

# State of Wisconsin



## Evidence-Based Decision Making Initiative Phase VI Application

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# STATE OF WISCONSIN CRIMINAL JUSTICE COORDINATING COUNCIL

SCOTT WALKER, GOVERNOR

ATTORNEY GENERAL BRAD D. SCHIMEL, CO-CHAIR  
SECRETARY JON E. LITSCHER, CO-CHAIR

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July 26, 2016

Jim Cosby, Director  
National Institute of Corrections

Dear Director Cosby,

On behalf of the State Criminal Justice Coordinating Council (CJCC) and our local teams, we are writing to formally express our continued commitment to advancing Evidence-Based Decision Making (EBDM) in the State of Wisconsin by being considered for selection for Phase VI of the Initiative. As detailed in the applications of the state and local teams, Wisconsin is extremely well-positioned to achieve implementation success in Phase VI, through our established team structures, strong partnerships, and a shared vision of the future of our criminal justice system.

### **Strengths of our Collaborative Policy Team**

At the state level, throughout Phases IV and V, we have developed a proven team structure, with a State EBDM Policy Team operating as a subcommittee of the State CJCC, and working in parallel with other CJCC subcommittees to meet the goals of the Initiative. The State of Wisconsin's Phase VI Implementation Plan seeks to build on the successful infrastructure created through the CJCC, and enhance the existing partnerships created through Phases IV and V of the EBDM Initiative. Our Phase VI Implementation Plan seeks to operationalize the CJCC and its subcommittees to achieve the state's EBDM Harm Reduction goals. In these roles, the subcommittees will work in parallel with each other, while providing a constant feedback loop to the EBDM Subcommittee, the State CJCC and its Executive Committee, and other subcommittees.

Our experiences in Phase V have highlighted a number of strengths as a collaborative policy team within our EBDM Subcommittee, including:

- Inclusion of each of our state's EBDM Capacity Builders;
- State and local representation, including representatives from the original sites, Eau Claire and Milwaukee, and our six Phase V sites;
- Connection of members to decision makers and other existing criminal justice initiatives and committees;
- Membership that includes multiple disciplines from within the criminal justice system;
- Membership that also includes more than the traditional criminal justice stakeholders;

- Membership that is knowledgeable regarding the EBDM Principles and is motivated for positive reform;
- A truly shared vision and values regarding our state's criminal justice system; and
- Ability to hear dissent and work towards consensus as a group.

In addition, as we move into implementation, Wisconsin's collaborative State EBDM Team will also benefit from staff resources from the state partner agencies. The State CJCC and its subcommittees are primarily staffed by the Wisconsin Department of Justice (DOJ), which includes the State Team Coordinator as well as increased staffing throughout Phase V. DOJ will continue to commit staff to this effort in Phase VI. In addition, through the Director of State Courts Office, the State EBDM Coordinator will continue to serve as the bridge between the state team and local teams to align our collective Phase VI implementation efforts. The Department of Corrections and the State Public Defender's Office will also continue to contribute staff resources in support of the state's implementation goals.

Finally, while shifting or reallocating resources in support of new initiatives takes time, the State of Wisconsin is already using EBDM as a model for strategically allocating existing resources. As detailed in the State of Wisconsin's application for Phase V of the EBDM Initiative, our key goal for Phase V was to use this planning process to align existing state-level criminal justice system improvement initiatives around a common framework. We have made considerable progress towards this goal already in Phase V, as we have leveraged these existing initiatives around our EBDM implementation goals. First, at the state level, our Treatment Alternatives and Diversion (TAD) program has moved into a new five-year competitive cycle for calendar year 2017, and has been increased to more than \$6 million annually through new legislation. This will expand evidence-based alternatives to incarceration programming for individuals entering the justice system with substance abuse issues to over half the counties in Wisconsin. In order to align these efforts with EBDM, as part of the current competitive process, WI DOJ has incorporated elements of EBDM into the planning and grant application requirements. This included requiring enhanced collaboration with an emphasis on a system-wide approach at the county level, as well as focusing on the development of system maps and logic models as part of the planning process. In order to prepare counties for these changes, WI DOJ and its partner agencies provided regional trainings on these elements, further expanding EBDM concepts to areas of the state not currently participating in EBDM.

In addition, WI DOJ is the state administering agency (SAA) for the State of Wisconsin for federal criminal justice grant funding. In this role, DOJ administers the Byrne Memorial Justice Assistance Grant (JAG), which is the largest criminal justice system formula grant available to states. In order to meet the strategic planning requirement for the JAG program, DOJ has aligned JAG planning efforts with the state's EBDM planning, and will utilize JAG funding to provide resource needs essential for Phase VI implementation. DOJ has also prioritized applying for federal discretionary funding opportunities related to the state's EBDM work, such as applying for an FY16 BJA Justice and Mental Health Collaboration Program grant to further the state's Crisis Intervention Team (CIT) Training efforts. Moving forward, DOJ will continue to prioritize grant funding opportunities in support of the state's EBDM efforts.

### **State and Local Interest in Phase VI/Strength as a Consortium**

Wisconsin has been fortunate that it is unique among the EBDM states, having two local sites that participated in Phase II/III of the Initiative. As we have moved forward since Phase III, this fact has continued to pay dividends time after time, as counties in different areas of the state have learned about, and from, these original sites. This was highlighted early on through the participation of 22 Wisconsin counties at the EBDM Summit held in Wisconsin in January, 2014 where the EBDM work of these original counties was discussed. Indeed, dating back to the Summit, and continuing as we move collectively toward Phase VI implementation, it has been evident that in Wisconsin we have consistently had more local interest in EBDM than available capacity. This fact serves to highlight the quality of Wisconsin's selected Phase V local teams of Chippewa, La Crosse, Marathon, Outagamie, Rock, and Waukesha Counties, and the work of our state team in collaboration with these local teams throughout Phase V has created a strong consortium of stakeholders moving forward towards a shared vision of criminal justice system reform in Wisconsin.

As our state and local teams have each moved through the Phase V Roadmap with our separate teams, we have consistently worked together and shared ideas and experiences along the way. Major milestones have included our state's Phase V Kick-off in June, 2015, participation from almost all of Wisconsin's teams at NIC's Orientation for New Pretrial Executives Training in March, 2016, and our state and local EBDM Team Partnership meeting in June, 2016.

It is fitting, therefore, that this letter be signed on this date, following our meeting of the State Criminal Justice Coordinating Council. At this meeting, all of our eight local EBDM teams and the state team collectively reviewed our state and local applications for Phase VI, discussed our experiences in Phase V, and our expectations for Phase VI. In addition, local CJCC coordinators from counties not currently participating in EBDM were invited and in attendance, continuing to build momentum for future expansion. It is our belief that, as with the EBDM Summit, this meeting will serve to further unify our state and local collaboration and continue to build momentum for future EBDM expansion to local jurisdictions in Wisconsin.

### **Willingness to Serve as a Showcase to Others**

If selected for Phase VI, the State of Wisconsin agrees to serve as a showcase for other states, including consenting to case studies, publicly sharing work products, providing data for inclusion in EBDM Initiative products, and sharing experiences with others at conferences, through webinars, and through other venues. We feel that this is a crucial step in this process, as noted locally through the experiences of Eau Claire and Milwaukee in Phase II and III, and the interest generated for further expansion in other areas of the state. Early in Phase V, we took steps to facilitate this process, through the creation of the State CJCC website in June, 2015. This website has continued to be updated and expanded, and will be a key state-level resource to complement the efforts of the Initiative and showcase our state's EBDM efforts and successes.

### **Agreement to Participate in an Initiative Evaluation**

The State of Wisconsin agrees to participate in an Initiative evaluation in Phase VI, should funding for an evaluation become available. Throughout Phase V, our State EBDM Policy Team has made the use of research and data a priority. In pursuit of this, we have developed a set of data definitions for use statewide, and held lengthy

discussions regarding our state level framework for measuring recidivism. In addition, as part of our State EBDM Policy Team's Phase VI implementation goals, we have placed an overarching emphasis on the collection of data and conducting of research and evaluation. In support of this, we have dedicated resources to the development of interactive data dashboards at the Departments of Justice and Corrections, as well as towards the development of a tool for evaluating local evidence-based programs, the Comprehensive Outcomes, Research, and Evaluation (CORE) Reporting System. This system will continue to be expanded to meet our state and local Phase VI goals. We recognize that there is significant work to be done in the area of data collection and tracking to support our Phase VI goals, but also understand this effort is vital to our ability to evaluate and track results going forward.

In closing, thank you for your consideration of the State of Wisconsin's interest in pursuing Phase VI of the Evidence-Based Decision Making Initiative. We are confident that for the reasons stated in this letter, and in our application, you will see that Wisconsin has embraced the EBDM Framework as our model for criminal justice strategic planning and reform. We feel strongly that our state and local teams are exceptionally well-positioned to be successful in carrying out the goals of the Initiative, and we look forward to working with you further.

Sincerely,



Brad D. Schimel  
Attorney General  
CJCC Co-Chair



Jon E. Litscher  
Secretary, Department of Corrections  
CJCC Co-Chair



David O'Leary  
Rock County District Attorney  
EBDM Subcommittee Chair



Kelli Thompson  
State Public Defender  
EBDM Subcommittee Vice-Chair

## **Part II: Statewide Collaboration and Expansion of EBDM**

### **Utilization of Capacity Builders to Date**

Wisconsin's 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 currently include a total of seven staff from the Director of State Courts Office, the Department of Justice, the State Public Defenders' Office in Milwaukee County, the Eau Claire County CJCC Coordinator, the Rock County District Attorney, a La Crosse Circuit Court Judge, and an Eau Claire Sheriff's Department Captain. All of them are on the State-Level EBDM Policy Team, and our capacity builders also include the State EBDM Policy Team Chair, State Team Coordinator, and State-Wide EBDM Coordinator. To date, our capacity builders have:

- Participated in all Phase V Roadmap Activities as part of the State EBDM Policy team and its workgroups;
- Participated in the 2015 Phase V Kick-off Event, the March 2016 Orientation for New Pretrial Executives Training sponsored by NIC, and the June 2016 State and Local Team Partnership Meeting that focused on pretrial reform and communications strategies;
- Provided updates to our State CJCC and all four of its subcommittees throughout Phase V, and are represented in the membership of each of them. One co-chairs our Outreach and Communications Subcommittee, which is charged with expanding CJCC's and EBDM.
- Provided EBDM updates at the quarterly meetings of local CJCC coordinators;
- Given EBDM presentations across a series of regional meetings regarding treatment court standards and performance measures in 2015, and across a series of regional meetings regarding funding for the Treatment Alternatives and Diversion (TAD) program in 2016;



- Completed EBDM-specific presentations for more than 20 of Wisconsin's counties and tribes that were not officially part of the EBDM Initiative; and
- Assisted in preparing and presenting EBDM information at annual conferences for Judges, District Attorneys, and Public Defenders, and coordinated briefings for key stakeholders on EBDM, including the new Secretary of the Department of Corrections and legislators.

### **Utilization of Capacity Builders in Phase VI and Beyond**

As part of our goal to expand EBDM to more counties in Phase VI, we will develop seven additional capacity builders and roll out a plan for them to provide monthly technical assistance to additional county and tribal CJCCs that seek to implement EBDM.

### **Use of EBDM to Catalyze Change and Strengthen Collaboration to Date**

The Wisconsin State EBDM Policy Team and its partner agencies have used EBDM to catalyze change and enhance collaboration in areas of the state not actively participating in EBDM. This has been accomplished in a wide variety of ways in Phase V:

- In August, 2015, state and local capacity builders and leaders wrote a series of [EBDM articles](#) for the Wisconsin Counties Magazine, which described the initiative and proved to be a valuable outreach tool for additional local jurisdictions in Wisconsin;
- Numerous members of our State Policy team gave presentations on EBDM across the state. An example of this occurred in May, 2016, as members presented on EBDM to over 100 prosecutors at the State Prosecutors Education and Training conference and to over 100 judges at the Criminal Law and Sentencing Institute;
- In June, 2015, in advance of the state's Phase V EBDM Kick-off, The State CJCC created new [website](#) intended for the general public, as well as local CJCCs and justice system professionals. This has been a key resource in disseminating information regarding our



EBDM efforts. Additionally, as part of our workgroup process, we surveyed local jurisdictions regarding their current programming, and created an [interactive map](#) of local programs on the CJCC website; and

- The state-funded Treatment Alternatives and Diversion (TAD) program has moved into a new five-year competitive cycle for calendar year 2017, and has been increased to more than \$6 million annually through new legislation. This will expand evidence-based alternatives to incarceration programming to over half the counties in Wisconsin. In order to align with EBDM, WI DOJ incorporated elements of EBDM into the planning and grant application requirements. This included requiring enhanced collaboration with an emphasis on a system-wide approach at the county level, as well as focusing on the development of system maps and logic models as part of the planning process. In order to prepare counties for these changes, WI DOJ and its partner agencies provided regional trainings on these elements, further expanding EBDM concepts to all areas of the state.

#### **Use of EBDM to Catalyze Change and Strengthen Collaboration in Phase VI and Beyond**

- WI DOJ administers the Byrne Memorial Justice Assistance Grant (JAG), which is the largest criminal justice system formula grant available to states. Beginning with the FY16 grant, DOJ has aligned JAG strategic planning efforts with the state's EBDM planning, and will utilize JAG funding to provide resource needs essential for Phase VI implementation. Moving forward, DOJ has also prioritized applying for federal discretionary funding opportunities related to the state's EBDM work, such as applying for an FY16 BJA grant to further the state's Crisis Intervention Team (CIT) training efforts.
- Following the TAD competitive process for CY17, additional local jurisdictions will receive TAD funding, further aligning EBDM with local CJCCs in Wisconsin.





Eau Claire County  
Criminal Justice Collaborating Council  
721 Oxford Avenue, Suite 3520  
Eau Claire, WI 54703-5481



July 25, 2016

Jim Cosby, Director  
National Institute of Corrections  
320 First Street  
Washington, D.C. 20534

Dear Mr. Cosby:

Eau Claire County, Wisconsin has enthusiastically participated in the National Institute of Corrections Evidence Based Decision Making in Local Criminal Justice Systems Initiative since October of 2011. We are honored NIC is asking for formal re-engagement of phase II/III teams. The Eau Claire County CJCC strongly supports these efforts as a means to improve justice system outcomes while ensuring the cost-effective use of public resources.

1. Reflect upon the work that your team has done since forming your EBDM team in Phase II.

Identify (in bullet form) your most significant accomplishments.

- Diverted from arrest over 1,000 low risk/first time offenders from the system
- 2015 diverted 242 people
- Collected over \$25,000 in restitution since inception of the Diversion Program
- Recidivism study significantly lower recidivism rates for diverted individuals.
- Pretrial holds only 1.7 days
- Maintain .6% growth in jail population since 2012
- ADP decrease 5.9% from 2014 to 2015
- 5.7% Increase in bookings from 2014-2015

- Case closure rates have increased each year since 2012 (2012 – 96%, 2013 – 98%, 2014 – 100%, 2015 – 101%)
- Felony case dispositions increase 49.5% from 2012-2015
- Misdemeanor cases filed decreased more than 12% since 2010

- |  |   |
|--|---|
| • Comprehensive use of risk assessment tools       | • Dosage based dispositions   |
| • Pre-charge diversion program                     | • Probation focus medium/high-risk individuals                      |
| • Data Analyst hired                               | • Identification and monitoring of Super utilizers                  |
| • Creation of monthly data dashboards              | • Automated court notifications                                     |
| • CTC bond protocol with emphasis on risk          | • Legal and researched based bond conditions                        |
| • Case consolidation at intake                     | • Methamphetamine committee with focus on early intervention (2015) |
| • Incentivized plea offers, often with jail stayed | • OWI early intervention program (2015)                             |
| • Incarceration focus on medium/high risk          |   |
| • Increase in jail assessment and programming      |   |

2. Beginning with Phase III, identify (in bullet form) the steps your team/members of your team have taken to advance EBDM to other localities in your state.

- Support provided to other counties: presented on EBDM to 45 of the 72 counties, collaborate with one jurisdiction on data analysis, presented at discipline specific conferences on EBDM, other counties have adopted and/or plan to implement Diversion Program and treatment courts.
- State work: one member serves on the State CJCC Council, two members serve as EBDM capacity builders, two serve on the State EBDM policy Team, Six serve on State EBDM workgroups.

3. What benefits does your team envision for itself—and your local/state partners—through your formal re-engagement with the EBDM Initiative?

Formal re-engagement with EBDM will continue to strengthen the need and support for a state wide implementation of EBDM principles and practices. As a county we will continue to grow in our knowledge and implementation of EBDM principles and practices. This will allow us to continue to share our results in a formal and supported manner throughout the state.

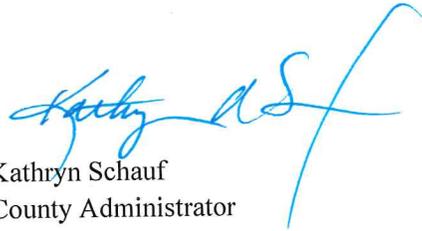
4. What forms of technical assistance would be helpful to your team in Phase VI?

- Policy team process: strategic planning, succession planning
- Education and communication: videos, stakeholder education
- Additional substantive issues: probation holds, specialty courts, CIT training and co-responder program

Sincerely,



Michael A. Schumacher  
Chair, EBDM policy team  
Circuit Court Judge, Branch 2



Kathryn Schauf  
County Administrator



Gregg Moore  
County Board Chair



Gary King  
District Attorney



Diane Cable  
Director of Human Services



Tiana Glenna  
Criminal Justice Manager



July 21, 2016

Jim Cosby  
Director, National Institute of Corrections

Dear Mr. Cosby,

On behalf of the Milwaukee Community Justice Council, we are writing to express interest in formally re-engaging with the National Evidence-Based Decision Making Initiative (EBDM) through the National Institute of Corrections. Beginning as a Phase II/III EBDM site in 2010, Milwaukee County has reaped significant benefits from the partnerships, tools, and guidance established through our involvement in EBDM. As a result, Milwaukee County has made tremendous progress in addressing critical system improvements and remains committed to the collaborative effort necessary to carry out evidence-based system wide change. We are enthusiastic for the opportunity to further advance our local and state criminal justice system's evidence-based practices with the support of the EBDM VI initiative.

Milwaukee County's EBDM policy team was formed in 2010 as a subset of the executive committee of the Milwaukee Community Justice Council. This team continues to work together on a number of projects and has been successful in maintaining the momentum needed to achieve several significant accomplishments. Reflecting on our work since this team's inception in Phase II, a summary of the team's greatest accomplishments is listed below.

- Completed a map of our justice system, which has fostered a greater understanding and level of collaboration among stakeholders
- Reconstructed and validated the Milwaukee County Pretrial Risk Assessment Instrument.
- Implemented Universal Pretrial Screening in 2012, which screens all individuals booked into the Criminal Justice Facility (CJF) on a bailable offense with our pretrial risk assessment tool. This program began in 2011 with pilot funding from the Wisconsin Department of Justice and has been fully funded by Milwaukee County since 2012.
- Received Justice Reinvestment Initiative (JRI) funding through the Bureau of Justice Assistance in 2011, 2013, and 2016. As a result of those awards, Milwaukee County was able to expand the Early Interventions program, creating the Central Liaison Unit which provides diversions/deferred prosecutions to eligible individuals. It also included the implementation of the LSI-R:SV and LSI-R in determining eligibility for diversion/deferred prosecution agreements.
- Incorporated evidence-based practices into Milwaukee County's pretrial supervision programs, such as differential supervision based on risk and Strategies for Effective Pretrial Supervision (STEPS).
- Developed a Behavior Management Matrix for pretrial supervision, diversion, deferred prosecution, and Drug Treatment Court participants to appropriately align responses to

pro-social and non-compliant behaviors based on the severity of the behavior and the individual's assessed risk.

