



STATE OF WISCONSIN CRIMINAL JUSTICE COORDINATING COUNCIL

SCOTT WALKER, GOVERNOR

ATTORNEY GENERAL J.B. VAN HOLLEN, CO-CHAIR
SECRETARY EDWARD F. WALL, CO-CHAIR

November 19, 2014

Jim Cosby, Chief
National Institute of Corrections, Community Services Division

Dear Mr. Cosby,

On behalf of the State Criminal Justice Coordinating Council (CJCC), we are writing to formally express our strong commitment to advancing Evidence-Based Decision Making (EBDM) in the State of Wisconsin by being considered as one of the two states selected for Phase V of the Evidence Based Decision Making Initiative. As Co-Chairs of the State CJCC, and on behalf of the Wisconsin Departments of Justice and Corrections, we are sponsoring the state's application for Phase V.

The State of Wisconsin is committed to move forward with this exciting initiative. At the state level, the State CJCC, established by Executive Order #65 in April, 2012, has brought together key state and local decision-makers as a collaborative body to assess the criminal justice system and improve system outcomes. To fulfill the role of the Phase V State Policy Team, we are dedicating the CJCC's existing Evidence-Based Practices Subcommittee, enhancing its membership, and renaming it the "Evidence-Based Decision Making Subcommittee." In this role, the subcommittee will work in partnership and in parallel with the identified local teams to complete the activities of the Phase V Roadmap, while providing a constant feedback loop to the State CJCC and its Executive Committee. The six selected local teams are Chippewa, La Crosse, Marathon, Outagamie, Rock, and Waukesha Counties. Milwaukee and Eau Claire Counties will also play key roles during Phase V as original EBDM local sites. The lead contact for the state's application is Mr. Tommy Gubbin, Special Projects Coordinator in the Director of State Courts' Office. Mr. Gubbin can be contacted at (608) 261-0684, or at tommy.gubbin@wicourts.gov.

The State of Wisconsin's commitment can further be demonstrated by the dedication of Mr. Gubbin's position in the Director of State Courts' Office to coordinate this initiative on a .5 FTE basis, as well as similar contributions of the coordinators for each of the six local jurisdictions. Additionally, as evidenced by our support for the successful EBDM Summit held in Wisconsin in January 2014, we are prepared to offer in-kind support for the Phase V In-State Kick-Off Meeting, as well as any additional in-state workshops that may be deemed necessary or beneficial.

Thank you for your consideration of the State of Wisconsin's interest in pursuing Phase V of the Evidence-Based Decision Making Initiative. For the reasons stated in this letter, and in our application, we feel that Wisconsin is exceptionally well-positioned to be successful in carrying out the goals of the Initiative, and we look forward to working with you further.

Sincerely,

Handwritten signature of J.B. Van Hollen in black ink.

J.B. Van Hollen
Attorney General

Handwritten signature of Edward F. Wall in black ink.

Edward F. Wall
Secretary, Department of Corrections



STATE OF WISCONSIN CRIMINAL JUSTICE COORDINATING COUNCIL

SCOTT WALKER, GOVERNOR

ATTORNEY GENERAL J.B. VAN HOLLEN, CO-CHAIR
SECRETARY EDWARD F. WALL, CO-CHAIR

November 18, 2014

Jim Cosby, Chief
Community Services Division, National Institute of Corrections

Dear Mr. Cosby,

On behalf of the State-Level Evidence-Based Decision Making Policy Team, I am writing you to express our strong commitment to advancing EBDM in the State of Wisconsin by being considered as one of the states selected for Phase V. The goal of Phase V is to build capacity to make evidence-based decisions at the individual, agency, and system levels, and to develop plans for implementing system-wide change strategies that will align state and local jurisdictions with one another and with the principles of EBDM. These echo what Wisconsin has been working towards, and seeks to achieve through participation in Phase V.

Short/Long Term Goals:

Short term goals include developing an understanding of the readiness and capacity for EBDM of our state and local jurisdictions. Activities toward these goals involve engaging staff, mapping systems, understanding current practices, initiating data analysis, building collaboration on the state and local EBDM Policy teams, and establishing a shared vision of desired outcomes. This then leads to building shared visions across teams and agencies, coordinating efforts across policy teams, developing scorecards and baseline data, employing a communications strategy for stakeholders and the public, and developing action plans for implementation. Long term goals are focused on preventing future victims by reducing recidivism, and ensuring that state and local jurisdictions are aligned in using EBDM at every decision point. This will reduce risk and harm, and redirect resources to those activities that have demonstrated a positive effect on justice system outcomes. Integral to this is expanding EBDM to every jurisdiction in Wisconsin, continuing our role as a national leader in employing effective justice strategies.

State-Level Policy Team members:

The Wisconsin Criminal Justice Coordinating Council (CJCC)'s Evidence-Based Decision Making Subcommittee is proposed as the Phase V State-Level EBDM Policy Team, with additions to the current membership to meet the decision points and stakeholder groups defined by NIC. In this role, the Evidence-Based Decision Making Subcommittee will work in parallel with the local teams in conducting Phase V Roadmap activities, while providing a constant feedback loop to the State CJCC and its Executive Committee. This structure ensures that our Phase V State-Level EBDM Policy Team is well positioned to engage in the activities outlined in the Phase V Roadmap. While not part of our State-Level EBDM Policy Team, the other CJCC subcommittees align with those activities and will provide us with resources, expertise and assistance in making this a successful state-wide initiative. Equally as important was our strategic decision to include members from Eau Claire, Milwaukee and our six Phase V jurisdictions on our State-Level EBDM Policy Team. This will allow us to benefit from the experiences, expertise and lessons learned from Phases II and III. It also enhances the State Team's connection to our Phase V local jurisdictions, so that work can be done collaboratively and barriers can be overcome.

On September 30, 2014, the State CJCC Executive Committee approved recommending the Phase V State-Level EBDM Policy Team as outlined below. The full State CJCC met subsequently, and unanimously passed a motion to approve and support the Phase V EBDM State-Level Policy Team:

Chair:

David O'Leary, Rock County District Attorney, in position since 1997

Members (by NIC-defined stakeholder group):**State Legislators**

Senate Majority Leader (or designee)
Senate Minority Leader (or designee)
Assembly Speaker (or designee)
Assembly Minority Leader (or designee)

State Supreme Court, Judicial Department, Court Rule Making Authority, Administrative Office of the Courts

Tommy Gubbin, Special Projects/EBDM Coordinator, Director of State Courts Office, in position since 2014 (after 14 years at DOC)
Holly Szablewski, District 1 Court Administrator, in position since 2014 (after 13 years as Judicial Review Coordinator)

State Prosecutors Association

David O'Leary, Rock County District Attorney/WDAA President (Chair)
Kelly McKnight, Ashland County District Attorney, in position since 2010

State Law Enforcement (sheriff, police, jail administrators) Association

Captain Dan Bresina, Eau Claire County Sheriff's Department, in position since 2002
Police Chief (Pending CJCC Appointment)

State Directors of Corrections; probation and parole/community corrections

Tony Streveler, Executive Policy Initiatives Advisor (since 2003)/Director, Research and Policy (since 2011)
Silvia Jackson, Reentry Director, in position since 2014 (22 years executive experience in DOC)

Office of the Attorney General

Ray Luick, Justice System Improvement Specialist, in position since 2007
Matt Raymer, Criminal Justice Program Analyst (Staff), in position since 2009

State Defense Bar/State Defense Counsel Association

Kelli Thompson, State Public Defender, in position since 2011 (Vice Chair)
Mike Tobin, Deputy State Public Defender, in position since 2011

State Pretrial Administrator

Nick Sayner, Executive Director, JusticePoint, in position since 2012

Representatives of State Criminal Justice Coordinating Groups, Advisory Boards, Sentencing Commissions, Criminal Justice Advocacy Groups, and Reform Coalitions (e.g., mental health alliances)

Marilyn Walczak, Project Coordinator, Justice Initiatives Institute, in position since 2012
Jane Klekamp, Manager, Justice Support Services, La Crosse County, in position since 1995
Tiana Glenna, CJCC Coordinator, Eau Claire County, in position since 2008
David Callender, Government Affairs Associate, Wisconsin Counties Association, in position since 2008
Rev. Mark Clements, Living Word Christian Church (La Crosse County), in position since 1984

State Judges' Association

Judge Carl Ashley, Milwaukee County, in position since 1999
Judge Elliott Levine, La Crosse County, in position since 2007

Victims' Advocacy

Geri Segal, Executive Director, Family Support Center (Chippewa County), in position since 1998

Directors of State Behavioral Health, Health, Employment, Family Services, Housing, Veterans Affairs, Financial Assistance, and other agencies serving justice-involved individuals

Glenn Larson, Behavioral Health Director, Department of Health Services, in position since 2009

Kit Kerschensteiner, Managing Attorney, Disability Rights of Wisconsin, in position since 1998

Families of Offenders Advocacy Groups

Patti Jo Severson, Health Educator, Gunderson Health System (La Crosse County), in position since 2008

Statement re: Framework and Application Kit:

All State-Level EBDM Phase V Policy Team members have read the EBDM Framework and Phase V Application Kit. The majority of the Team is either connected with one of the Phase II or proposed Phase V counties, or was a member of the Phase IV Statewide Project Planning Team. The Framework was discussed at length during their October and November meetings. Members were led through a detailed walkthrough of the Phase V Application Kit, Roadmap, and anticipated work products and outcomes. Our State-Level EBDM Policy Team is well informed, committed, and excited by the prospect of being a part of the expansion of EBDM to the state level.

Evidence of Commitment to meet regularly, host kick-off meeting, etc:

The State CJCC EBDM Subcommittee currently meets monthly, and has discussed the EBDM Initiative at all meetings since Phase IV began. If selected for this initiative, the State-Level EBDM Phase V Policy Team will continue to meet monthly to execute the goals of this initiative. The State-Level EBDM Phase V Policy Team has membership that currently serves, or has served, on a variety of state level criminal justice related workgroups and committees that meet regularly. Specific examples include the Wisconsin EBDM Summit Planning Team, the Treatment, Alternatives, and Diversion Advisory Committee, the Wisconsin State Court System Planning and Policy Advisory Committee and its Effective Justice Strategies Subcommittee, and the State Criminal Justice Coordinating Council and its subcommittees.

Identify Coordinator:

The Phase IV EBDM Statewide Project Planning Team has identified Mr. Tommy Gubbin as the State-Level EBDM Policy Team coordinator. Mr. Gubbin is the Special Projects Coordinator for the Office of Court Operations, which is part of the Director of State Courts Office, overseen by the Wisconsin Supreme Court. He started in his current position on June 2, 2014, in a policy analyst position focused on Evidence Based Practices and Criminal Justice Coordinating Councils. This position was refocused specifically to support Wisconsin's continued participation in the NIC EBDM Initiative. Job duties include overseeing project administration, providing technical assistance to project committees, and monitoring progress toward project goals. They are focused on providing technical assistance to those interested in implementing EBP and EBDM, and overseeing training programs for personnel. In this role, Mr. Gubbin is to engage and gain support from a diverse group of criminal justice agencies and stakeholders, and to serve on assigned committees and workgroups.

Prior to this, Mr. Gubbin worked for the Wisconsin Department of Corrections (DOC) since 2000. In 2005 he was promoted to supervisor in Rock County, where he helped implement EBP-related initiatives, was part of their CJCC since inception in 2006, and was CJCC chairperson since 2012. He holds a Bachelor's Degree in Behavioral Science and Law, and a certificate in Criminal Justice from UW-Madison. This charge is within the scope of Mr. Gubbin's position and will allow for one half of his time to be allocated to the Evidence-Based Decision Making Initiative.

Identify Lead Public Service Agency:

As Co-Chairs of the Wisconsin State Criminal Justice Coordinating Council, the Department of Justice and Department of Corrections will share the role as lead public service agency. The Council is charged with assisting the Governor in directing, collaborating, and coordinating the services of state and local governmental agencies and non-governmental entities in the criminal justice system to increase efficiencies, effectiveness, and public safety. In the performance of these duties, the Council conducts planning, research, and evaluation activities and makes recommendations to improve criminal justice

system policy, operation, and outcomes. Leading the EBDM Initiative in Wisconsin aligns with the State CJCC's Mission Statement, to "facilitate the implementation of effective, data driven criminal justice policies and practices that maximize justice and the safety of the public."

The Council consists of 18 members that include membership from the stakeholders and decision points identified by NIC. In addition, all Executive branch agencies are directed to aid the Council to the greatest extent possible and provide them with information and data needed to perform its duties. This ensures that the decision makers across multiple state agencies are aligned to fully support the EBDM Initiative in Wisconsin.

Thank you for considering the State of Wisconsin's interest in pursuing Phase V of the Evidence Based Decision Making Initiative. For the reasons outlined in this letter, I am sure that Wisconsin is well positioned to be successful in carrying out the goals of the next Phase of this exciting initiative, and we look forward to working with you.

Sincerely,



David O'Leary
Rock County District Attorney
Chair, CJCC Evidence-Based Decision-Making Subcommittee

Submission Requirement #3: Describe the Rationale for the Selection of the Identified Phase V Teams

Identify State and Local Teams

The Wisconsin Criminal Justice Coordinating Council (CJCC)'s Evidence-Based Decision Making (EBDM) Subcommittee is proposed as the Wisconsin Phase V State-Level EBDM Policy Team. In this role, the EBDM Subcommittee will work in parallel with the local teams in conducting Phase V Roadmap activities, while providing a constant feedback loop to the State CJCC, its' Executive Committee, and other subcommittees. The selected local teams are Chippewa, La Crosse, Marathon, Outagamie, Rock, and Waukesha Counties. Milwaukee and Eau Claire Counties will play key roles during Phase V.

Describe Selection Process and Rationale of State Team and Local Jurisdictions

The initial meeting of the Phase IV Project Planning Team was focused on developing a methodology for determining which local jurisdictions to include in our Phase V Application Kit. The decision was made to extend an invitation to participate in Phase V to all jurisdictions across the state. This would ensure broad inclusion, raise awareness of EBDM activities in Wisconsin, and allow the Phase IV Planning Team to have as much information as possible in making their selections. A workgroup was formed to develop a Phase IV Readiness Survey as a means of assessing the capacity and commitment of local jurisdictions to engage in Phase V. A high priority was placed on having a pool of jurisdictions that represent the diversity found in Wisconsin, so that those counties not selected would be assured of peer-level mentoring. Other criteria included information from the NIC Local Jurisdiction Analysis template and survey response; evidence of collaboration, engagement and commitment to EBDM including attendance at the Wisconsin EBDM Summit; participation in other Evidence-Based Practices (EBP) trainings and the existence of problem-solving courts or diversion programs; impact on prison admissions and releases; geographic location, local resource capacity, rural vs. urban considerations; having a full time qualified CJCC coordinator working for a well-rounded and functional CJCC; commitment to using risk and needs assessments; and a history of success and collaboration with grant funded projects and external partners.

