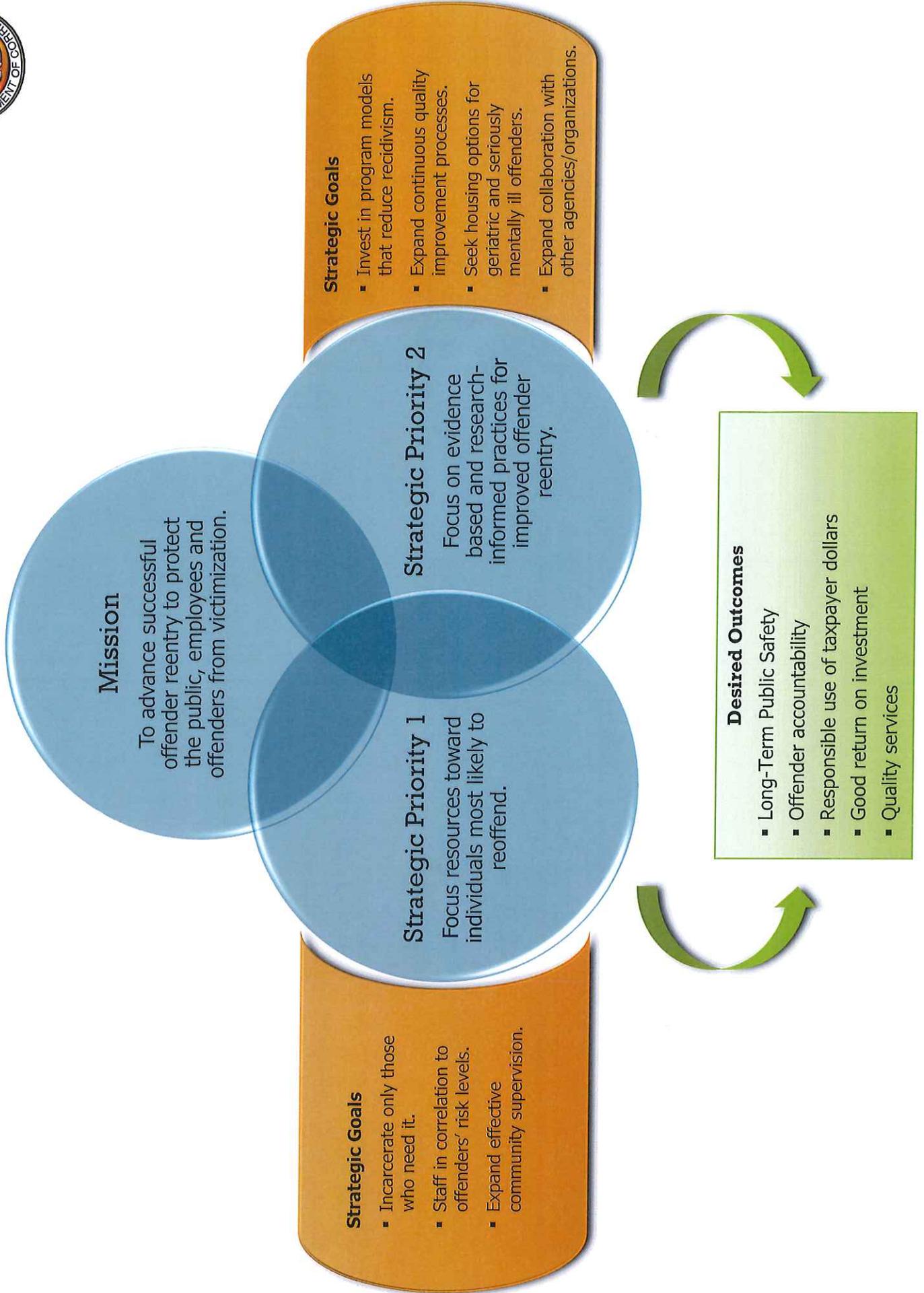




DOC Strategic Plan



Achieving Long-Term Public Safety

Compared with recidivism rates from FY2004 when strategic planning began:

- ❖ The return rate to prison has declined from 34% and stabilized at around 30% to 32% for the past six years.
- ❖ Women offender reentry efforts have helped cut recidivism rates by 14.5% for this group.
- ❖ African-American offender reentry efforts have helped end decades of disparity in recidivism rates for this group. For the past three years there has been no statistically significant difference in recidivism rates for African-American offenders compared with White Non-Hispanic offenders.

Current return rates are for FY2012 releases tracked through FY2015. Recidivism reductions are as compared with FY2004 releases tracked through FY2007.

Looking Forward

Over the next several years, the Statewide Recidivism Reduction Initiative is assisting realization of these strategic priorities and goals through the following:

- ❖ Involvement of multiple agencies in the Statewide Reentry Task Force
- ❖ Pre-Release planning and policy
- ❖ Workload formulas based on evidence-based practices and staff core competencies
- ❖ Job classification and staff core competencies
- ❖ Training plan
- ❖ Quality Assurance and Quality Improvement

For Additional Information

Dan Craig – (515) 725-5719
Dot Faust – (515) 725-5713
Sally Kreamer – (515) 725-5732

Iowa Department of Corrections
510 East 12th Street
Des Moines, IA 50319



2016-2020 STRATEGIC PLAN

Agencies Online Services Search All of Iowa.gov



515-725-5701

IOWA

Department of Corrections



Email Us

Daily Statistics - 02/08/2016

[Map of Iowa](#)

Offender

OFFENDER INFORMATION

DAILY STATISTICS

VISITING HOURS

General Information

OFFENDER TELEPHONE SERVICES

OFFENDER BANKING

O'MAIL

OFFENDER FAMILY & FRIENDS

ORGANIZATION CHART

INSTITUTIONS / DISTRICTS

POLICIES

PUBLICATIONS / REPORTS

RESEARCH

PRESS RELEASES

ATTORNEYS

BOARD OF CORRECTIONS

Programs

VICTIM SERVICES / RESTORATIVE JUSTICE

SRR INITIATIVE

OFFENDER REENTRY

BENEFITS OF HIRING OFFENDERS

LEARNING CENTER

PRISON INDUSTRIES

AFFIRMATIVE ACTION

PRISON RAPE ELIMINATION ACT

Misc.

ADMINISTRATIVE RULES

REQUEST FOR PROPOSAL

VISION, MISSION, VALUES AND BELIEFS

Institution	Current Count	Capacity	Medical/ Segregation
Anamosa	938	911	175
Luster Heights	74	88	0
Clarinda	702	750	24
Lodge	151	225	0
Fort Dodge	1,270	1,162	75
Mitchellville	580	654	114
Minimum Live-Out	111	120	0
Oakdale	951	585	108
Forensic Psychiatric Hospital	17	0	50
Fort Madison	527	634	166
JBU	161	160	16
Mount Pleasant	887	774	44
Newton-Medium	929	762	49
Minimum	331	252	0
Rockwell City	478	245	18
INSTITUTIONAL TOTALS	8,107	7,322	839
<i>% overcrowded by</i>	10.72%		

(Included in the Institutional Current Count Number)

Females	692
CCUSO Pre-Trial	9

Community Based Corrections	Current Count
Field Services	
Probation	21,665
Parole	3,785
Special Sentence	749
Pretrial Release With Supervision	1,457
Other	1,273
Total Field Services	28,929
Residential	
Work Release	534
OWI Continuum	107
Probation	607
Special Sentence	92
Other	196
Total - (in beds)	1,536
Supervised by Residential Staff	606
Total Residential	2,142



IOWA DEPARTMENT OF CORRECTIONS

Maintaining Existing Staff January 2016

Governor’s Budget Recommendation

The governor has recommended \$5.7 million above the department’s current budget, to maintain existing staff within the nine existing institutions and the eight district departments of correctional services.

Community-Based Corrections Staffing

There were 30,487 offenders under CBC supervision on January 6, 2015. Of these, 24,322 offenders had a Level of Supervision established, after override. The chart below shows the Level of Supervision by district department and FTE positions needed to achieve optimum caseload sizes.

Iowa research finds optimal levels of 30-to-1 officer for intensive supervision; 50-to-1 for high normal; and 100-to-1 for low normal offenders at the margin for scoring high normal (Source: Abt Associates 2010 study of Polk County, Iowa). Standards in other states for higher risk caseload sizes range from 25-to-1 to 55-to-1. American Probation and Parole Association’s standards call for 20-to-1 for intensive supervision offenders, but are in agreement with the Iowa research regarding moderate to high risk offenders. Their standard for low risk is 200-to-1, and 1,000-to-1 or greater for administrative caseloads.

