

FY 2012 Strategic Plan

Eight specific goal areas have been identified and plans were developed to address each of these areas. The eight goal areas are: Diversity, Offender Outcomes and Satisfaction, Training and Employee Development, Building and Remodeling Projects, Fiscal Management, Health and Safety, Technology, and Evidence Based Practices.

Goal Area: Diversity—Denise Cooper

Our Mission is to enhance sensitivity to differences, recognize the commonalities, and respect the uniqueness of all individuals.

OBJECTIVES:

- Make all organizational facilities physically accessible to all recipients of services in accordance with the ADA accessibility guidelines.
- Provide fair and equal access to services regardless of age, sex, ethnicity, color, gender identity, sexual orientation, creed, disability, religion, and race and be responsive to unique differences among all people.
- Promote diversity in employee recruitment and retention.
- Promote a workplace environment to foster mutual respect and acceptance of individual differences for all employees.

RESPONSIBLE PERSON/ENTITY:

Management/Administration
Diversity Committee
Staff

STRATEGIES/TIME FRAMES:

- A. Ensure all new buildings meet ADA codes and efforts will be made to update existing structures.
- B. Keep policy AA/EEO policy updated with state law.
- C. Review Offender survey results and identify any needed changes.
- D. Track and review complaints from staff and clients.
- E. Evaluate gender, race, age report and identify any patterns.
- F. Job Postings – Send job posting to Re-entry Steering committee distribution list, NAACP, Latino organizations, League of Women Voters, Eastside Ministerial Alliance, College Placement Departments.
- G. Ensure professional opportunities are available for all staff.
- H. Track and review harassment or discrimination complaints or investigations.
- I. Review diversity training hours received and notify supervisors of staff who did not receive diversity training

TARGET RESULTS:

1. Each division shall have a representative on the diversity committee.
2. To offer a variety of diversity trainings and activities throughout the fiscal year to all Department employees, and have 100% of staff receive diversity training.
3. Donna & Nate will develop a new database to track stats for the gender, race & age report by end of fiscal year.

ACTUAL RESULTS/OUTCOMES:

To be provided at the end of FY-12

Goal Area: Offender Outcomes and Satisfaction—Ross Todd

The Department strives to increase offender success on supervision by developing a comprehensive understanding of what factors are associated with success on supervision and recognizing the barriers to success. The Department will continue to focus on reducing the percentages of offenders who abscond from supervision, escape from residential correctional facilities, or have their supervision revoked. The Department will continue to collect information from offenders regarding their supervision experience, interactions with staff, participation in interventions, and other relevant areas in order to modify the services we provide and/or the method in which they are delivered.

OBJECTIVES:

- Reduce the number of absconders from Field Services Supervision.
- Reduce the number of escapes from Residential Facilities.
- Reduce the number of overall supervision revocations.
- Reduce the number of female offenders revoked from supervision.
- Reduce the number of African American offenders revoked from supervision.
- Reduce the number of parole cases revoked from supervision.
- Reduce the number of offender grievances filed each year.
- Increase offender satisfaction in treatment interventions.
- Increase offender satisfaction in their supervision experience.

RESPONSIBLE PERSON/ENTITY:

Management/Administration
Staff

STRATEGIES/TIME FRAMES:

- A. Increased use of Intermediate Sanctions by department staff will be encouraged and additional alternatives to revocation will be developed.
- B. Gender specific programming and gender specific supervision strategies will continue to be utilized and expanded to serve additional female offenders.
- C. Re-Entry programming to address the needs of probationer's and parolee's will continue to be a primary focus area and re-entry efforts will be expanded.

- D. Group Final Evaluation forms will be given to group participants at the conclusion of all appropriate interventions and the results will be used to provide feedback to facilitators and modify interventions as needed.
- E. Offender Grievances will be reviewed to look for common themes or trends which may then be used to make changes in Department procedures.
- F. Offender surveys will continue to be distributed in odd numbered calendar years and the results will be tabulated and shared with staff.

