



STATE OF IOWA

KIM REYNOLDS, GOVERNOR
ADAM GREGG, LT. GOVERNOR

DEPARTMENT OF CORRECTIONS
JERRY W. BARTRUFF, DIRECTOR

Jerry Bartruff, Director
Iowa Department of Corrections
Des Moines, IA 50319

RE: NCCF Annual Report for Fiscal Year 2017

I am pleased to present the following FY'17 North Central Correctional Facility Annual Report. Throughout the year, our facility experienced significant changes in leadership, programming and staffing. Our staff faced these challenges directly and have been successful in continuing to provide the same, if not higher, quality of services while leading the state in reentry services.

The promotion to Fort Dodge Correctional Facility (FDCF) Warden and the retirement of Warden Cornell Smith lead to changes in the long-time upper management staff at NCCF. With this came new leadership styles that were both challenging and exciting. NCCF added the first of two Treatment Services Directors with Ms. Karin Kruse coming over from FDCF to lead our counseling team. A second Treatment Services Director, Troy Hammen, will start in FY'18 to lead the security team. With these changes, new ideas and thoughts brought us exciting and innovative practices that helped us grow as an institution.

In the programming area, we discontinued all substance abuse programming and have focused on Thinking for a Change and ACTV: Achieving Change through Value Based behavior, both having shown good results in effective reduction of recidivism. As the state moves forward with Continuous Quality Improvement, we continue to become better in treatment areas to fulfill our role as a releasing institution for the state.

Staff turnover is always a challenge for every institution and district every year. NCCF was fortunate to maintain our security staffing levels and gain further assistance in administrative areas through our new partnership with FDCF.

As we continue into the next fiscal year, we are faced with additional challenges that we will overcome. Although some may appear to be skeptical of change, I believe we have proven we are not uncompromising when it comes to embracing those changes that come our way. As you will see, we continue to thrive as a vital part of the Iowa Department of Corrections in serving our state as a primary releasing institution. Thank you for giving us the opportunity to be a part of this outstanding organization.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert A. Johnson".

Robert A. Johnson, Warden

Robert A. Johnson, Warden
North Central Correctional Facility
313 Lanedale, Rockwell City IA 50579 (712) 297-7521
The mission of the Iowa Department of Corrections is: **Creating Opportunities for Safer Communities**
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Iowa Department of Corrections

MISSION

- Creating Opportunities for Safer Communities

VISION

- An Iowa with No More Victims

VALUES & BELIEFS

- We believe people can change.
- We believe staff are agents of change.
- We believe in continuous quality improvement.
- We believe in applying data-driven decisions.
- We believe in maximizing resources.

GUIDING PRINCIPLES

- Safety
- Victim Reparation
- Reentry
- Collaboration
- Evidence-Based Practices
- Transparency
- Respect for Others
- Staff Recruitment & Development
- Fiscal Responsibility

North Central Correctional Facility Mission

CREATING OPPORTUNITIES FOR SAFER COMMUNITIES BY OPERATING A SAFE AND SECURE MINIMUM SECURE INSTITUTION WHICH PROVIDES OPPORTUNITIES FOR A SUCCESSFUL TRANSITION INTO SOCIETY.

NCCF Vision/Guiding Principles

- § We provide public safety through proper classification, observation and professional judgment.
- § We provide meaningful work opportunities for all offenders so that they may develop and enhance their employment skills.
- § We provide interventions that are evidence based addressing criminogenic needs that affect offender thinking.
- § We provide a labor force to serve local and surrounding communities.
- § We provide staff development for personal and professional growth.
- § We provide technology to enhance safety, security, and operational efficiency.



NCCF Goals and Accomplishments

RESEARCH OPPORTUNITIES IN THE COMMUNITY AND THE PRIVATE SECTOR TO EMPLOY ADDITIONAL OFFENDERS IN MEANINGFUL JOB OPPORTUNITIES.

Iowa Central Community College (ICCC) continues to be a driving force in creating vocational and educational opportunities for the men at NCCF. During FY'17, ICCC offered short-term courses in Forklift Training, OSHA 10 training and Serve Safe training (outside of the culinary arts class) to help increase the earning wage as men leave. ICCC also procured valuable grant funding that provided additional opportunities in vocational training.