- Established Dosage Probation in 2014, allowing Probation Agents to match programming and treatment to the probationer's assessed risk and needs.
- In 2015, Milwaukee County was selected as an implementation site for the Laura and John Arnold Foundation's Public Safety Assessment (PSA) pretrial risk assessment instrument. The county also received technical assistance in developing a new pretrial decision-making framework (DMF). The PSA and DMF were implemented in June, 2016.
- In 2015, Milwaukee County was selected as one of twenty MacArthur Foundation Safety and Justice Challenge Phase 1 sites. In 2016, Milwaukee County was selected as one of eleven Phase 2 Core Sites and will be using the award to improve policy areas that will: reduce the length of stay for low-level non-violent misdemeanants; divert individuals with mental health and substance abuse issues to alternatives that will help prevent them from cycling in and out of Milwaukee's criminal justice system; and provide more trauma-informed response options to justice system stakeholders. Each strategy was designed to also reduce racial and ethnic disparities across the criminal justice system.
- Milwaukee County funded the development of a new data collection and case management system for all Pretrial and Early Intervention programs.

During and since Phase III, Milwaukee County's EBDM team members have taken sincere interest in supporting other jurisdictions across the State and Country to advance EBDM to other localities. A few of those examples include:

- Half of the Milwaukee County EBDM team is a member of the State of Wisconsin EBDM policy team.
- In 2013, members of Milwaukee's EBDM team presented at the National Association of Pretrial Services Agencies (NAPSA) Annual Conference and Training session, titled "Putting Validated Pretrial Risk Assessment Into Practice: How Four Jurisdictions Have Integrated Their Risk Instruments With Program Recommendations, Court Decision Making, and Performance Measures."
- In 2014, members of Milwaukee's EBDM team attended the Capacity Builder training through NIC in Aurora, Colorado to learn how to help other jurisdictions become evidence-based. The capacity builders remain active resources for the assigned sites.
- In June of 2016, members of Milwaukee's team were invited to participate in the EBDM State and Local Teams Partnership meeting, as well as present at the Department of Justice sponsored "Smart on Crime Implementation Workshop: Exploring Alternatives to Detention and Incarceration," in Washington, DC.
- Milwaukee County has hosted numerous visits for other jurisdictions to observe and ask questions of the local programs.
- EBDM team members participate in conference calls and webinars to share documents and the lessons learned during our system reform efforts.
- Members of the Milwaukee Judiciary have taken part in numerous local and statewide judicial trainings on EBDM related topics.

Through the formal re-engagement with the EBDM Initiative, Milwaukee County envisions the opportunity to build upon our experiences of the previous phases. By re-engaging in Phase VI of EBDM, Milwaukee seeks technical assistance for the following:

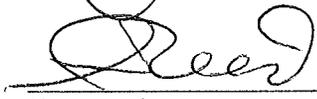
- Rejuvenating the primary stakeholders and leadership teams;
- Drafting a strategic plan in regards to evidence-based practices to address sustainability and succession planning;
- Further education/training on the importance of evidence-based practices at all agency levels (leadership, deputies, line staff, etc.) and within the community; and,
- Expanding the development of data collection and performance and outcome measures of evidence-based practices.

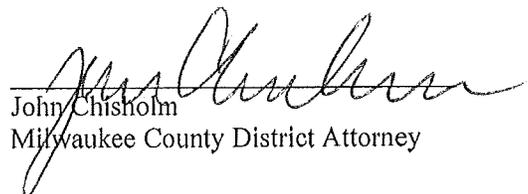
As articulated above, Milwaukee County stakeholders continue to maintain a united front. We, the core EBDM policy team, along with other EBDM policy members and criminal justice stakeholders in our community, are committed to improving the way our local and surrounding criminal justice systems function. We thank you for the opportunity to advance our evidence-based practices, criminal justice system and community as we continue to work towards oneless crime, defendant, offender, and victim.

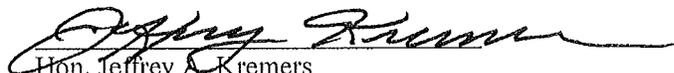
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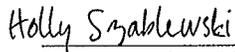
  
 Hon. Maxine Aldridge White  
 Chief Judge, First Judicial District  
 Chair, Milwaukee Community Justice Council

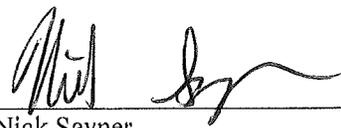
  
 Chris Abele  
 Milwaukee County Executive

  
 Tom Reed  
 First Assistant, State Public Defender  
 Vice Chair, Milwaukee Community Justice Council

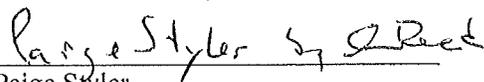
  
 John Chisholm  
 Milwaukee County District Attorney

  
 Hon. Jeffrey A. Kremers  
 Presiding Misdemeanor Judge

DocuSigned by:  
  
 Holly Szablewski  
 District Court Administrator, First  
 Judicial

  
 Nick Sayner  
 Executive Director, JusticePoint

  
 Jeffrey Altenburg  
 Deputy District Attorney

  
 Paige Styler  
 Principle Deputy First Assistant,  
 State Public Defender

## **Part IV: Collaboration**

### **What does it mean to be an “EBDM Team?”**

Wisconsin views its team approach to EBDM as a collaborative effort by all entities involved in the criminal justice system, to apply a common vision of reform to address harm reduction, public safety, quality of life and procedural fairness. Our state legislature first funded evidence-based treatment alternatives and diversion programs in 2005 and in the span of a decade has increased funding more than 500% based on research demonstrating the effectiveness of these programs. Our team has also benefitted from the experiences of Eau Claire and Milwaukee counties, who were two of the first counties in the nation to implement EBDM. They have since become leaders in our state, helping to drive expansion efforts at the local and state level. Wisconsin formed its State CJCC in 2012, which laid the foundation to build on these efforts with a collaborative state team approach prior to the Phase IV and V technical assistance from NIC. Our team has had many discussions which continually reinforce the concept that in order to lead the change that all actors have agreed upon, we must stand united in our common goals to reduce harm and increase public safety through the use of evidence and research.

### **How has our EBDM Team evolved throughout Phase V**

The Wisconsin CJCC’s EBDM Subcommittee serves as the Wisconsin Phase V State-Level EBDM Policy Team, with the State CJCC providing overall oversight for the Initiative. During Phase V, both of these bodies have experienced changes in membership, which as we moved forward have highlighted the flexibility and strength of Wisconsin’s collaborative efforts.

At the State CJCC level, we have experienced a transition of both Co-Chairs of the CJCC since our Phase V application was submitted. Attorney General Brad Schimel took office in January, 2015, and Secretary Jon Litscher was appointed in February, 2016. As new Co-Chairs, both have embraced EBDM as a priority for the State CJCC moving forward.



During this Phase, eight subcommittee members have either retired or changed positions, and those members were replaced with their new incumbents to continue their discipline-specific representation. We have also increased our state team membership by adding additional representation for victim advocates, law enforcement, mental health, health services, and members poised to address issues of diversity. We will continue to address these areas of representation and others identified as we move forward into Phase VI.

### **EBDM Team Strengths and Challenges in Phase V**

A strength of our State EBDM Policy Team has been the representation of members across both traditional and non-traditional criminal justice stakeholder groups, as well as from entities outside of the criminal justice system. Additionally, as a large policy body of over 30 members, the size of our team could have been unwieldy, however, our team functioned at a high level throughout Phase V and generated in-depth and serious discussion from multiple perspectives to ensure that different views were brought to the table as part of the consensus building process. In addition, members of the state team and workgroups contributed significant time to attend meetings and participate in the process, often traveling long distances to be involved in person. Overall, the state team recognizes the importance of data collection to support our EBDM efforts and has indicated this is a priority moving into Phase VI.

In terms of challenges, the initial identified number of over 100 potential areas for improvement was daunting and it was difficult to narrow these down to a manageable number of focused change targets, but we were able to do so by identifying themes and commonalities. The lack of uniform data definitions and the differences in how the criminal justice system functions at a local level was also somewhat of a revelation for many participants, but this reinforced both the need to develop model policies, trainings, and recommended standards, which became part of the change targets, while also recognizing the importance and the need for local context. The



lack of diversity, local political environment, elections, and leadership changes also occurred during this time period, but the state team was able to continue to move forward and adjust to the changing environment while keeping the core focus on the harm reduction goals and our vision for criminal justice reform.

### **External Partners Involved in EBDM in Phase V**

As noted previously, we have continued to broaden our partnerships and membership throughout Phase V. The workgroups also brought in numerous members from multiple disciplines, geographic areas, and non-criminal justice entities. In addition, through trainings that were delivered to multiple stakeholder groups, including counties and tribes applying for Treatment Alternatives and Diversion (TAD) funding, involving both state team and non-state team representatives, additional information was shared about EBDM efforts across the state.

### **Anticipated Changes to Our Collaborative to Meet Phase VI Implementation Needs**

The State CJCC's EBDM Subcommittee will continue as the Wisconsin Phase VI State EBDM Policy Team. In this role, the EBDM Subcommittee will work in parallel with the local teams in conducting Phase VI implementation activities. It is anticipated that the subcommittee will enhance its membership to further meet its assigned change target goals, as well as to achieve diversity, better represent victims, and enhance legislative buy-in for Phase VI.

### **Envisioned Role/Work of EBDM Team in Phase VI**

Our Phase VI Implementation Plan seeks to build on the successful infrastructure created through the State CJCC, and enhance existing partnerships created through Phases IV and V of the Initiative. The CJCC was created by Executive Order in April, 2012, and since its inception, has largely played a role as a statewide planning body. Following the Summit in January, 2014, the State CJCC has aligned these statewide planning efforts with the work of Phase IV and V of the EBDM Initiative. Given the broad scope of the State's Phase VI goals, this implementation



plan seeks to capitalize on this existing structure and further enhance and operationalize the role of all of the CJCC's subcommittees to achieve the state's harm reduction goals. As noted in the work plans, the EBDM Subcommittee will have overall oversight of the implementation of the harm reduction goals, with specific goals assigned to the appropriate existing subcommittee (Problem-Solving Courts/Diversion and Outreach/Communication) to lead their implementation.

A fifth subcommittee, the Model Policies and Training Subcommittee, will be created to lead implementation of specific goals. The Data Sharing/OTIs Subcommittee will be responsible for data collection and research in Phase VI, as well as tracking and reporting on the State's EBDM Key Indicators (Scorecard). In these roles, the subcommittees will work in parallel with each other, while providing a constant feedback loop to the EBDM Subcommittee, the State CJCC and other subcommittees. Wisconsin's State EBDM Team will also benefit from staff resources from the state partner agencies. The State CJCC and its subcommittees are primarily staffed by DOJ, which included the State Team Coordinator as well as increased staffing throughout Phase V and into Phase VI. In addition, through the Director of State Courts Office, the State EBDM Coordinator will continue to serve as the bridge between the state team and local teams to align our collective Phase VI implementation efforts. Finally, the Department of Corrections and the State Public Defender's Office will continue to contribute staff resources.

### **Anticipated Team Leadership Changes in Phase VI**

We do not anticipate any leadership changes to the State EBDM Policy Team in Phase VI. Our structure as a subcommittee of the State CJCC, working in alignment with other CJCC subcommittees, has proven to be effective in both Phase IV and Phase V.

### **Efforts to Support the Collaboration and Harm Reduction Goals of the Local Teams**

The Wisconsin State EBDM Policy Team sponsored the Phase V In-State Kickoff meeting in June 2015. This began the formal work of building collaboration and alignment



within and between our EBDM teams. Activities included developing a shared vision and methods for cross-team, cross-state, and discipline specific partnership and collaboration.

Our Statewide EBDM Coordinator attended all monthly EBDM TA site visits throughout Phase V, providing updates on other EBDM team activities, documenting locally identified barriers for resolution, and working to enhance collaboration across teams. Monthly phone conferences team coordinators were facilitated that included a review of current activities, discussion of locally identified barriers, and steps to align activities across EBDM Teams. State and Local EBDM Teams shared their monthly reports to NIC, which helped align work across teams and ensure identification of local change targets and barriers for state consideration.

The State EBDM Policy Team provided local teams with information available from the state and local level to populate their Phase V Roadmap Data Template, as well as a dictionary of key criminal justice system terms and a framework document for defining recidivism. A “*Change Target Matrix*” was created that listed each of our current EBDM team’s harm reduction goals, as well as a “*Local Team Issues and Status of State Team Actions*” that listed locally identified issues and which existing committees or change target workgroups they were assigned to for further consideration and resolution. Based on the fact that all of our Wisconsin EBDM Teams identified elements of the pretrial decision point as a change target, 26 individuals attended the March 2016 NIC Orientation for New Pretrial Executives training. In June 2016 the State EBDM Policy Team sponsored the *Wisconsin’s State and Local EBDM Partnership Meeting*. Goals included working together to advance legal and evidence-based pretrial justice, crafting a strategic communications plan to educate stakeholders and the public about Wisconsin’s EBDM efforts, and to educate all EBDM teams about their individual, and shared, change targets and harm reduction goals.



## **CJCC Evidence-Based Decision Making Subcommittee**

David O'Leary, Rock County District Attorney (Chair)

State Public Defender Kelli Thompson (Vice-Chair)

Senator Nikiya Harris Dodd, 6th Senate District (D-Milwaukee)

Representative Rob Hutton, 13th Assembly District (R-Brookfield)

Representative Evan Goyke, 18th Assembly District (D-Milwaukee)

Tommy Gubbin, Office of Court Operations (EBDM Coordinator)

Holly Szablewski, District 1 Court Administrator

Kelly McKnight, Ashland County DA

Captain Dan Bresina, Eau Claire County Sheriff's Department

Chief Greg Peterson, Grand Chute Police Department

Megan Jones, Ph.D., Director of Research and Policy, DOC

James Schwochert, Division of Adult Institutions Administrator, DOC

Denise Symdon, Administrator, Division of Community Corrections, DOC

Silvia Jackson, Reentry Director, DOC

Matt Raymer, Justice Programs Supervisor, DOJ (State Team Coordinator)

Mike Tobin, Deputy State Public Defender

Nick Sayner, Executive Director, JusticePoint

Jane Klekamp, Associate County Administrator, La Crosse County

Tiana Glenna, CJCC Coordinator, Eau Claire County

Sarah Diedrick-Kasdorf, Wisconsin Counties Association

Fred Royal, Milwaukee Chapter President, NAACP

Judge Jeffrey Kremers, Milwaukee County

Judge Carl Ashley, Milwaukee County

Judge Elliott Levine, La Crosse County

Kit Kerschensteiner, Disability Rights of Wisconsin

Rose Kleman, Deputy Administrator, Division of Mental Health and Substance Abuse Services, DHS

Dr. Debbie Lassiter, Executive Director, Convergence Resource Center

Dr. David Pate, Jr., Associate Professor, Helen Bader School of Social Welfare

Patti Jo Severson, Gundersen Health (La Crosse County)

Jen Dunn, Victim Services Director, Waukesha County DA's Office



**SCOTT WALKER**  
**OFFICE OF THE GOVERNOR**  
**STATE OF WISCONSIN**

P.O. Box 7863  
MADISON, WI 53707

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July 28, 2016

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

Dear Director Cosby,

On behalf of the State of Wisconsin, I am writing to express my support for the Wisconsin Statewide Criminal Justice Coordinating Council (CJCC)'s collaborative application for Phase VI of the National Institute of Corrections Evidence-Based Decision Making (EBDM) Initiative.

This proposal furthers the goal of the CJCC to better invest in the criminal justice system and maximize public safety, and supports the priorities of my administration to achieve better performance and a more efficient government in Wisconsin. As Governor, I have supported a number of budget initiatives designed to develop data-driven approaches to improve public safety, reduce corrections and related criminal justice spending, and reinvest savings in strategies that can decrease crime and reduce recidivism.

The state's Phase VI application seeks to implement a number of improvements to Wisconsin's criminal justice system and to build on the momentum gained through the bipartisan support for these initiatives, such as the state Treatment Alternatives and Diversion (TAD) program. The technical assistance provided by the National Institute of Corrections will be invaluable as the CJCC seeks to achieve its goals.

Through Phase VI, we look forward to advancing the collaborative work towards criminal justice reform that we have begun through the Evidence-Based Decision Making process, in an effort to reduce harm and improve criminal justice outcomes.

Sincerely,

Scott Walker  
Governor



# SCOTT FITZGERALD

WISCONSIN STATE SENATOR

SENATE MAJORITY LEADER

July 22, 2016

Director Jim Cosby  
National Institute of Corrections  
320 First St. N.W.  
Washington, DC 20534

Dear Director Cosby,

I am writing to urge the National Institute of Corrections to approve Wisconsin's Phase VI application to continue the Evidence-Based Decision Making (EBDM) process and implement the changes identified by the state team in Phase V.

More than a decade ago, Wisconsin began funding a Treatment Alternatives and Diversion grant program to counties to fund specialty courts to address issues such as drug and alcohol abuse. For many legislators, this was their first exposure to an evidence-based program. Based on the quantifiable success of this grant program, the Legislature has dramatically increased the funding for these grants.

Senate Republicans are prepared to engage in the EBDM process in Phase VI to facilitate necessary legislative changes to advance the collaborative work of the state and local teams. Many of our caucus members hear from local court officials about the value of evidence-based decision making.

The EBDM process offers an opportunity to reduce the harm to victims through better outcomes at each step in the criminal justice system. We look forward to advancing the collaborative process that Wisconsin began in Phase V.

Sincerely,

A handwritten signature in black ink that reads "Scott Fitzgerald".

Senator Scott Fitzgerald  
Senate Majority Leader

STATE CAPITOL

P.O. Box 7882 • MADISON, WISCONSIN 53707-7882 • SEN.FITZGERALD@LEGIS.WISCONSIN.GOV

TELEPHONE: (608) 266-5660



## WISCONSIN STATE SENATE

P. O. Box 7882 Madison, WI 53707-7882

July 25, 2016

Director Jim Cosby  
National Institute of Corrections  
320 First St. N.W.  
Washington, DC 20534

Dear Director Cosby,

Thank you for the opportunity to support Wisconsin's ongoing efforts to implement Evidence-Based Decision Making (EBDM) in our criminal justice system.

Wisconsin legislators, as most elected officials, are generalists and rely on subject matter experts to guide specific policy decisions. The frequent and unanimous reaffirmation of the EBDM work by Wisconsin's collaborative Criminal Justice Coordinating Council is a strong demonstration to legislators.

Senate Democrats are committed to the expansion of EBDM principles. This represents an opportunity to immediately reduce the harm to both victims and defendants involved in the system, as well as by avoiding future harm through reduced recidivism.

As a caucus, Senate Democrats are committed to being involved with the implementation of the change targets both as ongoing participants on the state implementation team as well as being sponsors of enabling legislation.

We understand that the National Institute of Corrections recognizes the value of continuing the EBDM work in Wisconsin which began in Eau Claire and Milwaukee counties and continued most recently at the state level.

Sincerely,

Senator Jennifer Shilling  
Senate Democratic Leader

Senator Nikiya Harris Dodd  
6th Senate District



# Wisconsin State Assembly

P.O. BOX 8952 • MADISON, WI 53708

July 26, 2016

Director Jim Cosby  
National Institute of Corrections  
320 First St. N.W.  
Washington, DC 20534

Dear Director Cosby,

We are writing to encourage the National Institute of Corrections to approve Wisconsin's application for technical assistance in implementing changes identified as part of the Evidence-Based Decision Making (EBDM) process.

As a member of the Assembly Democratic Caucus, Representative Goyke has lead the Wisconsin legislative effort to introduce proposals to reform the criminal justice system based on recent research and evidence into more effective justice strategies. Representative Goyke's legislative proposals formed the basis of discussion of many state team workgroup meetings.

We are committed to lending the knowledge and experience of our legislators, several of whom have real world experience working in the criminal justice system, in working with the state team and the National Institute of Corrections on drafting and introducing legislation to support EBDM work.

We strongly support implementing the changes as identified through the collaborative process with the state team. These targeted items represent a better way to make decisions in the criminal justice system and which will enhance public safety and reduce harm to current and future victims as well as all other justice involved individuals.