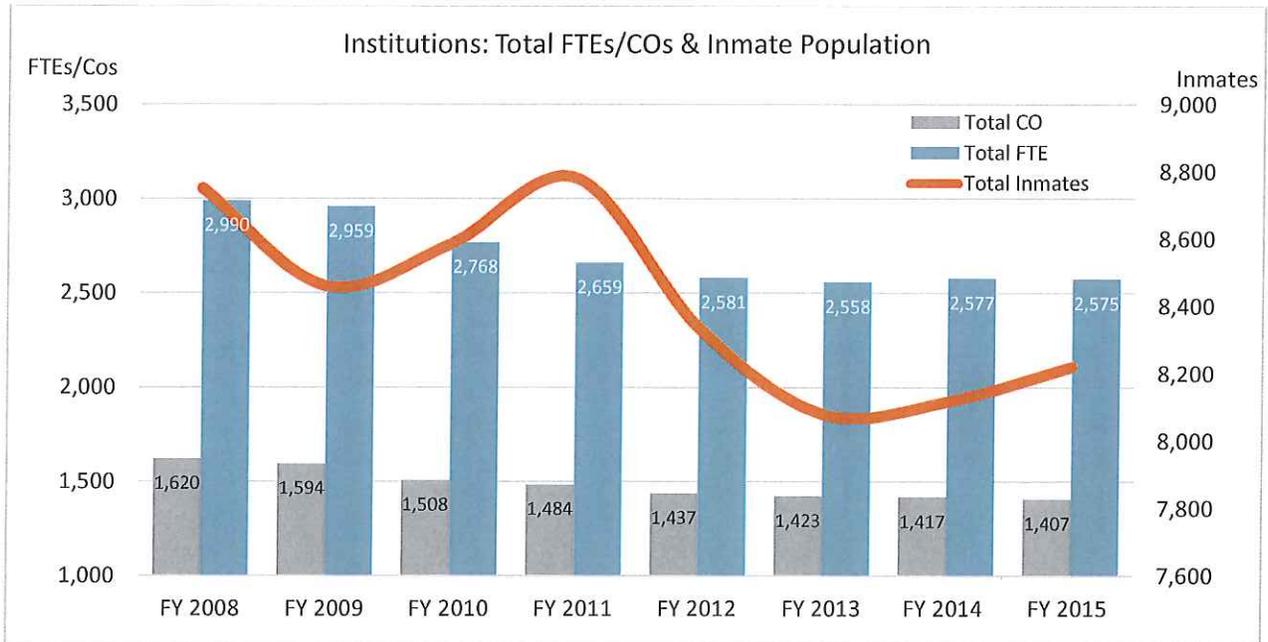
Regarding offender risk, there were 21,938 offenders who had been scored for violence and victimization risk. About 10.6% of offenders supervised in Community-Based Corrections (CBC) scored high to very high for violence risk and 26.4% scored moderate to high risk for victimization risk.

At a glance...

- For community-based corrections, staffing currently falls short of optimum levels to manage risk
- For prisons, security staff ratios dropped for five of Iowa’s nine institutions between 2014 and 2015

Maintaining staffing levels in institutions and community-based corrections is critical to long-term public safety.

Region	Intensive and High Normal	Low Normal	Minimum	Low Risk Probation	Minimum Risk Program	Administrative	FTEs Needed to Achieve Ideal Staffing Levels, FY2016 Beginning
1JD	44.1%	26.3%	11.4%	16.7%	0.1%	1.4%	10.15
2JD	40.3%	33.3%	18.4%	NA	1.8%	6.3%	7.70
3JD	31.6%	23.4%	21.7%	18.3%	NA	5.0%	5.18
4JD	43.4%	35.5%	16.0%	0.4%	NA	4.6%	7.00
5JD	29.3%	39.4%	10.1%	18.9%	NA	2.2%	33.01
6JD	36.8%	18.6%	10.3%	32.5%	NA	1.7%	5.94
7JD	41.3%	33.2%	21.4%	NA	NA	4.1%	2.74
8JD	33.4%	35.2%	10.2%	14.5%	5.1%	1.5%	3.59
Totals	35.5%	31.8%	13.3%	15.7%	0.7%	2.9%	75.31



Cost comparison of maintaining an offender in community-based corrections vs. prison

Costs vary by supervision levels in the Institutions and District Departments. Using averages - supervision in CBC daily is \$4.88 while prison is \$93.61 per offender per day.

Institution Staffing

For Iowa, Institutional staffing peaked in FY 2001 at 2,925.36 FTE positions when the year-end population was 8,101 offenders. At year-end FY 2015, there were 350.66 fewer staff and 120 more offenders. This is a 1.5% increase in offenders and a 12.0% decrease in staff. Correctional officer staffing decreased by 11.6% over this reporting period. The chart above shows the impact on Institutional staffing for the last eight years. The population decreased by 530 offenders (6.1%), total staff decreased by 13.9%, and security staff decreased by 13.1%.

Institution Staffing Levels Compared to Other States

According to data provided by participating states in the Performance-Based Measurement System, Association of State Correctional Administrators, security staff ratio to inmates dropped for all levels of institutions between 2014 and 2015.

While some Iowa prison security staff ratios have fared better (most notably the staffing of the new Iowa State Penitentiary), security staff ratios dropped for five of Iowa's nine institutions: Anamosa State Penitentiary and Luster Heights; North Central Correctional Facility, Clarinda Correctional Facility, Mount Pleasant Correctional Facility, and Newton Correctional Facility.

General Fund FY 2017 Governor's Recommendations

	Estimated FY 2016 (1)	Department Wide Duties (2)	SOTP Transfer from MPCF to NCF (3)	SOTP Transfer from MPCF to NCF (4)	FY 2017 Total All Requests (5)	FY 2017 Governor's Recommendation vs FY 2016 (6)	Description (7)
Department of Corrections (DOC)							
Central Office							
Corrections Administration	\$ 5,270,010	\$ 0	\$ 0	\$ 0.00	\$ 5,270,010	\$ 0	
County Confinement	1,075,092	0	0	0.00	1,075,092	0	
Federal Prisoners/Contractual	484,411	0	0	0.00	484,411	0	
Corrections Education	2,608,109	0	0	0.00	2,608,109	0	
Iowa Corrections Offender Network	2,000,000	0	0	0.00	2,000,000	0	
Mental Health/Substance Abuse	22,319	0	0	0.00	22,319	0	
Department Wide Duties	0	5,742,781	0	0.00	5,742,781	5,742,781	To maintain existing staff within the DOC, to be distributed to the existing Institutions and CBC District Departments.
State Cases Standing	59,733	0	0	0.00	59,733	0	
Total Central Office	\$ 11,519,674	\$ 5,742,781	\$ 0	\$ 0.00	\$ 17,262,455	\$ 5,742,781	
Ft. Madison Institution	\$ 43,771,602	\$ 0	\$ 0	\$ 0.00	\$ 43,771,602	\$ 0	
Anamosa Institution	33,668,253	0	0	0.00	33,668,253	0	
Oakdale Institution	60,158,092	0	0	0.00	60,158,092	0	
Newton Institution	27,572,108	0	401,940	5.00	27,974,048	401,940	Transfers the Sex Offender Treatment Program from MPCF to NCF.
Mount Pleasant Institution	25,360,135	0	-401,940	-5.00	24,958,195	-401,940	Transfers the Sex Offender Treatment Program from MPCF to NCF.
Rockwell City Institution	9,836,353	0	0	0.00	9,836,353	0	
Clarinda Institution	25,933,430	0	0	0.00	25,933,430	0	
Mitchellville Institution	22,645,970	0	0	0.00	22,645,970	0	
Ft. Dodge Institution	30,097,648	0	0	0.00	30,097,648	0	
Total DOC Institutions	\$ 279,043,591	\$ 0	\$ 0	\$ 0.00	\$ 279,043,591	\$ 0	
CBC District I	\$ 14,787,977	\$ 0	\$ 0	\$ 0.00	\$ 14,787,977	\$ 0	
CBC District II	11,500,661	0	0	0.00	11,500,661	0	
CBC District III	7,241,257	0	0	0.00	7,241,257	0	
CBC District IV	5,638,005	0	0	0.00	5,638,005	0	
CBC District V	21,078,393	0	0	0.00	21,078,393	0	
CBC District VI	14,863,623	0	0	0.00	14,863,623	0	
CBC District VII	7,856,873	0	0	0.00	7,856,873	0	
CBC District VIII	8,167,194	0	0	0.00	8,167,194	0	
Total CBC District Departments	\$ 91,133,983	\$ 0	\$ 0	\$ 0.00	\$ 91,133,983	\$ 0	
Total Department of Corrections	\$ 381,697,248	\$ 5,742,781	\$ 0	\$ 0.00	\$ 387,440,029	\$ 5,742,781	

*The Governor's recommendation for FY 2016 includes a supplemental appropriation of \$1.9 million for shared services for CCF and MPCF. This is NOT annualized into FY 2017.

