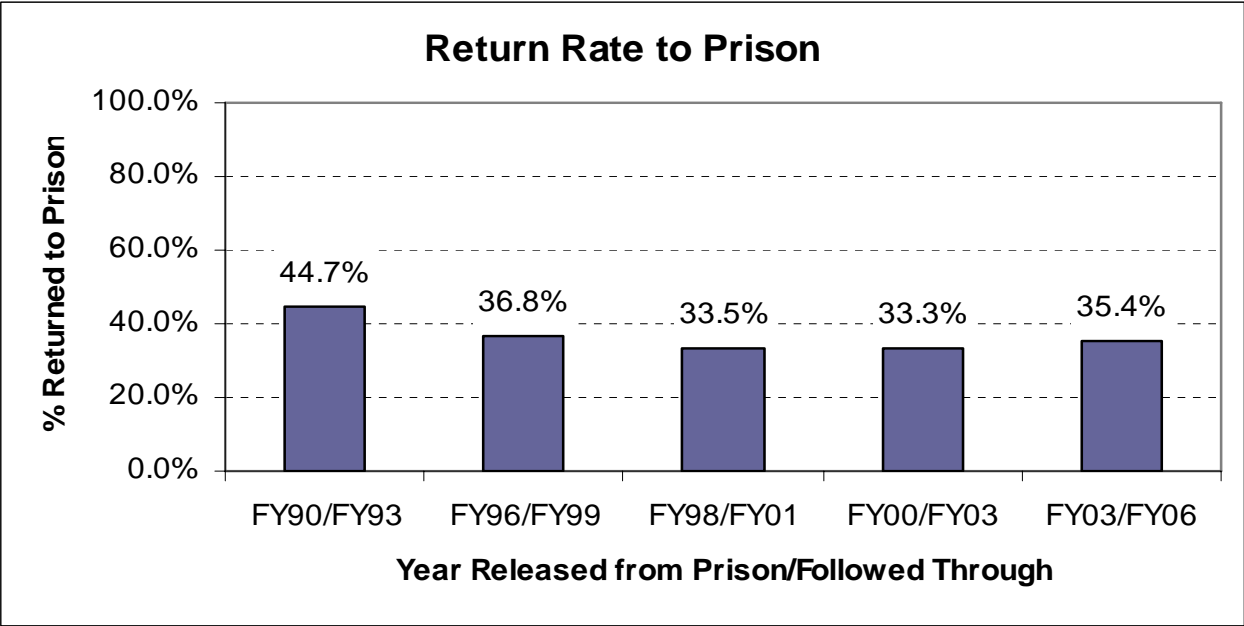
Prison Population

Population  Capacity 

Ending Prison Populations, Iowa

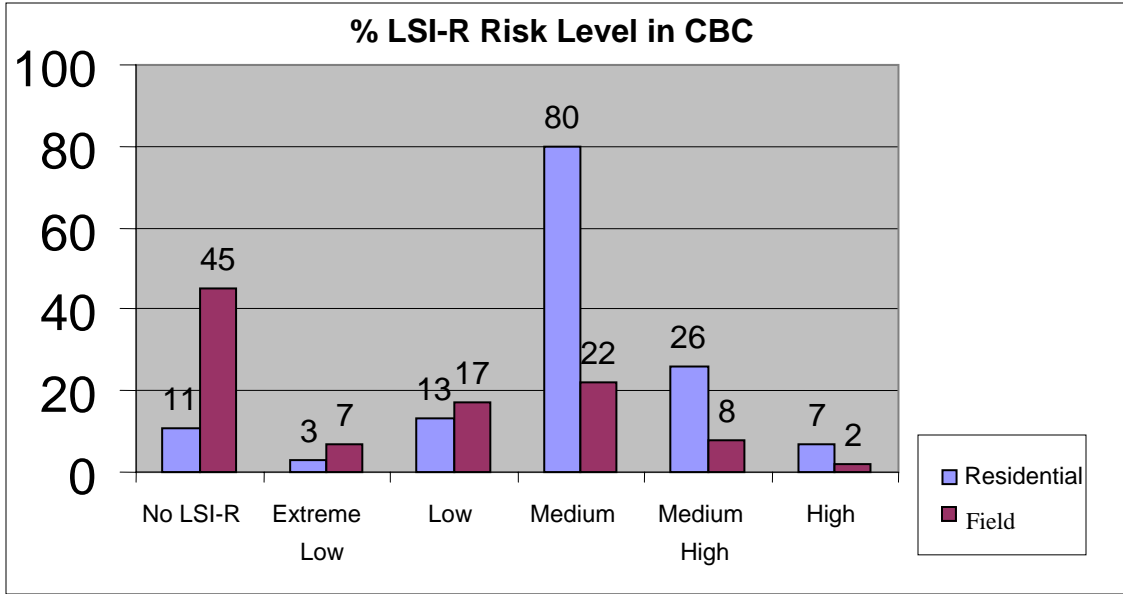


Source: DOC 7-1-2006



Source: DOC

CAPACITY		
Judicial District	% Residential Capacity	% Workload Formula
1st	96%	73%
2nd	98%	77%
3rd	93%	82%
4th	85%	97%
5th	111%	66%
6th	111%	70%
7th	97%	82%
8th	104%	82%
Institution		
ASP	134%	
ISP	95%	
CCF	107%	
FDCF	96%	
ICIW	130%	
NCF	126%	