We strongly urge the National Institute of Corrections to continue the collaborative work begun in Wisconsin to implement Evidence-Based Decision Making in the criminal justice system.

Sincerely,

Representative Peter Barca  
Assembly Democratic Leader

Representative Evan Goyke  
18th Assembly District



STATE OF WISCONSIN  
DEPARTMENT OF JUSTICE

BRAD D. SCHIMEL  
ATTORNEY GENERAL

Andrew C. Cook  
Deputy Attorney General

114 East, State Capitol  
P.O. Box 7857  
Madison, WI 53707-7857  
608/266-1221  
TTY 1-800-947-3529

July 27, 2016

Jim Cosby, Director  
National Institute of Corrections  
320 First St, NW  
Washington, DC 20534

Dear Director Cosby,

I am writing to express the support of myself and the Department of Justice for Wisconsin's state and local teams as they apply for inclusion in Phase VI of the Evidence-Based Decision Making (EBDM) Initiative.

As Co-Chair of the State Criminal Justice Coordinating Council, I have been impressed with the collaborative efforts that have occurred to date throughout Phase V of the Initiative both within our EBDM Subcommittee (our State EBDM Policy Team), as well as between the state and local teams. Through this process, and the technical assistance provided by the National Institute of Corrections, Wisconsin's EBDM teams have developed a shared vision for Wisconsin's criminal justice system as one that reduces harm, promotes fairness, and contributes to the quality of life.

The Wisconsin Department of Justice (DOJ) provides leadership to the states' law enforcement officers and prosecutors and is committed to ensuring that these key stakeholders are engaged in advancing the principles of the EBDM Framework. The DOJ has also provided staff support for the State CJCC, the EBDM Subcommittee, and the various workgroups developed to meet our Phase V goals, and will continue to play a crucial role as we advance towards implementation. In addition, DOJ is leveraging existing resources towards our EBDM goals through our role as state administering agency for the state-funded TAD grant program, the federal Byrne Memorial Justice Assistance Grant program.

Thank you for your consideration of the State of Wisconsin's Phase VI proposal. As we collaboratively move forward towards implementation of our state's harm reduction goals, I look forward to continuing our valuable partnership with the National Institute of Corrections.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Brad Schimel', written over a white background.

Brad D. Schimel  
Attorney General



# Supreme Court of Wisconsin

DIRECTOR OF STATE COURTS

110 E. MAIN STREET, SUITE 410

MADISON, WISCONSIN 53703

J. Denis Moran  
Director of State Courts

Patience Drake Roggensack  
Chief Justice

Sara Ward-Cassady  
Deputy Director for Court Operations  
Telephone (608) 266-3121  
Fax (608) 267-0911

July 29, 2016

Jim Cosby, Director  
National Institute of Corrections

Dear Mr. Cosby,

I am writing to support the State of Wisconsin's grant application for Phase VI of the *Evidence-Based Decision Making in State and Local Criminal Justice Systems Initiative* (EBDM). As the Chief Justice of the Wisconsin Supreme Court, I support the goals of using research to enhance collaboration, implement system change and reduce recidivism in the criminal justice system.

In Wisconsin, the court system has been a leader and instrumental partner in bringing justice stakeholders together to address underlying issues. These initiatives have included: grant funding for treatment, alternatives and diversion programs; use of risk assessments to inform decision making; data collection and analysis; formation of the State Criminal Justice Coordinating Council (CJCC) and supporting the development and strength of local CJCC's; and Justice Reinvestment Initiatives. EBDM is a natural extension of these foundational activities.

Specific to EBDM, I am committed to continuing and expanding the involvement of court system staff in the Initiative. Our Special Projects Coordinator (Tommy Gubbin) served as staff person for the Phase IV Team, and as statewide coordinator for Phase V, and will continue in that capacity in Phase VI. In addition, each local and state EBDM team has numerous court staff as members. Our involvement began in Phase II, and will deepen as EBDM moves to the implementation stage. Our strong partnerships with the Department of Justice, the Department of Corrections, the Department of Human Services and many others, along with a history of successful collaboration, will be an important asset to the work of Phase VI.

Thank you for your consideration of the State of Wisconsin's interest in pursuing Phase VI of EBDM. I believe Wisconsin is well-positioned to continue to act as a showcase for this critical Initiative.

Sincerely,

A handwritten signature in cursive script that reads "Patience D. Roggensack".

Patience Drake Roggensack  
Chief Justice

**Scott Walker**  
Governor

**Jon E. Litscher**  
Secretary



**State of Wisconsin**  
**Department of Corrections**

Mailing Address

3099 E. Washington Ave.  
Post Office Box 7925  
Madison, WI 53707-7925  
Telephone (608) 240-5000  
Fax (608) 240-3300

July 26, 2016

Mr. Jim Cosby, Director  
National Institute of Corrections  
320 First Street, NW  
Washington, D.C. 20534

Dear Director Cosby:

The Wisconsin Department of Corrections (WIDOC) supports the State of Wisconsin Criminal Justice Coordinating Council (CJCC) and our local counties as they apply for inclusion in Phase VI of the Evidence-Based Decision Making (EBDM) initiative.

As co-chair of the Wisconsin CJCC, I am in full support of Evidence-Based Decision Making, knowing the positive impacts it will have on the citizens of Wisconsin. Through planning and technical assistance from earlier phases of the EBDM initiative, we understand the benefits of using research and evidence to guide practice. For this reason, the Wisconsin CJCC has coalesced around a common vision of reducing harm, promoting fairness, and contributing to quality of life. As the initiative continues to evolve, EBDM guides the state's efforts to utilize its resources effectively to best accomplish this vision.

WIDOC leadership and departmental subject matter experts are committed to collaborating with other state agencies and local counties as we begin to carry out the work set forth in Wisconsin's Phase VI application. This commitment is demonstrated in Phase VI work plans by the frequent identification of WIDOC staff as having lead responsibility for implementation. Likewise, WIDOC will continue to provide technical assistance through training and educational opportunities related to risk/need assessment, evidence-based program standards, and other research-supported practices.

WIDOC looks forward to collaboratively tackling the work set forth in Phase VI of EBDM with assistance provided under this initiative from the EBDM national consultants. While this work will not come without challenges, the ultimate reward will be harm reduction, fairness, and an improved quality of life for the people of Wisconsin. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon E. Litscher".

Jon E. Litscher, Secretary  
Wisconsin Department of Corrections



# Wisconsin State Public Defender

17 S. Fairchild St. - 5<sup>th</sup> Floor  
PO Box 7923 Madison, WI 53707-7923  
Office Number: 608-266-0087 / Fax Number: 608-267-0584  
[www.wisspd.org](http://www.wisspd.org)

**Kelli S. Thompson**  
State Public Defender

**Michael Tobin**  
Deputy State  
Public Defender

July 28, 2016

Director Jim Cosby  
National Institute of Corrections  
320 First St. N.W.  
Washington, DC 20534

Dear Director Cosby,

I am writing to strongly support Wisconsin's continued involvement in the National Institute of Correction's Evidence-Based Decision Making (EBDM) project.

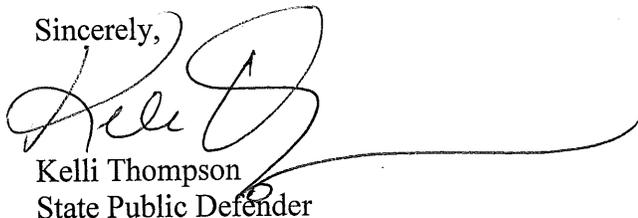
Since Wisconsin first became involved with the EBDM process in Eau Claire and Milwaukee counties, staff from the State Public Defender's office have been deeply involved in lending our knowledge and expertise. As Co-Chair of the Phase V State Team, I have had the opportunity to see first-hand both the amount and value of the work we have undertaken.

Not only does this work represent an important effort to reduce harm by applying evidence-based principles, but it has also facilitated a new, collaborative decision-making process within our criminal justice system.

Dozens of Public Defender staff throughout the state remain involved in Phase V, and we are in a position to provide coordinated support to ongoing efforts. With ongoing coordination and collaboration, Wisconsin can advance the EBDM principles to increase community safety and reduce harm one person at a time.

Wisconsin is well positioned to be a nationwide leader in the application of EBDM principles at a state level. The State Public Defender's office is committed to continuing this work into Phase VI.

Sincerely,



Kelli Thompson  
State Public Defender



22 EAST MIFFLIN STREET, SUITE 900  
MADISON, WI 53703  
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PHONE: 608.663.7188  
FAX: 608.663.7189  
WWW.WICOUNTIES.ORG

July 27, 2016

Jim Cosby, Director  
National Institute of Corrections  
320 First Street, NW  
Washington, DC 20534

Dear Director Cosby:

I am writing in support of the state of Wisconsin's Phase VI Evidence-Based Decision-Making (EBDM) application.

The Wisconsin Counties Association (WCA) supports the work of the State Criminal Justice Coordinating Council (CJCC) and its EBDM subcommittee, our path-setting counties of Milwaukee and Eau Claire, along with the six counties participating in Phase V, and is committed to continued participation in the EBDM process. WCA currently has staff serving on the state's EBDM subcommittee and three of the state's six change target workgroups and will commit staff resources to ensure continued participation. WCA also commits to educating county officials across the state on the use of EBDM, including magazine articles in our monthly publication, educational seminars/webinars, concurrent sessions at the WCA annual conference, and continued discussion on EBDM in our Judicial and Public Safety Steering Committee meetings.

The EBDM effort aligns with the guiding principles currently under discussion within our Judicial and Public Safety Steering Committee. With limitations on the use of tax levy dollars across the state, our counties need to make the best use of the limited resources available to them and EBDM offers them that opportunity. In addition, our counties are charged with protecting the public on a daily basis, while ensuring a fair and just criminal justice system. Given the increased interest by our counties in TAD programming, a move toward EBDM seems to be the logical next step.

As WCA represents all of Wisconsin's 72 county governments, the association offers a statewide perspective on issues impacting the role and function of county government. WCA is also charged with educating county officials on best practices. In that capacity, our association can play a critical role in ensuring counties understand the benefits of EBDM implementation throughout the system as a whole, including elected county executives and county board members, administrators, sheriffs' offices, human services departments, etc.

WCA is pleased to have been a partner in the state's EBDM Phase IV and V projects and looks forward to continuing our efforts in Phase VI.

Sincerely,

Mark D. O'Connell  
Executive Director

# Wisconsin Chiefs of Police Association, Inc.

River Ridge - 1141 South Main Street, Shawano, Wisconsin 54166 • Telephone (715) 524-8283

**Robert J. Rosch**  
President  
Hartland

**Christopher D. Domagalski**  
1st Vice President  
Sheboygan

**Peter A. Nimmer**  
2nd Vice President  
Shorewood

**Sean M. Marschke**  
3rd Vice President  
Sturtevant

**Donald L. Thaves**  
Executive Director  
Shawano

**Timothy J. Styka**  
Treasurer  
Menasha



July 22, 2016

Jim Cosby, Director  
National Institute of Corrections

Dear Mr. Cosby,

I am the current President of the Wisconsin Chiefs of Police Association and this letter shows our association's support for the Wisconsin State Evidence-Based Decision Making (EBDM) Policy Team and the incredible work they have been doing.

Through their efforts, they are working to reform the criminal justice system by using research and evidence to:

1. Increase public Safety, reduce harm, and improve quality of life.
2. Promote fairness and equal treatment.
3. Use resources effectively.

Their goals include providing professional development/training for workers in the criminal justice system, develop model policies/best practices for all criminal justice system decision-makers, develop system-wide collaboration partnerships, apply system-wide risk assessment tools and evidence-based processes, create diversion and behavior change strategies, and create behavior response protocol.

They have been a very active and busy team and the members of the Wisconsin Chiefs of Police Association support these efforts and look forward to working through these positive changes for the criminal justice system in Wisconsin. Our association provides a great amount of training opportunities for our membership and as the efforts of the Wisconsin EBDM Policy Team come forward, these will be included in our training.

The work that the EBDM Policy Team is doing affects every law enforcement agency in the state and we have the ability to share and promote their work not only with our members, but also the Wisconsin Department of Justice and the Badger State Sheriffs Association. More locally, many agencies also have collaboration councils in their counties where all the stakeholders of the criminal justice system regularly meet and work through concerns and solutions.

We are asking the National Institute of Corrections to support the Wisconsin State Evidence-Based Decision Making Policy Team in all their efforts to implement the goals and strategies that they have developed.

Respectfully,

Robert J. Rosch  
Chief of Police-Hartland WI  
WCPA President



# Badger State Sheriffs' Association, Inc.

An Association of Wisconsin Sheriffs  
Dean C. Meyer, Executive Director

President Sheriff Brent Oleson  
1<sup>st</sup> Vice President Sheriff Kim Gaffney  
2<sup>nd</sup> Vice President Sheriff Matt Joski  
Secretary Sheriff Nancy Hove  
Treasurer Sheriff John Gossage

July 29, 2016

Jim Cosby, Director  
Nation Institute of Corrections  
320 First Street N.W.  
Washington, D.C. 20534

Dear Director Cosby,

On behalf of the Badger State Sheriff's Association, (BSSA), I write this letter to show our strong support for the Wisconsin State Evidence-Based Decision Making, (EBDM), Policy Team.

The United States incarcerates individuals at a higher and longer rate than most countries around the world. Despite this fact we have one of the highest recidivism rates. The EBDM Policy Team studies all aspects of the criminal justice system – from individuals committing a crime, the process for holding offenders accountable, and whether the process was effective.

We cannot continue to pour money and resources into programs that are not effective. The EBDM Policy Team studies the policies, protocols, programs and methods used throughout the criminal justice system to ascertain and identify programs that are effective and efficient in reducing the rate of crime - as well as those that are ineffective. This data is then used to expand, enhance or create programs that are effect in reducing crime and recidivism. In Wisconsin we are seeing positive results as a result of the EBDM's Policy Team's work.

The BSSA meets quarterly for training purposes. At these trainings we meet with State and Federal Officials regarding issues that affect public safety. We are routinely updated on the EBDM Policy Team's findings and programs by Wisconsin Department of Justice Officials. The Team's work on this initiative is truly making a difference by resulting in positive change here in Wisconsin.

As President of the BSSA, on behalf of Wisconsin's seventy-two sheriffs and all of Wisconsin law enforcement, and more importantly - on behalf of the people of Wisconsin, I ask for your continued support of the EBDM Policy Team in Wisconsin.

Sincerely,

Brent H. Oleson, President  
Badger State Sheriffs' Association

## **Part V: Description of Phase V Accomplishments**

### **Experiences with the Phase V Planning Work**

#### **a. Establishing our Policy Team**

In establishing the Policy Team, we learned the importance and value of:

- State and local representation, including from Eau Claire, Milwaukee, and our Phase V sites;
- Connection of members to criminal justice decision makers and reform initiatives that include multiple disciplines within the criminal justice system;
- Diversity and including more than the traditional criminal justice stakeholders; and
- Membership that is knowledgeable regarding the EBDM Principles, is motivated for positive reform, and has the ability to hear dissent and work towards consensus as a group.

#### **b. Developing our Vision, Mission, and Goals**

As we developed our vision, mission, and goals, we learned that:

- After talking through the goals and vision, there was more commonality than it originally appeared, but the difficulty was agreeing on common language; and
- Our opportunities for improvement and change targets naturally centered on our vision, mission, and values.

#### **c. Developing a System Map/Understanding our Policies/Practices**

The creation of our criminal justice system map and the discussions our team had regarding our state's current policies and practices during this process were perhaps the most challenging and rewarding work of our State EBDM Policy Team during Phase V. For each of the EBDM Decision Points, the State discussions centered on how the system currently works, how it could be improved, and how the research can better inform our decisions at each step in the process.



Through this process, the State Team members learned a great deal about all decision points and disciplines within the criminal justice system, and in many cases, corrected misunderstandings about how the system functions. In addition, the variation in system operations across jurisdictions became apparent and presented an opportunity to work together to define the core definitions and functions at a system level, and also led to change targets that specifically address developing model policies, training, and outreach to help encourage a higher level of consistency in the adoption of reform efforts, while still recognizing the importance and need for flexibility to account for local context.

**d. Understanding/Developing Capacity to Collect/Analyze Data**

Through this process, it became abundantly clear that there is a strong interest at both the state and local level to collect, track, analyze, and understand data, while at the same time there are significant issues to overcome. At a state level, many of the areas that are of particular interest and relevance to our EBDM efforts are either not collected at all, are not collected consistently across the state, or are collected in such a way that collation and analysis of the data is difficult. That being said, it is very encouraging that there is significant capacity and an interest in collaboration across both state and local agencies to develop data collection methods, analyze data, and identify ways to utilize data to help drive policy decisions, as evidenced by the inclusion of related activities in most of the change target work plans.

**e. Expanding the Knowledge, Skills, and Engagement of Colleagues/Agency Staff**

Fundamentally, the process of going through Phase V expanded knowledge, skills, and engagement at multiple levels, including but not limited to:

- State Team and workgroup members gained new perspective on the functioning of the criminal justice system at the state and local level across disciplines and decision points;



- Through the trainings and presentations, knowledge was shared with wider audiences across disciplines and stakeholder groups throughout Phase V; and
- The common language of data definitions, change targets and areas for reform are being discussed regularly within state and local agencies, based on the shared vision for the criminal justice system.

### **Phase VI Change Targets**

Following our system mapping process, the State Team selected six change targets, based on criteria determined by the State EBDM Policy Team, and approved by the State CJCC:

- The extent to which the change is measurable, sustainable, and feasible;
- The extent to which the change aligns with concerns identified by local teams, has the potential for buy-in among all affected stakeholders and can have a positive “ripple” effect on other related desired changes;
- The extent to which the change aligns the state more closely with its EBDM vision, as well as the broader benefits from safer communities and efficient use of resources; and
- In considering the full array of change targets selected, collectively they should include one or more aspirational (“stretch”) goals, and goals that span the entire justice system, collectively affecting, through one or more change targets, and all participating stakeholders.

Following approval of these criteria by the State CJCC, our team ultimately selected the following six change targets:

1. Implement the use of empirically-based assessment tools across decision points, beginning with the use of risk assessment tools to inform pretrial release and supervision determinations, revising the current cash bail system, and reviewing/revising current statutory language regarding preventive detention. (Decision Points 1-6).



2. Establish a model continuum of evidence-based diversion and behavioral change interventions across the justice system decision points and increase the capacity for implementation of these evidence-based interventions throughout Wisconsin's local communities (Decision Points 1-6, 10-12).
3. Implement a statewide, evidence-based behavioral response matrix to promote consistency in responses across decision points, improve the timeliness of violation investigations and, where appropriate, revocation proceedings at both the state and local levels (Decision Points 2-5, 10-12).
4. Provide specialized training for professionals throughout the criminal justice system on risk reduction principles and practices (Decision Points 1, 5, 6).
5. Beginning with law enforcement and expanding to include all criminal justice decision maker groups, articulate principles for evidence-based practices, and establish standardized criteria and incentives to promote consistent, fair, and equitable decision-making and model protocols to improve responses to victims (Decision Points 1-6).
6. Improve collaboration among criminal justice system partners, including increased communication and coordination between the State CJCC and local CJCCs, encouraging the establishment of local CJCCs where not already in place, and building stronger relationships between state and local criminal justice policymakers and professionals and the broader Wisconsin community through public outreach efforts (All Decision Points).

During the initial system mapping process, research was consulted to help determine what is currently known about “what works” at various decision points within the criminal justice system. Then during the workgroup process, research matrices were further developed to help outline key research areas related to each change target. There are many examples ranging from



research on use of risk assessment tools, various behavior response approaches in diversion programs, treatment courts, and correctional settings, the implementation and benefits of Crisis Intervention Team (CIT) training and the demonstrated results related to pretrial detention and supervision based on risk. The intent is to use the research matrices as a point of reference during implementation and to continue to incorporate new research as it becomes available.