ICCC HiSET, Vocational Class and Apprenticeship Graduation.

Iowa Workforce Development (IWD) expanded the apprenticeship program at NCCF and had 34 men participating in 11 different apprenticeship areas during FY'17. Six men were able to complete apprenticeships prior to release. IWD also provides the POETS (Providing Opportunities for Ex-Offenders to Succeed) class and the NCRC (National Career Readiness Certificate) testing, along with assistance with job searching, resume building and general employment training. Often times, men will have interviews scheduled or have already been hired prior to leaving NCCF.

Graphic Edge and Nuage continue to hire NCCF offenders in private sector employment. Men gain valuable employment skills and are able to reduce the restitution obligation much quicker with private sector companies. NCCF offenders (total of all, not specific to private sector employees) paid \$105,007.66 in restitution during FY'17.

NCCF continues to expand the private sector area and did start sending men to Rose Acres Farms shortly after the end of the 2017 fiscal year.

ENSURE THAT ALL NCCF STAFF ARE TRAINED IN EVIDENCE BASED PRACTICES.

As follow-up training continued for case managers in the DRAOR assessment, NCCF staff began learning about Core Correctional Practices (CCP). Two staff are trained as trainers of this curriculum while 10 other staff received the basic training. This would be 12% of NCCF staff trained during FY'17. CCP continues to be a focus during FY'18.

ENSURE THAT ALL OUR INTERVENTIONS ARE EVIDENCE BASED AND THAT THEY ADDRESS CRIMINOGENIC NEEDS.

With evidence showing greater success, NCCF moved from offering MIFVPP (Moderate Intensity Family Violence Prevention Program) for domestic violence to ACTV: Achieving Change Through Value-Based behavior. NCCF continues to offer Thinking for a Change as well. NCCF no longer offers any substance abuse treatment. Counselors are now using the Serin guides to work individually with low risk men as placing them in an intervention with high risk offenders has shown to be counterproductive.

INCREASE OUR USE OF TECHNOLOGY TO ENSURE PROPER SECURITY AND SAFETY IS BEING MAINTAINED.

NCCF implemented the use of PDA technology initially for building checks and pat searches during FY'17. NCCF moved into using PDA technology for count purposes shortly after the calendar year started and staff became more proficient as time went on. In FY'18, additional options will be started such as ins/outs. NCCF developed electronic logs during FY'17 which enables staff to search for information more quickly and uses less paper.

DEVELOP NEW LEADERS FOR THE FUTURE OF NCCF AND THE IOWA DEPARTMENT OF CORRECTIONS.

NCCF staff continue to achieve success as leaders in the state of Iowa. As mentioned, 2 staff became lead trainers for the new CCP curriculum. Additionally, leadership staff will complete a new training curriculum during the upcoming fiscal year. Deputy Warden Yetmar implemented the practice of working on leadership skills with shift supervisors during monthly meetings and during staff meetings. NCCF did add 1 leadership during FY'17. Ms. Karin Kruse, Treatment Services Director, was brought over from Fort Dodge Correctional Facility to serve as the head of treatment at NCCF in September, 2016.

BECOME A LEADER IN THE RE-ENTRY FIELD

Changes occurred in the Reentry field during FY'17. Counseling staff have more responsibility in setting up reentry services for the men leaving with assistance provided by the Executive Officer. The HPQ process continues to be an asset in release planning.

NCCF Leadership during FY'17



*Acting Warden
Robert Johnson
01/01/2017 – 6/30/2017*



*Deputy Warden
Adam Yetmar
Began 8/12/2016*



*Nursing Services Directory
Kathy Weiss
Promoted to DOC Nursing Administrator
2/2017
Position vacant 2/2017 – 6/2017*



*Food Services Director
Tim Motl*



*Treatment Services Director
Karin Kruse*

History of ‘The Rock’: North Central Correctional Facility

Physical Plant Changes

The North Central Correctional Facility (NCCF) is one of nine (9) correctional facilities operated under the Iowa Department of Corrections (IDOC). NCCF is a minimum-secure facility with a single razor-wire fence surrounding the institution proper. The current design capacity for NCCF is 245 and the average population at NCCF is 490, with the capacity to hold up to 502 offenders. NCCF includes almost 220 acres of grounds, 13 acres located within the secure perimeter. The farmland surrounding the institution is leased out and operated by Iowa Prison Industries (IPI).