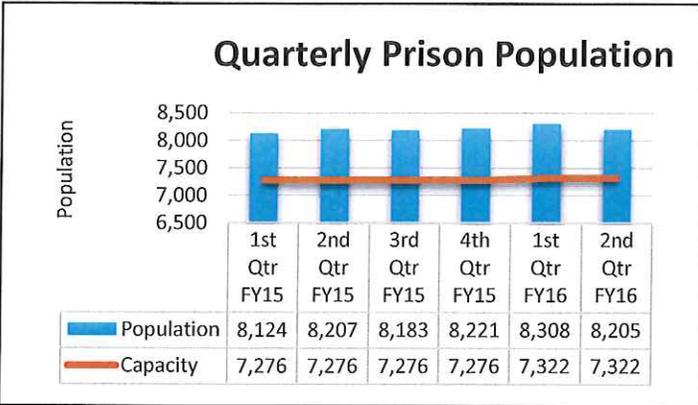


Quarterly Quick Facts

December 31, 2015

IDOC
 510 East 12th Street
 Des Moines, IA 50319
 515-725-5701
<http://www.doc.state.ia.us/>

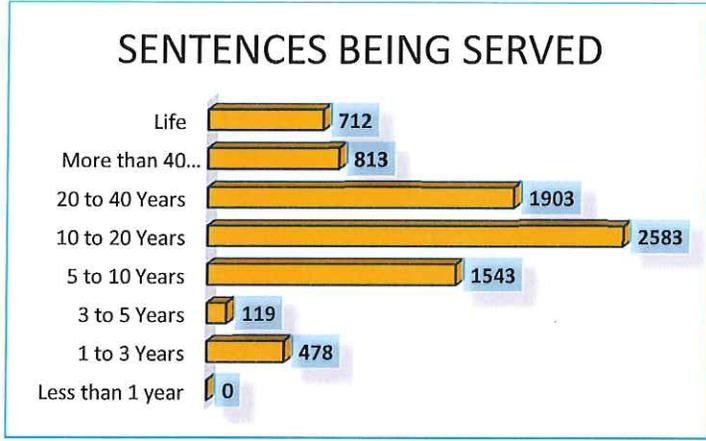
Prison Statistics



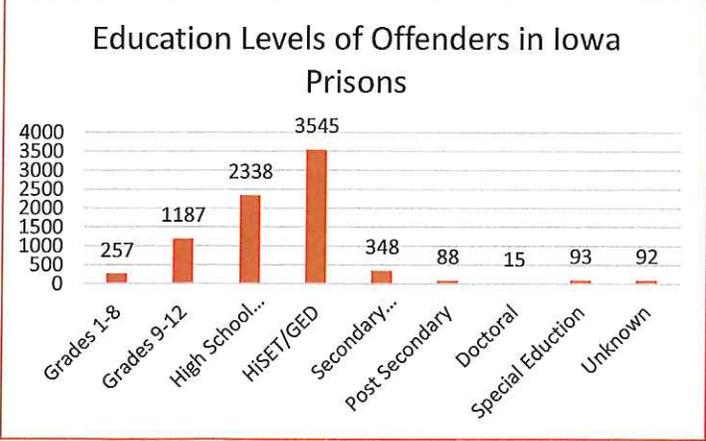
System Statistics

Gender	Prison #	Prison %	CBC #	CBC %
Male	7,486	91%	22,846	74.4%
Female	719	9%	7,794	25.4%
Unknown	0	0%	60	0.2%

Age	Prison #	Prison %	CBC #	CBC %
Under 18	5	0.1%	187	0.6%
18-30	3,115	37.9%	13,728	44.7%
31-50	3,747	45.7%	12,969	42.2%
50+	1,338	16.3%	3,816	12.5%



Race/Ethnicity	Prison #	Prison %	CBC #	CBC %
American Indian	145	1.8%	287	0.9%
Asian	69	0.8%	357	1.1%
Black	2,083	25.4%	4,982	16.2%
Hispanic	542	6.6%	1,644	5.4%
White	5,366	65.4%	23,242	75.8%
Unknown	0	0.0%	188	0.6%

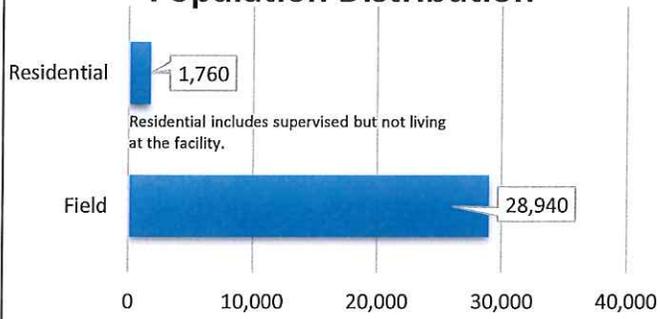


Crime Type	Prison #	Prison %	CBC #	CBC %
Drug	1,639	20.0%	8,306	27.0%
Violent	3,873	47.2%	6,155	20.0%
Property	1,442	17.6%	7,362	24.0%
Public Order	478	5.8%	8,124	26.5%
Other	773	9.4%	753	2.5%

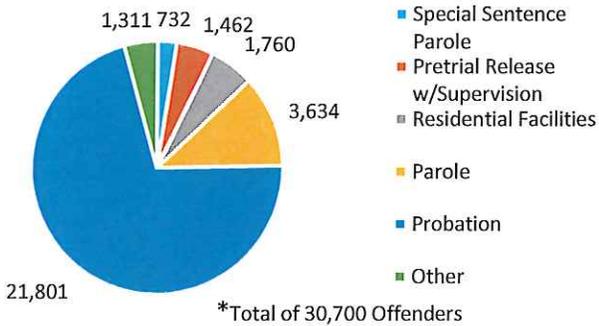
Veteran	Prison #	Prison %	CBC #	CBC %
Male	490	6.0%	1113	3.7%
Female	5	0.0%	59	0.2%

Community Corrections Statistics

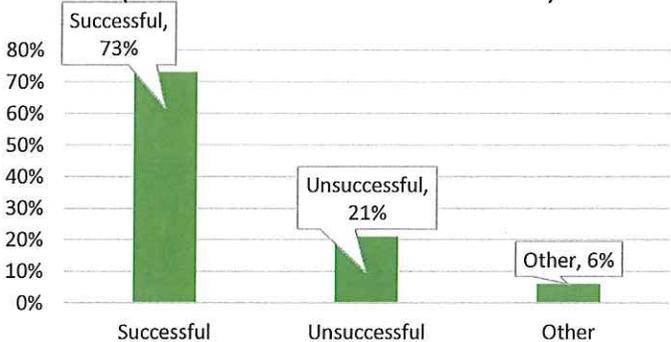
Community Based Corrections Population Distribution



Offenders Supervised in the District



Community Supervision Outcomes (Includes Field and Residential)



Staff/Budget

Average Daily Cost per Offender (FY15)

Prisons (includes \$2.09 per meal cost)	Community (does not include treatment costs)
\$93.61	\$76.71 Residential Facilities
	\$4.88 Probation/Parole

Iowa Department of Corrections

Operating Budget FY2016

General Fund	\$381,697,248
Other Revenue	\$28,167,462

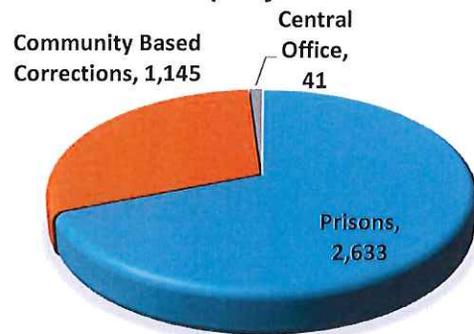
Recidivism FY2015

Return Rate to Prison: 31.9%

Post-Release Reconviction Rate:

Parole	29.1%
Probation	14.6%

Employees





IOWA DEPARTMENT OF CORRECTIONS

Improving Outcomes: African-American Offenders

February 2016

Disparity in Recidivism Rates Eliminated

Nationally, recidivism rates for African-American offenders are higher than for White offenders by about 4 percentage points (U.S. Bureau of Justice Statistics, Prisoner Recidivism Analysis Tool). However, in the past in Iowa, the disparity in recidivism rates between non-Hispanic Whites and African-Americans was greater (see graph below).

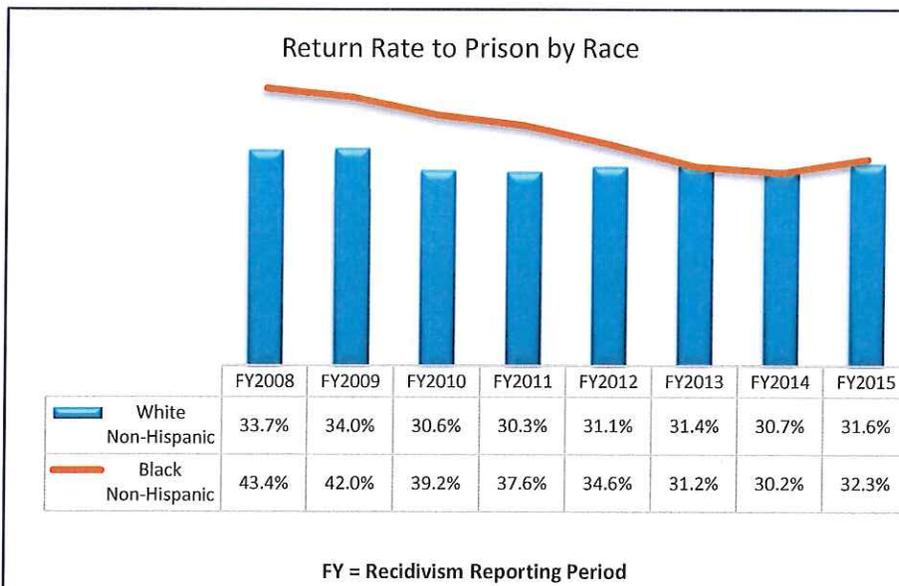
However, due to initiatives in Waterloo and Des Moines that started in 2009, the statewide recidivism rate for African-American offenders has declined. For the past three years, there has been no statistically significant difference in recidivism rates between non-Hispanic Whites and Blacks.