Finally, we were informed by the activities engaged in during the Phase IV Roadmap steps. We favored jurisdictions that demonstrated an awareness and commitment to advancing EBDM. Wisconsin was fortunate in having two jurisdictions selected for Phase II and III, and for hosting the EBDM Summit, which generated significant interest and was attended by 22 local jurisdictions (and over 250 participants). Likewise, our stakeholder analysis allowed us to factor in the readiness of leaders in local jurisdictions to advance EBDM in a positive manner. Local jurisdictions that had good representation on past and current committees and groups related to the goals of the EBDM Initiative were favored. Most local jurisdictions struggle with data capacity, particularly the challenges in sharing information across agencies. Counties that demonstrated an understanding of these challenges while expressing a commitment to overcome these barriers were favored in our selection process.

Wisconsin has benefitted from over 10 years of varied EBP-related initiatives and changes in policy and practices, laying the groundwork for making the transition to the system-wide goals of EBDM. Examples include AIM (Assess, Inform, Measure - a tool for providing assessment information to sentencing judges), TAD (Treatment, Alternatives and Diversion - state level funding of local evidence-based programming and practices at various decision points), the court system Planning and Policy Advisory Committee (PPAC) and its Effective Justice Strategies (EJS) subcommittee, and Legislative Council Special Study Committees on criminal justice issues. Our selected jurisdictions and stakeholders have broad participation in these initiatives. Lastly we examined their capacity and positioning to employ a robust communication strategy, both in their jurisdiction and statewide. This included stakeholder engagement in current communication vehicles and local strategies such as websites, agenda and meeting minutes, and community outreach. Based on the criteria outlined above, the Team identified the six local jurisdictions included in this application from the pool of 21 surveys which were received.

Following selection of the six local jurisdictions, the Team spent a significant amount of time discussing the makeup of the Phase V State-Level EBDM Policy Team. A primary goal was to ensure that this State Policy Team would have direct access to key decision makers. A decision was made to expand the

existing CJCC Evidence Based Practices Subcommittee. Key stakeholders were identified for addition to the former EBP subcommittee, now the EBDM Subcommittee¹, to form the State-Level EBDM Policy Team. These included legislative leaders from both parties and houses of the legislature, the Department of Corrections Reentry Director, representation from Pre-Trial Services, Victim Advocacy, Behavioral Health, Advocacy Groups, additional judicial staff and CJCC Coordinators, and local law enforcement. To ensure genuine state and local collaboration, an effort was also made to include stakeholders from Eau Claire, Milwaukee and our six Phase V local jurisdictions. On September 30, 2014 the Wisconsin CJCC Executive Committee met and endorsed our Phase V State-Level EBDM Policy Team and our local jurisdiction selections to the full CJCC, which unanimously approved the motion as presented.

Brief Description of each Local Team and Highlighting Reasons They Were Selected

Our focus in selecting local jurisdictions was to ensure that Wisconsin would be successful in expanding EBDM across the state. This strategic decision to select counties that are distributed geographically across the state will have an exponential effect in advancing EBDM statewide. To that end, our goal was to include local teams in separate Judicial Districts and Department of Corrections' Regional areas, those that make significant contributions to the state prison population, are located in areas of the state that included varying stages of EBP implementation, and have sufficient infrastructure in place to contribute positively to this initiative.

Chippewa County is well positioned and has the capacity and commitment to take on the work of this initiative. It has a history of working with external partners to achieve EBDM goals and actively participates in related trainings and initiatives. They are making use of assessments at various decision points, and have tools in place including a website to communicate their goals and achievements to the community.

Chippewa is a TAD county and has a drug court. They have a full-time coordinator on a multidisciplinary local team. Of particular importance is their geographic location, being a mid-sized county in northwestern

¹ To better reflect its new comprehensive focus on the EBDM Initiative, the subcommittee approved a motion to change its name from the Evidence-Based Practices to the Evidence-Based Decision Making Subcommittee, and expanded its charge.

Wisconsin. Due to Eau Claire County's success and commitment to EBDM, this area of the state had the most jurisdictions express interest in participating in Phase V. Chippewa will play an important role as mentor for peer counties in this area of the state.

Marathon County created its formal CJCC in 1994, and their full time CJCC coordinator has been in the position since 1997. They have a strong local team, and an impressive track record of implementing EBP. They have an OWI court, make use of assessments, and have expanded their local data capacity. Marathon's location as a large sized county in north-central Wisconsin is important. Inclusion of Marathon will provide critical leverage to expand these practices into an entirely new region of Wisconsin. They have jail crowding issues and are the eighth largest contributor to the state's prison population.

Outagamie County is located in northeastern Wisconsin, and was selected in a strategic effort to advance EBDM across the northern tier of our state. They have a comprehensive local team and a full-time local coordinator. They are a TAD county with multiple problem-solving courts, have other EBP's in place focused on diverting low-risk offenders, and are implementing system-wide use of assessments. Outagamie's participation in Phase V enhances the statewide focus of this initiative due to its location in another area of the state that would benefit from having a mentor county in advancing EBDM. Outagamie County is also the ninth largest contributor to the prison population.

La Crosse County established its coordinating council in 1993 and has employed a coordinator since 1995. As an original Phase II applicant, the local team embraces the EBDM Framework and is eager to undertake the work involved. The CJCC is well positioned to take on the required tasks as they have worked together on a number of EBP-related programs and system-wide change processes. The local CJCC coordinator has been in the position since 1995. La Crosse County has a long history of sharing its experiences with other counties, the state, and nationally, and is committed to continuing that practice.

Rock County's CJCC was created in 2006. Their proposed local team covers the range of needed stakeholders and decision points, and includes a full-time local coordinator. Rock County's local team also includes District Attorney David O'Leary, the Chair of the EBDM State Policy Team. Their CJCC has

engaged in many EBDM Framework activities over the last several years. Rock County has multiple problem-solving courts and is a TAD site. They have begun to engage the community about their activities and accomplishments, including the use of a website and newsletters. They are the seventh largest contributor to the prison population. Their location as a large-sized county in south central Wisconsin is critical, as they are positioned to provide guidance to several large counties in the area.

Waukesha County is the largest jurisdiction included in our Phase V application, as Wisconsin's third largest county. They have an experienced local team in place and a full-time local coordinator. Waukesha has an experienced CJCC embedded in its county government, which provides oversight of eleven pre-trial and post-conviction programs. They have support from key stakeholders and use assessment tools system-wide. Their CJCC has actively begun engagement with the community, including a website, newsletters and an informational brochure. Waukesha has multiple problem-solving courts and is a TAD county. Waukesha is also the third largest contributor to the prison population.

Describe the Role Our Phase II/III Sites Will Play in Phase V

Wisconsin is unique among the EBDM states, having two local sites participating in the Initiative since Phase II— Eau Claire and Milwaukee Counties. Their role in Phase V will be an extension of the assistance they have already been providing to counties in Wisconsin, and will help demonstrate to stakeholders the benefits of investing in specific Roadmap activities. Our Phase IV State EBDM Project Planning Team has identified these Phase V Roadmap activities that would benefit the most from their involvement:

- Understand current practices within each agency and across the local and state criminal justice systems:
This Roadmap activity includes some of the most difficult work to be accomplished in Phase V. Systems mapping will be a key component of this effort. Eau Claire and Milwaukee can provide guidance on how to organize and undertake system mapping, what data to collect, and how to assess its value.
- Understand and have the capacity to implement EBDM: These activities include the challenging task of moving from theory to practice in implementing EBDM. Specific strategies that Eau Claire and

Milwaukee used successfully include developing a resource guide for staff, ensuring EBDM is an agenda item for all stakeholder agencies, and providing the research and foundational materials needed to make lasting change. Yearly updates and staff training are critical, as is planning for sustainability due to staff turnover. Together the two counties bring credibility and expertise in developing EBDM capacity in specific agencies and disciplines.

- Establish methods to collect analyze and utilize data to inform decision making: This is a critical element of the Phase V Roadmap, and will likely be one of the most challenging. Eau Claire and Milwaukee will assist in identifying common terminology and help to develop protocol on how and when data is collected. They will be critical in working to develop ways to share data across agencies and creating unique identifiers to track individuals across the system.

In a method deemed most illustrative and persuasive, demonstrate the understanding and commitment of the state policy team to undertake the work of Phase V

Our Phase V State-Level EBDM Policy Team is a subcommittee imbedded in our State CJCC. Membership strategically addressed NIC’s key stakeholder and decision points, and a majority of members have already been involved in the EBDM Initiative at both the state and local level. The charge of the EBDM Subcommittee is *“to build capacity to make evidence-based decisions at the individual, agency, and system levels, and to develop plans for implementing system-wide change strategies that will align state and local jurisdictions with one another and with the principles of EBDM, with an overall goal of risk and harm reduction.”* The Phase V Roadmap has been carefully reviewed by this Phase V State-Level EBDM Policy Team and there is unanimous commitment to undertake this initiative. We are extremely confident that this team is positioned to successfully engage in the activities outlined in the Phase V Roadmap, and has the full support of state and local decision-makers in the criminal justice system.

While not part of our State-Level EBDM Policy Team, the other state CJCC subcommittees (Outreach/Communication, Problem-Solving Courts, and Data Sharing/Outcomes, Trends, and Indicators) will provide resources, expertise and assistance in making this a successful statewide initiative. They were

all actively involved in our work in Phase IV. They will assist in undertaking the Roadmap activities, partnering with local jurisdictions to align state and local practice with EBDM principles and overcome barriers that are identified. Likewise, Wisconsin's Local CJCC Coordinator network will enhance our ability to resolve issues and connect state and local efforts. While initially developed as an informal way to exchange information and ideas, this network is being formalized in anticipation of the important role they will play in raising awareness statewide of the EBDM Initiative. As an initial step, the State Level EBDM Coordinator has organized a meeting in December that will include all of Wisconsin's local CJCC coordinators, the NIC EBDM Capacity Building Team, and all Phase V local team coordinators.

Equally important was the decision to include members from Eau Claire, Milwaukee and our six Phase V jurisdictions on our State-Level EBDM Policy Team. This will allow us to benefit from the expertise and lessons learned from Phases II and III, and will enhance the State Team's connection to local jurisdictions. It will be critical to draw upon the experiences of Milwaukee and Eau Claire Counties in coordinating state and local teams as we work through the Phase V Roadmap activities. Having representation from eight local EBDM teams will also ensure that there is a constant feedback loop between the State and Local EBDM Policy Teams, and provide additional forums for collaboration, alignment and problem-solving as Wisconsin advances through Phase V. They have been involved in working collaboratively with local jurisdictions in other initiatives to align state and local policy and practice while removing barriers to implementation at the local level. Examples include the AIM project which included Eau Claire, La Crosse, Marathon and Milwaukee among others. The Wisconsin TAD program is another partnership between state-level agencies and counties to fund pre-trial diversion, alternatives to incarceration, and problem-solving courts. Expansion to 35 jurisdictions includes all Phase V counties except Marathon.

Another area of strength is the way in which local jurisdictions have advanced and implemented EBP-related practices and policies, leading to the formation of state-level groups to support their efforts and resolve challenges. Specific examples include the TAD Advisory Committee, the Wisconsin State Court System's PPAC and EJS Committees, Legislative Council Special Study Committees on the criminal justice

system, and the State CJCC. Each of these was created to enhance local innovation and the need for state assistance to address challenges and barriers. Members of our Phase V State Policy Team are well represented on these committees, and will build on these experiences to successfully advance EBDM.

As one of our lead public sector agencies, the Wisconsin Department of Justice (DOJ) provides leadership to the states' law enforcement officers and prosecutors to ensure commitment of these key stakeholder groups to advancing the principles of the EBDM Framework. The DOJ also provides staff support for the State CJCC and its subcommittees. In addition, DOJ provides support in its role as state administering agency for the state-funded TAD grant program, the federal Byrne Memorial Justice Assistance Grant (JAG) program, and additional federal discretionary grant programs. Through these programs, DOJ has developed a track record of successfully engaging local jurisdictions in statewide initiatives. Additionally, DOJ is leveraging both formula and discretionary grant opportunities based on the priorities of the State CJCC and its subcommittees. Examples of this include two discretionary grants received to address gaps identified by the Data Sharing Subcommittee (including addressing the lack of a common identifier across the criminal justice system and improving the electronic flow of data from law enforcement to the prosecutor's office), as well as a discretionary grant endorsed by the Problem-Solving Courts Subcommittee to develop and provide multiple rounds of statewide training based on the newly adopted Wisconsin Treatment Court Standards and performance measures.

The Department of Corrections (DOC), as the other lead public agency for this initiative, has many accomplishments in the areas of EBP. DOC has implemented the use of a fourth generation Risk/Needs/Responsivity assessment, the COMPAS, at the state level, and is collaborating with local jurisdictions to use it in both their adult and juvenile justice systems. The COMPAS tool allows DOC to use one instrument for its community supervision activities, from intake through discharge. DOC has been transparent in its transformation of hiring practices, training, programming, release and case planning, supervision practices and violation responses to align with EBP. They provide evidence that system-wide change and improved outcomes are possible in a large public agency that touches on many elements of the

criminal justice system. DOC provides leadership in the areas of staff training and competency, collaboration with local jurisdictions, reforming policy and practice to align with EBP, and data collection and analysis. DOC has been involved in all of the justice system reform efforts outlined in this application. Considering the impact that EBDM will have on their populations, DOC's high level involvement in this initiative is critical.

Finally, Wisconsin will benefit from the support of the Director of State Courts' Office. They provide direct services to circuit court judges, clerks of court and their staff, the committee of chief judges, and the Consolidated Court Automation Programs (CCAP) which is nationally recognized as a leader in supporting the IT and data needs of the Wisconsin Court System. Its staff includes Mr. Gubbin, our Phase V state team coordinator. It also includes a Statewide Problem-Solving Court Coordinator and an array of policy analyst positions. The Office has a proven track record of advancing the many justice system initiatives listed throughout this application.

Describe how we will utilize the NIC trained EBDM Capacity Building Team

Wisconsin's EBDM Capacity Building Team will have three specific roles in supporting the advancement of EBDM statewide. First, the team will work closely with our six local EBDM teams as each advances along the Phase V Roadmap. This will help the Capacity Team further refine their knowledge and facilitation of those activities. Second, the team will provide support to the 15 counties that applied to be included in our Phase V application but were not chosen, building on the interest they have in implementing the Framework. Finally, they will engage stakeholders and the public in statewide education about the EBDM Initiative, and seek to advance EBDM beyond the identified 21 counties. The Capacity Team's overarching goal is to assist any interested jurisdiction in the application of the EBDM Framework.

