



**Justice
Reinvestment
Initiative**
Iowa



Justice Center
THE COUNCIL OF STATE GOVERNMENTS

Iowa's Justice Reinvestment Initiative

Third Presentation to the Oversight Committee
October 12, 2022



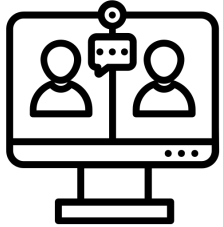
Overview

- 1 Project recap
- 2 Public safety impact analysis
- 3 Racial disparity analysis
- 4 Recommendations for CBC operations
- 5 Next steps

Project recap

1

In March 2020, criminal justice agencies and local community stakeholders took measures to protect the health and safety of facility-based staff and clients.



Increased use of technology (virtual opportunities for connecting clients with families for visits, virtual delivery of interventions to address client behavior, virtual initial appearances and court hearings, and virtual opportunities for telehealth)

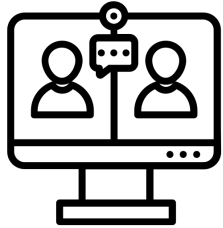


Released individuals whose behavior did not pose a risk to public safety from the state's correctional facilities onto the state's Community-Based Corrections (CBC) caseload



Prioritized jail and prison space for people whose behavior posed a risk to public safety

CBC agencies also adapted quickly to the public health crisis and implemented similar practice changes.



Conducted virtual court and revocation hearings, treatment groups, and client contacts; released clients from residential facilities, jails, and prisons; and put an **emphasis on exhausting resources and keeping clients supervised in the community**

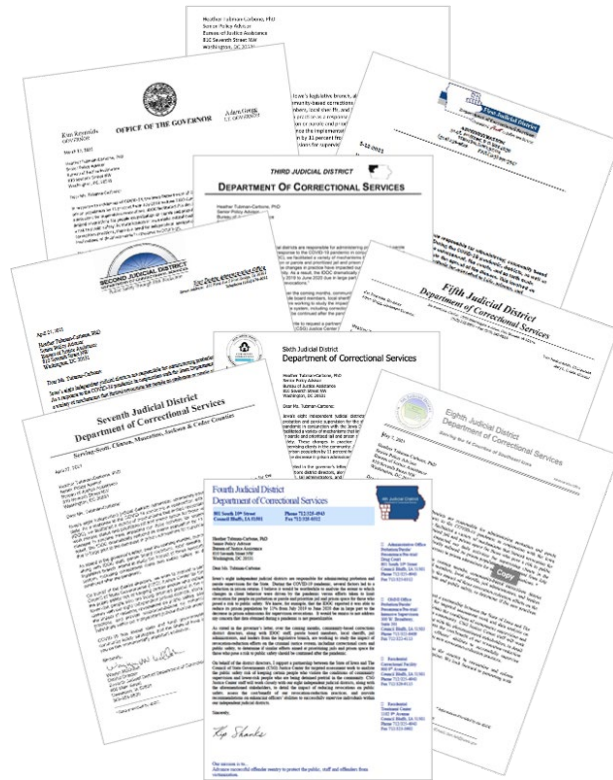


Expanded the practice of **reviewing recommendations for revocations** to limit the number of people returning to prisons and jails



Allowed officers to work from home for a portion of the week, a practice that many supervisors report has **continued to some extent**

In the spring of 2021, state leaders requested support from BJA and Pew to utilize the Justice Reinvestment Initiative approach to understand the extent and impact of these changes on CBC operations.



This initiative is supported by all three branches of government to study the impact of criminal justice responses on public safety during the pandemic.

- Governor Kim Reynolds
- Senator Dan Dawson
- Senator Todd Taylor
- Representative Gary Worthan
- All eight Judicial District Directors



A data-driven approach to improve public safety, reduce corrections and related criminal justice spending, and reinvest savings in strategies that can decrease crime and reduce recidivism

The Justice Reinvestment Initiative is supported and funded by the U.S. Department of Justice's Office of Justice Programs, Bureau of Justice Assistance (BJA) and The Pew Charitable Trusts.

This project is one of the first in the country aimed at understanding the public safety impact of recent criminal justice changes following March 2020 and is led by a diverse Oversight Committee.

- **Nick Davis**, Chair, Iowa Board of Parole
- **Dan Dawson**, Senator, Iowa Senate
- **Todd Taylor**, Senator, Iowa Senate
- **Gary Worthan**, Representative, Iowa House of Representatives
- **Mary Lynn Wolfe**, Representative, Iowa House of Representatives
- **Beth Skinner**, Director, Iowa Department of Corrections (IDOC)
- **Sally Kreamer**, Deputy Director, IDOC
- **Sarah Fineran**, Research Director, IDOC
- **Katrina Carter**, Reentry and Treatment Services Director, IDOC
- **Jerome Greenfield**, Health Services Administrator, IDOC
- **Sandi Tibbetts Murphy**, Director, Crime Victim Assistance Division, Iowa Attorney General's Office
- **Kenneth Kolthoff**, District Director, First Judicial District
- **Maureen Hansen**, District Director, Third Judicial District
- **Kip Shanks**, District Director, Fourth Judicial District
- **Waylyn McCulloh**, District Director, Seventh Judicial District
- **Steven Clarke**, Administrative Law Judge, Iowa Board of Parole
- **Christine Louis**, Administrative Law Judge, Iowa Board of Parole
- **Robert Gast**, State Court Administrator, Iowa Judicial Branch
- **Tony Thompson**, President, Iowa State Sheriffs' & Deputies' Association

Iowa's Justice Reinvestment Oversight Committee (cont.)

- **Janet Lyness**, County Attorney, Johnson County
- **Darren Driscoll**, County Attorney, Webster County
- **Mike Wolf**, County Attorney, Clinton County
- **Jeff Wright**, State Public Defender, Iowa Office of the State Public Defender
- **Robert Rigg**, President, Iowa Association of Criminal Defense Lawyers
- **Rob Burdess**, President, Iowa Police Chiefs Association
- **Jessie Goodwin**, Co-founder, Kingdom Living
- **Deb Theeler**, Executive Director, Freedom Houses Des Moines
- **Jamie Hagemeier**, Executive Director, Youth Law Center
- **DeAnn Decker**, Bureau Chief of Substance Use, Iowa Department of Public Health
- **Mary Roche**, Victim Services Director, IDOC
- **Marissa Eyanson**, Division Administrator, Community Mental Health and Disability Services, Iowa Department of Human Services
- **Annie Uetz**, Program Planner, Polk County Health Services
- **Terri Rosonke**, Housing Programs Manager, Iowa Finance Authority
- **Peggy Huppert**, Executive Director, National Alliance on Mental Illness (NAMI) Iowa
- **Leslie Carpenter**, Teacher, Trainer, Volunteer Lobbyist, NAMI Iowa
- **Betty Andrews**, President, Iowa-Nebraska National Association for the Advancement of Colored People (NAACP) State Area Conferences of Branches
- **Victoria Henderson Weber**, President, NAACP Des Moines
- **Pete McRoberts**, Policy Director, American Civil Liberties Union (ACLU) Iowa

Our project is focused on answering the following questions.



Did changes that were implemented in March 2020 have a **positive, negative, or neutral impact on public safety and CBC operations?**



Should Iowa **continue and/or enhance these procedures** to increase officers' ability to successfully supervise individuals in the community?



Do the Iowa Department of Corrections (IDOC) and CBC **need any specific resources to successfully supervise individuals in the community?**

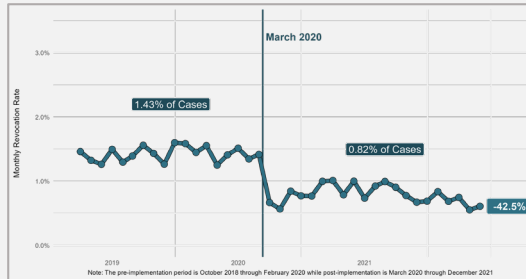


How can Iowa maximize potential benefits and resources to **improve success for clients in the community?**

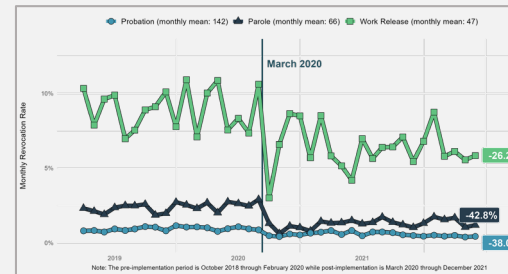
CSG Justice Center
staff engaged
147
stakeholders
from the following
communities to provide
necessary context for the
data.

Community-Based Corrections Assessment	Completed
District Directors	✓
Supervisors	✓
Front-Line Probation and Parole Officers	✓
Individuals on CBC	✓
Administrative Law Judges	✓
CBC District Board Chairs	✓
Criminal Justice Assessment	Completed
IDOC Stakeholders	✓
Reentry Stakeholders	✓
County Attorneys	✓
Sheriffs	✓
Chiefs of Police	✓
Victims Advisory Group	✓

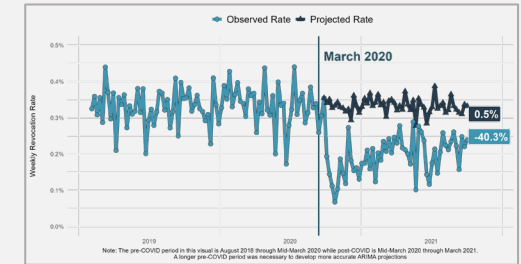
CSG Justice Center data analysis found that revocation rates declined substantially following implementation of changes in March 2020.



Statewide, the average monthly revocation rate decreased by over 40 percent between March 2020 and December 2021.



The monthly statewide revocation rates decreased for all supervision types during this period.



Projections of statewide weekly revocation rate using historic pre-March 2020 data predict little change in the post-implementation period.

Today's presentation reviews additional analyses and presents recommendations to strengthen CBC.

- Review findings and recommendations from the **public safety impact analysis**.
- Discuss recommendations for **revocation practices and CBC operations**.
- Review findings and recommendations from the **CBC racial disparity analysis**.
- Discuss potential next steps for implementation of recommendations.

Public safety impact analysis

2

Did changes that were implemented in March 2020 have a positive, negative, or neutral impact on public safety?

Should Iowa continue and/or enhance these procedures to increase officers' ability to successfully supervise individuals in the community?

To explore the relationship of revocation-reduction efforts and public safety trends, we...



Convened focus groups with 26 court and law enforcement personnel across the state

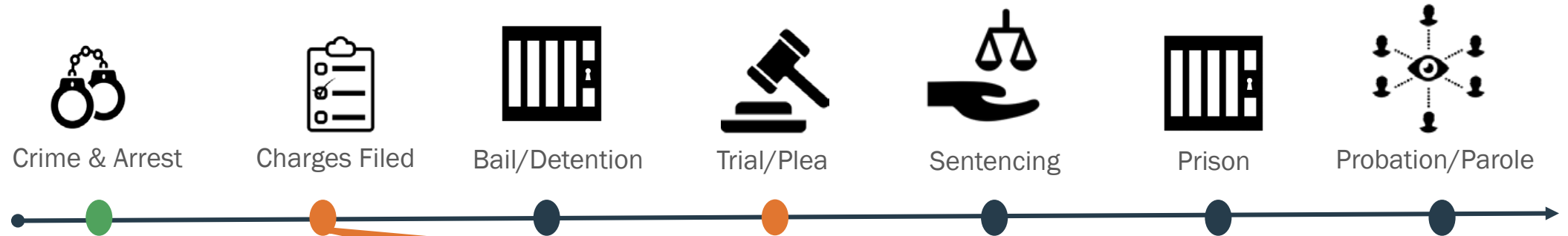


Explored statewide trends in crime and arrests



Analyzed violent crime trends within the CBC population

On the front end of the criminal justice system, stakeholders implemented new practices to maintain public safety while adapting to the public health crisis.



- Many law enforcement officials implemented the use of “**cite and release**” for people who committed nonviolent offenses.

- County attorneys expanded practice of taking an individualized view of clients by trying to **identify criminogenic risks and needs** and provide clients with opportunities to obtain resources to address their needs in the community.
- County attorneys looked at clients’ work history, skills, and education when determining if they should **suspend any fines and fees** to ensure that poverty is not the reason clients remain involved in the criminal justice system.
- Some county attorneys worked with local judges to quickly decrease jail populations by **examining cases eligible for plea deals**.

Law enforcement and county attorneys reported many positive impacts after implementing these new practices.

Law enforcement

- Law enforcement did not notice a change in violent crime; however, calls for clients experiencing behavioral health and related issues increased.
- Law enforcement officials reported that “great things were accomplished during the pandemic” and it forced local stakeholders “to be more efficient in how they did business on a citywide basis.”