Note about recidivism rates: The recidivism rate is the percent of offenders released from prison or work release who returned to prison within three years. The releases tracked are paroles, discharges due to end of sentence, and sex offender releases to special sentence supervision.

The recidivism reporting year is the conclusion of the three-year tracking period for a release group. The FY2013 reporting year describes recidivism for offenders leaving prison in FY2010 - the first full fiscal year the Waterloo and Des Moines initiatives were in place.

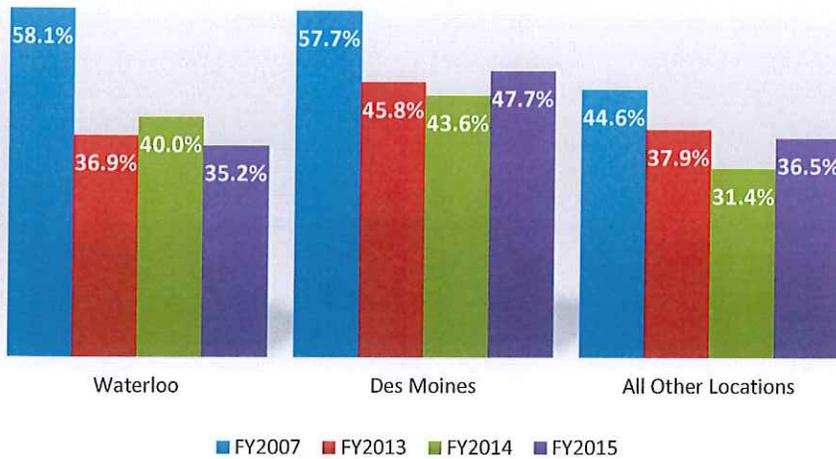
At a glance...

- For the past three years, recidivism rates for Whites and Blacks in Iowa have been the same
- Most African-American offenders return to Des Moines and Waterloo
- Initiatives in those locations have improved outcomes for African-American offenders



Strategic use of limited resources to target a high risk group can make a significant difference in outcomes.

African-American Recidivism by Supervising Location



Sustainable Long-Term Public Safety.

The largest reductions in African-American recidivism rates have occurred in the locations where special initiatives were implemented in 2009.

About 60% of African-American offenders exiting prison to supervision in Iowa reenter to Des Moines and Waterloo*

By targeting African-American reentry initiatives in these two locations - which also had the highest rates of recidivism for this group - we were able to make a difference with a limited amount of resources.

*Data for recidivism reporting year FY2015

Waterloo: Black Hawk County Culturally Specific Reentry Initiative

The First CBC District started their initiative in March 2009. Along with the implementation of culturally responsive groups and smaller caseloads, community involvement is a primary focus. A Reentry Steering Committee has been established to assist with increasing the level of community investment and involvement. There have also been Community Response Teams and Circles of Support developed that are comprised of community members who donate their time to provide guidance, support, encouragement and accountability to the Department and the clients. Program staff have also coordinated and provided cultural competency training for department staff.

Des Moines Reentry Initiative

The Fifth CBC District developed a reentry initiative in February 2009 that has focused on the provision of culturally sensitive case management and programming. Staff positions added for this project included two Probation/Parole Officers to oversee African American male offenders. The two officers have increased contacts with the offenders and also encompass the holistic approach of involving family, significant others, employers; anyone that can have a significant impact on change in the offender. They also facilitate weekly groups that these participants attend.



IOWA DEPARTMENT OF CORRECTIONS

Victim Impact Programs (VIP)

January 2016

What Are Victim Impact Programs (VIP)?

Victim Impact Programs (VIP) are educational programs designed to teach offenders about the human consequences of crime. Offenders are taught how crime affects the victim and the victim's family, friends, and community, and how it also affects them and their own families, friends, and communities. Specific modules address property crimes, sexual assault, domestic violence, and other crimes. VIP often includes the direct involvement of victims in telling their personal stories.

Research: VIP Ineffective in Reducing Recidivism

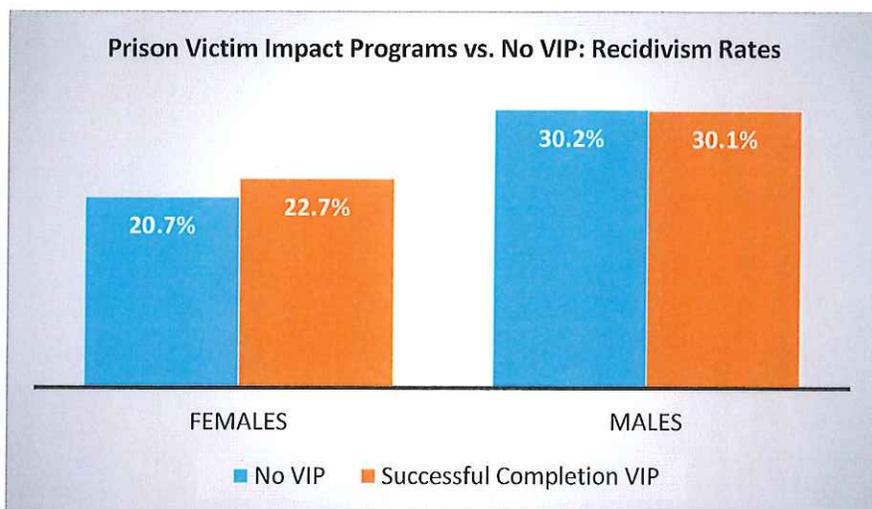
Evaluations nationally and in Iowa have mainly found VIP ineffective in reducing recidivism. National sources including CrimeSolutions, the Council of State Governments Justice Center's What Works in Reentry Clearinghouse, and the Pew-MacArthur Results First Initiative that builds on work by the Washington State Institute for Public Policy have found few studies of VIP to hold promising results. Most studies, including those conducted in Iowa community-based corrections and prison systems, have found VIP to be ineffective in reducing offender recidivism.

Most community based corrections VIP were discontinued following evaluation of OWI VIP by the University of Northern Iowa in 2011. One small location within a district continues to run a victim empathy class as part of a restorative justice program.

All prison VIP were discontinued in July 2015 following internal analysis of outcome data (see graph below) as well as qualitative classroom observation.

At a glance...

- Victim Impact Programs are ineffective in reducing recidivism
- Cognitive Behavioral Therapy Programs (CBT) with victim components are less effective
- Staff time spent on VIP is being redirected to more effective programs & offender reentry initiatives



Recidivism rates for male and female offenders who had successfully completed VIP were not significantly different from offenders who had no involvement in VIP.

Iowa VIP Qualitative Findings

In addition to the quantitative analysis, a qualitative analysis to include classroom observation found the following:

- The VIP curriculum is intended to raise the offenders' awareness and knowledge regarding the impact of crimes on victims. The curriculum is not developed to incorporate behavioral techniques and therefore lacks formal structured introduction and modeling of new skills with behavioral rehearsal and positive reinforcement.
- The VIP curriculum does not provide a strong foundation of skill building from which offenders can practice alternative behaviors that will prevent future victimization (i.e., role plays, etc.). Curriculum does mention role plays but not as a component of cognitive-behavioral therapy. Role plays in VIP have offenders act out or take on the role of a victim of crime in an effort to increase victim empathy.
- There is a standardized curriculum facilitators are trained to utilize. However, there is significant variance and program drift throughout the state and no sites were implementing with complete fidelity.
- Co-facilitation is required by the curriculum, but occurred at only two of the institutions.

An internal quantitative and qualitative review of VIP in Iowa's prisons found VIP to be ineffective.

The quantitative analysis studied 7,272 offenders, including 1,263 who had successfully completed VIP.

Prison staff time spent on VIP is being redirected to more effective programs & offender reentry initiatives

Staff resources are better spent facilitating programs that are needed within the prison system to reduce offender risk.

Cognitive Behavioral Therapy Programs (CBT) is one program that is a good return on investment.

Cognitive Behavioral Therapy (CBT) Programs

Offenders' decisions to violate the conditions of their supervision or reoffend are often a reflection of impulsivity and/or lack of problem-solving skills. CBT helps offenders understand the thoughts and feelings that influence their behaviors. During the course of treatment, offenders learn how to identify and change destructive or disturbing thought patterns that have a negative influence on behavior.

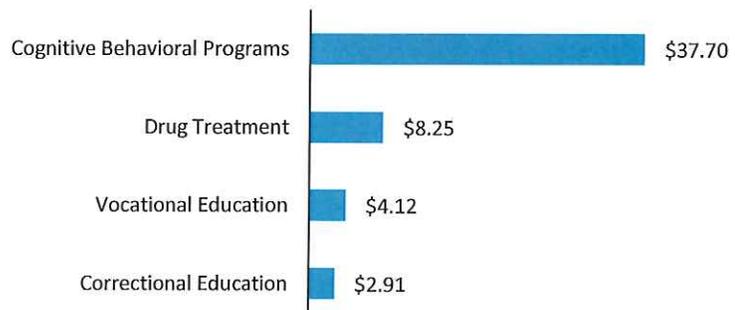
Cognitive Behavioral Therapy (CBT) Programs with Victim Components are Less Effective

Research has demonstrated the decrease in effectiveness in cognitive behavioral programs when modified with a victim impact component (Lipsey, 2007).