The Capacity Building Team was strategically selected to represent the range of stakeholders and decision points identified as critical by NIC in building EBDM capacity. They include staff from the Director of State Courts Office, the Department of Justice, the Department of Corrections, the State Public Defenders' Office in Milwaukee County, the Eau Claire County CJCC Coordinator, the Rock County

District Attorney, the Judiciary, and an Eau Claire Sheriff's Department Captain. All of them are on the State-Level EBDM Policy Team, and on the State CJCC or one of its subcommittees. In 2013, funded by a grant from DOJ, the Director of State Courts' Office developed and held "Effective Sentencing Practices" training in each of Wisconsin's 10 Judicial Districts. This training was designed to educate criminal justice system stakeholders on EBP, and what local EBP resources were available in their District. Jurisdictions met separately to outline a working plan for expanding EBP in their county. Follow-up in 2014 has provided a clear understanding of where each county stands in regards to EBP implementation, and will provide the Capacity Building Team with a detailed "to do list" that includes local goals such as systems mapping, developing pre-trial and diversion services, establishing problem-solving courts, creating local CJCC's, expanding the use of assessments and improving data capacity. Likewise, the 15 jurisdictions not selected for inclusion in our Phase V application provided additional information on their readiness for EBDM in our Local Jurisdiction Surveys, which will guide the Capacity Building Team in providing locally identified assistance in the areas outlined above. Their expertise in implementing the EBDM Framework will be invaluable and ensure that this initiative takes root in every part of the state.

The Capacity Building Team also aligns with the CJCC Outreach and Communication Subcommittee mentoring program work, and would be tied to the enhanced State CJCC website. The Capacity Building Team will interact with and educate stakeholders, local jurisdictions and the public in a variety of other ways. These include Judicial District trainings, The Third Branch Court System Newsletter, Judicial Education, the Wisconsin Counties Association, prosecutor and public defender conferences, the Department of Corrections' education and training network, public forums, attending State CJCC and subcommittee meetings, and contacts with legislators. They will be the drivers in securing statewide support and engagement in moving Wisconsin forward with EBDM.

Submission Requirement #4: Describe the Proposed Strategy to Support Genuine Communication and Collaboration between the State and Local Partnership Teams

Wisconsin is well positioned to have our state and local EBDM Phase V teams engage in genuine and meaningful collaboration and communication across teams and, in fact, to all counties in Wisconsin. The foundation has been laid by the involvement of these same stakeholders in prior local and statewide initiatives aimed at making positive changes in the criminal justice system, which demonstrates the desire and commitment to work together to achieve common goals and overcome challenges. Examples of these state and multi-county partnerships include AIM and TAD. These experiences of state and local partnerships will be invaluable to aligning our work in Phase V.

In anticipation of the importance of this topic to the EBDM Initiative, we made the decision to include 10 members from EBDM local jurisdictions on our Phase V State-Level EBDM Policy Team. This includes membership from Milwaukee and Eau Claire, who will provide valuable insight to help facilitate this process. The State Policy Team also includes all members of the NIC EBDM Capacity Building Team. Taken together, these key selections will be utilized to ensure meaningful communication, collaboration and alignment across state and local teams.

The Phase V local and state EBDM team members are represented on the State CJCC and its subcommittees. The lead state public agencies are the Department of Justice and Department of Corrections, as Co-Chairs of our State CJCC, which bring a wealth of experience in leading state and local partnerships. An important element is that the Executive Order creating the state CJCC includes language that all Executive Branch agencies are directed to aid the Council to the greatest extent possible and shall provide the Council with information and data needed by the Council to perform its duties. Direct access to these key state-level decision makers will be essential as we work to align state and local policies towards common goals.

Of particular significance for Phase V work is the CJCC Outreach and Communication Subcommittee, whose membership has been expanded to include all six EBDM Phase V local team

coordinators. Its charge is “to effectively communicate the work of the Council to and regularly obtain input from members of the public and criminal justice stakeholders across the state and implements strategies to ensure open communication between county CJCCs and the State CJCC.” Their work includes monthly face to face meetings, and input on an enhanced state CJCC website and a local CJCC mentoring program, both of which can be utilized to share information about work being done, collective goals, identified challenges and methods to overcome them.

Wisconsin has an active Local CJCC Coordinator network that will facilitate communication and collaboration between state and local teams, and is led by our State-Level EBDM Policy Team Coordinator. This position was created specifically to support Wisconsin’s continued participation in the EBDM Initiative, and its job duties center on EBPs and local CJCCs. It is also involved in organizing regular face to face meetings of local coordinators and disseminating information. The new focus of this position is another clear demonstration of the commitment that Wisconsin has made to advancing the use of EBP and making the transition to statewide EBDM.

We will employ specific processes and methods to ensure meaningful exchange across teams. These include monthly meetings and site visits between state and local coordinators. Meeting agendas and minutes will be shared across teams. Local team members will attend state CJCC and subcommittee meetings. EBDM will be an agenda item for every State CJCC and subcommittee meeting. The work in Step 1 of the Phase IV Roadmap (Conduct Awareness Building Activities within the State) provided information about past communication efforts between state and local jurisdictions, and will be used during Phase V. Examples include website postings, educational videos, PowerPoint presentations, informational brochures, multidisciplinary trainings, and presentations at professional conferences. Our work in Step 2 (Conduct a Stakeholder Analysis) has provided a listing of state and local stakeholders that can be utilized to communicate through, and help resolve barriers specific to jurisdictions or disciplines. Our work in Step 6 (Conduct a Communication Strategy Analysis) has provided communication vehicles for every stakeholder and decision point.

Submission Requirement #5: Identify a State Team Coordinator and Local Team Coordinators

Tommy Gubbin is the State-Level EBDM Policy Team coordinator. Mr. Gubbin is the Special Projects Coordinator for the Office of Court Operations, which is part of the Director of State Courts Office, overseen by the Wisconsin Supreme Court. He started in his current position on June 2, 2014, as a policy analyst focused on Evidence Based Practices and Criminal Justice Coordinating Councils. This position was reorganized specifically to support Wisconsin's participation in the NIC EBDM Initiative. Job duties include overseeing project administration, providing technical assistance to committees, and monitoring progress toward project goals. Prior to this, Mr. Gubbin worked for the Wisconsin DOC since 2000. In 2005 he was promoted to supervisor in Rock County where he helped to implement EBP-related initiatives, was part of its CJCC since inception in 2006, and chairperson since 2012. He holds a Bachelor's Degree in Behavioral Science and Law, and a certificate in Criminal Justice from University Wisconsin-Madison. Fifty percent of Mr. Gubbin's position will be specifically allocated to the Evidence-Based Decision Making Initiative. Mr. Gubbin can be contacted at tommy.gubbin@wicourts.gov or at (608) 261-0684.

Chippewa County: Rose Baier will be the Local Coordinator. She is the full-time CJCC Coordinator and has been employed with Chippewa County for over 16 years. Ms. Baier has a Bachelor of Social Work Degree from the University of Wisconsin-Eau Claire and has advanced training in actuarial tool assessments and evidence based practices. Primary responsibilities include analyzing data from criminal justice agencies to identify and research policy and program changes to enhance the efficiency and effectiveness of the criminal justice system. Ms. Baier provides logistical and staff support to the CJCC and maintains communication and proactive working relationships with stakeholders in the community and CJCC partners. Chippewa County will commit fifty percent of the Coordinator's time to supporting the EBDM initiative. Her contact information is: rbaier@co.chippewa.wi.us, (715) 726-7798.

Marathon County: Laura Yarie, the full-time Justice System Coordinator will be the Local Coordinator. She has been involved with the local alternatives programs and the Marathon County CJCC since 1997. Ms. Yarie has a degree in Psychology/Criminology and Deviance from the University of

Minnesota – Twin Cities, and is a Certified Social Worker in Wisconsin. She coordinates projects, identifies and analyzes system problems, monitors vendor performance and develops, implements, and evaluates policies, procedures, programs, goals and objectives of the Division of Justice Programs. The nature of the Justice System Coordinator position relates directly to EBDM work. Ms. Yarie will be able to devote fifty percent of her time to support this project. Her contact information is: laura.yarie@mail.co.marathon.wi.us, (715) 261-1191.

Outagamie County: Bernie Vetrone, the Offender Services Director, will be the Local Coordinator. Mr. Vetrone has been in his current position since June 2, 2014 and has a B.A. in Criminal Justice and Business Administration from Marian University. He was previously employed by the Wisconsin DOC for 21 years. Mr. Vetrone was a member of the DOC's Evidence Based Practices Ambassadors Group where he assisted at the state level in developing and implementing evidence based practices, correctional core competencies and developing and implementing the use of the COMPAS assessment tool. Mr. Vetrone will commit 50% of his time to support the EBDM work. Additionally, an alternative treatment coordinator is located within his department and will be able to dedicate 40% of her time to supporting EBDM activities. Mr. Vetrone's contact information is: Bernie.Vetrone@outagamie.org, (920) 832-5248.

La Crosse County: Jane Klekamp, MSSW (University of Wisconsin-Madison), will be the local coordinator. She has been the staff person to their CJCC since 1995. She has been involved in every initiative promoted by the CJCC and has an understanding of the system and the time it takes to lead a process such as the EBDM project. Ms. Klekamp was involved in the development of area Drug and OWI Courts, has trained criminal justice practitioners statewide, and presented in Wisconsin and nationwide on criminal justice issues. Fifty percent of her time will be dedicated to the EBDM project. Her contact information is: klekamp.jane@co.la-crosse.wi.us, (608) 785-5547.

Rock County: Elizabeth Pohlman McQuillen will be the local coordinator for Rock County. She began her full-time position as CJCC Coordinator in February 2008. Elizabeth has a Bachelor of Arts from University of Wisconsin-Madison in Behavioral Science & Law and Political Science, a Certificate in

Criminal Justice, and a Juris Doctor from University of Wisconsin Law School. Her work as Planner/Analyst involves analyzing data and agency policies; planning for system-wide improvements; facilitating meetings, communication, and contacts among stakeholders in the criminal justice system; giving oral and written presentations; and managing complex projects. Ms. Pohlman McQuillen will devote fifty percent of her time to facilitate EBDM in Rock County. Her contact information is: pohlman@co.rock.wi.us, (608) 757-5519.

Waukesha County: Rebecca Luczaj will be the Local Initiative Coordinator for Waukesha. She is the Coordinator of their CJCC and will commit fifty percent of her time to support the EBDM initiative. Ms. Luczaj has been the CJCC Coordinator since September 2008. She has a Master's degree in Criminal Justice from the University of Wisconsin-Milwaukee and has been working in the criminal justice field for over 15 years. Her current responsibilities include staffing the CJCC, researching programming opportunities, managing service contracts, evaluating program outcomes, and working with stakeholders to gather data and identify trends. Her contact information is: RLuczaj@waukeshacounty.gov, (262) 548-7925.

Submission Requirement #6: Describe the Preparation Work the Planning Team Engaged in during Phase IV and Lessons Learned as a Result

During Phase IV, Wisconsin’s State Project Planning Team conducted the various analyses detailed in the Roadmap. However, much of this work benefitted from partnerships and efforts that had already been started much earlier, particularly since the creation of the State CJCC in April 2012. In fact, in many respects, the State CJCC has been working towards the statewide expansion of the Evidence-Based Decision Making Initiative since its creation. This is evidenced by the fact that two of the initial meetings of the State CJCC in early 2012 were held on-site in Eau Claire and Milwaukee Counties, and featured presentations from each jurisdiction on their CJCCs and their involvement with the EBDM Initiative. In addition, at its initial meeting in 2012, the State CJCC approved the creation of four subcommittees – Evidence-Based Practices, Problem-Solving Courts, Data Sharing/Outcomes, Trends and Indicators, and Outreach and Communication. These subcommittees align with both the State CJCC’s mission statement to “promote and facilitate the implementation of effective criminal justice policies and practices that maximize justice and the safety of the public,” as well as the principles found within the EBDM Framework.

Based on this existing infrastructure through the State CJCC, its subcommittees, and other established partnerships, Wisconsin was well-positioned to begin work in Phase IV, through the State CJCC’s approval of the EBDM State Project Planning Team. Under the oversight of the State CJCC, this twelve-member team included five members of the State CJCC, and included three of its four subcommittee chairs. At its initial meeting, the Planning Team reviewed the steps of the Phase IV Roadmap, and noted the close alignment of these activities to the missions of the existing subcommittees of the State CJCC. Based on this alignment, rather than create new committees, the activities of the Phase IV Roadmap were largely taken to the appropriate CJCC subcommittee for initial discussion, and led either by the appropriate subcommittee chair, Planning Team members who participated in the appropriate subcommittees, or a small workgroup of Planning Team members.

An overarching lesson learned during Phase IV was the effectiveness of this model of distributing specific tasks to the appropriate CJCC subcommittee, in order to maximize the effectiveness of the State CJCC as a whole, and best utilize the expertise of its membership. The success of this model has informed the planning for Phase V, and has led to the decision to use the former Evidence-Based Practices Subcommittee as the Phase V State Policy Team, in coordination with the other subcommittees as needed for specific activities. A summary of specific Phase IV activities and lessons learned is detailed below.

Conduct Awareness Building Activities within the State

Led by Planning Team member Jane Graham Jennings, Executive Director of The Women's Community (a victim's services agency) this activity was coordinated through the CJCC Outreach and Communication Subcommittee. A list of awareness building activities was generated by the subcommittee. A key component to building awareness is an understanding that we have to not only reach out to other system stakeholders but that we also have to inform and generate support from the public.

In Wisconsin, EBDM awareness building has been ongoing and gaining momentum since Eau Claire and Milwaukee Counties began Phase II of the Initiative in 2010. Efforts to educate and include the general public have been ongoing in Milwaukee and Eau Claire through open meetings of their local CJCCs designed to showcase EBDM changes in their systems. Representatives from Eau Claire and Milwaukee have also presented to numerous counties since beginning Phase II, as well as to stakeholder groups throughout Wisconsin, including the Badger Sheriffs' Association, Wisconsin District Attorney's Association, the Judicial Conference, Court Commissioners' Conference, and Wisconsin Counties' Association. In addition there have been a number of presentations to local groups such as Rotary and Kiwanis to help generate support for these efforts.

Awareness building has occurred in various forms recently, mostly since the creation of the State CJCC and Outreach and Communication Subcommittee. For example, through the subcommittee, an introductory letter was sent from the State CJCC Co-Chairs to local stakeholders, county boards, and

legislators. Additionally, the subcommittee created a newsletter related to local CJCCs, a PowerPoint presentation on the State CJCC and its mission/vision, and a video detailing the benefits of local CJCCs.

Perhaps the most significant awareness building activities, however, was the TAD Symposium held in August 2013, followed by the EBDM Summit in January 2014. Held in advance of program expansion, the TAD Symposium featured an EBDM presentation by NIC, and the EBDM Summit featured two days of presentations and activities specific to the Initiative. Both events featured national speakers, including representatives from the National Institute of Corrections, and engaged state and local criminal justice leaders. Each of these events generated interest and consensus-building in advance of the expansion of major initiatives towards a statewide impact. These events both illustrated the capacity and commitment within the state of Wisconsin at the local level for these evidence-based initiatives, as well as the value in providing this type of forum for state and local criminal justice leaders to connect and align around a shared vision.