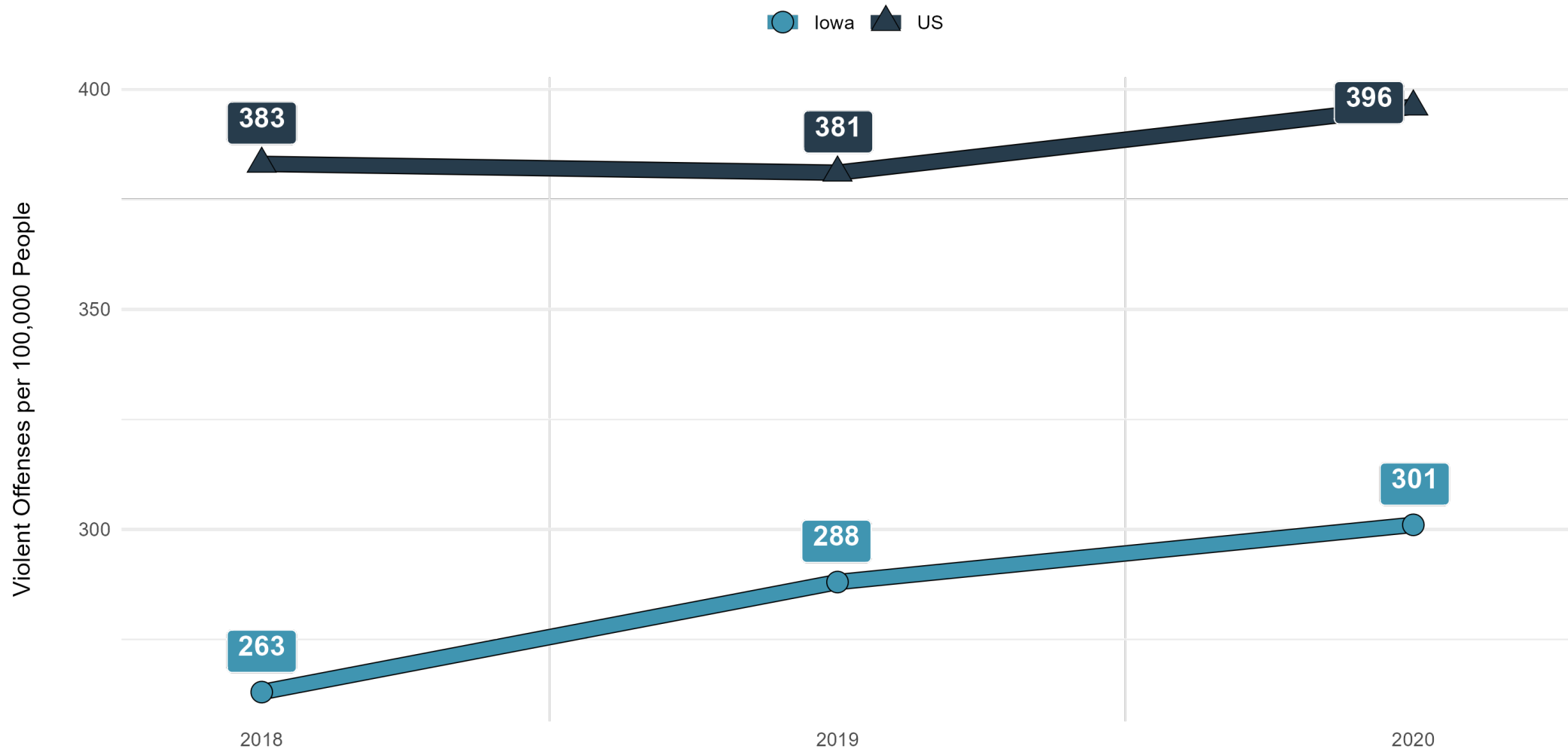
County attorneys

- County attorneys supported law enforcement who “saw that there were other options to arresting people” and “filling the jails in order to keep the community safe.”
- County attorneys observed that most clients complied with their citations and appeared in court as required.
- Some agencies said they will probably continue the use of “cite and release” going forward for some offenses.

Public Safety Data: Notes and Limitations

- Court closures resulted in increased time between offense and disposition.
- Data do not account for changes in practice with courts or law enforcement.
- We cannot account for changes in crime reporting over time.

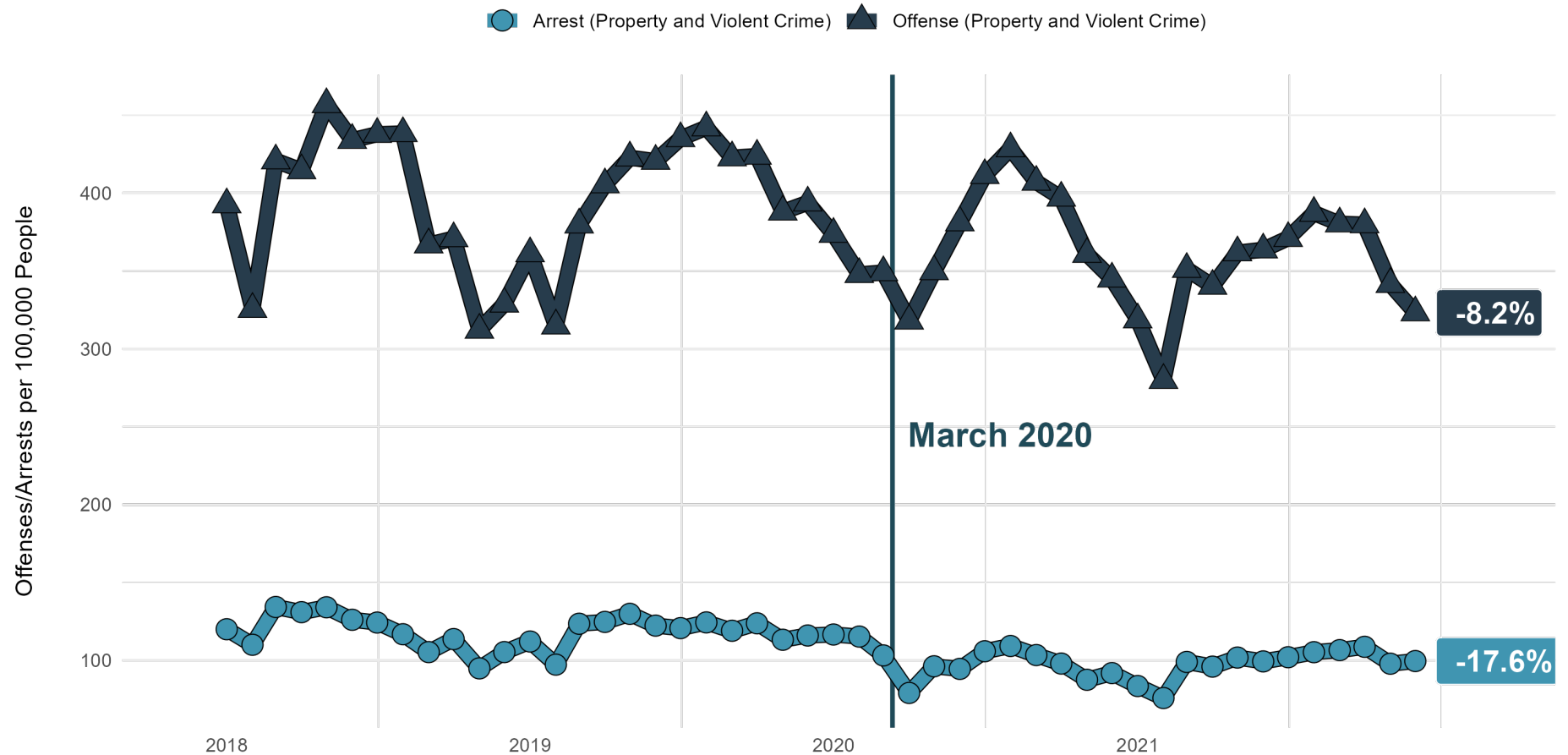
Iowa has a lower violent offense rate compared to the overall nationwide rate.



Note: Annual estimates of violent offense rates are pulled from the FBI's Uniform Crime Reporting (UCR) Program.
Violent offenses include murder, rape, robbery, and aggravated assault.

Since March 2020, there have been declines in both offense and arrest rates for serious property and violent crime—with a larger decrease in arrests.


Law enforcement reported that “calls for service were significantly lower” and observed a substantial decrease in property crime/theft.

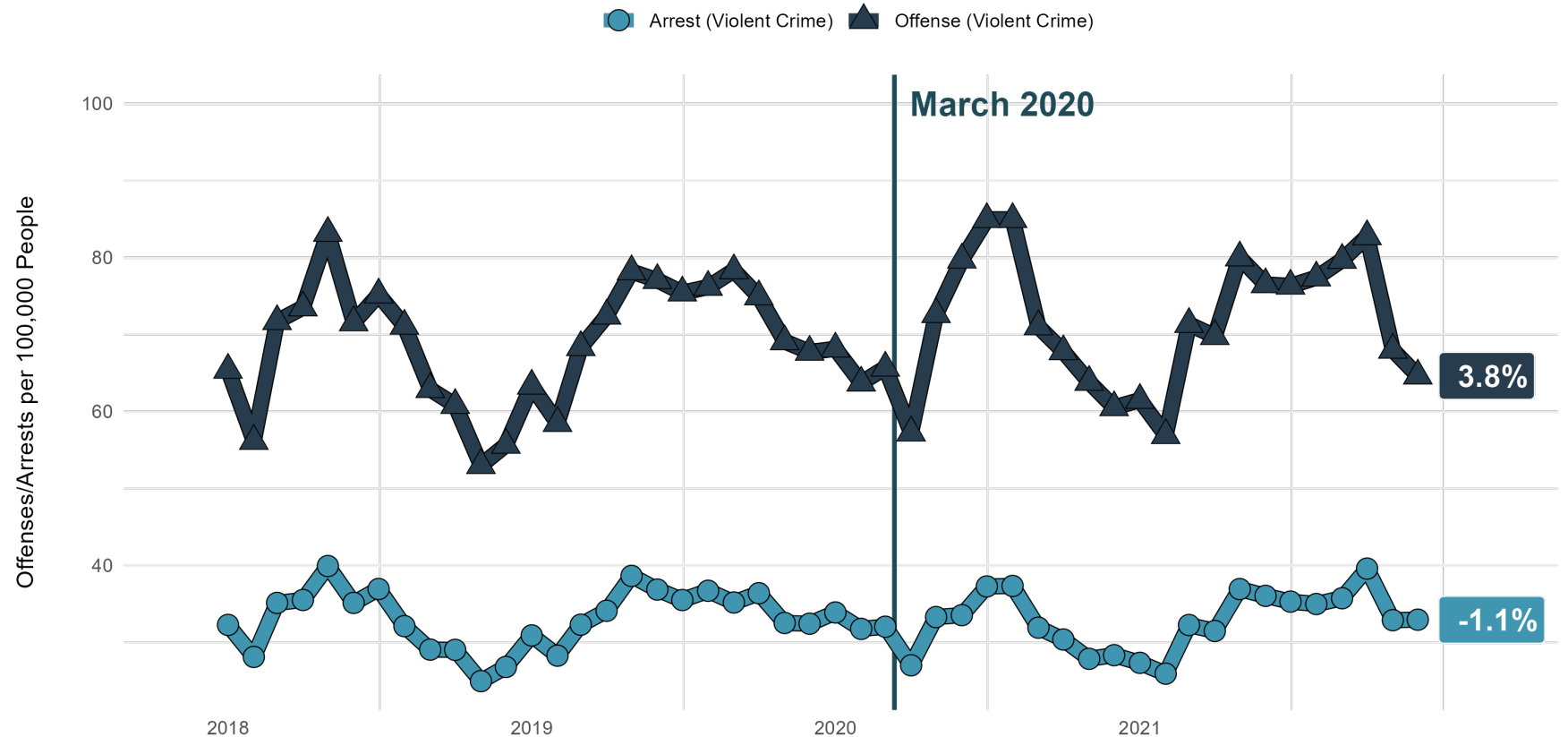


Note: Monthly rates of offense and arrest rates are pulled from Iowa's Department of Public Safety Uniform Crime Reporting System.

However, violent crime and arrest rates were largely consistent over that period.