NCCF	203%	
IMCC	161%	
MPCF	121%	
		<i>Source 12-06 Executive Score Card Review</i>

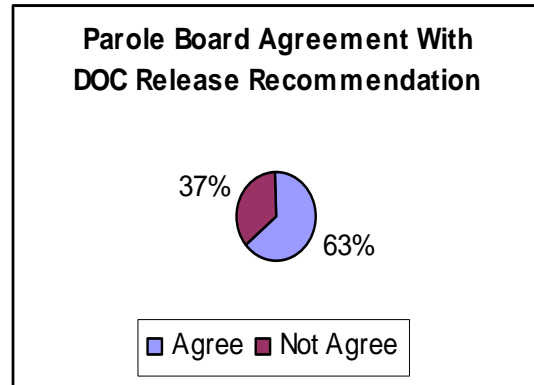


Source 10-06 Executive Score Card Review

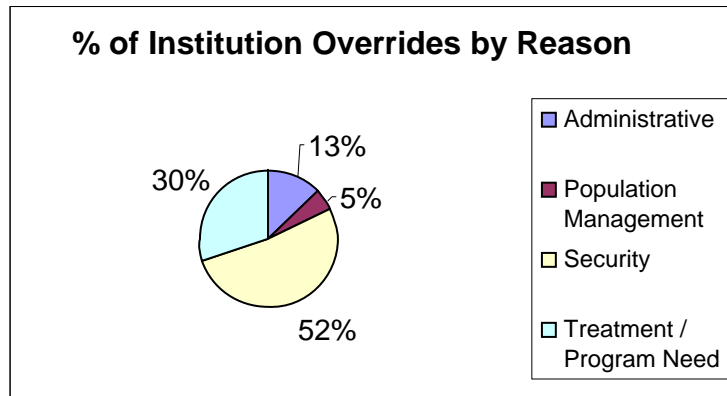
Average LSI Score for New Admissions and Probation Revocations to Prison

	Total	%
None	146	10
Extreme low (1-14)	34	2.3
Low (15-23)	136	9.3
Medium (24-33)	448	30.6
Med high (34-40)	461	31.5
High (41+)	240	16.4
Total	1465	

