



Evidence-Based Decision Making in State and Local Criminal Justice Systems: PHASE VI APPLICATION

Marathon County, Wisconsin

July 2016

An Initiative of the
National Institute of Corrections

A COLLABORATIVE PROJECT WITH THE CENTER FOR EFFECTIVE PUBLIC POLICY
AND
THE CAREY GROUP



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July 7, 2016

Director Jim Cosby
320 First Street NW Room 5007
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Director Jim Cosby:

The Marathon County Evidence Based Decision Making (EBDM) team consists of collaborative efforts of members across the criminal justice system. Representatives range from local law enforcement, the District Attorney's Office, the Sheriff's Office and County Jail, probation and parole, social services, justice alternatives, defense attorneys, and the judicial system. These members serve as a liaison for the agency they are representing gathering key discussion points and sharing those points with their agency reporting feedback to the EBDM team. Prior to our involvement in the EBDM Phase projects, the various members were familiar with each other and our respective functions within the criminal justice system, but we did not truly collaborate as needed to better serve those involved with the criminal justice system and the community we maintain.

We used the term collaboration in the past when we came together as a group to discuss issues impacting the Marathon County criminal justice system, but there was no actual movement toward a common goal. Each of us more aligned with our own respective areas rather than the system as a whole. Since being more involved with the EBDM effort, we have seen shifts toward consensus, working together and thinking about processes and results. We seriously began seeking information exchange and sharing of resources to mutually benefit our various organizations seeking the responsibility and commitment to attain successful goals and outcomes.

The Marathon County EBDM team knows we must have a clear understanding of the goals we wish to achieve along with a belief these goals are worthwhile and beneficial to making positive changes within the criminal justice system. The challenge being the accomplishment achieved will be significant and measureable. We occasionally experience struggles with each of our personal agendas and politics, but as we worked through Phase V it was noticeable that our team was gaining confidence in our abilities to self-correct or adjust to emerging challenges. Teams are built around trust and trust promotes efficient communication and coordination. The strength of unified commitment emerges from our EBDM team, which permits others to feel more comfortable in collaborating and coordinating to achieve a successful and productive outcome.

Logic models have been created on two areas that have been discussed as opportunities for improvement. The first pertains to pretrial. Once this process is finalized we expect to have a reduction in the number of warrants drafted for failure to appear and see a noticeable increase in pretrial defendants appearing in court. We seek a reduction in recidivism rates of pretrial defendants and a reduction in the number of arrests/charges for pretrial defendants waiting for their appearances on a previous criminal charge. This effort should assist in determining if there are other appropriate services a defendant could be referred to, which should reduce potential additional charges and the recidivism rate.

The second logic model pertains to needed improvement in seeking the appropriate programs and placement of those persons suffering from mental illness who have come in contact with or are progressing through the criminal justice system. County jails are not the appropriate location for a majority of the persons afflicted by mental illness. Once this mental health logic model is finalized we expect to see a reduction in arrests and bookings into the county jail of persons with mental illness. This should cause an immediate increase in the number of persons with mental illness being diverted from the criminal justice system and into appropriate care or programs which benefits the person with mental illness needs. Increasing the number of crisis intervention services locally should see a decrease in the need to transport persons in crisis outside of the county and away from their support systems/families. Successful outcomes would be a decreased number of new charges and recidivism rates of persons with mental illness. The most major successful outcome would be reduced homelessness, reduction in the area suicide rate, and the opportunity to make this county a healthier community for all citizens.

The three largest law enforcement partners in Marathon County: Marathon County Sheriff's Office, Wausau Police Department, and Everest Metro Police Department, along with some of the smaller area law enforcement agencies, have attended Crisis Intervention Partner training. This training was held locally and other area key stakeholders did attend. The next steps are to build off this by training Crisis Intervention Teams. Once this is complete, the Sheriff's Office and Wausau Police Department will be developing and implementing a Behavioral Health Unit to build rapport and interact positively with persons with mental illness within this community.

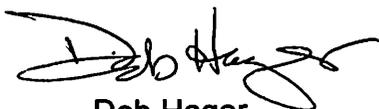
The county jail working in conjunction with area stakeholders has implemented mental health screening and provides onsite psychiatric counseling services on a limited basis. Expansion of the number and type of community interventions and crisis services targeted to individuals with mental illness providing the appropriate level of care is imperative for success. Efforts continue to build out this system to assist in lessening the impact on the criminal justice system of this population.

A number of the processes identified have been directed toward the current flaws within the criminal justice system. Prevention is the key to truly making an impact. The Marathon County EBDM is focused on attacking the problem at the earliest level which is our children and youth frequenting the criminal justice system. Experiences that individuals have in childhood have tremendous implications both physically and mentally. If these experiences can be addressed and reduced the ultimate success would be healthier communities with less impact on the criminal justice system. Outcomes to strive for are systemic changes and an increase in public understanding. Building upon the relationships developed in Phase V will provide us the comfort and stability to take on new challenges such as this which impact the criminal justice system and especially this community.

Marathon County frequently takes the lead in central Wisconsin coordinating and working with other counties in the state. Our County Board has established as its goals that Marathon County is the healthiest, the safest, the most prosperous and the best governed county within the state. The Marathon County EBDM agreed in other phases to publicly share any work product we accomplish, share experiences encountered or overcome, consent to case studies and provide data that would benefit others proceeding through the EBDM Initiative or attempting to implement change within their organizations criminal justice system. Marathon County has been identified as a showcase for other statewide initiatives and would continue to strive to be that model.

If the Marathon County EBDM is selected for Phase VI, we would graciously accept and be willing participants in an EBDM Initiative evaluation. We look forward to the continued support from the Phase VI initiative as we continue to advance the work started in Phase V and identify new horizons in Phase VI. The current engagement of our colleagues, peers, stakeholders, and decision makers has deepened the collaborative efforts across the Marathon County criminal justice system with the goal to enhance and strengthen the specific consensus driven strategies. Phase V caused us to proactively engage our community stakeholders to build a criminal justice system that is beneficial not only to the stakeholders, but in particular to those persons who encounter it by identifying their needs and directing them to services that provides them the greatest opportunity for success.

Sincerely,



Deb Hager
Deputy County Administrator



Scott R. Parks
Marathon County Sheriff

COLLABORATION

To the Marathon County Evidence Based Decision Making Team (EBDM), being part of the EBDM process means continuing a long tradition of leadership in criminal justice reform in Wisconsin. Marathon County started their Criminal Justice Coordinating Council (CJCC) in 1994 at which time they created the full-time Justice System Alternatives Coordinator position within the county. Through the years this collaborative effort has led to the implementation of numerous alternative programs and system policies to address system issues and concerns. The Marathon County Justice System Alternatives Coordinator has a long history of collaboration with other county coordinators from around the state as well as the Wisconsin Supreme Court – Office of Court Operations, Wisconsin Department of Justice, the Wisconsin Department of Corrections, Wisconsin Department of Transportation and Wisconsin Department of Health Services. This statewide collaboration has included participation in the Effective Justice Strategies Committee; the Assess, Inform and Measure (AIM) initiative; quarterly coordinator meetings; information sharing and mentoring to other counties; the establishment of and membership in the Association of Treatment Court Professionals, membership in the Prevention Policy (Intoxicated Driver Program) IDP workgroup, and membership in the State Criminal Justice Coordinating Council and outreach committees. Being an EBDM team also means publicly acknowledging our support of criminal justice reform and our willingness to work toward a better system statewide.

Our EBDM team was created by including members from our existing CJCC. As we began to explore the extent of our work, develop system maps and identify areas for improvement it became apparent that key individuals were missing from the table. The

Regional Department of Corrections Chief was added to the group as we realized that local DOC supervisors had little ability to affect policy coming down from the state level and less knowledge regarding the logic behind the initial development of policies. The group recognized the need to include a local criminal defense attorney to get a community member viewpoint on the current state of functioning in the local criminal justice system and to be a liaison to share information regarding changes with the local defense bar. The Director of the local Community Corner Clubhouse, a support program administered by North Central Health Care Center, and a mental health therapist were added to give perspective regarding the current services available, additional needs of those with mental health issues and to advise the team of ways the system can work more effectively with community services. As the team narrowed its focus on the number of justice involved individuals with mental health and AODA issues entering the system, we felt it was important to include additional local law enforcement. To that end, the team included a captain from the Wausau Police Department and the Chief Deputy of the Marathon County Sheriff's Department, who was actively involved in an ongoing committee discussing concerns with mental health services in the jail and crisis services in the community. Most recently, an additional Circuit Court Judge has joined the team to help the Chief Judge with implementation of case processing issues and pretrial assessment. Overall our team has been lucky to retain the majority of our members. We have struggled throughout Phase V with turnover of local Corrections Field Supervisors due to two individuals accepting transfers out of county. Our team also suffered the loss of a long-term Circuit Court Judge, who retired in May.

The Marathon County EBDM team is comprised of many individuals who excel at problem solving, looking outside-the-box for common sense solutions and not settling for “the way it has always been done”. Our team has worked together for many years and has a common understanding that it is more important to be “smart on crime” than to be “tough on crime.” We take pride in our accomplishments and continue to have a strong desire to have the best system and outcomes possible. Our team members have similar goals and desired outcomes and have a great interest in learning from others roles and perspectives. A few challenges that we encountered in Phase V revolved around open communication in meetings. We had some unresolved historical issues among departments that led some members to feel defensive during the process of problem identification. At times important issues were not addressed directly out of fear of upsetting another individual or department. We also struggled with the fact that we did not have a lot of “low hanging fruit” left to address, which left the team to address larger, more complex issues that had the tendency to make the process feel less productive and more daunting. There was also some frustration among team members that there was too much problem identification and not enough action as we were quickly able to identify issues but identified no easy or quick solutions.

