



Annual Report

Fiscal Year 2006
(July 1, 2005 – June 30, 2006)

Mission Statement

P Protect the Public
Protect the Employees
Protect the Offenders

Our Website: <http://www.cedarnet.org/dcs1jd/>
Results Iowa Website: www.resultsiowa.org

Message from the Director

This annual report is prepared pursuant to the Code of Iowa and provides information about the First Judicial District Department of Correctional Services' organizational composition, financial reports, correctional programming, supervision, and strategic planning. I acknowledge all staff throughout the district for their contributions to the department's mission and goals, carried out in an exemplary manner and thank them for their continued dedication.



During FY'06, the department completed a major revision to the policy and procedure manual, addressed workload issues in an effort to improve supervision outcomes for high risk offenders, implemented mandated electronic monitoring for all sex offenders under supervision, and began a Drug Court.

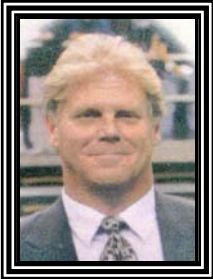
The department is committed to evidence-based practices, policies, and decision-making. We strive to be victim-sensitive and embrace the restorative justice philosophy. We are dedicated to a balanced approach to risk management and risk reduction in order to promote immediate and long-term public safety. We are accountable to the public and are committed to engaging in two-way communication with community agencies and members. The daily services provided by staff of the First District are outstanding and help enhance community safety.

I want to thank the Board of Directors, Advisory Committees, and the Department of Corrections for their on-going support, input, and assistance in working toward our vision. I am proud to be part of the Iowa Correctional System, which is viewed as a national leader.

Karen E. Herkelman

Karen E. Herkelman
District Director

In Memory



David Berry started working for the department as a Probation/Parole Supervisor in the Dubuque Office on October 6, 2000. Dave's responsibilities included supervision of the sex offender treatment program, Batterer's Education Program, and Violator Aftercare.

Due to Dave's involvement in the department's programming, he was re-classified to a Clinical Services Manager in 2003. Among other accomplishments, Dave was instrumental in developing offender feedback forms, conducting quality assurance reviews on department programs, and implementing a Motivational Enhancement Group, which is being replicated district-wide. He also helped lead the department's efforts to implement evidence based practices, policies, and principles.

Dave died in his home on January 31, 2006. He is greatly missed by many.

Special Recognitions



Connie Scarbrough began her employment with the department on March 3, 1980 as a Part-time Facility Technician. On June 22, 1980, she was promoted to a Probation Officer. In 1991, she transferred to the Waterloo Residential Correctional Facility, supervising the OWI Program. Connie transferred to write Pre-sentence Investigations in 1998 and she retired on September 29, 2005. Connie was a dedicated employee and we thank her for the 25 years of service to the department and community.

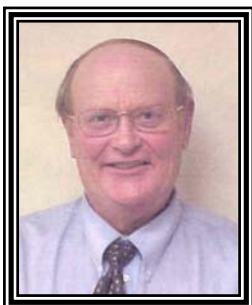
Special Recognitions



Cheryl Cook began working as a part-time Pre-trial Interviewer from December 10, 1974 to August 31, 1975, when she returned to school. She was again hired on February 8, 1976 as a Part-time Pre-trial Interviewer. On July 25, 1976, Cheryl became a full-time Probation/Parole Officer and in 1983 transferred to the Waterloo Residential Correctional Facility as a Counselor. On August 1, 1986, Cheryl was promoted to a Probation/Parole Supervisor where she served until she retired on October 20, 2005. Even as a supervisor, Cheryl always took the time to talk to offenders in an effort to promote positive change. Cheryl contributed to the department's mission for almost 30 years and she continues to work in behalf of offenders through her continued involvement in community efforts.



Jody Seegers began working for the department as an Administrative Assistant on February 9, 1990. She was responsible for a wide range of personnel and administrative duties. As a statewide offender network was developed, Jody became more involved in data reporting. On July 5, 2002, she was re-classified to an Information Technology Specialist. Jody provided the department with essential data reports and led the statewide data warehouse project. Her work helped move corrections statewide forward in the area of outcome reporting. Jody retired on March 23, 2006 and we wish her well.



Gene Vine started working for the state as a Parole Officer on October 15, 1976. He became an employee of the Department of Correctional Services in 1977. Gene served as a Probation/Parole Officer in the Oelwein Office for 30 years and was dedicated to the department's mission and goals. With his experience, he became a leader and mentor to new staff and took on additional office responsibilities. He is also an active member of the community, serving as the Mayor of Oelwein for many years. Gene retired on June 29, 2006. His years of service are greatly appreciated and we hope his retirement is enjoyable.

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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.



Drug Court Team Members



Evidence Based Practices Core Group Meeting

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.***

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, 2006

About Employees ~

Number of Employees: 193

About 1st District Facilities ~

Capacity

Waterloo	150
Dubuque	80
West Union	<u>48</u>
Total	278

About Offenders ~

Number of Offenders:

on 6/30/05: 4,870

on 6/30/06: 5,243

8% increase

The Demographics

Male 74.9% Female 25.1%

Age Group	
Under 18	.2%
18 to 20	9.6%
21 to 30	42.1%
31 to 40	22.1%
41 to 50	19.3%
51 to 60	5.5%
61 or Older	1.2%
Not Recorded in ICON	.1%

Race/Ethnic Origin	
American Indian Or Alaska Native/Non-Hispanic	.3%
Asian or Pacific Islander/Non-Hispanic	.2%
Black/Non-Hispanic	21.2%
Black/Unknown	.1%
White/Hispanic	2.5%
White/Non-Hispanic	74.4%
White/Unknown	.9%
Not Recorded in ICON	.3%

Employment Status	
Disabled	5.2%
Unemployed	19.7%
Employed	64.5%
Not Recorded in ICON	10.6%

The Community Service Worked

□ **1,330** offenders performed

42,949 hours of community service

The Offenses

Offense Type	
Violent	14.4%
Property	24.2%
Drug	26.7%
Public Order	33.1%
Other	1.5%

Closures

	Field Service	Residential	All Offenders
Closures	% of Total	% of Total	% of Total
Successful	78.8%	73.1%	78%
Unsuccessful	15.2%	25.2%	17%
Administrative*	4.4%	1.7%	4%
Intermediate Sanction✓	1.5%	0.0%	1%

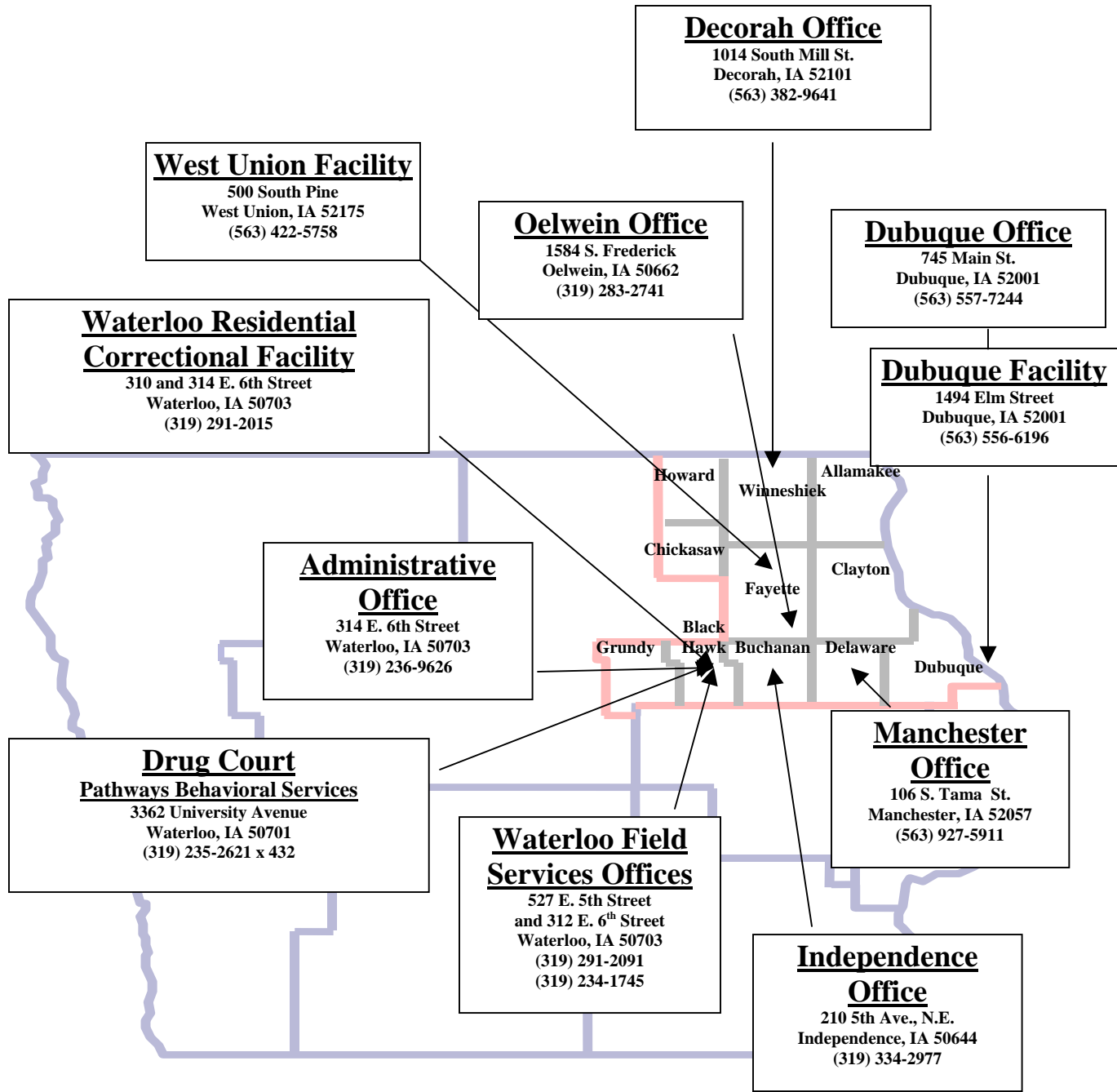
* **Administrative:** i.e. Death, Transfer to another District

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

The Substance Abuse

Of the high risk offenders assessed, **89.6%** of the District's population active on June 30, 2006, reported having alcohol and/or drug problems currently and/or in the past.

FIRST DISTRICT OFFICES



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

Dubuque Residential

**1494 Elm Street
Dubuque, IA 52001
(563) 556-6196**

B. Eric Johnson, Residential Manager
Wendy Lyons, Probation/Parole Supervisor II
Dennis DeBerg, Residential Supervisor
John Miller, Probation/Parole Officer III
Dave Eisbach, Probation/Parole Officer II
Monty Sheckles, Probation/Parole Officer II
Jack Dye, Probation/Parole Officer II
Lisa Hoftender, Probation/Parole Officer II
Paul Kloft, Probation/Parole Officer II
Jackie Bradley, Residential Officer
Gael Huinker, Residential Officer
Katie Schumacher, Residential Officer
Ross Janes, Residential Officer
Stacy Firzlaff, Residential Officer
Amelia Wilson, Residential Officer

Karen Reddick, Food Service Leader
Wayne Streif, Residential Officer
Wes Schilling, Residential Officer
Mindy Kopp, Residential Officer
Ranee Boettner, Residential Officer
Ron Kracke, Residential Officer
Lloyd Herman, Residential Officer
Mike Zurcher, Residential Officer
Mark Shaw, Building Maintenance Coordinator
Jackie Delaney, Secretary
Cindy Schmitt, Secretary
Debbie Wessels, Food Services Coordinator
Eric Suiter, Cook
Janice McLaughlin, Cook

Independence Probation/Parole

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

Damian Teymer, Probation/Parole Officer II

Manchester Probation/Parole

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

Viv Doyle, Probation/Parole Officer II

Oelwein Probation/Parole

**1584 South Frederick Ave.
Oelwein, IA 50662
(319) 283-2741**

Mike Ryan, Probation/Parole Supervisor II
Gene Vine, Probation/Parole Officer II
Stacy McHone, Probation/Parole Officer II
Robert Capelle, Probation/Parole Officer II
Dean Milius, Probation/Parole Officer II
Seth Bonnette, Probation/Parole Officer II
Kathy Flaucher, Secretary
Gail Ehlers, Secretary

