



Annual Report

Fiscal Year 2005
(July 1, 2004 – June 30, 2005)

Mission Statement

Our mission is to:

P Protect the Public
Protect the Employees
Protect the Offenders

1st District Website: <http://www.cedarnet.org/dcs1jd/>
Results Iowa Website: www.resultsiowa.org

Message from the Director

The First Judicial District Department of Correctional Services prides itself in providing quality services that are mission-focused and proven effective. This annual report is prepared pursuant to the Code of Iowa and provides information about the department's organizational composition, financial reports, correctional programming, supervision, and strategic planning. I commend the outstanding staff of the First District for their continued dedication to public safety, offender accountability, and excellence in programming provided in a professional and compassionate atmosphere.



Community Corrections plays a vital role in the overall criminal justice system in Iowa, providing a wide range of viable alternatives to incarceration. The First District believes our mission can best be accomplished through:

- Supervision consistent with offender risk
- Programming targeted at offender needs
- Offender accountability using a broad range of rewards and sanctions
- Community collaboration
- Properly trained and equipped staff
- Support and responsiveness to victims

During FY'05, the department continued to critically review outcome information and work processes to ensure the most efficient use of resources. Programs with poor outcomes were either discontinued or revised and outdated processes were eliminated. Programs showing positive outcomes have been used as models, with staff sharing information with other districts and institutions and at statewide correctional conferences.

My sincere appreciation is extended to the Board of Directors, Advisory Committees, and the Department of Corrections who provide on-going support and valuable input to assist us in achieving our goals. I would also like to thank all of the First District employees, who each contribute to the department's mission on a daily basis. It is with dedicated and innovative staff that the First District remains a leader in community corrections.

Karen E. Herkelman

Karen E. Herkelman
District Director

Special Recognitions



Thomas Bonefas began his employment on July 29, 1974 as a parole officer. He held numerous positions during his 31 years of employment, including Probation Officer, Probation Supervisor, Division Supervisor, Facility Director, and Division Manager. Tom was instrumental in the building and expansions of the facilities in Waterloo, Dubuque, and West Union. Tom retired from the Department on April 21, 2005. We thank him for his years of service and contributions to the 1st District and wish him well in his retirement.



Chris Petersen was hired on November 6, 1980 as a part-time Pre-trial Release Interviewer. During his 25 years with the department, Chris's duties included pre-trial interviews and supervision, intensive pre-trial supervision, probation, and minimum risk probation supervision. Chris retired on June 21, 2005. His years of dedicated service to the department are appreciated and we hope his retirement is enjoyable.

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Department Overview

The First Judicial District Department of Correctional Services is an agency established under Iowa Code Chapter 905 to provide correctional services throughout the eleven counties of Northeast Iowa, comprising the First Judicial District.

In October of 1973, the first efforts at establishing community-based corrections in the First Judicial District revolved around a Waterloo based agency established to provide correctional services in Black Hawk, Grundy, and Buchanan Counties, named the "Tri-County Department of Court Services."

In late 1974, a similar office was established in Oelwein to provide correctional services in Fayette, Chickasaw, Clayton, Howard, Winneshiek, and Allamakee Counties.

In November of 1976, the two agencies were merged into one to provide most of the basic pre-institutional services in nine of the eleven counties of the district and a limited level of service in Dubuque and Delaware Counties. In 1977, all eleven counties merged into one agency called, "The First Judicial District Department of Correctional Services."

Early efforts to establish a residential facility/probation office in the Waterloo-Cedar Falls area finally paid off in late 1976 with the establishment of a residential facility in the old Ellis Hotel building in downtown Waterloo. A second residential facility was leased in 1978 in Dubuque at an old house on Garfield Street. In November of 1981, Waterloo probation staff separated from the residential setting and moved from the Ellis Hotel to the current Waterloo Probation/Parole office at 527 E. 5th Street. In 1984, a 36-bed facility was built in Dubuque on Elm Street; and in 1985, the Waterloo Residential Facility moved from the condemned Ellis Hotel to a newly constructed 56-bed facility at 310 East 6th Street.

On July 1, 1984, the State Department of Corrections turned over the administration of all community-based correctional services to the eight judicial districts, bringing on Parole, Compact Services, and Work Release for those inmates released from prison. The Work Release Facility in Waterloo had been in operation since November of 1971. In March of 1991 an addition was completed to the Waterloo Residential Facility to house Work Release and Administrative Offices. In this transition Work Release expanded from a 20-bed facility to a 64-bed multi-program facility.

In 1992, a 32-bed multi-program correctional facility was completed in West Union. In 1995, an 8-bed expansion was built creating a 40-bed co-correctional facility. In May of 1999, the Dubuque Field Services Offices moved to a new location at 745 Main Street. In early 2001, a 44-bed expansion of the Dubuque Residential Facility was completed bringing the total design capacity to 80 beds. In June of 2004, the Oelwein Field Services Office moved to 1584 South Frederick Street in Oelwein. In April of 2005, the Decorah Field Services Office moved to 1014 South Mill Street in Decorah.

The First Judicial District Department of Correctional Services provides a comprehensive program of community correctional services, including: Pre-Trial Services, Presentence Investigations, Probation Supervision, Residential Correctional Facilities, Work Release, Parole, Compact Services and Special Programs.

1st District ~ Quick Facts as of June 30, 2005

About Employees ~

Number of Employees: 189

About 1st District Facilities ~

Capacity

Waterloo	150
Dubuque	80
West Union	48
Total	278

About Offenders ~

Number of Offenders:
 on 6/30/05: 4,870
 on 6/30/04: 4,772

2.1% increase

The Demographics

Male 75.5% Female 24.5%

Age Group	
Under 18	0.1%
18 to 20	8.8%
21 to 30	43.5%
31 to 40	23.1%
41 to 50	18.4%
51 to 60	5.1%
61 or Older	0.9%
Not Recorded in ICON	0.1%

Race/Ethnic Origin	
Amer. Ind. Or Alaska Native/Non-Hispanic	0.3%
Asian or Pacific Islander/Non-Hispanic	0.3%
Black/Non-Hispanic	20.4%
White/Hispanic	2.3%
White/Non-Hispanic	76.4%
White/Unknown	0.2%
Not Recorded in ICON	0.1%

Employment Status	
Disabled	6.8%
Unemployed	23.4%
Employed	69.8%

The Community Service Worked

- 1003 offenders performed
- 37,671.65 hours of community service

The Offenses

Offense Type	
Violent	13.8%
Property	25.3%
Drug	27.8%
Public Order	31.6%
Other	1.5%

Of the high risk offenders assessed, **68.1%** of the District's population active on June 30, 2005, reported an official record of assault/violence.

Closures

	Field Services	Residential Facilities
Successful	79.4%	74.2%
Unsuccessful	14.5%	23.3%
Administrative*	4.2%	2.1%
Intermediate Sanction ✓	1.8%	0.3%

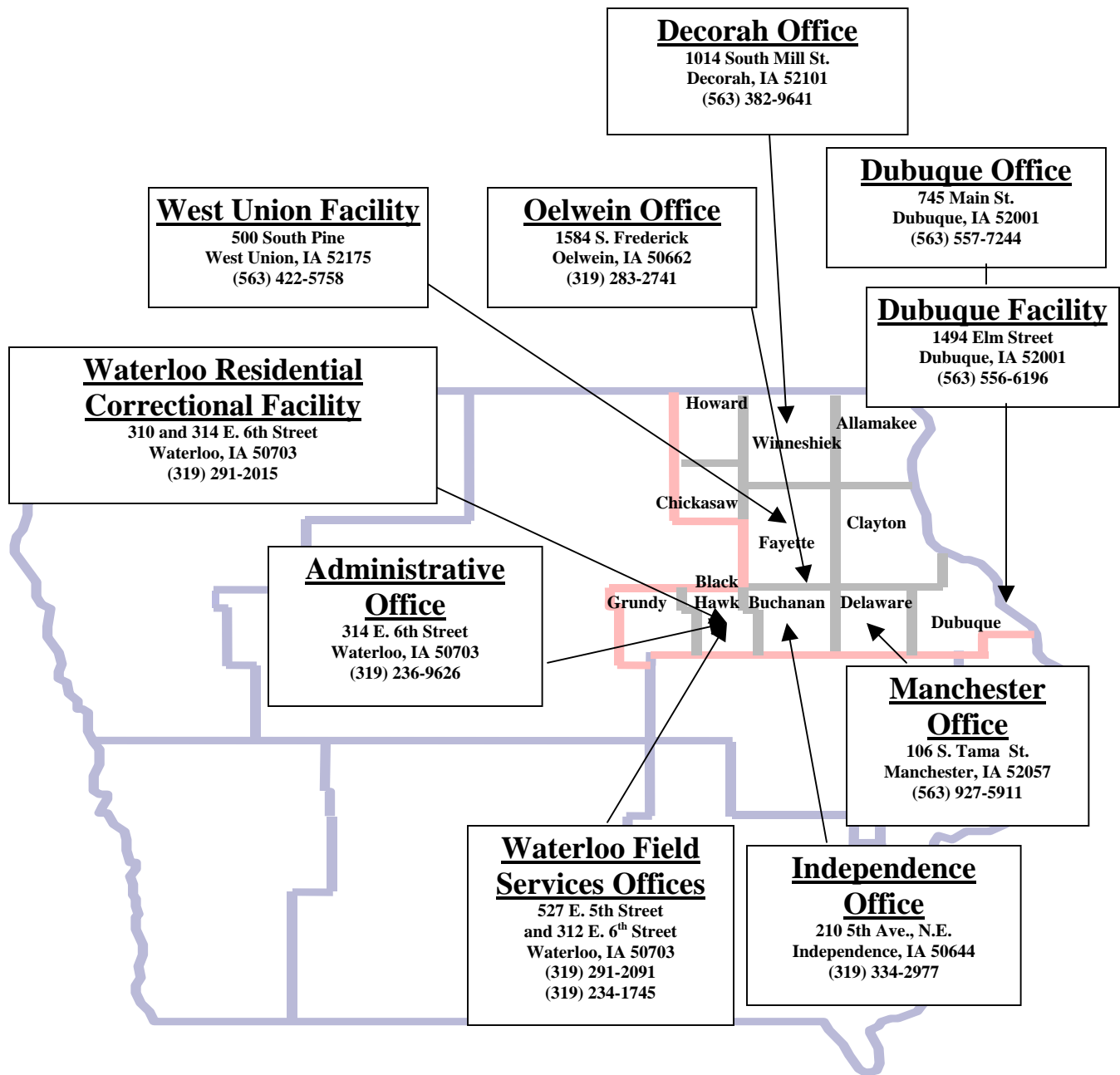
* Administrative: i.e. Death, Transfer to another District

✓ Intermediate Sanction: i.e. placed in Violator Program, moved from field to facility

The Substance Abuse

Of the high risk offenders assessed, **89.7%** of the District's population active on June 30, 2005, reported having alcohol and/or drug problems currently and/or in the past. Of the offenders active on June 30, 2005, 265 had a most serious charge that was a meth offense.

FIRST DISTRICT OFFICES



Our Vision



We 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 programs and services. ***1st District programs will be used as model programs and replicated throughout other correctional jurisdictions.***

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. ***1st District staff will be proficient and employ "what works" practices throughout their work.***

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. ***Restorative Justice practices/philosophies will be integrated into 1st District policies and programs and every offender is given a fair opportunity to change their behavior.***

We will be known for our staff development and training programs that engender the strong ethics, diversity, and professional nature of our Department. ***1st District leadership and staff development programs will be seen as the finest and all staff will grow professionally and be empowered to work independently.***

We will be known for keeping operational costs low, while providing high-quality programs in a safe environment. ***1st District programs will reflect positive outcomes and prove to be cost effective.***

We will be seen as a highly credible Corrections Department that focuses on its mission, and takes care of its people. ***The 1st District will be known as a cohesive team focused on solutions, dedicated to quality service, exemplary programs and a fully accredited organization.***

FIRST DISTRICT STAFF DIRECTORY as of June 30, 2005

Administration

314 East 6th Street, P.O. Box 4030
Waterloo, IA 50704-4030
(319) 236-9626

Karen Herkelman, District Director
Cindy Studnicka, Division Manager
Donna Wede, Administrative Officer
Jody Seegers, Information Technology Specialist
Howard Haus, Systems Administrator
Carolyn LeBahn, Systems Administrator
Janet Harms, Administrative Assistant
Jane Jansen, Executive Secretary
Missy Schneider, Accounting Technician

Decorah Probation/Parole

1014 South Mill Street, P.O. Box 404
Decorah, IA 52101-0404
(563) 382-9641

Judy Herman, Probation/Parole Officer III
Jane Duehr, Probation/Parole Officer III
Michele Manning Houlihan, Probation/Parole Officer II
Chad Beermann, Probation/Parole Officer II
Sherryl Paul, Substance Abuse Liaison
Max Humpal, Secretary

Dubuque Probation/Parole

745 Main Street
Dubuque, IA 52001
(563) 557-7244

Doug Dykstra, Probation/Parole Supervisor II
Dave Berry, Clinical Services Manager
Mark Blatz, Probation/Parole Officer III
Roxanne Patton, Probation/Parole Officer III
Rae Ann Kennedy, Community Treatment Coordinator
Mark Esser, Probation/Parole Officer II
Jessica Clark, Probation/Parole Officer II
Lauri Waldbillig, Probation/Parole Officer II
Terry Hudson, Probation/Parole Officer II
Traci Suarez, Probation/Parole Officer II
Lynn Giles, Probation/Parole Officer II
Kyle Stewart, Probation/Parole Officer II
Karen Kascel, Probation/Parole Officer II
Claudette Carter-Thomas, Probation/Parole Officer II
Joan Zitelman, Educational Instructor
Mary Taylor, Secretary
Alice Connor-Hoerner, Secretary
Mel Ries, Secretary

Dubuque Residential

1494 Elm Street
Dubuque, IA 52001
(563) 585-1663

B. Eric Johnson, Residential Manager
Wendy Lyons, Probation/Parole Supervisor II
Jack Dye, Residential Supervisor
John Miller, Probation/Parole Officer III
Monty Sheckles, Probation/Parole Officer II
Dave Eisbach, Probation/Parole Officer II
Lisa Hoftender, Probation/Parole Officer II
Paul Kloft, Probation/Parole Officer II
Lloyd Herman, Residential Officer
Dennis DeBerg, Residential Officer
Wayne Streif, Residential Officer

Jeannie Strawn, Residential Officer
Ron Kracke, Residential Officer
Mindy Kopp, Residential Officer
Ranee Boettner, Residential Officer
Gael Huinker, Residential Officer
Jackie Bradley, Residential Officer
Stacy Firzlaff, Residential Officer
Wes Schilling, Residential Officer
Emily Cahoon, Residential Officer
Mike Zurcher, Residential Officer
Mark Shaw, Building Maintenance Coordinator
Jackie Delaney, Secretary
Cindy Schmitt, Secretary
Karen Reddick, Food Service Leader
Jessica Hammel, Cook
Debbie Wessels, Cook