During Phase V the EBDM team involved a number of other individuals to help educate and inform the process. A public health nurse from the Marathon County Health Department arranged for the team to have an ACE’s training from an employee of the Wausau School District. The founder of the Grand Chute / Appleton CIT Advisory explained the process they have in place for mental health services in coordination with law enforcement. The Director of North Central Health Care advised the group of changes within its new administration and

received team concerns regarding services. As workgroups addressed case processing issues various ADA's were consulted regarding differences in branches and types of cases. The County's Public Safety Committee was given regular updates regarding the work of the EBDM team and kept the team updated on concerns from the County Board. The Marathon County Corporation Council office assisted in the tracking and report of emergency detention data. Various staff members in all agencies assisted with answering procedural questions and data collection. A joint presentation / staff meeting regarding EBDM was held with the staff of the prosecutor's office and the public defender's office, and future meetings are planned. A consultant was hired to perform a Human Services Study to inform the team regarding the best structure for services to meet the needs of the County. The Milwaukee County pretrial services office was contacted to receive information regarding their programs and a copy of their RFP for services was received.

Our network of individuals will continue to expand and branch off into specific topic areas as we recognize the need for additional information, expertise and perspective during the implementation of goals in Phase VI. We anticipate the need for a large amount of input from direct service staff within the departments, consumers within the community and established local service providers. We anticipate working closely with the State EBDM team to effect change statewide and to carry the EBDM framework to other counties. We intend to be available to help other counties implement change. It is further anticipated that we will continue to be aware and involved with changes the state is working on implementing including developing coordinated implementation strategies and policies and procedures statewide.

The role and work of our EBDM team will expand in Phase VI. More intensive collaboration will be needed to implement consensus driven strategies. The group will become the policy team that oversees implementation of plans and services. Members will continue to use research and data to align decision making at every level. Additional investment in time and meetings will be needed to strengthen state and local partnerships in order to align the EBDM framework statewide. Team members will actively educate and engage community stakeholders, colleagues, and decision makers to assist in advancing EBDM. Team members will make themselves available to communicate and share information with their peers statewide. The EBDM team will be responsible for making recommendations for services and funding to the Marathon County Public Safety committee for consideration by the Marathon County Board. These recommendations will align with the County's strategic plan for use of evidence based practices.

Moving into Phase VI we have lost our EBDM team chair to retirement. The individual hired in her position as Deputy County Administrator, Lance Leonhard will become co-chair of the team. Marathon County Sheriff, Scott Parks, the current co-chair, will assume the team chair position. The Justice System Coordinator, Laura Yarie will remain the team coordinator. The Marathon County District Attorney, Ken Heimerman will retire in November and will be replaced by the Deputy District Attorney, Theresa Wetzsteon who is running unopposed and has been involved with EBDM since its inception. Implementation teams will be established for each desired outcome and will each be led by a chair and co-chair yet to be assigned.

Marathon County Evidence Based Decision Making Team Roster

Chair: Scott Parks - Marathon County Sheriff

Members:

Josh Bigger – Corrections Field Supervisor
Chad Billeb- Chief Deputy Marathon County Sheriff's Department
Susan Byrnes – District Court Administrator – Ninth Judicial District
Deanna Damp-Chief Deputy Clerk of Courts
Cati Denfeld - Corrections Field Supervisor
Greg Hagenbucher – Detective Captain Wausau Police Department
Michelle Hazuka – Community Corner Clubhouse, Director
Ken Heimerman – District Attorney
Ruth Heinzl – Court Diversion Coordinator
Greg Huber – Chief Judge – Ninth Judicial District
Lamont Jacobson- Marathon County Circuit Court Judge
Jane Graham Jennings – Executive Director, Women's Community
Sandra La Du-Ives – Jail Administrator
Shirley Lang- Marathon County Clerk of Court
Richard Lawson – Criminal Defense Attorney
Lance Leonhard- Deputy County Administrator
Eric Losee – Regional Chief (Region 6), Department of Corrections
Craig McEwen – Marathon County Board Supervisor-Public Safety Chair
Suzanne O'Neill – Attorney Manager, State Public Defenders Office
Rachel Pagel – Mental Health Clinician
Melanie Strand – Treatment Court Coordinator/Therapist
Vicki Tylka – Director Marathon County Social Services
Theresa Wetzsteon – Deputy District Attorney
Dana Wszalek – Assistant Regional Chief, (Region 6) Department of Corrections
Laura Yarie – Marathon County Justice Alternatives Coordinator

GREG HUBER
JUDGE

P: 715-261-1350
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Cindy Hohn
Judicial Assistant



July 20, 2016

KARLA SOMMER
Reporter

P: 715-261-1356

Mr. Jim Cosby, Director
National Institute of Corrections

Re: Marathon County, Wisconsin Grant

Dear Mr. Cosby:

I am writing this letter in support of Marathon County's request to be selected for Phase VI of the Evidence Based Decision Making (EBDM) Initiative.

Recently retired Judge Greg Grau and I participated in Phase V. One of us, and frequently both, attended and participated in each committee meeting. We also served on various subcommittees. Judge LaMont Jacobson will be replacing Judge Grau on Marathon County's EBDM Committee. Together we are committed to attend and participate in all Phase VI committee meetings.

Implementing EBDM is important to the courts and to Marathon County because it will allow us to more wisely and humanely use our limited resources of court time and jail space. We need to insure that people who have mental health needs receive the necessary treatment intervention and not get put into a criminal justice system that is ill equipped to help them. Trying to treat mentally ill people in a criminal justice setting consumes an inordinate amount of court time, (that of the judge, prosecutors, and defense attorneys), leads to overcrowding of the jail, and can be a confusing and traumatic experience for those defendants. It does little to advance public safety.

The strengths that Judge Jacobson and I bring to the EBDM work in Phase VI are our experiences in the criminal justice system. I have been a judge for over 12 years with a case load that includes, among other things, criminal cases, mental health commitments, and guardianships. I work with people in the mental health field and in the criminal justice field. Judge Jacobson has been a career prosecutor and has three years experience as a judge. In addition, we both serve as OWI treatment court judges. OWI court is evidence based and uses a multidisciplinary approach with participants.

The Marathon County judges are responsible for making bail and sentencing decisions. How the judges make those decisions will directly impact on the County's target and scorecard goals. Judge Jacobson and I will instruct the other judges on the best evidence based practices regarding bail setting and sentencing.

Thank you for considering Marathon County's request to be selected for Phase VI.

Sincerely,

Greg Huber
Deputy Chief Judge, 9th Judicial District



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June 23, 2016

Mr. Jim Cosby
Director
National Institute of Corrections

RE: Evidence Based Decision Making (EBDM) Phase VI Application for Marathon County, WI

Dear Mr. Cosby,

I have served as the District Court Administrator in the Ninth Judicial Administrative District since 2007 and with the Wisconsin court system since 1986. Even prior to my arrival in the Ninth Judicial District, I was well aware of Marathon County's commitment to improving local justice systems. A collaboration of judges and court staff work hand in glove with prosecutors, defenders, law enforcement, corrections and social services. As a Marathon County EBDM member, I have found the work associated with this initiative daunting but rewarding. It has been a lot of early mornings, a lot of follow-up committee work, a lot of research, and many compromises along the way. But from the perspective of the District Nine Chief Judge and District Court Administrator, we are fully committed to continuing support for Marathon County's EBDM initiative including its participation in Phase VI.

The work of the Marathon County EBDM initiative is hugely important to me as the regional court manager. I manage circuit courts in twelve north-central Wisconsin counties where Marathon County has always served as a kind of example for smaller, less populous counties to follow. An initiative such as this can be replicated in other counties and I need Marathon County's model to be as strong and well developed as is possible so others might buy into the justice successes and wish to do the same.

My work in the courts has associated me with two states, four districts, over thirty counties and has provided me hands-on participation in court improvement. I've managed metropolitan courts, mid-sized courts, and very rural courts. Marathon County certainly has rural components, but sometimes it feels more like a metropolitan court system as it struggles with addicted citizens and mental health issues. The EBDM initiatives are bringing real tools for the entire justice system to utilize and benefit from. The technical support provided has given us a firm foundation to build on and succeed.

From what I have seen in Marathon County, there is a contagious commitment to succeed. The EBDM team is made up of several visionaries, some true work horses, many "detail" people, and perfectionists. I see a bit of each one of those personality traits in myself. They don't want good enough, they don't want second best and are willing to work for something better. Our work is not finished yet and will not be until we reach each of the admittedly aspirational target goals.

I am fully committed to the Marathon County EBDM effort and wholeheartedly endorse this application. Thank you in advance for your consideration.

Sincerely,

Susan Byrnes, District Court Administrator
Ninth Judicial Administrative District

District Attorney
Ken Heimerman

Special Investigator
Charles Jones

Victim/Witness Program
Kara Weiland *Coordinator*
Pam Steffen-Karls
Brittany Popelka

**Crime Victim
Response Specialist**
Kristen Spiegel Berg



July 20, 2016

Deputy District Attorney
Theresa E. Wetzsteon

Assistant District Attorneys
Chad Minder
Lesli Pluster
Sidney A. Brubacher
Kyle R. Mayo
Michael Puerner
Anita M. Lawrence
Kerri M. Puig
Ralph M. Uttke

Restorative Justice Attorney
Desiree Toldt

Court Diversion Coordinator
Ruth Heinzl

Mr. Jim Cosby, Director
National Institute of Corrections
320 First Street NW Room 5007
Washington, DC 20534

Re: Evidence Based Decision Making (EBDM) Phase VI
Application for Marathon County, Wisconsin

Dear Mr. Cosby:

I have served as a prosecutor in Marathon County for the last 14 plus years. During that time, I have worked with virtually all of the departments and entities associated with the criminal justice system. Despite that experience, it is only in the last year through my work as an EBDM team member for Marathon County that I have gained an appreciation for interplay between the different components of the system. Based on the discussions that I have participated in, other members have had the same realization. It has also become clear that issues that impact the effectiveness of the criminal justice system are complex. The implementation of a new procedure in one area of the system may not have the desired outcome if there is not follow through by the other system actors. Our EBDM team conversations have led to a solid foundation of understanding upon which to develop an approach to implement evidenced based practices successfully.