TARGET RESULTS:

1. Reduce the number of absconders from Field Services Supervision by 10% from FY'07 to FY'12.
2. Reduce the number of escapes from Residential Facilities by 10% from FY'07 to FY'12.
3. Reduce the number of overall supervision revocations by 10% from FY'07 to FY'12.
4. Reduce the number of female offenders revoked from supervision by 10% from FY'07 to FY'12.
5. Reduce the number of African American offenders revoked from supervision by 10% from FY'07 to FY'12.
6. Reduce the number of parole cases revoked from supervision by 10% from FY'07 to FY'12.
7. Reduce the number of Offender Grievances filed by 10% from FY'11 to FY'12.
8. Offenders completing intervention groups will complete the Group Final Evaluation survey and the results will be tabulated/analyzed.
9. Offender surveys will be distributed to a random sample of offenders and the results will indicate increased offender satisfaction.

ACTUAL RESULTS/OUTCOMES:

To be provided at the end of FY 2012

Goal Area: Training and Employee Development—Al Hoff

The Department encourages all staff to pursue personal and professional growth through continuing education and training within the confines of the budget and the needs of the Department. Staff shall receive training consistent with the needs of their job classification. Training shall also be consistent with the overall mission of the Department.

OBJECTIVES:

- All employees will be trained annually in the mandatory training areas, as outlined in Policy (PER – 31).

RESPONSIBLE PERSON/ENTITY:

Staff

Immediate Supervisor

Training Committee

STRATEGIES/TIME FRAMES:

- A. The training committee will schedule mandatory training in several locations throughout the district each fiscal year. Department staff will be notified either by e-mail or on Sharepoint of available trainings, the dates of the training and the area it is offered. Staff will be asked to sign up for trainings on the electronic sign-up sheet provided. E-learning will also be available for Department staff to satisfy some of the mandatory trainings.
- B. Training requirements for each staff classification can be accessed on Sharepoint. Staff should attend mandatory trainings and maintain a record of the trainings attended.
- C. Department staff will attend required training per policy. Staff are also encouraged to seek appropriate training and submit requests to his or her supervisor.
- D. Administrative personnel will provide a statistical report outlining the following:
 - Total number of in-house training hours provided including dates and locations.
 - Total number of training hours completed for FY '12
 - Total number of mandatory training hours completed for FY '12
 - Total number of staff meeting training expectations (per policy PER-31) for FY '12

TARGET RESULTS:

1. 100% of staff receives mandatory training per policy for FY '12

ACTUAL RESULTS/OUTCOMES:

To be provided at the end of FY 2012

Goal Area: Equipment, Buildings, & Remodeling Projects—Ken Kolthoff

To provide equipment, office facilities, and residential buildings throughout the First Judicial District, which safely address the needs of staff and offenders.

OBJECTIVES:

- Ensure the new Waterloo Women's Center for Change (WWCC) operates/functions appropriately.
- Develop preventative maintenance schedules for all District offices and facilities.
- Improve security of buildings by adding security camera's and other safety items.
- Seek a Re-entry Center for Waterloo. This could also serve as a replacement for 5th Street office.
- Update current properties to maintain operational efficiency as budget allows.
- Ensure vehicles are in good operating condition.

RESPONSIBLE PERSON/ENTITY

Ken Kolthoff, Assistant District Director

Management staff

Maintenance and technology staff

STRATEGIES/TIMEFRAMES:

- A. Occupy the WWCC as soon as able with staff.
- B. Maintenance and technology monitoring of all buildings.
- C. Maintenance staff create a checklist of each location in the District and perform routine inspections to ensure systems are operating as intended.
- D. Enter into service agreements with local companies for equipment that requires on-going general servicing.