An overall lesson learned through TAD expansion, the evolution of the State CJCC, and the timelines of Phase IV of the EBDM Initiative is the need for a mechanism to provide continual and consistent updates to stakeholders at the state and local level. One way to address this need is through the creation of a dedicated public State CJCC webpage that will be updated continually. Having a central location for updates on EBDM and other initiatives will be key in keeping our state and local partners informed and engaged. The Council has approved the creation of this CJCC website.

Conduct a Stakeholder Analysis

This activity was also led by Jane Graham Jennings, and coordinated through the Outreach and Communication Subcommittee. This discussion began with a preliminary list of policy/thought leaders compiled for Subcommittee review. A follow-up discussion at the State Planning Team meeting further refined this list, with the strategic decision made to populate the list of state and local level criminal justice decision-makers with membership of existing influential groups and committees, such as the State CJCC and its subcommittees, the Effective Justice Strategies Subcommittee, and the Legislative Council Study

Committee on Problem-Solving Courts, Alternatives, and Diversions. This list has already been used effectively to assist in informing our local jurisdiction selection process, as well as in expansion of the membership of the CJCC's Evidence-Based Decision Making Subcommittee for Phase V. This decision to connect to existing influential groups and committees will allow the Phase V team to capitalize on a wealth of experience in implementing similar statewide initiatives such as TAD or AIM, and to build on the many robust partnerships that have been established throughout Wisconsin's criminal justice system.

The list generated through this process informed us of the current state and local policy/thought leaders related to the criminal justice system, and provided us a new way of looking at these contacts, by grouping them by discipline/interest group. This process also aligned with a project the Outreach and Communication Subcommittee had begun working on, to develop a mentoring program for local CJCCs and provide a network of assistance based on specific topic areas/areas of expertise. The completed stakeholder analysis will serve as the starting point for this mentoring network, and can be used as a resource in a number of ways and at different points – as local jurisdictions begin to implement EBDM, as agencies begin TAD or other programming, or as local jurisdictions begin to formalize their CJCC. This network will be a valuable tool as we move forward with this initiative.

Conduct and Prepare a Data Capacity Analysis

This step was led by A. John Voelker, Director of State Courts, and Chair of the CJCC's Data Sharing Subcommittee. Much of the background for this step had already been done through the Data Sharing Subcommittee, through the completion of both a Criminal Justice System Data Mapping and Data Gaps Analysis project. The Data Mapping project tracked the electronic flow of data through the criminal justice system, from entry into the system at arrest, through case disposition and ultimately to the Department of Corrections, and detailed the existing interfaces between systems. This map was also the starting point for discussion of the data gaps present in Wisconsin's criminal justice system.

The Subcommittee used this background to discuss the Data Capacity Analysis specific to the EBDM Initiative, and the results were then taken to the Phase IV planning team for discussion. The State of

Wisconsin benefits from having both a statewide prosecutor case management system, PROsecutor TEchnology for Case Tracking (PROTECT), and the statewide Circuit Court Automation Program (CCAP), which provides automation and case management in county trial courts.

However, at the arrest decision point, law enforcement data has been identified as a significant gap in the state's data capacity. Unlike in other areas of the system, there is no statewide data system for law enforcement, and much of the data is not comprehensive and still submitted via paper formats.

Additionally, there is currently not a unique primary identifier that is used consistently throughout all criminal justice data systems. Currently, as an individual moves through the criminal justice system in Wisconsin, they are identified differently by law enforcement, prosecution, the courts, jails, and the Department of Corrections, making tracking difficult.

Another gap is local data capacity as a whole, as identified in our local jurisdiction survey responses. Survey responses indicate a wide variance of data capacity by jurisdiction, with some using homegrown data systems or some still needing to develop a system for data collection and analysis. As part of our review of these local responses, we prioritized agencies that acknowledged an understanding of the importance of data for measuring programs and that were making attempts to gather data locally.

It should be noted that steps are currently underway to address each of these identified major gaps. Enhanced law enforcement data is a priority for the state's Byrne JAG funds, and funds will be awarded in late 2014 for local law enforcement to implement Incident-Based Reporting. Additionally, through the Data Sharing Subcommittee, the Department of Justice received a discretionary federal grant in FY14 to improve the electronic flow of data from law enforcement to the district attorney's PROTECT system. These grants to local law enforcement will be awarded in early 2015. Finally, again through the Data Sharing Subcommittee, the Department of Justice received a discretionary federal grant to address the lack of a unique primary identifier that aligns throughout all criminal justice data systems. This project will share the State Identification Number (SID) between DOJ, District Attorney IT Program, and Director of State Courts' Office statewide circuit court case management system (CCAP). This project will build on an existing

interface between DOJ and Department of Corrections related to the sharing of the SID, and is scheduled to begin in late 2014.

Moving forward, Evidence-Based Decision Making is already influencing how data capacity is being looked at and addressed. For example, the Wisconsin Department of Justice, in collaboration with the Director of State Courts Office and other TAD program partners, is developing an integrated, web-based reporting system for participant-level data for diversion and problem-solving court programs in Wisconsin. The system will integrate the databases for TAD, the Director of State Courts' Drug/Hybrid Court performance measures, and certain federally funded programs, and will be completed in early 2015. Given that the majority of our local jurisdictions for Phase V will be using this new system, it will be crucial to integrate the data capacity needs of EBDM into its further development. This system will also be a key element in overcoming the disparity in data capacity of different jurisdictions. To help facilitate this, a workgroup focusing on its development includes representatives from Eau Claire and Milwaukee Counties, the State EBDM Coordinator, and representatives from the Departments of Justice and Corrections. To further enhance this integration, our eight local EBDM sites will also be used as pilot sites for implementation of this new data system.

Conduct and Prepare a State-Level Criminal Policy and Practice Analysis

As chairs of the CJCC's Problem-Solving Courts and Evidence-Based Practices Subcommittees, respectively, State Public Defender Kelli Thompson and Rock County District Attorney David O'Leary provided leadership in completing this step. A joint CJCC Problem-Solving Courts and Evidence-Based Practices Subcommittee meeting was held to begin this analysis. At this meeting, members created a list of all criminal justice policies/practices that could impact the EBDM Initiative. A follow-up joint subcommittee meeting was held to further develop and finalize this analysis, by reviewing the summary document and discussing both the positive and negative aspects the identified state-level policies, practices, and initiatives could have on further expansion of EBDM in Wisconsin.

As major policies, practices, and initiatives were discussed, a number of themes became clear. One was that many initiatives have created the critical infrastructure that has led the State of Wisconsin to this point of readiness for Evidence-Based Decision Making. Successful initiatives such as the AIM and TAD, as well as the work of the EJS Subcommittee have helped to develop the partnerships and stakeholder buy-in at both the state and local level that will be necessary to coordinate our state and local systems towards the shared goals of EBDM.

A specific state and local partnership crucial to the success of EBDM in Wisconsin is the expansion of the TAD program to approximately half the jurisdictions in the state. TAD projects include a broad spectrum of activities ranging from arrest decisions, pre-trial diversion at the initial prosecutorial decision making stage, drug courts, alternatives to revocation; all based on local needs and project design requirements. The application and integration of EBDM principles and practices will be key to this program expansion, particularly in light of the fact that five of our six local jurisdictions are now TAD sites. Finally, with TAD expansion, the opportunity exists to coordinate EBDM and TAD in a number of useful ways, including local site technical assistance, data collection/research, and leveraging of existing and future resources.

Develop a Local Jurisdiction Matrix

Developing a local jurisdiction matrix was a focal point of Wisconsin's Phase IV efforts. As a result of the EBDM Summit in January 2014, we learned that 22 of Wisconsin's 72 counties already had some interest in the Initiative. At the initial Planning Team meeting in May, however, the decision was made to extend an invitation to participate in Phase V to all parties across the state, and not just those that attended the Summit. This would ensure broad inclusion, raise awareness of EBDM activities in Wisconsin, and allow the Phase IV Planning Team to have as much information as possible in making their selections. Based on this decision, development of the local jurisdiction matrix took on increased importance as we sought a mechanism to allow for broad inclusion, while also enabling us to make the most informed decision in a highly competitive process.

Led by Milwaukee County Chief Judge Jeffrey Kremers, a workgroup was formed to develop a survey as a means of assessing the readiness and commitment of local jurisdictions, based on the EBDM Framework 1A “Conducting an EBDM Readiness Checklist,” and modified to incorporate elements from the NIC Local Jurisdiction Analysis Template as well as additional criteria from the Planning Team. Based on the experiences of Eau Claire and Milwaukee Counties, our Planning Team placed priority on local jurisdictions’ data capacity and understanding. Each local jurisdiction was encouraged to complete the survey as a team, in order to best reflect the readiness/commitment of all stakeholders in the local system.

After providing advance notice of the upcoming survey and a summary of Phase IV and V of the EBDM Initiative in early June, the survey was issued via email on June 23, 2014 to multiple stakeholders in every jurisdiction and to every CJCC coordinator, with additional follow-up communications prior to the requested due date of August 1, 2014.

As noted in Section 3, a small work group was formed to make a recommendation on which jurisdictions to include in our Phase V application. That group met, and based on the criteria outlined in Section 3, identified the six local jurisdictions included in this application from the pool of 21 surveys that were received. The full Phase IV Planning team then formally endorsed those selections. Of importance for the Planning Team, the process of developing the matrix and subsequent review of submitted surveys both worked to inform the Team about what characteristics were desired on the front end for the six sites to be selected, as well as informing us of the readiness of Wisconsin’s local jurisdictions for Phase V during the review. This information will assist us in working with the selected six local jurisdictions in Phase V, as well as help us to further prepare those interested jurisdictions that were not selected.

Conduct a Communications Strategy Analysis

District 3 Appellate Court Judge (and former Eau Claire County Circuit Court Judge) Lisa Stark and David Callender from the Wisconsin Counties Association provided leadership for this step and presented a draft spreadsheet of their initial analysis to the State Team. The spreadsheet provided a breakdown of our proposed communications by group, constituency represented, and communication vehicle. Follow up

discussion was held with the CJCC Outreach and Communication Subcommittee at multiple meetings. Feedback from the subcommittee was then incorporated into a revised spreadsheet for State Team review and approval. Prior to the recent expansion of the TAD program and Phase IV of the EBDM Initiative, there had not been a communication strategy for engaging multiple stakeholders throughout the criminal justice system. Completing this analysis gave a clearer picture of the wide range of constituent groups that need to be engaged in a system-wide initiative such as EBDM. This analysis will be crucial to the development of our comprehensive outreach strategy for Phase V. Additionally, both Eau Claire and Milwaukee Counties benefitted from technical assistance from outreach and communication experts during Phase III. Incorporating our communications strategy analysis with the lessons learned by our Phase III sites will provide the foundation for this comprehensive Phase V outreach strategy.

Conclusion

As the State Team analyzed and reviewed these steps of the Phase IV Roadmap, an overarching theme of alignment at both the state and local level became clear. The State of Wisconsin is at a unique point in the evolution of its criminal justice system and its current and future initiatives, and the integration of the framework of the Evidence-Based Decision Making Initiative will serve to enhance and coordinate a number of related, concurrent initiatives both statewide and at the local level.

As described throughout this application, Wisconsin's commitment to evidence-based practices and use of research to inform policy decisions has grown exponentially in the last decade, and particularly in the last three years. While these initiatives have their roots primarily within local jurisdictions and state level criminal justice system agencies, other policy makers and elected officials have recognized the value of these policy changes. Beginning with passage of the initial TAD authorizing legislation in 2005, use of evidence-based practices has rapidly expanded throughout the state. To highlight this expansion, there are currently local CJCCs in 40 of the state's 72 counties, 62 operational problem-solving courts, and state TAD grants to counties have increased from \$700,000 originally to more than \$4,000,000 per year in 2014.

The State has also committed to working with the Pew-MacArthur Results First Initiative to receive technical assistance in implementing a cost-benefit model for Wisconsin. Implementing this model will tailor an innovative cost-benefit analysis approach for the state that enables investment in criminal justice policies and programs that are proven to work. This will allow the state to accurately measure the cost of current criminal justice system programs and provide a predictive methodology to give policy makers a clear picture of the return on investment of proposed legislation.

Nearly 50 state legislators also requested a Legislative Study Committee composed of subject matter experts and policy makers to offer nonpartisan legislation with the intent of bolstering and expanding the area of problem solving courts, alternatives, and diversions. The legislative support for this committee, increases in TAD grant funding, and the implementation of the Results First Initiative are but a few of the concrete examples of how Wisconsin is committed to evidence based decision making. Legislators from both parties and from across the state have made passionate and numerous speeches on the floor of their respective legislative bodies regarding support for these reforms. The Governor's commitment was demonstrated when he created the State Criminal Justice Coordinating Council. Additionally, with our multi-agency led effort we are not dependent on any one agency or individual's commitment or interest in EBDM. There is a collective commitment in our system that we believe is much stronger than the sum of its individual members and agencies.

In total, these actions and their rapid increase over the last few years demonstrate an eagerness among policy makers to continue building on our success with using evidence based practices, with this next step of committing to the system-wide harm reduction goals of EBDM. As detailed throughout this application, the State of Wisconsin has already used its experiences in Phase IV of this initiative to better inform our decisions in anticipation of Phase V, and we are committed and excited to further capitalize on Evidence-Based Decision Making moving forward.

Optional Additional Information

The State of Wisconsin is poised for success in Phase V of the EBDM Initiative. Completing the steps of the Phase IV Roadmap provided an opportunity for our team to reassess Wisconsin's criminal justice system, and to reflect on the progress we have made to date. Inclusion in Phase V will be the culmination of a decade of progress that we have accomplished in examining and reforming our criminal justice system, due in no small part to many of the individuals that are part of our Phase IV Planning Team, and our proposed Phase V State and Local teams. Phase V activities will enhance our ability to align state and local long-term visions for harm reduction and aversion of criminal justice system costs. It will build on our successes in leveraging state and local resources to effect positive system change, and our demonstrated abilities to utilize and engage outside agencies.

This section contains a chronological summary of the impact of our participation in similar efforts, and details how this progression has prepared Wisconsin to be a model for statewide implementation of EBDM. It identifies problem areas in our criminal justice system that EBDM will assist us to address. Additionally, this section includes a matrix that serves as a visual representation of the connection of our Phase V State and Local Teams, and our State CJCC, with NIC's key decision points and justice system stakeholders. Finally, this section includes a map of the State of Wisconsin which details the foundations in place to support statewide EBDM implementation, and discusses how our Phase V Local Teams, mirroring the influence that Eau Claire and Milwaukee have already had, will enable us to successfully make this giant leap forward.