NCCF was constructed from 1916 – 1918 with offender labor. Originally utilized as the women’s prison, there wasn’t a fence. In 1982, the facility was converted to a men’s medium security prison and a 12-foot fence was added. Additional razor ribbon and a fence alarm system have been added. In 1982, the women from NCCF were moved to the current women’s prison in Iowa, the Iowa Correctional Institution for Women (ICIW), in Mitchellville, Iowa. Improvements have been made to NCCF since 1982, when the facility held approximately 100 offenders.

In 1993, the facility added living unit D (including D-North, D-South and D-Segregation), the Visitor Center, Multi-Purpose Center and the Kitchen. Originally, each room in D-North and D-South was constructed to hold four (4) offenders. Since the original construction, six (6) more offenders have been added to each room bringing the capacity for each side of the D-building to 160 offenders. Currently, over half the institutional population reside in the two sides of Living Unit D.

During FY’14, lockers were constructed under the beds in D-North to increase the storage area for offenders housed there. This change helped decrease the amount of theft in the units and helped in creating more organized space. NCCF completed installation of the lockers on the 1st floors of D-North and D-South during FY’15. NCCF is moving forward on the upper floors during FY’16.

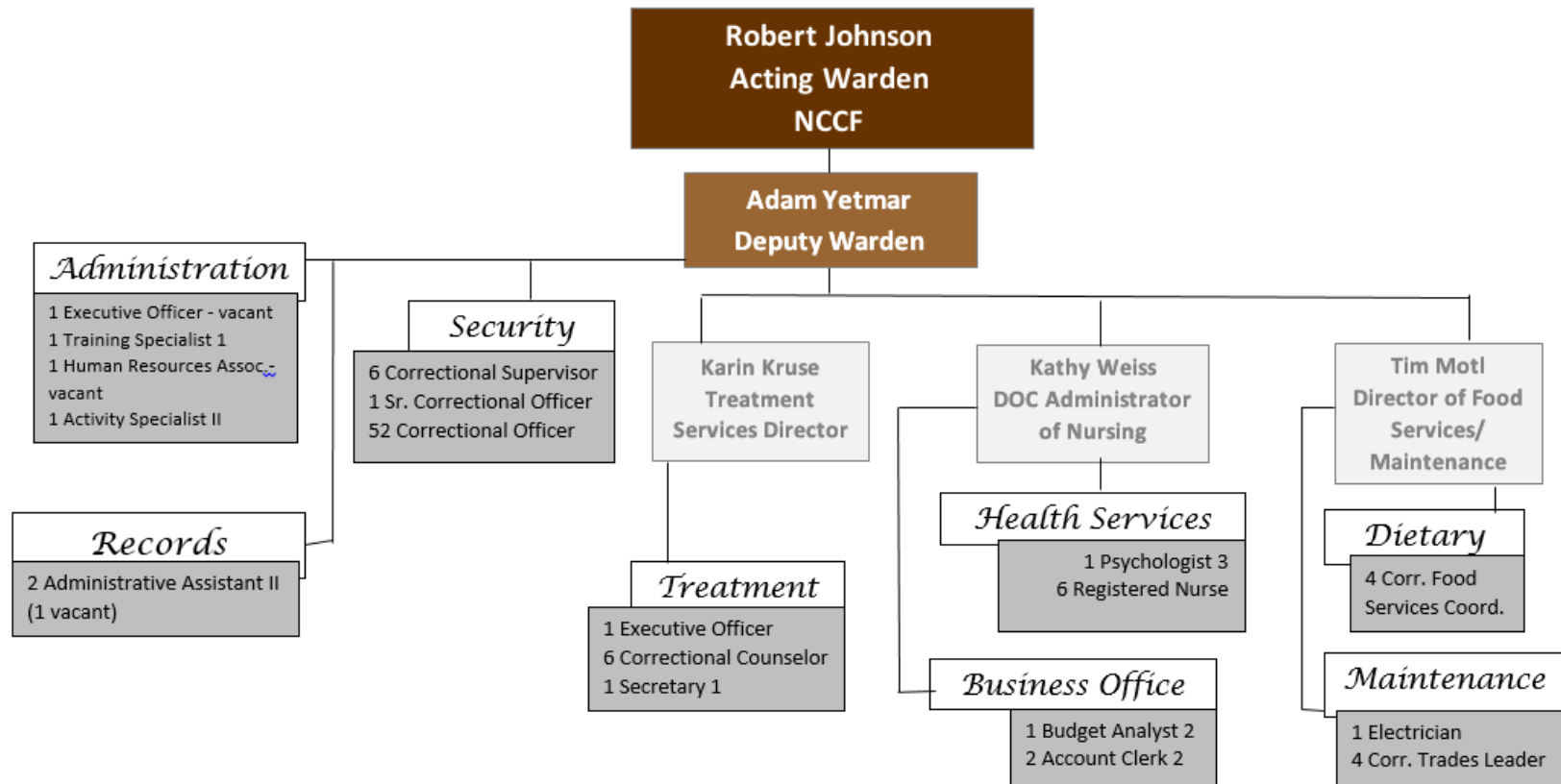
NCCF completed a new kitchen in 2012. NCCF currently has 12 cameras located around the institution. Initial, 9 cameras were added in 2011 with the additional 3 coming in 2012. The space previously housing the kitchen area was re-purposed into a Chapel area in 2013. This created two group rooms for volunteer groups to use, freeing up much-needed space in the treatment area for treatment groups. It also increased security as the Chapel is closer to the front gate and increased the ease of checking on the volunteers present. The area is used primary for volunteer groups and is a huge asset.