Independence Probation/Parole

210 5th Avenue, N.E., P.O. Box 68
Independence, IA 50644-0068
(319) 334-2977

Roger Oberhauser, Probation/Parole Officer II

Manchester Probation/Parole

106 South Tama Street, P.O. Box 1
Manchester, IA 52057-0001
(563) 927-5911

Vivian Doyle, Probation/Parole Officer II

Oelwein Probation/Parole

1584 South Frederick Avenue
Oelwein, IA 50662
(319) 283-2741

Mike Ryan, Probation/Parole Supervisor II
Heather Jones, Probation/Parole Officer III
Gene Vine, Probation/Parole Officer II
Seth Bonnette, Probation/Parole Officer II
Dean Milius, Probation/Parole Officer II
Lanette Bloem, Probation/Parole Officer II
Gail Ehlers, Secretary
Kathy Flaucher, Secretary

Waterloo Probation/Parole

527 East 5th Street, P.O. Box 2596
Waterloo, IA 50704-2596
(319) 291-2091

Scott Dolan, Probation/Parole Supervisor II
William Martinez, Probation/Parole Supervisor II
Gina Wester, Clerical Supervisor
Sandy Brockney, Probation/Parole Officer III
Norm Montgomery, Probation/Parole Officer III
Laurie Stapella-Knief, Probation/Parole Officer II
Julie Weber, Probation/Parole Officer II
Janis Wren, Probation/Parole Officer II
Dan Blaylock, Probation/Parole Officer II
Bob Ames, Probation/Parole Officer II
B.J. Wilcox, Probation/Parole Officer II
Tim Gillam, Probation/Parole Officer II
Crystal Corlett, Probation/Parole Officer II
Mike Yates, Probation/Parole Officer II
Kristi Hein, Probation/Parole Officer II
Brian Baker, Probation/Parole Officer II

Waterloo Probation/Parole, Continued

Roxann Scheffert, Probation/Parole Officer II
Angie Oberhauser, Probation/Parole Officer II
Don Gardner, Probation/Parole Officer II
Pam Todd, Probation/Parole Officer II
Dwayne Price, Probation/Parole Officer II
Gayle Clark, Probation/Parole Officer II
Janice Hewitt, Probation/Parole Officer II
Mike Roquet, Probation/Parole Officer II
Connie Scarbrough, Probation/Parole Officer II
Kathy Gades, Probation/Parole Officer II
Alison Baker, Probation/Parole Officer II
Greg Tovar, Probation/Parole Officer II
Kent Guild, Educational Instructor
Kari Gardner, Secretary
Janet Butz, Secretary
Jean Johnson, Secretary
Raja Seda, Secretary
Lori Fox, Secretary
Sharon Keith, Maintenance Technician

Waterloo Probation/Parole (312)

312 East 6th Street, P.O. Box 4030

Waterloo, IA 50704-4030

(319) 234-1745

Cheryl Cook, Probation/Parole Supervisor II
Rick Dolleslager, Polygrapher
Bob Morck, Probation/Parole Officer III
Jeff Grell, Probation/Parole Officer III
Dan Mallin, Probation/Parole Officer III
Pat Weber, Probation/Parole Officer III
Bill Tate, Jr., Probation/Parole Officer III
Jennifer Wymore, Probation/Parole Officer II
Michelle Shepherd, Probation/Parole Officer III
Curt Turner, Probation/Parole Officer III
John Harrington, Probation/Parole Officer III
Mary Roche, Community Program Monitor
Sara Carter, Community Program Monitor
Dee Krull, Secretary

Waterloo Residential (310)

310 East 6th Street, P.O. Box 4030

Waterloo, IA 50704-4030

(319) 291-2015

Lisa Dolan, Probation/Parole Officer III
John Clark, Probation/Parole Officer II
Donna Fanning, Probation/Parole Officer II
Dave Anders, Probation/Parole Officer II
Carmen Coleman, Residential Officer
Tracy Victoria, Residential Officer
Stacy McHone, Residential Officer
Dave LeBahn, Residential Officer
Kari Yates, Residential Officer
Robert Capelle, Residential Officer
Rob Wymore, Residential Officer
Fred Thomas, Residential Officer
Matt Flattery, Residential Officer
Randy Petty, Residential Officer
Doug Dietz, Residential Officer
Mark Chase, Building Maintenance Coordinator
Leo Francisco, Building Maintenance Coordinator
Gary Gilles, Sr., Community Work Crew Leader
Ida Burgess, Food Service Leader
Betty Wright, Food Services Coordinator
Sonia Johnson-Jackson, Cook

Waterloo Residential (312)

312 East 6th Street, P.O. Box 4030

Waterloo, IA 50704-4030

(319) 234-1745

Denise Cooper, Community Treatment Coordinator
Shawn Chestnut, Probation/Parole Officer II
Dawn McFarlane, Probation/Parole Officer II
Chad Mackie, Probation/Parole Officer II
Laurie Thoma, Secretary

Waterloo Residential (314)

314 East 6th Street, P.O. Box 4030

Waterloo, IA 50704-4030

(319) 291-2015

Cheryl Meyer, Assistant District Director
Ken Kolthoff, Division Manager
Mike Schreck, Probation/Parole Supervisor II
Tam DeMaris, Probation/Parole Supervisor II
Dave Campbell, Residential Supervisor
Al Hoff, Residential Supervisor
Patti Smilanich, Psychologist
Cheryl Hannah, Probation/Parole Officer III
Ross Todd, Probation/Parole Officer III
Dave Potter, Probation/Parole Officer II
Robert Henderson, Probation/Parole Officer II
Pat Casey, Residential Officer
Jim Farley, Residential Officer
DeDe Helgeson, Residential Officer
Mike Laneville, Residential Officer
Mike Schwab, Residential Officer
Scott Mickle, Residential Officer
Darcy Vine, Residential Officer
Corey Stevenson, Residential Officer
Jeff Young, Residential Officer
Chris Clapp, Residential Officer
Deb Kuehne, Residential Officer
Richard Howard, Residential Officer
Sue Danico, Secretary

West Union Residential

500 South Pine, P.O. Box 497

West Union, IA 52175-0497

(563) 422-6030

Mark Smith, Residential Manager
Robert Levendusky, Residential Supervisor
Jodi Kuennen, Probation/Parole Officer III
Keith Kovarik, Probation/Parole Officer II
Pat Taylor, Probation/Parole Officer II
Ricky Conley, Residential Officer
Jo Ann Meyer, Residential Officer
Chad Vance, Residential Officer
Darrell Todd, Residential Officer
Sherri Miene, Residential Officer
Jim Schiller, Residential Officer
Mark Oltrogge, Residential Officer
Dave Creery, Residential Officer
John Duehr, Residential Officer
Brad Gordon, Residential Officer
Rose Clark, Secretary
Tammy Moser, Secretary
Diane Bartels, Food Service Leader
Kathy Dunt, Cook

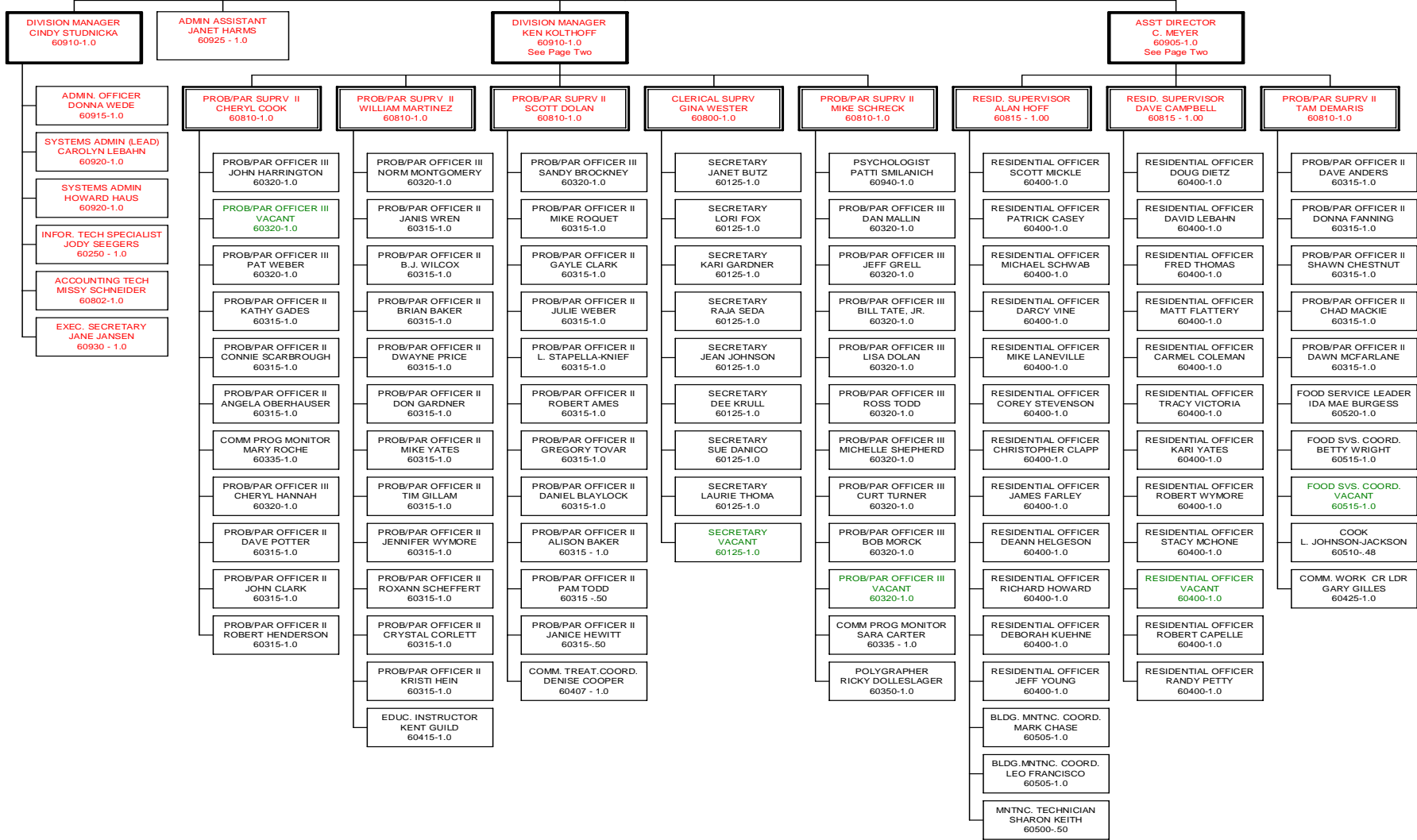
Table of Organization

as of June 30, 2005

**Western
Division**

BOARD OF DIRECTORS

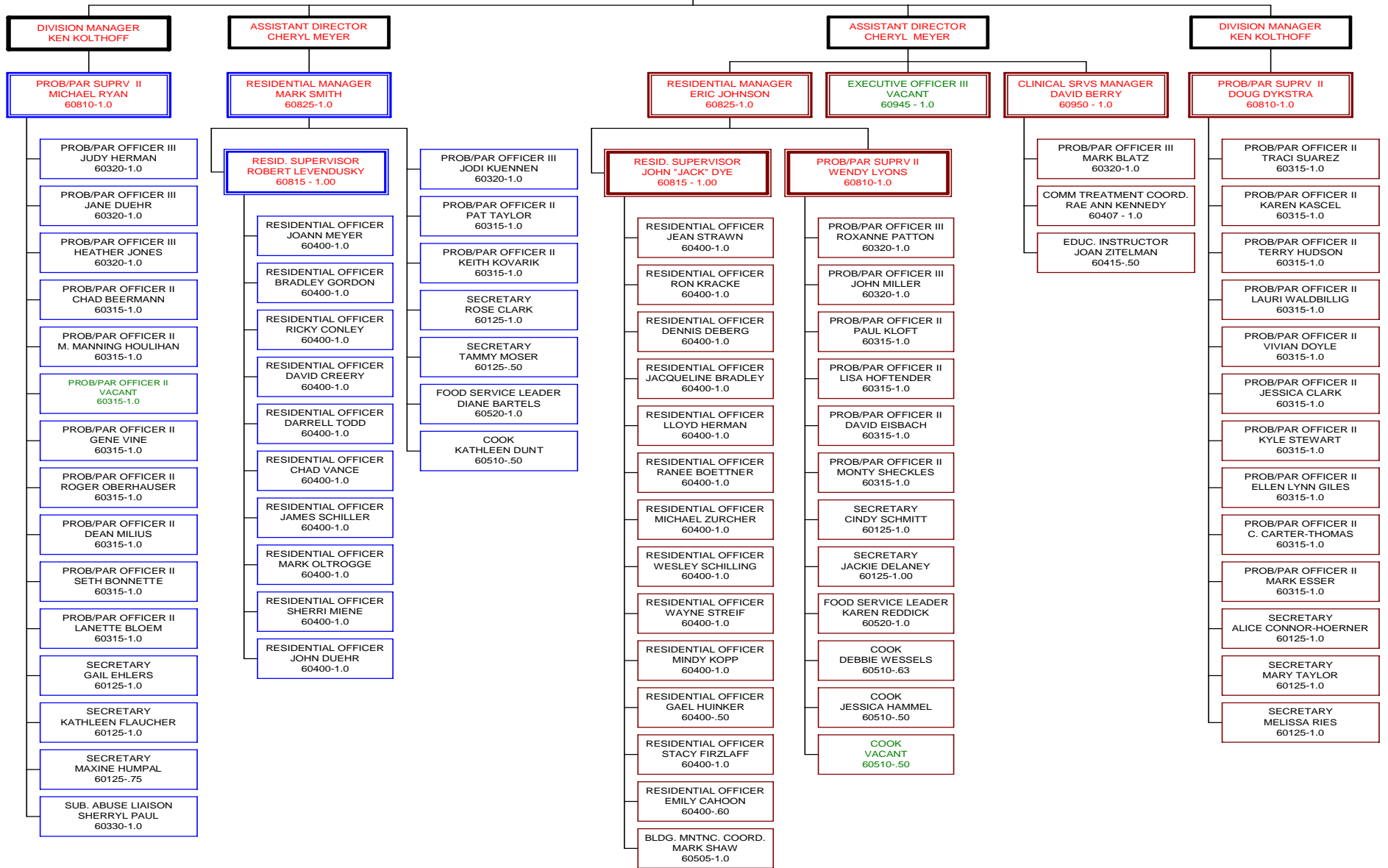
DISTRICT DIRECTOR
KAREN HERKELMAN
60903-1.0



Northeast Division

Eastern Division

DISTRICT DIRECTOR
KAREN HERKELMAN



BOARD OF DIRECTORS

1st Judicial District Department of Correctional Services Board of Directors (* Indicates Executive Committee Member)