Source: ICON 7-1-06

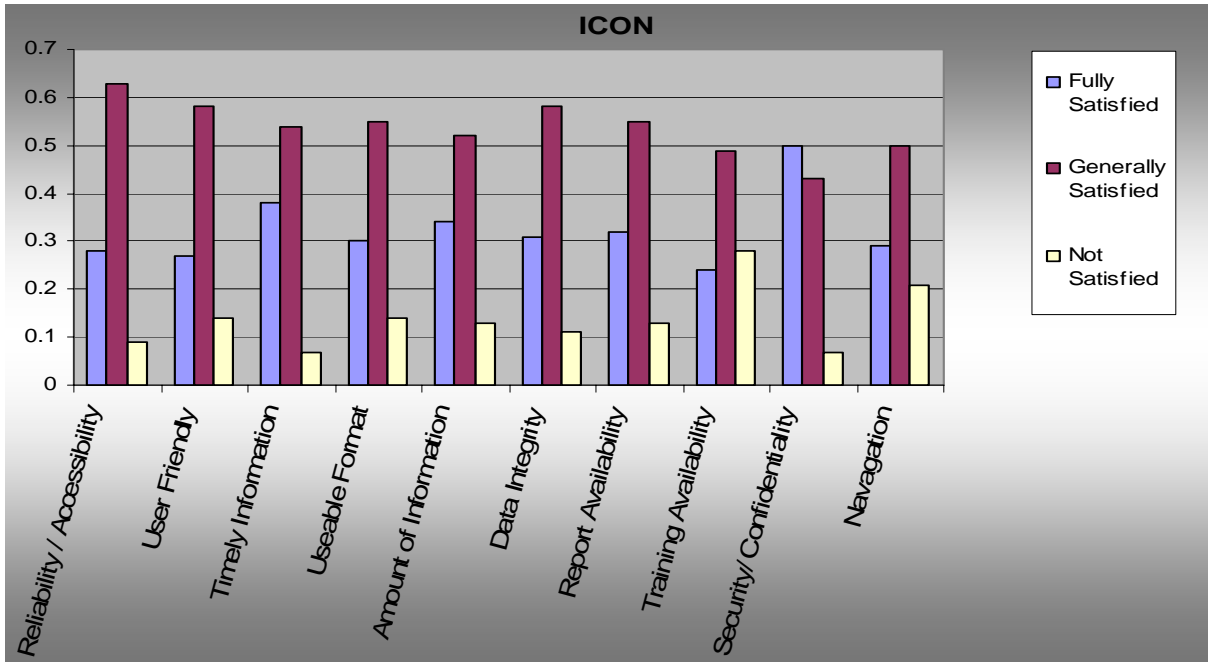


Source: FY 07 1st Quarter Score Card



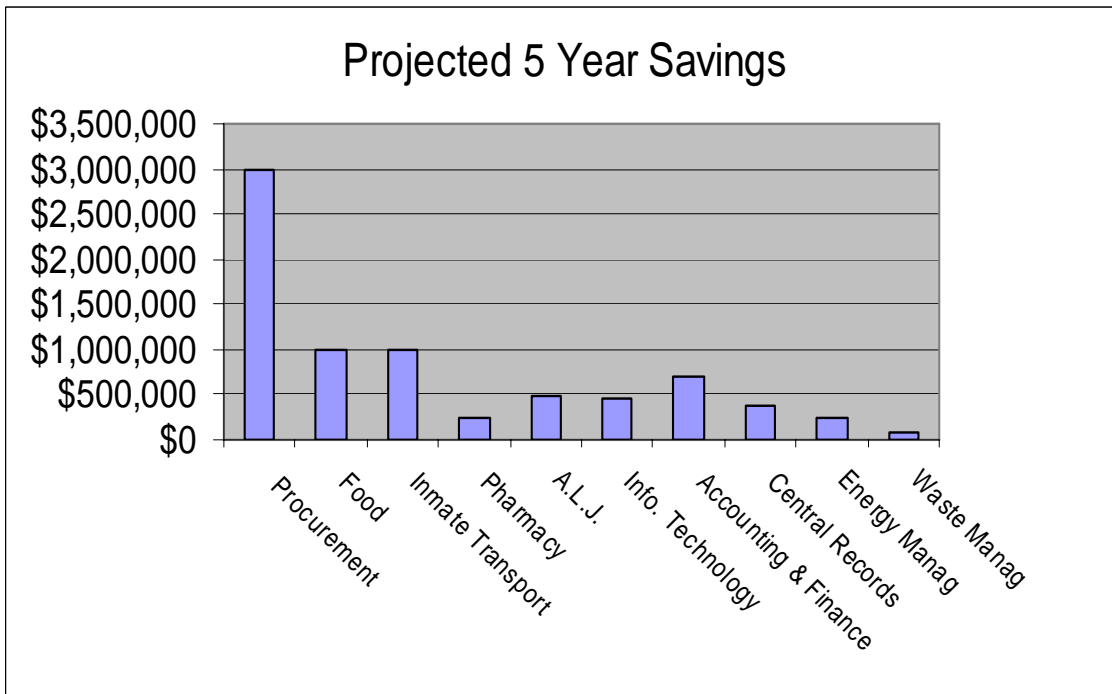
Source: FY 07 1st Quarter Score Card

Data / Information Best Practices



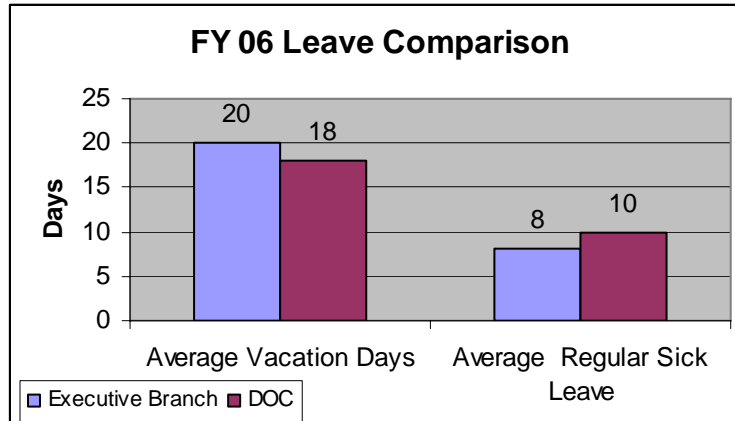
Source: DOC ICON Customer Survey FY 06