Iowa prisons are expanding CBT programs without victim components.

Prison-Based Programs

For every dollar spent on these programs, the amount of benefit returned is:





IOWA DEPARTMENT OF CORRECTIONS

Lift Minimum Stay in Residential Facilities

January 2016

Legislative Proposal

905.11. Residential facility residency--minimum

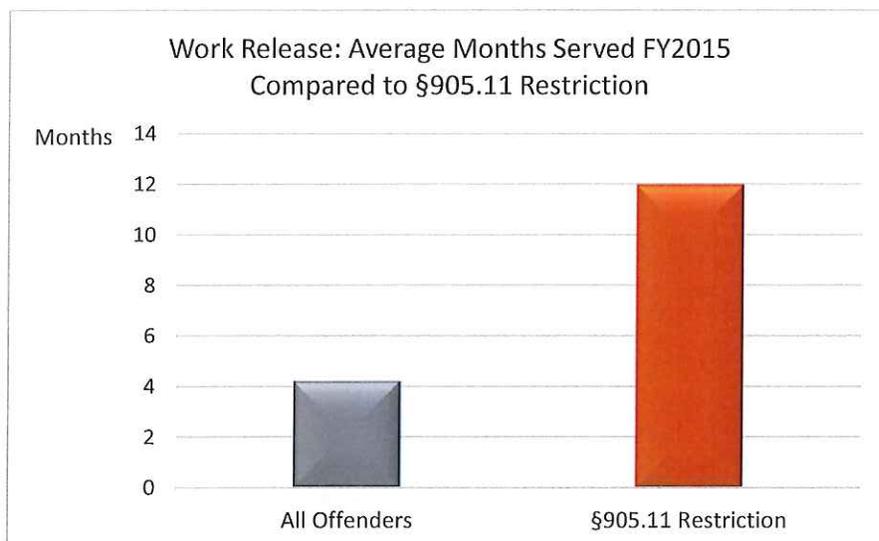
A person who is serving a sentence under section 902.12, the maximum term of which exceeds ten years, and who is released on parole or work release shall reside in a residential facility operated by the district department ~~for a period of not less than one year until such time as a recommendation is made by the district department to the Parole Board for community supervision.~~

Rationale

This language would allow greater flexibility to transition work release offenders to appropriate parole placements when a solid plan has been reviewed and approved. Currently for all other work releases, community-based corrections staff regularly make similar recommendations to the Iowa Board of Parole to transition offenders when they are ready for reentry- not according to a standard minimum time to serve.

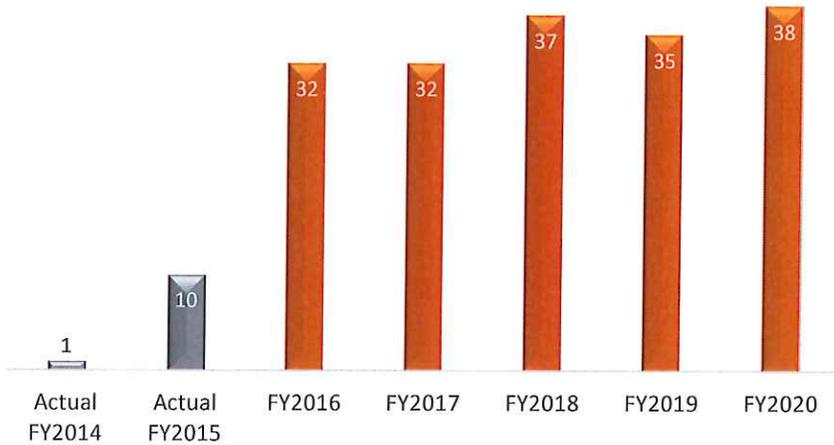
At a glance...

- The proposal would allow flexibility for appropriate offender reentry
- The number of work releases affected by §905.11 is expected to sharply rise
- The impact on work release facilities is only now being realized
- Long work release stays may set people up to fail



The provisions of §905.11 hinder optimal management of work release beds and offender reentry.

Work Release Admits with §905.11 Restriction:
Actual & Projected



The number of work releases affected by §905.11 is expected to sharply rise.

What are §902.12 sentences?

The Iowa criminal code designates seven serious crimes for which offenders must serve a minimum 70% of the maximum sentence in prison:

- 2nd degree Murder, Sexual Abuse & Kidnapping
- Attempted Murder
- Robbery- 1st and 2nd degree
- Some instances of Vehicular Homicide

The Impact of §905.11 on Work Release Facilities is Only Now Being Realized

To date, only eleven offenders subject to §905.11 have been admitted to work release: one in FY2014 and ten in FY2015. During FY2016, 32 offenders are projected to be admitted to work release who are subject to these provisions - triple the number of admissions in FY2015.

While these numbers are small, for every one offender held for a full year, up to two additional offenders may have to wait longer for a work release bed. The work release waiting list in FY2016 could grow by as much as 64 additional offenders, leading to an increase in the prison population.

Thus far, six offenders subject to §905.11 have received paroles; four of these offenders served just one year, indicating they were likely ready to transition to parole sooner.

Long Work Release Stays May Set People Up to Fail

Work release settings are in non-secure facilities providing 24-hour supervision of offenders. Offenders may leave the facility for approved purposes such as for job-seeking, employment, or treatment.

Work release also imposes many rules on offenders, including conduct within the facility and curfews. Being subject to this environment for a lengthy period of time raises concerns that revocation rates may ultimately be higher for offenders subject to the provisions of §905.11.

It is too early to draw conclusions on this point based on data. To date, two offenders subject to §905.11 have had their work release statuses revoked.



IOWA DEPARTMENT OF CORRECTIONS

Institution Repurposing: Newton & Mt. Pleasant February 2016

The Issue

Most sex offender treatment programming in the Iowa prison system has been centralized at the Mount Pleasant Correctional Facility (MPCF). This facility is currently designated a medium security facility. However, rooms are dormitory style, and that has prevented the program from admitting offenders who have higher levels of treatment and security needs. As a consequence, it has been necessary to house higher risk sex offenders at other facilities, making it more difficult to meet their treatment needs and lower their risk for reoffending.

The MPCF is transitioning toward being designated a minimum security facility, which better reflects its physical characteristics and staffing levels. Meanwhile, there is a need to shift sex offender treatment programming to an institution more suitable for this population.

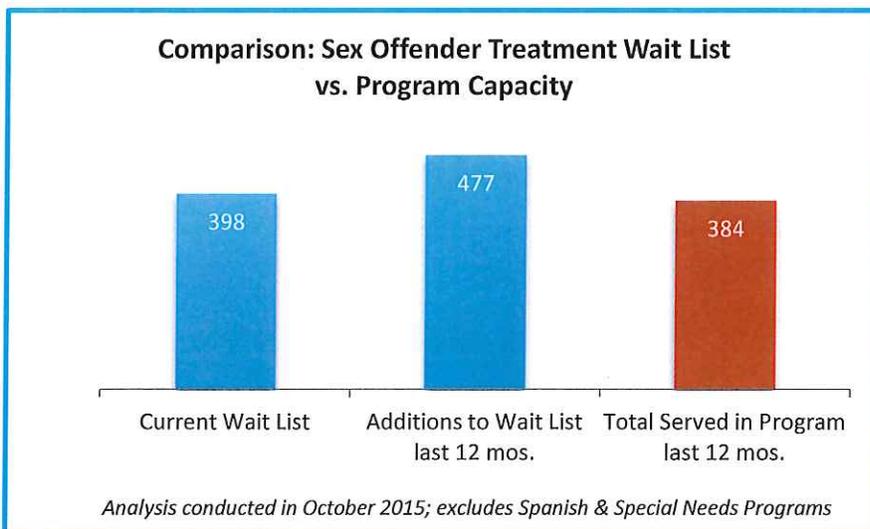
The Solution

The Newton Correctional Facility (NCF) is a medium security institution able to accommodate a wider range of sex offenders and programming levels, making it possible to address the varied treatment and security issues related to this population within one facility, and also expand the program.

Moving sex offenders to NCF will also allow for the transition of MPCF to a minimum security facility. Currently, the Iowa prison system lacks adequate housing options for minimum custody male offenders.

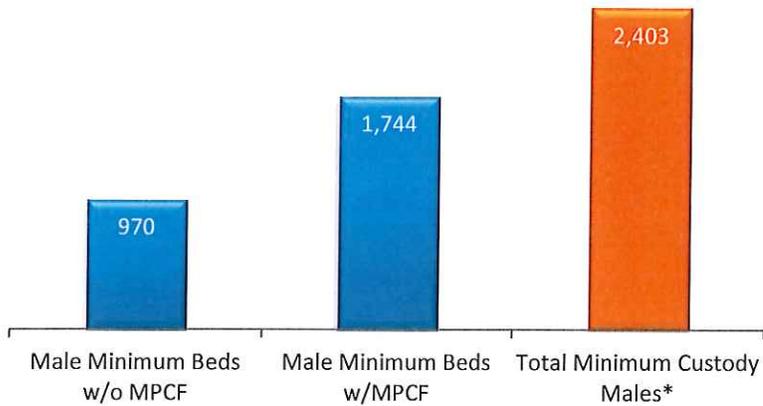
At a glance...