The genesis for this decade of EBP related reforms was a dramatic rise in our state prison population. In 2004, the court system's Planning and Policy Advisory Committee (PPAC) identified the overcrowding of prisons and alternatives to incarceration as critical issues to be addressed. In response, a subcommittee was formed with a mission to *"explore and assess the effectiveness of policies and programs, including drug and other specialty courts, designed to improve public safety and reduce incarceration."* This Effective Justice Strategies Subcommittee (EJS) consists of justice system professionals both in and outside of the court system. To date, the EJS has focused its efforts on studying, developing resources, and making recommendations in regard to collaborative problem-solving approaches to criminal justice. Its priorities are set by the PPAC Planning Subcommittee, which first issued their "Critical Issues and Planning Priorities" in 2006. Alternatives to Incarceration or Evidence Based Practices have been identified as a priority each biennium since.

The Wisconsin Treatment Alternatives and Diversion (TAD) grant program was developed for counties through 2005 Wisconsin Act 25, and has been referenced throughout this application. The program provides state-funded grants to counties to develop treatment and diversion alternatives for offenders with drug and alcohol problems, from pre-trial through post-conviction. Although originally small in scope and capacity for impact, the creation of the TAD program by the Legislature symbolized the beginning of a state level culture shift on these issues. The program is a joint effort involving the Department of Justice (DOJ) as the granting agency, in program collaboration with the State Departments of Health and Corrections, along with local advisory committees. A critical element of TAD was the requirement for periodic outside evaluations, performed by the University of Wisconsin. Each evaluation has included a cost-benefit analysis showing positive returns on investment. While the overarching structure of TAD is consistent between projects, TAD also provides flexibility for local criminal justice professionals to design a structured approach to meet the unique criminal justice needs of the local community. Members of our State-Level EBDM Policy Team, and of the State CJCC and its subcommittees, have been integral in the success and expansion of TAD.

Additionally, the Effective Justice Strategies subcommittee launched the Assess, Inform, and Measure (AIM) pilot project in 2007. The shared state and local goals were to provide the sentencing court with a valid risk, needs and community intervention assessment, while creating an outcome feedback loop that provided information on the success of court dispositions and community interventions in promoting offender success and public safety (recidivism). The project represented an enormous success for both the Court system and the larger criminal justice system as a whole, and its positive effects will last well into the future for implementation of

evidence-based decision making at the state and county level. Eight counties participated in the project including our local EBDM jurisdictions of Eau Claire, La Crosse, Marathon, and Milwaukee.

Due to the valuable lessons learned from the AIM pilot project and the growing evidence surrounding the need for a validated risk, needs, and responsivity assessment tool, the Department of Corrections' (DOC) implementation of COMPAS statewide in 2010 was a timely addition to the evidence-based tools available in Wisconsin. Dunn, Eau Claire, and La Crosse counties had piloted the use of COMPAS at the county level with the DOC. Since this pilot, many more counties have partnered with the DOC in order to implement COMPAS in both the adult and juvenile systems. The Director of State Courts' Office has partnered with the DOC and the pilot counties to create an oversight group for COMPAS implementation at the county level. Members of EJS are also worked with the DOC to create an integrated pre-sentence investigation report and COMPAS report. This allows for identified criminogenic needs, as well as risk level, to be incorporated into the standard pre-sentence investigation report that judges receive.

A milestone was reached by PPAC and EJS in 2012 when The National Center for State Courts (NCSC) published *Effective Justice Strategies in Wisconsin: A Report of Findings and Recommendations*. The report identified court related evidence-based strategies that enhance public safety, reduce recidivism, and address criminal and addictive behaviors and also provided recommendations related to the court system's role in fostering state-wide support and replication of the identified strategies. The report was the product of two years of collaboration with NCSC in which programs and practices in Wisconsin were researched on both the local and state levels. This allowed NCSC to provide EJS with specific recommendations to enhance evidence-based practices in the court system and to expand effective justice strategies. Particularly significant were the recommendations to create a State CJCC, a Statewide Problem-Solving Court Coordinator, and a Statewide EBP/EBDM Coordinator, all of which have been completed. Wisconsin is still in the process of implementing other recommendations, and members from both PPAC and EJS are on our State-Level EBDM Policy Team.

Organized efforts to expand EBP across the state continued in 2012, when Eau Claire and Waukesha hosted Smarter Sentencing Trainings, presented by The Carey Group. Smarter Sentencing is the use of research and science to enhance the decision making ability of criminal justice stakeholders in the selection and application of fair, just, proportionate and effective sanctioning goals. The training was funded by Wisconsin Department of Justice (DOJ) and focused on helping practitioners understand the research behind different types of sentencing goals and the implications of this research for the various practitioners in the adjudication process. At the end of the session, participants worked in team settings to discuss what would need to be done in their county to move toward smarter sentencing practices and to develop a preliminary action plan for moving toward implementation. 17 counties participated in these trainings, including the local EBDM sites Milwaukee, La Crosse, and Rock.

Working off that success, in 2013 EJS developed EBP training for county teams of judges, district attorneys, defense counsel, and other interested criminal justice partners, in consultation with The Center for Effective Public Policy. The trainings were made possible by a grant from DOJ, and allowed for eight regional, eight-hour training sessions around the state of Wisconsin for each Judicial District. The training was based on the 2012 Smarter Sentencing trainings and also included presentations by the DOC on local programming resources. Follow-up technical assistance is available to all the participants of 2013 trainings and will be coordinated by our Phase V State Team Coordinator, utilizing our NIC Capacity Building Team.

These trainings helped lay the groundwork for the overwhelming success of the January 2014 NIC Wisconsin EBDM Summit. Approximately 250 local and state officials attended, representing the state Criminal Justice Coordinating Council and 22 county-based, multidisciplinary teams. In addition, EBDM project staff and representatives from the local EBDM Phase II/III sites served as faculty and resource persons during the event. The purpose of the Summit was to define EBDM, share information about the EBDM Framework and the evidence that supports it, emphasize the importance of a shared vision of harm reduction, present a roadmap for statewide implementation of EBDM, and describe NIC's next steps in its statewide EBDM Initiative. Results

from a survey of Summit attendees were extremely positive. 94% indicated that the Summit impacted their thinking about working collaboratively to implement EBDM in their jurisdiction and would be pursuing additional information and training on EBDM. 96% expressed a desire to continue meeting as a local team regarding EBDM. If selected for Phase V, we will capitalize on this momentum by including those counties not part of Phase V wherever possible, including them in the Kick-Off meeting, conducting site visits and attending state and local EBDM meetings, creating webinars and utilizing our EBDM Capacity Building Team.

Justice system reform in Wisconsin has always been a grassroots progression, with local innovation and implementation followed by state-level support and development. This ensures that local buy-in already exists, and the state's commitment to supporting local efforts and removing barriers is already well established. Much of this local innovation has occurred due to Wisconsin's established network of local Criminal Justice Coordinating Councils. Currently, 40 of Wisconsin's 72 counties have a formalized CJCC, with even more in the planning stages. These local CJCCs are the primary vehicles for key decision-makers to come together, establish a clear mission, adapt policies and programs that make more effective use of limited resources, implement documented evidence-based practices, and evaluate their practices to demonstrate effectiveness. Some examples of this model are found in the AIM and TAD programs, in which local innovation and success led to the expansion of evidence-based programs and practices at both the local and state level. Perhaps the best evidence of this progression is that the success of these local CJCCs is that they are the foundation upon which the State CJCC was created.

Specific examples of this model related to the Evidence-Based Decision Making Initiative can be found through the experiences of Eau Claire and Milwaukee Counties. At the local level, the successes of these counties in Phase II and III have fostered the spread of EBDM to neighboring jurisdictions in each of their respective regions of the state. Evidence of this can be seen through the concentration of local jurisdiction applications submitted for Phase V from the northwest and southeast regions of the state. Further, specific programming examples from the two jurisdictions include the use of the law enforcement proxy at arrest in Eau Claire, and dosage probation in Milwaukee, which are both being replicated in additional local jurisdictions in Wisconsin.

During Phase IV, as we reflected on all of the different EBP related initiatives and projects that were being independently developed across the state and communicated among leaders in the criminal justice system, we recognized that Wisconsin is positioned and committed to fully engage in Phase V and beyond in the EBDM Initiative. This is a culmination of the activities that have occurred in Wisconsin over the last 10 years, and will connect and enhance them. The progression of these activities and the commitment of the partners who have carried them out have created the infrastructure for Wisconsin's success in Phase V of the EBDM Initiative.

Inclusion in Phase V will assist us in addressing several long term problems involving our criminal justice system. These include the critical public safety issue of Operating a Motor Vehicle While Intoxicated. Costs associated with increasing and expanding criminal penalties have hampered reform efforts. Regrettably, Wisconsin has one of the worst rates of disparate racial outcomes in our criminal justice system. Implementing EBDM from point of contact with law enforcement through sentencing and discharge will help us take new approaches to address this issue. Many diversion and alternatives to incarceration programs currently prohibit the inclusion of "violent" offenders. Educating stakeholders through the implementation of EBDM will provide leverage to change this prohibition. Finally, the structure and funding of our criminal justice system incentivizes counties to use probation and prison as sentencing outcomes, as the state is responsible for those costs. Embracing EBDM will encourage the diversion of low risk offenders, improve outcomes and averting costs.

EBDM is the logical and necessary next step in the evolution of our criminal justice system as we work to address these issues and move forward with our efforts to improve our collection and use of data. This will allow us to truly accomplish our State CJCC's mission statement to "*facilitate the implementation of effective, data driven criminal justice policies and practices that maximize justice and the safety of the public,*" and to achieve our long term goals of reducing risk and harm, easing rising costs and most importantly, preventing future victims by reducing recidivism.

Matrix of State and Local Team Membership with NIC Stakeholder/Decision Points

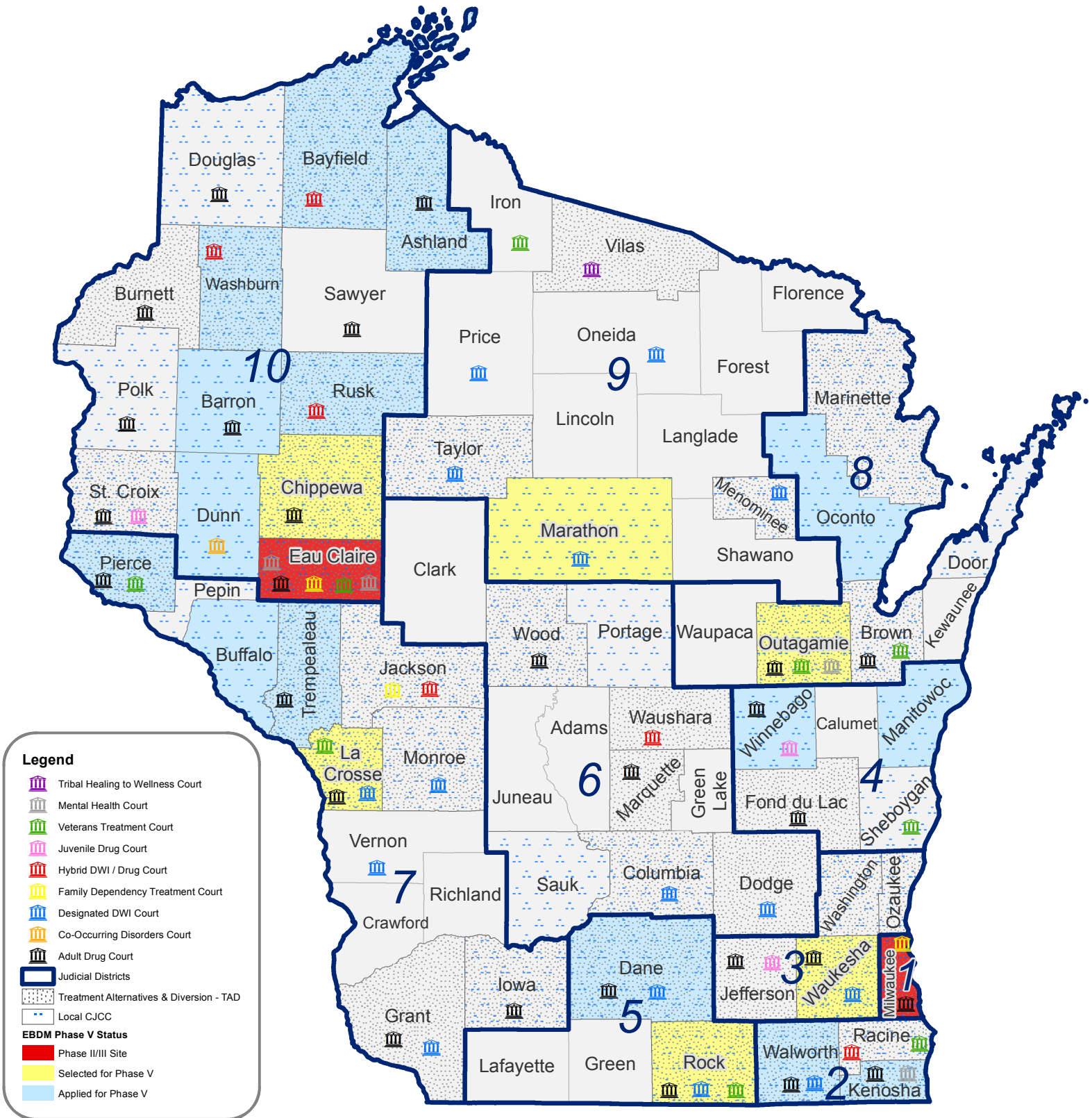
Stakeholder – Decision Point	State Team	Chippewa	Marathon	Outagamie	La Crosse	Rock	Waukesha
Law Enforcement	X	X	X	X	X	X	X
Pre-Trial Services	X		X	X	X		X
Victim Advocates	X	X	X		X		X
Prosecutors	X	X	X	X	X	X	X
Defense Attorneys	X	X	X	X	X	X	X
Jail Administrators	X	X	X	X	X	X	X
Court Administrators	X	X	X	X		X	X
Judges	X	X	X	X	X	X	X
Probation/Parole	X	X	X	X	X	X	X
City/County Supervisors			X	X	X	X	X
Community Reps	X			X	X		
Behavioral Health	X	X	X	X	X	X	X
State Legislators	X						
State C.J. Advocacy	X						
State Courts	X						

State Criminal Justice Coordinating Council (*Member of Executive Team)

Stakeholder Group	State CJCC
The Governor’s Office and Cabinet	Secretaries of DOC, DHS, DWD, DCF
State Supreme Court	*Director of State Courts
State Legislators	Additions pending legislation
Office of the Attorney General	*Attorney General J.B. Van Hollen, staff
State Defense Bar/State Defense Counsel Association	*State Public Defender Kelli Thompson
State Directors of Corrections, community corrections	*Secretary Edward F. Wall
State Pretrial Administrator	No such State Agency
Victims’ advocacy	Jane Graham Jennings, Executive Director, The Women’s Community
Directors of State Behavioral Health, Employment, Family Services, Housing, Veterans Affairs, and other agencies serving justice-involved individuals	DHS Secretary Kitty Rhoades Veterans Affairs to be added Rev. Mark Clements
Families of Offenders Advocacy Groups	Patti Jo Severson, Gundersen Health
Representatives of State Criminal Justice Coordinating Groups, Criminal Justice Advocacy and Reform Groups	State CJCC Local CJCC Coordinator-pending appointment
State Judges’ Association	Judge Jeffrey Kremers-Chair of Chief Judges
State Prosecutors’ Association	*David O’Leary - Rock County DA State DA Association President
State Law Enforcement (sheriff, police, jail administrators) Association	*Sheriff Matt Joski *City Police Chief- pending appointment

Wisconsin Counties

Foundation for Evidence-Based Decision Making



As the map above details, the successes of Eau Claire and Milwaukee Counties in Phase II and III of the EBDM Initiative have had a profound effect on neighboring counties, with the greatest concentration of our Phase V applicant counties coming from these areas. An associated effect was the highest number of new local CJCCs formalized and new TAD programs in these areas. Selecting our six new Phase V sites with a geographic distribution across the different areas of the State of Wisconsin (including six separate judicial districts and DOC regions) was done with the goal of replicating this effect to move towards true statewide implementation of EBDM. These sites will assist Milwaukee and Eau Claire during Phase V in working with neighboring counties to continue to advance the Initiative to more jurisdictions in Wisconsin.