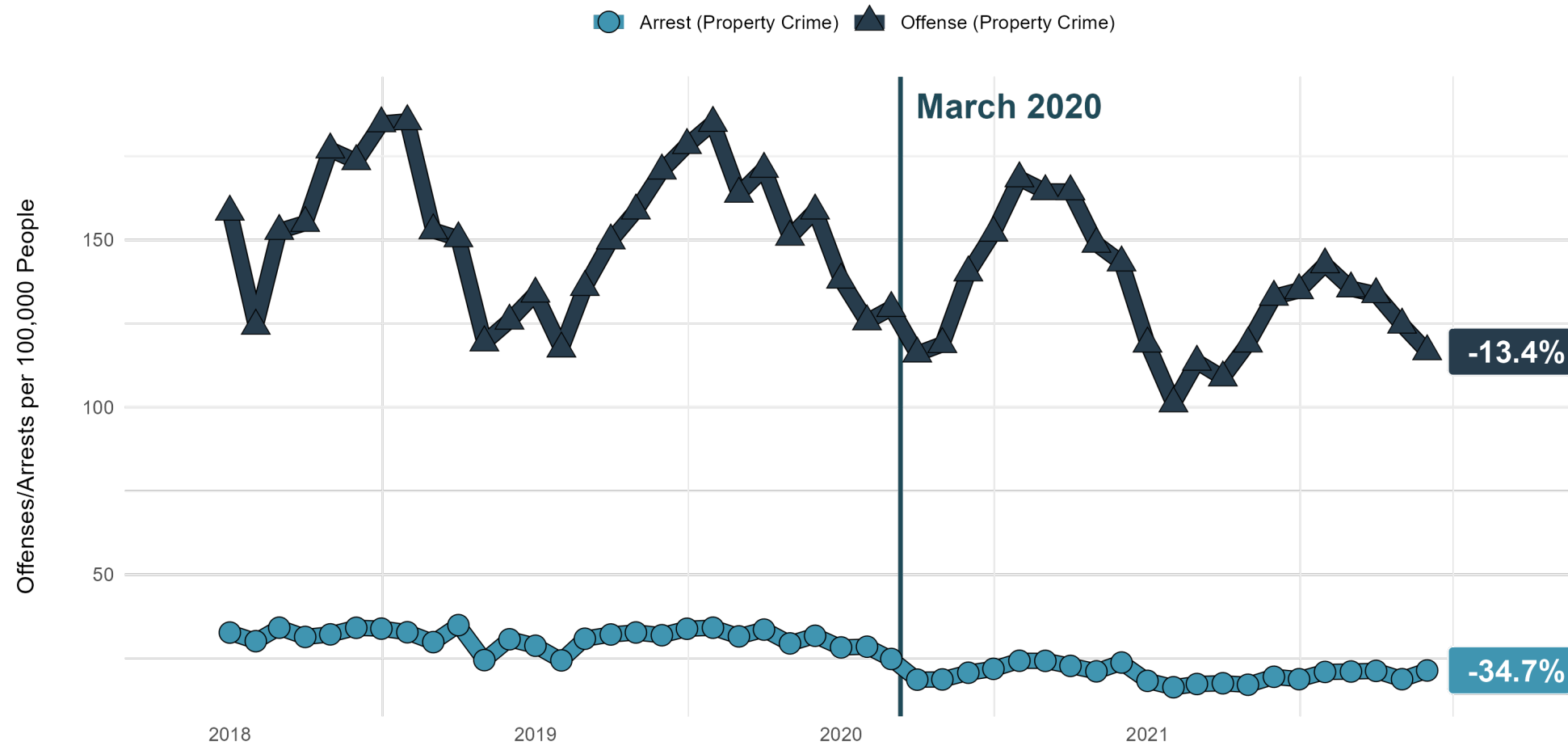


During the focus groups, officers confirmed that most areas didn't see a change in violent crime rates.



Note: Monthly rates of offense and arrest rates are pulled from Iowa's Department of Public Safety Uniform Crime Reporting System. Serious violent offenses include murder, assault, rape, and robbery.

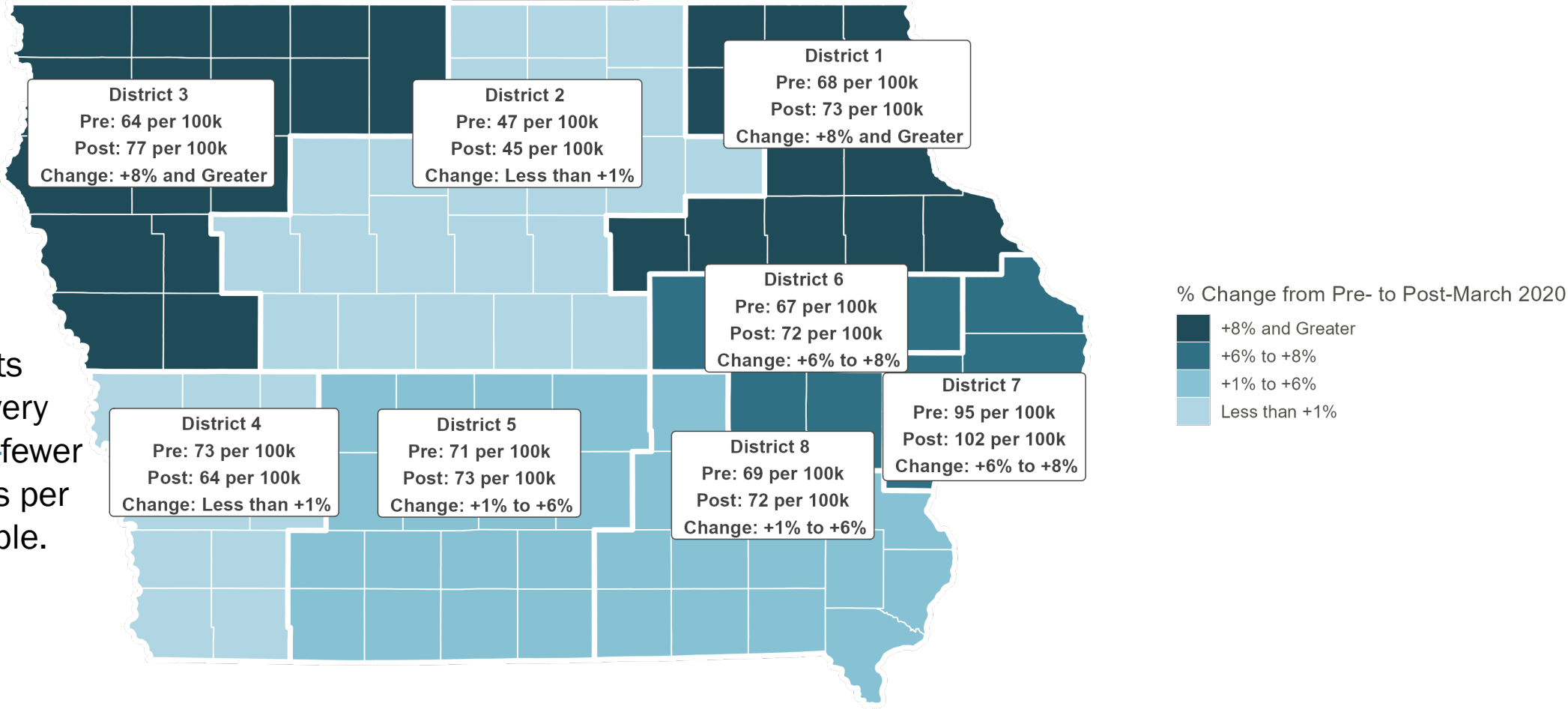
Most of the decrease in serious crime came from property crime. Arrests fell more than the number of property offenses reported to police, indicating that clearance rates have dropped.



Note: Monthly rates of offense and arrest rates are pulled from Iowa's Department of Public Safety Uniform Crime Reporting System. Serious property offenses include larceny, burglary, and motor vehicle theft.

While there has been little change in the violent offense rate statewide since March 2020, the pattern varies slightly by judicial district.

Most districts experienced very **small changes**—fewer than 5 offenses per 100,000 people.



Note: Monthly rates of offense and arrest rates are pulled from Iowa's Department of Public Safety Uniform Crime Reporting System. Serious violent offenses include murder, assault, rape, and robbery.

We don't see drastic changes in either offense or arrest rates for serious violent crime after March 2020. Our next set of analyses will look at violent crime for clients on supervision.

In order to do so, we used the following research measures and methods.

Measures

- Person level
 - Individuals with a violent offense

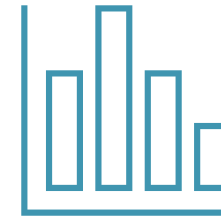


- Event level
 - Violent disposed charges
 - Violent offenses
 - Repeated violent offenses

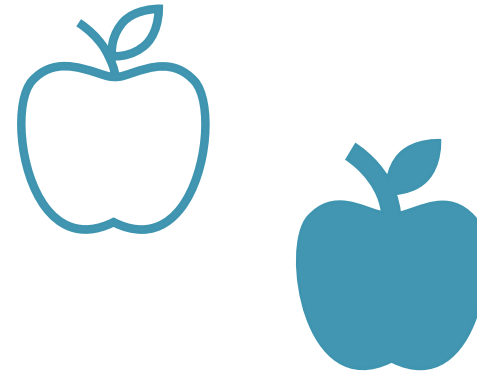


Methods

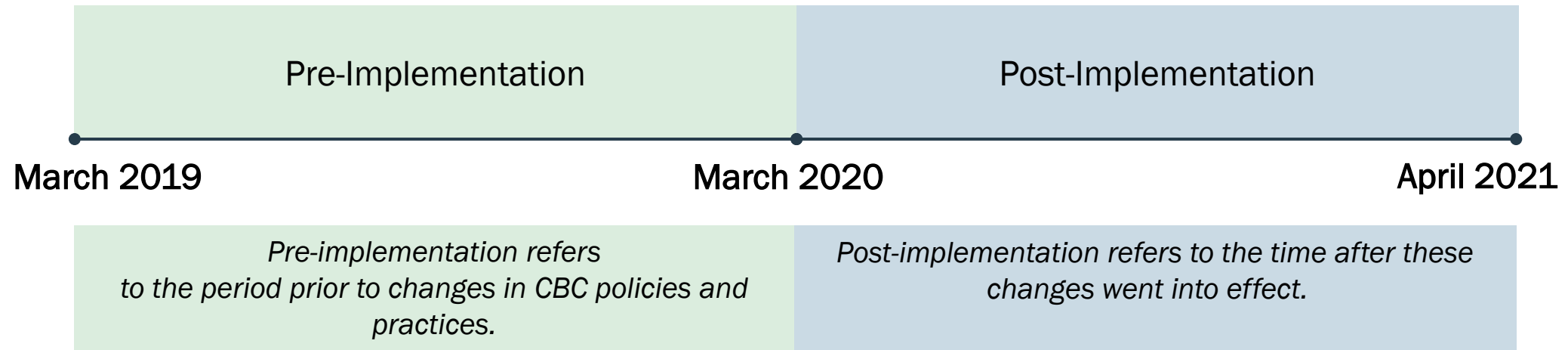
- Descriptive statistics



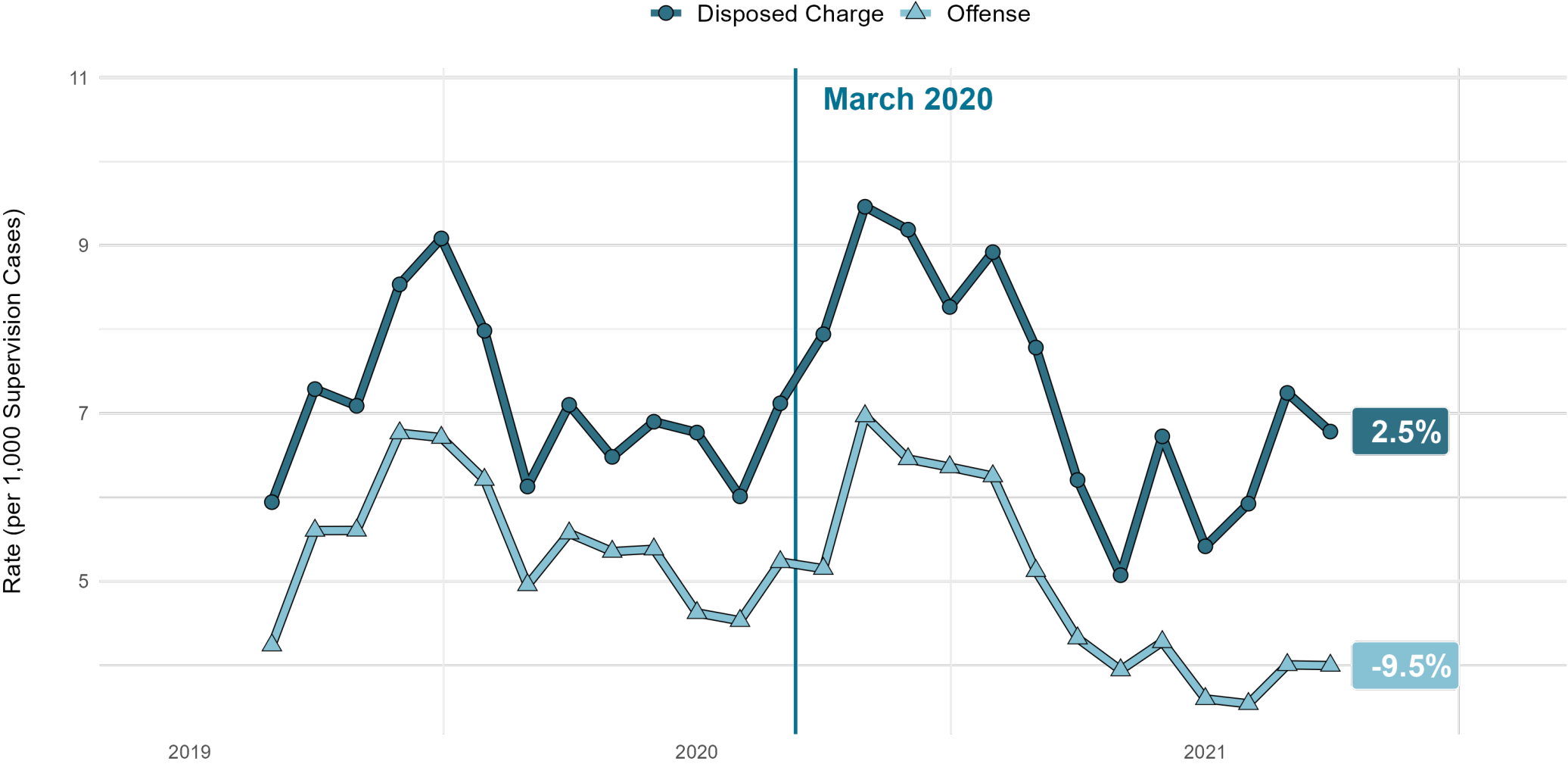
- Regression analysis



To better understand our study cohort and make comparisons, our analysis focuses on two time periods.