Also through the EBDM process, our team has identified strengths within the Marathon County's criminal justice system. Those strengths include the level of commitment of the team members to strive for a system that contributes to Marathon County's goal of being the healthiest, safest and most prosperous county in the State. Despite the overwhelming workload of our members, the meetings are consistently attended. Team members attend our meetings ready to share their insightful thoughts and creative ideas. Our team realizes that despite the many things that we do well in Marathon County, there are many things that we can improve upon that will result in a more effective system. In addition to commitment and participation, our EBDM members have an incredible amount of experience and historical knowledge of the development of procedures within our county's system. This knowledge is extremely valuable as we move forward as it provides a context within which to make change and anticipate possible barriers to implementation.

The Marathon County District Attorney's Office is committed to system innovations to achieve a more effective criminal justice system. We have secured and maintained successful alternative programs for diversion and restorative justice; committed to a specialized court for operating while intoxicated cases; and are involved in the process to develop a specialized court for domestic violence offenders. We understand that financial resources are scarce and that the strain on the criminal justice system by way of digital evidence and skyrocketing drug abuse is going to continue and only increase. There is no question that any investment of time or resources into criminal justice system improvements must be based in evidence of effectiveness. Based on my experience with Marathon County's team members as part of the EBDM process and beyond, I have the utmost confidence that our continued participation in this process will result in a wiser use of existing resources and the investment in additional evidence based practices.

Thank you for your consideration of the Marathon County District Attorney's Office support for Marathon County's Phase VI Evidence Based Decision Making application.

Sincerely,

Theresa E. Wetzsteon
Deputy District Attorney
Marathon County, Wisconsin

TEW/mas

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Suzanne O'Neill
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July 20, 2016

Jim Cosby
Director, National Institute of Corrections
302 First St.
Washington, D.C. 20534

Re: EBDM Phase VI Application: Marathon County, Wisconsin

Dear Director Cosby,

I am the Attorney Manager of the Wausau (Marathon County) Trial Office of the Wisconsin State Public Defender. I write this letter in support of Marathon County, Wisconsin's, application for EBDM, Phase VI technical assistance.

While managing the local state public defender office over the past twelve years, I have had the privilege to contribute to the local criminal justice system. During my term, I have collaborated with local criminal justice leaders in an effort to make the local system more effective and efficient. The county was fortunate to have been chosen to participate with Phase V of the EBDM model. Our participation with Phase V has solidified our joint effort to develop a criminal justice system conscious of public safety, the rights of victims and defendants, and the need to rehabilitate offenders to secure a safer and healthier community.

Marathon County has historically recognized the value of and worked collaboratively to develop an effective and efficient criminal justice system. The county's criminal justice coordinating council was one of the first formed in the state. The county developed a diversion program and an OWI Treatment Court based on best evidence practices several years ago. Despite the county's long standing desire and efforts to be effective and efficient, our Phase V work helped our team recognize deficient areas of the local criminal justice system. While we have developed a plan to improve these areas by implementing EBDM principles, continued technical assistance in Phase VI is imperative to our success.

The Wisconsin State Public Defenders Office supports and encourages the implementation of EBDM principles. I am personally committed to work collaboratively with all Marathon County EBDM team members. I have actively participated with the local EBDM team throughout Phase V efforts and will continue to give my time to further local implementation of EBDM principles. As a team member, I will contribute ideas of how to protect the rights of the accused while implementing pre-arrest, pre-trial and post-trial EBDM principles.

In addition to committing time to develop and implement EBDM principles, I will work to educate local defense attorneys of the value of EBDM principles to their clients and the local community. The local state public defender staff understands and recognizes the value in EBDM principles. The state public defender contracts with local private bar attorneys to represent indigent defendants for whom the local public defender staff cannot provide representation. The private bar attorneys all have different philosophies, time constraints and interest levels as to local initiatives. Many view their role as "advocate" limited by collaborative initiatives. I will work to educate public defender staff and private bar attorneys of the value of EBDM principles, through training sessions, e-mail updates and personal availability to answer questions and to consider and share suggestions with the EBDM team.

With continued Phase VI technical assistance, our local criminal justice leaders will work collaboratively to successfully implement EBDM principles to enhance the effectiveness and efficiency of the local criminal justice system, reducing recidivism and improving the quality of life in Marathon County, Wisconsin.

Respectfully,

Suzanne C. O'Neill
Attorney Manager
Wausau Trial

Scott Walker
Governor

Jon E. Litscher
Secretary



State of Wisconsin
Department of Corrections

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July 1, 2016

Mr. Jim Cosby, Director
National Institute of Corrections

Dear Director Cosby:

The Wisconsin Department of Corrections (WIDOC) supports Marathon County as it applies for the Evidence-Based Decision Making (EBDM) Phase VI Grant. As co-chair of the Statewide Criminal Justice Collaborating Council (CJCC), I am confident in the fact that WIDOC is strongly invested in the collaborative spirit of local CJCCs and fully supports the Evidence-Based Decision Making initiative. The long-term success of EBDM cannot be realized without counties such as Marathon embracing it at the local level.

During their Phase V work, the Marathon County team has demonstrated a commitment to the vision of EBDM by strengthening local partnerships throughout the county as well as refining the county's pretrial process.

I am eager to see the change targets put into practice and am confident they will result in a safer Wisconsin community. Likewise, I am proud to reference the current and ongoing contributions of WIDOC staff to Marathon County's EBDM work. In particular, the Division of Community Corrections Region 6 Chief, Eric Losee, has been a very active partner in the Marathon County EBDM Phase V team. Mr. Losee, along with other local WIDOC staff, will continue to commit their time, resources and staff to this important work. My administration understands the need for collaboration with criminal justice partners as it furthers our joint vision for improving correctional practices.

In summary, WIDOC will continue to support Marathon County's efforts to implement the change targets as developed in Phase V. WIDOC has a vested interest in the success of local EBDM and ongoing technical assistance will be instrumental in achieving our common goal of recidivism reduction. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads 'Jon E. Litscher'.

Jon E. Litscher, Secretary
Wisconsin Department of Corrections

cc: Silvia Jackson, Reentry Unit Director
Eric Losee, Region 6 Chief



James E. Tipple
Mayor

Jeffrey G. Hardel
Chief of Police
(715) 261-7801

Wausau Police Department

July 6, 2016

National Institute of Corrections
320 First Street NW, Rm 5007
Washington, DC 20534
Re: EBDM- Phase VI

Dear Mr. Cosby:

I am the Detective Captain for the Wausau Police Department. In this capacity I oversee the detective division and review all the police department reports and arrests on a daily basis. I have worked for the Wausau Police Department for over 31 years, and during that time I have witnessed a major change in staffing levels, duties, and priorities of our police officers.

The public and our elected officials continually expect us to do more and more with less and less resources. The only way we to do this is to adapt and change. In other words, work smarter. Recognizing that one of law enforcements goals is to reduce crime and fear of crime in our community, we are interested in how Evidence Based Decision Making (EBDM) can be implemented to improve our criminal justice system, so that we can continue to provide service at a high level with our limited resources.

For over a year our department has participated in Phase V of EBDM with other community justice partners. Our team has dedicated countless hours to this phase, which included monthly meetings, statistical gathering, the development of system maps, the development of an EBDM Logic Model, and the development of a group vision and mission statement. The vision our group is trying to obtain is to have a safer community, less victims of crime, less repeat offenders, reduced recidivism, and increased options for substance abuse and mental health issues.

Part of our vision has already been obtained as hundreds of law enforcement officers in our county have received Crisis Intervention Partnership(CIP) Training. In addition, we have developed a great working relationship with our EBDM partners and other community stakeholders. This collaboration has helped us breakdown past barriers that may have stood in the way of real change in our county.

Regarding our commitment to Phase VI, please be assured that our department is committed to fully participate in this endeavor. We are willing to experiment with innovative strategies and solutions and we are also committed to using EBDM practices as a police agency. One of the basic principles we already use, to help us become a more efficient and effective department, is to always "Challenge the process." We are continually looking for newer and better ways to assist officers on the street in decision making processes and tools like EBDM will provide a better opportunity for us to be successful.

Respectfully,

Detective Captain Greg Hagenbucher

NOTICE OF CONFIDENTIALITY

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DISCRIPTION OF PHASE V ACCOMPLISHMENTS

Marathon County EBDM Team was able to realize a multitude of accomplishments during the Phase V planning work. It became apparent early on in the EBDM planning process that we needed to invite several additional key players to the table in order to accomplish the tasks at hand. Our team became rather large as we experienced an incredible amount of interest in the idea of system change. It also became apparent during the establishment of our policy team that we were very good at communicating with each other as partners, but true collaboration was further down the horizon. Our Coordinating Council had become skilled at information sharing regarding the individual work we were all doing, but also frustrated with our inability to come together and continue to make the needed system change. Each department frustrated with the other's lack of consideration for the process began to make changes within their control. These changes were not always compatible with the current state of functioning. The intense interest in participating was a direct sign of the severity of the frustration level among the partners.