The model policies, general training, and system wide collaboration change targets are intended to provide the infrastructure to establish policies supporting the other change targets, develop training to assist with the consistent implementation of the change targets, and determine ways to spread information and resources regarding the EBDM work across the state.

### **Description of Benefits Accrued as a Result of Phase V Participation**

There have been numerous benefits already achieved through Phase V participation:

- Enhanced collaboration among state and local agencies;
- Increase in the understanding of both the commonalities and differences in the functioning of the criminal justice system at the state and local level and the identification of ways to work toward enhanced consistency moving forward, while still accounting for local context;
- Expanded focus on the value and need for data definition, collection, and quality;
- Further alignment of the Treatment Alternatives and Diversion (TAD) program by incorporating elements of EBDM into the planning and grant application requirements;
- Utilizing JAG funding to provide resource needs essential for Phase VI implementation;
- Applications for federal discretionary funding related to the state's EBDM work; and
- Creation of an expanded and interactive State CJCC Website with links to information regarding the EBDM Initiative and other justice reform efforts.



**DRAFT**

**Work in Progress**

**WISCONSIN**

**FORWARD**

**Wisconsin State EBDM Policy Team  
System Mapping Narrative**

December 2015

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## **Introduction**

The following report represents the work of Wisconsin's State Policy Team during Phase V of the Evidence-Based Decision Making (EBDM) Initiative. This report is a compilation of the State Policy Team's discussions as it completed mapping the state's criminal justice system. These discussions represent the State Policy Team's Vision Statement and Values, and are centered on the four EBDM Principles and Decision Points.

For each of the EBDM Decision Points, the State Team addressed the following questions:

- 1.) Why is this Decision Point important?
- 2.) What currently happens at this Decision Point?
- 3.) What guides these Decisions?
- 4.) What does the research suggest for this Decision Point?
- 5.) What should happen at this Decision Point?
- 6.) What data is available or needed at this Decision Point?
- 7.) What are the opportunities for improvement at this Decision Point?

The goal of these discussions and of this report is to analyze opportunities for improvement and ultimately identify focused "change targets" for the criminal justice system. The opportunities for improvement identified through similar discussions and system mapping exercises of the six local Phase V EBDM sites have also been incorporated into this report. Once identified, these change targets will drive the work of the State EBDM Policy Team as it moves forward into Phase V of the EBDM Initiative and beyond.

The State Team's Vision and Values, the four EBDM Principles, and the EBDM Decision Points serve as an introduction to this report.

**Vision:** *The criminal justice system reduces harm, promotes fairness, and contributes to the quality of life in Wisconsin*

***Forward***

**We Value:**

- Public confidence in what we do
- Achieving harm reduction and greater public safety through offender accountability and rehabilitation, and the restoration of victims
- Treating all individuals fairly
- Respecting diversity and eliminating racial disparities
- Timely resolution to cases, with consistency in outcomes
- Competent justice system staff who operate with integrity
- Managing resources in an effective and sustainable manner
- Promoting transparency through the use of evidence-based information to guide decision-making
- Being risk tolerant

# EBDM Principles

**Principle One:** The professional judgment of criminal justice system decision makers is enhanced when informed by evidence-based knowledge

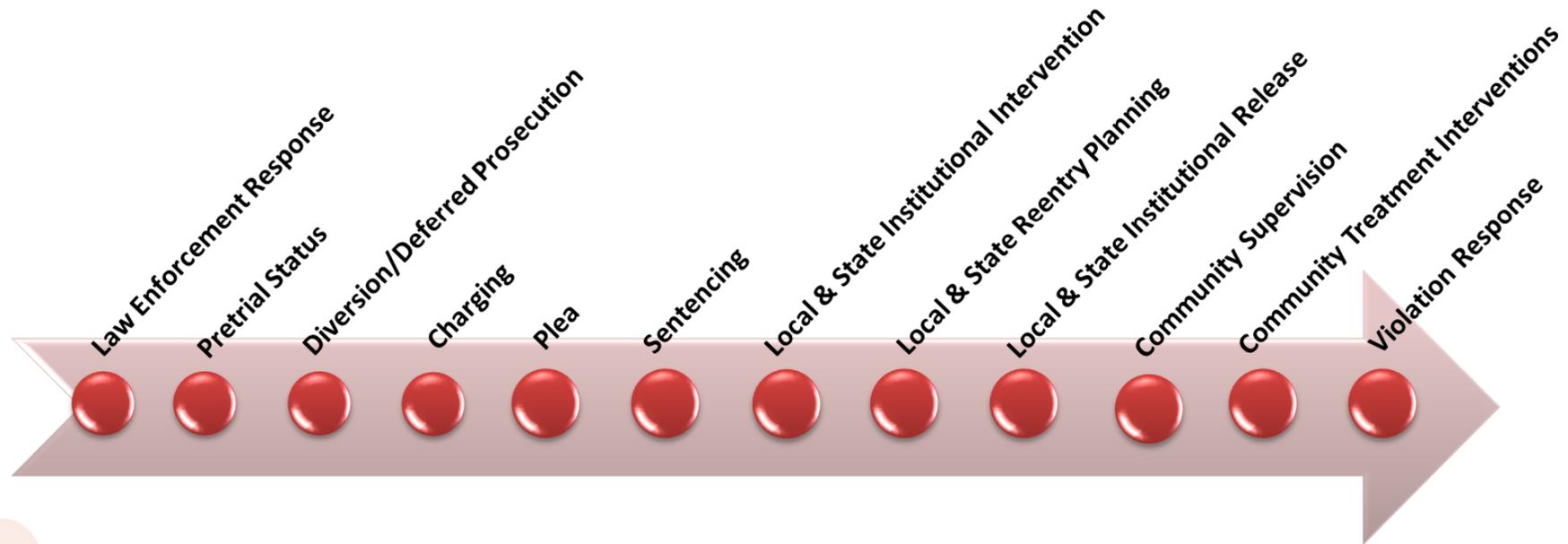
**Principle Two:** Every interaction within the criminal justice system offers an opportunity to contribute to harm reduction

**Principle Three:** Systems achieve better outcomes when they operate collaboratively

**Principle Four:** The criminal justice system will continually learn and improve when professionals make decisions based on the collection, analysis, and use of data and information

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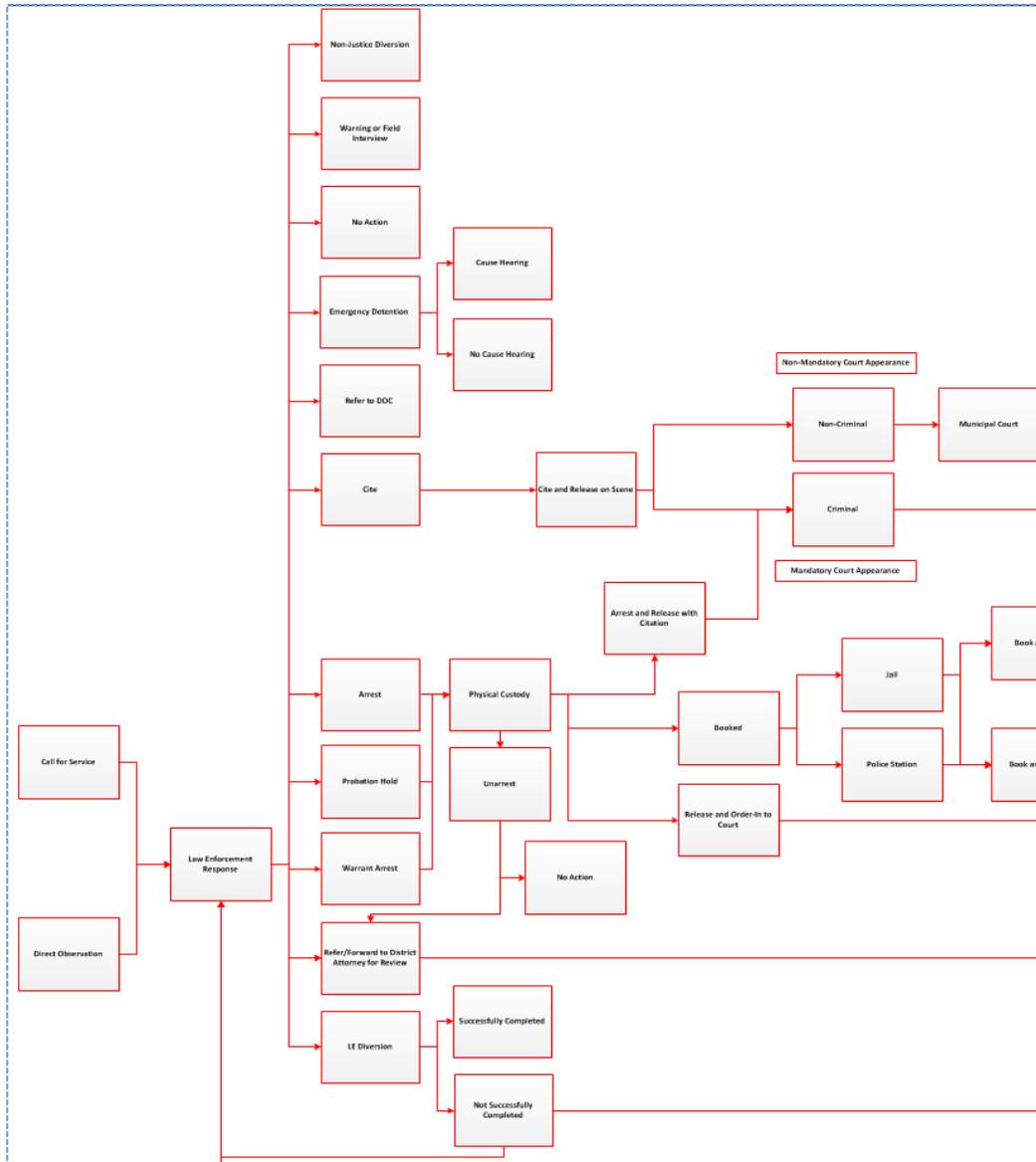
# Key Justice System Decision Points: Wisconsin State and Local Level EBDM



EBDMONELESS.ORG  
NICIC.GOV/EBDM



# Decision Point #1: Law Enforcement Response



## Why is it important?

- The law enforcement contact decision point is the beginning of the criminal justice process. As such, there is an opportunity at this very early stage to determine whether an individual will be brought into or diverted from the system.
- This decision point represents both the overall interaction between citizens and law enforcement, as well as the decision to arrest or take other action.
- This decision point has significant short-and long-term impact on the individual and their family, the victim and their family, community safety, and the public trust and confidence in the justice system.
- Decisions made at the arrest/law enforcement response stage have significant economic impact in terms of workload and operational costs for police, correctional staff (for custodial arrests), defense attorneys, district attorneys and court personnel.



### ***How does it currently work?***

- Officers either observe potential criminal behavior or respond to calls for service by dispatch. There are varying levels of dispatch service across the state. Some agencies have MOUs which are tied into the main dispatch system, the 911 system and radio communications and frequencies. There are no statewide MOUs and therefore dispatch is handled differently from locality to locality. There are no statewide standards/training/funding for dispatchers, but there are state regulations that stipulate management of and responses to some calls. A variety of factors influence the Officer's decision to:
  - Take no action (discretionary, due to lack of probable cause, or non-criminal case)
  - Take other action such as refer for services
  - Issue warning
  - Issue citation(s)
  - Arrest
- Non-mandatory Court Appearance punishable by forfeiture
- Mandatory Court Appearance
  - Custodial Arrest
    1. Cite & Release
    2. Book and Release
    3. Hold for Bond Hearing
    4. Order-in to court
  - Booked in Police Station
    - Usually just the booking process - then typically transported to jail, but can book or cite and release based on whether bond is required
  - Booked in Jail – In some jurisdictions, arrests go to jail for booking due to limited resources, such as small law enforcement agencies.

### ***What Guides this Decision?***

- The decision to cite, arrest or not arrest is guided by:
  1. Suspected Criminal Behavior – Elements of the crime are met
  2. Individual
    - a. Known to LE
    - b. Attitude, demeanor, behavior, criminal history, knowledge of individual/family in smaller areas
  3. Statutory Requirements
    - a. Individual is a threat to harm self or others
    - b. Domestic Violence requires mandatory arrest
    - c. If arrested, any felony offense requires hearing in front of judge
  4. Local Political Decisions and Local Policy of DA's Office and LE Departments
  5. Assessment of situation (volatility of the situation)
  6. Criminal History - run NCIC, CCAP & PROTECT (eventually)
  7. Officer's Position & Mode of Transportation - will affect their ability to take someone into physical custody
  8. Risk Assessment Level
- The relationship between law enforcement and the DA's office. Law enforcement practices are influenced by the priorities of the DA's office, while the DA's Office can only charge based upon what law enforcement acts upon and provides evidence of.
- Some counties "flag" individuals who have mental health concerns, others do not.
- 1st OWI is non-criminal – how is this handled across jurisdictions?: Local Policy - DA's Office and LE Departments.

### What should happen at this decision point?

1. Dispatchers consistently collect information, identify the appropriate parties to respond to the situation and relay pertinent information to responders.
2. Responding officers have as much information as possible as quickly as possible to support effective decision making (i.e., for calls for service, information about the behavior that occurred that precipitated the call; information about what has happened before the officer's arrival; whether previous calls for service were made).
3. Responding officers approach the parties with respect and an 'unbiased lens,' and with the knowledge and skills to identify/assess/respond effectively to safety concerns as well as situations where trauma or mental illness may be a factor.
4. Crisis Intervention Training (CIT) and techniques are utilized where appropriate.
5. Responding officers are equipped to effectively support and respond to victims' concerns and needs.
6. Responding officers have available and use structured objective criteria (i.e., a risk assessment tool; structured decision making tool) to inform their decision about how to respond. These criteria are applied throughout the state, ensuring consistent, fair and equitable practices.
7. Responding officers make fair and evidence-based arrest or diversion decisions.
8. Responding officers have a range of diversion options available to them for those instances where penetration into the formal justice system is not necessary.
9. Responding officers consistently document the facts and circumstances surrounding citizen contact, and actions taken (including those contacts that demonstrate service that does not result in a citation/summons/arrest/etc.).

### What does the research suggest?

- Police officer's conscientiousness in treating criminal suspects in a procedurally fair manner may have crime reducing effects. *Primary Citation: Paternoster, Bachman, Brame, & Sherman (1997)*
- Consistent with research indicating that criminal justice contact can increase offending risk (e.g., Loughran et al., 2009), both caution and intervention diversion programs were more effective in reducing general recidivism compared to the more restrictive traditional forms of criminal justice processing (i.e., incarceration and probation). *Primary Citation: Wilson & Hoge (2013a)*
- Low risk youths are more likely to benefit from caution programs, while moderate to high risk youths are more likely to benefit from intervention programs (namely, CBT-based interventions). *Primary Citation: Wilson & Hoge (2013a)*
- Pre-booking diversion options for adult offenders with serious mental illness is associated with fiscal savings. *Primary Citation: Cowell, Hinde, Broner, & Aldridge (2013)*
- The introduction of objective actuarial risk assessment tools (e.g., ODARA) into police decision-making tasks can support the identification of higher risk individuals. *Primary Citation: Hilton, Harris, & Rice (2007)*

### Data Available

- Call for service data is maintained by local law enforcement agencies
- Arrest and citation information is available in combination through the Uniform Crime Reporting (UCR) program for all reporting agencies statewide
- Some arrest data is available in other systems, such as fingerprint-based arrest records in the criminal history database
- Citation data is collected and maintained by local agencies (through TRACS) and is also sent on to the district attorneys and courts (PROTECT and CCAP)
- More complete arrest and citation data is available from local law enforcement agencies.

### Data Needed

- Since data is most complete at the local level, differences in definitions, data collection practices, and CAD/RMS systems can make comparisons difficult
- UCR data is limited in that it only includes arrests/citations based on UCR criteria, for the highest charge as defined by law enforcement, and arrests and citations cannot be separated for all agencies
- Criminal history arrest data only contains fingerprint based arrests, for certain types of offenses
- Statewide definitions and measurement guidelines may assist in bringing some consistency to how the data is collected and compiled



### *What are the opportunities for improvement?*

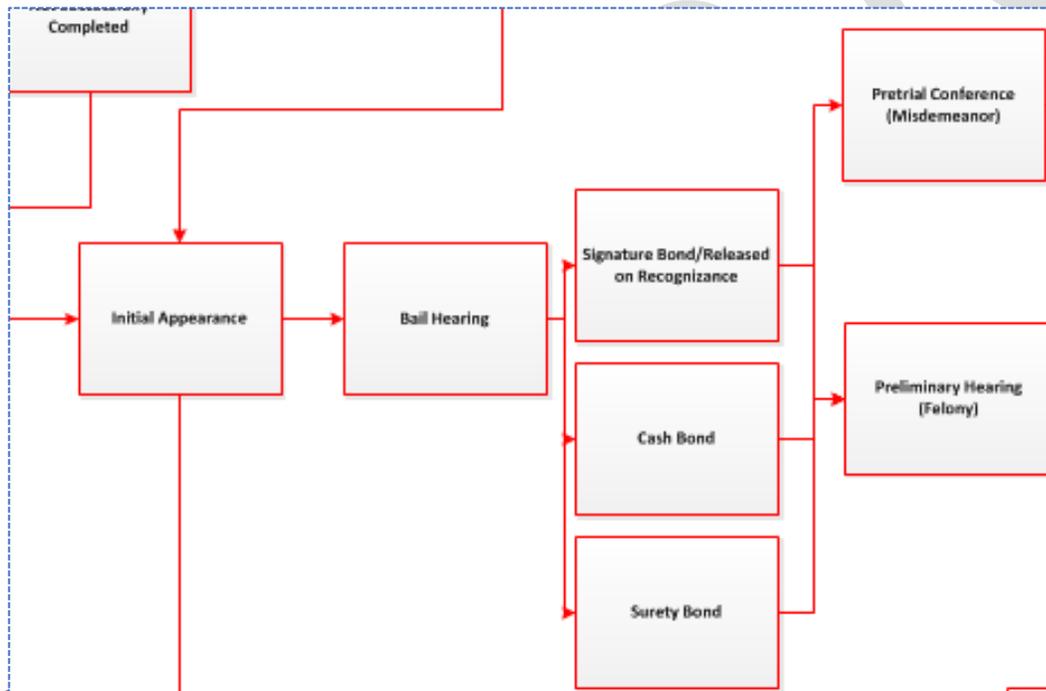
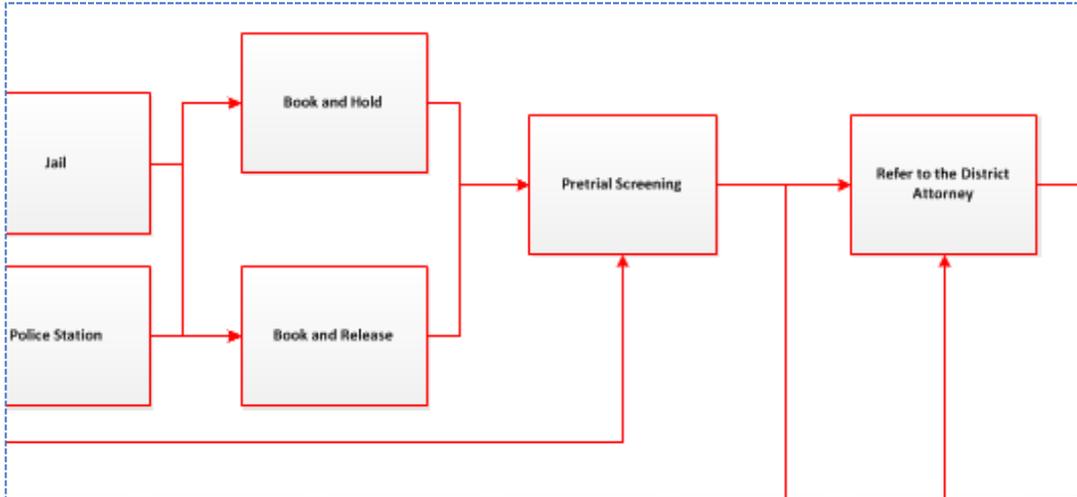
1. Articulate principles for evidence-based law enforcement conduct/practice (“the golden rules”), through the following:
  - Establish a consistent training protocol for dispatchers.
  - Examine training standards for law enforcement.
  - Identify best practices and establish standardized criteria for law enforcement responses to promote consistent, fair, and equitable decision-making.
  - Identify expectations in terms of services provided by law enforcement (such as mental health) and when law enforcement can divert a person versus arrest and hold them in custody/jail due to lack of available services through other resources.
2. Create the capacity for 24/7, telephone and/or in-person consultation as a response to particular types of incidents (e.g., interactions with persons with serious mental illness, disabilities, etc.).
3. Assure equal access to a full range of diversion options for every law enforcement agency.
4. Link databases across all law enforcement agencies and with mental health agencies to ensure responding officers have the information that they need to respond effectively. Standardize data collection regarding law enforcement responses, and what happens as the case progresses through the system.
5. Identify methods to incentivize departments to implement evidence based law enforcement practices.
6. Establish model protocols for responding to victims and develop victim crisis teams to enhance responses to victims.
7. Enhance participation of local law enforcement on local CJCCs and build stronger relationships between the community and criminal justice system, including community outreach efforts. Consider establishing community review committees (following the model of homicide review committees, where appropriate).