Pathways Behavioral Services

**3362 University Ave.
Waterloo, IA 50701
(319) 235-6571**

Bob Ames, Probation/Parole Officer III

Waterloo Probation/Parole

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

William Martinez, Probation/Parole Supervisor II
Scott Dolan, Probation/Parole Supervisor II
Pat Weber, Probation/Parole Officer III
Julie Weber, Probation/Parole Officer II
Johnny Hill, Probation/Parole Officer II
Greg Tovar, Probation/Parole Officer II
Janis Wren, Probation/Parole Officer II
Dan Blaylock, Probation/Parole Officer II
Roxann Scheffert, Probation/Parole Officer II
Mike Yates, Probation/Parole Officer II
Kristi Hein, Probation/Parole Officer II
Tracy Victoria, Probation/Parole Officer II
Rob Wymore, Probation/Parole Officer II

Doug Dietz, Probation/Parole Officer II
Tim Gillam, Probation/Parole Officer II
Crystal Corlett, Probation/Parole Officer II
Jeff Young, Probation/Parole Officer II
Jennifer Wymore, Probation/Parole Officer II
Gayle Clark, Probation/Parole Officer II
Janice Hewitt, Probation/Parole Officer II
Alison Baker, Probation/Parole Officer II
Dwayne Price, Probation/Parole Officer II
Pam Todd, Probation/Parole Officer II
Don Gardner, Probation/Parole Officer II
B.J. Wilcox, Probation/Parole Officer II
Brian Baker, Probation/Parole Officer II
Roger Oberhauser, Probation/Parole Officer II
Gina Wester, Clerical Supervisor
Mara Keninger, Secretary
Janet Butz, Secretary
Raja Seda, Secretary
Lori Fox, Secretary
Kari Gardner, Secretary
Sharon Keith, Maintenance Technician

Waterloo Probation/Parole (312)
312 East 6th Street, P.O. Box 4030
Waterloo, IA 50704-4030
(319) 234-1745

Mike Schreck, Probation/Parole Supervisor II
Rick Dolleslager, Polygrapher
Jeff Grell, Probation/Parole Officer III
Sara Carter, Community Treatment Coordinator
Sandy Brockney, Probation/Parole Officer III
John Harrington, Probation/Parole Officer III
Bill Tate, Jr., Probation/Parole Officer III
Bob Morck, Probation/Parole Officer III
Curt Turner, Probation/Parole Officer III
Michelle Shepherd, Probation/Parole Officer III
Norm Montgomery, Probation/Parole Officer III
Dan Mallin, Probation/Parole Officer III
Angie Oberhauser, Probation/Parole Officer II
Kathy Gades, Probation/Parole Officer II
Mike Roquet, Probation/Parole Officer II
Laurie Stapella-Knief, Probation/Parole Officer II
Mary Roche, Community Program Monitor
Kent Guild, Educational Instructor
Dee Krull, Secretary
Jean Johnson, Secretary

Waterloo Residential (310)
310 East 6th Street, P.O. Box 4030
Waterloo, IA 50704-4030
(319) 291-2087

John Clark, Probation/Parole Officer II
Dave Anders, Probation/Parole Officer II
Kari Yates, Probation/Parole Officer II
Gary Gilles, Sr., Community Work Crew Leader
Fred Thomas, Residential Officer
Nick McGovern, Residential Officer
Diana Lindquist, Residential Officer
Dave LeBahn, Residential Officer
Chris Clapp, Residential Officer
Hope Crimmins, Residential Officer
Pat Casey, Residential Officer
Carmen Coleman, Residential Officer
Michele Hannah, Residential Officer
Linda Torres, Residential Officer
Randy Petty, Residential Officer
Mark Chase, Building Maintenance Coordinator
Leo Francisco, Building Maintenance Coordinator
Betty Wright, Food Services Coordinator

Jessica Hammel, Food Services Coordinator
Sonia Johnson-Jackson, Food Services Coordinator
Emanuel Martinez, Cook

Waterloo Residential (312)
312 East 6th Street, P.O. Box 4030
Waterloo, IA 50704-4030
(319) 234-1745

Lisa Dolan, Probation/Parole Officer III
Chad Mackie, Probation/Parole Officer II
Dawn McFarlane, Probation/Parole Officer II
Shawn Chestnut, Probation/Parole Officer II

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
Tam DeMaris, Probation/Parole Supervisor II
Denise Cooper, Probation/Parole Supervisor II
Al Hoff, Residential Supervisor
Dave Campbell, Residential Supervisor
Patti Smilanich, Psychologist
Cheryl Hannah, Probation/Parole Officer III
Ross Todd, Probation/Parole Officer III
Robert Henderson, Probation/Parole Officer II
Dave Potter, Probation/Parole Officer II
Richard Howard, Residential Officer
Deb Kuehne, Residential Officer
DeDe Helgeson, Residential Officer
Brad Gordon, Residential Officer
Katie Moore, Residential Officer
Jim Farley, Residential Officer
Mike Laneville, Residential Officer
Luke Aldrich, Residential Officer
Mike Schwab, Residential Officer
Scott Mickle, Residential Officer
Tyler Granberg, Residential Officer
Darcy Vine, Residential Officer
Sue Danico, Secretary
Laurie Thoma, 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
Pat Taylor, Probation/Parole Officer II
Chad Beermann, Probation/Parole Officer II
Keith Kovarik, Probation/Parole Officer II
Sara Duvel, Residential Officer
Ricky Conley, Residential Officer
Jim Schiller, Residential Officer
Chad Vance, Residential Officer
Sherri Miene, Residential Officer
Jo Ann Meyer, Residential Officer
Mark Oltrogge, Residential Officer
Diane Bartels, Food Service Leader
Darrell Todd, Residential Officer
John Duehr, Residential Officer
Emily Cahoon, Residential Officer
Tammy Moser, Secretary
Rose Clark, Secretary
Kathy Dunt, Cook