Allamakee County			
	Member	Burke, Lennie	Waukon, IA 52172 (563) 497-3353
	Alternate	Clark, William	Waukon, IA 52172 (563) 568-2707
Black Hawk County			
	Member	Mosley, Leon*	Waterloo, IA 50703 (319) 236-1031
	Alternate	Smith, Robert	Waterloo, IA 50703 (319) 233-3907
Buchanan County			
	Member	Donnelly, Leo	Independence, IA 50644 (319) 334-2803
	Alternate	Gaffney, Ellen	Independence, IA 50644 (319) 636-2660
Chickasaw County			
	Member	Boge, Arnie*	New Hampton, IA 50659 (641) 228-4936
	Alternate	Mattke, Sherry	New Hampton, IA 50659 (563) 237-5833
Clayton County			
	Member	Walke, Bob*	Elkader, IA 52043 (563) 252-1726
	Alternate	Meyer, Neil	Elkader, IA 52043 (563) 539-4617
Delaware County			
Vice Chair	Member	Koeneke, Steve*	Manchester, IA 52057 (563) 925-2527
	Alternate	Helmrichs, Shirley	Manchester, IA 52057 (563) 927-5937
Dubuque County			
	Member	Smith, Donna	Dubuque, IA 52001 (563) 582-4280
	Alternate	Manternach, Eric	Dubuque, IA 52001 (563) 852-3915
Fayette County			
	Member	Bunn, John	West Union, IA 52175 (563) 578-8641
	Alternate	Kennedy, Mike	West Union, IA 52175 (319) 283-3386
Grundy County			
	Member	Bakker, Chuck	Grundy Center, IA 50638 (319) 989-2627
	Alternate	Smith, Barbara	Grundy Center, IA 50638 (319) 824-3703
Howard County			
Chair	Member	Fenske, Dale*	Cresco, IA 52136 (563) 569-8459
	Alternate	Wilhelm, Mary Jo	Cresco, IA 52136 (563) 547-4156
Winneshiek County			
	Member	Hunter, Jr., Gordon	Decorah, IA 52101 (563) 382-4071
	Alternate	Askelson, Les	Decorah, IA 52101 (563) 382-3138
First District Judicial			
	Member	Zager, Bruce	Waterloo, IA 50703 (319) 236-3610
	Alternate	Fister, Jon	Waterloo, IA 50703 (319) 236-0236
	Member	Sevcik, Joseph	Cedar Falls, IA 50613 (319) 266-7287
	Alternate	Hall, Linda	Waterloo, IA 50703 (319) 233-6163
	Member	Hellman, James*	Waterloo, IA 50704 (319) 266-8152
	Alternate	Kaufman, Paul	Dubuque, IA 52001 (563) 583-5030
Eastern Advisory			
	Member	Bunting, Cliff	Manchester, IA 52175 (563) 927-3953
	Alternate	Clemen, Bob	Masonville, IA 50654 (563) 927-6318
Northeast Advisory			
	Member	Hamann, Sandy	New Hampton, IA 50659 (563) 237-6105
	Alternate	Vick-Froelich, Deidre	Elkader, IA 52043 (563) 873-3300
Western Advisory			
	Member	Greenlee, Bob*	Shell Rock, IA 50670 (319) 885-6313
	Alternate	Hagge, Harry	Cedar Falls, IA 50613 (319) 266-4530

ADVISORY COMMITTEES

Eastern

Diane Thomas	118 West Main, P.O. Box 31, Manchester, IA 52057	Chair
Cliff Bunting	1002 New Street, Manchester, IA 52175	Board Rep.
Bob Clemen	2039 110th Avenue, Masonville, IA 50654	Board Alternate
Maggie Norby	Maria House 1561 Jackson, Dubuque, IA 52002	
Kim Wadding	770 Iowa Street, Dubuque, IA 52001	
John LeClere	301 E. Main St., Manchester, IA 52057	
Jim Wessel	208 E. Main, Manchester, IA 52057	
Doug Stillings	1398 Central Avenue, Dubuque, IA 52001	
Beth Conlon	1071 Mount Loretta Ave., Dubuque, IA 52003	
Ken Runde	770 Iowa Street, Dubuque, IA 52001	
Len Decker	1450 Alta Vista, Box 178, Dubuque, IA 52004	

Northeast

Don Nelson	Box 400, Calmar, IA 52132	Chair
Deidre Vick-Froelich	Box 970, Elkader, IA 52043	Board Alternate
Sandy Hamann	951 N. Linn Avenue, New Hampton, IA 50659	Board Rep.
Marilyn Pierce	1413 1st Street West, Independence, IA 50644	
Tom Raulerson	2136 Horn Hollow Road, Decorah, IA 52101	
Dave Zimmer	504 Easy Street, West Union, IA 52175	
Laurie Schultz	Box 970, Elkader, IA 52043	
Jacque Hahn	PO Box 403, Cresco, IA 52136	
Barb Winters	1059 3rd Ave. NW, Waukon, IA 52172	
Tim Main	2277 Iowa Ave., Independence, IA 50644	

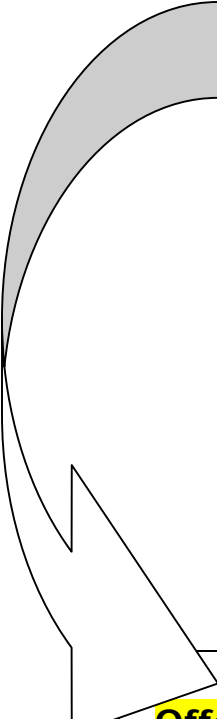
Western

Janet Walden	739 Stephan Ave., Waterloo, IA 50701	Chair, Board Alternate
Bob Greenlee	PO Box 278, Shell Rock, IA 50670	Vice-Chair, Board Rep
Harry Hagge	4207 Clearview Drive, Cedar Falls, IA 50613	
Kevin Wall	P.O. Box 1468, Waterloo, IA 50704	
Carol Stahl	147 Hope Street, Waterloo, IA 50703	
Roosevelt Taylor	P.O. Box 2512, Waterloo, IA 50704	
Marilyn DeKoster	215 Lillian Lane, Waterloo, IA 50701	
Valerie Nehl	531 Commercial Street, Waterloo, IA 50701	
Leon Mosley	Courthouse, Waterloo, IA 50703	

Year End Financial Reports FY '05

FY '05 TOTAL REVENUES

	FY 2004	FY 2005	% Change
State	9,811,716	10,215,157	+4%
Federal	855,268	706,233	-17%
County	535,179	513,820	-4%
Offender Fees (Detailed Below)	1,790,618	1,935,256	+8%
Batterer Education Program Support	25,800	99,880	+287%
Intra State Transfers	31,662	0	-100%
Other	21,155	17,732	-16%
Previous Fiscal Year Carryover	76,322	207	-99%
TOTAL	13,147,720	13,488,285	+3%



Offender Fees	FY 2004	FY 2005	% Change
Residential Rent	1,016,502	1,152,564	+13%
Residential Day Reporting Fees	184,981	171,071	-8%
Supervision Fees	513,625	527,894	+3%
Program Fees	75,510	83,727	+11%
Totals	1,790,618	1,935,256	+8%

FY '05 Total Expenditures

Cost Center	FY 2004	FY 2005	% Change
Salaries & Benefits	11,542,910	11,984,206	+4%
Travel & Subsistence	84,903	79,090	-7%
Supplies	429,635	471,718	+10%
Contractual Services	763,677	760,501	-1%
Equipment & Repairs	105,648	67,083	-37%
Debt Reduction & Insurance.	220,740	88,336	-60%
TOTAL	13,147,513	13,450,934	+2%

FY '05 EXPENDITURES BY MAJOR COST CENTERS

Major Cost Center	FY 2004	FY 2005	% Change
Administration **	906,532	1,082,400	+19%
Probation/Parole	3,963,992	4,317,206	+9%
Residential Services	5,920,274	5,842,864	-1%
Special Projects (detailed below)	2,356,715	2,208,464	-6%
TOTAL	13,147,513	13,450,934	+2%

**First District Administration directs, manages, establishes policies and procedures, and oversees all community based district operations including: strategic planning, budgeting, personnel, technology, fiscal management and accountability, offender services, program development, and contracted services.

FY '05 EXPENDITURES IN SPECIAL PROJECTS	FY 2004	FY 2005	% Change
Probation/Parole/Pretrial Intensive	230,706	243,647	+6%
TASC	67,639	69,981	+3%
Violator Aftercare	151,222	160,104	+6%
Youthful Offender	184,223	0	-100%
Day Programming	99,986	0	-100%
Education	28,806	92,231	+220%
Sex Offender Treatment	802,991	827,366	+3%
Community Work Crew	60,062	55,392	-8%
Dual Diagnosis	499,108	463,691	-7%
Mental Health Transition	172,830	173,016	+1%
Federal Flow Thru Grants	45,415	0	-100%
Batterers' Education Program	13,727	59,555	+334%
Black Hawk Co. Jail Assessment	0	63,481	+100%
TOTAL	2,356,715	2,208,464	-6%

Average Program Costs

Low Risk Offender Program	.33
Regular Probation/Parole Supervision	3.28
Regular Pre-Trial Supervision	3.27
Intensive Probation/Parole Supervision	10.23
Intensive Pre-Trial Supervision	7.40
Sex Offender Treatment Program (Field Services)	21.38
Dual Diagnosis (Male)	32.65
Women's Program for Co-Occurring Disorders	20.91
Dual Diagnosis – Aftercare	8.21
Mental Health Re-Entry Program	12.47
Pre-Trial Interview	28.51
Pre-Trial Interview – Intensive	42.92
Pre-Sentence Investigation – Detailed	295.09
Pre-Sentence Investigation - Informal	43.16
Treatment Alternatives to Street Crime (TASC)	5.05
Violator Aftercare	8.41
Batterer Education Program	.48
Average Daily Cost Per Facility	55.01
Average Daily Cost Facility Day Reporting	4.27
Average Daily Cost for Education Component	13.30




Evidence Based Practices

Evidence-based practice is a significant trend throughout all human services that **emphasize outcomes**. **Interventions** within community corrections are considered **effective when they reduce offender risk and subsequent recidivism** and therefore make a positive long-term contribution to **public safety**. The First Judicial District is committed to implementing Evidence-Based Practice by practicing the following principles:

- 1) **Assess** offender risk to re-offend and identify needs, using validated instruments
- 2) Enhance intrinsic motivation in offenders using **motivational interviewing skills**
- 3) Target appropriate **interventions**
- 4) Provide **cognitive behavioral programming**
- 5) Increase **positive reinforcement**
- 6) Engage ongoing **community support**
- 7) **Measure** program feedback and **outcomes**
- 8) Build in **quality assurance** systems to monitor the delivery of services

Scientific learning
is impossible without
EVIDENCE



Cognitive Skills and Restructuring

Available District-wide

Many of the department-operated programs use a cognitive-behavioral approach, which means thoughts, feelings, and behavior are interrelated. Groups dealing specifically with cognitive restructuring and skill building are also provided, using research-based curriculums. These curriculums address:

- Values, Beliefs, and Attitudes
- Connection Between Feelings, Thoughts, and Behaviors
- Logical Thinking
- Reasoning and Decision-making Skills
- Addressing Cognitive Distortions
- Taking Responsibility for Choices and Behavior

Active on 7/1/04	50
New Admissions	105
Closed	112
Successful Completion Rate	81.25%
Unsuccessful Completion Rate	5.5%
Administrative Completion Rate	7%
Intermediate Sanctions	6.25%
Active on 6/30/05	39
Total served FY05	155

Anger Management

Available District-wide

Anger management groups offered through the Department consist of weekly cognitive behavioral and skill development sessions to help participants in developing an increased ability to manage stress and conflict in their lives. This intervention stresses personal responsibility and accountability on the part of the offender while addressing the real consequences of criminal behavior utilizing cognitive restructuring, behavior redirection and skill development techniques. The objectives for this program include:

1. Increasing an understanding of consequences of poor anger control.
2. Discover thinking patterns that increase effective conflict/stress management.
3. Learn the difference between effective and ineffective anger management.
4. Discover and practice basic communication skills.
5. Explore skills and practices that increase positive relationships and healthy stress management.

Active on 7/1/04	17
New Admissions	108
Closed	95
Successful Completion Rate	77%
Unsuccessful Completion Rate	2%
Administrative Completion Rate	16%
Intermediate Sanctions	5%
Active on 6/30/05	29
Total served FY05	125

Substance Abuse Programs

- ❑ **90% of offenders have substance abuse problems**
- ❑ Referrals for evaluation, education, and treatment are made to community resources, including self-help groups, hospitals, and local substance abuse agencies
- ❑ Drug and alcohol use are monitored through urinalysis and breath testing

TASC -- Treatment Alternatives to Street Crimes

Available in the Northeast Iowa Division

TASC serves as the communication bridge between the criminal justice system and the substance abuse treatment providers. The *mission* of TASC is to reduce the criminal/substance abusing behavior of offenders by providing and coordinating correctional and substance abuse services.

GOALS:

- ~Communication between Substance Abuse & the Justice System
- ~Identification/intervention of substance abuse & relapse behavior
- ~Promote successful completion of treatment
- ~Recovery oriented behavior
- ~ Reduce criminal recidivism
- ~ Provide intermediate sanctions

COMPONENTS:

- Assessment
- Referral
- Case Management
- Intervention
- Aftercare
- Treatment

Average
Daily Costs
\$5.05

Active on 7/1/04	28
New Admissions	37
Closed	26
Successful Completion Rate	53.8%
Unsuccessful Completion Rate	11.5%
Administrative Completion Rate	19.2%
Intermediate Sanctions	15.4%
Active on 6/30/05	38
Total served FY05	65

Substance Abuse Programs

Chronic Substance Abuse Program

Available in the Waterloo Residential Correctional Facility

~The Chronic Substance Abuse Program targets the male chronic poly-drug users who have exhausted other available treatment resources. The goal of the program is for the offenders to understand their cycle of addiction, recovery process, and to develop a community network of support. A Certified Addictions Counselor facilitates cognitive-behavioral aftercare groups.

~The mission of the program is to teach, assist, and provide support in the development of improved thinking and decision-making skills while finding a sense of direction and purpose to life. ~The program uses a holistic approach to prepare for living back in the community without the use of drugs and alcohol in order to reduce recidivism and enhance the quality of life. ~The program includes a transitional component to release, providing immediate response to violations and increased accountability.

Active on 7/1/04	12
New Admissions	20
Closed	15
Successful Completion Rate	66.7%
Unsuccessful Completion Rate	6.7%
Administrative Completion Rate	20%
Intermediate Sanctions	1%
Active on 6/30/05	15
Total served FY05	32

Operating While Intoxicated (OWI) Programs

Available in the Waterloo, West Union, and Dubuque Facilities

The facilities provide programs for offenders convicted of multiple Operating While Intoxicated charges, as authorized by the Iowa Code, Chapter 904.153. Offenders in these programs are considered state inmate status but are able to serve their sentences and participate in treatment in the facilities in lieu of prison. These offenders are under the jurisdiction of the Department of Corrections and the Board of Parole.