NCCF completed the health services area remodeling project in FY'15. An offender waiting room was added to help ensure privacy and confidentiality of the offenders being seen by the medical department. A new pharmacy was built, along with a new area for pill line, to restrict access to the upstairs living unit by offenders coming to pill line. The barber shop was moved to increase security, allowing the previous space to be used for the health services break room and file storage. The dentist office was also expanded. The new area, which doubled the space for Health Services, is a huge benefit for our institution and a welcome change.

NCCF completed some much needed repairs during FY'15 and completed repairing the stucco on the older buildings during FY'16. All buildings have now been painted and look fantastic. NCCF worked on reducing visibility barriers and created a safer environment by cutting down several trees that had rotted and by trimming trees across the camp.

In FY'17, NCCF began the process of replacing the outdated fire alarm system. The system installation was completed in FY'18.

North Central Correctional Facility Organizational Chart



As of 6/2017

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AD-GA-05(NCCF) Form 1
Table of Organization

Treatment Services

Vocational Classes

NCCF continues to add vocational opportunities to provide success in employment, including the potential for an increased starting wage. Iowa Central Community College (ICCC) in Fort Dodge, Iowa, offered courses in Culinary Arts and Supply Chain Management; as well as grant funded programming in Supply Chain Management, Industrial Machinist, and Welding during FY'17.

NATIONAL

APPRENTICESHIP

PROGRAM

NCCF collaborates with Iowa Workforce Development in providing apprenticeship opportunities as well. This began in FY'15, in areas of baking, cooking, maintenance, and welding. We expanded in FY'16 to include electrician, plumbing, electrostatic powder coating, cabinet making and computer operator. In FY'17, Carpentry, Landscape Management, Housekeeping, Painter, Screen Printer, Sewing Machine Repair, Upholsterer, and Fabricator/Assembler were added. Men working in these areas are able to check out text book materials to complete the testing areas as well as gain on-the-job training hours in the areas of work. 6 men completed the apprenticeship program in FY'17.



Men learning to screen print at Graphic Edge.

Treatment Classes

NCCF continues to provide evidence-based treatment classes to build skills in areas of need. The goal is to increase the use of the skills learned to avoid criminogenic behavior in the future.

During FY17, NCCF discontinued Substance Abuse Relapse and Moderate Intensity Family Violence Prevention Program. NCCF began the ACTV (Achieving Change Through Value-Based Behavior) group for domestic violence and continued to provide Thinking for a Change class. Life Skills went from a 12-week, education driven course to a more thought-focused work preparation group lasting 10 days. However, LifeSkills is provided by Iowa Central Community College contract staff.