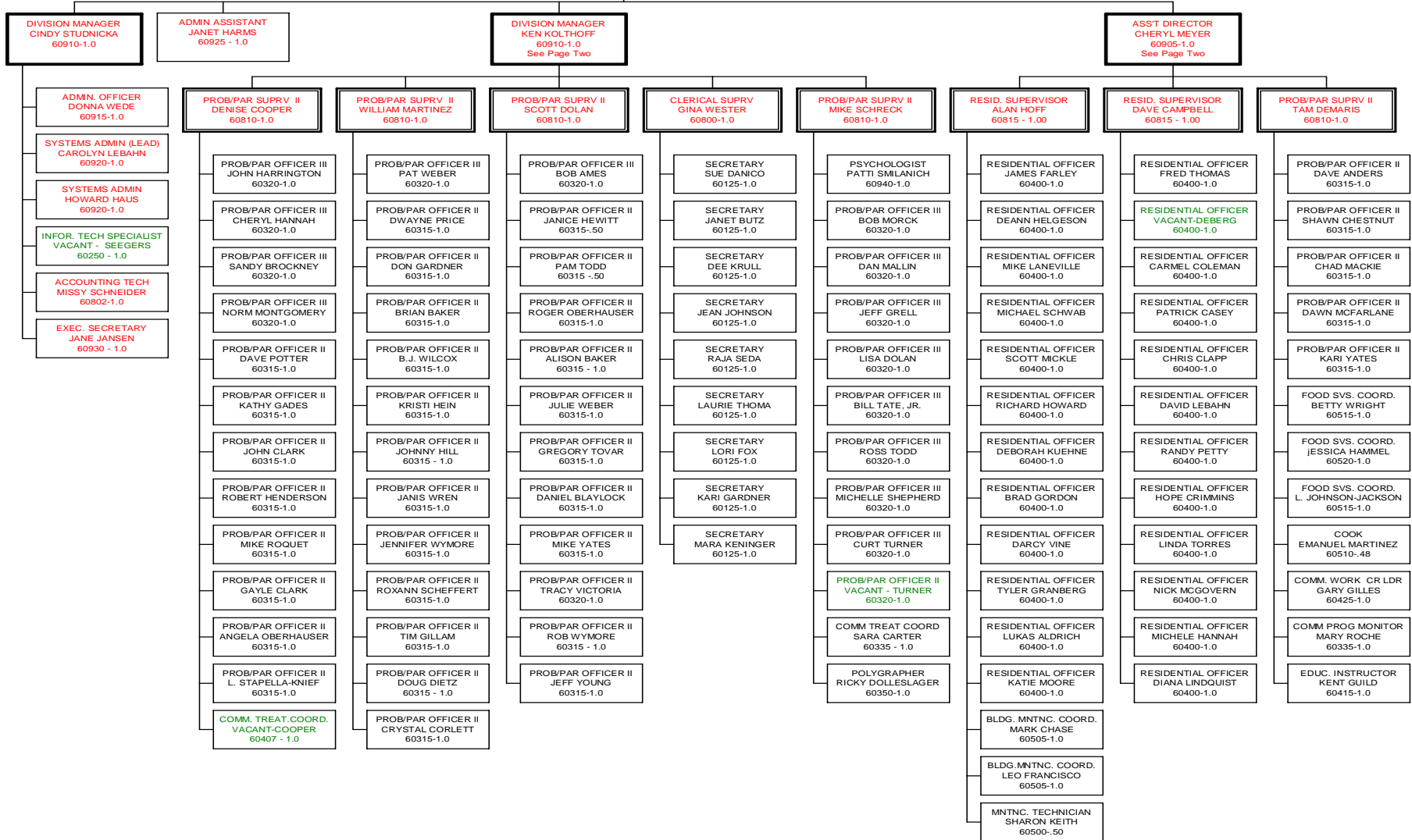
Table of Organization

as of June 30, 2006

Western
Division

BOARD OF DIRECTORS

DISTRICT DIRECTOR
KAREN HERKELMAN
60903-1.0



Northeast Division

Eastern Division

DISTRICT DIRECTOR
KAREN HERKELMAN

DIVISION MANAGER
KEN KOLTHOFF

ASSISTANT DIRECTOR
CHERYL MEYER

ASSISTANT DIRECTOR
CHERYL MEYER

DIVISION MANAGER
KEN KOLTHOFF

PROB/PAR SUPRV II
MICHAEL RYAN
60810-1.0

RESIDENTIAL MANAGER
MARK SMITH
60825-1.0

RESIDENTIAL MANAGER
ERIC JOHNSON
60825-1.0

PROB/PAR SUPRV II
DOUG DYKSTRA
60810-1.0

PROB/PAR SUPRV II
KYLE STEWART
60810-1.0

PROB/PAR OFFICER III
JUDY HERMAN
60320-1.0

PROB/PAR OFFICER III
JANE DUEHR
60320-1.0

PROB/PAR OFFICER III
VACANT - JONES
60320-1.0

PROB/PAR OFFICER II
M. MANNING HOULIHAN
60315-1.0

PROB/PAR OFFICER II
DAVE CREERY
60315-1.0

PROB/PAR OFFICER II
DEAN MILIUS
60315-1.0

PROB/PAR OFFICER II
SETH BONNETTE
60315-1.0

PROB/PAR OFFICER II
CHAD BEERMANN
60315-1.0

PROB/PAR OFFICER II
ROBERT CAPELLE
60315-1.0

PROB/PAR OFFICER II
STACY MCHONE
60315-1.0

PROB/PAR OFFICER II
DAMIAN TEYMER
60315-1.0

PROB/PAR OFFICER II
GENE VINE-retired
60315-1.0

SECRETARY
MAXINE HUMPAL
60125-.75

SECRETARY
GAIL EHLERS
60125-1.0

SECRETARY
KATHLEEN FLAUCHER
60125-1.0

SUB. ABUSE LIAISON
SHERRYL PAUL
60330-1.0

RESID. SUPERVISOR
ROBERT LEVENDUSKY
60815-1.00

RESIDENTIAL OFFICER
JOHN DUEHR
60400-1.0

RESIDENTIAL OFFICER
RICKY CONLEY
60400-1.0

RESIDENTIAL OFFICER
DARRELL TODD
60400-1.0

RESIDENTIAL OFFICER
MARK OLTROGGE
60400-1.0

RESIDENTIAL OFFICER
JOANN MEYER
60400-1.0

RESIDENTIAL OFFICER
JAMES SCHILLER
60400-1.0

RESIDENTIAL OFFICER
CHAD VANCE-vacant
60400-1.0

RESIDENTIAL OFFICER
SHERRI MIENE
60400-1.0

RESIDENTIAL OFFICER
EMILY CAHOON
60400-1.0

RESIDENTIAL OFFICER
SARA DUVEL
60400-1.0

PROB/PAR OFFICER III
JODI KUENNEN
60320-1.0

PROB/PAR OFFICER II
PAT TAYLOR
60315-1.0

PROB/PAR OFFICER II
KEITH KOVARIK
60315-1.0

SECRETARY
ROSE CLARK
60125-1.0

SECRETARY
TAMMY MOSER
60125-.50

FOOD SERVICE LEADER
DIANE BARTELS
60520-1.0

COOK
KATHLEEN DUNT
60510-.50

RESID. SUPERVISOR
DENNIS DEBERG
60815-1.00

RESIDENTIAL OFFICER
RON KRACKE
60400-1.0

RESIDENTIAL OFFICER
WAYNE STREIF
60400-1.0

RESIDENTIAL OFFICER
LOYD HERMAN
60400-1.0

RESIDENTIAL OFFICER
MICHAEL ZURCHER
60400-1.0

RESIDENTIAL OFFICER
ROSS JAMES
60400-1.0

RESIDENTIAL OFFICER
JACQUELINE BRADLEY
60400-1.0

RESIDENTIAL OFFICER
MINDY KOPP
60400-1.0

RESIDENTIAL OFFICER
RANEE BOETTNER
60400-1.0

RESIDENTIAL OFFICER
WESLEY SCHILLING
60400-1.0

RESIDENTIAL OFFICER
STACY FIRZLAFF
60400-1.0

RESIDENTIAL OFFICER
KATIE SCHUMACHER
60400-1.0

RESIDENTIAL OFFICER
GAEL HUINKER
60400-.50

RESIDENTIAL OFFICER
AMELIA WILSON
60400-.60

BLDG. MNTNC. COORD.
MARK SHAW
60505-1.0

PROB/PAR SUPRV II
WENDY LYONS
60810-1.0

PROB/PAR OFFICER III
JOHN MILLER
60320-1.0

PROB/PAR OFFICER II
JACK DYE
60315-1.0

PROB/PAR OFFICER II
LISA HOFTENDER
60315-1.0

PROB/PAR OFFICER II
DAVID EISBACH
60315-1.0

PROB/PAR OFFICER II
MONTY SHECKLES
60315-1.0

SECRETARY
CINDY SCHMITT
60125-1.0

SECRETARY
JACKIE DELANEY
60125-1.00

FOOD SERVICE LEADER
KAREN REDDICK
60520-1.0

COOK
DEBBIE WESSELS
60510-.67

COOK
JANICE MCLAUGHLIN
60510-.50

COOK
ERIC SUITER
60510-.50

PROB/PAR OFFICER III
MARK BLATZ
60320-1.0

PROB/PAR OFFICER II
C. CARTER-THOMAS
60315-1.0

PROB/PAR OFFICER II
VIVIAN DOYLE
60315-1.0

PROB/PAR OFFICER II
KAREN KASCEL
60315-1.0

PROB/PAR OFFICER II
TRACI SUAREZ
60315-1.0

PROB/PAR OFFICER II
LAURI WALDBILLIG
60315-1.0

PROB/PAR OFFICER II
JESSICA CLARK
60315-1.0

SECRETARY
MARY TAYLOR
60125-1.0

SECRETARY
ALICE CONNOR-HOERNER
60125-1.0

SECRETARY
MELISSA RIES
60125-1.0

PROB/PAR OFFICER III
ROXANNE PATTON
60320-1.0

PROB/PAR OFFICER II
LYNN GILES
60315-1.0

PROB/PAR OFFICER II
TERRY HUDSON
60315-1.0

PROB/PAR OFFICER II
PAUL KLOFT
60315-1.0

PROB/PAR OFFICER II
MARK ESSER
60315-1.0

COMM TREATMENT COORD.
RAE ANN KENNEDY
60407-1.0

EDUC. INSTRUCTOR
JOAN ZITELMAN
60415-.50

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Northeast Advisory			
	Member	Hamann, Sandy	New Hampton, IA 50659 (563) 237-6105
	Alternate	Vick-Froelich, Deidre	Elkader, IA 52043 (563) 873-3300
Western Advisory			
	Alternate	Hagge, Harry	Cedar Falls, IA 50613 (319) 266-4530
	Member	*Greenlee, Bob	Shell Rock, IA 50670 (319) 885-6313

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Cliff Bunting	1002 New Street, Manchester, IA 52175	Board Representative
Bob Clemen	2039 110th Avenue, Masonville, IA 50654	Board Alternate
Bridgett Bartlett	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	

Northeast

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Sandy Hamann	951 N. Linn Avenue, New Hampton, IA 50659	Board Representative
Dave Zimmer	504 Easy Street, West Union, IA 52175	
Barb Winters	1059 3rd Ave. NW, Waukon, IA 52172	
Jacque Hahn	PO Box 403, Cresco, IA 52136	
Tim Main	2277 Iowa Ave., Independence, IA 50644	
Larry Heckert	36 S. Frederick Ave., Oelwein, IA 50662	

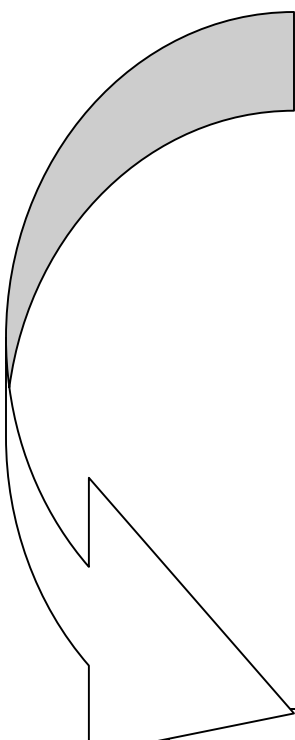
Western

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	
Bob Greenlee	PO Box 278, Shell Rock, IA 50670	Vice-Chair, Board Rep.
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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 '06

FY '06 TOTAL REVENUES

	FY 2005	FY 2006	% Change
State	10,215,157	11,143,105	+9.09%
Federal	706,233	869,457	+23.12%
County	513,820	373,249	-24.36%
Offender Fees (Detailed Below)	1,935,256	2,000,688	+3.39%
Batterer Education Program Support	99,880	77,364	-22.55%
Other Funding Source	0	216,374	New
Interest	2,480	9,753	+293.27%
Other	15,252	17,311	+13.50%
Previous Fiscal Year Carryover	207	37,351	+17,943.97%
TOTAL	13,488,285	14,744,652	+9.32%



Offender Fees	FY 2005	FY 2006	% Change
Residential Rent	1,152,564	1,259,980	+9.32%
Residential Day Reporting Fees	171,071	175,481	+2.58%
Supervision Fees	527,894	485,293	-8.07%
Program Fees	83,727	79,934	-4.53%
Totals	1,935,256	2,000,688	+3.39%

FY '06 Total Expenditures

Cost Center	FY 2005	FY 2006	% Change
Salaries & Benefits	11,984,206	12,547,035	+4.70%
Travel & Subsistence	79,090	102,507	+29.61%
Supplies	471,718	558,389	+18.38%
Contractual Services	760,501	869,099	+14.28%
Equipment & Repairs	67,083	450,801	+572.01%
Debt Reduction & Insurance.	88,336	76,775	-13.09%
TOTAL	13,450,934	14,604,606	+8.58%

FY '06 EXPENDITURES BY MAJOR COST CENTERS

Major Cost Center	FY 2005	FY 2006	% Change
Administration **	1,082,400	1,112,010	+2.74%
Probation/Parole	4,317,206	4,899,450	+13.49%
Residential Services	5,842,864	6,244,615	+6.88%
Special Projects (detailed below)	2,208,464	2,348,531	+6.35%
TOTAL	13,450,934	14,604,606	+8.58%

**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 '06 EXPENDITURES IN SPECIAL PROJECTS	FY 2005	FY 2006	% Change
Probation/Parole/Pretrial Intensive	243,647	331,678	+36.13%
TASC	69,981	73,408	+4.90%
Violator Aftercare	160,104	167,779	+4.80%
Education	92,231	93,661	+1.55%
Sex Offender Treatment	827,366	703,103	-17.68%
Community Work Crew	55,392	58,004	+4.72%
Dual Diagnosis	463,691	445,119	-4.01%
Mental Health Transition	173,016	169,326	-2.14%
Batterers' Education Program	59,555	65,913	+10.68%
Black Hawk Co. Jail Assessment	63,481	73,590	+15.93%
Drug Court	0	110,006	New
Electronic Monitoring	0	56,944	New
TOTAL	2,208,464	2,348,531	+6.35%

Program Costs



AVERAGE DAILY COSTS:

Low Risk Offender Program	\$0.18
Minimal Risk	\$0.38
Regular Probation/Parole Supervision	\$3.59
Regular Pre-Trial Supervision	\$3.36
Intensive Probation/Parole Supervision	\$6.49
Intensive Pre-Trial Supervision	\$5.61
Sex Offender Treatment Program	\$15.29
Dual Diagnosis (Male)	\$45.54
Women's Program for Co-Occurring Disorders	\$8.76
Dual Diagnosis – Aftercare	\$6.38
Mental Health Re-Entry Program	\$6.42
Treatment Alternatives to Street Crime (TASC)	\$2.45
Violator Aftercare	\$7.66
Batterer Education Program	\$0.55
Average Daily Cost Per Facility	\$56.50
Average Daily Cost Facility Day Reporting	\$7.24
Average Daily Cost of Electronic Monitoring	\$2.23
Average Daily Cost for Drug Court	\$33.96

OTHER AVERAGE COSTS:

Pre-Trial Interview	\$48.01
Pre-Trial Interview – Intensive	\$56.37
Pre-Sentence Investigation – Detailed	\$383.03
Pre-Sentence Investigation - Informal	\$56.86
Jail Assessment Diversion (Per Offender Served)	\$566.09
Job Development/Education (Per Offender Served)	\$370.20

Evidence Based Practices

Evidence-based practice is a significant trend throughout all human services that **emphasizes 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 Practices by applying 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

ONE OUTCOME is Desired Over Others



It is **MEASURABLE**

Uses **PRACTICAL REALITIES**

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
- Cognitive Distortions
- Taking Responsibility for Choices and Behavior

Active on 7/1/05	34
New Admissions	236
Closed	226
Successful Completion Rate	76.1%
Unsuccessful Completion Rate	.09%
Administrative Completion Rate	10.2%
Intermediate Sanctions	12.8%
Active on 6/30/06	49
Total served FY06	270

Anger Management

Available District-wide

Anger management groups offered through the Department consist of weekly cognitive behavioral and skill development sessions to help participants develop 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 using 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. Discovering thinking patterns that increase effective conflict/stress management.
3. Learning the difference between effective and ineffective anger management.
4. Discovering and practicing basic communication skills.
5. Exploring skills and practices that increase positive relationships and healthy stress management.

Active on 7/1/05	29
New Admissions	116
Closed	122
Successful Completion Rate	89.3%
Unsuccessful Completion Rate	0.8%
Administrative Completion Rate	1.6%
Intermediate Sanctions	8.2%
Active on 6/30/06	23
Total served FY06	145

Substance Abuse Programs

- ❑ **89.6% of moderate and high risk offenders have substance abuse problems**
- ❑ Referrals for evaluation, education, and treatment are made to community resources, including self-help groups, hospitals, local substance abuse agencies, and the faith-based community
- ❑ 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.