Transformation Projects

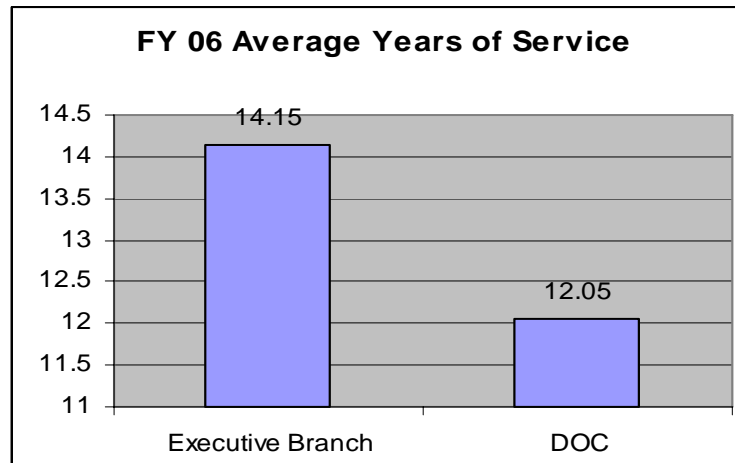


Source: DOC Transformation Projects

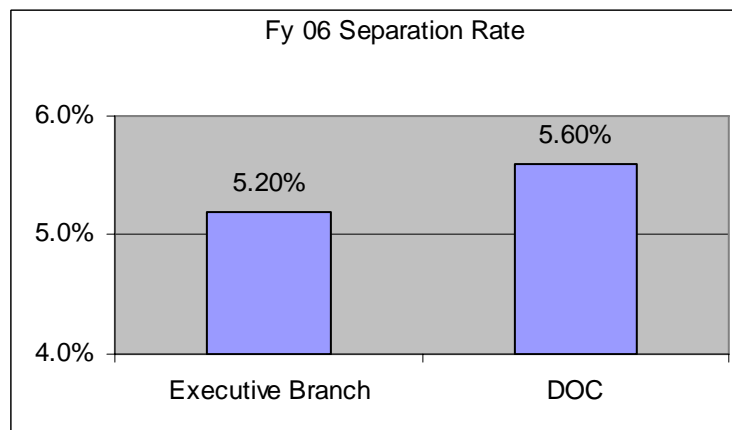
Workforce Investment



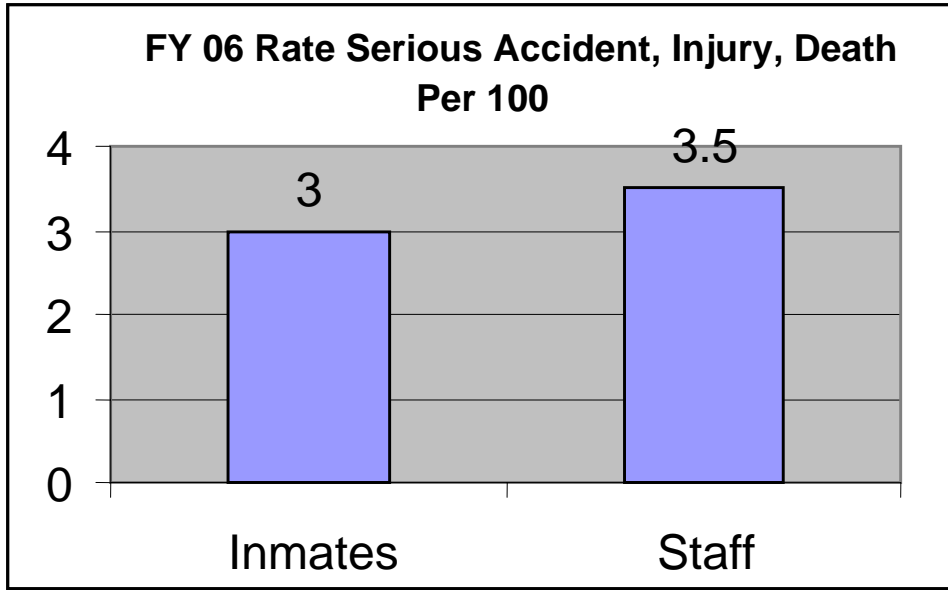
Source: DAS FY 06 "Just the Facts"