#### **Key:**

- Black font: Identified by State Team
- Orange font: Identified by one or more local teams
- Purple font: Identified by both the State Team and one or more local teams



# Decision Point #2: Pretrial



- Why is it important?**
- An individual’s ability to remain free prior to a determination of guilt is made at this decision point.
  - The consequences of being held pretrial can be significant and may include, among others: loss of benefits, employment, and/or housing; removal of children from their home and placement in foster care; and jeopardizing one’s prosocial influences.
  - At the same time, the release of individuals at high risk for pretrial misconduct jeopardizes public safety.
  - Local jails typically hold a significant number of pretrial defendants (individuals who have not yet been convicted of a crime). Pretrial custody rates have a direct fiscal impact on jail staffing levels, facility needs, and operating costs.
  - Perceptions of bail and pretrial release are important to the public’s trust and confidence in the justice system.



### *How does it currently work?*

- An individual arrested on a criminal charge is eligible for release into the community pending trial, with few exceptions.
- Many individuals eligible for pretrial release are unable to meet the financial requirements for release.
- Aside from the statute against unnecessary detention pending trial, appropriate considerations of the court in contemplating pretrial release include the ability of the defendant to afford bail, the severity of the offense and potential penalty, prior criminal record, the strength of the evidence presented to the judge, and past history of bail forfeiture or violation of a condition of release.
- At initial appearance, the first option that judges in Wisconsin have is to release defendants on “signature bond” without financial bail; the defendant is released upon a promise to return.
- Defense counsel is appointed promptly, whether retained or appointed by the state.
- If conditions are determined to be necessary to assure appearance in court or assure public safety, the court may attach conditions to release. These may include restrictions on travel, prohibitions against association with codefendants/victims/witnesses, restrictions around possession of weapons, or other conditions as may be deemed reasonable to ensure the appearance of the defendant in court and the safety of the community.
- Conditional release may also involve monitoring by a pretrial release agency, if these services are available in the locality.
- A judge may alternatively set a bond amount and require the defendant to sign an unsecured appearance bond or, in rare circumstances, require the defendant to secure the bond with sufficient property to cover the amount set.
- If the defendant subsequently fails to appear for court, or violates their release conditions, they may be held liable for the entire bond amount and a bench warrant may be issued for their arrest and return to custody.
- Various forms of financial pretrial release are also used. In the case of cash bail, the defendant pays the full bail amount set by the court to secure their release.
- Defendants may also be released on a surety bond, which is used when a third party agrees to cover the amount of the bond if the defendant fails to appear for court.
- In some Wisconsin counties, pretrial screening is provided. Funding and level of interest are the likely determinants of whether a locality has pretrial screening available. Jail population and jail capacity are key determinants as well.
- In those cases where pretrial screening is available, defendants are screened prior to Initial Appearance.
- Pretrial screening may occur with or without the use of a validated risk assessment; these practices vary across the state.
- Pretrial screening generally occurs following jail intake, although in some cases may be conducted prior to detention (i.e., at police booking stations).
- In those counties where pretrial screening is not available, individuals remain incarcerated pending their bond hearing unless they are able to post bail.
- In those jurisdictions where pretrial screening is available only to those who are detained in jail, pretrial release may occur based upon the defendant’s ability to post bail prior to pretrial screening, regardless of their risk to the community or likelihood to appear in court.
- Some individuals held on pretrial may also have a hold placed on them for investigative/law enforcement/DOC purposes; regardless of their ability to meet pretrial release conditions, these individuals will be held in detention for other purposes.
- Pretrial violations are handled differently by individual counties. Violations and sanctions can range from a verbal admonition to new charges being filed.
- Presently there is no formal system of communication that enables law enforcement to determine if an individual is in the community on pretrial release and, if so, the conditions of their release (short of contacting the District Attorney’s Office).



### What Guides this Decision?

- WI Stat § 969.01: Before conviction, except as provided in ss. [969.035](#) and [971.14 \(1r\)](#), a defendant arrested for a criminal offense is eligible for release under reasonable conditions designed to assure his or her appearance in court, protect members of the community from serious bodily harm, or prevent the intimidation of witnesses. Bail may be imposed at or after the initial appearance only upon a finding by the court that there is a reasonable basis to believe that bail is necessary to assure appearance in court. In determining whether any conditions of release are appropriate, the judge shall first consider the likelihood of the defendant appearing for trial if released on his or her own recognizance.
- Chapter 969 of the statute states:
  - Include mandatory detention for some classes of offenses (i.e., Domestic Violence).
  - Permit local jurisdictions to establish Forfeiture and Misdemeanor (including traffic and Municipal Court) Bail Schedules and Guidelines that address misdemeanor offenses, traffic offenses and municipal citations. Considerations for the establishment of bail in these cases includes proper identification, ties to the community, risk to self or others, prior failures to appear, and/or the need for detention for legitimate investigative purposes.
  - Provides for preventive detention but is rarely used.

### What should happen at this decision point?

- Pretrial policies and practices reflect that individuals are presumed innocent until proven guilty.
- The opportunity for pretrial release is equally afforded to all persons, regardless of race, gender, socio-economic status and related factors.
- Pretrial release decisions are informed by evidence-based risk assessment tools and processes that support the accurate identification of those who are at risk of pretrial misconduct, but also allow for professional discretion and consideration of victim and community concerns.
- A prosecutor and defense attorney are present and actively engaged in pretrial hearings of detained individuals.
- Evidence-based pretrial release conditions are developed and tailored to individual needs, and, where necessary, appropriately applied to mitigate risk of pretrial failure, consistent with assessed risk. Such conditions may include, among others, pretrial supervision and court appearance reminder systems.
- Pretrial supervision, if so required, shall be determined based upon the defendant's assessed level of risk.
- An effective preventative detention statute is available to provide the ability to detain those (limited number of persons) who pose such a high risk that appropriate safeguards for pretrial release cannot reasonably be imposed.
- Policies and practices are guided by ABA and NAPSA Standards.
- Conditions should be the least restrictive necessary.
- Pretrial programs are not limited to those with the ability to pay for them.

### What does the research suggest?

- Use of standardized risk assessment tools is recommended at the pretrial stage to appropriately gauge a defendant's risk level and to subsequently guide release decisions. Use of structured protocols serves to minimize the decisionmaker's biases, appropriately place offenders based on their actual level of risk, and improve the allocation of scarce criminal justice resources. *Primary Citation:* Cadigan & Lowenkamp (2011a)
- Structured and empirically validated risk assessment protocols should be incorporated into the pretrial decision making process. Risk assessment tools should be validated on the specific population being served. *Primary Citation:* Lowenkamp, Lemke, & Latessa (2011)
- By assessing risk, decisionmakers are able to base the use of pretrial detention and release conditions on level of risk. *Primary Citations:* VanNostrand (2003); VanNostrand & Keebler (2009)
- Defendants released at the pretrial stage experience more desirable outcomes at later stages of criminal justice processing (i.e., lower recidivism rates) compared with those who are detained in custody. *Primary Citation:* Cadigan & Lowenkamp (2011b)
- Identifying and addressing gender-responsive needs at the pretrial stage via structured assessments and interventions may contribute to more successful outcomes for women. *Primary Citation:* Gehring & Van Voorhis (2014)



### **Data Available**

Basic pretrial outcome data includes the following and may be available at the local level:

- Appearance Rate: The percentage of supervised defendants who make all pretrial scheduled court appearances (by risk level). (CCAP)
- Safety Rate: The percentage of supervised defendants who are not charged with a new offense during prior to trial (by risk level).
- Concurrence Rate: The ratio of defendants whose supervision level or detention status corresponds with their assessed risk of pretrial misconduct (by risk level).
- Success Rate: The percentage of released defendants (by risk level) who (1) are not revoked for technical violations of the conditions of their release, (2) appear for all scheduled court appearances, and (3) are not charged with a new offense during the pretrial period.
- Pretrial Detainee Length of Stay: The average length of stay in jail for pretrial detainees (by risk level).
- Release Rate: The percentage of pretrial defendants who are eligible for release who secure release (by risk level).
- Recommendation Adherence Rate: The frequency with which the court follows risk assessment results when determining pretrial release or detention (by risk level).
- Pretrial Detention Rate: The proportion of pretrial defendants who are detained throughout pretrial case processing (by risk level).
- Basic pretrial data may also be available through the jails on the average daily population of pretrial detainees and average length of stay.

### **Data Needed**

- Data at this decision point is not centralized; if collected, data regarding this decision point is primarily collected at the local level. Data needs to be more uniform for statewide analysis.
- Data collection, systems, and definitions vary by local jurisdiction.
- Statewide definitions and measurement guidelines may assist in bringing some consistency to how the data is collected and compiled.

### **What are the opportunities for improvement?**

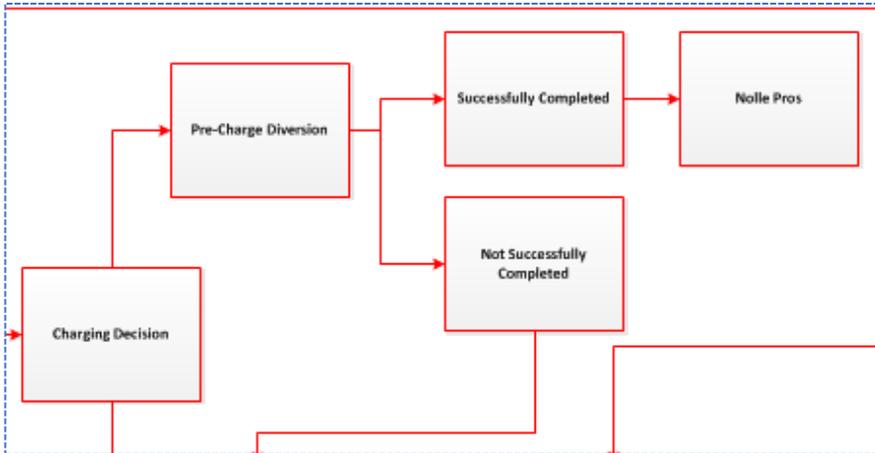
1. Implement the use of empirically-based pretrial risk assessment to review release/supervision determinations and revise the current cash bail system, including a review of current statutory language regarding preventive detention.
2. Expand evidence-based supervision resources.
3. Increase access to pretrial release information for law enforcement and victims, and establish methods to collect and share information about pretrial and pretrial practices, both statewide and by county.
4. Review and explore legislative changes to ensure an offender's government benefits are not terminated while they are in custody.

#### **Key:**

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- Purple font: Identified by both the State Team and one or more local teams

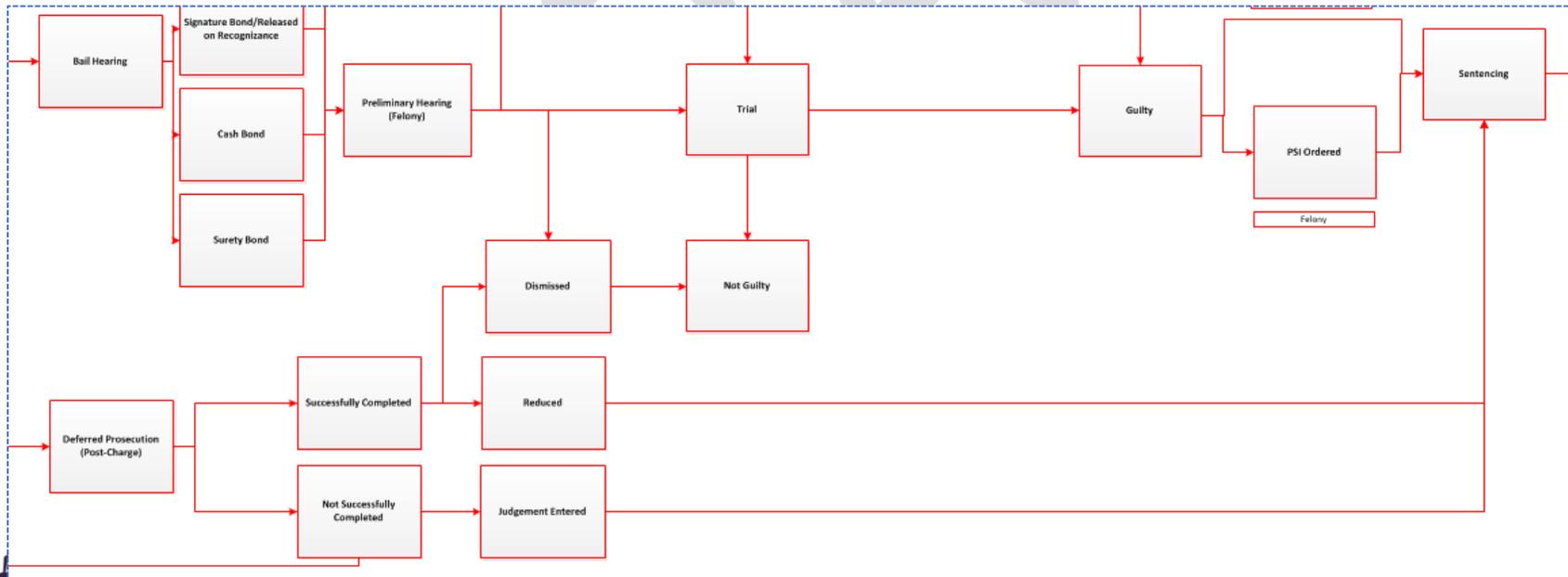


# Decision Point #3: Diversion and Deferred Prosecution



## Why is it important?

- Diversion and deferred prosecution options are less resource intensive than traditional court case processing.
- Diversion and deferred prosecution options can result in expedited collection of restitution, contributing to victim restoration.
- Diversion and deferred prosecution options offer the ability to avoid or reduce some of the collateral consequences of justice system involvement (e.g., entry of charges and/or judgment of conviction into CCAP, Wisconsin’s court case management system) (i.e., offer a harm reduction potential).
- Diversion and deferred prosecution options can result in individuals receiving needed services sooner, thereby contributing to community safety.
- By reducing a portion of cases flowing through traditional case processing, greater attention can be afforded to those cases that are processed through traditional means.



### *What currently happens?*

- There are two methods to divert individuals from traditional case processing: pre-charge diversion and deferred prosecution (post-charge diversion).
- In pre-charge diversion cases, the District Attorney (DA) will withhold the filing of charges if the individual satisfactorily meets the terms of the diversion agreement. In pre-charge diversion cases, charges are not entered into CCAP.
- In deferred prosecution cases, the DA files charges but a conviction is withheld if the defendant satisfactorily meets the terms of the deferred prosecution agreement. Upon satisfactory completion, a finding of judgment is entered into CCAP as “Dismissed,” “Reduced” or “Judgment Vacated.”
- Deferred prosecution is authorized in Chapter 971 of Wisconsin Statutes and criteria are set forth for various case types. Diversion does not have a uniform definition statewide.
- Policy and practice around the use of diversion and deferred prosecution varies across the state. For instance:
  - Localities differ in terms of whether diversion and/or deferred prosecution are available options.
  - Localities may or may not have clear eligibility criteria for diversion and/or deferred prosecution; where criteria exist, they differ from county to county.
  - There is local variation regarding who identifies/screens cases for eligibility.
  - Eligibility screening entails the use of an empirically-based risk assessment tool in some but not all jurisdictions.
  - Localities vary in terms of in-program requirements.
  - Requirements for satisfactory completion may vary.
  - Time to completion varies as well; some localities have “floating end dates.”

### *What Guides these Decisions?*

- State statutes that guide negotiations (e.g., mandatory minimum sentences such as OWI offenses)
- Nature and severity of the charges
- Risk tolerance of system stakeholders regarding who should be in diversion programs
- Local prosecutorial policies and practices, including the use of risk assessments and prior record
- The availability of local resources (for eligibility screening, programmatic intervention, staff, etc.) may determine whether these options are used.
- State/Federal grant language (e.g. Treatment Alternatives and Diversion legislation, federal grant language regarding requirements for program participation, such as identified substance abuse needs or violent offender status.)



### What does the research suggest?

- Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services. *Primary Citation:* Andrews (2007)
- The majority of services and more intensive supervision should be directed to higher risk offenders. *Primary Citation:* Lowenkamp & Latessa (2004)
- Transfer of juveniles to adult criminal court has the potential to aggravate short-term recidivism rates. *Primary Citation:* Bishop, Frazier, Lanza-Kaduce, & Winner (1996)
- Diversion of non-violent drug offenders into substance abuse treatment as opposed to incarceration produces long-term cost savings. *Primary Citation:* Anglin, Nosyk, Jaffe, Urada, & Evans (2013)
- Drug court participants should be selected based on risk level (i.e., the risk principle holds in drug court settings; drug court is most effective with high risk individuals). *Primary Citation:* Marlowe et al. (2006)
- Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs. *Primary Citation:* Gendreau, Goggin, & Little (1996)
- The success of diversion programs is contingent on quality of program design and implementation. Diversion programs that include family-based interventions and demonstrate a high level of fidelity monitoring are especially promising insofar as reducing recidivism rates among juvenile offenders. *Primary Citation:* Schwalbe, Gearing, MacKenzie, Brewer, & Ibrahim (2012)

### What should happen at this decision point?

1. There is statewide availability of diversion and deferred prosecution options, resulting in fair and equitable treatment for all, regardless of race, religion, or socio-economic status.
2. Communities are risk tolerant.
3. Input from victims is considered in determining if diversion is appropriate and in determining conditions; victims are informed of outcomes.
4. Sufficient time and resources are available to properly assess options for individual cases.
5. Defendants are properly prepared by counsel to assure informed decisions.
6. Assessments of defendants' ability to understand the options presented are made.
7. Prosecutors and defense counsel have the necessary information to guide appropriate use of diversion/deferred prosecution, including risk and needs assessments.
8. The least restrictive option available to achieve public safety and harm reduction goals is pursued.
9. The decisions that are made provide the best opportunity for the defendant to change their behavior, thereby increasing the likelihood of reduced recidivism.
10. Defendants are appropriately held accountable for their actions.

### Data Available

- Participant Outcome data may be available for local diversion and deferred prosecution programs.
- Data would typically include number of diversion cases or deferred prosecution agreements, number by charge type and felony/misdemeanor, who did and did not successfully complete the program, and recidivism after discharge from the program.

### Data Needed

- PROTECT, the prosecutor case management system, is used by all District Attorney Offices statewide. PROTECT data is available on a county-by-county basis.
- While PROTECT is used by all District Attorney Offices statewide, the diversity among jurisdictions regarding the ways in which PROTECT is utilized and diversion and deferred prosecution options are defined and operationalized results in challenges in collecting, analyzing and comparing data across localities on the use of these options and their outcomes.
- Statewide definitions and measurement guidelines may assist in bringing some consistency to how the data is collected and compiled.
- TAD program expansion/CORE Reporting System will improve consistency in data collection for those counties that use the system.