<p><u>GOALS:</u></p> <p>~Communication between Substance Abuse & the Justice System ~Identification/intervention of substance abuse & relapse behavior ~Promotion of successful completion of treatment ~Recovery oriented behavior ~Reduction of criminal recidivism ~ Providing intermediate sanctions</p>	<p><u>COMPONENTS:</u></p> <p>Assessment Referral Case Management Intervention Aftercare Treatment</p>
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Average Daily
Costs - \$2.45

Active on 7/1/05	30
New Admissions	50
Closed	40
Successful Completion Rate	52.5%
Unsuccessful Completion Rate	2.5%
Administrative Completion Rate	17.5%
Intermediate Sanctions	27.5%
Active on 6/30/06	40
Total served FY06	80

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 7/1/05	13
New Admissions	29
Closed	20
Successful Completion Rate	70.0%
Unsuccessful Completion Rate	0.0%
Administrative Completion Rate	20.0%
Intermediate Sanctions	10.0%
Active on 6/30/06	15
Total served FY06	42

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 7/1/05	35
New Admissions	82
Closed	83
Successful Completion Rate	95.2%
Unsuccessful Completion Rate	1.2%
Administrative Completion Rate	3.6%
Intermediate Sanctions	0.0%
Active on 6/30/06	36
Total served FY06	117

Substance Abuse Programs

DRUG COURT



The Black Hawk County Drug Court is a court that has been specifically designed and staffed to supervise nonviolent felony drug addicted offenders who have been referred to this comprehensive and judicially monitored program of drug treatment services. The mission of the Black Hawk County Drug Court is to enhance public safety and benefit our community through a judicially supervised, collaborative effort to more efficiently work with non-violent substance abusing offenders, thereby reducing recidivism and associated crime.

Black Hawk County Drug Court represents a *non-traditional approach to criminal offenders who are addicted to drugs*. Rather than focusing only on the crimes and punishments, Drug Court also attempts to solve some of the offenders' underlying problems.

The Drug Court is built upon a *unique partnership* between the criminal justice and drug treatment communities, one which structures treatment intervention around the authority and personal involvement of a single Drug Court Judge.

The Drug Court is dependent upon the creation of a non-adversarial courtroom atmosphere where a single Judge and dedicated correctional and treatment staff work together toward a common goal of *breaking the cycle* of drug abuse and criminal behavior. An environment with clear and certain rules is created and a participant's compliance is within their own control.

Drug Court . . .

- Integrates alcohol and drug treatment services with justice system case processing
- Uses a non-adversarial approach where prosecution and defense counsel promote public safety while protecting participants' due process rights.
- Identifies eligible offenders early and promptly places them in the program.
- Provides access to a continuum of alcohol, drug, and other related treatment and rehabilitation.
- Monitors abstinence by frequent alcohol and other drug testing.
- Is governed by a coordinated strategy to offender compliance.
- Is an ongoing judicial interaction with each participant
- Measures the achievement of program goals and gauges effectiveness by monitoring and evaluation
- Believes continuing interdisciplinary education promotes effective planning, implementation and operations.
- Forges partnerships with public agencies and community-based organizations, generating local support, thereby enhancing its effectiveness.

Active on 7/1/05	0
New Admissions	14
Unsuccessful Completion	2
Active in Program as of 6/30/06	12
Total served FY 06	14

Average Daily
Costs - \$33.96

Mental Health Programs

Available in Black Hawk County

Mental Health Jail Assessment

Funded through county funds, the department continues to conduct mental health screenings on individuals in the Black Hawk County Jail to determine if appropriate services exist enabling the offender to remain and have optimal opportunity to succeed in the community. The program specifically looks at all issues faced by the individual and through collaboration with multiple community agencies, addresses the individuals mental health needs, as well as issues related to housing, medications, provider support, and appropriate correctional supervision. This program works closely with and makes referrals to the other mental health programs.

- 130 new offenders were screened and referred as follows:
 - 46.1% to community placement with appropriate supervision
 - 3.8% to mental health care facilities
 - 30.1% to Women’s Co-Occurring Disorder or Male Dual Diagnosis Programs
 - 18.5% to prison
 - 1.5% still incarcerated

Mental Health Re-Entry Program

Grant funds through the Department of Human Services started this program and continue although now only partially funded through DHS. The Mental Health Re-Entry Program 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 7/1/05	32
New Admissions	25
Closed	27
Successful Completion Rate	74.1%
Unsuccessful Completion Rate	7.4%
Administrative Completion Rate	11.1%
Intermediate Sanctions	7.4%
Active on 6/30/06	38
Total served FY06	57

Average Daily
Costs - \$6.42

Mental Health Programs

Male Dual Diagnosis Offender Program

The Dual Diagnosis Offender Program is funded through the Governor’s Office of Drug Control Policy. It is a facility-based program for 18 males who have co-occurring mental illness and substance abuse disorders. Upon successful completion of the facility placement offenders in this program are assigned to a specialized probation/parole officer who monitors their compliance with on-going programming. 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 7/1/05	17	20
New Admissions	40	25
Closed	42	9
Successful Completion Rate	54.8%	22.2%
Unsuccessful Completion Rate	38.1%	66.7%
Administrative Completion Rate	7.1%	11.1%
Intermediate Sanction	0.0%	0.0%
Active on 6/30/06	15	36
Total served FY06	57	45

Average
Daily Costs
Residential
Facility
\$45.54

Average
Daily Costs
Aftercare
\$6.38

Women’s Program for Co-Occurring Disorders

The Women’s Program for Co-occurring Disorders was started with funds through a grant from the Office of Drug Control Policy. It is now partially funded through ODCP. 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 - \$8.76

Active on 7/1/05	21
New Admissions	26
Closed	12
Successful Completion Rate	33.3%
Unsuccessful Completion Rate	33.3%
Administrative Completion Rate	25.0%
Intermediate Sanction	8.3%
Active on 6/30/06	35
Total served FY06	47

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. Services are provided by specially trained staff and contracted service providers.

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 7/1/05	108
New Admissions	69
Closed	51
Successful Completion Rate	60.8%
Unsuccessful Completion Rate	25.5%
Administrative Completion Rate	13.7%
Intermediate Sanction Rate	0.0%
Active on 6/30/06	126
Total served FY 06	177

Average Daily
Costs - \$15.29

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.

**Average Daily
Costs - \$7.66**

Active on 7/1/05	22
New Admissions	57
Closed	57
Successful Completion Rate	63.2%
Unsuccessful Completion Rate	10.5%
Administrative Completion Rate	15.8%
Intermediate Sanction	10.5%
Active on 6/30/06	15
Total served FY06	79

COMPONENTS:

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

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.

**Average Daily
Coordinating Costs
\$0.55**

Groups . . .

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

BEP is completely funded by offender fees.

Active on 7/1/05	345
New Admissions	342
Closed	359
Successful Completion Rate	75.2%
Unsuccessful Completion Rate	7.0%
Administrative Completion Rate	17.8%
Intermediate Sanctions	0.0%
Active on 6/30/06	328
Total served FY06	687

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 7/1/05	14
New Admissions	317
Closed	342
Successful Completion Rate	83.3
Unsuccessful Completion Rate	7.3
Administrative Completion Rate	3.5
Intermediate Sanctions	5.8
Active on 6/30/06	11
Total served FY06	331

Victim Impact

Active on 7/1/05	14
New Admissions	130
Closed	122
Successful Completion Rate	59.8%
Unsuccessful Completion Rate	13.9%
Administrative Completion Rate	13.1%
Intermediate Sanctions	13.1%
Active on 6/30/06	38
Total served FY06	144

Victim Impact Class Speakers

Victim Impact Speaker Opportunities	19
New Victim Impact Speakers Prepared to Speak	4
Total Victim Impact Speaker Contacts	23

Victim-Offender Intervention Services

Victims Assisted with:	
Restitution Information	84
Advocacy/Offender Information	49
Crime Victim Compensation	9
Advocacy/Crisis Intervention/Registration	11
Referrals to Community Resources	37
Victims/Community Members Who Participated in Facilitated Communication with Offenders	17
Total Served in VOIS	207

Staff Victimization and Support Services (SVSS)

Staff contacts through SVSS	52
Critical Incident Debriefings Provided through SVSS	6

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.*

Office/Facility	Number of Offenders	Hours Worked	Type of Work	Locations (frequently used)
Waterloo Field Services	302	11,770	Janitorial, General Labor, Office Work, Meal Preparation/Clean-up, Food Bank, Charity Organizations, Ditch Clean Up, Park Maintenance, Construction, Handicap Ramp construction	Community residences, Department offices, Waterloo Rec Center, Schools, Churches, Food Bank, Salvation Army, parks, St. Vincent DePaul, Jesse Cosby Center, Latino Resources Center, SACS on 7 th , Young Arena
Waterloo Residential*	598	12,594		
Dubuque/Manchester Field Services	112	10,912	General Labor, Construction, Office Work, Charity Organizations, Park Maintenance	Department Offices, Eagles Club, Project Concern, Food Pantry, Dubuque Rescue Mission, Red Cross, St. Vincent DePaul, Arboretum, Tri-State Blind Society
Dubuque Facility*	151	2,700		
Oelwein, Decorah, Independence Field Services	72	3,403	Janitorial, General Labor, Office Work, Ditch Clean Up, Charity Organizations, Food Bank, Yard Work, Snow Removal,	Fairgrounds, Cities of NE Iowa, Ft. Atkinson Heritage Days, Schools, Dept. of Natural Resources, Goodwill Store, Food Pantries, Parks
West Union Facility*	95	1,570		
TOTALS	1,330	42,949		

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

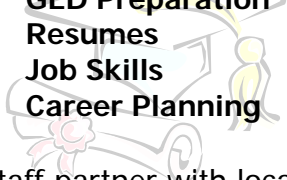
✓ **In Black Hawk County, the First District provides a service to the Court by assisting and reporting on self probation offenders as they perform community service. In FY '06 128 of these offenders performed over 4,900 hours of community service.**

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



Education Statistics	
Educational Assessments Administered	102
GED Preparation Total Served	176
Offenders Completing GED	12
Job Development Total Served	364

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

**Average Cost
Per Offender Served
\$370.20**

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

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

3,327 volunteer hours were performed during FY' 06.



Community Presentations



1st District staff presented programs to the following community organizations during FY 2006:

Location/ Agency	Staff	Subject
Spring Housing Inspectors	L. Waldbillig	Gangs
TAPA Center	S. Carter	Jail Diversion
League of Women Voters	M. Schreck, K. Herkelman	Overview of Corrections
Operation Threshold	M. Schreck	Sex Offender Issues
University of Dubuque	L. Waldbillig & W. Lyons	Overview of Corrections and Sex Offenders
Archdiocese of Dubuque	M. Roche	VOIS
GAINS Center National Conference Boston	Sara Carter	Jail Diversion
Loras, Clarke Colleges	L. Giles	Overview of Corrections
Iowa Correctional Institution for Women, Mitchellville	Sara Carter	Jail Diversion
Mt. Pleasant Correctional Facility	Sara Carter	Jail Diversion
Iowa Protection and Advocacy Services	M. Schreck, S. Carter, J. Grell	transition from Jails and Prisons for mentally ill offenders
Iowa State Association of Counties & Community Services Affiliates	D. Mallin, M. Schreck	Sex Offender Law Changes
Upper Iowa	Rob Wymore	Overview of Corrections and BEP
Mt. Pleasant Correctional Facility	M. Roche	VOIS
Juvenile Court Services	J. Wren, W. Martinez	Overview of First District, Risk Assessment Tools; Interventions & Programming

Location/ Agency	Staff	Subject
UNI Football Team and Staff	K. Kolthoff	Overview of Corrections
UNI	Karen Herkelman	Drug Court
University of Dubuque	J. Clark	Pre-sentence Investigations
Rockwell City High School	M. Roche	VOIS
Upper Iowa University	J. Wren	Cognitive Skills; Colors Personality
Loras College	E. Cahoon, W. Schilling	Residential Officer position
Newton Correctional Facility Supervisors	M. Schreck, D. Mallin	Mentally Ill Offenders
Loras College, University of Dubuque & N.I.C.C.	D. Dykstra	Overview of Corrections
Dubuque County Young Lawyers Assn.	R. Kennedy	Corrections Role in Domestic Violence Programming
Waterloo/CF Community	M. Roche	VOIS
Pathfinder's Class, West Delaware High School, Manchester	Viv Doyle	Overview of Corrections
Vocational Rehabilitation State Conference	M. Schreck, J. Grell, S. Carter, D. Mallin, D. Muetherthies, K. Munson	Mental Health Issues
State of Iowa Staff, Victim Impact Facilitators Training	M. Roche	VOIS
UNI Corrections Class	Angie Oberhauser	Presentence Investigations
American Correctional Association-Summer Conference, Baltimore, MD	J. Grell (along with other Corrections officials, John Spence, Bob Anderson, and Dave Muetherthies	Mental Health Transition