- The Newton Correctional Facility is a better location for sex offender treatment
- The Mount Pleasant Correctional Facility will expand minimum security capacity within the Iowa prison system to better prepare offenders for reentry.



The Iowa Department of Corrections is committed to optimal use of existing resources.

Comparison: Minimum Beds for Men vs. Population



*Population on 1/29/2016

About a third of male inmates are classified for minimum custody.

Designating MPCF a minimum security institution (as was the John Bennett Unit in Ft. Madison last year) will address housing needs for this population.

Using Risk & Needs Assessments to Improve Offender Outcomes

For increased effectiveness and optimal use of resources, the IDOC uses risk-based assessments to guide programming decisions and provide high, medium and low intensity treatment options, including sex offender treatment and programs for minimum custody offenders.

Repurposing NCF for Sex Offender Treatment

On February 1, 2016 there were 1,495 offenders in the Iowa prison system serving a sentence for a sex crime (whether or not the offense was the most serious charge). NCF already houses 23% of these offenders (the second largest location for this population after MPCF).

Moving sex offender treatment to NCF provides the following benefits:

- Increased sex offender treatment capacity
- Sex Offender Treatment Programming that is delivered sooner in an offender's prison term
- Increased consistency of sex offender treatment programming due to centralized housing and treatment

Repurposing MPCF for Minimum Security Men

Focusing MPCF on offender reentry will provide the following benefits:

- Increased capacity to meet the need for minimum security housing for men
- Enhanced ability to provide reentry case management for offenders transitioning back to the community
- Enhanced ability to address the various treatment needs of the male minimum security population



IOWA DEPARTMENT OF CORRECTIONS

Drug & Other Specialty Courts

January 2016

Specialty Courts in Iowa

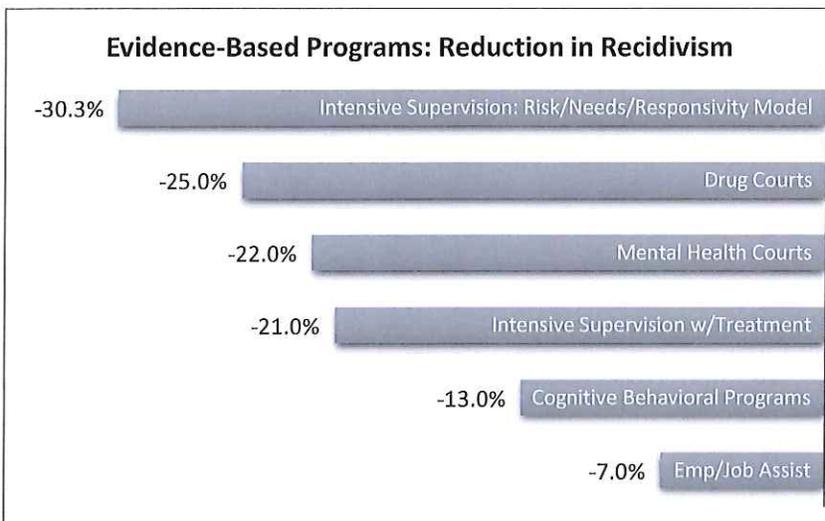
Drug Courts. While each drug court is unique, they all share the primary goals of reducing criminal recidivism and substance abuse among participants. Drug courts use comprehensive supervision, drug testing, treatment services, and immediate sanctions and incentives in an attempt to modify the criminal behavior of certain drug-involved defendants. There are currently drug courts in all eight judicial districts: Dubuque, Waterloo, Fort Dodge, Mason City, Sioux City, Council Bluffs, Des Moines, Cedar Rapids, Coralville, Davenport, Burlington and Ottumwa.

Mental Health Courts. Currently, Council Bluffs and Ottumwa are operating Mental Health Courts. Additionally, eight existing drug courts have made use of grant dollars provided by the Iowa Office of Drug Control Policy to provide mental health treatment for offenders with co-occurring disorders as an enhancement of drug court services: Dubuque, Waterloo, Council Bluffs, Des Moines, Cedar Rapids, Coralville, Burlington and Ottumwa.

Veterans Courts. In 2015, Sioux City started a veterans court. Currently there are seven participants in that court.

Research: Drug Courts are Effective

Drug courts have been found to reduce recidivism nationally and in Iowa. Applying national meta-analysis data to Iowa, well-run drug courts reduce recidivism by 25%. Evaluation of Iowa drug courts by the Iowa Division of Criminal & Juvenile Justice Planning (CJJP) shows that some Iowa drug courts are even more effective than shown, while others were less effective.



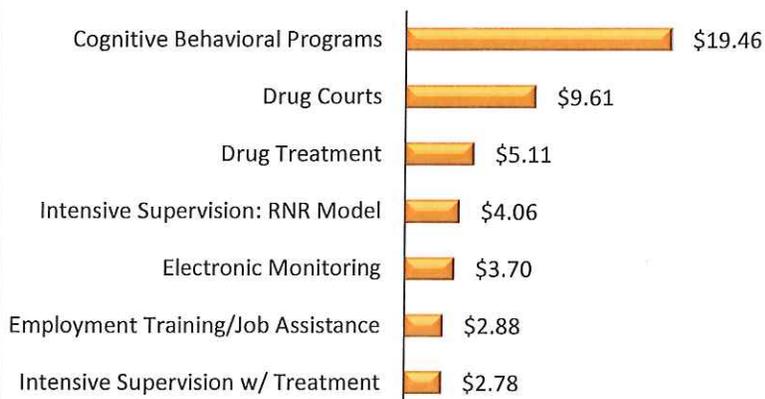
At a glance...

- Drug courts are a good return on investment
- Drug courts are expensive to operate
- Drug courts are not for all offenders
- Other effective programs are less expensive than drug courts

In FY2015, \$3 million was spent to serve 657 offenders in drug court.

Community Programs for Higher Risk Probationers

For every dollar spent on these programs, the amount of benefit returned is



Mental Health Courts are excluded because benefit to cost ratio could not be computed.

Drug courts are a good return on investment.

Based on the Iowa Results First cost-benefit model, for every dollar spent on drug court, the amount of benefits returned over a 10-year period is \$9.61. Benefits include taxpayer and crime victim benefits.

Drug courts are not for all offenders

The CJJP drug court evaluation documents lower drug court graduation rates for females and non-Whites. DOC data show that between FY2000 and FY2015, there were 1,153 drug court graduations in Iowa. Just 70 or 6% of graduates were African-American.

Drug Courts are Expensive to Operate

Corrections expenditures document nearly \$3 million was spent in FY2015 to serve 657 offenders. Analysis of total drug court costs (to include judge, court time, etc.) as part of the Iowa Results First initiative documented that Iowa drug courts cost an average of \$7,402 per participant, and are cost-effective only when participants would otherwise have been sent to prison. District directors of correctional services have had to make difficult choices given budgetary constraints. The drug court in Waterloo closed for a short period of time a couple of years ago due to funding issues; it is back in operation. This year, the drug court in Ottumwa was close to closing, but is continuing operations with fewer community corrections staff (reduction from two probation/parole officers to one), and is no longer paying for the treatment component. The Council Bluffs drug court has also recently discussed potentially closing.

Other Effective Programs are Less Expensive than Drug Courts

Static funding requires the DOC to focus its limited dollars on the most effective and efficient programs. While drug courts are effective, the DOC has other programs available that could serve more offenders for the same amount of funding with similar or better risk reduction.

For example, Intensive Supervision using the Risk-Needs-Responsivity model (and including targeted treatment such as for substance abuse) reduces recidivism more than drug courts - at a cost about 63% lower per participant. Also, the African-American offender initiatives in Des Moines and Waterloo, begun in 2009, provide lower caseload sizes and culturally appropriate programming for this population.

Issue 30
December 2010

Iowa Department of Corrections

Lettie Prell
Director of Research

Data Download

Curt Smith
Executive Assistant to the Director



What Works: Offender Caseload Size

Earlier this year, Abt Associates published the findings of its evaluation of 5th District's offender caseload sizes. Their research focused on offenders of various risk levels in Polk County.

This study is the first in the nation to show that there is an evidence-based optimum for offender caseload size. For higher risk offenders, specialized caseloads providing intensive supervision and treatment (ISP) with 30 offenders per officer is more effective than caseload sizes of 50 offenders per officer. ISP and lower case load size reduces recidivism for new crime by 25.5% overall, and by 45% for property and violent offenses in particular.

The study also found that a caseload size of 50 offenders per officer appears to reduce the rate of criminal recidivism for offenders who are at the margin between assignment to high-normal supervision and moderate-normal supervision (100 offenders per officer). Participation in high-normal supervision reduces criminal recidivism for a drug, property or personal crime by about 50%.

The evaluation findings suggest that community-based offender supervision staff with lower caseloads have more time to administer evidence-based programming for the offenders they supervise. To the extent possible given our limited resources, we can now start to plan to achieve such caseload levels – and lower the number of crime victims.