Substance abuse treatment is provided through contracted Services with local substance abuse agencies.

COMPONENTS:

- Assessment
- Individual Counseling
- Group Counseling
- Support Group Attendance

Active on 7/1/04	109
New Admissions	86
Closed	75
Successful Completion Rate	97.3%
Unsuccessful Completion Rate	1.3%
Administrative Completion Rate	0%
Intermediate Sanctions	1.3%
Active on 6/30/05	119
Total served FY05	195

Mental Health Programs

Available in Black Hawk County

Mental Health Jail Assessment

Through county funds, the department conducts mental health assessments in the Black Hawk County Jail to determine if appropriate services and/or placements exist in the community to address the mental health needs and provide the appropriate level of supervision for the offenders. For offenders deemed appropriate for release, a plan is developed for re-entry into the community, which includes adequate housing, medications, provider support, and appropriate correctional supervision. This program works closely with and makes referrals to the other mental health programs.

- Out of 183 inmates screened, 163 were referred to the following services:
 - 55 referred to Women’s Co-Occurring Disorder Program or Dual Diagnosis Offender Program
 - 22 to residential care facilities
 - 80 to community placement with appropriate supervision
 - 6 to violator program per case manager recommendation

Mental Health Re-Entry Program

The Re-entry Program is partially funded by Black Hawk County and a grant through the Department of Human Services. It serves offenders from jail or prison that may otherwise not be released due to mental health issues. The specific focus of the program is the release and transition issues faced by persons with mental illness who are leaving jail or prison.

Those offenders receive assistance with • Housing • Medication Management • Transportation • Crisis Intervention • Other Barriers to Successful Transition to the Community.

The program uses a *Community Accountability Board*, made up of representatives from local agencies, which meet regularly to review offender progress and assist with connecting offenders to local services.

Active on 7/1/04	27
New Admissions	33
Closed	22
Successful Completion Rate	64%
Unsuccessful Completion Rate	32%
Administrative Completion Rate	4%
Active on 6/30/05	38
Total served FY05	60

Average
Daily Costs
\$12.47

Mental Health Programs

Male Dual Diagnosis Offender Program

The Dual Diagnosis Offender Program is funded through a Residential Substance Abuse Treatment grant. It is a facility-based program for 18 males who have co-occurring mental illness and substance abuse disorders. These offenders are historically difficult to treat and would otherwise likely be in jail, prison, or hospitals. The program integrates substance abuse and mental health treatment with correctional structure, using on-site contracted mental health and substance abuse services.

	Residential Facility	Aftercare
Active on 7/1/04	18	30
New Admissions	35	22
Closed	35	22
Successful Completion Rate	66.0%	59.0%
Unsuccessful Completion Rate	26.0%	36.0%
Administrative Completion Rate	6.5%	0.0%
Intermediate Sanction	3.5%	5.0%
Active on 6/30/05	18	22
Total served FY05	53	52

**Average Daily Costs
Residential Facility
\$32.65**

**Average Daily Costs Aftercare:
\$8.21**

Women's Program for Co-Occurring Disorders

The Women's Program for Co-occurring Disorders is funded through an Office of Drug Control Policy grant. Like the men's Dual-Diagnosis Program, contracted mental health and substance abuse services are provided on-site. The focus of the program includes assessment, medication management, group and individual counseling, employment, establishing community and support networks, building parenting skills, and general life skills. This program is unique in that it serves all legal statuses including pre-trial, residential, field probation and parole.

**Average Daily Costs
\$20.91**

Active on 7/1/04	23
New Admissions	16
Closed	12
Successful Completion Rate	83.3%
Unsuccessful Completion Rate	0.0%
Administrative Completion Rate	8.3%
Intermediate Sanction	8.3%
Active on 6/30/05	24
Total served FY05	39

Project Safe Neighborhood

Available in Waterloo (10/1/2003-9/30/2006)

A collaborative effort with:

- Waterloo Police Department • Black Hawk County Sheriff's Department
- Black Hawk County Attorney's Office • Juvenile Court Services

Goals: Identify, track and remove from the community violent and repeat juvenile and adult offenders through the cooperative efforts of local law enforcement, State and Federal Prosecutors, community based corrections and juvenile court services. Special emphasis is directed at offenders who have shown a tendency to use guns in their intimidation tactics and criminal activities.

Program Design: • 2 Probation/Parole Officers are assigned to the program • Team identifies qualified offenders • Probation/Parole Officers share offender information with local law enforcement • Developed inter-agency electronic offender information sharing, and work collaboratively to map offender movement in an effort to eliminate gaps in offender supervision

Made available by a grant through the United States Attorney's Office and administered through the Office of Drug Control Policy.

7 Probation-Status and 27 Parole-Status offenders referred in FY '05

Youthful Offender Program

Delivery of Education, Treatment/Training Opportunities for Understanding Responsibility (DETOUR) *

The mission of the Youthful Offender Program is designed to divert at-risk youth ages 16 to 21 from future criminal activity by addressing criminogenic patterns, increasing pro-social skills and ensuring offender accountability through proven, innovative, and timely interventions.

<p>GOALS: To promote self-awareness and self-corrective behavior; To maintain public safety; To reduce recidivism; To promote positive family unity; To promote pro-social behavior; To balance monitoring and treatment; To obtain appropriate educational level; To address identified criminogenic needs; To ensure accountability to victims and community; To obtain/maintain job skills</p>	<p>COMPONENTS: Substance Abuse Assessment; Education, and Treatment; Education; Job Skills; Cognitive Skills; Enhanced Parenting and Responsibility; Restorative Justice; Victim Offender Intervention Services; Mentoring; Community Service; Intensive Supervision</p>
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*** Due to a lack of referrals and a low successful completion rate, a decision was made to discontinue this program in March 2005.**

Active on 7/1/04	13
New Admissions	7
Closed	15
Successful Completion Rate	33.3%
Intermediate Sanction	6.7%
Unsuccessful Completion Rate	46.7%
Administrative Completion Rate	13.3%
Active on 6/30/05	5
Total served FY05	20

Sex Offender Treatment

Available District-wide

The goal of the Sex Offender Treatment Program is to help offenders learn to control their deviant behaviors and learn pro-social skills.

Assessment:

- Risk Assessment • Polygraph – Verification of sexual history • Plethysmograph – Physiological testing of sexual arousal patterns • Psycho-sexual Testing • Clinical Interview By the Psychologist

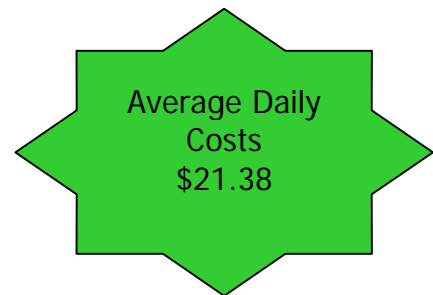
Treatment:

- Psycho-education and skill development in areas of accountability, interpersonal relationships, human sexuality, victim empathy, dynamics of sexual abuse, deviant cycle, relapse prevention, and social skills
- Group therapy – Phase I, II and Aftercare
- Individual therapy
- Family/significant other groups
- Pharmacological intervention when deemed appropriate

Monitoring:

- Intensive Supervision
- Electronic Monitoring
- Home Visits
- Collateral Contact
- Maintenance Polygraphs
- Drug and alcohol testing

Active on 7/1/04	113
New Admissions	47
Closed	45
Successful Completion Rate	60.0%
Unsuccessful Completion Rate	15.6%
Administrative Completion Rate	8.9%
Intermediate Sanction Rate	15.6%
Active on 6/30/05	106
Total served FY 05	160



Violator Aftercare Program

Available District-wide

The Department of Corrections operates Violator Programs for offenders failing parole, probation, or work release who may benefit from a four to six month intensive substance abuse or cognitive program in lieu of revocation to prison. The Department of Correctional Services provides the aftercare component.

The goal of the Violator Aftercare Program is to assist with the transition from State Violator Programs to community supervision, enabling offenders to practice the newly developed skills in their daily lives.

Active on 7/1/04	40
New Admissions	78
Closed	90
Successful Completion Rate	74.4%
Unsuccessful Completion Rate	20.0%
Administrative Completion Rate	3.3%
Intermediate Sanction	2.2%
Active on 6/30/05	25
Total served FY05	118

COMPONENTS:

- Cognitive Skills Groups
- Positive Peer Support
- Intensive Supervision
- Substance Abuse Testing

Average
Daily Costs
\$8.41

Batterer's Education Program

Available District-wide

The Batterer's Education Program (BEP) provides a group education process for offenders arrested for domestic violence charges or who have a pattern of abusive behavior within their relationships. The program is operated through contracted services. BEP staff are actively involved in local Domestic Violence Coalitions, using a community response model to address domestic violence.

Groups . . .

- Use a standardized curriculum, combining education and skill practice
- Are gender-specific
- Include 24 sessions
- Facilitated by trained facilitators

Active on 7/1/04	346
New Admissions	352
Closed	345
Successful Completion Rate	80.6%
Unsuccessful Completion Rate	10.4%
Administrative Completion Rate	9.0%
Active on 6/30/05	342
Total served FY05	698

Average
Daily Costs
\$.48

BEP is completely funded by offender fees.

Victim-Offender Intervention Services (VOIS)

Available District-Wide

Victim-Offender Intervention Services is a voluntary program that provides opportunities for individuals affected by crime to actively participate in dealing with the consequences of that crime.

Program Options:

- *Direct Communication* – face to face meetings between those affected by the crime and the offender, with a trained facilitator; restitution and reparation agreements may be part of the process
- *Indirect Communication* – verbal or written communication through the program facilitator
- *Reparation Circle* – meeting with the offender, family members, trained community volunteers, and a trained facilitator focusing on holding the offender accountable for harm caused to the community, as well as the direct victim
- *Victim Impact Classes* – classes using a cognitive-based curriculum, videos, and victim panels to assist offenders in developing an increased sensitivity toward victims and greater awareness of harm created by crime

OWI Victim Impact

Active on 7/1/04	80
New Admissions	173
Closed	238
Successful Completion Rate	97%
Administrative Completion Rate	2%
Intermediate Sanctions	1%
Active on 6/30/05	13
Total served FY05	253

Victim Impact

Active on 7/1/04	9
New Admissions	86
Closed	81
Successful Completion Rate	64.5%
Unsuccessful Completion Rate	2.5%
Administrative Completion Rate	24.5%
Intermediate Sanctions	8.5%
Active on 6/30/05	14
Total served FY05	95

Victim Impact Class Speakers	
Victim Impact Speaker Opportunities	48
New Victim Impact Speakers Prepared to Speak	8
Total Victim Impact Speaker Contacts	56

Victim-Offender Intervention Services	
Victims Assisted with:	
Restitution Information	53
Advocacy/Offender Information	12
Crime Victim Compensation	6
Advocacy/Crisis Intervention/Registration	45
Referrals to Community Resources	10
Victims/Community Members Who Participated in Facilitated Communication with Offenders	12
Total Served in VOIS	138

Staff Victimization and Support Services (SVSS)	
Staff served through SVSS	13
Offenders served through SVSS	4
Critical Incidents addressed through SVSS	2
Critical Incident Debriefings Provided through SVSS	7

Community Service

Available District-wide

The 1st District is committed to helping restore harm done to the many victims in our communities. One avenue to help accomplish this is for offenders to perform service hours in our neighborhoods. As this labor certainly benefits the community, it can also provide opportunities for the offender to learn skills and develop a sense of responsibility to society. There are many ways this District incorporates community service into our correctional programs: ***Community Service Sentencing*** is an alternative to incarceration or other sentencing options, used mainly with probationers. Paying back loss to the community is a form of restitution. Community Service can also be used as an intermediate sanction for violations of supervision or in lieu of paying fines or court costs. *It is never used for pecuniary damages.*



Handicap Ramp
built in Waterloo

Office/Facility	Number of Offenders	Hours Worked	Type of Work	Locations (frequently used)
Waterloo Field Services	184	6,381.24	Food Bank, General Labor, Charity Organizations	Kuddles N Kids, Waterloo Community Playhouse Area Churches, Waterloo Rec Center, Lincoln & Black Hawk Park, Heavenly Treasures, Salvation Army, NE Iowa Food Bank, Pathways, Junkman Knoebel Center, City of Waterloo, St. Vincent De Paul, Young Arena
Waterloo Residential	569	13,506.11 (includes 10,000 hours Level System*)	Office Work, Ditch Clean Up, General Labor, Construction, Charity Organizations, Handicap Ramps, Snow Removal, Yard Work, Park Maintenance	
Dubuque/Manchester Field Services	99	7,547.50	Food Bank, General Labor, Food Prep And Clean-Up	Four Mounds, Boy's & Girl's Club, Eagle's Club, Airport, Goodwill, Red Cross, Food Pantry, Gronen Construction, Rescue Mission, Red Cross, St. Vincent DePaul
Dubuque Facility	100	2,124.20 (includes 1,500 hours Level System*)	Food Bank, General Labor, Food Prep And Clean-Up	
Oelwein, Decorah, Independence Field Services	80	6,200.60	Construction, Office Work, Food Bank	Backbone, City of Ionia, City of Lime Springs, Decorah Parks and Rec, Oelwein City Parks, Calmar Habitat House, Nashua Food Bank
West Union Facility	97	1,912.00 (includes 1,300 hours Level System*)	Construction, General Labor, Park Clean-Up, Highway Clean-Up	Fayette Co. Fairgrounds, Ft. Atkinson, Highway Ditch Clean-up, City of Cresco, City of West Union

*Offenders are required to perform 20 hours of community service to advance through the facilities "Level System" to be eligible for furloughs and to discharge.

Individualized Learning

Available in Waterloo and Dubuque

Because many offenders have been unsuccessful in traditional classroom settings, education staff are available to provide individualized assistance to offenders in the following areas:

- **Educational Assessment**
- **GED Preparation**
- **Resumes**
- **Job Skills**
- **Career Planning**

Job Development Statistics	Waterloo
Administrative (transfers, discharges)	14
Successful Completion (maintained employment 1 month)	33
Unsuccessful Completion	29
Success Rate	53%
Active on 6/30/05	19
Total served FY05	95

Education staff partner with local community colleges for the actual GED testing.

Education Statistics	Dubuque	Waterloo
Educational Assessments administered:	31	113
Average GED preparation or Adult Basic Education classes attendance per month	19	28
Offenders Completing GED	10	9

**Average Daily Costs
\$13.30**

Volunteer Services

Available District-wide

The Department partners with local colleges and universities to provide students with an opportunity to obtain volunteer work experience in community-based corrections.