We are improving at our ability to work at decision making as a team and our ability to analyze how individual decisions and policies affect the whole. We have managed to come closer together as a team due to the process of identifying and realizing we all share a common vision, mission and common goals. The level of trust between departments has improved greatly. Being aware that we are all on the same page has made our team better able to work for the common good even when our roles and our policies within the system differ. We have become more aware of each other's policies and practices, why they exist and how they fit

within the operation of the local system. We have also become more aware of how our individual decisions affect the entire system.

Our system maps have allowed our team to easily recognize key decision points where there is the capacity for change. It has been enlightening to see how each part of the system works to move a case to final disposition. As we discussed each decision point we have better realized the process by which others make decisions. Our team has been able to identify issues that are causing case resolution to be delayed, which in turn is placing stress on every department's caseloads and contributing to jail crowding. We have realized that individual attempts to speed up case processing have actually led to delays due to hearings having to be rescheduled. We have identified and developed a better understanding of gaps and needs within the systems that are keeping us from meeting our timeframes. Our team has developed multiple recommendations to improve case processing.

Our EBDM team has become better at relying on data to verify our need for change within the system rather than making decisions based on initial appearance of an issue or from a single viewpoint. Phase V has helped us be more informed on the type of data to collect in order to answer our questions. We have been able to create a dashboard relating to our selected change targets. We have a clearer understanding of the data we can currently collect and the data we hope to build the capacity to collect. Through data collection we have increased our knowledge regarding the risk level and needs level of our criminal justice population. We have also improved our ability to educate decision makers on the need to improve and expand services within the community.

Participation in Phase V has allowed our community many opportunities to expand the knowledge of our team members, colleagues and staff. We have attended trainings, participated in webinars, read relevant research, held collaborative meetings with the State EBDM Team and other participating EBDM Counties, provided educational presentations regarding EBDM to department staff and decision makers outside of the team and invited presenters from other jurisdictions to present on the strategies they currently have in place.

We have been able to identify our pretrial population as a major place for improvement. It is the goal of the EBDM team to reduce recidivism among pretrial individuals by 25%. The current lack of an empirically validated pretrial risk assessment in determining pretrial release from custody and the lack of community pretrial supervision services based on risk and need is leading to jail crowding and an increase in criminal cases resulting from a large number of new offenses, pretrial violations and misconduct. The increase in case filings is creating a burden throughout our local system. The county's long term desire to reduce criminal justice spending, reduce jail bed days and a desire to get smart on crime were the basis for selection of this goal. In Phase VI the Marathon County EBDM team intends to implement a risk/needs assessment at booking and prior to the initial appearance in order to better inform bond decisions. In addition, the assessment is intended to identify those that may be appropriate to refer to diversion services more quickly, to identify those more appropriate for mental health treatment and to identify those that may struggle to adhere to bond conditions due to continued substance use. Current research suggests that individuals released pretrial have better outcomes after sentencing, diversion at booking for mental health issues leads to savings down the road and diversion of non-violent drug offenders to treatment is a long term cost savings.

Marathon County intends to implement a pretrial supervision program that is based on risk level and operates under a differential supervision model. Research suggests that level of supervision should be appropriate for risk level and that under or over supervising defendants can increase the likelihood of a new offense. Our team has identified that there are low risk people held in our jail due to multiple violations of bond conditions or multiple instances of failure to appear. Research suggests that keeping low risk people in jail increases recidivism in the future, confinement for technical violations is ineffective, swift response to each violation reduces future misconduct, intensive interventions of low risk individuals does not decrease recidivism and intense supervision causes more violations and does not reduce recidivism by itself. Pretrial services would allow for case management and referral to mental health and AODA services in the community to assist defendants as needed in order to reduce pretrial recidivism and substance use.

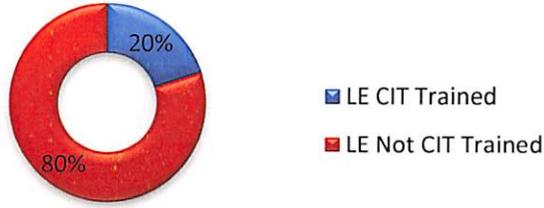
Mental health detentions in Marathon County were selected by our EBDM Team as another major area for concern. It is our desire to reduce the number of mental health crisis requiring detention by 25%. This goal was selected due to the high number of “frequent flyers” with mental health and chronic AODA issues that continue to circle through our local jail as well as the current inability of our system to prevent and manage crisis situations in the community. Research suggests that incarcerating people with mental health issues has a negative impact on their wellbeing, is not cost effective and does nothing to prevent future recidivism. This change target looks at how officers interact with crisis situations on the street, how crisis services and law enforcement work together, how the jail screens for mental health needs upon booking, how offenders with mental health issues are managed pretrial or diverted out of the criminal

justice system and how mental health issues can be addressed and stabilized in order to prevent future law enforcement interaction. It is the goal of our EBDM team to have all law enforcement, corrections staff and first responders trained in CIP and to have an active CIT Advisory Committee in place. Furthermore, we intend to study our entire mental health delivery system in order to better manage offenders with mental health and AODA issues. These goals have been a major focus of the Marathon County Board and community as a whole due to our jail being used as an option to detain those with mental health conditions.

MARATHON COUNTY WORK COMPLETED IN PHASE V:

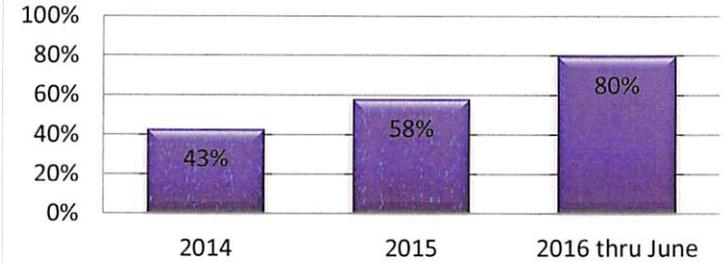
- DEVELOPED A TEAM CHARTER INCLUDING A TEAM VISION AND MISSION
- COMPLETED SYSTEM MAPPING AND NARRATIVES
- DEVELOPED HARM REDUCTION GOALS
- DEVELOPED DETAILED WORK PLANS
- DEVELOPED PLANS FOR DATA COLLECTION
- DEVELOPMENT OF A DATA DASHBOARD (INCLUDED)
- DEVELOPED A COMMUNITY SCORECARD
- DEVELOPED A COMMUNICATION STRATEGY
- RESEARCHED EMPIRICALLY VALIDATED RISK TOOLS
- MENTAL HEALTH SCREENING IMPLEMENTED AT JAIL BOOKING
- COURT NOTIFICATION SYSTEM IMPLEMENTED
- PSYCHIATRY SERVICES / MEDICATION MANAGEMENT MADE AVAILABLE IN THE JAIL
- DEDICATED MENTAL HEALTH PROFESSIONAL IN THE JAIL
- FULLTIME JAIL SOCIAL WORKER POSITION ESTABLISHED
- IDENTIFICATION AND DOCUMENTATION OF CASE PROCESSING ISSUES
- PLAN FOR ONGOING PROSECUTION AND DEFENSE MEETINGS
- GRANT SUBMITTED FOR LAW ENFORCEMENT MENTAL HEALTH POSITION
- PLANING FOR MENTAL HEALTH LIASON OFFICER
- COMMUNITY BROCHURE CREATED FOR CRISIS SERVICES
- ONGOING CIT TRAINING FOR LAW ENFORCEMENT
- GRANT SUBMITTED TO PROVIDE CIP TRAINING TO LAW ENFORCEMENT
- HUMAN SERVICE STUDY COMPLETED – DRAFT REPORT RECEIVED

Law Enforcement CIT Trained as of June 2016

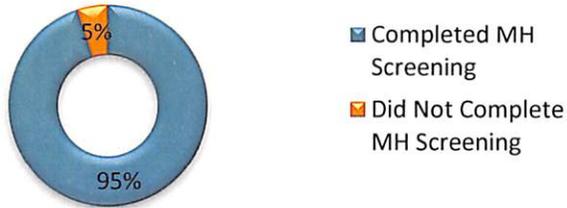


Mental Health Dashboard

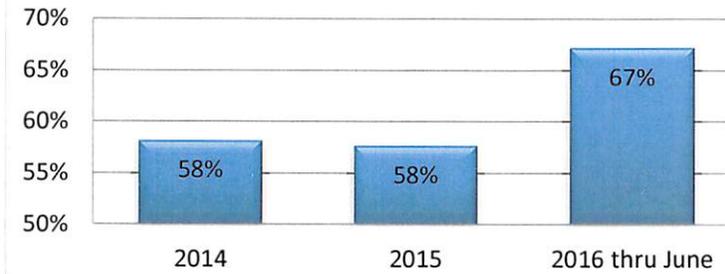
Percentage of Justice System Assessments Resulting in Mental Health Needs



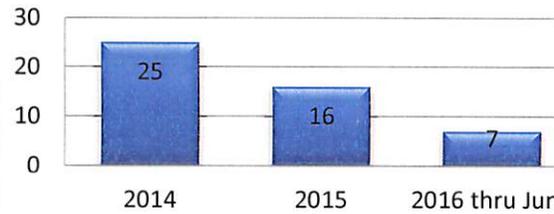
Percentage of Inmates who Completed the Mental Health Screening