Standing Committees

Training - Donna Wede and Jean Johnson, Chairs



Mission Statement: To ensure quality training for all employees that enhances skills, knowledge and health to better protect our community, employees and offenders. The Training Committee plans and coordinates training for employees on a wide variety of topics. The training is offered locally and inexpensively. This helps staff be better prepared to perform their jobs and meet the department's training requirements. *(Members: David Anders, Dennis DeBerg, Jean Johnson, Carolyn LeBahn, Wendy Lyons, Chad Mackie, Cheryl Meyer, Mary Roche, Michael Ryan, Roxann Scheffert, Donna Wede, BJ Wilcox, Janis Wren, Brian Baker)*

Strategic Planning – Cindy Studnicka, Chair



Representatives from across the department and across job classifications meet to assist with short and long term planning for the department. The committee also includes one member from the District Board of Directors. This group formulates recommendations for the strategic plan, which is undated annually. The plan is also a method to document successes, deficiencies, and goals. *(Members: John Clark, Carmen Coleman, Stacy McHone, Jackie Bradley, Darrell Todd, Janis Wren, Raja Seda, Mary Roche, Karen Kascel, Vivian Doyle, Karen Herkelman, Cindy Studnicka, Cheryl Meyer, Janet Harms, Scott Dolan, Wendy Lyons, Bob Greenlee; Alternates: Jim Farley, Dave Creery, B.J. Wilcox, Lori Fox, Eric Johnson)*

Diversity – William Martinez, Chair



The Diversity Committee's mission is "To Enhance Sensitivity To Differences, Recognize the Commonalities, and Respect the Uniqueness Of All Individuals". Their goals include to have a workplace environment that fosters mutual respect and acceptance of individual differences of all staff, to encourage all staff to listen and respond sensitively to all recipients of services and all other staff, to ensure that plans, resources, and policies support the mission and philosophy of diversity (managing diversity) (maintain an active diversity committee), to be an organization that highly values its staff and respects their differences and provides services without regard to unique differences among all people, to recognize and reward individual and group contributions to managing diversity. They have planned and made information available on training opportunities, organized activities, and developed policy. They have also attended job fairs in an effort to recruit minority applicants. *(Members: William Martinez, Karen Herkelman, Michelle Shepherd, Janet Butz, Sherryl Paul, Eric Johnson, Mary Taylor, Cheryl Hannah, Carmen Coleman, Wendy Lyons, Claudette Carter-Thomas, Donna Wede)*

Standing Committees, Continued

Safety – Dave Campbell, Chair



The Department's mission includes protection of the public, employees, and offenders. The Safety Committee is responsible for assessing safety needs, including training, equipment, standards, and policy changes needed to ensure maximum safety. They explore solutions to problem areas and make recommendations to the management team. *(Members: Dave Campbell, Dan Blaylock, Janet Butz, Crystal Corlett, Rick Dolleslager, Leo Francisco, Brad Gordon, Michele Gutierrez, Dave LeBahn, Bob Morck, Roger Oberhauser, Laurie Thoma, Rob Wymore, Curt Turner, Jeff Grell, Mary Roche, Jack Dye, Wes Schilling, Dennis DeBerg & Dean Milius)*

Employee Recognition – Janet Harms, Chair



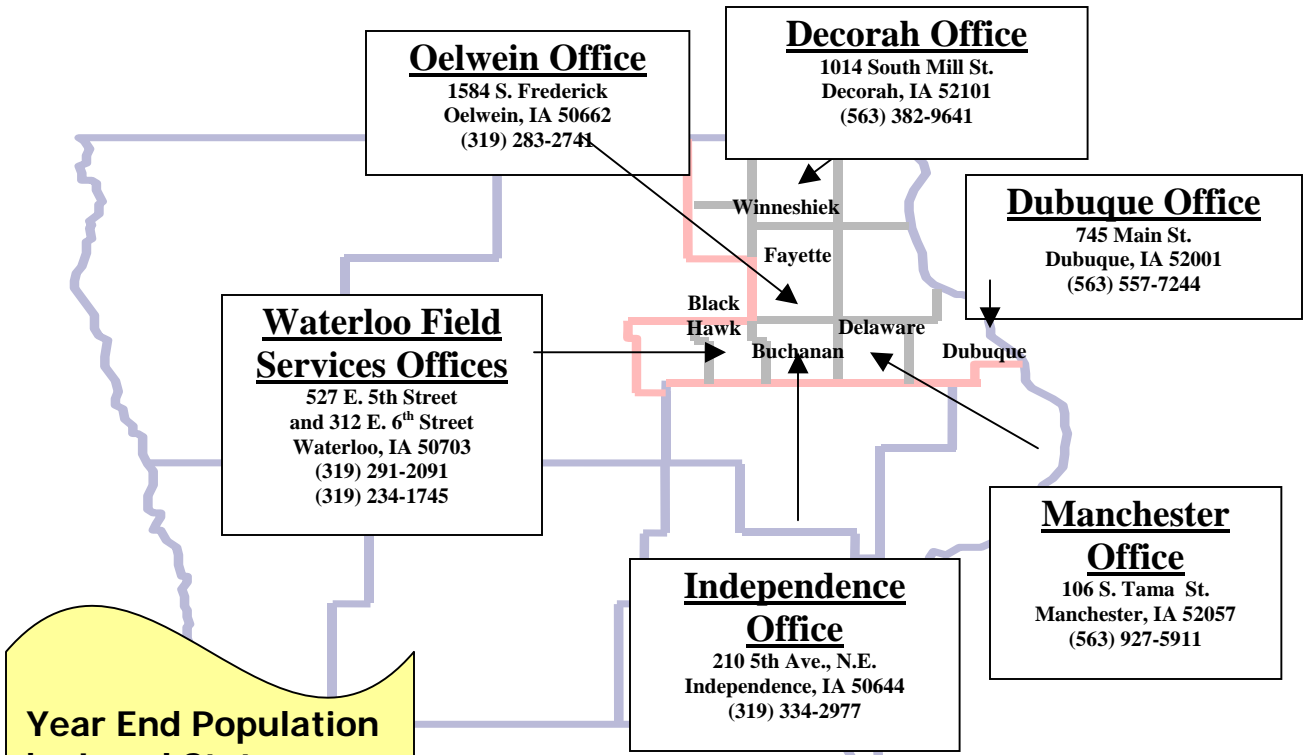
The Department views its employees as its greatest asset. The Employee Recognition Committee is responsible for formal recognition of the work and accomplishments of employees. They establish policy, processes, and facilitate nominations of deserving recipients. They organize the annual award ceremony at the summer picnics and forward nominations for statewide recognition. *(Members: Dave Anders, Janet Butz, Chris Clapp, Sherri Miene, Doug Dykstra, Cheryl Hannah, Jeff Young, Denise Cooper, Cindy Schmitt, Janet Harms)*

Evidence Based Practices Core Group, Ken Kolthoff, Chair

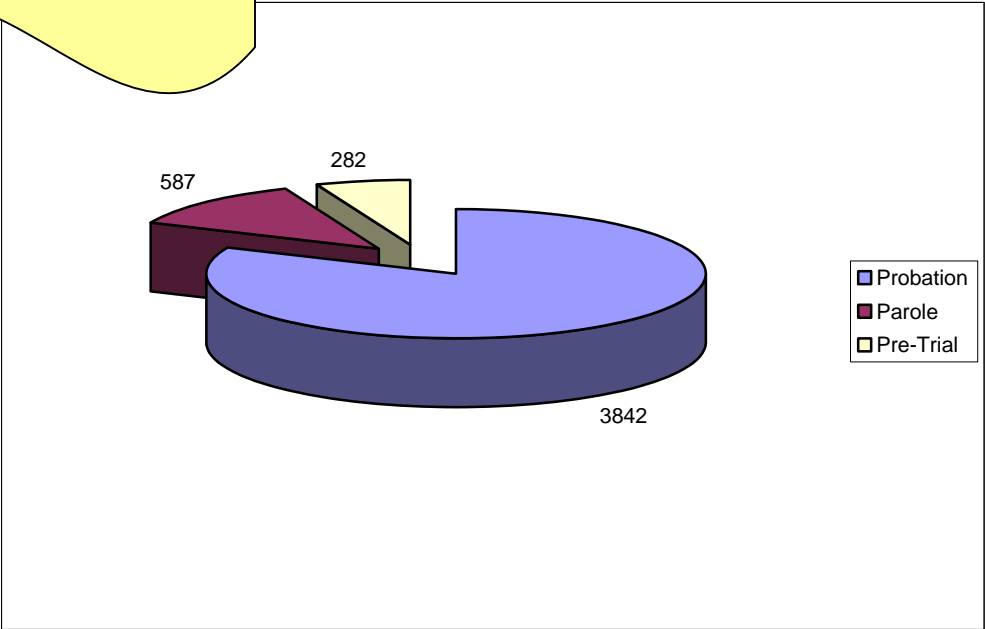


The EBP Core Group is responsible for staying informed of the latest research and leading the department in the comprehensive use of evidence-based practices, policies, and decision-making. They model the skills, share information with other employees, and establish processes to help lead the changes necessary to ensure all services are consistent with evidence-based practices. *(Members: Kyle Stewart, Mark Smith, Rob Wymore, Doug Dykstra, Wendy Lyons, Eric Johnson, Dennis DeBerg, Mike Ryan, Mike Schreck, Bob Levendusky, Scott Dolan, William Martinez, Gina Wester, Denise Cooper, Tam DeMaris, Al Hoff, Dave Campbell, Cheryl Meyer, Ken Kolthoff, Karen Herkelman, Jane Duehr, Janet Harms, Johnny Hill, Jennifer Wymore, Rob Wymore, Sherri Miene, Monty Sheckles, Traci Suarez, and Lauri Waldbillig)*

FIRST DISTRICT FIELD SERVICES OFFICES



Year End Population by Legal Status:
4,711 Total Offenders



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

Offense Type	Total	% of Total
Violent	680	14.43%
Property	1109	23.54%
Drug	1231	26.13%
Public Order	1623	34.45%
Other	68	1.44%
Total/Percent	4711	100.00%

FIRST DISTRICT FIELD SERVICES

Year End Population ~ Legal Status by Division



Eastern Division

Dubuque & Manchester Offices



Supervision Status	Total	% of Total
Parole/IC Parole	85	8.9%
Probation/IC Probation	723	75.8%
Pretrial	146	15.3%
Total/Percent	954	100.0%

Offense Type	Total	% of Total
Violent	156	16.35%
Property	224	23.48%
Drug	199	20.86%
Public Order	360	37.74%
Other	15	1.57%
Total/Percent	954	100.00%



Northeast Division

Independence, Oelwein & Decorah Offices



Supervision Status	Total	% of Total
Parole/IC Parole	75	6.9%
Probation/IC Probation	985	91.2%
Pretrial	20	1.9%
Total/Percent	1080	100.0%

Offense Type	Total	% of Total
Violent	138	12.78%
Property	205	18.98%
Drug	284	26.30%
Public Order	444	41.11%
Other	9	0.83%
Total/Percent	1080	100.00%



Western Division

Waterloo Offices

Supervision Status	Total	% of Total
Parole/IC Parole	427	16.0%
Probation/IC Probation	2134	79.7%
Pretrial	116	4.3%
Total/Percent	2677	100.0%

Offense Type	Total	% of Total
Violent	386	14.42%
Property	680	25.40%
Drug	748	27.94%
Public Order	819	30.59%
Other	44	1.64%
Total/Percent	2677	100.00%

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	742
Level 2B	Pre-Trial Release	248
	Parole	516
	Probation	2,977
Level 2A	Day Reporting ^{-Residential Facilities}	117
	Federal Home Confinement ^{-Residential Facilities}	4
	Intensive Supervision	227
Level 3 - Residential Facilities ^{**}		283
Level 4 - Violator Program		1
	Residential Total:	404
	Field Total	4,711
	Total 1st District Offenders:	5,115

^{**} No VC or VT only Real 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 7/1/05	2481
New Admissions	1890
Closed	1302
Successful Completion Rate	68.4%
Unsuccessful Completion Rate	27.7%
Administrative Completion Rate	3.9%
Intermediate Sanction	0.0%
Active on 6/30/06	2663
Total served FY06	4371

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 7/1/05	451
New Admissions	393
Closed	350
Successful Completion Rate	67.7%
Unsuccessful Completion Rate	19.7%
Administrative Completion Rate	1.1%
Intermediate Sanction	11.4%
Active on 6/30/06	511
Total served FY06	844

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.