Benefits to the student:

- Opportunity to complete college required internships
- First-hand experience to help with career planning and decisions
- Increases their knowledge of the field and enhances their chances of obtaining employment in the corrections field
- Networking opportunities with professionals in the corrections field

4,322 volunteer hours were performed during FY' 05.

Benefits to the Department:

- Develops a more experienced employee applicant pool
- Improves the employee selection process by providing opportunity to observe potential employees in the work environment
- Assists with job tasks in a supervised capacity



Community Presentations

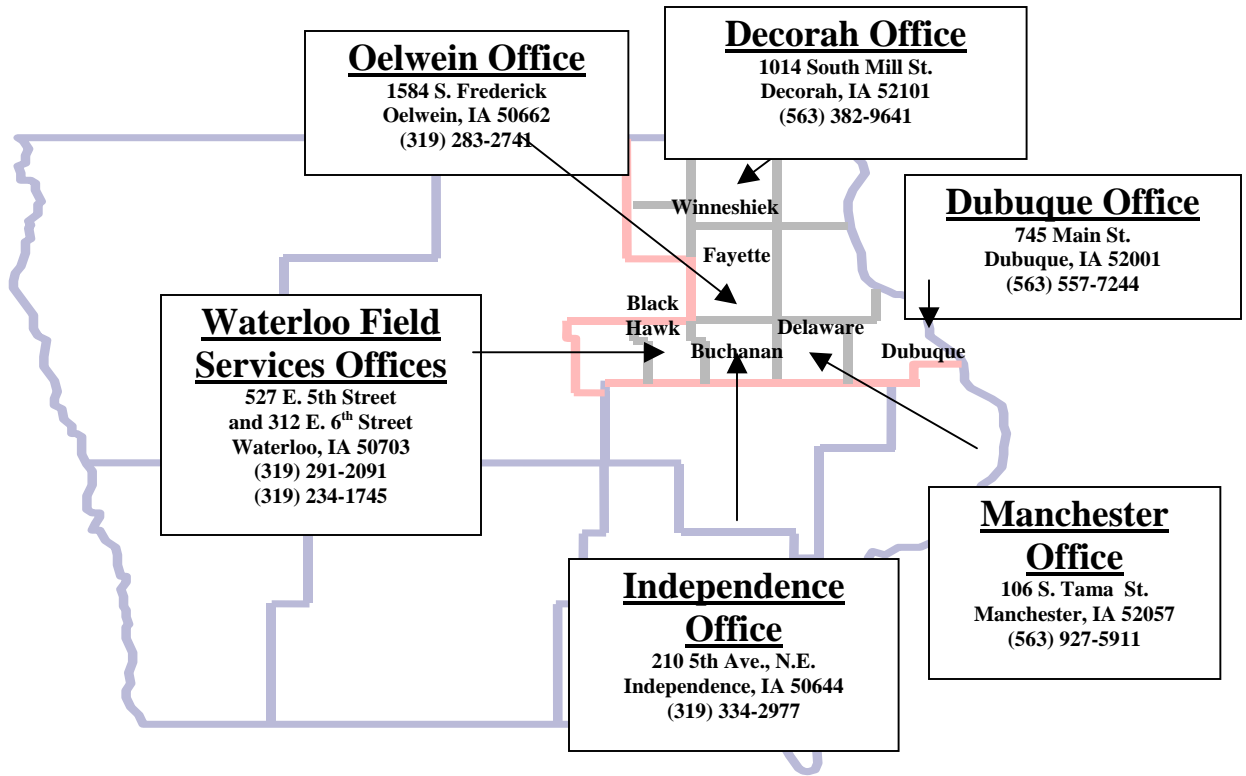


1st District staff presented programs to the following community organizations during FY 2005:

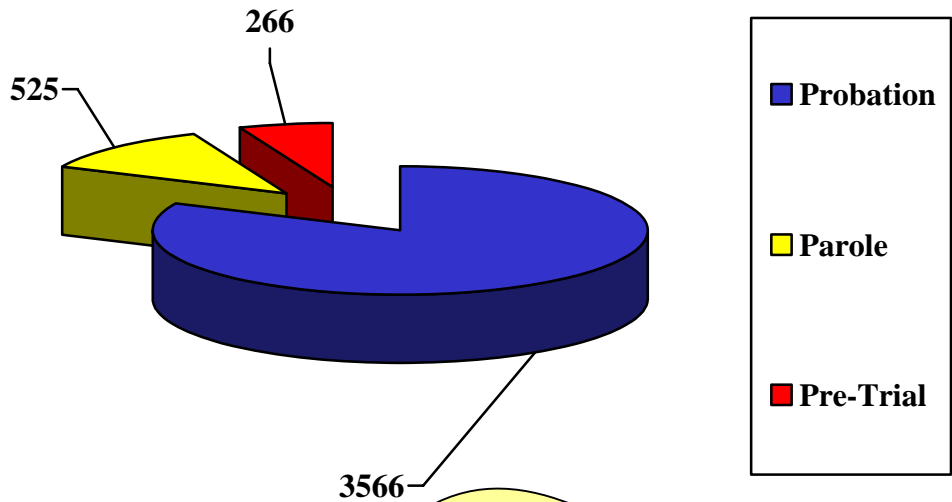
Location/ Agency	Staff	Subject
Advisory Boards for the First District	Sara Carter, Mark Smith, Karen Herkelman, Mary Roche, Patti Smilanich, Jane Duehr & Lisa Dolan	Department Programs
Allen Hospital, Waterloo, IA	Sara Carter, Jeff Grell, Mike Schreck	Mental Health Programs
American Probation Parole Association – Orlando, FL	Lisa Dolan & Ken Kolthoff	Mental Health Programs
Victim Advisory Board Cedar Rapids, IA	Mary Roche	Victim Impact Program
Cedar Valley Community Support Services; East High School	Sara Carter & Dan Mallin	Mental Health Programs
Church Row Neighborhood Association	Tam DeMaris	Renaissance Program
Colleges – DMACC, Drake, Upper Iowa, ISU, UNI	Mary Roche	Victim Impact Program
Crime Victim's Rights Week Ceremonies	Mary Roche (at Cedar Rapids and the Capitol – Des Moines) Karen Herkelman (Waterloo)	Victims
CURE (Citizens United for the Rehabilitation of Errants)	Karen Herkelman, Jeff Grell & John Harrington	Corrections
East High School & YWCA Job Fair	Tim Gillam	Corrections
Hawkeye Community College & Advisory Board	Al Hoff	Corrections
Hudson School Job Fair	Shawn Chestnut	Corrections
ICA Fall Conference	Dave Berry	Sex Offender Risk Assessment
Independence High School	Roger Oberhauser	Corrections & EMS
Iowa Corrections Association-Okoboji, IA	Mental Health Staff	Mental Health Programs

Location/ Agency	Staff	Subject
Juvenile Court Services	Janis Wren-William Martinez	Risk Assessment Tools & Interventions/Programing
League of Women Voters: Decorah & Waterloo	Karen Herkelman, William Martinez and Dave Berry	Corrections
Legislative Events	Various Staff	Dept. Programs
Loras College University of Dubuque	Wendy Lyons, Doug Dykstra & Lauri Waldbillig	Corrections
NAMI	Sara Carter, Jeff Grell	Jail & Prison Re-entry
Newton Correctional Facility & Fort Madison	Mental Health Staff	Mental Health Programs
Northeast Iowa Domestic Violence/Substance Abuse Coalition	Dave Berry	Psychosexual Assessments
Postville Chamber of Commerce; Postville Meth Seminar; NE Iowa Meth Task Force; Turkey Valley Driver's Ed Classes & Faculty	Sherryl Paul	Treatment Alternative to Substance Abuse (TASC)
Public Defender Bar Association Mtg.	Ken Kolthoff, Tam DeMaris	321J, WCOD & DDOP Programs
St. Luke's Hospital Cedar Rapids, IA	Michelle Shepherd	Sex Offender Treatment Program
State-wide Central Point of Coordination Training	Dave Berry	Sex Offender Management
Wartburg Job Fair	Shawn Chestnut	Corrections
Waterloo Public Access Television	Michelle Shepherd, Dan Craig, Karen Herkelman, Cheryl Meyer	1 st District
West Delaware High School	Vivian Doyle	Corrections
West Union Connections Group	Mary Roche	Victim Impact Program
Workforce Development	Wendy Lyons, Eric Johnson	1 st District DCS (Facilities)

FIRST DISTRICT FIELD SERVICES OFFICES



**Year End Population
 by Legal Status:
 4,357 Total Offenders**



Offense Type	Total	% of Total
Violent	589	13.5%
Property	1,074	24.6%
Drug	1,205	27.7%
Public Order	1,433	32.9%
Other	56	1.3%
Total/Percent	4,357	100.0%

88% of the offenders supervised are diverted from jail or prison on Probation or Pre-trial
 94% of the offenders who go to prison return to the community

FIRST DISTRICT FIELD SERVICES

Year End Population ~ Legal Status by Division



Eastern Division



Dubuque & Manchester Offices

Supervision Status	Total	% of Total
Parole/IC Parole	80	9.4%
Probation/IC Probation	627	73.9%
Pretrial	142	16.7%
Total/Percent	849	100.0%

Offense Type	Total	% of Total
Violent	134	15.8%
Property	209	24.6%
Drug	186	21.9%
Public Order	304	35.8%
Other	16	1.9%
Total/Percent	849	100.0%

Northeast Division



Independence, Oelwein & Decorah Offices

Supervision Status	Total	% of Total
Parole/IC Parole	75	7.1%
Probation/IC Probation	955	90.2%
Pretrial	29	2.7%
Total/Percent	1,059	100.0%

Offense Type	Total	% of Total
Violent	117	11.1%
Property	216	20.4%
Drug	292	27.6%
Public Order	427	40.3%
Other	7	0.1%
Total/Percent	1,059	100.0%

Western Division



Waterloo Offices



Supervision Status	Total	% of Total
Parole/IC Parole	370	15.1%
Probation/IC Probation	1,984	81.0%
Pretrial	95	3.9%
Total/Percent	2,449	100.0%

Offense Type	Total	% of Total
Violent	338	13.8%
Property	649	26.5%
Drug	727	29.7%
Public Order	702	28.7%
Other	33	1.3%
Total/Percent	2,449	100.0%

Intermediate Criminal Sanctions Continuum

This continuum is a sentencing option available to the Court under 901B of the Code of Iowa. The continuum consists of five levels:

- Level 1 – Noncommunity-based corrections sanctions including fines and noncommunity-based supervision
- Level 2 – Probation and Parole
- Level 3 – Quasi-incarceration sanctions including violator’s program and residential facility placement, and house arrest using electronic monitoring
- Level 4 – Short-term incarceration, including the violator’s program
- Level 5 – Incarceration

The law allows the District authority to make administrative decisions regarding the supervision of community-based offenders within levels 2, 3, and parts of 4.

The continuum:

- Uses a team approach to ensure fair and consistent decisions
- Uses intermediate community-based sanctions
- Provides immediate response to offender needs and accountability for behavior
- Reduces court time needed to conduct revocation hearings

Year end population by legal status

Level 2C	Low Risk Probation	793
Level 2B	Pre-Trial Release	218
	Parole	454
	Probation	2,655
Level 2A	Day Reporting-Residential Facilities	129
	Federal Home Confinement-Residential Facilities	3
	Youthful Offender	5
	Intensive Supervision	279
	Level 3 - Residential Facilities**	384
	Level 4 - Violator Program	25
Total 1st District Offenders:		4,945

**Includes Federal Home Confinement, OWI Pre-Placement, Community Supervision 902.3A, No correctional Supervision Status offenders who have not been sentenced, but the court placed them in Youthful Offender Program or Intensive Supervision for Sex Offenders, OWI Pre-placements supervised by a residential facility.

Probation

Probation provides the Court an alternative to incarceration whereby convicted offenders remain in the community under supervision. Offenders undergo risk and need assessment, case planning, and referral to local community resources. Officers monitor compliance and progress, report information, facilitate behavioral change, and make recommendations to the Court.

Active on 7/1/04	2,583
New Admissions	1,714
Closed	1,392
Successful Completion Rate	72.9%
Intermediate Sanction	0.0%
Unsuccessful Completion Rate	23.8%
Administrative Completion Rate	3.3%
Active on 6/30/05	2,614
Total served FY05	4,297

Parole

Parole provides supervised conditional release of offenders released from prison or work release as authorized by the Board of Parole. Officers conduct assessments, make referrals, assist with transition back into the community, facilitate behavioral change, and monitor compliance and progress similar to probation.

Active on 7/1/04	385
New Admissions	391
Closed	353
Successful Completion Rate	67.9%
Intermediate Sanction	13.3%
Unsuccessful Completion Rate	17.6%
Administrative Completion Rate	1.1%
Active on 6/30/05	451
Total served FY05	776

**Probation/
Parole
Average Daily
Costs \$3.28**

Note: Statistics for Field Services Supervision statuses do not count offenders who are pending legal action; for example, offenders who abscond but are not yet apprehended, and offenders transferring between field services and residential units. Therefore, annual statistics do not appear to balance.

Pre-Trial

Pre-Trial supervision is an alternative to the bail bond system. Arrestees are interviewed in the jail and are assessed for their likelihood to appear for court and potential danger to the community. Recommendations are made to the Court regarding release from jail, which may include release on own recognizance, release with supervision, release with bail, release on bail with supervision, or no release. If release with supervision is ordered, the defendant is monitored to assure attendance at court appearances and compliance with conditions of release.

**Pre-Trial Interviews
completed: 848**

**Pre-Trial
Interviews
Average Cost
\$28.51**

**Pre-Trial Release
Supervision
Average Daily Cost
\$3.27**

Active on 7/1/04	210
New Admissions	738
Closed	700
Successful Completion Rate	88.6%
Intermediate Sanction	0.0%
Unsuccessful Completion Rate	1.7%
Administrative Completion Rate	9.7%
Active on 6/30/05	231
Total served FY05	948

Note: Statistics for Field Services Supervision statuses do not count offenders who are pending legal action; for example, offenders who abscond but are not yet apprehended, and offenders transferring between field services and residential units. Therefore, annual statistics do not appear to balance.

Risk Level of Offenders

Level of supervision and case planning is based on risk and need assessment. The Western Division has a specialized unit, which assesses probationers prior to assignment to a permanent officer. Individual officers in the Eastern and Northeastern Divisions conduct assessments after case assignment.

The number of offenders supervised in Field Services has increased by 1.3% since last year, with a significant increase in new, intensive, and minimum risk offenders.

Field Services Level of Supervision	Maximum Caseload Size	6-30-04	6-30-05	Change %
New	1:30	189	207	+10.0%
Intensive	1:30	730	790	+8.2%
High Normal	1:50	590	580	-1.7%
Low Normal	1:100	811	813	+0.3%
Minimum	1:300	669	750	+12.1%
Administrative	1:400	259	212	-22.2%
Low Risk Diversion	1:500	781	717	-8.9%
Pre-Trial Release	1:60	257	273	+6.2%
TOTAL		4,286	4,342	+1.3%

Low Risk Probation

Available in Waterloo and the Northeast Iowa Division

The Low Risk Supervision Program was developed to remove the majority of low risk offenders from standard supervision caseloads in order to address high caseloads for standard officers in a cost-effective manner. Offenders participate in a group intake where they are informed of their court-ordered obligations and responsibilities for supervision. Once their obligations are met, they may be eligible for discharge consideration.