### *What are the opportunities for improvement?*

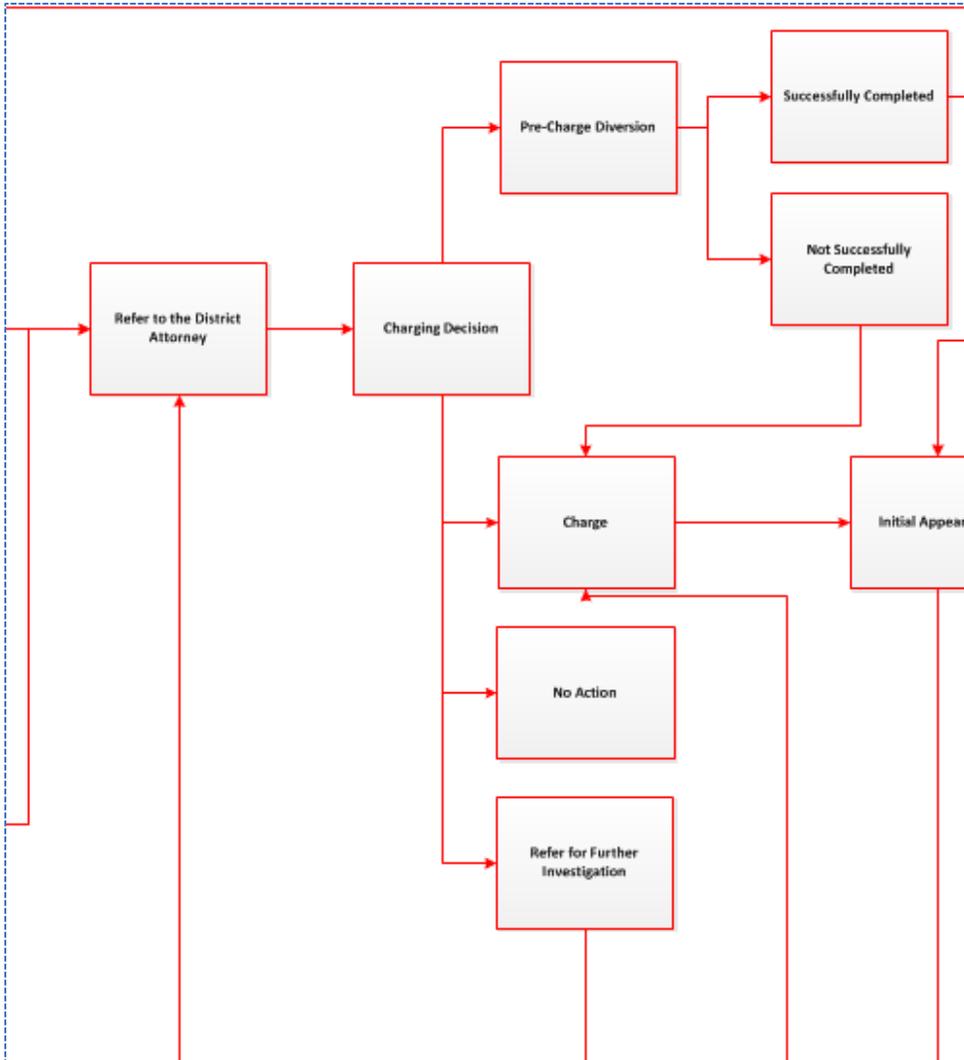
1. Ensure jurisdictions throughout the state have adequate resources to effectively implement diversion and deferred prosecution options.
2. Create uniform definitions (in state statute) of diversion and deferred prosecution, and develop model criteria for counties to define eligibility based on national standards for diversion/deferred prosecution and programmatic interventions.
3. Establish standard definitions and methods for data collection and analysis on the use and impact of these options.
4. Explore legislation to allow the removal of successfully completed Deferred Prosecution Agreements from CCAP.

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# Decision Point #4: Charging Decision



**Why is it important?**

- The charging decision serves as a starting point to the formal adversarial process; as such, it has significant impact on defendants, victims, and on state/local resources.
- Charging decisions have permanent consequences for defendants (e.g., criminal charges are added to CCAP, Wisconsin’s court case management system). They have the potential to either increase or reduce harm.
- Decisions at this point directly impact both court calendar workload as well as prosecutor/defense workloads.



### *What currently happens?*

- District Attorneys (and Assistant District Attorneys) review the facts of the case as presented by law enforcement.
- The charging decision is highly discretionary and DAs/ADAs may select to respond in a variety of ways including gathering further information (i.e., Refer for Further Investigation), declining to prosecute, granting pre-charge diversion, or proceeding with charging.
- With regard to training, the Attorney General's Office provides training to DAs and ADAs. Prosecutors are required to participate in 30 hours of continuing education every two years.
- Turnover among prosecutors is a major issue statewide. Discussions with District Attorneys and Assistant District Attorneys indicate that workload, salary levels, pay progression, lack of support staff, working conditions, and increased benefit costs are key elements leading to high turnover among District Attorneys and Assistant District Attorneys. In most cases, these are experienced attorneys leaving highly complex positions and being replaced by inexperienced attorneys who face a steep learning curve and, in many cases, limited training opportunities.

### *What Guides this Decision?*

A variety of factors influence the DA/ADA/s final charging decision:

- The strength of the evidence (i.e., the ability to prove the charge, including the victim's input and willingness to cooperate)
- The defendant's criminal history
- In some jurisdictions, the availability of risk assessment data and diversion programs
- The presence of, and expertise within, specialty prosecution units (e.g., gang units, gun units)
- Local prosecutorial policies and practices, including the degree of discretion afforded prosecutors within an individual DA's office
- The level of education/experience/training of DAs and ADAs



### What does the research suggest?

- Low risk youth are more likely to benefit from caution programs, while moderate to high risk youth are more likely to benefit from intervention programs (namely, CBT-based interventions). *Primary Citation: Wilson & Hoge (2013a)*
- Transfer of juveniles to adult criminal court has the potential to aggravate short-term recidivism rates. *Primary Citation: Bishop, Frazier, Lanza-Kaduce, & Winner (1996)*
- Pre-booking diversion options for adult offenders with serious mental illness is associated with fiscal savings. *Primary Citation: Cowell, Hinde, Broner, & Aldridge (2013)*
- Consistent with research indicating that criminal justice contact can increase offending risk (e.g., Loughran et al., 2009), both caution and intervention diversion programs have been shown to be more effective in reducing general recidivism compared to the more restrictive traditional forms of criminal justice processing (i.e., incarceration and probation). *Primary Citation: Gendreau, Goggin, & Little (1996)*
- Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs. *Primary Citation: Gendreau, Goggin, & Little (1996)*
- Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services. *Primary Citation: Andrews (2007)*

### What should happen at this decision point?

1. Decisions are transparent, fair, and consistent.
2. Decisions are informed by information specific to the defendant and the victim, to ensure appropriate charging practices (i.e., use of person-specific information to guide diversion, rather than charges alone).
3. Decisions are informed by substantive knowledge regarding specific areas of concern (e.g., mental illness, trauma informed care, persons with disabilities).
4. Decision makers have cultural competency to ensure fair and equitable outcomes for all persons regardless of race, religion, or socio-economic status.
5. Decisions support the broad goals of making the victim whole but also preventing future victimization through evidence-based risk reduction strategies, resulting in the achievement of harm reduction for the victim, the defendant, and the community as a whole.
6. The least restrictive option available to achieve public safety and harm reduction is pursued.
7. Prosecutors are supported and incentivized to invest the time and effort necessary to conduct 'harm reduction' charging decisions.
8. Resources are made available to enable prosecutors to make the best possible charging decisions.
9. Community education is essential to supporting prosecutors to make effective, evidence-based charging decisions.
10. Ensure defense counsel has appropriate training and knowledge of providing ethical and zealous representation within an evidence-based framework.

### Data Available

- Charging information is available on a county-by-county basis and includes:
  - Number of referrals
  - Demographic information on victims and defendants
  - Information on referred charge(s) from law enforcement, filing charge(s), disposition charge(s), and modifications
  - Charge details such as severity/class, statute, penalty enhancers or modifiers
  - Charge disposition information
- Data is available through the following sources:
  - PROTECT (Prosecutor's case management system)
  - CCAP (Court's case management system)
- Through these systems, charging outcomes can be tracked by reviewing the summary of referred charge, filing charge, disposition charge and modifications.

### Data Needed

- While this data is available in these systems, resources and increased accessibility is needed to complete more complex comparative analyses of charging outcomes.
- While PROTECT is used by all District Attorney Offices statewide, the diversity among jurisdictions regarding the ways in which PROTECT is utilized results in challenges in collecting, analyzing and comparing data across localities to compare charging data. Statewide definitions and measurement guidelines may assist in bringing some consistency to how the data is collected and compiled.



### *What are the opportunities for improvement?*

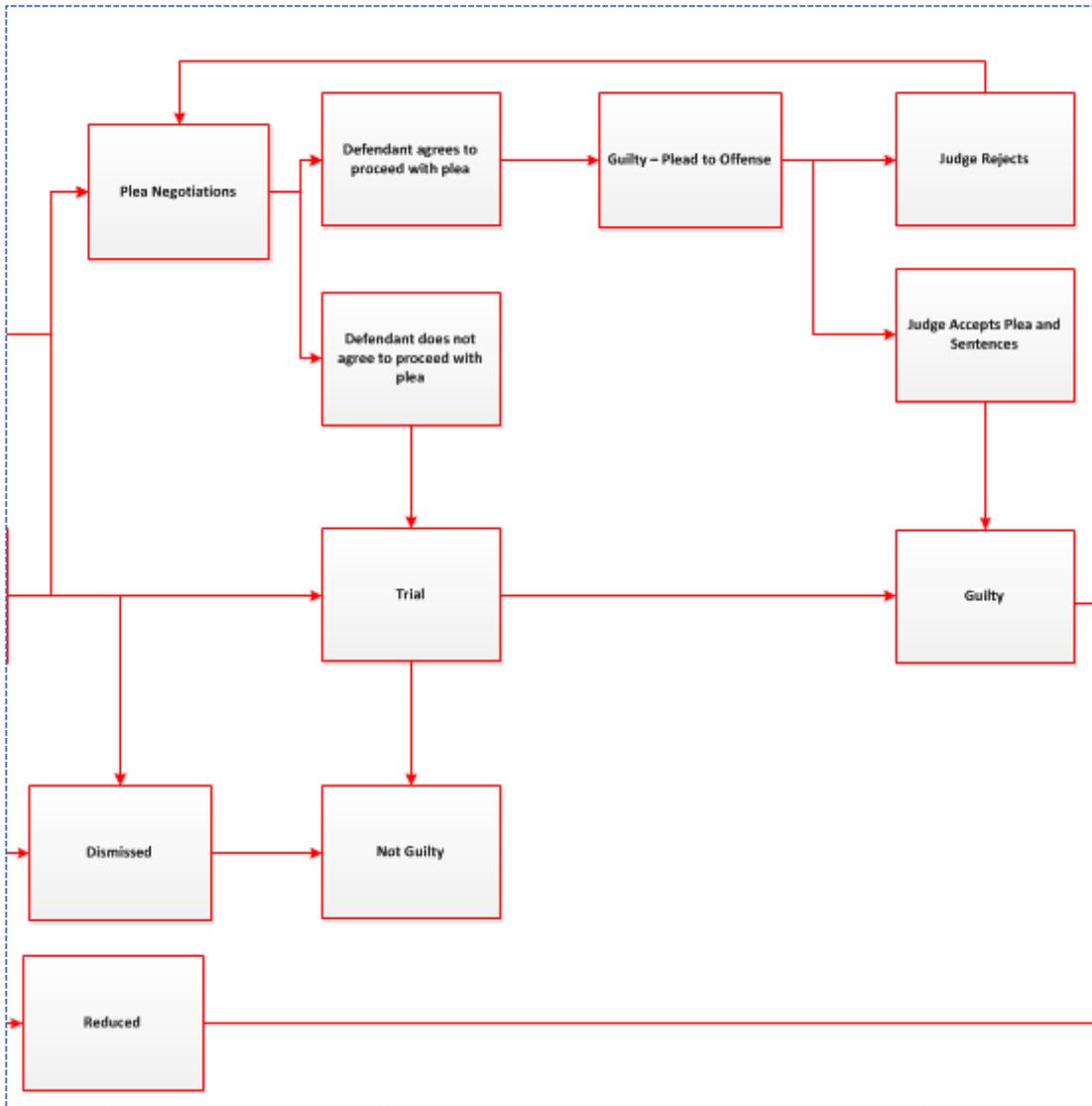
1. Provide specialized training for prosecutors and public defenders on risk reduction (increased community safety) based upon the application of evidence-based principles, with a focus on risk/needs assessment tools, mental health, cultural competency, and available community resources.
2. Increase the availability of risk/needs assessments to inform charging decisions.
3. Promote/support funding/retention of experienced DAs and ADAs.
4. Increase community education of issues related to crime prevention through the application of evidence-based practices.

#### **Key:**

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# Decision Point #5: Plea Negotiations



## Why is it important?

- Negotiations offer an opportunity to fairly resolve cases by the two parties most knowledgeable about the facts and circumstances surrounding the case, and are ratified by a judge as a neutral third party.
- Negotiations are used to expedite fair and equitable conclusions to the criminal justice process, which can be of benefit to the defendant, the victim, witnesses, the community, and to the justice system.
- Negotiations are critical to managing the workload of the courts, the district attorney's office, as well as the public defender's service. Without these more expeditious and less resource-intensive methods for case processing, the justice system would be unable to effectively manage the volume of cases flowing through the court system and devote resources to the highest risk individuals.



### *What currently happens?*

- Following the charging decision, negotiations take place between the prosecution and defense.
- The defendant may plead “guilty,” “no contest,” “Alford,” “not guilty,” or “not guilty by reason of mental disease or defect.” A plea of no contest has the same effect in a criminal case as a guilty plea, except it cannot be used as an admission of criminal action in a civil case. An Alford Plea is where a defendant does not admit guilt, but admits that the State can prove guilt beyond a reasonable doubt, and results in the defendant being found guilty. The defendant may not enter an Alford Plea or a plea of no contest without approval from the court.
- If the defendant pleads not guilty or not guilty by reason of mental disease or defect, the case proceeds to trial. Alternatively, if the defendant pleads guilty, no contest, or Alford, the court (judge) will sentence the defendant without trial.
- Plea negotiations are required by law to occur between the prosecution and defense (defendant), without judicial involvement.
- Plea agreements address the final charges to be filed and the penalty (sentence) for these charges. The agreement may also include sentence conditions (e.g., fines, restitution, community service, treatment requirements).
- Once the plea agreement is made, it is considered by the court. The judge can reject the negotiated sentence.

### *What guides these decisions?*

- Some state statutes guide plea negotiations (particularly related to OWI and minimum and mandatory sentences)
- Plea negotiations are a matter of information and are impacted by:
  - Timing and context
  - Victim input
  - The weight of the evidence
  - Policies internal to the District Attorney’s Office
  - Information available about the defendant
  - The defendant’s custody status (held in pretrial detention vs. in the community on pretrial release)
  - The effectiveness of involved attorneys
  - The relationship between the negotiating parties (defense and prosecution)
  - The workload of the negotiating parties
  - County norms around sentencing specific types of cases/defendants
  - Individual judges’ sentencing patterns



### What does the research suggest?

- Diversion of non-violent drug offenders into substance abuse treatment as opposed to incarceration produces long-term cost savings. *Primary Citation:* Anglin, Nosyk, Jaffe, Urada, & Evans (2013)
- Drug court participants should be selected based on risk level (i.e., the risk principle holds in drug court settings; drug court is most effective with high risk individuals). *Primary Citation:* Marlowe et al. (2006)
- Drug courts should consider adopting a pre-plea or post-plea model, providing offenders with incentives for completion, and using cognitive behavioral techniques.  
*Primary Citation:* Wilson, Mitchell, & MacKenzie (2006)
- Intermediate sanctions [options between probation and incarceration] should be utilized with recognition of both their ability to achieve certain outcomes and their limitations, such as accountability as opposed to risk reduction. Careful controls should be put in place when implementing intermediate sanctions to avoid unintended net widening. *Primary Citation:* Gendreau, Goggin, Cullen, & Andrews (2001)
- Sanctions on their own do not change offender behavior or reduce recidivism. More severe sanctions (i.e., longer prison sentences) may increase recidivism. *Primary Citation:* Smith, Goggin, & Gendreau (2002); Gendreau & Goggin (1996)
- Stringent supervision conditions tend to produce more technical violations and more incarceration and do not reduce recidivism by themselves. *Primary Citation:* Petersilia & Turner (1993)

### What should happen at this decision point?

1. The uniform application of the law results in fair and equitable outcomes for all persons regardless of race, religion, or socio-economic status.
2. Defendants have as much information as needed to make informed decisions around accepting/rejecting plea offers.
3. Defense attorneys effectively prepare clients to understand the plea process and the terms and consequences of their particular offer.
4. Victim input is sought and earnestly considered.
5. The District Attorney and the defense have the information necessary to make evidence-based plea decisions.
6. Harm reduction principles apply, to include victims, defendants, and the community.
7. Defense and prosecution have “right-sized” workloads that provide for effective decision making regarding pleas.
8. Mentorship and guidance is provided to lawyers around effective and evidence-based plea negotiation practices.

### Data Available

- Some of the basic plea information is available such as:
  - Number of referrals
  - Demographics of defendants (race, sex, age, location/municipality)
  - The number or percent of cases settled by plea
  - Charge details such as severity/class, statute for cases settled by plea
- In aggregate the disposition of cases is available at a statewide and county-by-county level from CCAP
- Data is available through the following sources:
  - PROTECT (Prosecutor’s case management system)
  - CCAP (Court’s case management system)
- Through these systems, outcomes can be tracked by reviewing the summary of booking charge, court filing charge, charge pled to, disposition and modifications.