**Average Daily
Costs - \$3.59**

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: 1,000

Pre-Trial Interviews
Average Cost
\$48.01

Pre-Trial Release Supervision
Average Daily Cost
\$3.36

Active on 7/1/05	220
New Admissions	775
Closed	733
Successful Completion Rate	89.5%
Intermediate Sanction	1.2%
Unsuccessful Completion Rate	9.3%
Administrative Completion Rate	0.0%
Active on 6/30/06	247
Total served FY06	995

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 are 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 8.5% since last year, with a significant increase in intensive and normal risk offenders.

Field Services Level of Supervision	Maximum Caseload Size	6-30-05	6-30-06	Change %
New	1:30	207	169	-18.36%
Intensive	1:30	790	918	16.20%
High Normal	1:50	580	669	15.34%
Low Normal	1:100	813	970	19.31%
Minimum	1:300	750	792	5.60%
Administrative	1:400	212	183	-13.68%
Low Risk Diversion	1:500	717	731	1.95%
Pre-Trial Release	1:60	273	279	2.20%
TOTAL		4342	4711	8.50%

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:

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

Average Daily Costs
\$0.18

Active on 7/1/05	781
New Admissions	582
Closed	593
Successful Completion Rate	93.8%
Unsuccessful Completion Rate	5.7%
Administrative Completion Rate	0.5%
Intermediate Sanction Rate	0.0%
Active on 6/30/06	742
Total served FY06	1363

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

Average Daily Costs
\$0.38

Active on 7/1/05	132
New Admissions	229
Closed	117
Successful Completion Rate	71.8%
Unsuccessful Completion Rate	17.1%
Administrative Completion Rate	11.1%
Intermediate Sanction Rate	0.0%
Active on 6/30/06	244
Total served FY06	361

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 '06: 201**

**Intensive
Pre-Trial Interviews:
\$56.37**

Pre-Trial Release with Supervision

Active on 7/1/05	37
New Admissions	84
Closed	82
Successful Completion Rate	84.1%
Unsuccessful Completion Rate	4.9%
Administrative Completion Rate	11.0%
Immediate Sanctions	0.0%
Active on 6/30/06	34
Total served FY06	121

Probation

Active on 7/1/05	139
New Admissions	43
Closed	61
Successful Completion Rate	57.4%
Unsuccessful Completion Rate	32.8%
Administrative Completion Rate	9.8%
Immediate Sanctions	0.0%
Active on 6/30/06	122
Total served FY06	182

**Intensive
Pre-Trial
Supervision
Average Daily
Costs: \$5.61**

Parole

Active on 7/1/05	67
New Admissions	89
Closed	59
Successful Completion Rate	52.5%
Unsuccessful Completion Rate	28.8%
Administrative Completion Rate	0.0%
Immediate Sanctions	18.6%
Active on 6/30/06	71
Total served FY06	156

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 Probation/Parole
Average Daily
Costs: \$6.49**

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 7/1/05	19
New Admissions	66
Closed	15
Successful Completion Rate	73.3%
Unsuccessful Completion Rate	13.3%
Administrative Completion Rate	6.7%
Intermediate Sanction Rate	6.7%
Active on 6/30/06	70
Total served FY06	85

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 who later supervise the offender.

Form Type	Total	% of Total
Short & Post Conviction	1103	63.39%
Long & Pre Plea	637	36.61%
Total/Percent*	1740	100.00%

Offense Type	Total	% of Total
Violent	231	13.28%
Property	420	24.14%
Drug	588	33.79%
Public Order	475	27.30%
Other	26	1.49%
Total/Percent*	1740	100.00%

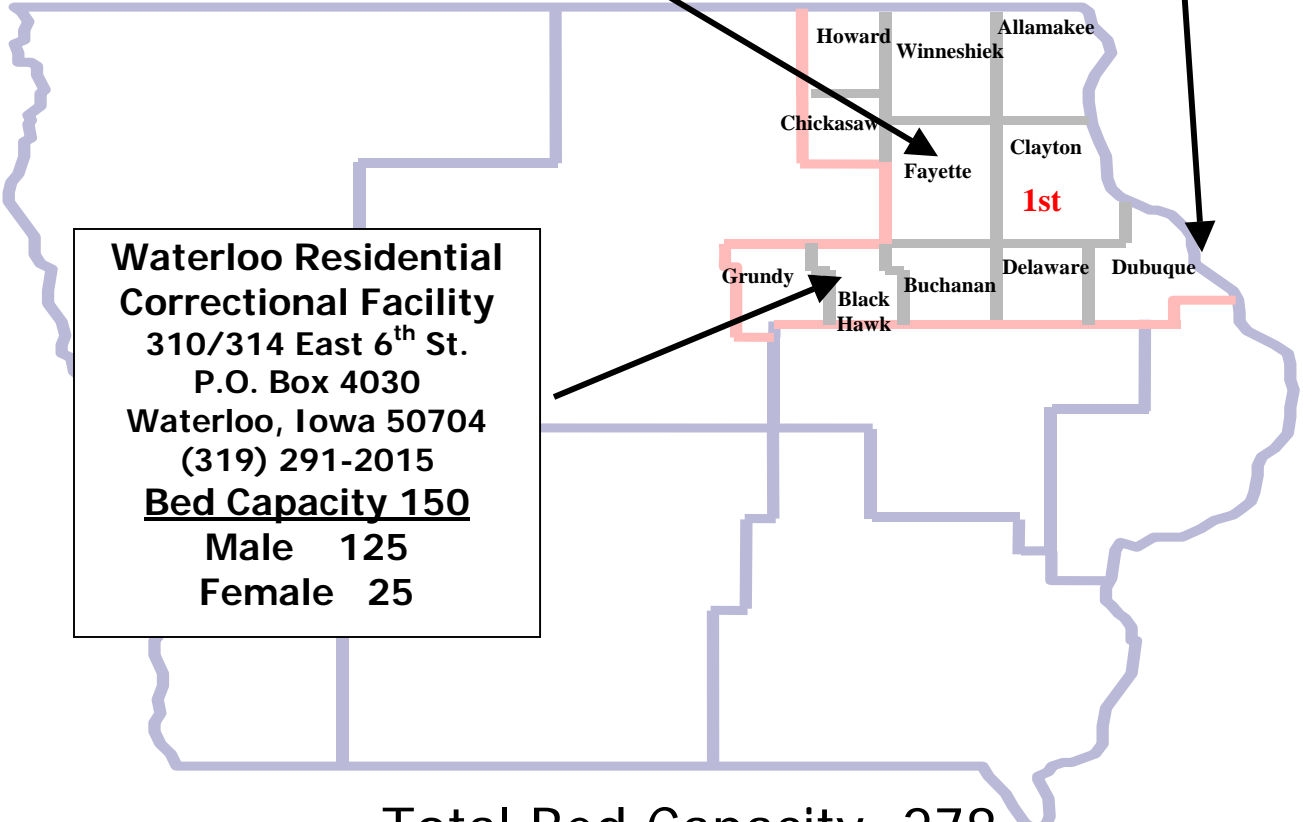
Average Cost
For Short: \$56.86
For Long: \$383.03

*** 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 4.4 months.

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. 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:

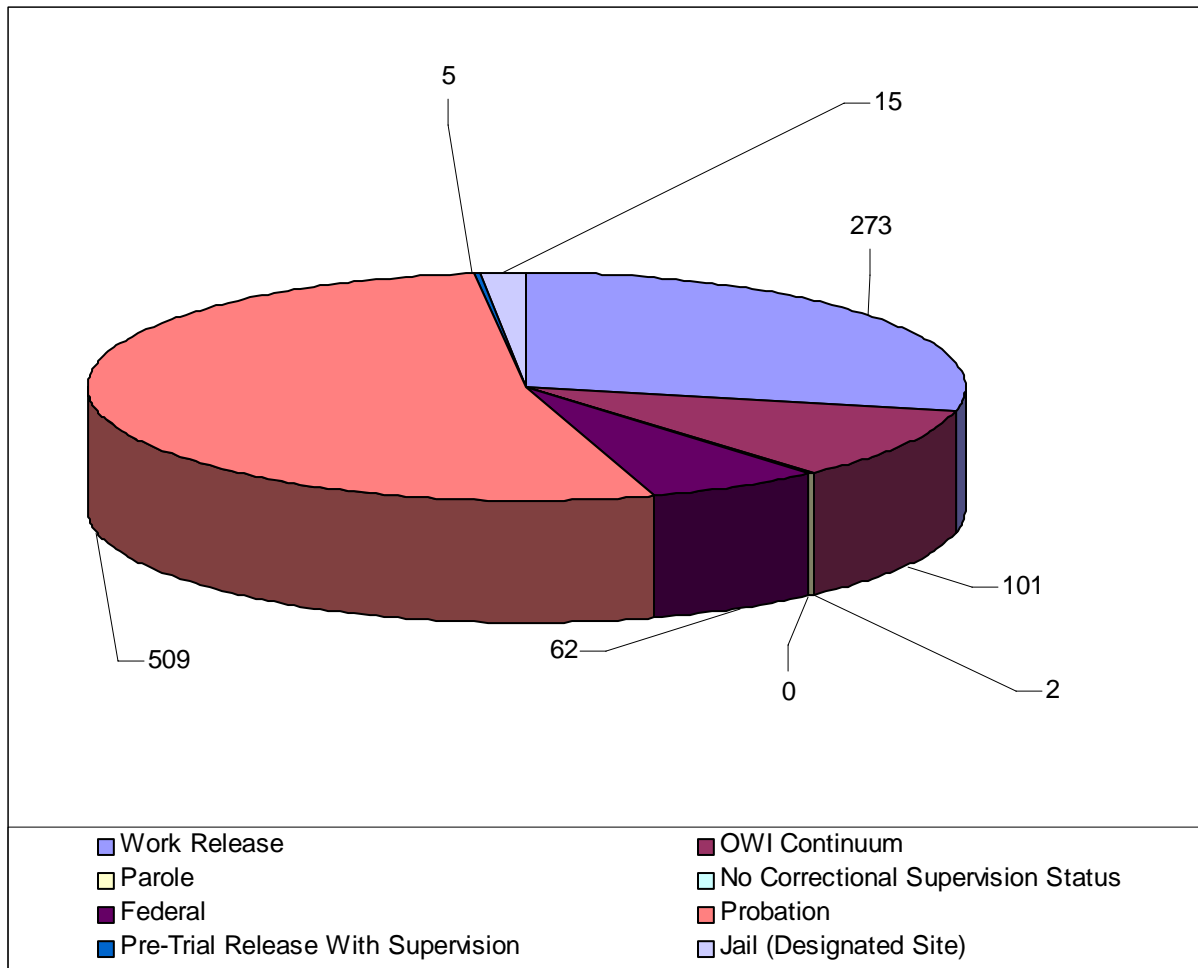
- Work Release
- Operating While Intoxicated
- Probationers
- Federal
- Direct Sentence/"Jail Time"

**Total admissions ~
1st District Facilities
FY '06: 967**

**Average Daily
Cost in Facility
\$56.50**

Supervision Status	Total	% of Total
Work Release	273	28.23%
OWI Continuum	101	10.44%
Parole	2	0.21%
No Correctional Supervision Status	0	0.00%
Federal	62	6.41%
Probation	509	52.64%
Pre-Trial Release With Supervision	5	0.52%
Jail (Designated Site)	15	1.55%
Facility Bed Total	967	100.00%