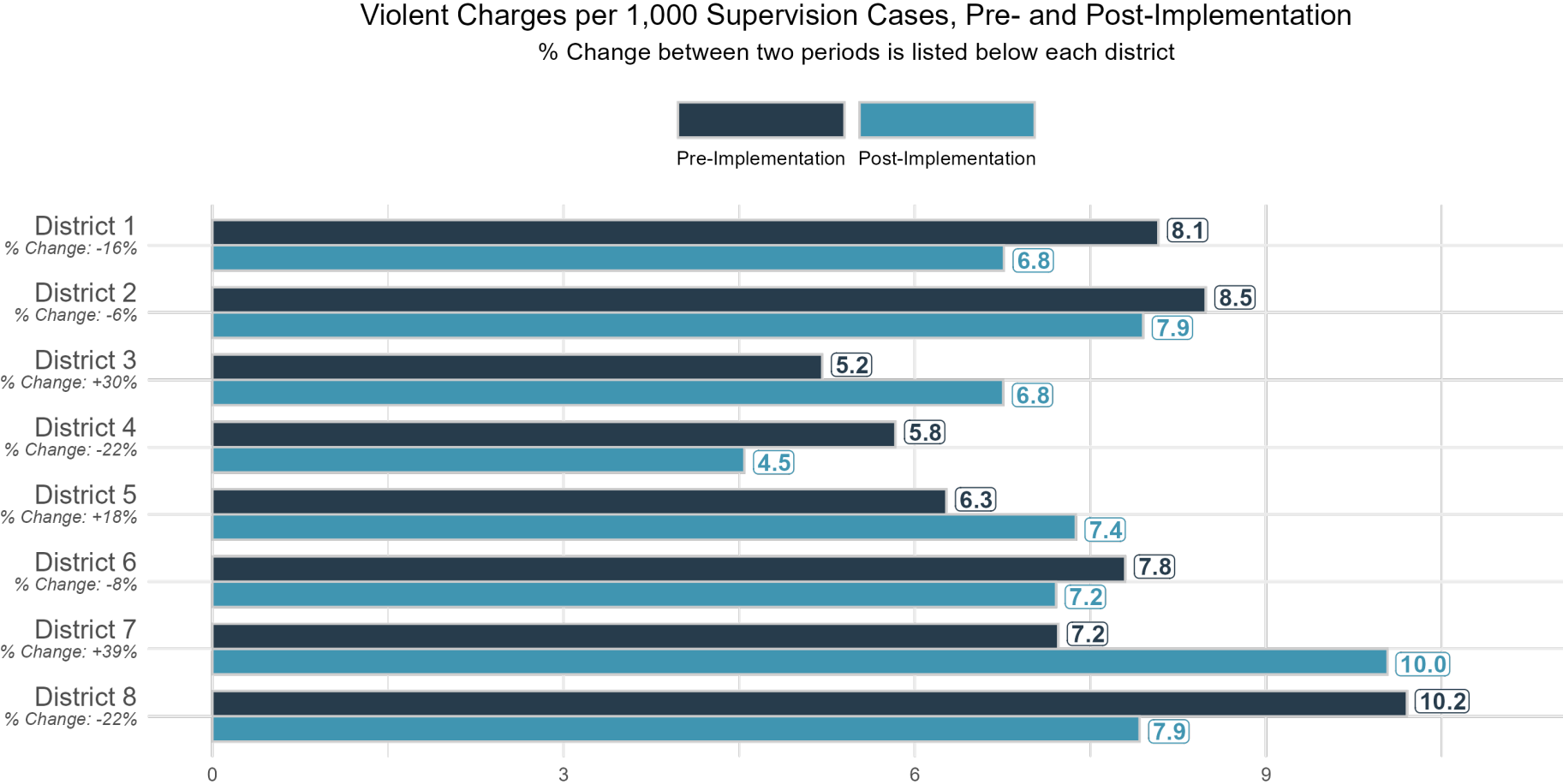
Within the CBC population, monthly rates of violent charges and offenses did not meaningfully change after March 2020.



Statewide, Iowa experienced a **3.8% increase in violent offenses** and a **1.1% decline in arrests for violent crimes** over a similar period.

Note: The pre-implementation period is March 2019 through February 2020 while post-implementation is March 2020 through April 2021

There is some variation by district in charges—only districts 1 and 7 experienced significant change.

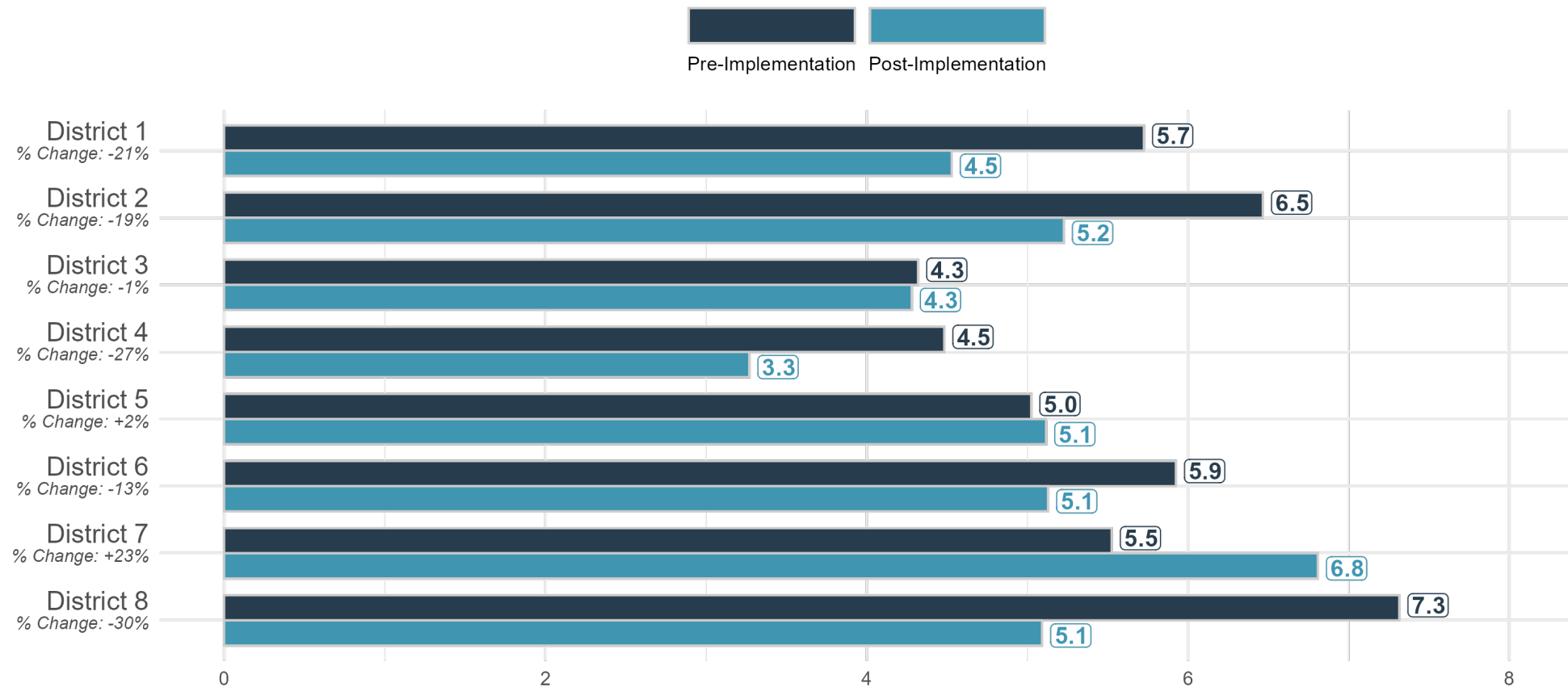


Note: Pre-Implementation is March 2019 to February 2020 while Post-Implementation is March 2020 to April 2021

Districts 4 and 8 experienced meaningful changes in violent offense rates after March 2020.

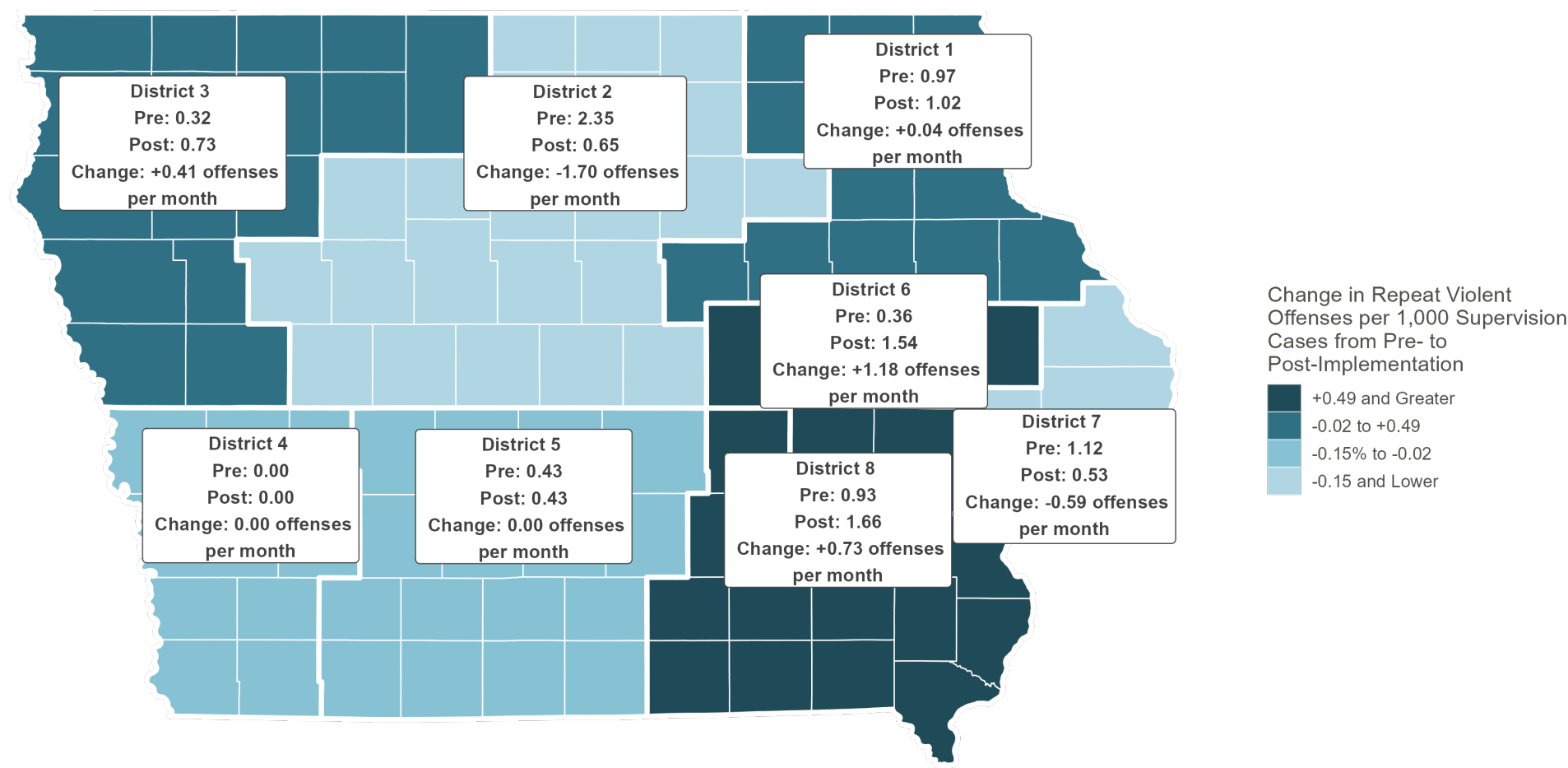
Violent Offenses per 1,000 Supervision Cases, Pre- and Post-Implementation