TARGET RESULTS:

1. Implement preventative maintenance plan by 12-1-2011.
2. Install at least 4 security cameras at 5th street office by 8-1-11
3. Install 2 more security cameras at DRF by 8-1-11
4. Increase capacity at WRF by remodeling 2 offices into resident rooms by 2-1-12

ACTUAL RESULTS/OUTCOMES:

To be provided at the end of FY-12

Goal Area: Fiscal and Personnel Management—Cindy Studnicka

The Department shall serve as its own administrative agent to provide all accounting and personnel functions necessary for district operations. A financial regulatory system of policies and procedures shall be established for efficient and accurate accountability in all fiscal activity.

OBJECTIVES:

- Provide management with financial data to assist in the planning, control, measurement, and evaluation required for the efficient and economical operation of the organization and its programs.
- Provide management control of funds and other assets so as to ensure that the expenditure of funds and use of other property is on conformance with applicable laws and regulations.
- Ensure, by means of cost and property control and prudent management that optimal use is made of all resources.
- Meet all requirements for maintaining records and reporting to the District Board of Directors, Department of Corrections, Auditor of the State, and Federal Agencies as required.

RESPONSIBLE PERSON/STRATEGIES/TIME FRAMES:

- A. The administrative assistant will implement and train on the latest version of the Offender Fee database throughout the district by 12/31/11.
- B. The 1st District programmer will work with the 5th District programmer to devise a method whereas offender fee late letters can be generated locally by 10/31/11.
- C. The division manager will review the feasibility of changing the accounts payable processing system to be paperless by July 1, 2012.

- D. The administrative officer will work with the Programmer to evaluate the best method to use in implementing an electronic timesheet by June 30, 2012.
- E. The programmer will continue to program new databases to replace those previously built in ACCESS by June 30, 2012. (Specifically: Coaching and Counseling, Training)
- F. The programmer will program a database that will track key information on all new hires and promotions for analysis and reporting.
- G. The administrative officer will research the feasibility and possible methods in implementing an electronic job application process.
- H. The administration committee will continue to review the scoring and interviewing process to determine if we are ultimately hiring the best candidate for the job.
- I. The evaluation committee will review the current evaluation format to determine if changes need to be made.
- J. The administrative officer will train employees to enter personal information directly into the Iowa Benefits database by June 30, 2012.

TARGET RESULTS:

- 1. No reportable comments will be noted in the FY 2011 State audit.
- 2. Processes within the administrative unit will be electronically streamlined resulting in paperless processes wherever possible.
- 3. Improvements in the hiring process will result in the best candidate being hired for the position.

ACTUAL RESULTS/OUTCOMES:

To be provided at the end of FY 2012

Goal Area: Health & Safety—Bob Ames

The Department is committed to providing a safe working environment for employees, offenders and visitors. The Department promotes the use of safety precautions at all times.

OBJECTIVES:

- All employees will review the Health and Safety Manual (HS-11) on an annual basis.
- All employees will be trained annually in personal safety in order to protect themselves and offenders in the office and community.
- All employees will be trained in Emergency Preparedness.
- Designated management personnel will conduct at least monthly walk-throughs of their respective facilities/offices.
- All walk-throughs will be documented, which shall include, date, time, and any findings.
- All Field Services Offices will conduct “Patdown Search Days” a minimum of 4 times per year. This may include assistance from local law enforcement.

RESPONSIBLE PERSON/ENTITY:

Staff

Safety Committee
Management

STRATEGIES/TIMEFRAMES:

- A. Supervisors will review Health and Safety Policies during mandatory staff meetings each year. An In-House training received form will be used to track attendance.
- B. Each Division will schedule Personal Safety Training on an annual basis, throughout the district each fiscal year.
- C. Safety Committee will implement an Emergency Preparedness Manual and make available to all staff.
- D. Designated management will document all walkthroughs. Documentation shall include: date, time, location and any findings.
- E. Field Services Supervisors will schedule a minimum of 4 “Patdown Search Days” per year in their respective offices. Probation/Parole Officers will assist in this process. Documentation shall include: offender name and ICON number, staff conducting search, contraband found, action taken (if any).