The Low Risk Supervision Program

consists of:

- Banked caseloads
- High offender to staff ratios
- Group sign-ups
- Shortened supervision
- Monitoring of court-ordered requirements



Active on 7/1/04	814
New Admissions	753
Closed	780
Successful Completion Rate	80.6%
Unsuccessful Completion Rate	14%
Administrative Completion Rate	5%
Intermediate Sanction Rate	.4%
Active on 6/30/05	793
Total served FY05	1,567

Minimal Risk Supervision Program

Available in Waterloo

The Minimal Risk Supervision Program was developed to provide efficient management of minimal risk offenders to allow more staff time to be targeted to high risk offenders. Offenders placed in the minimal supervision program will include cases that are assessed by the Intake/Assessment Unit and simple and serious misdemeanors. The program does not include parole offenders, sex offenders, or offenders determined to have high needs, a pattern of violence, or who have serious charges pending. Intake of offenders in the minimal supervision program is completed through individual appointments or in a group setting. They are advised upon completion of court-ordered and Department imposed conditions of supervision, they may be eligible for discharge consideration.

The Minimal Risk Supervision Program consists of:

- High offender to staff ratios
- Group sign-ups
- Shortened supervision
- Monitoring of court-ordered and department imposed requirements
- Infrequent appointments

Active on 7/1/04	141
New Admissions	65
Closed	88
Successful Completion Rate	81.8%
Unsuccessful Completion Rate	15.9%
Administrative Completion Rate	2.3%
Active on 6/30/05	117
Total served FY05	206

Note: Statistics for Field Services Supervision statuses do not count offenders who are pending legal action; for example, offenders who abscond but are not yet apprehended, and offenders transferring between field services and residential units. Therefore, annual statistics do not appear to balance.

Intensive Supervision

Available in Waterloo and Dubuque

The mission of the Intensive Supervision Program is to supervise selected high-risk offenders through the use of education, treatment, and surveillance to enhance community safety. Treatment is a necessary component to change the criminal values and thinking patterns. Intensive Supervision is available for several special programs and the following supervision statuses:

- **Pre-Trial** • **Probation** • **Parole**

Intensive Pre-Trial Interviews
Total Submitted FY '05: 149

Intensive Pre-Trial Interviews:
\$42.92

Pre-Trial Release with Supervision

Active on 7/1/04	42
New Admissions	100
Closed	102
Successful Completion Rate	67.5%
Unsuccessful Completion Rate	10.5%
Administrative Completion Rate	20.5%
Immediate Sanctions	1.5%
Active on 6/30/05	41
Total served FY05	142

Probation

Active on 7/1/04	228
New Admissions	162
Closed	178
Successful Completion Rate	47.5%
Unsuccessful Completion Rate	35.5%
Administrative Completion Rate	1.5%
Immediate Sanctions	5.5%
Active on 6/30/05	208
Total served FY05	390

Intensive Pre-Trial Supervision:
\$7.40

Parole

Active on 7/1/04	59
New Admissions	81
Closed	66
Successful Completion Rate	48.5%
Unsuccessful Completion Rate	42.5%
Administrative Completion Rate	4.5%
Immediate Sanctions	4.5%
Active on 6/30/05	74
Total served FY05	140

Intensive Probation/Parole
Average Daily Costs: \$10.23

Note: Statistics for Field Services Supervision statuses do not count offenders who are pending legal action; for example, offenders who abscond but are not yet apprehended, and offenders transferring between field services and residential units. Therefore, annual statistics do not appear to balance.

Electronic Monitoring

The mission of electronic monitoring is to enhance stability, accountability and treatment participation through the use of technology, integrating appropriate program planning. It is a cost-effective tool to assist officers in monitoring the offenders' activities in the community and can be used in lieu of incarceration.

Types of Electronic Monitoring:

- Radio Frequency – ankle bracelets
- Voice Recognition – voice patterns used during phone checks
- Global Positioning – satellite tracking of offender movement used for identified high-risk offenders
- Remote Alcohol Testing

Active on 7/1/04	15
New Admissions	41
Closed	35
Successful Completion Rate	71.5%
Unsuccessful Completion Rate	17%
Administrative Completion Rate	11.5%
Active on 6/30/05	21
Total served FY05	56

Pre-Sentence Investigations

The Pre-Sentence Investigation is conducted by Probation/Parole Officers in order to provide a comprehensive report to judges to assist them in determining appropriate sentencing options. Officers gather information about the offenders' present offense, and criminal, social, employment, education, family, substance abuse, and psychological histories. Probation/Parole Officers complete risk and needs assessments and make sentencing and treatment recommendations to the Court. The pre-sentence report also provides valuable information to other correctional staff that later supervise the offender.

Form Type	Total	% of Total
Short & Post Conviction	976	58.3%
Long & Pre Plea	697	41.7%
Total/Percent*	1,673	100.0%

Offense Type	Total	% of Total
Violent	230	13.7%
Property	389	23.3%
Drug	561	33.5%
Public Order	473	28.3%
Other	20	1.2%
Total/Percent*	1,673	100.0%

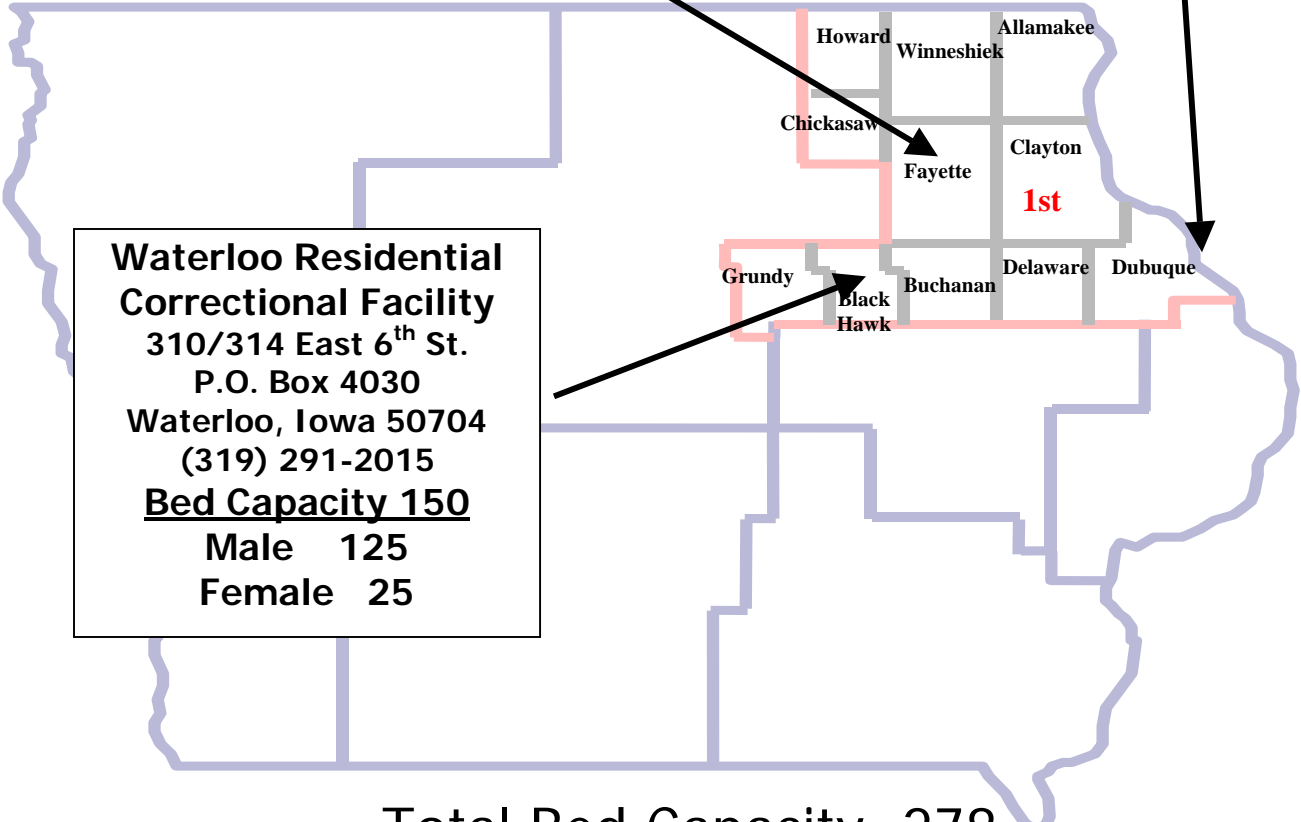
Average Cost
 For Short: \$43.16
 For Long: \$295.09

***Excludes PSI's without attached charges. If the associated PSI charge was modified after the PSI was submitted, the report reflects the modified charge.**

FIRST DISTRICT RESIDENTIAL SERVICES

**West Union
Residential Facility**
 500 South Pine St.
 West Union, Iowa 52175
 (563) 422-5758
Bed Capacity 48
 Male 40
 Female 8

**Dubuque
Residential Facility**
 1494 Elm St.
 Dubuque, Iowa 52001
 (563) 556-6196
Bed Capacity 80
 Male 72
 Female 8



**Waterloo Residential
Correctional Facility**
 310/314 East 6th St.
 P.O. Box 4030
 Waterloo, Iowa 50704
 (319) 291-2015
Bed Capacity 150
 Male 125
 Female 25

Total Bed Capacity 278
 Male 237
 Female 41

FACILITIES Program Overview

Offenders are committed to and discharged from facilities either by court order or Board of Parole order. The average length of stay of First District Facilities is 115 days.

Keeping in mind the overall mission of community-based facilities, First District Facilities provide safe, secure environments conducive to positive offender change. Offenders progress through facility programs via a level system, whereby privileges are gained through rule and treatment compliance. Criminogenic needs are addressed in a structured atmosphere, promoting lawful behavior. Programming is individually tailored to offender's need and risk to re-offend, both in-house and in the community. Programming may include employment, education, community service, substance abuse and mental health counseling, financial management, sex offender, gender specific and cognitive-behavioral treatment. Offenders are required to maintain financial obligations; including restitution, child support, and daily rent fees, designed to defray cost of residence. Food Service is provided in all three facilities.

All facilities incorporate a level of supervision of Day Reporting/Extended Leave Programming. Offenders are 'tied' to facility rules but live in their private residences. Rule violations can be immediately sanctioned by having to move to a facility bed for an individually prescribed period of time.

As prisons remain overcrowded, placement in community-based facilities becomes an even more attractive sentencing option.

First District Residential Facilities: Dubuque, Waterloo and West Union

Residential Supervision is provided in all three facilities for the following types of offenders:

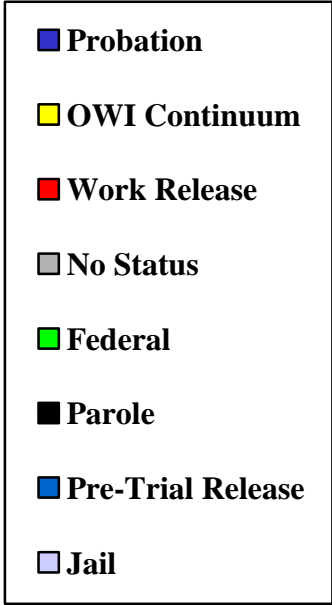
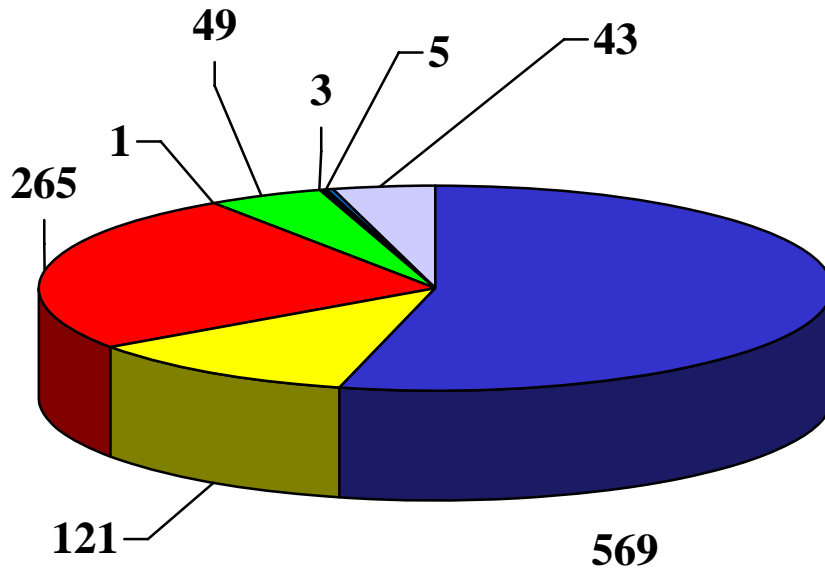
- Work Release
- Operating While Intoxicated
- Probationers
- Federal
- Direct Sentence/"Jail Time"

**Total admissions ~
1st District Facilities
FY '05: 1.056**

Supervision Status	Total	% of Total
Work Release	265	25.09%
OWI Continuum	121	11.46%
Parole	3	0.28%
No Correctional Supervision Status	1	0.09%
Federal	49	4.64%
Probation	569	53.88%
Pre-Trial Release With Supervision	5	47.00%
Jail (Designated Site)	43	4.07%
Facility Bed Total	1056	100.00%

**Average Daily
Cost
In Facility:
\$55.01**

**Average Daily
Cost -Day
Reporting:
\$4.27**



1st District Facilities

Year End Population

Supervision Status	Total	% of Total
Work Release	110	21.44%
OWI Continuum	46	8.97%
Parole	2	0.39%
No Supervision Status	0	0%
Federal	20	3.90%
Probation	330	64.33%
Pre-Trial Release With Supervision	1	0.19%
Jail (Designated Site)	4	0.78%
Total	513	100.00%

Year End Population by Offense Type

Offense Type	Total	% of Total
Violent	83	16.18%
Property	158	30.80%
Drug	151	29.43%
Public Order	108	21.05%
Other	13	2.53%
Total	513	100.00%

Average Length of Stay in Months

Supervision Status	Suc- cessful	Inter- mediate Sanction	Unsuc- cessful	Admini- strative
Work Release	4.0	2.3	2.9	2.3
OWI	3.9	4.8	4.7	2.1
Parole	2.9	0.0	0.0	8.2
No Supervision Status	0.0	0.0	4.3	0.0
Federal	3.3	0.0	2.5	0.0
Probation	4.0	0.0	3.4	4.0
Pre-Trial Release With Supervision	3.7	0.0	0.0	0.0
Jail (Designated Site)	1.9	0.0	1.8	0.0
Overall Average	3.8	3.9	3.3	4.2