% Change between two periods is listed below each district



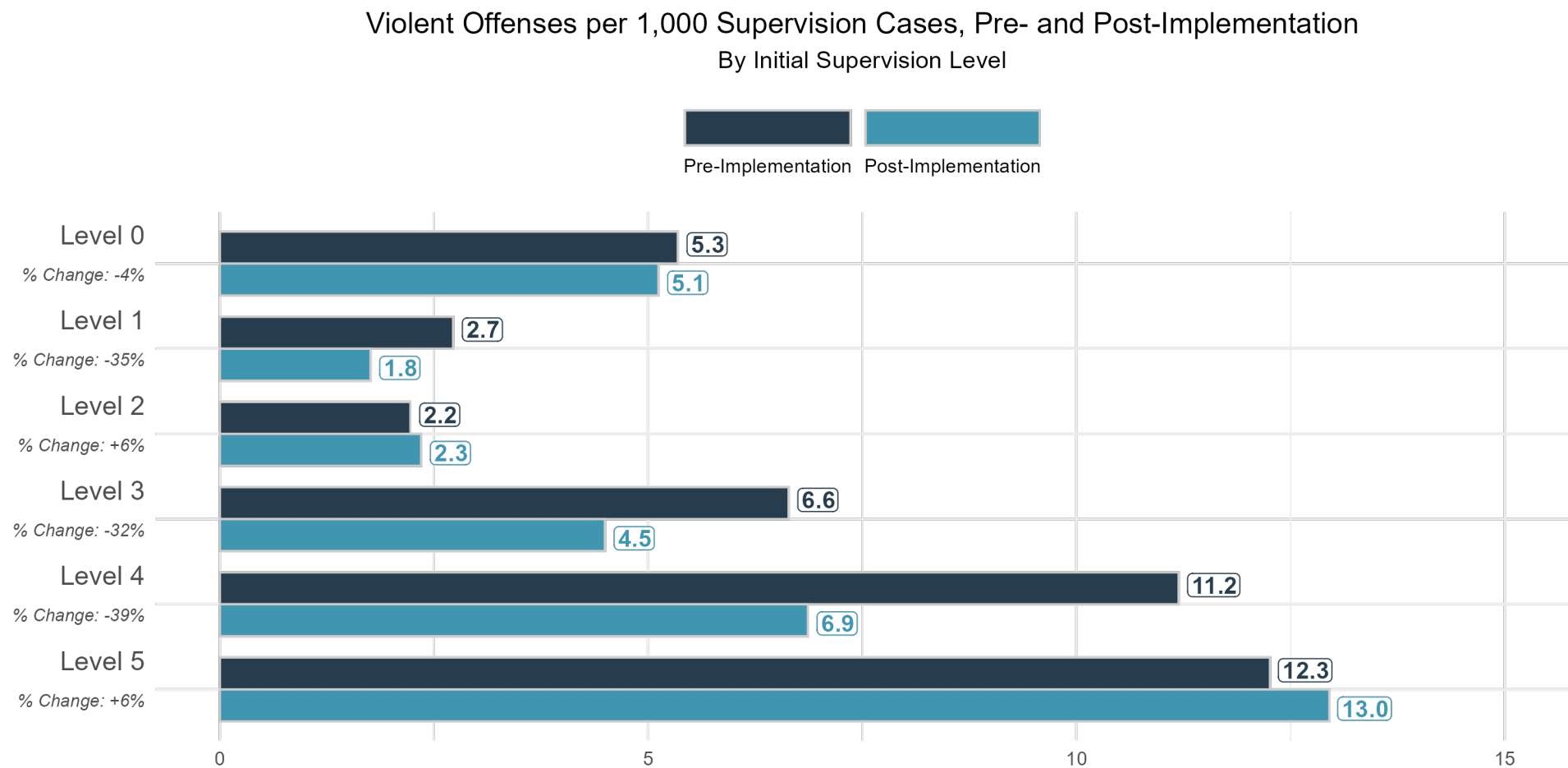
Note: Pre-Implementation is March 2019 to February 2020 while Post-Implementation is March 2020 to April 2021

Statewide, the rate of repeat violent offenses saw very little change after March 2020.



Note: Pre-Implementation is March 2019 to February 2020 while Post-Implementation is March 2020 to April 2021

Aside from supervision level 0, violent offense rates generally appear to increase across supervision level severity.



Note: Pre-Implementation is June 2019 to February 2020 while Post-Implementation is March 2020 to April 2021.
The timeline is adjusted as a result of supervision level policies changes enacted on May 31, 2019

In additional analysis, we also don't see evidence of significant changes in violent crime between the pre- and post-implementation period.

We used multiple measures of violent crime and accounted for the following case and client characteristics:

- Race
- Gender
- Age
- Supervision type
- Supervision district
- Urban/rural county status
- Class of conviction leading to supervision (felony or misdemeanor)
- Category of conviction leading to supervision (violent, drug, property, public order, other)
- Initial supervision level
- Conviction history

Key takeaways: Public safety analysis

- Violent crime data do not indicate a meaningful shift after March 2020 among people on community supervision.
- After accounting for client characteristics, we still do not see significant statewide changes.
- Law enforcement did not notice a change in violent crime and reported several improvements in operations.
- We do see some variation in violent crime trends at the district level.

Public safety analysis shows that clients can be safely managed in the community while limiting revocation to people who pose a public safety risk.

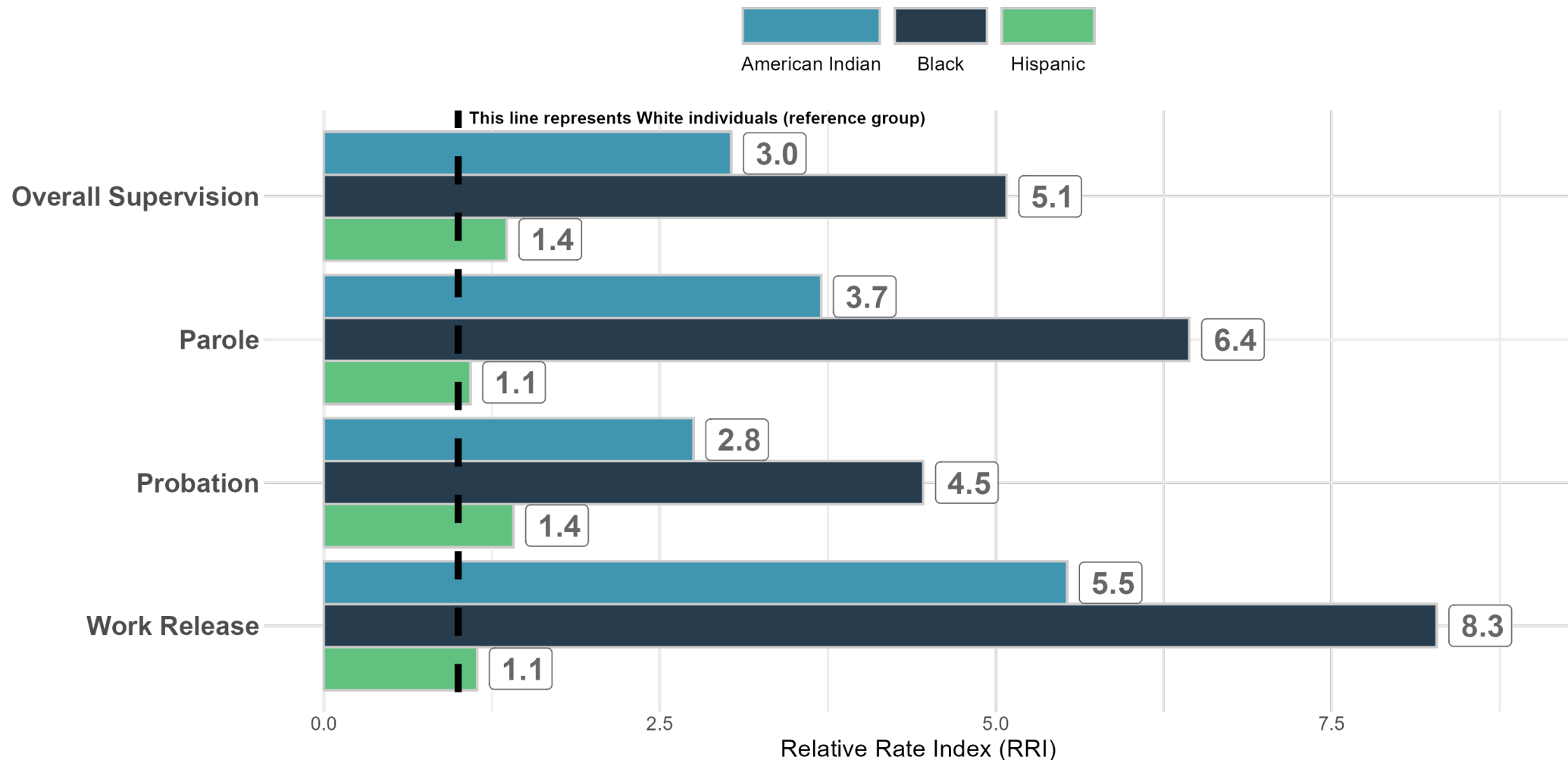
- Results indicate that public safety concerns **should not prevent Iowa from continuing revocation-reduction practices** in the immediate future.
- While extending these practices did not result in negative public safety impacts, our CBC/criminal justice stakeholder assessment **revealed improvements that could strengthen CBC** and give officers more tools to effectively and safely manage clients in the community.
- Iowa can continue to monitor trends to see if results shift after more time has elapsed.

Racial disparity analysis

3

Is there evidence of racial disparity in intervention referrals and revocations?

There is overrepresentation of clients who are American Indian, Black, and Hispanic on supervision.

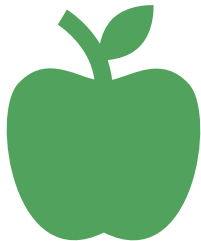


Note: Iowa CBC supervision reflects unique individuals on probation, parole, or work release from March 2019 through May 2021

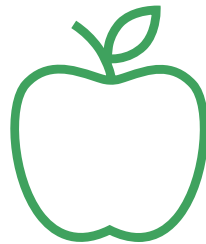
Regression analysis makes it possible to compare outcomes between two groups after accounting for group differences.

By using regression, we can account for key observable differences—such as type of convicting offense and criminal history—to make an “apples to apples” comparison between Black, Hispanic, and White clients.