<i>Internal Intervention</i>	<i>Active at start</i>	<i>New admits</i>	<i>Active at end</i>	<i>Closures</i>	<i>Offenders served</i>
<i>ACTV: Achieving Change through Value-Based Behavior (IDAP)</i>		35		35	35
<i>MIFVPP: Moderate Intensity Family Violence Prevention Program</i>	16	16		32	32
<i>Substance Abuse Relapse</i>	30	94		124	124
<i>Thinking For A Change</i>	1	167	30	136	168
<i>PRIME for Life: 321J (educational only/ for driving license purpose)</i>		61		61	61
<i>Total Cognitive interventions provided by NCCF Staff</i>	47	373	30	388	420

NCCF COLLABORATES WITH OTHER AGENCIES TO OFFER THE FOLLOWING INTERVENTIONS:

<i>Intervention</i>	<i>Provider</i>
<i>HiSet (High School Equivalency)</i>	<i>Iowa Central Community College</i>
<i>LifeSkills</i>	<i>Iowa Central Community College</i>
<i>Literacy</i>	<i>Iowa Central Community College</i>
<i>POETS: Providing Opportunities for Ex-Offenders to Succeed</i>	<i>Iowa Workforce Development</i>
<i>NCFC: National Career Readiness Certificate Testing</i>	<i>Iowa Workforce Development</i>
<i>Culinary Arts Class</i>	<i>Iowa Central Community College</i>
<i>ICCC Pell - Supply Chain Management</i>	<i>Iowa Central Community College</i>
<i>ICCC Pell - Welding</i>	<i>Iowa Central Community College</i>
<i>ICCC Pell - Industrial Machinist</i>	<i>Iowa Central Community College</i>
<i>Supply Chain Management</i>	<i>Iowa Central Community College</i>

<i>Internal Intervention</i>	<i>Active at start</i>	<i>New admits</i>	<i>Active at end</i>	<i>Closures</i>	<i>Offenders served</i>
<i>HiSet (High School Equivalency)</i>	<i>51</i>	<i>178</i>	<i>55</i>	<i>172</i>	<i>229</i>
<i>Culinary Arts Class</i>		<i>49</i>		<i>49</i>	<i>49</i>
<i>Supply Chain Management</i>	<i>1</i>	<i>144</i>		<i>145</i>	<i>145</i>
<i>ICCC-Pell: Industrial Machinist</i>		<i>15</i>		<i>15</i>	<i>15</i>
<i>ICCC-Pell: Supply Chain Management</i>		<i>14</i>		<i>14</i>	<i>14</i>
<i>ICCC-Pell: Welding</i>		<i>33</i>		<i>33</i>	<i>33</i>
<i>IWD: POETS Class</i>		<i>28</i>		<i>28</i>	<i>28</i>
<i>LifeSkills</i>		<i>274</i>	<i>16</i>	<i>258</i>	<i>274</i>
<i>Literacy</i>	<i>4</i>	<i>51</i>	<i>6</i>	<i>49</i>	<i>55</i>
<i>National Career Readiness Certificate (NCRC)</i>	<i>1</i>	<i>220</i>		<i>221</i>	<i>221</i>
<i>Total other classes provided by collaborative efforts</i>	<i>57</i>	<i>1,006</i>	<i>77</i>	<i>984</i>	<i>1,063</i>

Volunteer Program

NCCF continues to benefit from the many community volunteers that help us in reaching our goal and moving our mission forward. Groups that offer services at NCCF include:

Alcoholics Anonymous

*Abundant Life
Ministries*

*Church of the
Damascus Road*

Ceramics Class

Catholic Mass

Ultimate Journey

Narcotics Anonymous

*Brother's in Blue
retreat*

*Sunday Christian
Worship/ Essential
Instruction Ministry*

Celebrate Recovery

*Damascus Road
Storytellers*

Harvest Baptist Church

ISU Extension

Jehovah's Witnesses

*Children and Families
of Iowa*

*Dog Program/Animal
Rescue League*





Offender Civic Organizations

The men at NCCF are given the opportunity to give back to communities through three different charitable organizations. These organizations are run by the men with requests being reviewed by the membership.

NCCF Insiders' Organization -

\$2,400.00

This civic organization began as the NCCF offender branch of the national civic organizations, the Jaycees. It has evolved over the years to the current civic organization it is today. This organization gives generously to those in need.

NCCF Veteran's Organization -

\$6,700.00

The NCCF Veteran's Organization is made up of incarcerated veterans with a focus on giving to veterans. This group also contributes to other causes throughout the year.