CHAMBERS OF CIRCUIT COURT
HONORABLE RODERICK A. CAMERON
HONORABLE JAMES M. ISAACSON
HONORABLE STEVEN R. CRAY
Chippewa County

711 North Bridge Street
Chippewa Falls, WI 54729-1876

October 7, 2014

Jim Cosby, Chief
Community Services Division
National Institute of Corrections

RE: National Institute of Corrections Evidence Based Decision Making Initiative

Dear Mr. Cosby:

Chippewa County is pleased to have been selected to be included in the State of Wisconsin's Phase V application to the National Institute of Corrections (NIC). The Chippewa County Circuit Court is willing to serve as the lead public sector agency on this initiative.

The Chippewa County Criminal Justice Collaborating Council (CJCC) is committed to using evidence-based decision making at all decision points in the criminal justice system. Our principal mission is to provide coordinated leadership and innovation within our criminal justice system with a goal of creating a crime free community. The CJCC unanimously endorsed participation in this application process, as well as all three Chippewa County Circuit Court Judges. Judge James Isaacson sits on our EBDM Policy Team and Judge Roderick Cameron is the Chair of the CJCC. Judge Cray is on an implementation committee. Both Judge Isaacson and Judge Cameron oversee and are involved with the Chippewa County Drug Court.

A roster of our current EBDM Policy Team including titles and length of time in current positions is below for reference. This team was formed after members of our CJCC attended the Evidence Based Decision Making (EBDM) Summit in Madison in January 2014. The group returned invigorated and determined to incorporate Evidence Based Practices into our criminal justice system. The EBDM Policy Team uses the Starter Kit, Roadmap, and EBDM Framework from NIC to help guide their process. The EBDM Policy Team members meet regularly twice a month and are prepared to make the commitment to meet on a regular basis to undertake the work of this initiative and to participate in related meetings, conference calls and gatherings, and coordination with the State Team. We are prepared to add to the composition of our team if necessary. The EBDM Policy Team has reviewed the EBDM Framework and application as a group and understands the expectations associated with participation in this initiative.

Chippewa County Evidence Based Decision Making Policy Team

NAME	TITLE	LENGTH OF TIME IN CURRENT POSITION
Frank Pascarella	County Administrator	2
James Isaacson	Circuit Court Judge	5
Jim Kowalczyk	Sheriff	7 ½ (37 with County)
Wendy Stelter	Chief of Police Chippewa Falls	4 ½
Tom Eder	Deputy Chippewa County Jail- Program Director	28
Steve Gibbs	District Attorney	3
Roy Gay	Assistant District Attorney	26
John Manydeeds	Assistant State Public Defender	28
Jason Martell	Private Attorney	7
Megan Popenhagen	Field Supervisor Department of Corrections	3
Larry Winter	Department of Human Services Director	6
Sherrie Dachel	Crime Victim/Witness Coordinator	1 (17 with County)
Vicky Woolever	Chief Deputy Clerk of Circuit Courts	26 (38 with County)
Rose Baier	CJCC Coordinator	2 (17 with County)
Vacant. Will be an active participant.	Jail Administrator	In the process of hiring

Chippewa County is well positioned and has the capacity, commitment, and stakeholders present to take on the work of this initiative. Since the CJCC began in 2012, the primary focus has been on educating the community and stakeholders related to principles of EBDM. In June 2013 the Chippewa County CJCC contracted with the Justice Management Institute to provide Evidence-Based Practices: A Framework for Application in the Criminal Justice System training for CJCC members, practitioners and allied stakeholders in the community. A team was also sent to the Judicial District Smarter Sentencing Training in 2013. Our Drug Court Treatment Team participates regularly in trainings related to Evidence Based practices and recently attended the National Drug Court Convention in California. We are in the process of incorporating actuarial risk tools such as Proxy and COMPAS assessments into our system at various decision points. Chippewa County was awarded a grant from the Department of Justice in June 2014 to begin a treatment and diversion program. The Chippewa County CJCC recently produced a video, involving key players at all decision points, discussing their dedication to using research and evidence based practices to guide decision making within the system. This video is used to educate the community and stakeholders. Our CJCC embraces the principles of EBDM.

Chippewa County will commit 50% of the full-time CJCC Coordinator's time to support the EBDM initiative. In January 2014 the Chippewa County Board approved a resolution to fund a full-time CJCC Coordinator position. Prior to that it was a grant funded 15 hour per week position. The current Coordinator, Rose Baier, has been employed with Chippewa County for over 16 years, and has been the CJCC Coordinator since its inception. Ms. Baier has a Bachelor of Social Work Degree and has advanced

training in actuarial tool assessments and evidence based practices. She has an extensive history working with the juvenile and court systems in Chippewa County. She facilitates the EBDM Policy Team meetings, CJCC meetings and various workgroups. Ms. Baier's position is 40 hours per week. Primary responsibilities include analyzing data from criminal justice agencies to identify and research policy and program changes to enhance the efficiency and effectiveness of the criminal justice system. She plans, develops, coordinates, and evaluates programs that serve adult and juvenile offenders. She provides logistical and staff support to the CJCC and maintains communication and proactive working relationships with stakeholders in the community and CJCC partners. She oversees the Drug Court and Treatment and Diversion Program in Chippewa County. Ms. Baier also manages the Youth Support Services Unit within the Department of Human Services and is in an ideal position to assure EBDM practices align in both the juvenile and adult systems.

Chippewa County has long and short-term goals we hope to achieve through participation in this initiative. One of the CJCC's strategic planning goals is to create a greater focus on Evidence Based practices system-wide. Ultimately, we seek to build our capacity to make evidence based decisions at the individual, agency, and system levels. This includes building individual agencies that are collaborative and in a state of readiness for change, understanding current practice within each agency and across the system, and engaging and gaining the support of a broader set of stakeholders and the community. A long-term goal is to reduce recidivism and have more effective allocation and utilization of criminal justice resources. Short-term goals include developing a scorecard, logic model, action plan, and establishing performance measures.

Chippewa County will assist the State and NIC in capitalizing on our experiences and lessons learned through our involvement in this process, including participating in trainings, assisting other Counties, and reporting outcomes. We proudly look forward to serving as a model and are excited about the possibility of sharing our experience with other jurisdictions. Thank you for your consideration of our application.



Steven R. Cray
Circuit Court Branch III



Roderick A. Cameron
Circuit Court Branch I



James M. Isaacson
Circuit Court Branch II



Criminal Justice Management Council LA CROSSE COUNTY, WISCONSIN

LA CROSSE COUNTY ADMINISTRATIVE CENTER
333 VINE STREET • ROOM 740
LA CROSSE, WISCONSIN 54601-3200
PHONE: 789-4895 • FAX: (608) 785-5715

October 21, 2014

Co-Chairs:

Hon. Dennis G. Montabon (retired)
Keith Belzer, Attorney

Administrative Members:

Vicki Burke – County Board Supervisor
Hon. Ramona A. Gonzalez – Presiding Judge
Tim Gruenke – District Attorney
Sharon Hampson - County Board Vice Chair
Steve Helgeson – La Crosse County Sheriff
David Helgerson – Supervisor, Department of Corrections
Tara Johnson – County Board Chair
Monica Kruse – County Board Supervisor
Shawn Kudron – Captain, La Crosse Police Dept.
Tom Locante – State Public Defender’s Office
Michael McHugh – Chief, Holmen Police Dept.
Jason Witt – Human Services Director

Citizen Members

Mike Desmond – Executive Director, Boys and Girls Club of the Greater La Crosse Area
Maureen Funk - Coordinator, Domestic Abuse/Sexual Assault Program Gundersen Health Systems
Vicky Gunderson - Juvenile Justice Advocate
Troy Harcey – Associate Superintendent of Instruction, School District of La Crosse
Lisa Kruse, PhD - Asst Professor, UW-La Crosse
Rita Zindorf – Teacher, Holmen School District (retired)

Coordinator – Jane Klekamp, 608-785-5547
jklekamp@lacssecounty.org
Manager, Justice Support Services

Mission Statement

The Mission of the La Crosse County Criminal Justice Management Council is to advise members of the Criminal Justice System on the development of a comprehensive criminal justice system that ensures a just, coordinated, and accountable system of services on behalf of the citizens of La Crosse County.

Jim Cosby, Chief
Community Services Division
National Institute of Corrections

Dear Mr. Cosby,

Please accept La Crosse County's application as a Phase V county participant on behalf of the Criminal Justice Management Council (CJMC).

La Crosse County has supported a coordinating council since 1993 and a coordinator since 1995. In the more than 20 years since its inception, the CJMC has met monthly to discuss, plan, and implement changes to the criminal justice system in La Crosse County. While discussions and decisions were not without dissention, all parties have continued to come together to improve the established processes. The team has been informed on the application kit and the framework of the Evidence-Based Decision making initiative and is prepared to make the commitment to undertake the work of this initiative locally and with the State Team.

The CJMC is well positioned to take on the tasks as we have worked together on a number of programs and systems change processes including: the Transition from Jail to Community Initiative, treatment courts, gender-specific programming, closing the work release facility to utilize electronic monitoring, and pretrial services.

When the CJMC met earlier this month to discuss the county's application it agreed to focus its energy toward the following areas:

- 1.) Pretrial Status Decisions
- 2.) Charging and Plea Decisions
- 3.) Local and Reentry Planning Decisions
- 4.) Probation and Parole Intervention Decisions

The CJMC believes additional focus and technical assistance in the identified areas will propel La Crosse County to the next level incorporating evidence-based practices and decisions into every part of the system. Goals include:

1. Share pretrial information with the court, defense and prosecution for all people charged with a crime; including risk, mental health screen, and substance abuse screen.
2. Utilize pretrial screening and assessments to inform charging and plea decisions.
3. Review the current reentry planning options for improvement.
4. Develop a local process for the Department of Corrections to utilize when system resources are utilized.

The Criminal Justice Management Council is agreeing to act as the policy team for the EBDM Initiative. Members of the Criminal Justice Management Council are:

Name	Position	Time in Current Position
Keith Belzer	Attorney	14 years
Vicki Burke	County Board Supervisor	14 years
Mike Desmond	Director of the Boys and Girls Club	6 years
Maureen Funk	Domestic Abuse/Sexual Assault Coordinator	18 years
Ramona Gonzalez	Circuit Court Judge	19 years
Tim Gruenke	District Attorney	7 years
Vicky Gunderson	Mental Health Advocate	1 year
Troy Harcey	Assoc. Superintendent - La Crosse School District	4 years
Sharon Hampson	Vice-Chair - County Board of Supervisors	14 years
Steve Helgeson	Sheriff	8 years
Dave Helgerson	Supervisor - Department of Corrections	8 years
Tara Johnson	County Board Chair	3 years
Lisa Kruse	Asst. Professor of Sociology	1 year
Monica Kruse	County Board Supervisor	6 years
Shawn Kudron	Captain, La Crosse Police Department	3 years
Tom Locante	Attorney Manager - State Public Defender	7 years
Mike McHugh	Holmen Police Department	35 years
Dennis Montabon	Retired Judge	7 years
Jason Witt	Human Services Director	4 years
Rita Zindorf	Retired School Teacher	3 years

The local coordinator will be Jane Klekamp, MSSW, who has been the staff person to the CJMC since 1995. She was the liaison for the Transition from Jail to Community Initiative, has been involved in the development of the Drug Treatment Court and the OWI Treatment Court, was instrumental in developing gender-specific services for women, and has been involved in every initiative promoted by the CJMC. She has trained criminal justice practitioners statewide and

has presented within the state and nationally on criminal justice issues. Ms. Klekamp has an understanding of the system and the time it takes to lead the EBDM project. Up to 50% of her time can be dedicated to the EBDM project.

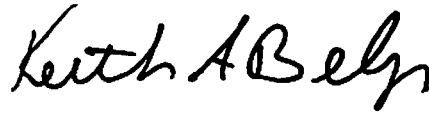
The CJMC agreed the Human Services Department will be the lead agency for this initiative, the Human Services Director agreed to this decision at the October CJMC meeting.

La Crosse County has a long history of sharing its experiences and lessons with the broader community, state, and nationally and would be willing to continue that history. We have the capacity to track and manage data for evaluation while continuing to improve the data capabilities of the system.

Sincerely,



Dennis G. Montabon
Co-Chair



Keith A. Belzer
Co-Chair

October 13, 2014

Jim Cosby, Chief
Community Services Division
National Institute of Corrections

RE: WISCONSIN'S PHASE V APPLICATION – MARATHON COUNTY'S LETTER OF COMMITMENT

Marathon County is excited to participate in Wisconsin's Evidence Based Decision Making Initiative Phase V. We met to discuss commitments of time and resources, as well as our willingness to assist other jurisdictions in implementing Evidence Based Decision Making statewide. All of the participants listed below have read the EBDM Framework, the application kit, understand the expectations associated with participation and have committed to serving on the local team.