### Data Needed

- While this data is available in these systems, resources and increased accessibility is needed to complete more complex comparative analyses of outcomes related to Plea Negotiations.
- Needed Analyses include:
  - Original charge vs. the charge pled to
  - Charges dismissed and read-in and charges are dismissed
  - Whether risk/needs assessment information is available at negotiations



### *What are the opportunities for improvement?*

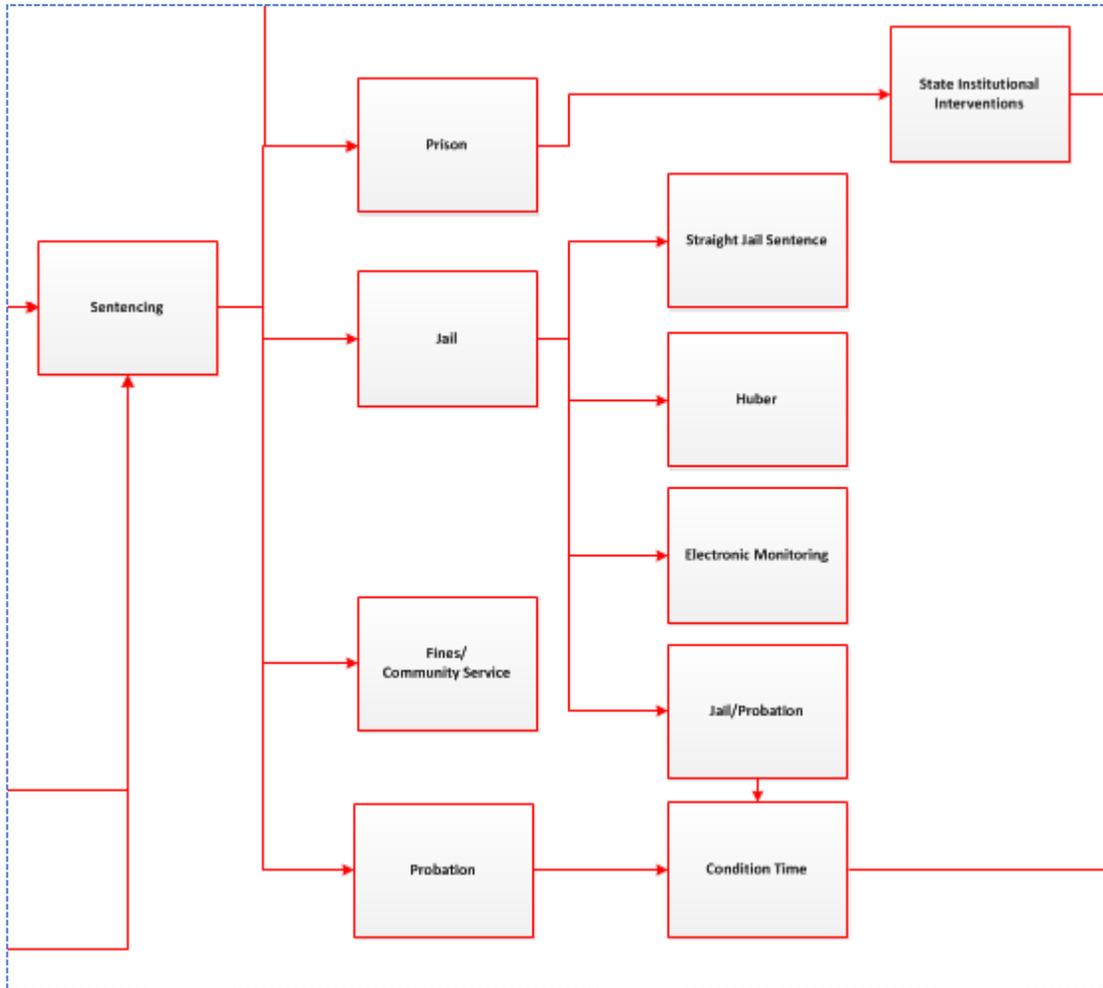
1. Increase professional education for judges, prosecutors and defense attorneys around effective and evidence-based negotiation practices, including the effects of implicit bias on decision making.
2. Increase the availability of risk/needs information; include consideration of risk reduction in the plea negotiation process.
3. Create a process to establish statewide best practice recommendations on plea negotiations that are evidence-based.
4. Analyze current deferred/diversion programs and support those that are evidence-based; and analyze the effect of heavy caseloads of both prosecutors and public defenders on plea negotiations.
5. Increase public education regarding charging and settlement decisions and the effective use of evidence-based principles in reducing the risk of future harm to the community.
6. Analyze the effect of truth-in-sentencing legislation on incarceration rates/sentencing as well as recidivism data.

#### **Key:**

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## Decision Point #6: Sentencing



### *Why is it important?*

- Sentencing decisions have significant impact on the lives of the individuals involved, as well as their families, victims, and the community as a whole.
- Decisions at this point have the potential for harm reduction.
- Sentencing decisions have the potential to increase harm and can produce collateral consequences (e.g., racial, socio-economic and other disparities; financial consequences; licensing, employment, and other restrictions with short and/or long-term consequences).
- Sentencing can result in dispositions that have significant resource implications, including evidence-based programming capacity, community-based resources, and most notably the use of the state's most costly resource, prison.



### *What currently happens?*

- Defendants that plead guilty, no contest, Alford, or are found guilty are sentenced by a judge.
- In determining an appropriate sentence, the judge considers information provided by the prosecution, the defense, victims and/or information contained in a pre-sentence investigation (PSI) report, and information learned at trial.
- Public/media reaction may, but should not also influence judicial decision making.
- There is variation across the state regarding the frequency with which a PSI is ordered. They are most commonly ordered in felony cases where the defendant is facing a prison term. These reports are routinely ordered in felony cases; they are not routinely ordered or provided in misdemeanor cases. Some counties order more PSIs than others.
- PSI reports are prepared by the Department of Corrections (DOC). They provide historical and current information about the defendant's personal/social history, criminal history, victim impact, as well as information derived from a risk/needs assessment. In some PSI requests from the courts, the judge can specifically request that no sentencing recommendation be provided by the DOC.
- Additional information relevant to sentencing can be prepared and submitted by the defendant and counsel.
- The PSI sentencing recommendation has varying degrees of influence on the judge's decision, based upon the individual judge and the type of case. The DOC uses a standard PSI template that includes the following information: current charge description, defendant's statement about the crime, victim and/or community impact statement, defendant's criminal history, defendant's personal history, risk and needs assessment, prior DOC experience and adjustment, and sentencing recommendation, based upon DOC's sentencing grid.
- Although sentencing guidelines are not mandatory, the use of a sentencing grid has made DOC's recommendations more consistent throughout the state. This sentencing grid is based upon formerly used sentencing guidelines; the grid has not been re-evaluated for some time.
- Historically, Wisconsin has been a "Truth in Sentencing" state. This legislation is commonly referred to as "TIS I" and "TIS II," reflecting modifications in the legislation over time. Presently, TIS II is in effect; its provisions include modifications in felony classifications (the ways in which certain criminal behaviors are classified). Under TIS II, offenders may experience shorter periods of incarceration (at least initially) but receive long periods of extended supervision following supervision.
- The term of extended supervision may not be less than 25% of the length of the term of confinement in prison imposed for a classified felony, and is subject to whichever of the following limits is applicable:
  - For a Class B felony, the term of extended supervision may not exceed 20 years.
  - For a Class C felony, the term of extended supervision may not exceed 15 years.
  - For a Class D felony, the term of extended supervision may not exceed 10 years.
  - For a Class E, F, or G felony, the term of extended supervision may not exceed 5 years.
  - For a Class H felony, the term of extended supervision may not exceed 3 years.
  - For a Class I felony, the term of extended supervision may not exceed 2 years.
- Judges have available to them a range of sentencing options. Sentencing options at the least restrictive end of the continuum include fines, restitution, community service, and probation. Additional sentencing options may include day reporting, community based programming with or without some form of supervision, periods of confinement in local jail, and prison (or some combination of these and other options). The availability of resources is jurisdiction-specific; resources and other factors result in some jurisdictions having a broader range of options than others.



### What guides these decisions?

- Several factors guide judicial sentencing decisions. They include:
  - The “Gallion Factors” (see *State of Wisconsin vs. Curtis E. Gallion*): the defendant's prior record; the defendant's history of undesirable behavior; the defendant's character; the results of a presentence investigation; the aggravated nature of the crime; the defendant's degree of culpability; the defendant's demeanor at trial; the defendant's age, education, and employment record; the defendant's remorse, repentance and cooperation; the defendant's need for close rehabilitative control; the rights of the public; the length of pretrial detention; read in offenses; the effect of the crime on the victim.
  - Victim input
  - Presentence Investigation (PSI) results, including DOC's sentencing recommendations and risk/needs assessment information
  - Community tolerance/public opinion
  - Resource availability

### What does the research suggest?

- The use of prison does not appear to produce a specific deterrence effect. *Primary Citation: Jonson (2011)*
- Lengthier sentences do not have an appreciable effect on recidivism. *Primary Citation: Meade, Steiner, Makarios, & Travis (2012)*
- Offenders sentenced to a term of imprisonment were significantly more likely to recidivate than those referred to a community-based diversion program. *Primary Citation: Bales & Piquero (2012)*
- Sanctions on their own do not change offender behavior or reduce recidivism. More severe sanctions (i.e., longer prison sentences) may increase recidivism. *Primary Citation: Smith, Goggin, & Gendreau (2002); Gendreau & Goggin (1996)*
- Stringent supervision conditions tend to produce more technical violations and more incarceration and do not reduce recidivism by themselves. *Primary Citation: Petersilia & Turner (1993)*
- Treatment programming should be targeted to higher risk offenders and their criminogenic needs, and preferably (though not exclusively) be community-based. *Primary Citation: McGuire (2002)*
- Even among first-time violent offenders, the most effective (and economical) sentencing alternative lies in the least restrictive option (i.e., community supervision). *Primary Citation: Ryan, Abrams, & Huang (2014)*

### What should happen at this decision point?

1. There is an opportunity for the victim, state, defense, and community to be heard.
2. Clear information is provided about the crime, victim, defendant and his/her needs, and restitution.
3. Proper legal standards are followed when making sentencing decisions.
4. Judges have knowledge of, and apply as appropriate, evidence-based principles.
5. Decisions provide the best opportunity for the defendant to change their behavior (i.e., reduce the likelihood of recidivism).
6. Decisions provide the best outcome for the limited resources available and are grounded in evidence-based sentencing practices.
7. Sentencing decisions are fair and equitable, regardless of defendants' race and socio-economic status.
8. Sufficient options are available to judges at sentencing.
9. Sentence conditions are based on risk/needs and tailored to achieve the best outcomes for the individual and the community.
10. Offenders are not sent to prison just to receive treatment. Sufficient treatment resources are available in the community.



### ***Data Available***

- Sentence information is available such as:
  - Demographics of defendants (race, sex, age, location/municipality)
  - Referral, filing, and disposition charge(s)
  - Sentence type and length
  - Sentence conditions
- Data is available through the following sources:
  - PROTECT (Prosecutor's case management system)
  - CCAP (Court's case management system)

### ***Data Needed***

- While this data is available in these systems, resources and increased accessibility is needed to complete more complex comparative analyses of outcomes related to Plea Negotiations.
- Needed analyses include:
  - Outcomes as they relate to length of sentence, risk, efficiency, and effectiveness
  - Number and type of conditions and whether they relate to needs
  - Comparative analysis of incarceration versus probation sentences and outcomes

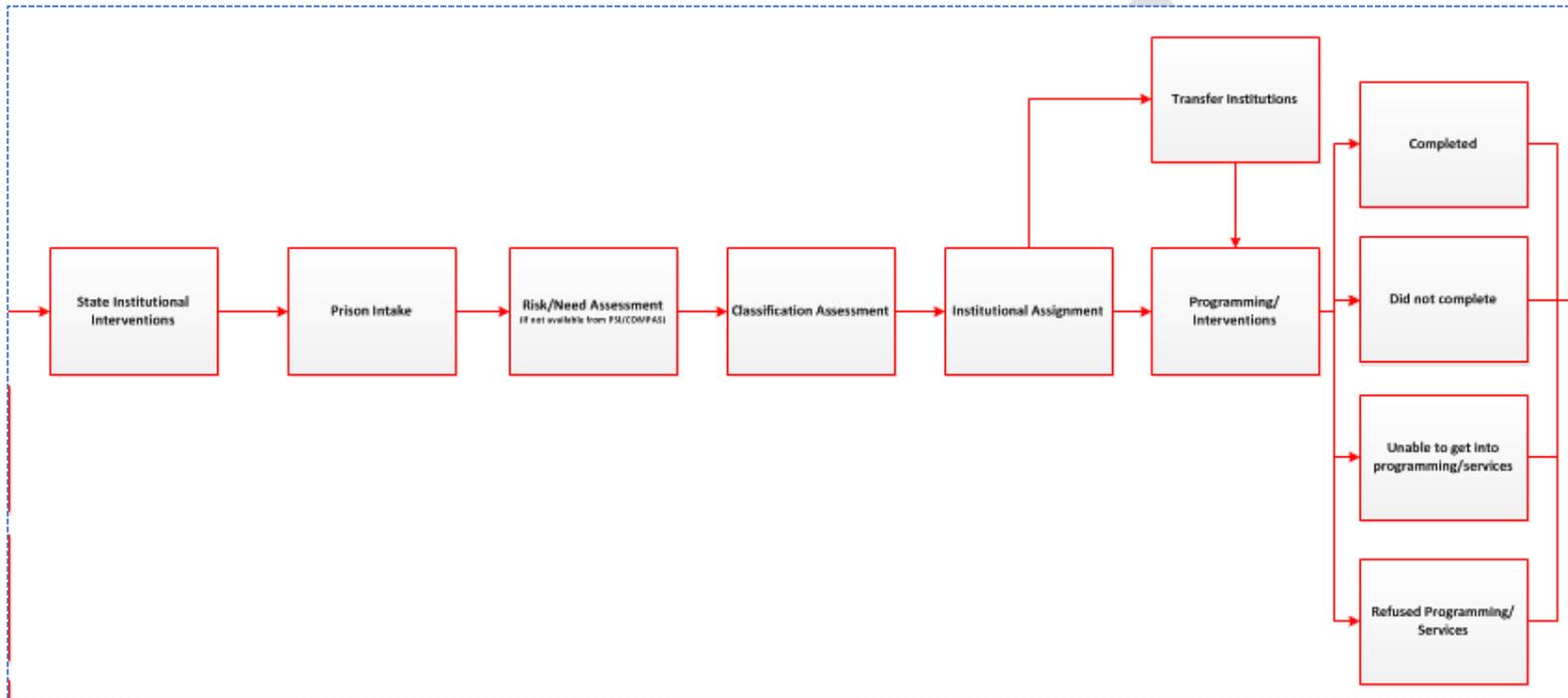
### ***What are the opportunities for improvement?***

1. Evaluate Wisconsin's current sentencing structure, to include the following:
  - DOC PSI's sentencing guidelines.
  - Increased transparency regarding the underlying methodology and data supporting the COMPAS results.
  - Wisconsin's sentencing structure (TIS II).
  - Collect/examine sentencing outcome data.
2. Provide training for judges in evidence-based sentencing principles.
3. Expand sentencing options, to include the following:
  - Expand non-incarcerative sentencing options including fines, probation, and evidence-based treatment programs.
  - Develop 'Dosage Prison' terms – setting up a sentence that keeps the community safe, provides sufficient punishment, and reduces harm to the inmate.
  - Reevaluate expungement opportunities.
4. Ensure that prison populations include only those offenders who need to be there.
5. Achieve greater consistency and fairness in sentencing, including addressing racial and socio-economic disparities.
6. Improve trust and confidence in the justice system generally, and sentencing and sentence options particularly, through public education. Develop a community assessment and evaluation process for offenders to help judges determine the best sentencing outcome.
7. Evaluate current restitution policies to determine opportunities to improve the collection process.

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## Decision Point #7: State Institutional Interventions



### *Why is it important?*

- This decision point provides opportunities for deterrence, punishment, and rehabilitation for offenders, while protecting the safety of the public.
- Programming needs are identified, and evidence-based services provided at this decision point can reduce risk/harm and improve public safety.
- Prison is the most costly intervention available in the criminal justice system and therefore should be used judiciously.



### *What currently happens?*

- Male prisoners are sent from the sentencing county jail to Dodge Correctional Institution for assessment and evaluation, and female prisoners are sent to Taycheedah Correctional Institution for assessment and evaluation.
- DOC's Bureau of Offender Classification and Movement makes three decisions regarding an inmate at this time: custody level to be assigned, assessed programming needs, and housing determination.
- DOC institutions are classified by security level (maximum, medium, and minimum). Based upon initial classification, inmates are assigned to one of these three security levels and a specific correctional institution.
- Assessment and evaluation is an intake process that includes review of prior record, programming needs, classification evaluations, completion of the COMPAS risk assessment (if not already done recently), gang affiliations, and other issues (medical, mental health, prior institutionalized, sentence structure).
- If a COMPAS assessment was completed in a Pre-Sentence Investigation (PSI), or if one was done less than one year prior to admission, then it may not be repeated at admission.
- Less than 50% of inmates have a Pre-Sentence Investigation (PSI) at the time of DOC admission.
- Classification conducts a Risk Rating to determine custody level to address risk while incarcerated. This is distinguished from actuarial risk assessments. The current classification system has been in place for some time and may be evaluated in the future.
- Classification determines program needs and priorities for programming: alcohol and other drug abuse, employment, anger management, cognitive thinking, education, sex offender treatment, and domestic violence. A programming plan is formulated, based on a combination of the inmate's interest and willingness, the results of the COMPAS assessment, and any Judicial Order.
- Transfers can occur thereafter in order for inmates to receive program/services that are available at specific facilities. Security level is based on the classification process. An inmate's classification is reviewed at least every 12 months. Ideally, inmates will progress through the classification system as they serve their sentence.
- Programming prioritization is based on several factors: Sentence structure (programming is targeted around release date, rather than entry date), which prison has the matching programming, prison capacity, program capacity, and eligibility.
- Bed considerations drive decision making, and programs and services are institution specific.
- Programming tends to come towards the end of confinement (rather than the beginning).
- Some inmates are eligible to participate in the Earned Release Program (ERP), which grants early release by completing required programming. The overall sentence does not change, but prison days are converted to Extended Supervision days (supervision in the community by a Division of Community Corrections agent).
- Eligibility for ERP is based on statute, judicial discretion, and DOC criteria that include an identified substance abuse need, inmate willingness, eligibility to be housed in appropriate prison, sentence structure and program capacity.
- ERP provides an opportunity to decrease an offender's period of confinement, which is an important incentive for offenders.
- Sentence Adjustment Requests (different than ERP) go back to the sentencing judge, and are requests for consideration of a sentence adjustment due to an inmate's positive adjustment.
- Due to limited treatment resources, many institutions have long waitlists for programming.
- For those who are parole eligible, timing of release may be associated with treatment participation.
- Treatment is not mandatory. Educational programming is the only required programming for those with less than a high school education. Completion of educational programming is required before any inmate can begin work in an institution. For those inmates sentenced prior to January 1, 2000, their eligibility for parole is impacted by program completion.
- Ongoing program reviews result in changes in program capacity and locations, based on current inmate needs.

### *What guides these decisions?*

- Budgets
- Classification level, housing, bed space, and availability
- Department of Corrections policy
- State Statutes and Administrative Code
- Risk and needs assessments guide programming decisions: if a need is identified, the offender should receive the appropriate programming. Offenders are assigned to appropriate prison facilities based on BOCM Risk Rating.
- Inmate conduct and responses to inmate conduct
- Inmate willingness to participate in programming

### **What does the research suggest?**

- Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs. *Primary Citation:* Gendreau, Goggin, & Little (1996)
- A single one-size-fits-all approach to risk assessment may not be appropriate across all levels of criminal justice processing. For example, dynamic factors that are important for community adjustment (e.g., substance abuse) may not be as important to predicting misconduct in custodial settings. Ultimately, jurisdiction-specific validation of risk assessment tools vis-à-vis the various outcomes of interest is highly recommended. *Primary Citation:* Makarios & Latessa (2013)
- Higher levels of security within institutions can exert criminogenic effects. Prison administrators might experiment with classification thresholds to ensure the least restrictive conditions possible given one's level of risk. *Primary Citation:* Gaes & Camp (2009)
- Enhanced prison management will result through a strategy in which programming has a central role. *Primary Citation:* French & Gendreau (2006)
- Correctional interventions that are grounded in the principles of risk/need/responsivity produce recidivism reductions in the most cost-effective manner. *Primary Citation:* Romani, Morgan, Gross, & McDonald (2012)
- Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services. *Primary Citation:* Andrews (2007)
- Cognitive behavioral programs applied across both institutional and community settings (e.g., Reasoning and Rehabilitation) effectively reduce recidivism rates. *Primary Citation:* Tong & Farrington (2006)
- The majority of services and more intensive supervision should be directed to higher risk offenders. *Primary Citation:* Lowenkamp & Latessa (2004)
- Attention to staff characteristics and skills is necessary to enhance outcomes with offenders. *Primary Citation:* Dowden & Andrews (2004)
- Research indicates a relationship between the integrity with which a correctional program is implemented and recidivism outcomes. *Primary Citation:* Lowenkamp & Latessa (2004)
- Programs that are poorly designed and implemented (i.e., those that do not adhere to basic principles of effective correctional intervention) are apt to increase recidivism rates. *Primary Citation:* Wilson & Davis (2006)
- Both maintaining a high level of treatment integrity and adhering to a human service treatment philosophy increase program effectiveness. It is recommended that agencies implement periodic assessments such as the CPAI so as to ensure continued program integrity. *Primary Citation:* Lowenkamp, Flores, Holsinger, Makarios, & Latessa (2010)
- Research indicates that therapeutic communities are effective in attenuating recidivism rates among offenders reentering the community. *Primary Citation:* Jensen & Kane (2012)

### **What should happen at this decision point?**

1. Services provided are matched to inmates' needs.
2. Dosage needs of inmates are met.
3. There is equity in opportunities to receive treatment.
4. A safe and humane environment is provided.
5. Inmates are housed in a facility that is as close as possible to the community where they will be released.
6. Opportunities for peer to peer mentoring are provided.
7. Treatment resources are available and are strategically placed within institutions based on need.
8. Programming for inmates is incentivized.
9. The organizational culture at DOC recognizes that offenders have the ability to change, and staff engages inmates to support progress in programming.
10. Social worker caseloads are manageable to ensure they can successfully work with inmates on their programming.
11. Programming is evidence-based and is prioritized based on assessed risk/needs.
12. Institutional sanctions for rules violations are evidence-based and consider the risk/needs of the inmate as well as the gravity of the violation.
13. Institutions have flexibility to meet the needs of an ever changing population.