Program Utilization Summary

Facility Capacity	278
Occupancy 6/30/05	101.1%
Active on 7/1/04	445
New Admissions	1056
Closed	902
Successful Completion Rate	74.2%
Unsuccessful Completion Rate	23.3%
Administrative Completion Rate	2.1%
Intermediate Sanction	0.3%
Active on 6/30/05	513
Total served FY05	1,501

Dubuque Facility

Year End Population		
Supervision Status	Total	% of Total
Work Release	22	17%
OWI	13	10%
Parole	1	1%
Federal	7	5%
Probation	84	66%
Pre-Trial Release With Supervision	1	1%
Jail (Designated Site)	0	0%
Total	128	100.0

Year End Population by Offense Type		
Offense Type	Total	% of Total
Violent	21	15.5%
Property	40	35.7%
Drug	31	21.4%
Public Order	32	22.6%
Other	4	4.8%
Total	128	100.0

Average Length of Stay in Months				
Supervision Status	Avg. LOS (Months) Successful	Avg. LOS (Months) Intermediate Sanction	Avg. LOS (Months) Unsuccessful	Avg. LOS (Months) Administrative
Work Release	5.9	2.3	2.3	0.0
OWI	6.5	5.7	7.1	2.1
Parole	4.8	0.0	0.0	0.0
No Correctional Supervision Status	0.0	0.0	4.3	0.0
Federal	2.9	0.0	1.6	0.0
Probation	4.5	0.0	4.3	2.9
Pre-Trial Release With Supervision	2.6	0.0	0.0	0.0
Jail (Designated Site)	1.4	0.0	1.6	0.0
Overall Average	4.4	4.0	3.7	2.8

Program Utilization Summary	
Facility Capacity	80
Occupancy 6/30/05	101.1%
Active on 7/1/04	121
New Admissions	253
Closed	228
Successful Completion Rate	69.4%
Unsuccessful Completion Rate	26.6%
Administrative Completion Rate	3.1%
Intermediate Sanction	0.9%
Active on 6/30/05	128
Total served FY05	374



Waterloo Facility

Year End Population		
Supervision Status	Total	% of Total
Work Release	76	22%
OWI	27	8%
Parole	0	0%
Federal	11	3%
Probation	220	65%
Pre-Trial Release With Supervision	0	0%
Jail (Designated Site)	4	1%
Total	338	100.0

Year End Population by Offense Type		
Offense Type	Total	% of Total
Violent	50	16.6%
Property	104	26.5%
Drug	109	31.1%
Public Order	67	23.2%
Other	8	2.6%
Total	338	100.0

Average Length of Stay in Months				
Supervision Status	Avg. LOS (Months) Successful	Avg. LOS (Months) Intermediate Sanction	Avg. LOS (Months) Unsuccessful	Avg. LOS (Months) Administrative
Work Release	3.4	0.0	3.2	2.3
OWI	2.7	3.8	2.7	0.0
Parole	2.7	0.0	0.0	3.7
Federal	3.8	0.0	3.1	0.0
Probation	3.4	0.0	2.8	4.5
Pre-Trial Release With Supervision	0.0	0.0	0.0	0.0
Jail (Designated Site)	2.4	0.0	2.5	0.0
Overall Average	3.2	3.8	2.9	4.1

Program Utilization Summary	
Facility Capacity	150
Occupancy 6/30/05	100.1%
Active on 7/1/04	272
New Admissions	692
Closed	564
Successful Completion Rate	74.8%
Unsuccessful Completion Rate	23.4%
Administrative Completion Rate	1.6%
Intermediate Sanction	.2%
Active on 6/30/05	338
Total served FY05	964



West Union Facility

Year End Population		
Supervision Status	Total	% of Total
Work Release	12	23.9%
OWI	6	13.0%
Parole	1	2.2%
Federal	2	4.3%
Probation	26	56.5%
Pre-Trial Release With Supervision	0	0.0%
Jail (Designated Site)	0	0.0%
Total	47	100.0

Year End Population by Offense Type		
Offense Type	Total	% of Total
Violent	12	26%
Property	14	30%
Drug	11	23%
Public Order	9	19%
Other	1	2%
Total	47	100.0

Average Length of Stay in Months				
Supervision Status	Avg. LOS (Months) Successful	Avg. LOS (Months) Intermediate Sanction	Avg. LOS (Months) Unsuccessful	Avg. LOS (Months) Administrative
Work Release	4.9	0.0	2.6	0.0
OWI	4.7	0.0	6.0	0.0
Parole	0.0	0.0	0.0	12.7
Federal	3.2	0.0	0.0	0.0
Probation	5.8	0.0	6.3	4.7
Pre-Trial Release With Supervision	7.8	0.0	0.0	0.0
Jail (Designated Site)	0.0	0.0	0.0	0.0
Overall Average	5.3	0.0	4.5	6.7

Program Utilization Summary	
Facility Capacity	48
Occupancy 6/30/05	95.8%
Active on 7/1/04	52
New Admissions	111
Closed	110
Successful Completion Rate	81.1%
Unsuccessful Completion Rate	16.2%
Administrative Completion Rate	2.7%
Active on 6/30/05	47
Total served FY05	163



Strategic Plan FY '05 With Results

1. 1st District programs will be used as model programs and replicated throughout other correctional jurisdictions.

Goal 1A: Share our successes for others to use.			Strategy Implemented	Objective Met
Objective	Increase the number of Mental Health Programs, similar to those established in 1st District, to at least two other Iowa judicial districts by June 30, 2007.			No FY '07
Strategy	Director Karen Herkelman will invite other District Directors to come and observe the program by June 30, 2005		Yes	
Strategy	The staff will provide an overview of the program to all interested Districts/Agencies upon request.		Yes	
Outcome	No new Mental Health Programs were implemented in any of the other districts as of 6/30/05.			
Objective	Increase the number of mental health programs, similar to those established in 1st District, to at least two other correctional programs within the United States by June 30, 2007.			No FY '07
Strategy	Mental Health Re-entry staff will present at American Correctional Association in July, 2004		Yes	
Outcome	To our knowledge there have been no other mental health programs similar to ours throughout the US.			

2. 1st District staff will be proficient and employ "what works" practices throughout their work.

Goal 2A: Obtain additional staff and funding resources to deal with the increased workload.			Strategy Implemented	Objective Met
Objective	Increase 1st District's workload capacity by securing appropriated funds to hire (11) additional probation/parole officers in FY'06			Partial -Hired 4 New
Strategy	Mental Health Re-entry staff will present at American Correctional Association in July, 2004		Yes	
Objective	Increase 1st District's workload capacity by securing appropriated funds to hire (11) additional probation/parole officers in FY'06			Partial
Strategy	The FY'06 budget request will include the request for 11 probation/parole officers and will be submitted through the State I3 System by October 1, 2004.		Yes	
Strategy	1st District staff will educate area legislators by providing "legislative events" throughout the district in Nov. 2004.		Yes	
Strategy	Executive Team members will alternate and attend local legislative forums throughout the 2005 session		Yes	
Outcome	The District WAS appropriated dollars for 7 new positions: 2 for workload, 2 for Sex Offender supervision, 2 for PTR Meth , and 1 for Electronic Monitoring. This district has also reallocated positions to equalize workload capacities.			

Goal 2B: Maximize workload efficiency within available staff resources.

		Strategy Implemented	Objective Met
Objective	Increase employee efficiency by reorganizing, reformatting, and revising department manuals by 06/30/06 to provide proficient and accurate information retrieval.		No FY 06
Strategy	A manual review committee will be formed by July 31, 2004 to coordinate the Department Manual Project and will include management representation from each division and administration support staff.	Yes	
Outcome	The reorganization of department manuals is still "a work in progress". Much work has been completed in the project.		
Objective	Increase employee efficiency by reviewing existing practices and procedures throughout the district by 6/30/05 to identify inefficiencies and take corrective action to streamline processes:		Yes
Strategy	Request the Strategic Planning Committee define problems in practices and procedures, suggest solutions, and implement where feasible by the following classifications: probation/parole officers, residential officers, clerical, and special programs by October 31, 2004.	Yes	
Strategy	Supervisors and managers will provide guidance to all staff as to what should be documented in ICON generic notes by 6/30/05	No	
Outcome	Staff efficiencies were improved throughout the district.		
Objective	Increase supervision fees and rent collections by 10% by adopting the offender fee database currently utilized in 5th District. (*Note: The offender fee database was not implemented but both collections increased.)		No*
Strategy	A team of 1st District administrative staff will go to Des Moines to review the offender fee system and suggest changes to tailor the system to 1st District needs by July, 2004.	Yes	
Strategy	When 5th District IT staff have enhanced the system, a team of administrative staff will go to Des Moines to be trained and plan implementation by December, 2004.	No	
Strategy	The offender fee database system will be activated for training of 1st District staff and information will be downloaded from the current offender fee database by January, 2005.	No	
Outcome	The 5th District offender fee database is not scheduled for implementation until at least 10/01/05.		

Goal 2C: Reduce offender criminogenic behavior through group participation in proven effective treatment groups.

		Strategy Implemented	Objective Met
Objective	Increase the number of offenders in Cognitive-Behavioral Programming 50% by 6/30/05.		No

Strategic Plan FY '05 With Results

Strategy	Management Team will review, approve, and implement a policy on referral criteria by 1/30/05.	Partial	
Strategy	The Executive Team will increase the number of Cognitive Behavioral groups by 5 as of 6/30/05.	Yes	
Outcome	# of offenders in Cog-Behavioral Groups: FY'04-196 FY'05-151		
Objective	Implement Evidence Based Practices throughout 1st Judicial District by June 30, 2005.		Yes
Strategy	The Evidence Based Practices Core Group will assemble clear and concise EBP Information Packets and distribute to all department staff by January, 2005	Yes	
Strategy	Evidence Based Practices Core Group will provide EBP training to the Management Team by 2/28/05.	Yes	
Strategy	Train all staff on Motivational Interviewing by June 30, 2005	Partial	
Outcome	Almost all 1st District employees have now been trained on what EBP is all about and should be utilizing the knowledge to affect change in offenders they supervise.		
Objective	Provide clear expectations for staff to use interventions by having policy of admissions criteria by June 30, 2005.		No
Strategy	The Intervention staff will write policy for each intervention criteria by January 2005.	Partial	
Outcome	Staff have not yet received definitive policies and procedures for interventions admissions criteria.		

Goal 2D: Provide services/programs that increase chances for offenders to succeed in the community.

		Strategy Implemented	Objective Met
Objective	Increase by 10% the number of offenders who successfully discharge from supervision with drug related crimes		No
Strategy	District Director Karen Herkelman and 1st District Judge Thomas Bower attend a Drug Court Planning Training in California in January, 2005 paid thru BJA funds and begin to re-work the Drug Court Planning Application previously submitted.	Yes	
Strategy	Assistant District Cheryl Meyer will resubmit the Drug Court request for funding to the Bureau of Justice Assistance in Washington D.C. by March 31, 2005.	Yes	
Strategy	The 1st District Drug Court Planning Team will attend a training in Salt Lake City, Utah in May, 2005 funded with Bureau of Justice dollars.	Yes	
Outcome	The Planning Team is ready if Drug Court dollars are allocated.		
Objective	Form a Speaker's Bureau for the community to understand what correctional supervision is all about and how the family member can help the offender under supervision.		Yes
Strategy	Solicit volunteers to form the Speaker's Bureau and put together a presentation.	Yes	

Strategic Plan FY '05 With Results

Strategy	Advertise evening times and invite the public to attend the informational presentation.	Yes	
Outcome	Unfortunately, only a few members of the community attended the presentations offered. There have been numerous occasions where members of the Speaker's Bureau attended groups as invited guests. (See Community Presentations in Annual Report)		

Goal 2E: Utilize technology resources to allow employees to maximize workload efficiencies.

		Strategy Implemented	Objective Met
Objective	Provide on-line accessibility and streamlined information to all probation/parole officers at all work locations.		Yes
Strategy	The IT department will establish ICON connections through rural county courthouses in Northeast Iowa for employees who meet there with offenders by June 30, 2005.	Yes	
Strategy	The IT department will construct a 1st District intranet homepage website that links staff to: ICON, department manuals, shared documents, general announcements, related websites, etc. to be live by June 30, 2005.	No	
Outcome	All 1st District employees now have access to ICON, but the 1st District Homepage was not deployed.		

3. Restorative Justice practices/philosophies will be integrated into 1st District policies and programs and every offender is given a fair opportunity to change their behavior.

Goal 3A: Increase the number of offenders giving back to the community or making amends with victims

		Strategy Implemented	Objective Met
Objective	Increase the number of offenders participating in VOIS by 10%		Yes
Strategy	CTC, Mary Roche, will distribute VOIS brochures to 1st District County Attorneys by 12/31/04.	Yes	
Outcome	VOIS Participants FY'04 - 366 FY'05 - 484 Percent Increase - 32%		
Objective	Establish at least one mentor program in the district by 6/30/05		Yes
Strategy	CTC, Mary Roche, will work with the Archdiocese of Dubuque to establish a group mentoring program	Yes	
Outcome	A mentoring program has been established for offenders with the Archdiocese of Dubuque.		

4. 1st District leadership and staff development programs will be seen as finest and all staff will grow professionally and be empowered to work independently.

Goal 4A: Provide training to all employees that directly impact their ability to do their jobs professionally and be empowered to work independently.

		Strategy Implemented	Objective Met
Objective	Increase the number of annual training hours received by employees by 50%		Yes
Strategy	The training committee will advertise and update training opportunities via an electronic training calendar by August, 2004.	Yes	
Strategy	The Employee Evaluation Committee will submit a proposed employee evaluation instrument focused on an employee professional growth plan to the Management Team by February, 2005	Yes	
Strategy	A line-staff committee will review the new proposed evaluation instrument for input by 4/30/05.	No	
Strategy	The new evaluation instrument will be approved and implemented by June 30, 2005.	No	
Strategy	At each annual review, the employee and supervisor will identify a professional growth plan for the next year.	No	
Strategy	Prepare & implement a training evaluation form to be completed after each in-house training by 12/31/04	Yes	
Strategy	Start separate training committees in the Eastern and Northeastern Divisions by 6/30/05.	Partial	
Outcome	Most employees received at least 40 hours of training in FY'05, which enhanced their ability to effectively to their job.		
Objective	Leadership training hours and support are provided to management on an annual basis		Yes
Strategy	Assistant Director Cheryl Meyer will coordinate leadership training on an annual basis.	Yes	
Strategy	Management continues to support each other in their leadership development plans by presenting plans at quarterly management meetings.	Yes	
Outcome	Most managers and supervisors received leadership training in FY'05.		
Objective	Provide 2 hours of leadership training hours to line staff on an annual basis.		No
Strategy	Assistant Director Cheryl Meyer will coordinate line staff leadership training on an annual basis.	No	
Outcome	There was no leadership training to line staff in FY'05.		