Before regression

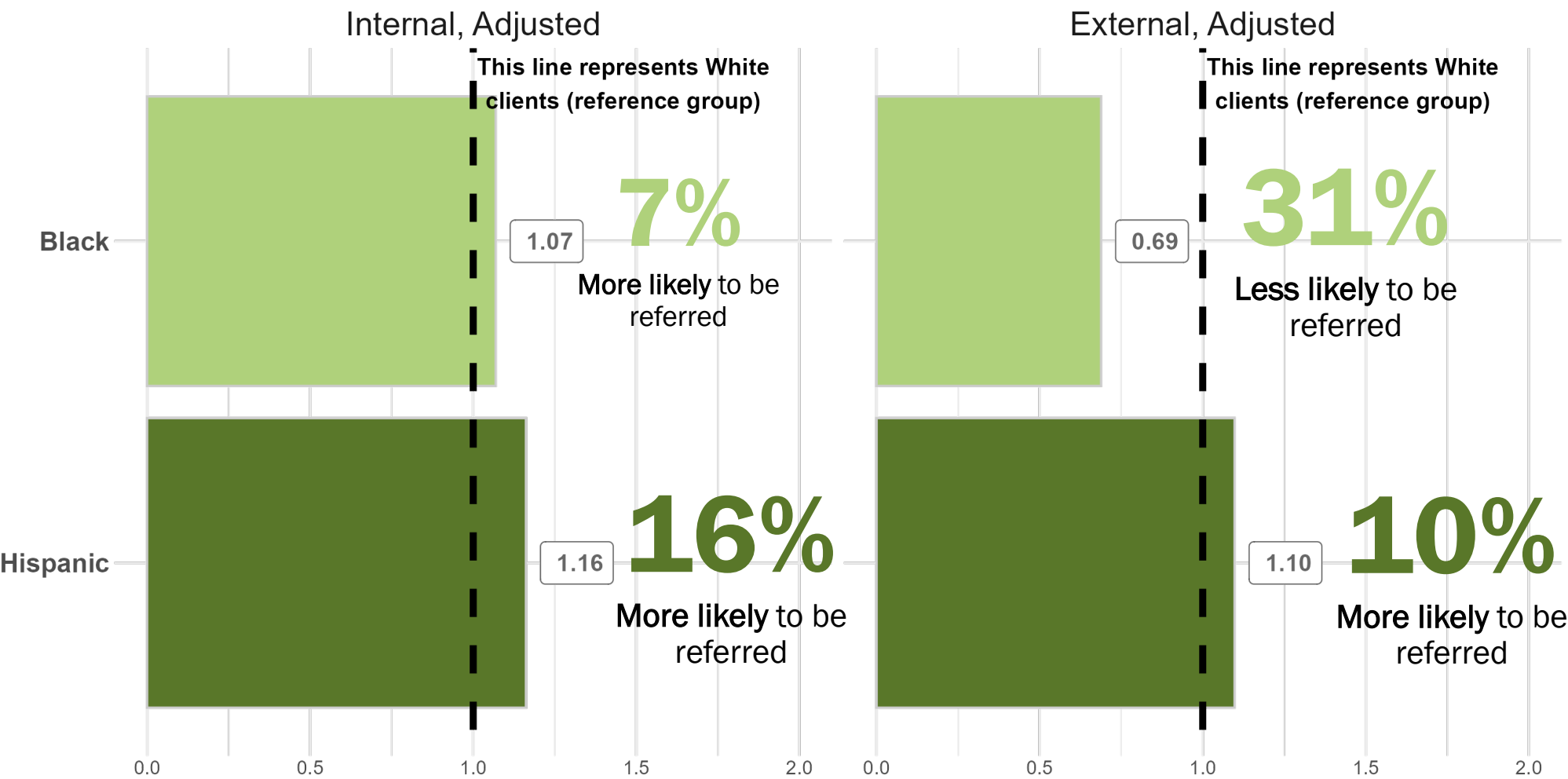


After regression



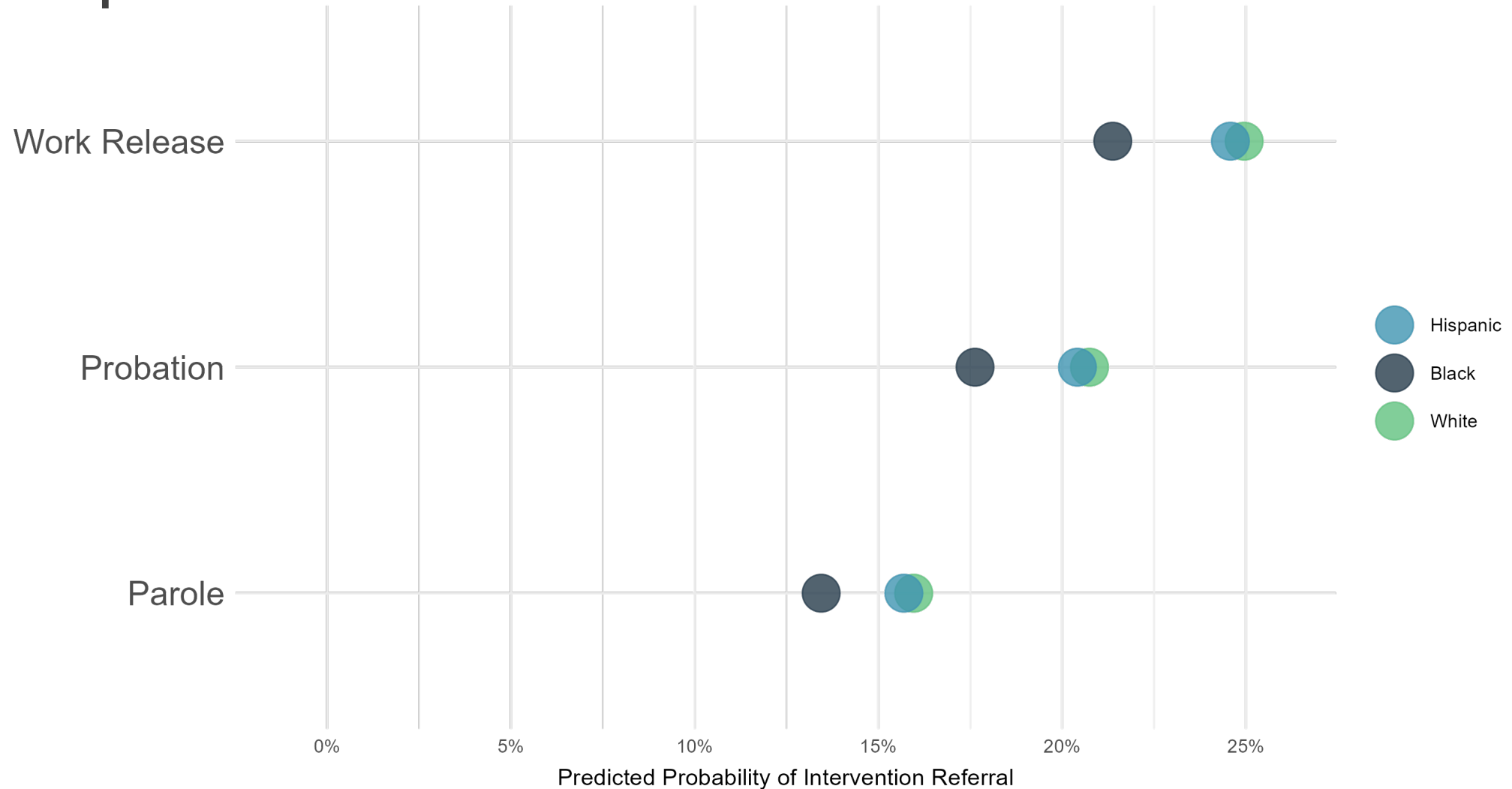
*Results
expressed as
an **adjusted**
rate or
predicted
outcome*

Disparities in referral to intervention appear to shift substantially for Black clients based on whether the intervention is internal or external.

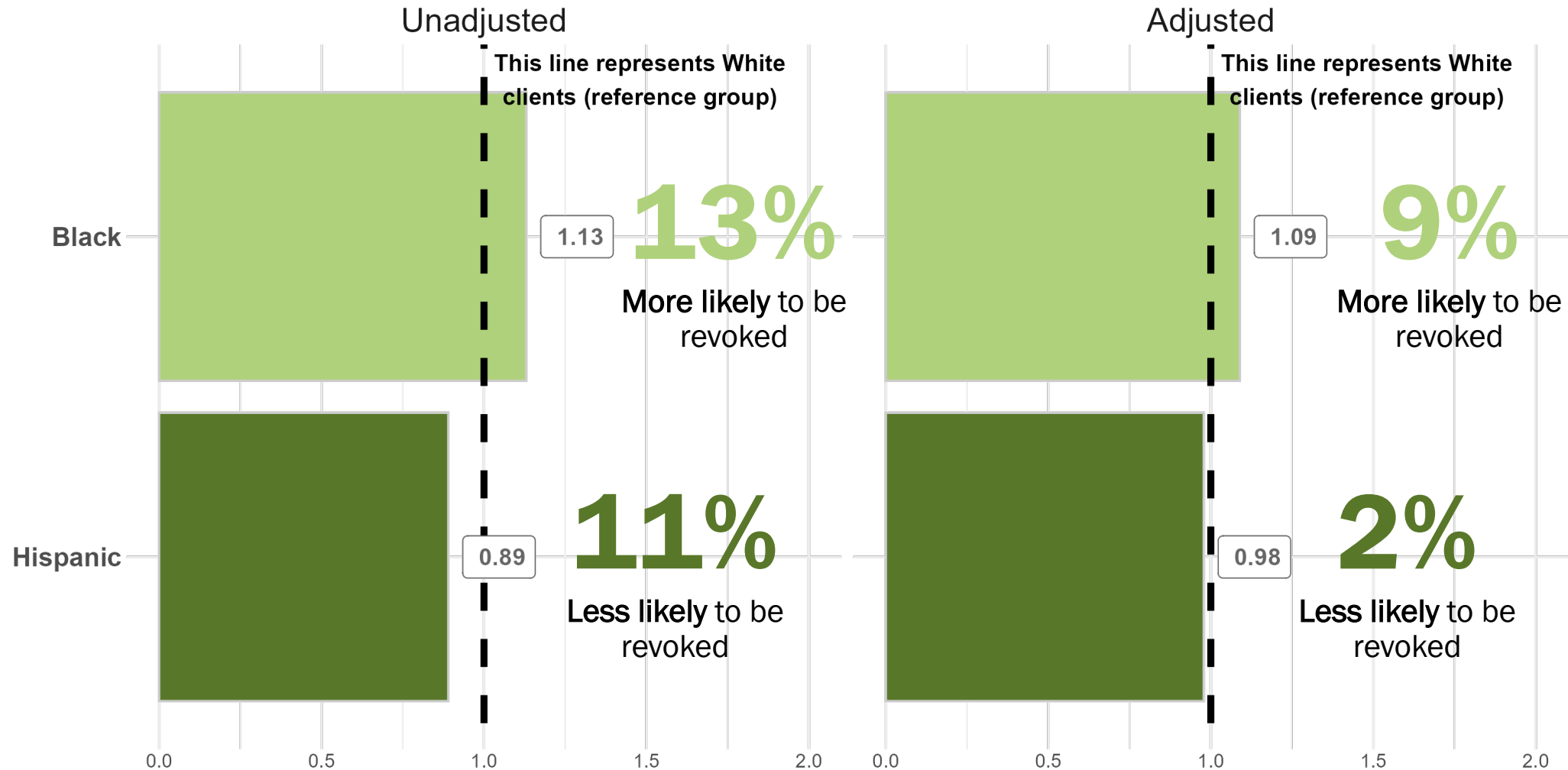


Note: Iowa CBC supervision reflects unique individuals on probation, parole, or work release from March 2019 through May 2021

As with revocation rate, there are differences in likelihood of referral by supervision type, but Black clients consistently have lower probabilities of intervention referral.



After controlling for client and case-level characteristics, Black clients are more likely to be revoked than White clients.



Note: Iowa CBC supervision reflects unique individuals on probation, parole, or work release from March 2019 through May 2021

Key takeaways: Racial disparity analysis

- There is substantial racial/ethnic disproportionality in the CBC client population compared to the state as a whole.
- Controlling for individual- and case-level characteristics, we find that
 - Black clients are more likely to be revoked than White clients.
 - Black clients are less likely to be referred to external interventions than White clients.
- These trends exist for each supervision type, though the probability of revocation and referral do vary for probation, parole, and work release.

Are there any current efforts in place to address racial disparities?

What are the challenges in addressing racial disparities?

Recommendations for CBC operations

4

Recommendations for CBC operations are derived from the comprehensive assessment of community supervision practices in Iowa and best practices for community supervision.

Administrative Recommendations

CSG Justice Center staff developed administrative recommendations in areas where IDOC and the districts can change policy and practice to maximize the gains of the last two years and still uphold public safety.



Legislative Priorities

Additionally, through conversations with stakeholders, we identified areas where legislative action is crucial and would support these improvements. The legislative priorities can be included in a legislative agenda established and shared by IDOC and CBC district directors.

Overview of Recommendations for CBC Operations

1 Operational changes

2 Responding to client behavior

3 Risk assessment

4 Resource needs




5 Strengthening and sustaining progress

6 Supervision level 0

7 Racial disparities

Key Finding: Stakeholders reported successes and challenges with CBC operational changes since March 2020.

CBC agencies also adapted quickly to the public health crisis and implemented similar practice changes.

-  Conducted virtual court and revocation hearings, treatment groups, and client contacts; released clients from residential facilities, jails, and prisons; and put an emphasis on exhausting resources and keeping clients supervised in the community
-  Expanded the practice of reviewing recommendations for revocations to limit the number of people returning to prisons and jails
-  Allowed officers to work from home for a portion of the week, a practice that many supervisors report has continued to some extent

The Council of State Governments Justice Center | 6

Successes

Challenges

Staff appreciated virtual hearings, as they **decreased transportation time** and allowed for **more time to focus on client contacts** and data entry.

Virtual programming **reduced transportation barriers**, especially for clients in less populated areas.

Staff reported **higher client participation and completion rates** in programs.

Attorneys not showing up to virtual hearings was an issue, as were **jails that were sometimes ill-equipped to use videoconferencing.**

Some officers believed clients didn't show up to appointments, hearings, or treatment groups because they **"knew they wouldn't be sent to jail."**

1. Operational Changes

Administrative Priorities

IDOC and CBC

- Continue to reduce reliance on revocations by examining why clients are successful on supervision and bolstering the responses that foster their success. Reinforce these responses so that CBC officers can promote success.
- Provide training on the recording of virtual contacts in the ICON case management system in all districts to allow IDOC to track their use over time and assess their utility.

CBC

- Enshrine the use of virtual contacts in contact standards policy, based on supervision level, so they are used in a standardized manner within or across each district.

Key Finding: There are many positive practices when responding to client behavior.



Iowa uses a **comprehensive response matrix** that includes guidance on the use of incentives to reinforce appropriate behavior.



Most sanctions do not result in incarceration, which is consistent with efforts to keep clients supervised in the community.



Clients indicated **good relationships with officers**.

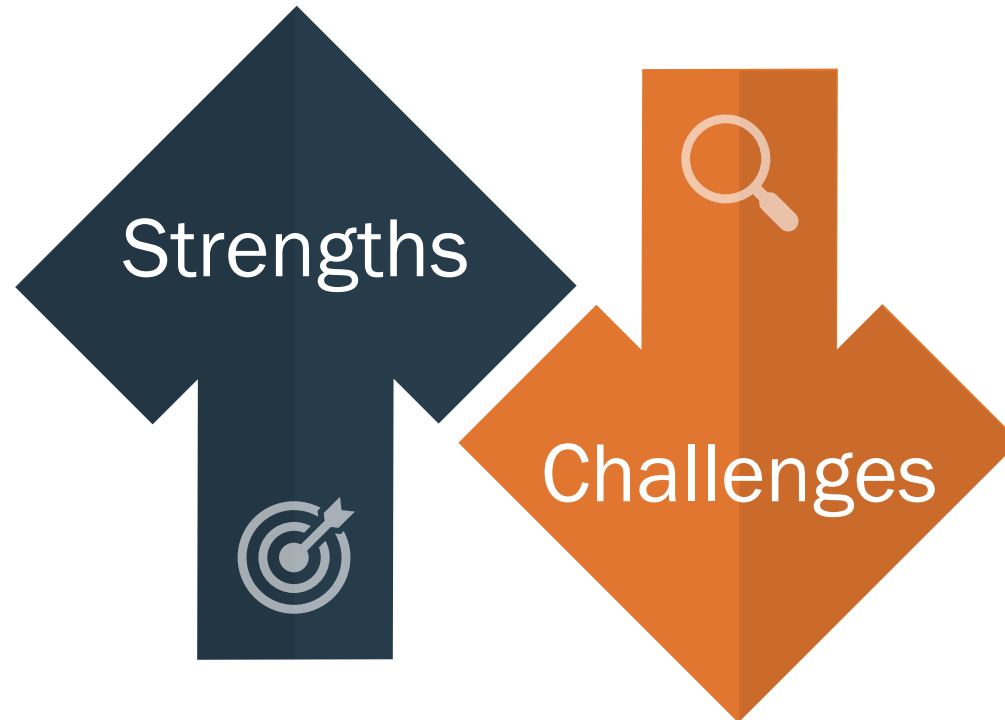
Key Finding: There are many strengths and challenges for CBC staff when responding to client behavior.

RELEVANT TRAINING

Staff often reported that IDOC does a good job developing relevant training on working with clients and is attuned to district needs.

GETTING CLIENTS CONNECTED

Officers are trained to provide cognitive behavioral programming and report no issues getting clients into those programs as needed.



INCENTIVIZING BEHAVIOR

Staff reported difficulty moving clients down in supervision level, which would act as an incentive for positive behavior.

EARLY DISCHARGE

Staff reported that they rarely see probation clients discharged early from supervision.

LIMITED RESPONSES TO CLIENT BEHAVIOR

Officers often feel that, in practice, they have few options to respond to clients' behavior.