**Average Daily
Cost -Day Reporting
\$7.24**



1st District Facilities

Year End Population

Supervision Status	Total	% of Total
Work Release	114	21.43%
OWI Continuum	44	8.27%
Parole	2	0.38%
No Supervision Status	0	0.00%
Federal	25	4.70%
Probation	344	64.66%
Pre-Trial Release With Supervision	0	0.00%
Jail (Designated Site)	3	0.56%
Total	532	100.00%

Year End Population by Offense Type

Offense Type	Total	% of Total
Violent	77	14.47%
Property	161	30.26%
Drug	170	31.95%
Public Order	115	21.62%
Other	9	1.69%
Total	532	100.00%

Average Length of Stay in Months

Supervision Status	Suc- cessful	Inter- mediate Sanction	Unsuc- cessful	Admini- strative
Work Release	3.8	0	8.1	2.7
OWI	3.9	0	11	3.8
Parole	8.1	0	0	0
No Supervision Status	0	0	0	0
Federal	7.1	0	5.1	0
Probation	4.4	0	7.5	4.7
Pre-Trial Release With Supervision	0	0	0	0
Jail (Designated Site)	2.3	0	1.1	0
Overall Average	4.4	0	7.7	4.4

Program Utilization Summary

Facility Capacity	278
Occupancy 6/30/05	104.3%
Active on 7/1/05	513
New Admissions	967
Closed	936
Successful Completion Rate	73.1%
Unsuccessful Completion Rate	25.2%
Administrative Completion Rate	1.7%
Intermediate Sanctions	0.0%
Active on 6/30/06	532
Total Served FY 06	1480

Dubuque Facility

Year End Population		
Supervision Status	Total	% of Total
Work Release	30	21.74%
OWI Continuum	17	12.32%
Parole	1	0.72%
No Correctional Supervision Status	0	0.00%
Federal	9	6.52%
Probation	81	58.70%
Pre-Trial Release With Supervision	0	0.00%
Jail (Designated Site)	0	0.00%
Total	138	100.00%

Year End Population by Offense Type		
Offense Type	Total	% of Total
Violent	19	13.77%
Property	40	28.99%
Drug	39	28.26%
Public Order	38	27.54%
Other	2	1.45%
Total	138	100.00%

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	4.2	0	6.7	0
OWI Continuum	5.4	0	9.2	0
Parole	5.9	0	0	0
No Correctional Supervision Status	0	0	0	0
Federal	7.1	0	5.3	0
Probation	6.8	0	9.6	5.4
Pre-Trial Release With Supervision	0	0	0	0
Jail (Designated Site)	0	0	0	0
Overall Average	5.9	0	9	5.4

Program Utilization Summary	
Facility Capacity	80
Occupancy 6/30/05	110.0%
Active on 7/1/05	129
New Admissions	218
Closed	201
Successful Completion Rate	69.2%
Unsuccessful Completion Rate	29.9%
Administrative Completion Rate	1.0%
Intermediate Sanctions	0.0%
Active on 6/30/06	138
Total Served FY 06	347



Waterloo Facility

Year End Population		
Supervision Status	Total	% of Total
Work Release	60	17.60%
OWI Continuum	26	7.62%
Parole	1	0.29%
No Correctional Supervision Status	0	0.00%
Federal	11	3.23%
Probation	240	70.38%
Pre-Trial Release With Supervision	0	0.00%
Jail (Designated Site)	3	0.88%
Total	341	100.00%

Year End Population by Offense Type		
Offense Type	Total	% of Total
Violent	48	14.08%
Property	108	31.67%
Drug	108	31.67%
Public Order	71	20.82%
Other	6	1.76%
Total	341	100.00%

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	3.5	0	7.5	0
OWI Continuum	3.1	0	7.2	3.8
Parole	9.2	0	0	0
No Correctional Supervision Status	0	0	0	0
Federal	6.4	0	4.7	0
Probation	3.4	0	6.7	3.6
Pre-Trial Release With Supervision	0	0	0	0
Jail (Designated Site)	2.3	0	1.1	0
Overall Average	3.6	0	6.8	3.6

Program Utilization Summary	
Facility Capacity	150
Occupancy 6/30/05	102.0%
Active on 7/1/05	337
New Admissions	623
Closed	620
Successful Completion Rate	72.6%
Unsuccessful Completion Rate	26.3%
Administrative Completion Rate	1.1%
Intermediate Sanctions	0.0%
Active on 6/30/06	341
Total Served FY 06	960



West Union Facility

Year End Population		
Supervision Status	Total	% of Total
Work Release	24	45.28%
OWI Continuum	1	1.89%
Parole	0	0.00%
No Correctional Supervision Status	0	0.00%
Federal	5	9.43%
Probation	23	43.40%
Pre-Trial Release With Supervision	0	0.00%
Jail (Designated Site)	0	0.00%
Total	53	100.00%

Year End Population by Offense Type		
Offense Type	Total	% of Total
Violent	10	18.87%
Property	13	24.53%
Drug	23	43.40%
Public Order	6	11.32%
Other	1	1.89%
Total	53	100.00%

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	4.8	0	12	2.7
OWI Continuum	4.9	0	20.6	0
Parole	14.5	0	0	0
No Correctional Supervision Status	0	0	0	0
Federal	9.2	0	0	0
Probation	5.4	0	6.8	5.1
Pre-Trial Release With Supervision	0	0	0	0
Jail (Designated Site)	0	0	0	0
Overall Average	5.6	0	12.1	4.5

Program Utilization Summary	
Facility Capacity	48
Occupancy 6/30/05	102.1%
Active on 7/1/05	47
New Admissions	126
Closed	115
Successful Completion Rate	82.6%
Unsuccessful Completion Rate	11.3%
Administrative Completion Rate	6.1%
Intermediate Sanctions	0.0%
Active on 6/30/06	53



Strategic Plan FY '06 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.	
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. COMPLETE
OUTCOME:	No new mental health programs were appropriated funds in the other districts; however, new state funding was allocated to continue the mental health programs in the 1st and 6th Districts.
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. COMPLETE
OUTCOME:	To our knowledge there have been no other mental health programs established similar to ours anywhere the US.
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. COMPLETE
Strategy	Eric Johnson will serve on the Jail Diversion Committee in Dubuque. CONTINUING
Strategy	The Director will meet with Donna Smith from Dubuque County Supervisors with a proposal for a Jail Assessment in the Dubuque County Jail. COMPLETE
OUTCOME:	The Dubuque County Board of Supervisors is still evaluating their need to establish a mental health program in Dubuque

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. COMPLETE
Strategy	Invite area legislatures to Legislative Events held throughout the District in November 2005. COMPLETE
Strategy	Executive Team members will alternately attend local legislative forums throughout the 2006 Session. COMPLETE
Strategy	Executive Team members will meet individually with local legislators defining our needs throughout the 2006 Session. COMPLETE
OUTCOME:	We did not receive staffing to specifically address workload issues; however, we did receive 3 additional staff to supervise sex offenders and address the needs of re-entry offenders.

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. COMPLETE
Strategy	Administrative staff will link forms with policies and make the new system available by 6/30/06. COMPLETE
OUTCOME:	Department manuals are now up-to-date providing more accurate information to staff while guiding them in the performance of their jobs. All forms are linked to policies for instantaneous retrieval thereby increasing workload efficiencies.
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. COMPLETE
Strategy	Supervisors and managers will train 1st District staff on the most efficient way to use generic notes by 6/30/06. COMPLETE
OUTCOME:	Case managers have been trained on generic notes; therefore, will be more efficient in entering and retrieving information.
Objective	Increase supervision fees by 3% and promissory note collections by 13% by adopting the offender fee database currently utilized in 5th District by 6/30/06.
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. COMPLETE
Strategy	The Division Manager will revise and distribute collection policies for the new offender fee collection system by 4/15/06. Probation/Parole Officers will be provided instructions to view account balances. PARTIAL
Strategy	The Division Manager will open a bank account in Decorah for offender fees by 3/31/06. COMPLETE
Strategy	The Offender fee system will go live on 5/01/06 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. SYSTEM LIVE 7/01/06.
Strategy	Select probation/parole officers will be trained to process payments by 5/01/06. ONLY CLERICAL TRAINED
OUTCOME:	The new offender fee system was not activated in 1st District until 7/01/06; therefore there was no increase in fee collections due to the new system in FY'06.

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

Objective	Increase by 10% in the Western Division 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. COMPLETE
Strategy	The 1st District will receive funding to begin a Drug Court program in Black Hawk County by 10/01/05. COMPLETE
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. COMPLETE
OUTCOME:	There have not yet been any discharges from the Drug Court Program
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. NOT COMPLETED
Strategy	The Information Technology Specialist will create a database with the necessary fields by 5/31/06. NOT COMPLETED
OUTCOME:	Still pending into FY'07.
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. NOT COMPLETED
Strategy	The Information Technology Specialist will create a database with the necessary fields by 5/31/06. NOT COMPLETED
OUTCOME:	Still pending into FY'07.
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. COMPLETE

Goal 2D: 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 4/30/06.
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. COMPLETE
Strategy	Proposal is presented for approval at the District Board Meeting September 23, 2005. COMPLETE
Strategy	Lease financing approved by November 15, 2005. COMPLETE
Strategy	Equipment delivered, installed, and employees trained by April 30, 2006. COMPLETE
OUTCOME:	Every employee in the 1st District is now able to: enter a 4-digit extension to reach co-workers district-wide, utilize voice mail to leave and retrieve messages, and be better prepared to take calls because of the caller ID feature.

Goal 2E: 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. COMPLETE
OUTCOME:	The Department of Corrections is supportive of adding additional beds in Waterloo and plans to include those plans in the FY'08 capital projects request.

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: Provide opportunities for 1st District employees to learn what Restorative Justice is all about

Objective	All 1st District employees have knowledge of what Restorative Justice practices are.
Strategy	Community Program Monitor will provide training on Circles of Support by 6/30/06. COMPLETE
Strategy	Community Program Monitor will provide Victim Impact training to all staff by 6/30/06. COMPLETE
OUTCOME:	Thirty-eight 1st District employees were trained on Circles of Support and Victim Impact.

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.

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. COMPLETE
Strategy	Management continues to support each other in their leadership development plans by presenting plans at quarterly management meetings. COMPLETE
OUTCOME:	1st District management staff has been trained on the concepts of leadership to better lead and develop their staff.
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. Training provided in Waterloo only.
OUTCOME:	12 staff participated in the training session working to develop their leadership skills.
Objective	Colors (personalities preference) training will provided to help employees understand differences between individuals that they work with and supervise 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. COMPLETE
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 to Western, Eastern, and Northeastern Divisions by 6/30/06. Training provided in Western and Eastern Division.
OUTCOME:	27 employees attended the Colors training to better understand personality differences between people.

Goal 4B: 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. NOT COMPLETED
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. NOT COMPLETED
Strategy	Supervisor Al Hoff will email the document to all management staff for final review and comments by 4/30/06. NOT COMPLETE
Strategy	The new evaluation instrument will be manualized and implemented district wide by 6/01/06. NOT COMPLETE
OUTCOME:	Still pending into FY'07.

Goal 4C: 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. COMPLETE
Strategy	The Information Technology Specialist will design the database by 6/30/06. COMPLETE
OUTCOME:	A new training database has been designed to better track training received.

Goal 4D: The District supports and encourages employees to grow mentally, physically, and spiritually.	
Objective	Employees will participate in life enriching programs or activities to help them feel better about themselves.
Strategy	In Dubuque employees join together for a weight loss program. COMPLETE
Strategy	Ron Willis training will be provided to all staff by April 30, 2006. COMPLETE
Strategy	The Wellness Committee in Waterloo will continue to provide various opportunities for employees to grow in FY'06. COMPLETE
OUTCOME:	Sixty-eight (68) 1st District employees experienced an opportunity to grow mentally, physically, and spiritually by attending the Ron Willis training.