Goal 4B: Implement a program to officially recognize and show appreciation to the outstanding, dedicated staff in the 1st District.

		Strategy Implemented	Objective Met
Objective	An Employee Recognition Program shall be established in the 1st District.		Yes
Strategy	An Employee Recognition Committee, comprised of staff from each division, will be formed by January 31, 2005.	Yes	
Strategy	The Employee Recognition Committee will develop policies, procedures, and guidelines for employee recognition to be reviewed and approved by the Management Team before 4/30/05.	Yes	
Strategy	All District employees shall be recognized at designated times throughout the year.	Yes	
Outcome	An Employee Recognition Program is now in place recognizing 1st District employees on the local and state level. At the Department Training Day in August, 2005 and the Department of Corrections' Recognition Ceremony in September 2005, special recognition awards will be presented to eleven (11) 1st District employees who exhibited outstanding behavior and achievements either work related or on a personal level. Also, a quarterly employee spotlight publication was developed highlighting 10 employees each issue.		

5. 1st District programs will reflect positive outcomes and prove to be cost effective.

Goal 5A: Provide offenders with quality intervention services to reduce criminal behavior.

		Strategy Implemented	Objective Met
Objective	Increase the successful completions of all interventions to at least 80% over the next 3 years.		No FY 07
Strategy	Partner with community agencies whenever possible.	Yes	
Strategy	Contract for services when appropriate.	Yes	
Strategy	Expand Victim Impact classes to the Waterloo Library and UNI-Cue in Waterloo	Yes	
Outcome	Long range objective		

Goal 5B: Incorporate offender input into programming and services.

		Strategy Implemented	Objective Met
Objective	Solicit input from a random sample of approximately 300 offenders by August 15, 2005.		No FY 06
Strategy	Management Team will propose an offender survey form to a cross section group of probation/parole officers by 4/30/05 for review and approval.	Yes	
Strategy	ICON will generate a random list of offenders currently under supervision and will be distributed to offenders	Yes	
Strategy	Results will be reviewed by the Executive Team and incorporated into programming and services	No	
	Outcome Results will not be reviewed by the Executive Team until after September, 2005.		
Objective	Solicit input from offenders participating in groups/classes.		Yes
Strategy	Management Team will review, approve, and distribute an offender feedback form for groups/classes.	Yes	
Strategy	Results will be reviewed and input into programming and services.	No	
	Outcome Long range objective.		

6. 1st District will be known as a cohesive team dedicated, quality service, exemplary programs and a fully accredited organization.

Goal 6A: 1st District will achieve American Correctional Association Accreditation.

		Strategy Implemented	Objective Met
Objective	Current policies and procedures must be reviewed and revised to meet ACA accreditation standards by 6/30/05.		No
Strategy	Eric Johnson is appointed the ACA accreditation manager.	Yes	
	Outcome Not all policies have been reviewed and revised to meet ACA accreditation. A new goal will be 6/30/06.		

Goal 6B: Provide a healthy information sharing and contributive environment for all staff.

		Strategy Implemented	Objective Met
Objective	Solicit input from staff to make team decisions.		Yes
Strategy	Provide for regular two-way communication through staff meetings and e-mail.	Yes	
Strategy	Continue to administer employee survey bi-annually.	Yes	
Strategy	Continue to distribute the Employee Newsletter quarterly	Yes	
Strategy	Support continuing efforts of the Wellness Committee in offering activities and recommendations for a healthier lifestyle.	Yes	
Outcome	Healthier employees and better communication throughout the district for all staff.		

Goal 6C: Provide a safe workplace environment that fosters mutual respect and acceptance of individual differences.

		Strategy Implemented	Objective Met
Objective	Provide heightened awareness of diversity issues and make strides to organize efforts within the department to provide on-going awareness.		Yes
Strategy	The Diversity Team will establish a Mission Statement and Program Goals and Objectives by 7/30/04	Yes	
Strategy	The Diversity Team will establish a library of diversity tapes and make available to all staff by 3/31/05.	Yes	
Strategy	The Diversity Team will provide diversity training to all staff by 6/30/05.	Yes	
Outcome	Employees were provided with numerous opportunities to learn about diverse populations and beliefs.		
Objective	Provide a safe environment for all employees while at work or out in the community.		Yes
Strategy	The Safety Committee will identify potentially harmful situations or physical issues and provide recommendation to the Executive Team for resolution.	Yes	
Outcome	Employees were provided with a safer environment to do their jobs.		

Strategic Plan FY '06

1. 1st District programs will be used as model programs and replicated throughout other correctional jurisdictions.

Goal 1A: Share our successes for others to use.

Objective	Increase the number of Mental Health Programs, similar to those established in 1st District, to at least two other Iowa judicial districts by June 30, 2007.
Strategy	Submit a budget offer explaining the MH Programs in the 1st & 6th Districts as a request for state appropriations to support similar programs in the other 6 districts in FY'07.
Objective	Increase the number of mental health programs, similar to those established in 1st District, to at least two other correctional programs within the United States by June 30, 2007.
Strategy	Staff will present MH programs at one national conference by 6/30/06.
Objective	Expand the 1st District MH Program to the Eastern Division by 7/01/08.
Strategy	Mental Health staff will present an overview of the program as training for the Eastern Division staff and county stakeholders by 3/31/06.

2. 1st District staff will be proficient and employ "what works" practices throughout their work.

Goal 2A: Obtain additional staff and funding resources to deal with the increased workload.

Objective	Increase 1st District's workload capacity by securing appropriated funds to hire 7 additional probation/parole officers in FY'07.
Strategy	Submit a budget offer detailing the need for additional staff to effectively supervise high risk offenders in 1st District.
Strategy	Invite area legislatures to Legislative Events held throughout the District in November, 2005.
Strategy	Executive Team members will alternately attend local legislative forums throughout the 2006 Session
Strategy	Executive Team members will meet individually with local legislators defining our needs throughout the 2006 Session.

Goal 2B: Maximize workload efficiency within available staff resources.

Objective	Increase employee efficiency by reorganizing, reformatting, and revising department manuals to provide proficient and accurate information retrieval by 6/30/06.
Strategy	The manual committee members will continue to revise the current manual with a completion date of 3/31/06.
Strategy	Administrative staff will link forms with policies and make the new system available by 6/30/06.
Objective	All employees who provide supervision over offenders will become efficient in entering and retrieving information in generic notes in ICON by 12/31/05.
Strategy	Supervisors and managers will meet and decide on specific guidelines to be used in generic notes by 7/31/05.
Strategy	Supervisors and managers will train 1st District staff on the most efficient way to use generic notes by 12/31/05.
Objective	Increase supervision fees by 3% and rent collections by 13% by adopting the offender fee database currently utilized in 5th District by 12/01/05.
Strategy	The Administrative Assistant & Exec Secretary will review, correct, and streamline existing offender fee data in preparation to download to the new database by 11/15/05.
Strategy	The Division Manager will revise and distribute collection policies for the new offender fee collection system by 11/15/05. Probation/Parole Officers will be provided instructions to view account balances.
Strategy	The Division Manager will open a bank account in Decorah for offender fees by 11/30/05.
Strategy	The Offender fee system will go live on 12/01/05 with all clerical entering live data, balancing out for deposits, and depositing to the local bank account. Administration support staff will be available to answer any questions via phone.
Strategy	Select probation/parole officers will be trained to process payments by 12/15/05.

Goal 2C: Reduce offender criminogenic behavior through group participation in proven effective treatment groups

Objective	Provide clear expectations for staff to use interventions by having policy of admissions criteria by March 30, 2006.
Strategy	The Intervention staff will write policy for each intervention criteria by March 2006.
Objective	90% of residential and day reporting offenders will complete cognitive behavioral programming.
Strategy	Facility supervisory staff must coordinate cognitive behavioral groups at various times for offenders on different work or school schedules to be able to attend.
Strategy	Residential and day reporting staff must refer offenders to cognitive behavioral group.
Strategy	Residential and day reporting staff must continue to oversee offender's participation in group.

Goal 2D: Provide services/programs that increase chances for offenders to succeed in the community.

Objective	Increase by 10% the number of offenders who successfully discharge from supervision with drug related crimes
Strategy	The Drug Court Team will attend Drug Court training in California beginning 8/28/05.
Strategy	The 1st District will receive funding to begin a Drug Court program in Black Hawk County by 10/01/05.
Strategy	The Drug Court Team will implement the program as described in the Time Task Plan in grant application number 2005-DC-BX-0012 and will be accepting offenders by 12/01/05.
Objective	Reduce the number of absconders from field services' supervision by 10% from FY'06 to FY'08.
Strategy	Field Services' supervisors will determine what kind of data to collect on absconders in order to analyze potential trends by 3/31/06.
Strategy	The Information Technology Specialist will create a database with the necessary fields by 5/31/06.
Objective	Reduce the number of escapes from residential by 10% from FY'06 to FY'08.
Strategy	Residential supervisors will determine what kind of data to collect on escapees in order to analyze potential trends by 3/31/06.
Strategy	The Information Technology Specialist will create a database with the necessary fields by 5/31/06.
Objective	Staff will use motivational interviewing skills to increase offenders' intrinsic motivation to change by 10/01/05.
Strategy	All staff will be trained in motivational interviewing by 10/01/05.

Goal 2E: Utilize technology resources to allow employees to maximize workload efficiencies.

Objective	Obtain Voice over IP technology to link data, voice, and video networks throughout the district by 12/31/05.
Strategy	The systems administrators will work with Vital Systems in evaluating the needs of the district and develop an equipment and cost proposal to the Management Team by 8/15/05.
Strategy	Proposal is presented for approval at the District Board Meeting September 23, 2005
Strategy	Lease financing approved by November 15, 2005
Strategy	Equipment delivered, installed, and employees trained by January 31, 2006.

Goal 2F: Establish a women's facility in Waterloo in conjunction with new office space for Waterloo Probation/Parole in the next 3-5 years.

Objective	The Department of Corrections must be supportive of this project in order for it to succeed by 6/30/06..
Strategy	Director Herkelman will begin discussion with DOC regarding the need for a women's facility and better office for Waterloo field services by 6/30/06.

3. 1st District leadership and staff development programs will be seen as finest and all staff will grow professionally and be empowered to work independently.

Goal 3A: Provide training to all employees that directly impact their ability to do their jobs professionally and be empowered to work independently.

Objective	1st District management staff will be provided the latest concepts in leadership philosophy in a clear and consistent manner on an annual basis.
Strategy	Assistant Director Cheryl Meyer will coordinate at least 16 leadership-training hours to supervisory staff by 6/30/06.
Strategy	Management continues to support each other in their leadership development plans by presenting plans at quarterly management meetings.
Objective	All line staff will be provided the opportunity to attend at least 1 hour of leadership training hours on an annual basis.
Strategy	Division Manager Cindy Studnicka will coordinate line staff leadership training through Brown Bag Lunches in the 3 divisions by 6/30/06.
Objective	All staff that desire Colors (personalities preference) training will receive training by 6/30/06.
Strategy	A designee from the training committee will send out an email requesting a response from all employees interested in attending a Colors (personalities preference) training.
Strategy	After responses are reviewed and determined the areas of need, supervisors will work together to provide opportunities for employees of obtain Colors (personalities preference) training by 6/30/06.

Goal 3B: All employees will work with their supervisor to designate and evaluate an employee professional growth plan for each annual evaluation period.

Objective	The new proposed employee evaluation instrument will be implemented district wide by 6/30/06.
Strategy	Supervisor Al Hoff will designate specific line staff to review the new evaluation instrument and report back to him with proposed revision by 12/31/05.
Strategy	The Employee Evaluation Committee will review the proposed changes, revise as decided, and present the final document for approval to the Exec Team by 3/31/06.
Strategy	Supervisor Al Hoff will email the document to all management staff for final review and comments by 4/30/06.
Strategy	The new evaluation instrument will be manualized and implemented district wide by 6/01/06.

Goal 3C: Enhance the district's ability to report training received by specific data for performance measures.

Objective	The training database will be redesigned to answer performance measure type questions by 6/30/06.
Strategy	The training committee will determine what data should be tracked in the database by 3/31/06.
Strategy	The Information Technology Specialist will design the database by 6/30/06.

Goal 3D: Employees will grow mentally, physically, and spiritually.

Objective	Employees will participate in life enriching programs or activities to help them feel better about themselves.
Strategy	The Wellness Committee in Waterloo will continue to provide various opportunities for employees to grow in FY'06.

4. 1st District programs will reflect positive outcomes and prove to be cost effective.

Goal 4A: Incorporate offender input into programming and services.

Objective	Solicit input from a random sample of approximately 300 offenders by October 31, 2005.
Strategy	The Management Team will review results and valid changes or suggestions will be incorporated into programming and services by 4/30/06.
Objective	Solicit input from offenders participating in groups/classes.
Strategy	The Management Team will review results and valid changes or suggestions will be incorporated into specific groups by 4/30/06.
Strategy	The District Director will report results to staff and stakeholders by 6/30/06.

Goal 4B: Incorporate motivational interviewing philosophy into daily interactions with offenders.

Objective	Utilize motivational interviewing techniques to increase the offender's motivation to change.
Strategy	Managers and supervisors need to "model the way" in demonstrating MI techniques at all times.
Strategy	The supervisor provides feedback to the employee on use of MI techniques with offenders during case audits throughout the year.

5. 1st District will be known as a cohesive team dedicated, quality service, exemplary programs and a fully accredited organization.

Goal 5A: 1st District will achieve American Correctional Association Accreditation.

Objective	All department policies and procedures will adhere to ACA guidelines by 6/30/06.
Strategy	Eric Johnson will continue to review policies and procedures and recommend revisions to adhere to ACA guidelines by 6/30/06.

Goal 5B: Provide a safe workplace environment that fosters mutual respect and acceptance of individual differences.

Objective	Ensure that all department employees are provided with a safe working environment and are fully trained in self-defense methods to protect against physical and mental harm.
Strategy	Install the three donated cages from the Waterloo Police Dept. in a vehicle assigned to Waterloo Prob/Parole, Waterloo Residential Correctional Facility, and Dubuque Probation/Parole by 12/31/05.
Strategy	Contract with a building contractor in Dubuque to install a sprinkler system in the basement of the field services' office by 9/30/05.
Strategy	Contract with a building contractor in Dubuque to tuck point the aging chimney at the Dubuque field services' office by 12/31/05.
Strategy	Develop and schedule annual safety training for staff by 2/1/06.
Strategy	Purchase 6 radios and contract with counties' communications boards for dispatch services throughout the district by 6/30/06.
Objective	Increase the employment of minorities at every level in the department to equal the available workforce during the next 3 years.
Strategy	The administrative officer will track minority interns/volunteers and notify them of position openings.
Strategy	All managers and supervisors will recruit minority applicants through personal contacts.