2. Responding to client behavior

Administrative Priorities

IDOC

- Update the response matrix tool that districts use as a guide for working with clients and ensure the outlined responses to client behavior are true options in each district. This effort should ensure that staff at all levels and districts have input and collaborate with IDOC on any changes.
- Policies should specify the frequency with which incentives should be used—four incentives to every sanction.
- With a continuing emphasis on reducing revocations and managing clients in the community, IDOC should adjust the response matrix to clarify that repeated, lower-level violations could receive responses that do not necessarily escalate after the second instance.
- Data should be monitored on violation types across racial and ethnic groups and the use of sanctions, incentives, and other interventions to determine if CBC officers are using them differently across these groups and develop corrective actions to remediate this, if necessary.
- Provide refresher training to ensure that districts are using the standardized case plan form in ICON to increase uniformity in data tracking across districts.

CBC

- Districts should produce and distribute reports to measure the use and effectiveness of incentives and sanctions and connect proper utilization to CBC officer performance appraisals.

2. Responding to client behavior

Legislative Priorities

- Change the current statute's (Sec. 907.9) language requiring the payment of court debt and supervision fees before allowing a CBC officer to recommend early discharge from supervision. This change could involve specifying that early discharge is permitted after a client fulfills their pecuniary damages requirements, regardless of whether they have paid their other fines and fees.

Key Finding: CBC staff noted significant strengths and challenges with their use of risk assessments.

CONSISTENT USE

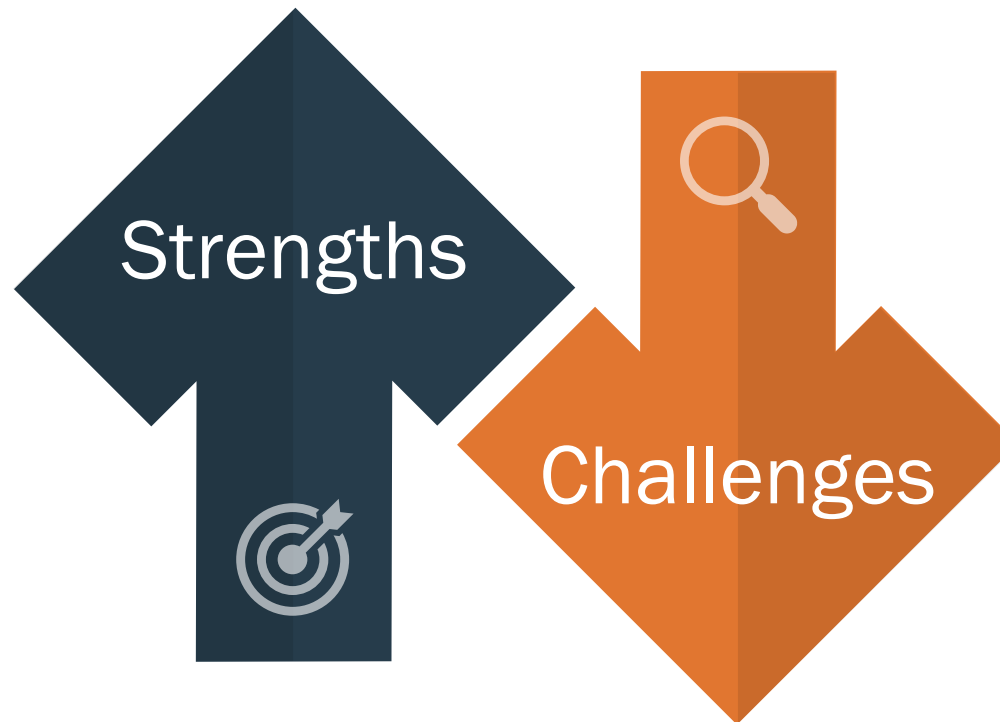
All districts are using validated risk and need assessment tools, have policies in place to guide their use, and are offering training on the tools for all staff.

QUALITY ASSURANCE

Some districts have staff dedicated to quality assurance and acting as mentors to new CBC officers as they learn how to use the tools.

QUALITY IMPROVEMENT

IDOC policy specifically outlines support for continuous quality improvement and applying data-driven decisions.



TRAINING STANDARDS

Although CBC officers reported receiving training on the DRAOR and IRR, the time since their last training varied and training efforts can differ across districts.

DEPICTING CLIENTS' NEEDS

Some CBC officers feel the assessment tools do not accurately depict clients' needs, which was echoed by supervisors.

BUILDING RAPPORT

The length of the DRAOR, coupled with high caseloads, can make it challenging for CBC officers to focus time on developing rapport during client contact.

3.

Use of risk assessments

Administrative
Priorities

IDOC

- In addition to staffing the DRAOR helpdesk, develop a “quick guide” that CBC officers can consult when they have questions about how to score questions on the DRAOR.
- Incorporate five-year validation intervals into policy for all assessment tools to ensure they remain predictive and address and mitigate issues of gender and racial bias, thereby ensuring similar accuracy across gender and race.
- Report validation results to district staff at all levels to demonstrate the tools’ effectiveness and promote more support for their use in conjunction with a CBC officer’s professional judgment.

3.

Use of risk assessments

Legislative Priorities

- Provide funding for every district to have staff members dedicated to consistent training, coaching, and continuous quality improvement to ensure these tasks can be completed according to policy.

Key Finding: CBC staff consistently identified a lack of available resources as a key challenge.

“The time it takes to get a client a date for an evaluation is too long. Clients struggling with mental stability cannot wait weeks to be seen.”

“We cannot truly make an impact on reducing crime until we are able to access more mental health services and better substance abuse treatment.”

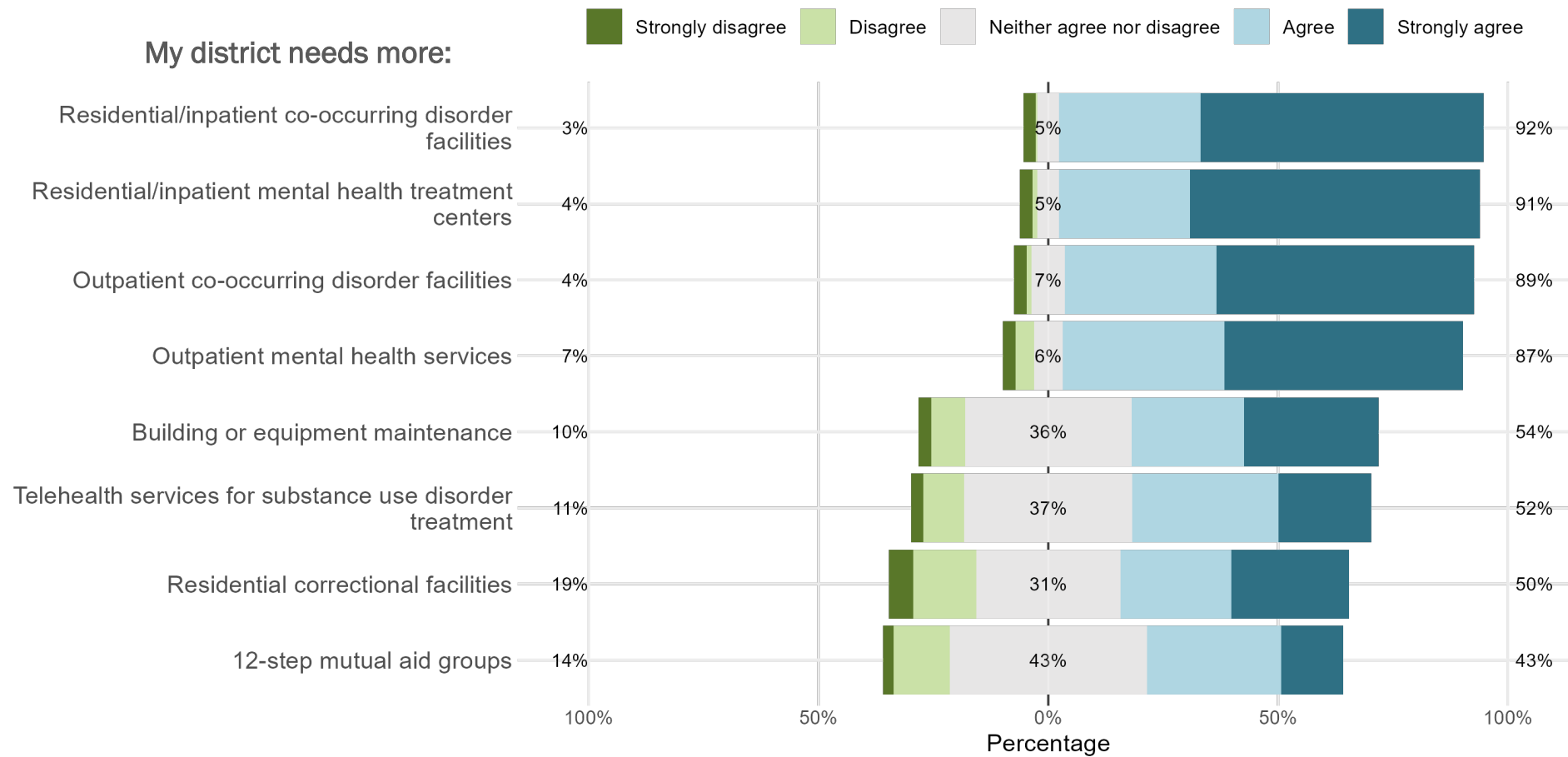
AVAILABILITY

- While treatment services were often backlogged before spring 2020, services seem scarcer today.
- This treatment backlog can make it difficult for officers to utilize the community-based resources available to them in lieu of revocation, especially when “it seems like every resource the clients need [is] in the prison system.”

COLLABORATION

- Officers reported struggles with finding treatment providers that will accept their clients and navigating limits on residential facility intakes.
- Many officers struggle to communicate with community-based treatment providers. Providers often do not pass along important information to them in a timely manner.

In a survey of CBC staff, almost all respondents agreed that additional mental health, substance use disorder, and co-occurring disorder facilities are needed.



Note: This visualization features the four questions with the highest percentage of agreement as well as the four questions with the highest percentage of disagreement in response

Criminal justice stakeholders across the state agreed there is a significant lack of services.

County Attorney Focus Group

“It’s an issue when you put someone on probation and a requirement is to get a substance use evaluation or mental health treatment when there aren’t services available.”

“Hard to violate someone when there’s no way to get the services they’re being ordered to do.”

Law Enforcement Focus Group

“There is a need for more pretrial diversion programs for clients with behavioral health needs.”

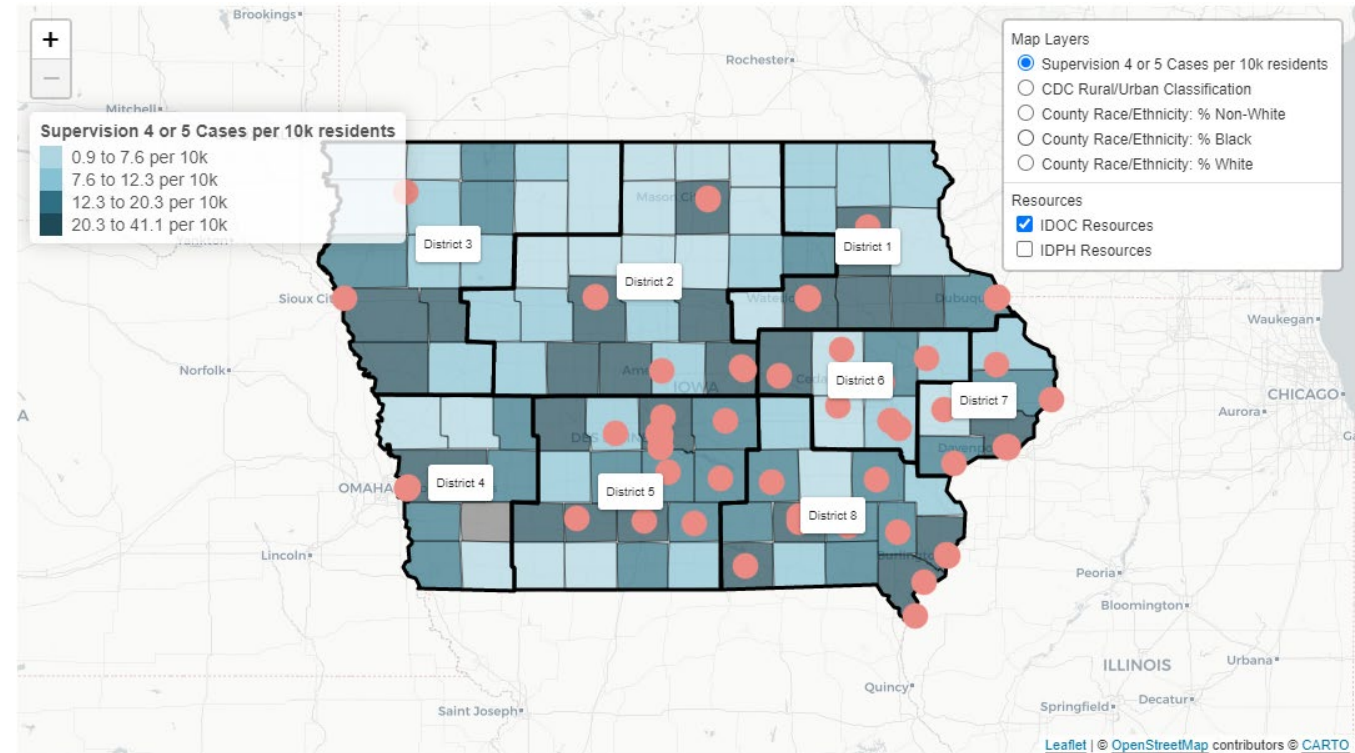
“A lot of providers don’t want to work with the justice-involved population and keeping them in jail has been the answer for far too long.”