NCCF Annex -

\$ 250.00

The NCCF annex was established as a joint effort between the Insiders' and Veteran's organizations. The annex provides a variety of items like ice cream and pizza. Money earned is given to various charities and requests.

Total Charitable Giving by offenders in FY'16: \$9,350.00

Community Service Work Crews

Each year, NCCF offenders work inside and outside the secure perimeter in jobs that give back to communities. Men work on dollhouses, barns and wooden projects that are donated to a variety of charitable causes. They assist in the surrounding areas with community improvement projects. Offenders learn valuable soft and hard skills of employment while helping to repair some of the harm done. These skills carry over as offenders are more able to find gainful employment upon release and also learn that giving back can lead to personal satisfaction.



Grand Total of Community Service Hours

51,117

NCCF Work Crew Community Service Locations

<i>City</i>	<i>Agency</i>	<i>State Agency</i>	<i>Other</i>
<i>Rockwell City</i>	<i>Leader Dog</i>	<i>DNR</i>	<i>ICCC</i>
<i>Fort Dodge</i>	<i>New Hope Village</i>	<i>Ames State Nursery</i>	<i>Dollhouse Shop</i>
<i>Lohrville</i>	<i>RC Depot</i>	<i>Brushy Creek</i>	<i>Wood Shop</i>
<i>Carroll</i>	<i>Opportunity Living</i>		<i>Animal Rescue League</i>
<i>Gowrie</i>	<i>Rockwell City Depot</i>		
<i>Humboldt</i>			
<i>Glidden</i>			
<i>Rolfe</i>			
<i>Manson</i>			
<i>Lytton</i>			
<i>Storm Lake</i>			
<i>Auburn</i>			
<i>Cherokee</i>			

Animal Programs

NCCF continues to work with the Animal Rescue League in providing shelter for abused horses. NCCF men also care for dogs from the Calhoun County Animal Shelter and for stray cats that find their way here. Through training efforts of the offenders here, the dogs can be more easily adopted to homes in the community.



Paws & Effect

NCCF began preparations for a new animal program, Paws and Effect. This program provides service animals to qualified applicants. The first puppies arrived shortly after the end of FY'17.

Financial Status Report

Banking Data FY'17

<i>Wage from Allowances Paid to Offenders:</i>	<i>264,689.40</i>
<i>Wage from Private Sector Paid to Offenders:</i>	<i><u>283,686.15</u></i>
<i>Total Gross Pay:</i>	<i>\$ 548,375.55</i>

<i>Restitution Paid by Offenders</i>	<i>\$105,007.66</i>
<i>Child Support Paid by Offenders</i>	<i>\$41,751.30</i>
<i>Victim Compensation paid by Offenders</i>	<i>\$14,181.86</i>

NCCF Employee Recognition Program

Each month, one or two staff at NCCF are put “In the Spotlight” to showcase the variety of people we employ and to help us get to know the people around us. Names are drawn each month and the person drawn receive \$25 on the debitec card, as well as a close parking spot. Our goal is to ensure each person is selected over the course of about 4 years.

<p style="text-align: center;"><i>July, 2016</i></p> <p><i>Bob Randall, Captain</i></p> <p style="text-align: right;"><i>Randy McPherson, CO</i></p>		<p style="text-align: center;"><i>August, 2016</i></p> <p><i>Austin Miller, CO &</i></p> <p style="text-align: right;"><i>Darrell Shirbroun, Counselor</i></p>		<p style="text-align: center;"><i>September, 2016</i></p> <p><i>Adam Yetmar, Deputy Warden</i></p> <p style="text-align: right;"><i>Shaylynn Robertson, CO</i></p>	
					
<p style="text-align: center;"><i>October, 2016</i></p> <p><i>Thomas Church, Captain &</i></p> <p style="text-align: right;"><i>Wendy Sanderson, CO</i></p>		<p style="text-align: center;"><i>November, 2016</i></p> <p><i>Cheryl Janssen, CO &</i></p> <p style="text-align: right;"><i>Jared Solko, RN</i></p>		<p style="text-align: center;"><i>December, 2016</i></p> <p><i>Bill Junkman, CTL &</i></p> <p style="text-align: right;"><i>Tery Young, CO</i></p>	
					