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

Goal 5A: 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 by 4/30/06. COMPLETE
Strategy	The District Director will report results to staff and stakeholders by 5/31/06. COMPLETE
Strategy	Suggested changes will be manualized and built into programming by 6/30/06. COMPLETE
OUTCOME	Goals have been set for FY'07 in improving offender satisfaction while under supervision.
Objective	Solicit input from offenders participating in groups/classes through pre, mid, and post surveys
Strategy	The Management Team will review results by 4/30/06. COMPLETE
Strategy	The District Director will report results to staff and stakeholders by 5/31/06. COMPLETE
Strategy	Suggested changes will be manualized and built into programming by 6/30/06. COMPLTE
OUTCOME	Goals have been set for FY'07 in improving offender satisfaction while participating in groups

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.	
Objective	All department policies and procedures will adhere to ACA guidelines by 6/30/08.
Strategy	Eric Johnson will continue to review existing policies and procedures and recommend revisions to adhere to ACA guidelines by 6/30/06. Complete
Strategy	Eric Johnson will compose and recommend new policies and procedures according to ACA guidelines by 6/30/08. In progress.
OUTCOME:	We are moving forward aligning policies and procedures to ACA guidelines.

Goal 6B: 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. ONLY IN WATERLOO.
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. COMPLETE
Strategy	Contract with a building contractor in Dubuque to tuck point the aging chimney at the Dubuque field services' office by 12/31/05. COMPLETE
Strategy	Develop and schedule annual safety training for staff by 2/1/06. COMPLETE
Strategy	Purchase 6 radios and contract with counties' communications boards for dispatch services throughout the district by 6/30/06. COMPLETE
OUTCOME:	Our offices are a safer environment and employees better trained in safety to protect themselves and offenders from physical and mental harm.
Objective	Increase the employment of minorities at every level in the department to equal the available workforce during the next 3 years.
Strategy	Supervisory staff will solicit recruits from the Minority Job Fair in Ames, Iowa in February 2006. COMPLETE
Strategy	The administrative officer will track minority interns/volunteers and notify them of position openings. CONTINUING
Strategy	All managers and supervisors will recruit minority applicants through personal contacts. CONTINUING
OUTCOME:	FY'06 is a baseline for this objective. Final data will be analyzed at the end of FY'09.

Goal 6C: Provide assistance and intervention to employees and their families during and after times of personal and professional crisis.

Objective	Develop a plan to provide immediate, accessible, and planned response to employees involved in a trauma-related incident.
Strategy	The Community Program Monitor will provide training on Staff Victimization and Support Services (SVSS) to all offices COMPLETE
Strategy	The Community Program Monitor will form a SVSS Team from the three areas of the District and provide training by 9/30/05 COMPLETE
Strategy	The Community Program Monitor will compose a brochure detailing the SVSS program policies and team member names, office locations and contact numbers by 12/31/05. COMPLETE
OUTCOME:	The 1st District has a Staff Victimization and Support Services (SVSS) program in place to address the needs of employees and their families during crisis.

Strategic Plan FY '07

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	Expand the 1st District Mental Health Program to the Eastern Area of the District by 7/01/08.
Strategy	The Dubuque Residential Manager will continue to serve on the Dubuque Jail Diversion Committee
Strategy	The District Director will contact a Dubuque County Supervisor by 11/30/06 to discuss the proposal submitted by the department for the Jail Assessment Program

Objective	Provide guidance to other correctional agencies on implementation of Evidence Based Practices throughout FY 07.
Strategy	Form a sub-committee from the EBP Core Group put together a training to present at National Conferences
Strategy	Solicit invitations from APPA, ACA , or the National EBP Conference to present materials
Strategy	Provide peer-to-peer training on EBP to Iowa Correctional Institutions

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

Goal 2A: Evidence Based Practices will be a part of the way we do business within the 1st District

Objective	All employees and stakeholders of the 1st District will become familiar with what Evidence Based Practices means and how to be implement EBP concepts in the district by 6/30/07.
Strategy	One member from the EBP Core Team will be trained on ASSISST and will provide training to all supervisors and the Core Team by 3/31/07.
Strategy	The EBP Core Committee will detail a specific EBP Implementation Plan by 12/31/06.
Strategy	The EBP Implementation Plan will be explained and discussed at each staff meeting throughout the district by 6/30/07.
Strategy	An orientation training for Board and Advisory members will be provided, including EBP practices by 3/31/07.
Strategy	Various members from the EBP Core Group will offer EBP training to groups throughout the district, including: representatives from contracted agencies, volunteers, judges, public defenders and county attorneys by 6/30/07.
Strategy	Members from the EBP Core Group will attend the National EBP Convention annually.
Strategy	Request funding in FY'08 for a Clinical Services Manager to oversee EBP programming for quality assurance
Strategy	Request funding in FY'08 for a Training Officer to provide targeted and consistent training to all employee on EBP.

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

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 12/31/06
Strategy	The Information Technology Specialist will create a database with the necessary fields by 2/28/07.

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 absconders in order to analyze potential trends by 12/31/06
Strategy	The Information Technology Specialist will create a database with the necessary fields by 2/28/07.

Objective	100% of all parolees being released from the institution will have an appropriate release plan in place upon discharge by 12/31/06.
Strategy	A CTC will be hired to manage difficult re-entry parole cases by 9/15/06.

Objective	100% of all high risk offenders need to be supervised according to established criteria as noted in Department policies.
Strategy	Request funding for four (4) intensive officers through the FY'08 budget process.

Objective	The Waterloo Drug Court Program will be funded through the state appropriations.
Strategy	Request funding to continue the Drug Court Program in Waterloo through the FY'08 budget process.
Strategy	The importance of Drug Court will be part of the Legislative presentations throughout the district in November 2006.

Goal 2C: Establish a women's facility in Waterloo in conjunction with additional meeting room and office space by 6/30/10.

Objective	Secure funding for the new facility in the 2007 Legislative Session.
Strategy	Members from the EBP Core Group will attend the National EBP Convention annually.
Strategy	Request funding in FY'08 for a Clinical Services Manager to oversee EBP programming for quality assurance
Strategy	Request funding in FY'08 for a Training Officer to provide targeted and consistent training to all employee on EBP.

Goal 2D: District employees will have the most up-to-date software and technology equipment to most efficiently perform their work.

Objective	Install flat screen monitors with speakers for all employees district-wide and update 100 computers with the latest technology
Strategy	The Systems Administrators will recommend the type and model of equipment to be purchased.
Strategy	The lease agreement for all the monitors and 50 computers will be presented and approved at the District Board of Directors Meeting on 9/15/06.
Strategy	Equipment will be ordered by 10/15/06
Strategy	All the new equipment will be installed by 12/31/06
Strategy	Another 50 computers will be approved at the Board of Directors Meeting in April 2007.
Strategy	Equipment will be ordered by 4/30/07.
Strategy	All the new equipment will be installed by 6/30/07.

Objective	A new in-house payroll system will be implemented by 1/01/08.
Strategy	The Administrative Officer and Information Technology Specialist will review various payroll software programs and make a recommendation to the Division Manager by 6/30/07.

Goal 2E: Supervisors and employees will work together to evaluate past performance and chart a professional growth plan for the next year

Objective	A new performance evaluation instrument will be developed by 3/31/07.
Strategy	The WRCF supervisor will reconvene the Performance Evaluation Committee and they will have their first meeting by 10/31/06. The committee will include representatives from line staff.

Goal 2F: Offenders in residential facilities shall be appropriately supervised, directed, and held accountable at all times during their placement.

Objective	The staffing levels in all four (4) control centers in the district will be reviewed to determine if staff can appropriately supervising offenders.
Strategy	The Assistant Director will analyze the control center staffing levels based on the 4th Judicial District staffing instrument by 3/31/07.
Strategy	If additional staffing needs are identified, the District Director will submit a staffing request to DOC in the next budgeting cycle.

Goal 2G: Reduce recidism of offenders under supervision.

Objective	Offenders who feel they have an active role in determining direction and goals in their supervision are more likely to make positive, long-lasting behavior changes.
Strategy	All of 1st District staff will continue to be trained in motivational interviewing techniques to more actively involve offenders in their supervision decisions.
Strategy	Dubuque Residential Supervisor will be trained and train targeted staff on ASSISST.

3. Restorative Justice practices/philosophies will be integrated into 1st District policies and programs.

Goal 3A: Provide meaningful ways to involve the community in increasing the chances of offenders succeeding

Objective	Increase by 5% the number of offenders participating in Circles of Support groups
Strategy	The CPM will work with local resources to expand the Circles of Support groups from 7 to 9 groups in the District.
Strategy	The CPM will identify 2 offenders to participate in these additional groups
Strategy	The new offenders will begin meeting with their group by March 31, 2007.

Objective	Expand the number of mentors participating with 1st District offenders by 10% by 6/30/07.
Strategy	Look to ex-offenders who are doing well for the pool of mentors

Goal 3B: Provide opportunities for 1st District employees to learn what Restorative Justice is all about

Objective	All 1st District employees have knowledge of what Restorative Justice practices are.
Strategy	Community Program Monitor will provide Restorative Justice training to all staff by 6/30/07.
Strategy	Create a folder in the Shared Drive as a recourse of information about various Restorative Justice Practices by 10/31/06
Strategy	Update 1st District's website on Restorative Justice practices by 10/31/06.

Goal 3C: Work toward the restoration of victims, empowering them and responding to their needs

Objective	Key information shall be gathered and efficiently documented by all victims contacting the 1st District
Strategy	The 1st District CPM shall utilize the database software being developed outside of the district and have all current victim information entered by 6/30/07.

Goal 3D: Educate the public on Victims

Objective	Utilize local media to educate 1st District communities on victims
Strategy	The CPM will contact 3 victims in Western Area, Northeastern Area, and Western Area who are willing to tell their stories for newspaper articles.
Strategy	The CPM will gather pertinent information on victims including local and national statistics to be included in the articles.
Strategy	The CPM will contact the Waterloo Courier, a newspaper in Northeast Iowa, and the Dubuque Telegraph Herald for reporters willing to do an article on victims.

Goal 3E: Develop local resources in educating the community on Community Based Corrections

Objective	Utilize local media to educate 1st District communities on victims
Strategy	The Division Manager will meet with all the advisory committee members throughout the district to establish opportunities for community education by 3/31/07.

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

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	The Assistant Director will coordinate at least 12 leadership training hours to supervisory staff by 6/30/07.

Objective	1st District employees will be trained in personal and professional safety to protect themselves and offenders in the office and in the community setting
Strategy	A Waterloo Residential Supervisor will coordinate 3 week long safety trainings in different parts of the district throughout FY'07.

Goal 4B: To effectively prepare our current workforce to step into leadership roles in the future as leaders retire

Objective	Provide optional training to district staff with a visionary focus on leadership
Strategy	The Division Manager will provide leadership training in the Eastern Division by 12/31/06 and in the Northeastern Division by 3/31/07.
Strategy	Provide multi-generational training to the Management Team by 10/31/06
Strategy	Provide multi-generational training to line staff by 6/30/07.

Goal 4C: To continue to provide diversity training and awareness to 1st District staff.

Objective	Each employee of the district shall received at least 3 hours of diversity training annually
Strategy	The Diversity Committee will notify employees of diversity training and workshops.

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

Goal 5A: All employees will manage their caseloads according to guidelines based on offender risk level

Objective	Caseload audits will reflect a 90% compliance level by 6/30/07.
Strategy	The audit committee will continue to meet and determine compliance guidelines.

Goal 5B: A Community Neighborhood Hub Center will be established in Dubuque.

Objective	At least four (4) different local agencies will agree to collaborate in an effort to establish a Neighborhood Hub
Strategy	A supervisor in the Eastern Division will contact a number of different agencies in Dubuque to assess potential interest in supporting a community center of this type.

Goal 5C: 1st District Communities will be safer because offenders have been placed under supervision.

Objective	The risk level, based on the LSI-R scales, for medium and high-risk offenders will be reduced by at least 6 points from initial assessment to the assessment at time of final discharge.
Strategy	Selected probation/parole officers in the 1st District will conduct a pilot project measuring the LSI-R scores at time of discharge as compared to the initial assessment from 9/01/06 - 3/01/07.

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 be fully accredited by the American Correctional Association by 6/30/2010.

Objective	The District will update and review all department policies and procedures to adhere to guidelines established by ACA
Strategy	Two supervisors will establish a committee to start reviewing existing policies and write new policies according to established guidelines.