Reentry Stakeholder Focus Group

“A lot of shelters are located in ‘red areas’ and are unable to serve clients with residency restrictions.”

Following the intermediate presentation in June, stakeholders expressed interest in seeing the relationship between resource availability and client need across the state.

Using data from IDOC as well as the Department of Public Health, we created an interactive map that displays the physical location of resources with the rate of supervision levels 4/5 by county.



See map at jr-iowa-resource-map.netlify.app

4. Resource needs

Administrative Priorities

CBC

- Increase collaboration with community-based providers by designating staff within each judicial district to focus on building connections with community-based providers and tracking the availability of services offered in each district and their eligibility requirements.
- Have a standard regarding community-based provider requirements for regular reporting and a standard reporting form for community-based providers to use.

4. Resource needs

Legislative Priorities

- Increase funding to manage critical infrastructure needs in districts, such as building, maintenance, and equipment issues, to ensure that community supervision facilities can safely house and provide services for the community supervision population.
- Provide funding to designate CBC staff within each judicial district to conduct prerelease engagement activities with clients returning to their district to foster a warm hand-off with CBC and community-based providers.

CBC staff discussed other ways in which they believe CBC operations could be strengthened and improvements sustained.



CBC staff would like to see a **stronger partnership between IDOC and districts**, particularly when IDOC wants to set up a new pilot program, institute new policies, or encourage buy-in for new initiatives like the response matrix.



Directors reported feeling that their opinions are not solicited at times, and **CBC officers often do not understand the reasoning behind policy changes.**



Directors often expressed **frustration with the emphasis on data and numbers rather than quality of supervision.** Directors feel the quality of work can get overlooked and can encourage staff to prioritize data entry and box-checking over spending time with clients.



Some CBC officers said **most of the training they receive on how to supervise clients comes from informal guidance** from supervisors and that most of the formal training they receive is more about policy and less about practice.

5. Strengthening and sustaining progress

Administrative Priorities

IDOC and CBC

- Establish or use an already existing statewide, interagency task force that includes multiple representatives from the legislature, IDOC, CBC, Iowa Department of Human Services, community-based providers, advocacy organizations, and formerly supervised individuals to build on the working group's efforts to enhance community supervision across the state.
- Ensure that staff coaching is tied to (and performance evaluations assess) how staff perform as agents of behavior change.

5. Strengthening and sustaining progress

Administrative Priorities

IDOC

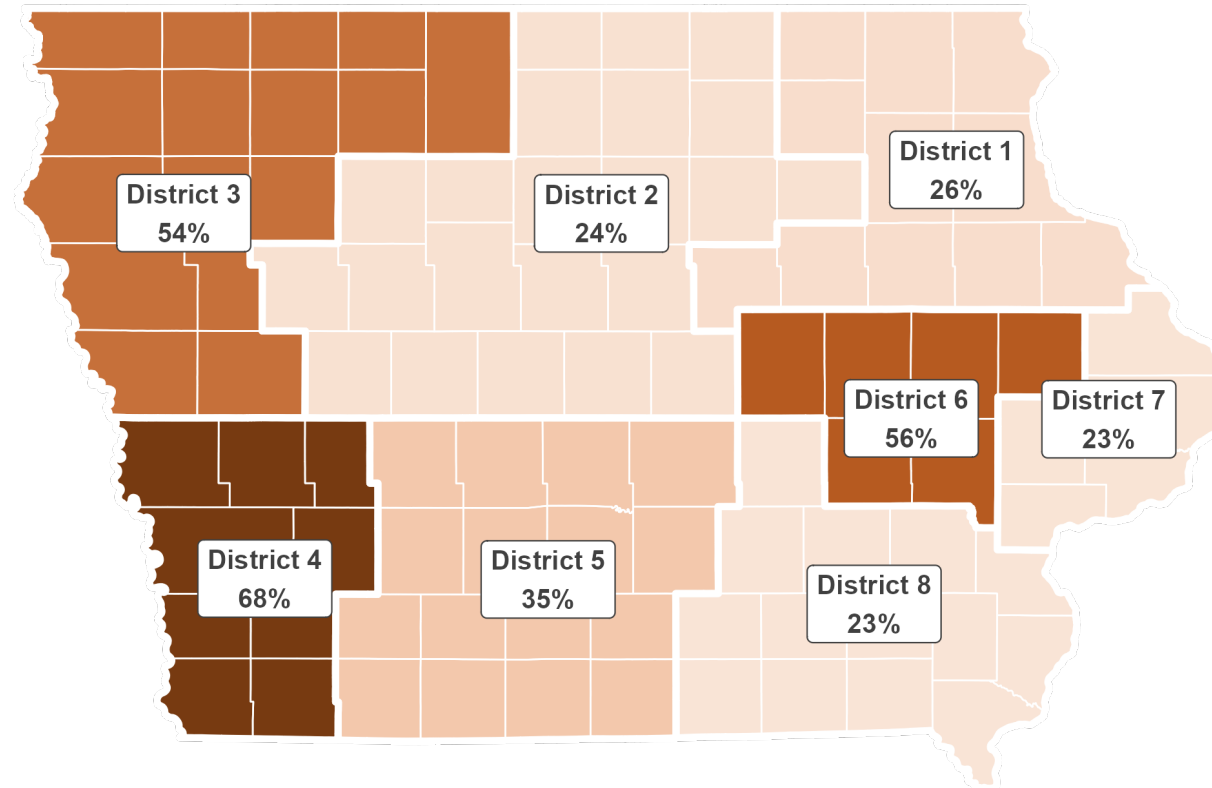
- Regularly survey districts for training needs and standardize training across districts to ensure that every CBC officer is trained on how to conduct contact sessions to facilitate behavior change and balance the demands of being a change agent, protecting public safety, and adhering to data entry requirements.
- Standardize the use of dashboards to give staff at every level a quick visualization of several key metrics, depending on their position. Dashboards should include metrics that reflect the work officers put into supervising clients and reflect input from CBC staff in each district.
- Establish policies and procedures pertaining to data management to ensure that districts collect data in a uniform manner that allows for reliable tracking of statewide metrics over time.

5. Strengthening and sustaining progress

Legislative Priorities

- Specify in statute what categories of in-service training should be completed by CBC staff and the general topics in evidence-based principles of intervention that should be covered during the training, including gender-responsive supervision practices.
- Provide funding to hire reentry coordinators in each IDOC institution to facilitate the transition of people from prison to the community to help ensure success on supervision.
- Provide funding for districts to cover the cost of administrative staff that assist CBC officers with data entry.
- Evaluate the pay of CBC staff to ensure it is competitive within the industry to attract strong candidates.

The use of supervision level 0 cases varies widely, with those cases making up over half of supervision cases in districts 3, 4, and 6.



Percentage of Cases that are Supervision Level 0

30% 40% 50% 60%

Note: Supervision level percentages are based on supervision cases from June 1, 2020

Key Findings: Supervision Level 0

- Supervision level 0 cases made up 54 percent of the supervision population in 2020.
- The use and purpose of supervision level 0 varies across districts and requires standardization.
- Supervision level 0 cases have a higher violent offense rate than levels 1 and 2, which may indicate that people are not a good fit for that level and/or there may be a need to conduct risk/needs assessments.
- Reducing or eliminating the use of this supervision level could reduce the supervision fee income for some districts.
- However, it would limit criminal justice involvement for this population that might not ordinarily be on supervision.

6. Supervision level 0

Administrative
Priorities

IDOC and CBC

We recommend supervision level 0 be studied for possible changes.

7.

Racial disparities

Administrative Priorities

CBC

- Incorporate breakdown by racial and ethnic groups for program referrals into the Iowa Quality Assurance Tool.
- Develop statewide referral process outlining the criteria for program referrals; regularly run reports to see how well the criteria are being followed. Additionally, QA processes should include checks on referrals to treatment by race and ethnicity.

IDOC

- Assess the effectiveness of treatment by race and ethnicity to see if there is a need for more culturally inclusive approaches.

7.

Racial disparities

Administrative Priorities

IDOC and CBC

- Automated referrals or prompts for officers should be incorporated into existing tools to reinforce consistent referrals by risk/needs.
- Share resources across districts to address client needs—for example, opening virtual programs to clients from other districts.
- Incorporate race and ethnicity into all data analysis to swiftly identify areas of disparate outputs. Interrogate these differences and develop practices to reduce racial disparities in all community-based corrections practices.
- Examine internal treatment and programming gaps.
- Examine gaps in services by judicial district and strategically develop and prioritize new programming and approaches in under-resourced neighborhoods.

Prioritizing the Administrative Recommendations

- **IDOC and CBC:** Establish or use an already existing statewide, interagency task force that includes multiple representatives from the legislature, IDOC, CBC, Iowa Department of Human Services, community-based providers, advocacy organizations, and formerly supervised individuals to build on the working group's efforts to enhance community supervision across the state.
- **IDOC and CBC:** Continue to reduce reliance on revocations by examining why clients are successful on supervision and bolstering the responses that foster their success. Reinforce these responses so that CBC officers can promote success.
- **CBC:** Develop statewide referral process outlining the criteria for program referrals; regularly run reports to see how well the criteria are being followed. Additionally, QA processes should include checks on referrals to treatment by race and ethnicity.
- **IDOC:** Incorporate five-year validation intervals into policy for all assessment tools to ensure they remain predictive and address and mitigate issues of gender and racial bias, thereby ensuring similar accuracy across gender and race.

Which recommendations feel most critical to your agency?

What are some challenges you anticipate with implementing these recommendations?

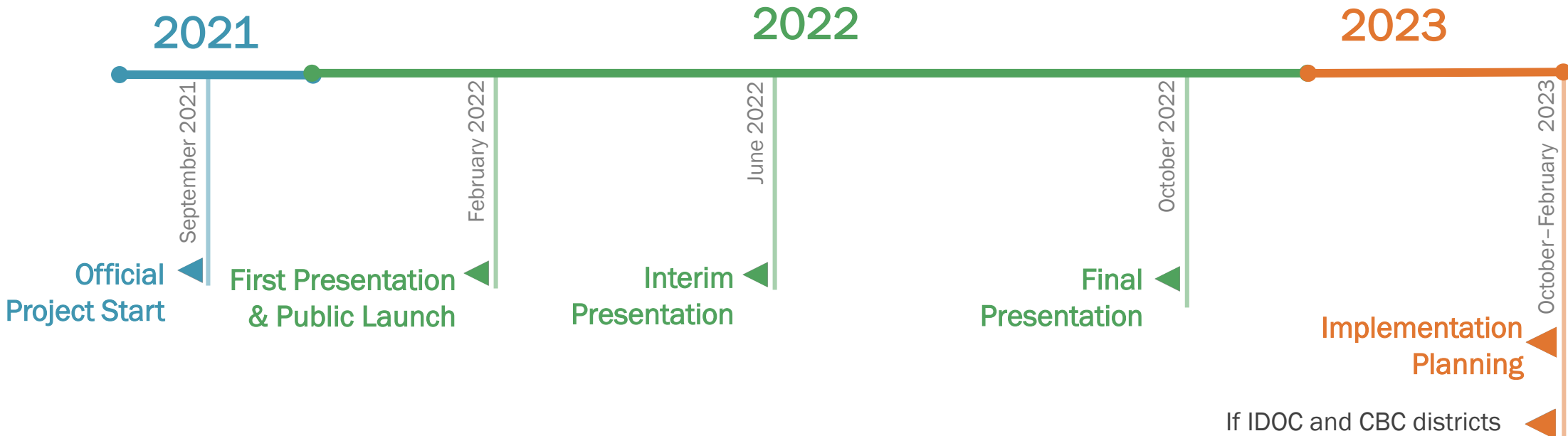
Next steps

5

Implementation of these recommendations would require legislation and policy change at the district and IDOC levels.

- These legislative recommendations could be included in joint CBC/IDOC legislative priorities submitted in 2023.
- Policy adoption at the district level may involve coordination with Community Corrections Boards and other districts.
- Policy adoption at the IDOC level could involve coordination with districts.
- If there is interest in pursuing these recommendations, the CSG Justice Center could work with Iowa during the prioritization and planning process.

This meeting marks the conclusion of this phase of Iowa's JRI project.



If IDOC and CBC districts choose to implement recommendations, the CSG Justice Center can work with stakeholders to plan implementation efforts. Iowa may also be eligible to apply for additional implementation assistance.

Thank You!

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<https://csgjusticecenter.org/resources/newsletters/>

For more information, please contact Alison Martin at amartin@csg.org

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Full Data Table for Slide 15

Survey Response	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Residential/inpatient co-occurring disorder facilities	3%	0%	5%	31%	61%
Residential/inpatient mental health treatment centers	3%	1%	5%	29%	63%
Outpatient co-occurring disorder facilities	3%	1%	7%	33%	56%
Outpatient mental health services	3%	4%	6%	35%	52%
Building or equipment maintenance	3%	7%	36%	24%	29%
Telehealth services for substance use disorder treatment	3%	9%	37%	32%	20%
Residential correctional facilities	5%	14%	31%	24%	26%
12-step mutual aid groups	2%	12%	43%	29%	13%