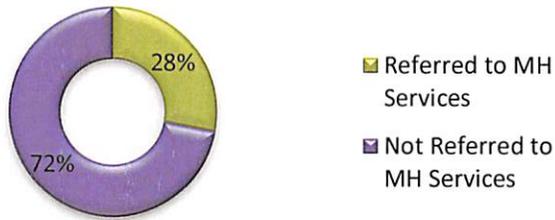
Percentage of Justice System Assessments Resulting in AODA Needs



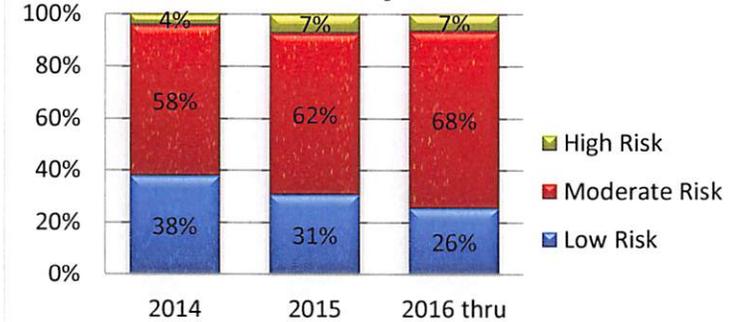
Number of Suicides



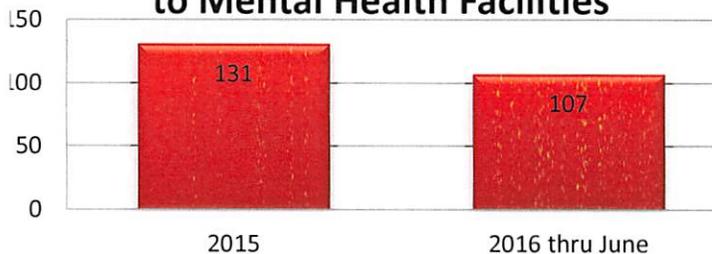
Inmates Referred to Mental Health Services due to Mental Health Screening



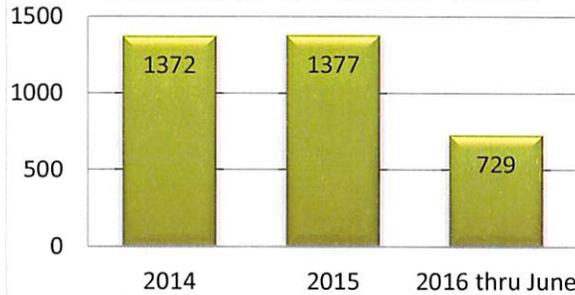
JSA Proxy Scores



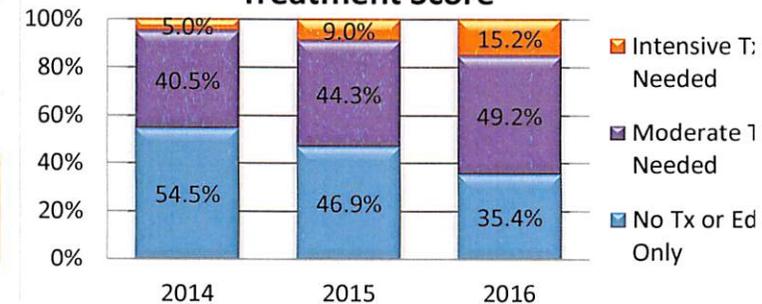
Number of Out of County Transports by Law Enforcement to Mental Health Facilities



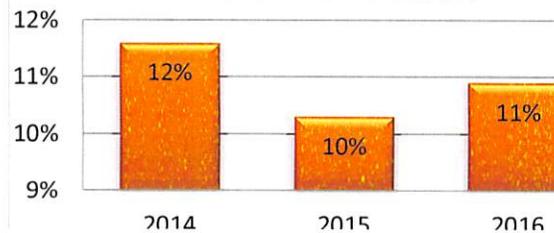
Number of Crisis Calls



Justice Systems Assessment Treatment Score



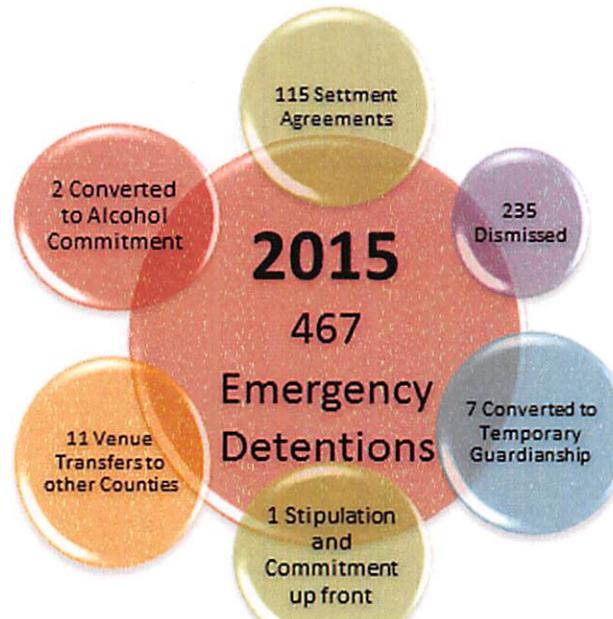
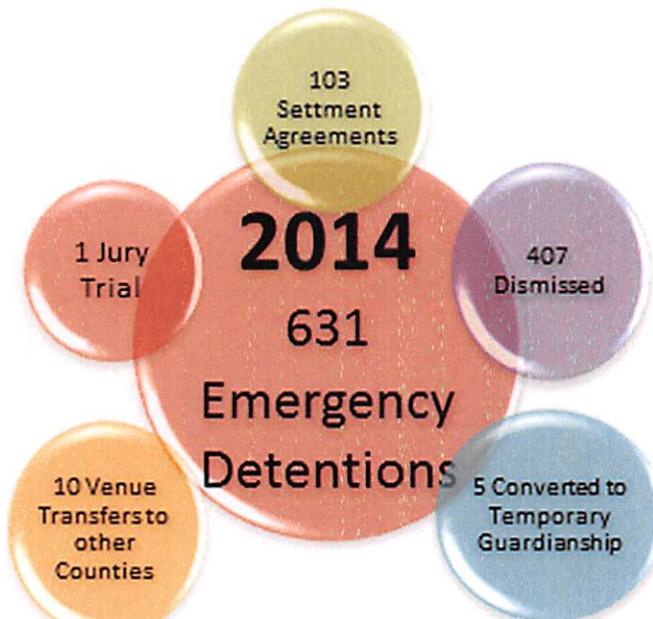
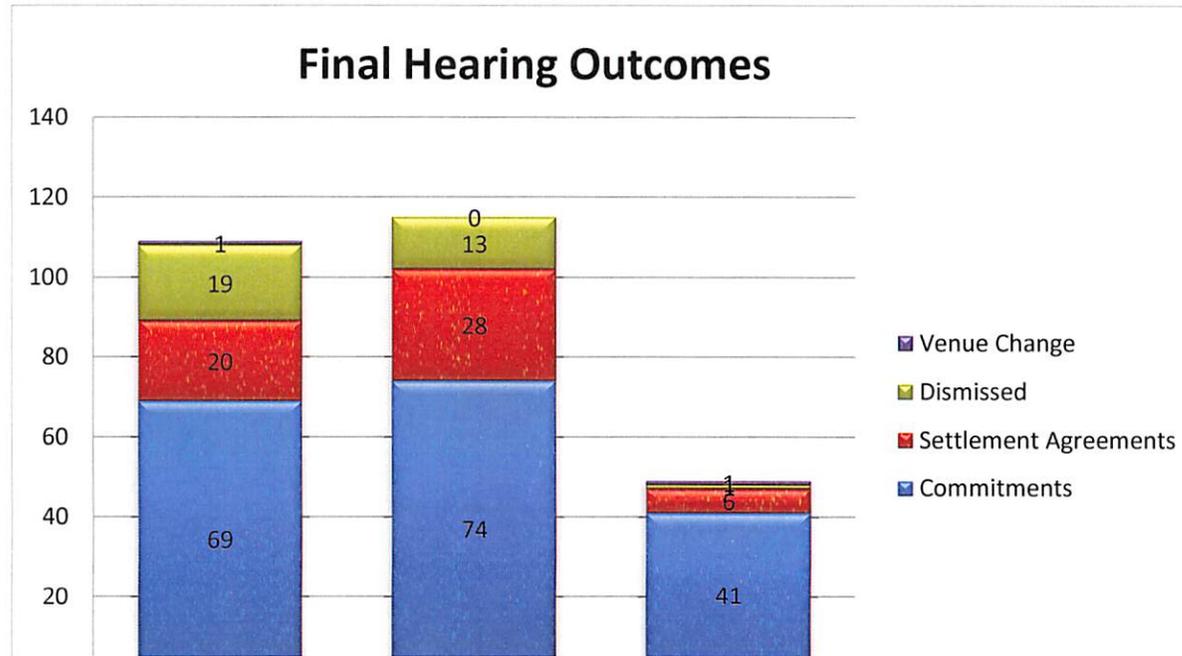
Recidivism Rate