TARGET RESULTS:

1. 100% of staff will review Health and Safety Manual (HS-11) each year.
2. 100 % of staff will attend Personal Safety Training each year.
3. 100% of staff will attend and have knowledge of the contents in the Emergency Preparedness book.
4. Monthly walkthroughs will be conducted in each office/facility.
5. Each Field Services Office will conduct 4 “Patdown Search Days” per year.

ACTUAL RESULTS/OUTCOMES:

To be provided at the end of FY-12

Goal Area: Technology—Howard Haus

To provide technological and information resources to support information processing, analysis, storage, communication, surveillance, and other types of automated system needs in order for corrections’ staff to more efficiently and effectively do their jobs.

OBJECTIVES:

- Provide a data and telecommunication system that provides efficient, technologically advanced, and cost effective use of resources.
- Build the new Waterloo Women’s Residential Facility including some of the latest technologies available.

RESPONSIBLE PERSON/ENTITY:

Leadership Team
Systems Administrators
Staff

STRATEGIES/TIMEFRAMES:

- A. Connect West Union Residential Facility to the ICN pop at the local library, and then upgrade the Wide Area Network with connections to Ethernet in all residential facilities by December 31, 2012.
- B. Move the Oelwein and Manchester internet service to a more dependable provider by December 31, 2011.
- C. Convert all Microsoft Access databases to SQL Server Database by June 30, 2012.
- D. Install more monitoring software to oversee use of electronic traffic by June 30, 2012.
- E. Upgrade Call Manager, which supports the district telephone system by December 31, 2012.
- F. Replace at least two older servers by June 30, 2012.
- G. Replace the oldest computers in the district with new ones by June 30, 2012.
- H. Develop a plan for virtualizing the servers and desktops by December 30, 2012.
- I. Expand security cameras throughout the District in areas of need.
- J. Research the use of electronic signatures to enhance efficiencies in the way we do business by June 30, 2012.
- K. Expand the use of technology by conducting meetings via desktop capabilities by June 30, 2012.

TARGET RESULTS:

1. The Wide Area Network System will be able to process information faster, be down less, provide more services to the employee, and increase available storage capacity.
2. Utilize technological resources to enhance safety within district offices and residential facilities.

ACTUAL RESULTS/OUTCOMES:

To be provided at the end of FY 2012

Goal Area: Evidence Based Practices—Ross Todd

Continue the implementation of EBP in the areas of both treatment and supervision for the purpose of supporting consistency and improving measurability for the collection of data to develop improvements in treatment and supervision quality and ultimately to decrease offender recidivism

OBJECTIVES:

- Seek out opportunities to changes policies, programs, and interventions to be more consistent with evidence based practices.
- Provide training to help employees understand how evidence based practices can be applied to all facets of supervision and treatment.
- Monitor the use of evidence based practices in supervision strategies and programming through the use of auditing instruments.

- Share information with the public about evidence based practices and how it is used to fulfill the Department's mission.

RESPONSIBLE PERSON/ENTITY:

Management/Administration

EBP Committee

Staff

STRATEGIES/TIMEFRAMES:

- A. Review appropriate policies, programs, and interventions and make changes as needed.
- B. Provide Jesness training for appropriate staff.
- C. Provide Motivational Interviewing training for appropriate staff.
- D. Provide other relevant training for staff.
- E. Audit staff performance in the provision of treatment (Intervention Audit), use of motivational interviewing (MI Audit), and supervision Caseplan requirements (Case Audit).
- F. Continued participation in the Re-Entry Audit process and Re-entry Initiatives in conjunction with DOC Central Office.
- G. Provide information to the public via the Department Website, Annual Report, and Community Presentations.

TARGET RESULTS:

1. Improved success rate, decreased recidivism.
2. A staff that has consistent knowledge and understanding of effective supervision and treatment principles.
3. Improved staff satisfaction and effectiveness.
4. Increased public awareness with regard to the services offered by the Department.

ACTUAL RESULTS/OUTCOMES:

To be provided at the end of FY 2012