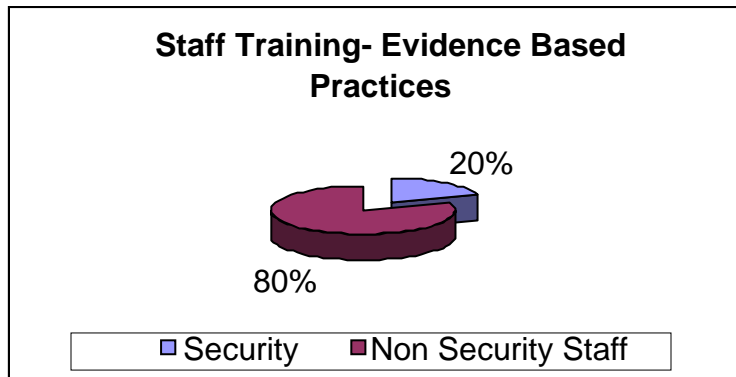
Source: DAS FY 06 "Just the Facts"



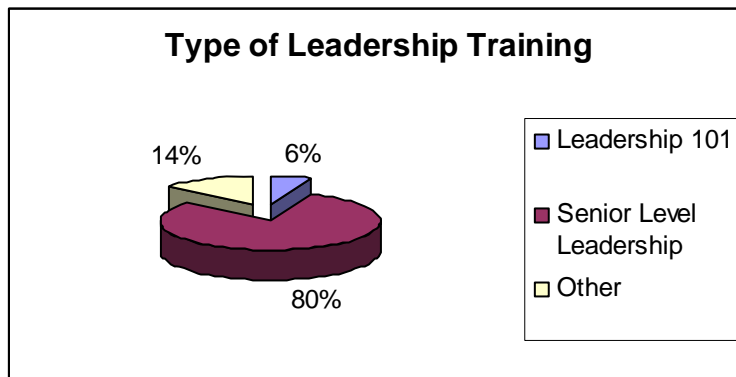
Source: DAS FY 06 "Just the Facts"



Source: FY 06 Score Card Final Report



Source: FY 06 Training Data



Source: FY 06 Training Data

FY 2006 Training Hours by Topic Category