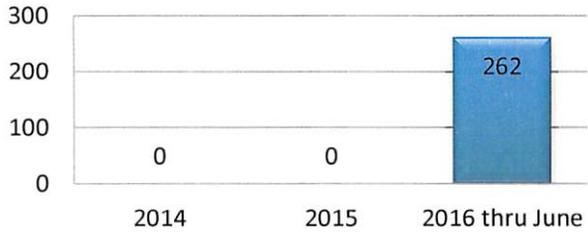
Emergency Detentions

As monitored by Corporation Counsel

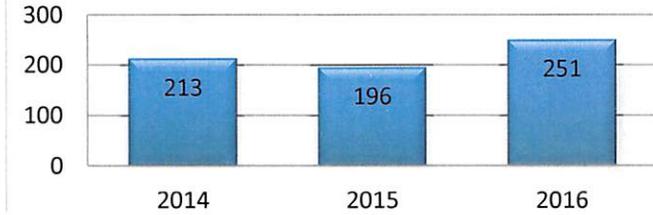




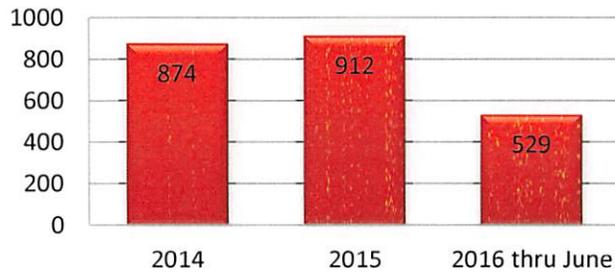
Text Reminder Calls



Length of Stay for Pre-Trial/Prison bound Inmates in Days

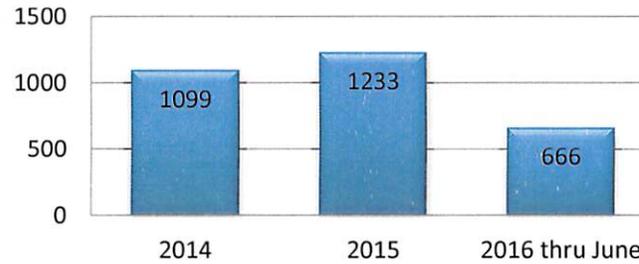


Bench Warrants

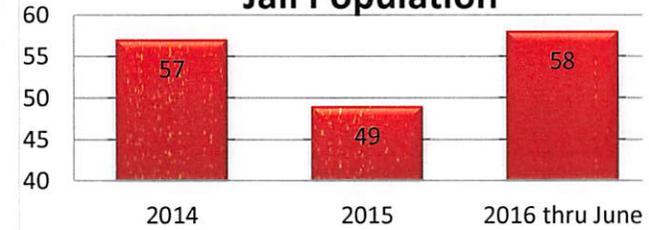


Pretrial Dashboard

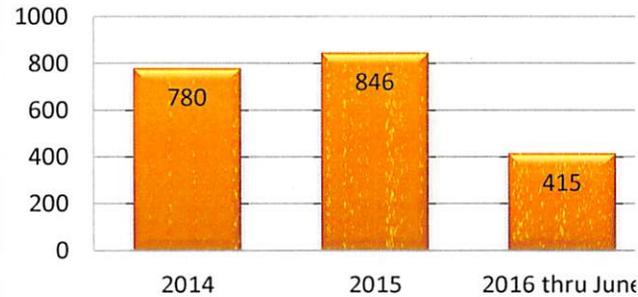
Felony Cases Filed



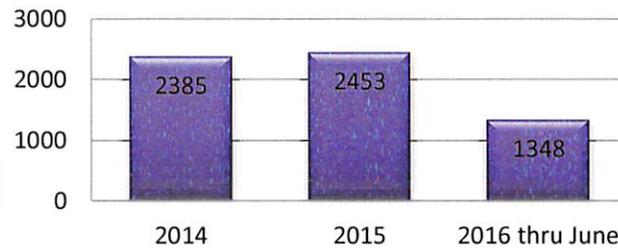
Out of County Jail Population



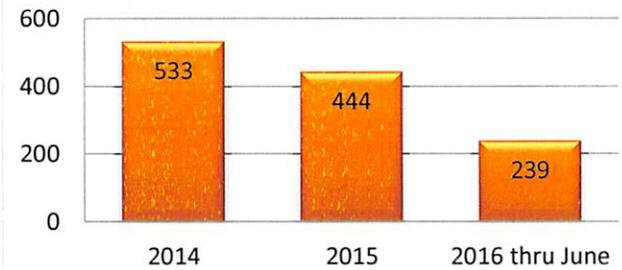
Bond Forfeiture Hearings



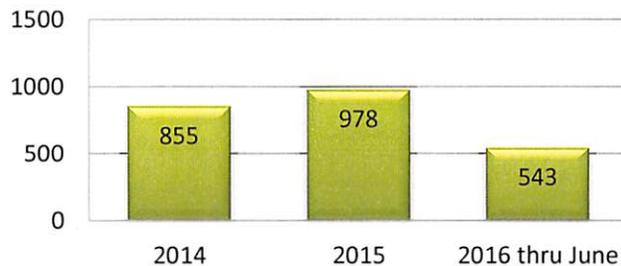
Misdemeanor Cases Filed



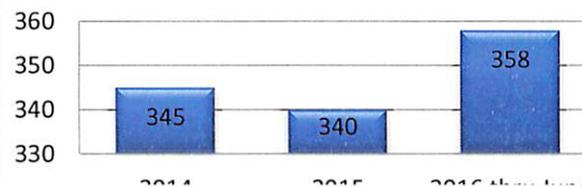
Number of New Diversion Participants



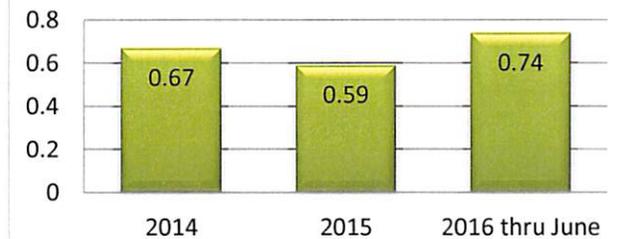
Bail Jumping Charges



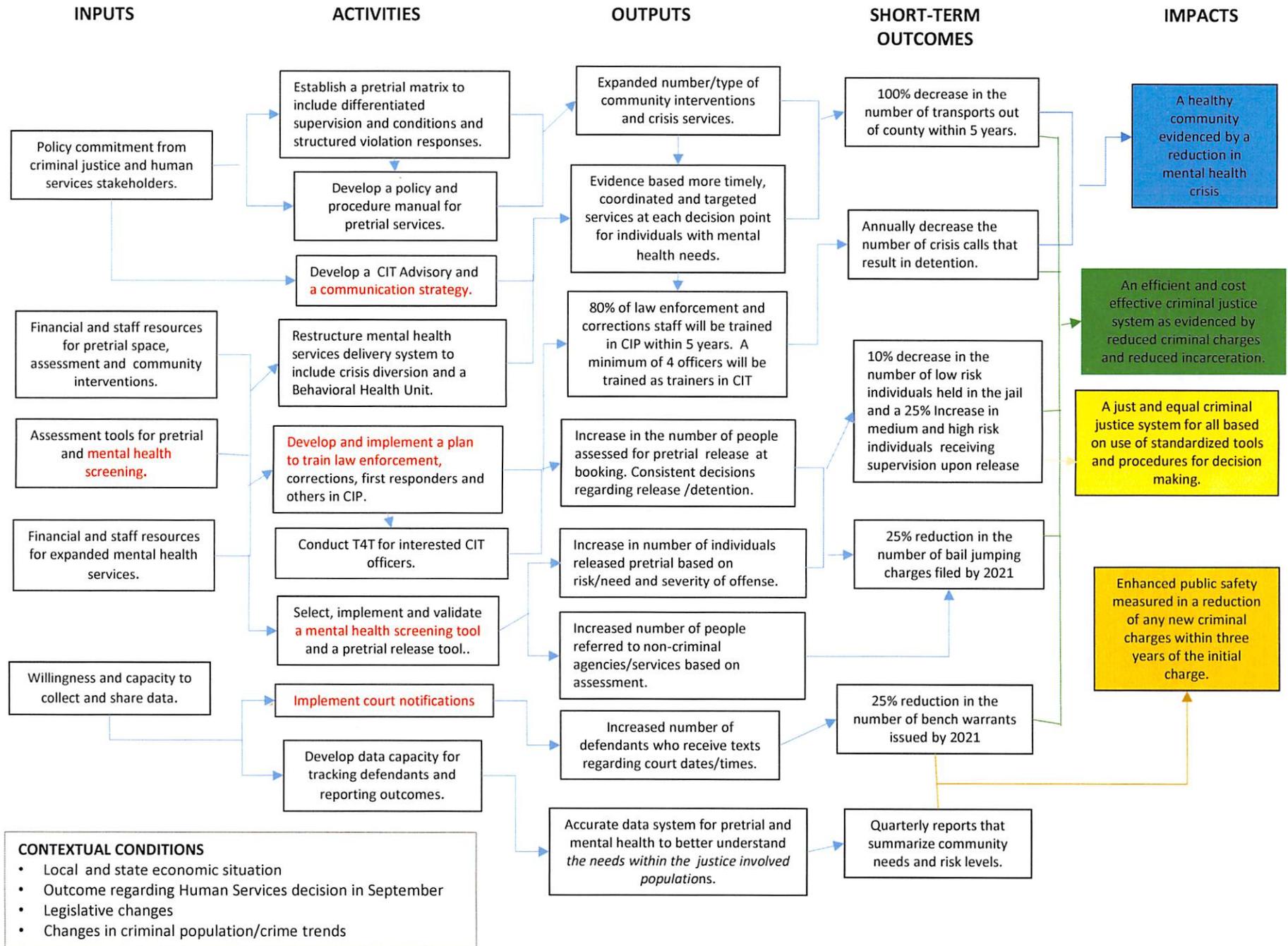
Monthly Average of Jail Population



Diversion Success Rate



Marathon County EBDM Logic Model



Marathon County EBDM Work Plan

Pretrial Work Plan to Achieve Harm Reduction Goals						
Harm Reduction Goal (Impact)	By 2021, Reduce recidivism among pretrial individuals by 25%					
Outcome 1	Select, validate and implement a pretrial risk assessment tool that will allow for just and consistent decision making for bond decisions.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Review literature and decide on pretrial tools to pilot.	9-1-16	Laura Yarie	Ruth H.	Team Input	
Activity 2	Identify points in the pretrial process where assessments will be conducted.	10-1-16	Laura Yarie	Ruth H. Sandra L. Ronda Z.	ACS Staff	Angie W.
Activity 3	Develop capacity to track assessment data in One Solution	10-1-16	Laura Yarie	Ruth H.	Team Input	Connie L IT
Activity 4	Secure space for assessor	10-1-16	Scott Parks	Sandra L. Laura Y.	Desk/ Comp.	DA's office/ Angie W./ Ronda Z.
Activity 5	Complete collection of baseline data from all pilot tools.	1-1-17	Laura Yarie	Ruth H. Angie W. Ronda Z.	One Solution	ACS Day Report
Activity 6	Review pilot data and select pretrial tool.	2-1-17	Laura Yarie	Theresa W. Ruth H.	Team input	Connie L. IT
Activity 7	Develop a pretrial risk matrix	3-1-17	Greg Huber	Theresa W. Suzanne O. Dick L.	Team input	Probation
Activity 8	Secure resources and validate tool.	12-31-17	Lance Leonhard	Scott P. Laura Y.	Technical assistance	NIC
Activity 9	Develop policies and procedures for pretrial assessment and circulation.	4-1-7	Greg Huber	Theresa W. Sandra L. Suzanne O. Dick L.	Examples used elsewhere	Other jurisdictions
Activity 10	Develop a referral link between pretrial assessment and diversion	4-1-17	Theresa Wetzsteon	Ruth H. Laura Y.		ATTIC
Activity 11	Present system to Judges, prosecutors, defense, County Board and victim advocates.	5-1-17	Laura Yarie	Greg H., Lance L., Theresa W. Suzanne O. Dick L. Jane G		

Activity 12	Secure funding to staff pretrial assessment services.	8-31-17	Lance Leonhard	Laura Yarie Greg H. Scott P. Theresa W.	Team Input	Data Collectors
Activity 13	RFP/Contract for Pretrial Agency/Individual	1-1-18	Laura Yarie	Lance L.	Team Input	
Activity 14	Train system stakeholders (judges, prosecutors, clerks, defense) on the tool and procedures.	1-1-18	Laura Yarie	Greg H., Lance L., Theresa W. Suzanne O. Dick L. Jane G.		
Activity 15	Assess all pretrial defendants prior to initial appearance. Generate/circulate reports	1-1-18	Laura Yarie	Ruth H. Theresa W. Sandra L.	Pretrial contract / tool	Pretrial Agency
Activity 16	Quarterly data collection and reports.	1-1-18	Laura Yarie	Ruth H. Lance L. Deanna D.		Pretrial Agency /Jail System
Potential Barriers	Space, the ability to reach all people prior to initial appearance, funding for pretrial assessment staff.					
Strategies to Address Barriers	Keeping the County Board up to date on project needs. Using data to show needed improvements. Ongoing communication with partners. Coordination with current assessment structure and programming.					
Outcome 2						
Outcome 2	Design and implement pretrial supervision programs to reduce pretrial misconduct offenses, improve court appearance rates and increase public safety.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Establish a court notification system.	1-1-16	Deanna Damp	Greg H. Susan B.	CCAP	
Activity 2	Assess current populations for risk, needs and average length of stay.	1/1/17	Laura Yarie	Ruth H. Angie W. Ronda Z.	Tools/ space	ATTIC DA's office Jail
Activity 3	Research and develop a differential supervision model that meets local needs.	3-1-17	Theresa Wetzsteon	Laura Y. Greg H. Suzanne O. Dick L.	Team input	Other Jurisdictions

Activity 4	Develop policy and procedures for pretrial release. Structured responses to pretrial violations.	5-1-17	Laura Yarie	Theresa W. Sandra L. Greg H. Suzanne O.	Team input	Other Jurisdictions
Activity 5	Identify local resources for referral.	5-1-17	Laura Yarie	Ruth H.		ATTIC Ronda Z.
Activity 6	Present program to Judges, prosecutors, defense, County Board and victim advocates	6-1-17	Greg Huber	Lance L., Theresa W. Suzanne O. Dick L. Jane G		
Activity 7	Identify additional resources needed and secure funding.	9-1-17	Lance Leonhard	Laura Y.	Team input	ATTIC
Activity 8	RFP/contract for services needed and not available.	1-1-18	Laura Yarie	Lance L.	Team input	