- Vicki Tylka, Director, Marathon County Social Services, 9 years
- Rachel Pagel, Therapist, Attic Correctional Services, 2 years
- Suzanne O'Neil, Attorney, State of WI Public Defender's Office, 10 years
- Susan Byrnes, District Court Administrator, State of WI, 11 years
- Diane Sennholz, Clerk of Courts, Marathon County, 10 years
- Jane Graham Jennings, Executive Director, Women's Community, 15 years
- Craig McEwen, County Board Supervisor, Marathon County, 7 years
- Scott Parks, Sheriff, Marathon County, 1 ½ years
- Laura Yarie, Justice System Coordinator, Marathon County, 11 years
- Ken Heimerman, District Attorney, Marathon County, 29 years
- Theresa Wetzston, Deputy District Attorney, Marathon County, 12 years
- Richard Lawson, Attorney, Lawson Law Office, 29 years
- Sandra LaDu-Ives, Jail Administrator, Marathon County, 2 years
- Melanie Strand, OWI Treatment Court Coordinator, Attic Correctional Services, 4 years
- Jaime Heinrichs, Court Diversion Case Manager, Marathon County, 7 ½ years
- Greg Hagenbacher, Police Office, City of Wausau, 29 years
- Deb Hager, PhD, Deputy County Administrator, Marathon County, 6 years
- Greg Huber, Chief Judge, Marathon County, 10 years
- Connie Elbe, Field Supervisor, Department of Corrections, 21 years

Laura Yarie, the Justice System Coordinator will be the Local Initiative Coordinator. She has been involved with the local alternatives programs and the Marathon County CJCC since 1997. Laura has extensive training and experience in assessment, supervision and treatment of offenders. Her current position is responsible for planning, coordinating, directing and evaluating programs that serve offenders from pretrial to post-sentence alternatives. Under the guidance of the Marathon County CJCC, she coordinates projects, identifies and analyzes system problems, monitors vendor performance

Jim Cosby, Chief
Community Services Division
National Institute of Corrections
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and develops, implements, and evaluates policies, procedures, programs, goals and objectives of the Division of Justice Programs. The nature of the Justice System Coordinator position relates directly to EBDM work and it is anticipated that Laura will be able to support this project at 50% FTE through her position. Her position is supervised by Marathon County Administration and Marathon County will serve as the lead for this initiative.

Marathon County developed the first Criminal Justice Coordinating Council in 1994. The Council began in an effort to bring together stakeholders from across the criminal justice system to understand the growing census in our jail. The work of the Council grew from how do we address jail overcrowding to how do we address system wide issues that could impact recidivism rates in our offender population. We had humble beginnings in that our first programming was all about diverting lower risk individuals from jail through electronic monitoring, day report, and the development of classes to address criminal behavior and criminal thinking. As the Council matured so did our understanding of the barriers offenders experienced when trying to comply with the conditions of release including addressing issues of affordability of assessments, the ability to pay fines, and engaging in treatment. As a result the Council implemented a mechanism by which traffic safety assessments are paid by the County and then assessed as a part of the fees which must be paid by the offender. This created opportunities for offenders to receive treatment earlier in the process thus decreasing the likelihood of non-compliance. The Council created a volunteer program that allows offenders to work off fines through volunteer service, the Intensive Supervisions Program which encourages treatment prior to sentencing in exchange for reduced sentencing (this predated the SSTOP programming adopted statewide), deferred entry of judgment, deferred prosecution, community conferencing, a collaborative effort with the Department of Corrections to create an expanded day treatment program specific to offender populations, and an OWI Treatment Court. The Council also worked with NIC to develop a uniform risk assessment process and recently implemented a system wide data base for persons entering the criminal justice system which tracks risk, supervision, and treatment which our community partners, the District Attorney's Office, jail and alternatives all have access to. Our Council membership includes judges, representatives from the District Attorney's Office, the jail, the Sheriff, Department of Corrections, Department of Social Services, victim advocate, County Administration, County Board Supervisors and the Justice Alternatives Office. In addition the Council brings in expertise from the provider and treatment community on an as needed basis. We have a long history of addressing issues facing the Marathon County Criminal Justice through evaluation and improvement of the system.

The short term goals of the Marathon County Evidence Based Decision Making Initiative are:

- Build and maintain meaningful relationships with the new local supervisors of the Department of Corrections (recently 2 of the 3 supervisors have left and thus we need to locally build new relationships)

Jim Cosby, Chief
Community Services Division
National Institute of Corrections
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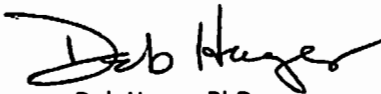
- Continue the data collection and analysis available through the implementation of the system wide software package for community alternative programs
- Explore opportunities to add to the continuum of strategies already employed in reducing harm and risk of re-offense, especially early in the process by increasing law enforcement's understanding of risk and harm reduction strategies.

The long term goals of the Marathon County Evidence Based Decision Making Initiative are:

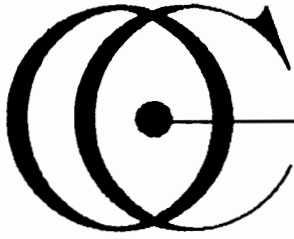
- To insure that offenders are receiving the appropriate level of supervision and treatment based upon risk and need assessment
- To evaluate the effectiveness of current programming and treatment
- To introduce at a minimum one additional initiative that reduces harm and risk of re-offense
- To increase the availability of offender specific mental health services
- To gain support and alignment locally and at the state level for the employment of research based risk and harm reduction strategies.
- Demonstrate the effectiveness of strategies employed to reduce harm and risk.
- Reduce recidivism in Marathon County

Marathon County has a long history of collaboration within our local jurisdiction and throughout the State of Wisconsin. Laura Yarie participates in statewide coordinator meetings, is a member of the Outreach and Communications Subcommittee for the Governor's statewide CJCC and maintains regular communication with CJCC Coordinators from around the state. Local stakeholders attend statewide meetings and trainings regularly. Marathon County has been host to numerous visits by other counties hoping to learn about offender programming being offered locally. Marathon County's CJCC is committed to assisting in the implementation of the Evidence Based Decision Making Initiative statewide.

Marathon County is excited to work with the National Institute of Corrections again and is looking forward to ways in which we can improve and expanded on the continuum of interventions, service and treatment to reduce recidivism in Marathon County.



Deb Hager, PhD
Deputy County Administrator
Marathon County CJCC Chair



OUTAGAMIE COUNTY

320 S. WALNUT ST., APPLETON, WISCONSIN 54911 JUSTICE CENTER

JUDGE JOHN A. DES JARDINS

CIRCUIT COURT BRANCH NO. 7
PHONE (920) 832-4727 FAX (920) 832-5115

GAIL PETERSON
JUDICIAL ASSISTANT

HEATHER DUCOTY
COURT REPORTER

October 14, 2014

Tommy Gubbin
Special Projects Coordinator
Office of Court Operations
Wisconsin Department of Justice
17 W. Main St., PO Box 7070
Madison, WI 53707-7070

Dear Mr. Gubbin:

This letter serves to formalize Outagamie County's commitment to participate in the National Institute of Corrections (NIC) Evidence Based Decision Making (EBDM) Statewide Project Planning Team. Outagamie County is prepared to commit whatever is necessary to make this initiative successful.

Outagamie County has had an EBDM policy team in place since July 2014. The current team consists of the following members and the length of time in their current positions:

- John DesJardins, Circuit Court Judge for 20 years
- Mark McGinnis, Circuit Court Judge for nine years
- Nancy Krueger, Circuit Court Judge for seven years
- Brian Figy, Court Commissioner for 12 years
- Bernie Vetrone, Offender Services Director for four months; previously in the WI DOC for 21 years
- Helen Nagler, Outagamie County Board Chair for three years
- Craig Moser, Assistant to the County Executive for three years
- James Duncan, County Board Supervisor for 16 years, Public Safety Committee Chair for six years and Coordinating Council Chair for six years
- Katrin Patience, County Board Supervisor for three years
- Greg Peterson, Chief of Police for Grand Chute for four years
- Jon Padgham, Public Defender Regional Attorney Manager for two years; Assistant State Public Defender for 18 years
- Chuck Stertz, Assistant District Attorney for five years
- David Kiesner, Outagamie County Jail Administrator for 10 years

- Beth Robinson, Alternative Treatment Coordinator, starting November 2014; previously Brown County Drug Court Coordinator for five years
- Lyle Verstegen, Community Member
- Brian Bezier, Mental Health and AODA Division Manager for seven years
- Ryan Peterson, Department of Corrections Field Supervisor for three years
- Emily Hartfield, Department of Corrections Field Supervisor for six years

Bernie Vetrone, the Offender Services Director, will be the local EBDM initiative coordinator. Offender Services is a county department with a staff of eleven and an annual budget of nearly \$1,000,000. Offender Services is responsible for a number of community based criminal justice programs as well as programs within the Outagamie County Jail. The department offers community diversion programming for criminal justice offenders, coordinates activities for the alternative treatment courts and provides programs that facilitate treatment, education and employment resources for jail inmates.

Mr. Vetrone has been in his current position since June 2, 2014. He was previously employed by the Wisconsin Department of Corrections for 21 years. Mr. Vetrone's most recent position with the DOC was as a Corrections Field Supervisor, supervising both the Beaver Dam and Jefferson probation and parole offices. Mr. Vetrone was a member of the Division of Community Corrections Evidence Based Practices Ambassadors Group from November 2012 to May 2014. As an ambassador, he assisted at the state level in developing and implementing evidence based practices, correctional core competencies and developing and implementing the use of the COMPAS tool. He was also on the Rewards and Sanctions workgroup, which was responsible for developing the training for Community Corrections staff on effective correctional rewards for offenders.

Mr. Vetrone will commit 50% of his time to support the EBDM work. Additionally, an alternative treatment coordinator is located within his department. This person will also be able to dedicate 40% of her time to supporting EBDM processes. Outagamie County recently was awarded an Alternative Treatment Diversion grant from the Wisconsin Department of Justice. This grant has allowed a part-time data analyst to be hired within the Offender Services Department. This position will assist the County in establishing data collection and analysis methods to inform decision making. Mr. Vetrone, understanding the importance of this initiative, is also willing to reallocate staff and resources to support the EBDM initiative if needed.

The Outagamie County Circuit Courts will serve as the lead department for the EBDM initiative. As Outagamie County Presiding Judge, I, the Honorable John A. DesJardins, will lead the EBDM Policy Team. I have 34 years of experience in the criminal justice field and have been a circuit court judge for 20 years. As a judge I have been an advocate of EBDM since attending the National Institute of Corrections EBDM Summit this winter in Madison. I am the current Chair of the EBDM Policy Team and the COMPAS workgroup. Judges Mark McGinnis and Nancy Krueger are also on the EBDM Policy Team. Both judges have been involved in Outagamie County's

EBDM initiative since also attending the EBDM summit. Judges Michael Gage, Mitchell Metropulos and Gregory Gill are also very supportive of EBDM initiatives.

The Outagamie County Criminal Justice Coordinating Council met on September 24, 2014, and reviewed the EBDM Framework and the application kit. The members of this council understand the expectations associated with participating in the initiative. Every member of the EBDM policy team was provided a copy of the EBDM framework and application kit to review. Each member of the team has expressed interest in participating in this initiative after reviewing the EBDM materials and looks forward to working with the National Institute of Corrections and the State Team.

Outagamie County is very fortunate to have a large number of community stakeholders who are committed to working collaboratively to achieve common goals. We have over 10 stakeholders countywide, including NAMI of the Fox Valley, Mooring Programs, Ryan Community House and Esther. Outagamie County has a Criminal Justice Coordinating Council that has been meeting monthly since its inception in 2004. Current council members include the County Executive, the County Board Chair, the Chair of the Public Safety Committee, the Court Commissioner, the Sheriff, the Director of Health and Human Services, the Director of Offender Services, the Manager of the Public Defender's Office, Department of Corrections officials, public school officials, private treatment providers, community members and victim advocates.

Outagamie County has had a Drug Abuse Treatment Court in place since 2009 and a Mental Health and Veteran's Court since 2012. Outagamie County has several programs that divert low-risk offenders from jail and state probation. These programs include the Safe Streets Treatment Options Program (SSTOP) for OWI 2nd and 3rd offenders and the Volunteers in Probation Program for first time low-risk offenders. The Outagamie County District Attorney, Carrie Schneider, is committed to implementing evidence based practices to divert low-risk offenders from proceeding further in the criminal justice system. The District Attorney's Office recently created a pre-charge diversion program for 17-year-olds. There are plans to create a pre-charge program for low-risk adults in the first half of 2015. The District Attorney's Office recently hired a Diversion Coordinator, which will allow the District Attorney's Office to focus on identifying more low-risk offenders eligible for diversion programs as well as identifying offenders in need of targeted intervention through the alternative treatment courts.

Outagamie County has identified the following short term goals it hopes to achieve through participating in the EBDM initiative.

- Enhance system-wide collaboration and coordination
- Identify barriers to achieving harm and risk reduction goals
- Establish methods to collect, analyze, and utilize data to inform decision making
- Create mechanisms to provide feedback and share information more consistently across agencies
- Educate key stakeholders in evidence based decision making processes

- Ensure Outagamie County criminal justice staff are trained in correctional core competencies
- Expand the use of a proxy screening tool within all law enforcement agencies in Outagamie County
- Conduct COMPAS assessments as early in the criminal justice process as possible to identify the risk and needs of offenders, to more effectively target offenders for programming and early intervention screening
- Expand current diversion programs beyond first time offenders to include more low risk individuals
- Ensure the Criminal Justice System is victim-centered at each decision point
- Analyze current jail treatment programs to ensure they are following evidence based practices
- Develop a community education plan

Outagamie County's long term goals are the following:

- Enhance system-wide collaboration and coordination
- Reduce overlapping services targeted at low-risk offenders
- Utilize the Day Report Center; implement comprehensive pretrial services by providing community supervision and services
- Reduce jail population while reducing recidivism
- Expand/enhance systems for diverting mentally ill individuals from the criminal justice system
- Ensure all jail treatment programs will be guided by evidence based practices
- Divert 600 low risk offenders annually from being placed on DOC probation

Earlier this year, Outagamie County had a very large contingent travel to the National Institute of Corrections EBDM summit held in Madison. Since that time, the group has met on an ongoing basis to discuss and develop several evidence based practices, including adapting the proxy pre-screen tool. In July 2014, the Criminal Justice Coordinating Council formally formed an EBDM workgroup. A smaller COMPAS workgroup was also formed to develop and implement a business process for Outagamie County's use of the COMPAS tool. Outagamie is scheduled to begin using COMPAS later this year.

The Outagamie County Criminal Justice Coordinating Council has been especially focused on evidence based practices since the EBDM Summit. Coordinating Council Chair, James Duncan, has made it the Council's priority to adopt EBDM practices within Outagamie County.

Outagamie County looks forward to capitalizing on the experiences and lessons of its EBDM team during Phase V. In recent years, Outagamie County has worked very collaboratively with its stakeholders in developing three alternative treatment courts and the SSTOP Program. Outagamie County, through collaboration with its stakeholders, is implementing a validated risk and needs assessment tool (COMPAS) through various decision points in the criminal justice process. This will enable the county to better identify offenders appropriate for targeted intervention as well as expand diversion programs. Outagamie County is also looking at current

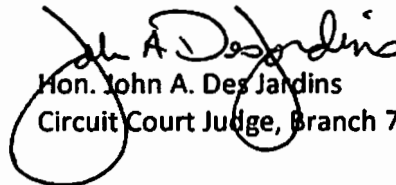
jail treatment programming to identify those programs that are following evidence based practices and to make the required changes or add additional programs that will assist in implementing an EBDM framework. Outagamie County recently hired a data analyst to better measure the outcomes of our criminal justice programs.