The full report is available through the *Journal of Offender Rehabilitation* at: URL: <http://dx.doi.org/10.1080/10509671003715987> Jalbert, Sarah Kuck , Rhodes, William , Flygare, Christopher and Kane, Michael(2010) 'Testing Probation Outcomes in an Evidence-Based Practice Setting: Reduced Caseload Size and Intensive Supervision Effectiveness', *Journal of Offender Rehabilitation*, 49: 4, 233 — 253.

The mission of the Iowa Department of Corrections is to:
Advance Successful Offender Reentry to Protect the Public, the Employees, and the Offenders from Victimization.



IOWA DEPARTMENT OF CORRECTIONS

Institution Apprenticeship Programs

February 2016

Prison Apprenticeship Program

Many “returning citizens” in the Iowa Department of Corrections (IDOC) and Iowa Prison Industries are taking advantage of opportunities in a skill-based training and education program. The IDOC has partnered with the U.S. Department of Labor Office of Apprenticeship to develop apprenticeship programs in all nine state institutions. A pilot program was started at the Anamosa State Penitentiary in early 2014. In June of 2015, we added programs for men, at Clarinda, Rockwell City, Newton, and one for women at Mitchellville. In December 2015, the department started programs at the remaining four facilities, Ft. Madison, Mt. Pleasant, Oakdale (IMCC), and Ft. Dodge.

There are currently sixteen apprenticeship programs offered: cabinet maker, welding combination, metal fabrication, computer operation, screen printer, electrical, plumber, cook, baker, refrigeration/air conditioning, maintenance repair to building, upholstery, electrostatic powder coating, painter construction, materials handler, and housekeeping. Apprenticeship participants are taught using on-the-job training. Each year includes 144 hours of curriculum. The programs range from one year to five years.

At a glance...

- 200 offenders currently in our apprenticeship program
- 29 offenders have completed their apprenticeship program
- 698,108 logged OJT hours since 2014
- 18,438 curriculum hours logged since 2014

Apprenticeship Program Percent of Total Enrolled



- Computer Operator, 13%
- Cabinet Maker, 11 %
- Welding, Combination, 15%
- Cook any Industry, 12%
- Electrician, 6%
- Refrigeration, Air-Conditioning mech, 3 %
- Maintenance Repair to Building, 5%
- Plumber, 2%
- Fabrication-Assembler, 14%
- Electrostatic Tech, 1%
- Materials Coordinator, 2%
- Baker, 1%
- Housekeeping, 9%
- Upholsterer, 2%
- Painter Construction, 2%
- Screen Printer, 2%

IDOC Mission

To Advance successful offender reentry to protect the public, staff and offenders from victimization

Vision

An Iowa with No More Victims

Apprenticeships are now in all 9 Institutions

ASP- Cabinet Maker, Computer Operator, Baker (Bake Produce), Cook, Electrostatic Powder Coating Tech, Fabricator-Assembler Metal Prod, Housekeeper, Maintenance Repairer to Building, Painter Com/Res, Plumber, Refrigeration, Air Condition Mechanic, Screen Printer, Welding, and Electrician

CCF- Fabricator-Assembler Metal Prod and Welding Combination

FDCF- Cooking, Painter, Electrician

ICIW- Cook, Painter, Electrician

IMCC- Baker (Bake Produce), Cook, Housekeeper, Electrician

ISP- Cabinet Maker, Cook, Housekeeper

MPCF- Cabinet Maker, Painter, Welding, Electrician

NCCF- Cabinet Maker, Cook, Fabricator-Assembler Metal Prod, Maintenance Repairer to Build, Welding

NCF- Computer Operator, Material Coordinator, Electrician

Did you know?

Apprentices throughout the US start working from day one with incremental wage increases as they become more proficient. The average starting wage is approximately \$15 per hour. The average wage for a proficient worker who has completed an apprenticeship is approximately \$50,000 annually. Apprentices who complete their program earn approximately \$300,000 more over their career than non-participants.

Registered Apprenticeships...

.....are innovative work-based learning (earn while you learn) and post secondary models that meet national standards for registration with the U.S. Department of Labor or federally recognized state apprenticeship agencies.

Apprenticeship Programs (Cont.)

The IDOC currently has 200 participants in apprenticeship programs. That number has been gradually increasing. Currently 29 participants have completed their apprenticeship program. Four participants who completed the electrical program have moved on to study for the Iowa Electrical License test so they can become a Licensed A or B Journeyman. They can complete the testing within the institutions before they leave the corrections system.

Participants are expected to come out of our programs with a high level of skill and education in the trade they choose. Participants are trained in quality control, and safety regulations such as Lock-Out/Tag-Out, proper safeguarding, and equipment learning lessons.

We have educated manufacturing sector boards, individual manufacturers, Iowa Works, Iowa Workforce Development, and others of the benefits of hiring returning citizens. It gives the manufacturers an employee with a high level of skill in a specific field; a well-educated employee, a well-trained employee with soft skills who has worked within a diverse setting.

Still to come in FY 2016 . . .

- Apprenticeship Committee has been organized and will meet every quarter starting February 2016
- Continue to increase apprentice training at all institutions
- Continue as a committee member of Workforce Investment Opportunity Act (WIOA)
- Identify training programs for youth offenders and special needs offenders
- Review and add new apprenticeship programs



IOWA DEPARTMENT OF CORRECTIONS

Statewide Recidivism Reduction Strategy

January 2016

The Governor's Office of Drug Control Policy (ODCP) with the Iowa Department of Corrections (IDOC) are recipients of a three million dollar grant over three-years from the U.S. Department of Justice, to support implementation strategies to reduce state-wide recidivism for adult offenders.

The Statewide Recidivism Reduction (SRR) Strategy is a collaborative effort to increase public safety through recidivism reduction strategies while developing sustainable system-wide change. It is a multi-prong approach that includes: training, quality assurance, human resources, workload analysis, and seamless reentry practices. This is a statewide effort with support from the Governor's office, state and local agencies, and both community-based corrections and prisons to improve public safety outcomes.

At a glance...

- Key collaborations at the state and local levels
- Organizational development
- Infrastructure development
- System-wide change
- Sustainability
- Public safety



Statewide Recidivism Reduction Summit -September 2015

Iowa is one of five states in the country to



be selected to reduce recidivism at a state-wide level. Iowa's goal is 30% reduction in five years.



Offender Reentry Task Force



SRR Organizational Structure



Social Media

Facebook: <https://www.facebook.com/pages/Iowa-Statewide-Recidivism-Reduction-Initiative/903191956414305?pnref=lhc>

Twitter: <http://twitter.com/statewideRecid>

YouTube: <https://www.youtube.com/channel/UCItY2PABjitQpT4Op2w3kTw>

Scope of Work

The IDOC identified several focus areas for the state-wide strategy in order to reduce recidivism including: engaging inter-agency steering committee, comprehensive system-wide quality assurance plan, statewide training plan, enhancement of reentry policy and practice, state-wide job competencies, and evidenced-based workloads. The scope of work includes the following:

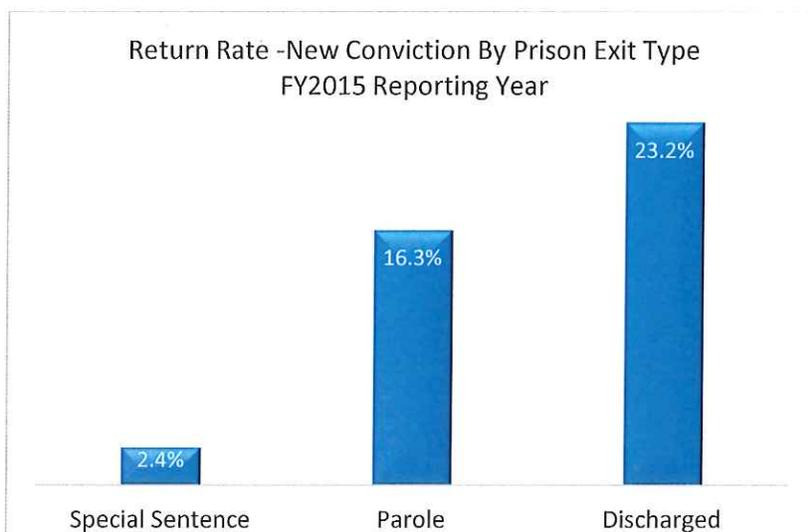
- Planning and implementation strategies to address a comprehensive system-wide Quality Assurance Plan that will ensure fidelity in programming and casework.
- Statewide Training Plan that will entail various levels of staff training designed to incorporate evidence based practices related to communication with offenders, motivation of offenders, and other requirements of best practice in the areas of offender behavior change.
- Enhancement of policies and practices to improve pre-release planning and connection to those government and private services that will support an offender's success when transitioning back to the community. The Iowa Departments of Human Services, Veterans Administration, Public Health and Corrections will work together on the formation of stronger partnerships with health and behavioral health agencies in the community. NAMI Iowa will help to bolster efforts with those offenders who are mentally ill, especially focusing on peer-to-peer mentors and teachers for all nine correctional institutions and specialized training for staff.
- Review of job expectations and hiring/promotion criteria related to research findings on effective offender supervision and treatment.
- Measurement of needed resource allocations for staff deployment in an evidence based working environment.