<p><i>January, 2017</i></p> <p><i>Katie Baumhover, Accounting Clerk &</i></p> <p><i>Mike Glover, CO</i></p>		<p><i>February, 2017</i></p> <p><i>Alan Weiss, RN &</i></p> <p><i>Ron Thompson, CO</i></p>	
			
<p><i>March, 2017</i></p> <p><i>Tony Strauss, CO</i></p>		<p><i>April, 2017</i></p> <p><i>Kathy Weiss</i></p> <p><i>DOC Admin· Of Nursing</i></p>	
			
<p><i>May, 2017</i></p> <p><i>Randy Vosberg, CO</i></p>		<p><i>June, 2017</i></p> <p><i>Teresa O'Tool, Counselor</i></p>	
			

Employee Events

At NCCF, we value our staff. Our Employee Committee works hard throughout the year to help keep the motivation level up and to affirm the wonderful accomplishments staff have made.

July, 2016: NCCF recognized 3 staff for their combined years of service.

Shown here is

Dean Lindeman (25 years of service),
Lee Loux (25 years of service) and
Gayle Johnson (35 years of service)



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We also celebrated many retirements. We will miss those who have left but celebrate their success and wish them the very best of luck!

Captain Bob Randall
retired in July, 2016 after
34.5 years of service to
the Iowa Department of
Corrections.





Warden Cornell Smith retired in December, 2016 after 33 years of service with the Iowa Department of Corrections.



Psychologist 3 John Van Ness retired in May, 2017 after 12 years of service with the Iowa Department of Corrections.



Human Resources Associate Jane Heinlen retired in March, 2017 after 24 years of service to the Iowa Department of Corrections.

NCCF had many staff coming and going throughout FY'17. NCCF has a total of 98 FTE's on the table of organization. Of those, 23 staff started at NCCF and 21 staff left NCCF.

New Hires	16	Resignation	7
Transfers In	7	Termination	2
		Retirement	4
Total In	23	Total Out	21

Corrections Week Activities

Each year, we celebrate Correctional Employee week. At this time, a week of exciting events happen to help share our successes and look to the future. This reminds us that it is a team effort and we are all on the same team.

NCCF staff enjoyed the following events during the first full week of May, 2017:

Monday - Cookout

Tuesday - Gift Bag

Wednesday - Popcorn / candy

Thursday - Donuts

Friday - Cookout

Staff Giving

NCCF staff put forth a ton of effort all year long and those efforts are celebrated during corrections week. Not only is our staff hard-working, we also give back when we can. Throughout FY'17, our staff was involved in many community service and giving events.

NCCF Adopt - A - Family

NCCF was able to adopt a family at Christmas time again this year. We collaborated our efforts with the three offender groups to provide gifts and groceries to multiple families in the area. The offender groups gave a combined total of \$800 to this effort with staff donating items plus an additional \$162 for a total of \$962 collected. Staff then used the donated money to purchase items for the selected family.



Special Olympics
Iowa

Special Olympics Iowa Law Enforcement Torch Run

NCCF supports the Law Enforcement torch run through t-shirt purchases and the Pigskin Madness raffle ticket sales. Over \$500 was raised with these efforts.



NCCF staff continue to support the one gift campaign and the local food pantry. \$330 in cash was collected over the year for the food pantry and several food drives were conducted with donated food items being taken to local food pantry at Calhoun County Family Development.



NCCF sponsored a school supplies drive in August, 2016. Collected items and \$450 collected money were given to the Calhoun County Family Development to be distributed to low-income families to help those in need.

Contact Information

Institutional Phone (712) 297-7521

Institutional Fax (712) 297-7875

<i>Warden Robert Johnson</i>	<i>.</i>	<i>203</i>
<i>Deputy Warden Adam Yetmar</i>	<i>.</i>	<i>211</i>
<i>DOC Administrator of Nursing Kathy Weiss</i>	<i>.</i>	<i>248</i>
<i>Food Services Director Tim Motl</i>	<i>.</i>	<i>219</i>
<i>Treatment Services Director Karin Kruse</i>	<i>.</i>	<i>327</i>
<i>Human Resources Associate Nancy Strait</i>	<i>.</i>	<i>227</i>
<i>Budget Analyst Kim Kelly</i>	<i>.</i>	<i>208</i>