Outagamie County is very motivated to implement an EBDM framework. This initiative has the full support of the County Executive, the County Board, the District Attorney and Public Defender's offices, Law Enforcement and other stakeholders. We welcome the NIC's guidance and expertise as we progress in expanding our capacity for EBDM. We also understand the importance of assisting other jurisdictions in implementing EBDM. Outagamie County has often looked to Eau Claire County for assistance in developing our evidence based programming, and we look forward to sharing our expertise with other counties who are just beginning in this process.

Outagamie County and its stakeholders look forward to working with the National Institute of Corrections and the EBDM Statewide Project Planning Team. Please do not hesitate to contact us if you need any further information or assistance. Our contact person is Bernie Vetrone at 920-832-5248 or email him at Bernie.Vetrone@outagamie.org.

On behalf of the Outagamie County EBDM Policy Team,

Sincerely,


Hon. John A. Des Jardins
Circuit Court Judge, Branch 7

JAD/BV:bv/gsp

ROCK COUNTY, WISCONSIN



Criminal Justice Coordinating Council

51 South Main Street
Janesville, Wisconsin 53545
Phone: 608/757-5510
Web Site: www.co.rock.wi.us

October 17, 2014

Mr. Jim Cosby
Chief, Community Services Division
National Institute of Corrections

Dear Mr. Cosby:

The Rock County Criminal Justice Coordinating Council (CJCC) is submitting this letter of commitment for participation on Wisconsin's Evidence-Based Decision Making Statewide Project Planning team. Rock County is honored to be a part of this initiative and is committed to pursuing evidence-based decision-making. Through the knowledge gained through this statewide EBDM initiative, Rock County endeavors to further the use of the EBDM framework for a more effective, efficient justice system.

The key stakeholders committed to participating on Rock County's EBDM Policy Team, their titles and length of time in their current position are:

- Honorable James Daley, Presiding and Chief Judge, 25 years (as a judge)
- District Attorney David O'Leary, 17 years
- Eric Nelson, Regional Attorney Manager, Office of the State Public Defender, 20 years
- Sheriff Robert Spoden, 8 years
- Jail Commander Erik Chellevoid, 4 years
- Troy Enger, WI Department of Corrections, Division of Community Corrections, Region 1 Assistant Chief, 2 ½ years
- Chief David Moore, Janesville Police Department, 5 ½ years
- Charmian Klyve, Director Rock County Human Services Department, 14 years
- Josh Smith, County Administrator, 3 months
- Sandy Kraft, County Board Supervisor, 14 years
- Honorable Richard Werner, 18 years
- Honorable R. Alan Bates, 10 years
- Court Commissioner Stephen Meyer, 22 years
- Court Commissioner Larry Barton, 5 months

The Local Initiative Coordinator for Rock County will be Elizabeth Pohlman McQuillen, Criminal Justice System Planner/Analyst. Ms. Pohlman McQuillen has been in this role since February 2008. It is a full-time position and her main responsibility is as the staff person to the county's CJCC. She also provides staff support for the County's Behavioral Health Redesign Steering Committee and assists with administrative matters concerning the county's three treatment courts (Drug, OWI, and Veterans). The work of the Planner/Analyst involves

analyzing data and agency policies; planning for system-wide improvements; facilitating meetings, communication, and contacts among stakeholders in the criminal justice system; conducting research; giving oral and written presentations; researching and writing grant applications; and managing complex projects. The Planner/Analyst's position is located in the Office of the County Administrator. Ms. Pohlman Mcquillen will devote 50% of her time to facilitate EBDM in Rock County.

The public sector agency in the local justice system that will serve as the lead for this initiative is the State Public Defender's Office. The Chair of the County's CJCC is the representative from the Public Defender's Office, Mr. Eric Nelson. As Chair of the CJCC, he, and in turn the agency he represents, is the logical choice to lead the initiative in Rock County.

Each Policy Team member has read the EBDM Framework and the Application Kit for Phase V participation. Each Policy Team member has stated that he/she understands the expectations associate with participation in the Initiative.

Rock County is ideally positioned to undertake the EBDM initiative for several reasons. First, Rock County has a strong and long-standing Criminal Justice Coordinating Council. The CJCC has been meeting monthly since 2006, when it was created by the County Board as a permanent standing advisory committee to the County Board on matters involving the justice system. The CJCC is a 17-person committee composed of key stakeholders from the justice system, county administration, and the community. Its members include the Chief Judge, District Attorney, Sheriff, Police Chief, Public Defender's Office, WI Department of Corrections, Division of Community Corrections, Human Services Director, County Board, Juvenile Justice Division Manager, a victim advocate, as well as several other dedicated community members. Many of these members will be on the EBDM Policy Team and the remainder of the CJCC has expressed its endorsement of pursuing EBDM in Rock County. Additionally, most of the proposed Policy Team members attended the EBDM Summit, held in Madison, Wisconsin, in January 2014 and have committed to the process. Further, the CJCC, as noted above, has a staff member devoted to the work of the CJCC, who can effectively act as the local coordinator and put forth the time required to coordinate and successfully implement EBDM in Rock County. Coupled with the fact, Rock County has been moving toward evidence-based practices and programs throughout the justice and other county systems, the furtherance of EBDM is a logical next step.

Rock County has identified several short and long-term goals it hopes to achieve through participation in the EBDM Initiative.

Short-Term Goals include:

- Increase collaboration and communication
- Understand current practices of state and local agencies and state and local justice systems
- Develop logic models
- Establish methods to collect, analyze, and utilize data to inform decision making
- Develop a set of change targets representing Rock County's priorities for advancing EBDM and achieving identified risk and harm reduction goals

- Draft work plans that describe strategies that will be employed to address identified change targets
- Develop one or more system-wide scorecards that represent methods to objectively measure key outcomes of the justice system
- Develop a strategic action plan for implementation

Long-Term Goals include:

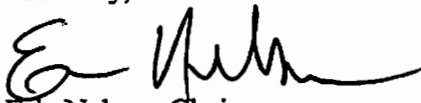
- Reduced recidivism
- Increased public safety
- Harm reduction
- Cost effectiveness across the justice system
- Redesign of the front-end of the justice system

The Rock County EBDM Policy Team is prepared to meet the commitment to meet on a regular basis and undertake the work of this initiative and participate in related meetings, conference calls and gatherings and coordination with the State Team. As stated above, most members of the Policy Team attended the EBDM Summit held in Madison in January. Further, there have been on-going EBDM discussion points at CJCC meetings over the past two years. Additionally, Rock County completed a systems mapping exercise, set forth by the EBDM Framework and invited Tiana Glenna, the CJCC Coordinator in Eau Claire, come to Rock County to discuss the EBDM initiative and how to implement the Framework in Rock County. All of these steps taken are evidence of Rock County's commitment to undertaking the EBDM Framework and implementing the principals within the local jurisdiction.

Rock County is committed to being a full participant in the EBDM process if Wisconsin is chosen as one of the states in Phase V of the Initiative. As stated above, the members of the proposed Policy Team will be fully invested in the process and will use the lessons learned to make the justice system in Rock County as efficient and effective as possible. They are also willing to be a resource to other jurisdictions that are interested in following EBDM in the future. By following data and research-based principles to make appropriate changes in the justice system, public safety is protected and better outcomes are had, not only for offenders, but the community as a whole.

Rock County is excited by the prospect of participating in the EBDM Initiative as a local jurisdiction under the State of Wisconsin's Phase V application. Should you have any further questions or would like to discuss why Rock County would be an ideal partner in this venture, please do not hesitate to contact me.

Sincerely,



Eric Nelson, Chair

Rock County Criminal Justice Coordinating Council

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STATE OF WISCONSIN

THIRD JUDICIAL DISTRICT

WAUKESHA COUNTY COURTHOUSE
515 WEST MORELAND BLVD., ROOM C-359
WAUKESHA, WISCONSIN 53188

OFFICE (262) 548-7210
FAX (262) 548-7815



November 17, 2014
Jim Cosby, Chief
Community Services Division
National Institute of Corrections

Dear Mr. Cosby:

Please accept this letter of commitment on behalf of the Waukesha County Evidence-Based Decision Making (EBDM) Policy Team to partner with the State of Wisconsin in their application for participation in Phase V of the EBDM Initiative. Waukesha County is honored to have been selected by the State as one of six counties to participate in this important initiative. Waukesha County's **Policy Team** will consist of the following members:

- 1) Hon. Jennifer Dorow, Presiding Judge & Policy Team Chair
 - 2.5 years in current position
- 2) Dan Vrakas, Waukesha County Executive
 - 9 years in current position
- 3) Paul Decker, County Board Chairman
 - 2.5 years in current position
- 4) Brad Schimel, District Attorney
 - 8 years in current position
- 5) Antwayne Robertson, Director of Health & Human Services
 - 1.5 years in current position
- 6) Sam Benedict, State Public Defender Regional Attorney Manager
 - 12 years in current position
- 7) Eric Severson, Sheriff's Department Inspector (Sheriff-elect)
 - 2 years in current position
- 8) Kathy Madden, Clerk of Circuit Court
 - 6 years in current position
- 9) Russ Jack, Waukesha Chief of Police
 - 5 years in current position
- 10) Anna Ruzinski, Menomonee Falls Chief of Police
 - 7 years in current position
- 11) Marla Bell, DOC Community Corrections Field Supervisor
 - 2.5 years in current position
- 12) Michael Neimon, District Court Administrator
 - 16 years in current position
- 13) Sara Carpenter, Wisconsin Community Services Administrator
 - 8 years in current position
- 14) Jen Dunn – Victim Witness Program Coordinator
 - 17 years in current position

All Policy Team members have read the EBDM Framework and the EBDM Initiative Application Kit for Phase V Participation and understand the expectations associated with participation in this initiative, which include meeting monthly with an NIC Technical Assistance Manager, participation in conference calls and other required meetings, and coordination with the established State Team. Waukesha County's Policy Team is committed to participation in this initiative, evidenced by the fact that we sent a team of seven stakeholders to the EBDM Summit held in January in Madison. Those team members included: Hon. Lloyd Carter, previous Presiding Judge and Chairman of the CJCC; Brad Schimel, District Attorney; Hon. Kathy Foster, Presiding Criminal Court Judge; Sam Benedict, Regional Attorney Manager for the Public Defender's Office; Antwayne Robertson, Director of Health and Human Services; Amy Rodriguez, Department of Corrections Field Supervisor; and Rebecca Luczaj, Coordinator of the CJCC. The content of the Summit inspired us to take action immediately, so our team conducted a follow-up meeting shortly after the Summit to process what we had learned and to discuss how we could begin to implement the EBDM Initiative here in Waukesha County. Being selected to partner with the State in Phase V will allow us to prepare for EBDM implementation across our local criminal justice system.

Waukesha County's **Local Initiative Coordinator** will be Rebecca Luczaj, Coordinator of the Criminal Justice Collaborating Council (CJCC), who will commit 50% of her time to support the EBDM initiative. Ms. Luczaj has been the CJCC Coordinator since September 2008. She has a Master's degree in Criminal Justice from the University of Wisconsin-Milwaukee and has been working in the criminal justice field for over 15 years. Her current responsibilities include, but are not limited to:

- Facilitates collaboration between the 13 members of the CJCC to promote the effective and efficient administration of the local criminal justice system
- Mediates differences and guides discussion between stakeholders to better address criminal justice system problems
- Advises decision makers on policy issues, strategic initiatives, funding sources, and innovative programming
- Researches and analyzes potential programming opportunities, presenting options and recommendations to decision makers
- Identifies funding sources and writes grant proposals
- Prepares and monitors CJCC operating budget, which exceeds \$1.3 million
- Prepares RFPs and manages purchased service contracts to ensure appropriate provision of services within budgetary constraints
- Evaluates program performance outcomes to identify success and makes recommendations for improvements where necessary
- Coordinates the development of the CJCC strategic plan and monitors the implementation of the plan
- Works with the Courts, Sheriff's Department, and District Attorney's Office to gather data and identify trends related to: case filings and dispositions; jail and Huber population size and demographics; and charging and sentencing information
- Staffs all CJCC committees, assigning the committees with tasks delineated by the CJCC and then communicates their work to the full Council

The **Public Sector Agency Lead** for this initiative will be the Waukesha County Circuit Court, led by the Hon. Jennifer Dorow, Presiding Judge Waukesha County, who will also take on the responsibility of chairing the Policy Team.

Waukesha County is hopeful to achieve several short- and long-term goals through participation in this initiative, to include the following:

Short-Term Goals

- Develop a shared vision for EBDM in Waukesha County
- Complete a local criminal justice system mapping exercise to identify all of the decision points within the system where evidence-based decision making should be used to determine the best outcome for the defendant/offender and the community
- Establish comprehensive methods to collect, analyze, and utilize data from the Courts, Sheriff's Department, and the District Attorney's Office to make data-driven decisions
- Prioritize existing CJCC programming to be able to maximize resources based on cost-effectiveness and ability to reduce subsequent re-offending, resulting in an increase in public safety


Long-Term Goals

- Improve the effectiveness and efficiency of the local criminal justice system
- Evaluate the effectiveness of CJCC programs for adult offenders, specifically Waukesha County's pretrial programs
- Develop a system to incorporate EBDM into daily practices
- Reduce the potential for jail overcrowding through the increased use of alternatives to incarceration when applicable
- Save taxpayer dollars through jail days saved by utilizing more effective alternatives to incarceration
- Reduce recidivism through the use of evidence-based practices
- Increase public safety through rehabilitative programming, resulting in reduced criminal activity

Waukesha County is well positioned to take on the work required in the EBDM initiative, evidenced by our long-standing CJCC, formed in 2002, which exemplifies the collaboration and commitment necessary to successfully implement the EBDM Framework. The CJCC is comprised of thirteen key criminal justice system stakeholders, to include: the Chief/Presiding Judge, County Executive, County Board Chairperson, District Attorney, Sheriff, Clerk of Courts, Public Defender's Office Regional Attorney Manager, City of Waukesha Mayor, Waukesha Police Chief, Health & Human Services Director, UW-Extension Director, DOC Community Corrections Field Supervisor, and a citizen member who is a retired state legislator. The CJCC provides oversight of eleven pretrial and post-conviction programs for adult offenders in Waukesha County. The mission of the CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitative services, while recognizing the rights and needs of victims.

We look forward to working with NIC as a partner with the State of Wisconsin in their Phase V application for participation in the EBDM Initiative. Please contact me with any questions at (262) 548-7538 or jennifer.dorow@wicourts.gov. Thank you for your time and consideration of Wisconsin's Phase V application.

Regards,



The Honorable Jennifer R. Dorow
CJCC Chair