Iowa Department of Corrections
Response to
Justice Systems Appropriations Subcommittee
February 6, 2016

- Please provide a breakout on the recidivism rate by category (i.e. direct discharge, parole, etc.).

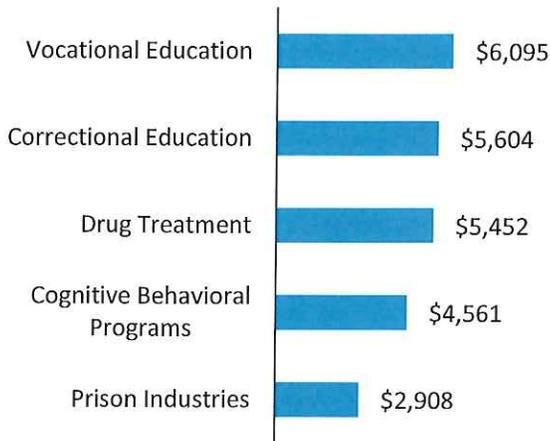
Response: Because offenders who discharge with no subsequent supervision cannot be returned to prison for technical violations, it's appropriate to compare the return rate to prison due to new conviction carrying a prison penalty. As shown below, persons who discharge their sentences have substantially higher return rates involving new prison terms compared to parolees and offenders under special sentence.



Regarding returns to prison for technical violations, the rate for offenders under special sentence was 52.8% and the rate for parolees was 15.1% for recidivism reporting year FY2015. Technical violation rates for parolees have steadily declined from the 18.2% rate reported in FY2010.

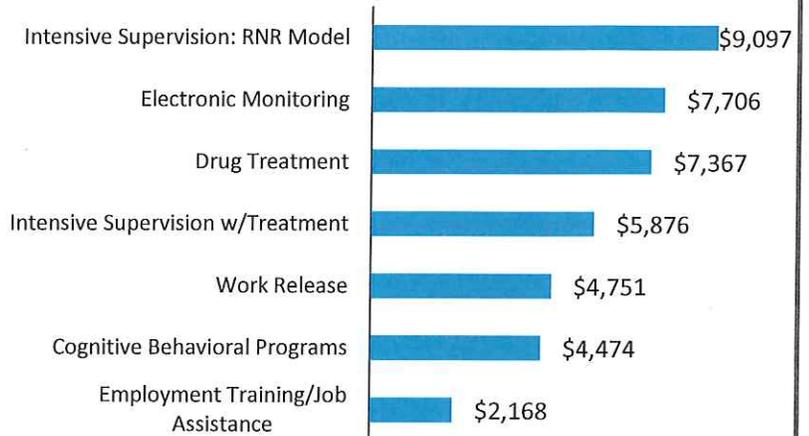
- Please provide some additional information on other effective programs that reduce recidivism that may have been dropped because their cost per person helped may have been higher, how many people would each program help, and the cost of the program. The idea being, I believe, that if additional funds were available what could be added, and such a program may reach a population in which other efforts are not successful.

**Prison-Based Programs
Benefits minus Costs**



Figures are per program participant.

**Community Programs for Prison Releasees
Benefits minus Costs**

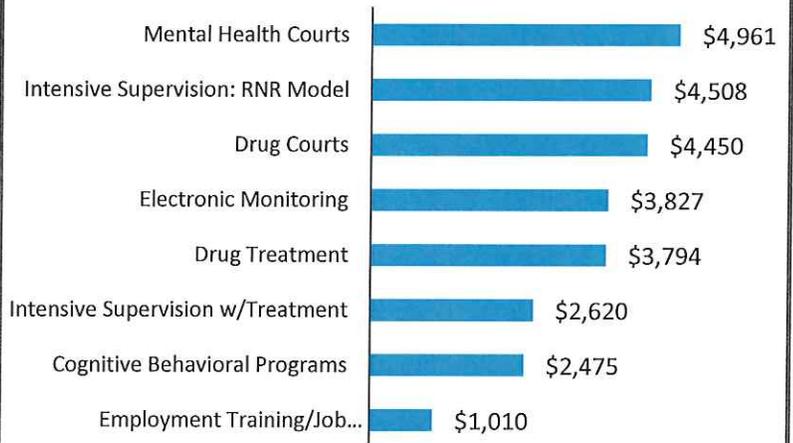


Figures are per program participant.

Response: The Iowa Department of Corrections implemented the Iowa Results First cost benefit model for its corrections programs in 2012. For programs that were in the model, we found a wide range of institution and community programs are a good return on investment for Iowa taxpayers because they reduce recidivism for offenders in prison and reentering through parole, as well as for higher risk probationers under supervision in the community.

The attached DOC position paper, Drug & Other Specialty Courts, provides information on those programs. The 5th CBC district's SMART Day Program (an Intensive Supervision: RNR program) was also discontinued due to budget challenges.

**Community Programs for Higher Risk
Probationers
Benefits minus Costs**



Figures are per program participant.

Other programs have been discontinued in the IDOC over recent years, but not solely due to budget issues. Rather, decisions are driven by program effectiveness and finding program models that are less expensive and therefore able to serve more offenders.

The Iowa Department of Corrections is currently underway with a comprehensive look at all programs, including examining waiting lists and program capacities. The goal is to ensure our programs are effective, well-run, and are serving the right offenders. A gap analysis will be completed to help guide where to shift resources to enable program expansion to meet offender treatment needs.

- **Address the following items in your next presentation to the subcommittee:**

What message/tactics have been used with employees that may have contributed to the decline in race disparity recidivism?

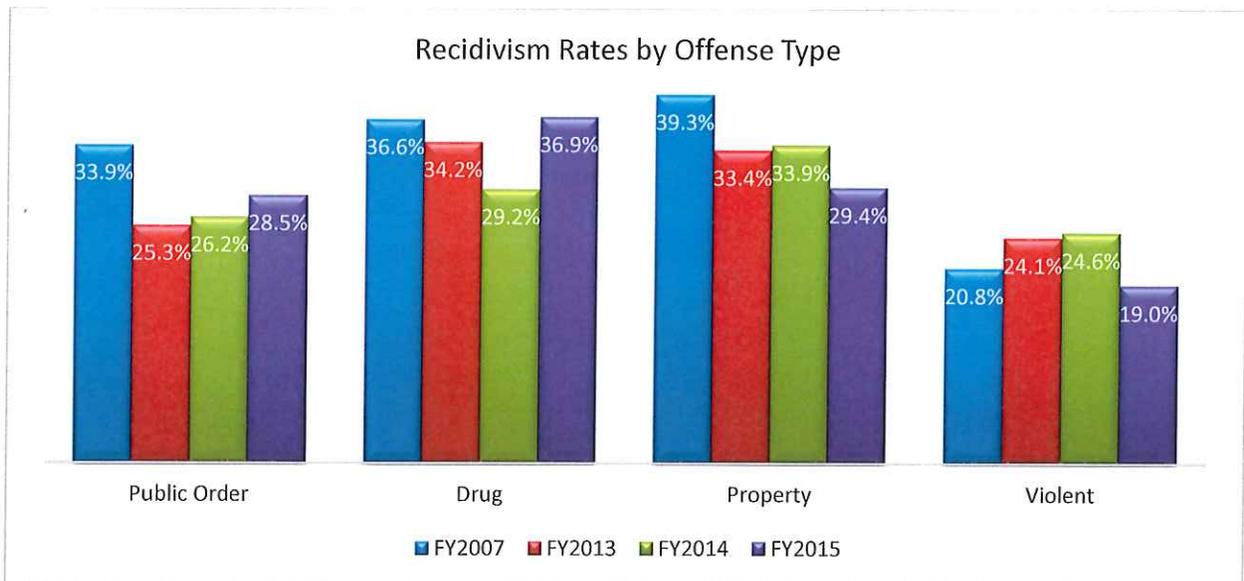
Response: Please refer to the DOC position paper, Improving Outcomes: African-American Offenders. The DOC has also initiated gender-responsive programming for women offenders.

How can we use the successful efforts that brought down race disparity in recidivism, to bring down total numbers of recidivism. i.e., if there is a specific approach or program which impacted African-American recidivism numbers in a positive way, could that also be used for other populations?

Response: Continue to focus on culturally specific and gender responsivity programs for offenders, and provide responsivity training for our staff, to implement specific interventions as the budget allows.

What is the breakout between property crime perpetrators and violent crime perpetrators in our recidivism numbers?

Response: Offenders released from prison on violent crime convictions have substantially lower recidivism rates than property offenders. The graph below shows this observation is consistent over the years.



- **Provide information on and discussion of victim impact panels.**

Response: Please see the DOC position paper, Victim Impact Programs.

- **Provide a more complete accounting in the cost per day of parole supervision or community based corrections to include other General Funds going to other departments (like DHS), or local funds coming in that pay for treatment. The goal would be to provide a more accurate comparison of total cost per offender no matter where they are being housed or supervised and include all treatment costs and not just those coming through the DOC.**

Response: The DOC is working with the Department of Human Services to determine an estimated cost for managed care in the community. The Subcommittee will be updated when that information is available. Most, if not all, of the offenders would most likely be receiving managed care services whether or not they are under our supervision.

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