Activity 9	Begin pretrial supervision services based on risk and needs.	1-1-18	Laura Yarie	Theresa W. Suzanne O. Dick L. Greg H.		Pretrial Agency
Activity 10	Data collection built into One Solution and ongoing.	1-1-18	Laura Yarie	Ruth H. Angie W.		Connie L. IT Pretrial agency.
Activity 11	Ongoing assessment of services using CPC criteria.	1-1-18	Laura Yarie	Ruth H.	Technical Assistance	
Potential Barriers	Outcome of human services study and funding available.					
Strategies to Address Barriers	Continued communication with public safety and stakeholders. Data to show need for services. Upcoming final report of Human Service needs study to be incorporated into the EBDM process.					

Marathon County EBDM Work Plan

Work Plan to Achieve Harm Reduction Goals						
Harm Reduction Goal (Impact)	By 2021, Reduce mental health crisis requiring detention by 25%					
Outcome 1	Develop and implement a plan to have all law enforcement, corrections staff and first responders trained in CIP and a CIT Advisory in place by 2018.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Train law enforcement, correctional officers, first responders and others in CIP (ongoing)	6/1/16	Chad Billeb	Sandra L. Scott P.	Space/ grant funding	Local Law Enforcement
Activity 2	Develop and implement a plan for CIT training for law enforcement. Including train the trainers.	8/1/16	Chad Billeb	Sandra L. Scott P. Lt.'s as assigned.		Local Law Enforcement
Activity 3	Obtain grant funding for CIT training.	10/1/16	Chad Billeb	Lt.'s as assigned.	Funding	Community Foundation/ Greenheck Foundation
Activity 4	Establish a training location and contract for training.	1/1/17	Chad Billeb	Scott P.		NTC Goldstripe Consulting
Activity 5	Research, select and implement a Law Enforcement screening tool for officers.	1/1/18	Chad Billeb	Melanie S. Lt.'s as assigned.	MH screening tool	Local Law Enforcement
Activity 6	Develop/ Implement a plan for information sharing across agencies including an MOU with providers.	1/1/18	Melanie Strand	Laura Y. Greg H. Chad B.		Human Service Providers / Corp Council/ Local Law Enforcement
Activity 7	Develop policies and procedures for information sharing including necessary releases of information.	1/1/18	Melanie Strand	Laura Y. Chad B. Theresa W. Suzanne O.		Human Service Providers/ Corp Council/ Law enforcement

Activity 8	Create policy and method to flag mental health consumers in the new law enforcement system.	1/1/18	Chad Billeb	Lt.'s as assigned.		Area law enforcement
Activity 9	Establish a Community CIT advisory group.	1/1/18	Chad Billeb	Melanie S.		Community stakeholders
Potential Barriers	Final outcome of the County Board vote regarding Human Services. Possible transition out of current Human Services arrangement. Possible officer resistance / differing department policies.					
Strategies to Address Barriers	Plan for implementation to take place within new Human Service Structure/at time of transition. Continued stake holder education and training through meeting and communication plans.					
Outcome 2	Restructure the mental health service delivery system to include crisis diversion and stabilization including a Behavior Health Unit.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Implement a mental health screening tool at booking.	1-1-16	Sandra La Du-ives	Chad B.	Screening tool	Jail staff
Activity 2	Team to receive and review Morningside Human Service Study.	9-1-16	Lance Leonhard	Laura Y.	Final report.	Public Safety Committee
Activity 3	Collection of jail and system wide assessment mental health data.	12-31-16	Laura Y	Ruth H. Angie W.	Law enf. Data system	Paul Mergendahl
Activity 4	Hire a mental health professional at the Wausau P.D.	1-1-17	Greg Hagen.	Chad B.	Grant Funds	Area Law Enforcement
Activity 5	Complete a Human Service needs assessment with compiled data.	7-1-17	Lance Leonhard	Laura Y.	TA Assistance / data	Local Providers
Activity 6	Educate stakeholders regarding needed services within the current system	9-1-17	Laura Yarie	Lance L.	Final report on needs / data	Local media
Activity 7	Implement a mental health screening tool for law enforcement.	1-1-18	Chad Billeb	Melanie S. Lt.'s as assigned	Tool / funding	Area law enforcement
Activity 8	RFP and implement needed mental health services at various decision points.	1-1-18	Laura Yarie	Lance L.	Funding	Local Providers

Activity 9	Draft policy and procedures for mental health diversion at screening points.	1-1-18	Theresa Wetzsteon	Ruth H. Laura Y		Team input Local providers Area law enforcement
Activity 10	Conduct training for law enforcement regarding local resources.	1-1-18	Melanie Strand	Laura Y. Chad B.	Crisis alternat.	Area law enforcement
Activity 11	Implement ongoing data collection strategy for mental health services.	1-1-18	Laura Yarie	Ruth H. Angie W.	One solution capacity	Area law enforcement / providers
Potential Barriers	Outcome of Human Service studies. Lack of control of funding. Possible officer / deputy resistance and varying department policies.					
Strategies to Address Barriers	Continued stake holder education / community meetings and ongoing training/partnership.					

HARM REDUCTION GOALS

The Marathon County EBDM team has a vision to make Marathon County the safest community with less crime and fewer victims. The professionals who represent our criminal justice system will reduce community harm by enhancing public safety, assuring equal justice, developing an efficient and cost effective criminal justice system and creating a healthy community. Our harm reduction goals include reducing the number of crisis transports to out of county facilities, decreasing the number of calls for crisis services that result in detentions, reducing the number of charges for bail jumping, increasing supervision services to all medium and high risk individuals on pretrial release, decreasing the number of low risk individuals in jail and reducing the number of bench warrants issued.

The Marathon County Board is in the process of making decisions regarding the restructuring of mental health services locally. Marathon County has an unusually high number of mental health crisis detentions and transports. Many times individuals are placed in jail because other more appropriate service options are not available. The Public Safety Committee has asked the EBDM team to design and recommend programs to address the current gaps in services for individuals with mental health and substance abuse issues. Data is currently being collected through the Marathon County Sheriff's Department which is responsible for CIT training for officers, mental health crisis transports and all incoming crisis calls. The Marathon County Corporation Counsel is providing data regarding mental health detentions. We are currently building capacity through the County Medical Examiner's office to more reliably track suicide rates as well as deaths resulting from overdose starting January 2017. The Marathon County Jail and Marathon County Justice Programs are tracking the AODA

and mental health needs of those currently involved with the justice system. The EBDM team intends to work with the District Attorney's office to define and label cases which involve drug, alcohol or mental health issues as well as a system to track cases to determine and monitor the financial impact on the system. It is the desire of the team to have the new jail system be able to flag individuals with mental health issues so we can accurately track the numbers in jail as well as their length of stay and recidivism rates. The Sheriff's Department is currently in the process of reviewing new database options.

The decision to focus on pretrial assessment and supervision was the basis for the selection of the harm reduction goals relating to bail jumping, bench warrants, supervision of medium and high risk individuals in the community and a decrease in low risk individuals in jail. Marathon County has a long history of being very liberal with pretrial release, but currently has no formal decision making tool in place for this process. Furthermore, we are lacking a differential supervision component for pretrial supervision of all individuals on pretrial release in the community. Only Operating While Intoxicated (OWI) repeat offenders are currently supervised based on risk level and referred to appropriate clinical assessment services. The crucial missing pieces of our current pretrial system are leading to a large number of individuals that are committing additional crimes, receiving multiple new bail jumping charges for violating bond conditions and missing court appearances. The Marathon County Clerk of Courts office and the Marathon County District Attorney's office are currently supplying data regarding bail jumping charges, bench warrants, court reminder texts and the number of pretrial individuals in the community using the CCAP and PROTECT systems respectively. The Marathon County jail is able to provide data regarding the number of pretrial individuals in jail and their average length

of stay as well as their release type (to prison, time served, etc.). The Brief Mental Health Screen is able to identify and give the percentage of people in the jail who require further clinical assessment. The Justice System Universal Risk Assessment is providing the team data regarding risk and need level of individuals in the community and is a requirement for acceptance into any diversion program. With the development of pretrial assessment for all populations we intend to develop capacity in One Solution to track risk and needs levels of all individuals in the jail, on community pretrial supervision and in diversion programs. This will allow us to compare current decision making with our developing release matrix. With the development of pretrial supervision programs we intend to develop capacity in One Solution for pretrial employees to track all forms of pretrial misconduct including drug and alcohol use, missed court appearances (FTA), new charges and diversion to mental health services.

The Marathon County EBDM team intends to use our scorecard as an informative tool for the public and staff and to provide transparency and accountability for our work. The team intends to use the scorecard to encourage common goals among staff and community members in achieving our harm reduction outcomes. We envision that our scorecard will be part of public and internal presentations of our efforts and what we hope to accomplish. The scorecard will be part of our consistent team presentation to the community and internally. The Marathon County EBDM communication strategy was set in motion from the initial development of the committee and the team charter. Team membership was designed to include a broad range of system stakeholders, community members and representatives of the Marathon County Board Executive Committee and Public Safety Committee.

From January 2014 through February 2016 members of the EBDM team participated in a task force to create a planning framework for Marathon County. Within that framework a county vision and mission were established that spoke directly to leading and coordinating statewide initiatives, collaborative relationships, public safety and quality of life. The task force created a 20 Year Comprehensive Plan that focused on becoming the “Healthiest, Safest, Most Prosperous” county. An entire chapter of the plan relates to public safety. The goal of that chapter is “Marathon County is a safe and secure community for all residents and visitors”. This goal is intended to be realized by “providing cost-effective and high quality services, using evidence-based practices to mitigate the impacts of the heroin and methamphetamine epidemics and to reduce recidivism”. The 3 year Strategic Plan strategies directly correspond to the harm reduction goals identified in Phase V by the State and local EBDM teams. This detailed planning will serve to focus and align each department’s policy and practices used to direct and engage critical staff throughout the EBDM process. All progress toward the goals will be reported back up to the Public Safety Committee, the County Board and State EBDM Team.

The communication strategy involved establishing a separate workgroup. In addition to ensuring ongoing communication with the State EBDM team and the Marathon County Board this group will put in place strategies for community education and staff engagement. This workgroup will create a standard message and presentation for all members to utilize within the community. This message will speak to creating a safer and healthier community, reducing recidivism, efficient and effective use of criminal justice resources and a fair/equitable justice system for all. It will be presented to various community groups including Rotary, Optimists, Jaycees, and Hmong American Center. This committee will also be responsible for providing

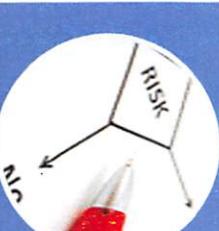
information and updates to the Marathon County websites and newsletter. Interviews with team members will be arranged on an ongoing basis with our three local newspapers, as well as local television stations to inform the public of the work of the team within the system. Focus groups will be held within the community to get perspective on what the public sees as their role in criminal justice planning. Surveys will be circulated through the local law enforcement list serve of partners to assess EBDM knowledge within the community and among department staff. These surveys will serve as a way to measure an increase in awareness over time. The communication workgroup will invite the Wausau Community Service Officers (C.S.O.) to be involved with educating the local citizens and businesses they interact with on a daily basis. The communication workgroup will oversee the continued effort to expand brown bag educational sessions with staff from all criminal justice departments. The prosecutor's office and local defense attorneys have already had one such meeting and have planned regularly scheduled meetings in the future. These meetings will serve as a way to educate staff on EBDM, update staff on progress toward meeting harm reduction goals and to encourage more collaboration between departments. Similar meetings will be held with law enforcement, Clerk of Courts and judicial staff, probation and parole, corrections staff and human service providers. One final role of the communication workgroup is to be available to organize and participate in outreach, communication and presentations to neighboring counties throughout the implementation process. Marathon County currently has a joint human services arrangement with Langlade and Lincoln Counties which will be facing restructuring in the near future. It is imperative that the new structure be designed with local and state EBDM vision and goals in mind.



Criminal Justice System Scorecard

Vision Statement: Marathon County is the safest community. Less crime and fewer victims.

The professionals who represent our criminal justice system will reduce community harm by enhancing public safety, assuring equal justice, developing an efficient and cost effective criminal justice system and creating a healthy community. We measure our success by:

 <p>By 2021 reduce the number of crisis transports to out of county facilities by 100%.</p>	 <p>Annually decrease the number of calls for crisis services that result in detentions.</p>	 <p>Annually reduce the number of charges for bail jumping.</p>	 <p>By 2021, increase supervision services to all medium and high risk individuals on pretrial supervised release by 25%</p>	 <p>10% decrease in the number of low risk individuals held in the jail by 2021</p>	 <p>Reduce by 25% the number of bench warrants issued by 2021</p>
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Annually reduce the recidivism rate of offenders.

Recidivism is defined as any new criminal charge within three years of the initial charge.

DESCRIPTION OF PHASE VI EXPECTATIONS

- Increased collaboration among team members, decision makers, stakeholders, provider agencies and community partners.
- Increased collaboration among state and local partners that enables statewide expansion of the EBDM framework.
- Advancement in the ongoing ability to collect and analyze data in order to effectively implement and sustain evidence based decision making principles at multiple decision points within the county justice system.
- Implementation of a consistent method to determine release or detention based on risk level and needs as well as a data system to better understand the current population and their needs.
- Reduce pretrial violations and bail jumping charges by implementing an effective risk based pretrial assessment process, an evidence based differential supervision model and an evidence based violation matrix.
- At least 50% of all county law enforcement officers, dispatchers and corrections staff will be trained in CIT. Select officers will be trained in CIP and 4 will be instructed as trainers of CIP.
- A reduction in the number of interactions between officers and consumers that result in an arrest as a direct result of an underlying mental health issue.
- Implementation of a process in which low and medium risk individuals and individuals with mental health/AODA needs are identified at jail booking and/or prior to initial appearance so that diversion services can be made available more quickly and more uniformly allowing for referral to non-criminal agencies and services.
- Implementation of community based services/strategies that reduce the number of calls for crisis services that result in detention as well as decreasing the need to transport consumers to out of county facilities.
- Implementation of evidence based more timely, coordinated and targeted mental health and AODA services at multiple decision points within the system.
- The ability to reduce the number of low and medium risk individuals in jail as well as the amount of time individuals spend incarcerated on a pretrial status.
- Full implementation of court text reminders and pretrial services to improve court appearance rates and reduce bench warrants.
- With the backing of valid data be able to build support for implementation of a joint Law Enforcement Behavior Health Unit and a crisis CBRF.
- A safer and healthier community and a just and more efficient/effective system.