### *Data Available*

- Programming capacity
- Primary program completion (AODA, sex offender/DV, anger management, cognitive, etc.) and reasons for non-completion data
- Codes for terminations (administrative, disciplinary, etc.)
- Assessment data on inmates (AODA, mental health, etc.)

### *Data Needed*

- Outcome evaluation on inmates who do/do not complete programming (an analysis is in progress, however)
- Assessment data regarding trauma (in progress, however)
- Data on inmates who refuse programming (who they are, why they refused, and their long term outcomes compared to those who receive programming)
- Data on inmates who are interested and eligible for programming but do not receive it
- Data on why inmates refuse programming
- Data regarding program waitlists, by program.

### *What are the opportunities for improvement?*

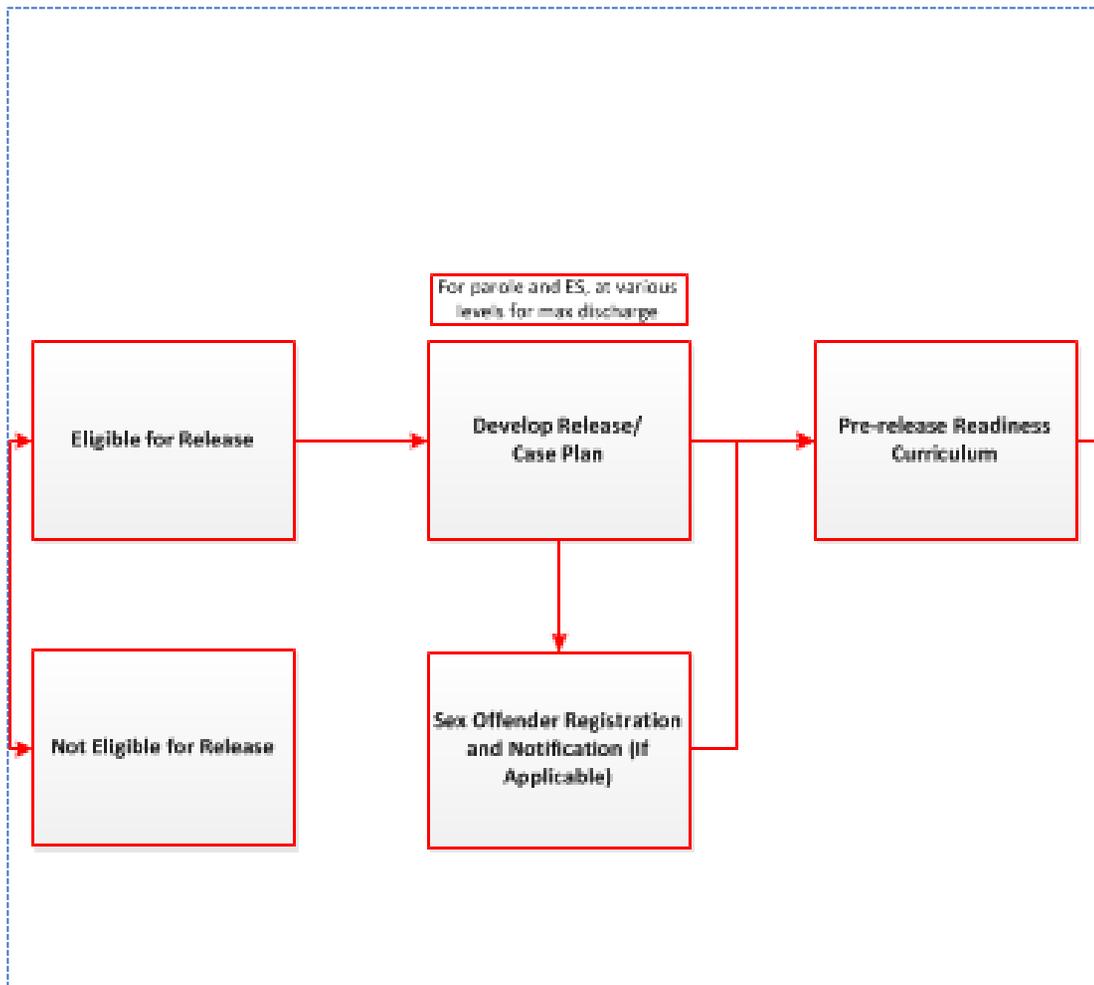
1. Provide only evidence-based resources to meet the treatment needs of all inmates and incentivize program participation, offer change readiness programming, provide services targeted at date of entry rather than date of release, and eliminate barriers that keep those needing services from receiving them.
2. Provide adequate training and manageable caseloads to successfully use short-term, evidence-based intervention tools (BITS, Carey Guides, etc.).
3. Develop better data systems to track inmates so mechanisms can be established for the ongoing evaluation of prison programs and inmate success.
4. Utilize evidence-based risk/needs assessments to determine programming needs.

### **Key:**

- Black font: Identified by State Team
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## Decision Point #8: State Reentry Planning



### *Why is it important?*

- This decision point provides an opportunity to improve an offender's success in the community, thereby reducing recidivism, which will also reduce future incarceration costs and increase public safety.
- This decision point offers an opportunity to ensure access to health care and supportive services, and provide more humane wraparound services for the mentally ill.
- Successful transition of inmates into the community promotes increased public confidence and trust in the criminal justice system.



### ***What currently happens?***

- Inmates can be released on parole (sentenced prior to 2000), released to Extended Supervision (serving the remainder of their sentence in the community), released on their maximum discharge date and no longer subject to supervision, or released to commitment on Chapter 980 (involuntary confinement for violent sex offenders in a state treatment facility). Inmates sentenced since 2000 are eligible to petition the courts to convert a portion (15% or 25%) of their prison sentence to extended supervision. Inmates who complete the Earned Release Program are released within 30 days of the sentencing judge signing the release order.
- 9 months prior to release, an inmate is identified as release eligible.
- At this time, a social worker will complete the COMPAS Reentry Assessment (if needed).
- There are approximately 313 social workers throughout the state. Caseloads are approximately 175 inmates per social worker, although this varies across institutions. Smaller caseloads exist for social workers assigned to treatment units.
- 6 months prior to release, the social worker ensures that the inmate has needed documents (State I.D., SSN, birth certificate, etc.). The inmate completes a release plan that addresses proposed residence, employment and programming.
- The release plan is shared with the assigned Division of Community Corrections (DCC) Agent, and a three-way conference (via phone, videoconference or in person) is held to review the plan.
- Pre-release curriculum (educational programming) is also available – it is a standard curriculum, optional and self-guided; some facilities offer groups as well.
- Those disabled are referred to specialized programming, Disabled Offenders Economic Support (DOES); the inmate must voluntarily agree to participate.
- If severe mental health needs are identified, the inmate is screened for possible participation in the Opening Avenues to Reentry Success (OARS) program. Criteria include a qualifying mental health diagnosis, length of sentence to be served in the community, COMPAS risk level, release to a qualifying county and willingness to participate. The inmate will receive up to two years of follow-up wraparound services. The program capacity is 140.
- 4 months prior to release, if the inmate is proposing to live in another state, the Interstate Compact Process is initiated by the social worker.
- If the inmate is a sex offender, their reentry planning will include sex offender registration, possible community notification and registration with local law enforcement.
- On the 20th of the month prior to release, inmates apply for health insurance (BadgerCare Plus) using the inmate phone system. If approved for BadgerCare Plus, the Forward Health card is mailed to the institution and placed in the inmate's property.
- Inmates who are prescribed medications are released with a two-week supply of prescription medications and are also given a prescription for an additional one-month supply.
- DCC agents review the case plan, set supervision levels based on the COMPAS risk assessment and DCC policy, establish rules of supervision, and make referrals for services.
- DCC agents send the rules of supervision to the institution social worker for inmate review and signature.
- Inmates releasing on their max discharge dates have a release plan focused on residence and employment. Plans can be further limited by lack of inmate cooperation.
- Transition of the case from the institution to supervision occurs with the social worker completing the COMPAS Reentry Assessment and the agent completing the follow-up case plan once the offender is released.
- Although most inmates released from prison do not have stable employment, some are eligible for Windows to Work job readiness reach-in and post-release programs, which provide for local Department of Workforce Development (DWD) staff to provide assistance upon release from prison.
- 6 months prior to release from prison, inmates are required to begin release planning, and complete a form detailing their proposed release address, employment, financial status, health, education, and treatment needs. In addition, pre-release curriculum (educational programming) is also available to inmates – it is a standard curriculum, optional and self-guided. Basic modules include education, financial literacy, family support, health, housing, personal development, transitional preparation, transportation, and wellness.

### ***What guides these decisions?***

- Department of Corrections Policy (Reentry Business Plan)
- COMPAS risk assessment results
- Resources/social worker caseloads
- Mental health/AODA needs of offenders
- Offenders' willingness to participate in programming
- Evidence-Based Practices, research, and National Institute of Corrections' Principles of Effective Intervention

### What does the research suggest?

- The Serious and Violent Offender Reentry Initiatives (SVORI) [a comprehensive program designed to prepare high risk offenders for successful community reintegration through both institutional and community-based programming] successfully reduced likelihood of recidivism in contrast to traditional parole services and supervision. *Primary Citation:* Bouffard & Bergeron (2006)
- Well-designed and implemented reentry programs (such as Minnesota Comprehensive Offender Reentry Plan (MCORP) which underscores a collaborative relationship between institutional caseworkers and community supervision agents) can effectively reduce recidivism rates and yield a positive return on investment. *Primary Citation:* Duwe (2014)
- Particularly in the absence of community supervision, reentry programs (such as Project Re-Connect in St. Louis, MO) that address multiple service needs and link offenders to important services (e.g., housing, education, transportation) play a crucial role in the successful reintegration of offenders. *Primary Citation:* Wikoff, Linhorst, & Morani (2012)
- Participation and immersion in the Preventing Parolee Crime Program (PPCP) – a multimodal treatment protocol – was consistently associated with lower rates of reincarceration and absconding compared with traditional parole. *Primary Citation:* Zhang, Roberts, & Callanan (2006)
- Reentry programs showing the most promise in reducing recidivism rates include vocational/work programs, drug rehabilitation programs, halfway house programs, and pre-release programs. *Primary Citation:* Seiter & Kadela (2003)
- Halfway house interventions with supervision geared to level of risk/need can be effective with higher risk offenders. *Primary Citation:* Andrews & Janes (2006)
- In general, there is support for the effectiveness of halfway house programs in reducing recidivism rates. However, one should be mindful of reserving these services primarily for moderate to high risk offenders. *Primary Citations:* Hamilton & Campbell (2014); Latessa, Lovins, & Smith (2010)
- In general, community-based reentry programs tend to yield positive outcomes – particularly when they include housing assistance and aftercare components. *Primary Citation:* Wright, Zhang, Farabee, & Braatz (2014)
- Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services. *Primary Citation:* Andrews (2007)
- The neighborhood context in which parolees return plays an important role in their successful reintegration. In particular, the close proximity of social service providers to offenders appears to be important in attenuating recidivism. *Primary Citation:* Hipp, Petersilia, & Turner (2010)
- Many of the needs that are particularly salient to women offenders are not currently addressed in the context of reentry services. It is therefore important to continue developing gender-responsive treatment strategies for this growing population. *Primary Citation:* Scroggins & Malley (2010)

### What should happen at this decision point?

1. Sufficient time is provided for release/reentry planning to be well-designed.
2. Social workers understand the barriers to successful release (licensing, housing, medications, programming, employment, etc.).
3. Social worker caseloads are manageable, and other institution staff is also involved in reentry planning.
4. Employers are incentivized to hire ex-offenders and landlords are incentivized to allow ex-offenders to live in their properties (through a state tax credit, etc.).
5. Sufficient resources are available to connect ex-offenders to educational systems (universities, technical colleges, trade schools, etc.).
6. Inmates are incentivized to participate in pre-release curriculum and pre-release planning.
7. The reentry planning process is evaluated to ensure that it is evidence-based.
8. Sufficient housing and placement opportunities are available for sex offenders reentering the community.
9. Adequate vocational training is available for offenders and is prioritized to meet the employment needs of high demand fields.

### Data Available

- COMPAS Reentry risk assessment score (inmates must have been deemed eligible 12 months or more)
- Could potentially examine COMPAS scores at various points
- Outcome data on some reentry programming is available (e.g. Windows to Work)
- Number of inmates released (8,000 per year; 2,500 to Milwaukee)

### Data Needed

- COMPAS Reentry score for inmates releasing on max discharge is not available
- Comparison of COMPAS scores (intake, PSI, reentry)
- Number of inmates releasing with or without housing, employment, programming
- Data on whether inmate has access to health care/SSI/SSDI
- Number of inmates who participate in pre-release curriculum
- Working for more employment/DWD data

### *What are the opportunities for improvement?*

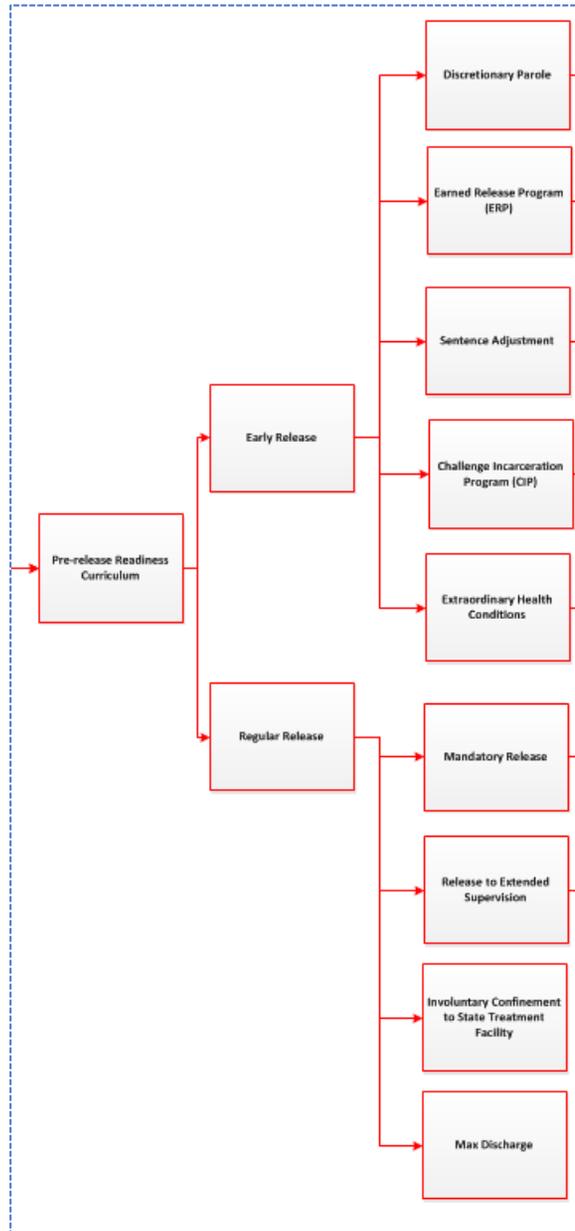
1. Promote cultural change with all prison staff to engage in the reentry planning process.
2. Ensure availability of a standardized job readiness/vocational assessment prior to release.
3. Invest in training for social workers (e.g. evidence-based principles, motivational interviewing, etc.), and ensure that programming delivered is focused on the top criminogenic needs of offenders (four most influential: antisocial cognition, antisocial personality, antisocial associates, and family/marital issues; four other: substance abuse, employment, education, and leisure).
4. Ensure manageable caseloads for social workers based on evidence-based principles.
5. Hold contracted service agencies accountable and ensure effectiveness and fidelity to evidence-based practices (e.g. Windows to Work program).
6. Expand DOC's reentry planning process and programmatic services to prisons statewide (e.g. mental health services), and evaluate to ensure they are evidence-based.
7. Review and explore legislative changes to ensure an offender's government benefits are not terminated while they are in custody.

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# Decision Point #9: State Institutional Release



## *Why is it important?*

- This decision point offers an opportunity to properly prepare inmates for release from prison, which can reduce recidivism and increase public safety.
- Early release options can incentivize positive adjustment, improved behavior and program participation among inmates.
- Pre-release programming can provide access to needed treatment while an inmate is incarcerated and awaiting release.
- Early release mechanisms reduce the cost of incarceration.



### *What currently happens?*

- Over the past 24 years, numerous changes in the law have resulted in changes in the way that inmates are released from prison:
  - For offenses committed prior to June 1, 1984, an inmate's mandatory release date is established by applying statutory good time and extra good time.
  - Offenses committed between June 1, 1984 and December 31, 1999 are sentenced under 1983 WI Act 528, in which a mandatory release date is established at 2/3 of the sentence and is the date on which an inmate must be released from prison if not granted discretionary parole. Inmates become eligible for discretionary parole when they have completed 25% of their sentence.
  - Some serious felonies committed between April 21, 1994 and December 31, 1999 have presumptive mandatory release dates.
  - Offenses committed on or after December 31, 1999 are sentenced under 1997 Wisconsin Act 283, known as Truth In Sentencing (TIS). TIS allowed courts to impose a bifurcated sentence that consists of a term of confinement in prison followed by a term of Extended Supervision days (supervision in the community)
- The implementation of TIS shifted the release mechanism from parole and mandatory release to extended supervision. Currently, most inmates are released from prison to supervision; however, some inmates are released to parole and some serve their entire sentence in prison with no remaining supervision term (known as maximum discharge).
- There are also some limited early release mechanisms for inmates, including the Earned Release Program (ERP), sentence adjustments, the Challenge Incarceration Program (CIP), Discretionary Parole, and Compassionate Release (release for extraordinary health conditions). Eligibility for these early release mechanisms is dependent on factors such as the date of offense, level of crime committed, the needs of the offender, and positive behavior.
- Some inmates are eligible to participate in the Earned Release Program (ERP), which grants early release by completing required programming. The overall sentence does not change, but prison days are converted to Extended Supervision days.
- Eligibility for the Earned Release Program is based on statute, judicial discretion, and DOC criteria that include an identified substance abuse need, inmate willingness, offense history, eligibility to be housed in appropriate prison, sentence structure and program capacity. DOC also has discretion for entry into the program.
- Sentence Adjustment Petitions (TIS sentences only) are requests initiated by the inmate to the sentencing judge, and are requests for consideration of a sentence adjustment due to an inmate's positive adjustment. Certain inmates are eligible for sentence adjustment after they have completed 75% or 85% of their confinement time.
- Inmates sentenced for offenses that occurred prior to December 31, 1999 may be eligible for discretionary parole once they meet their parole eligibility date. Eligibility factors include whether the inmate has served sufficient time for punishment, whether the inmate has displayed satisfactory institutional adjustment/completed programming, whether there is an adequate parole plan in place, and whether the inmate is a risk to the community.
- After reviewing these criteria, the Parole Commission makes recommendations to the Chair, and the Chair makes the final parole determination.
- Compassionate Release is also available to inmates with extraordinary health conditions, such as the elderly or terminally ill. The sentencing court reviews petitions for compassionate release.

### *What guides these decisions?*

- Department of Corrections and Parole Commission policies
- Wisconsin Statutes and Administrative Code
- Date of offense and offense category
- Department of Corrections discretion
- Parole Commission and Parole Chairperson discretion
- Programming and resource availability
- Individual inmate characteristics:
  - Health of the inmate
  - Age of inmate
  - Substance abuse needs
  - Proof of positive adjustment

### **What does the research suggest?**

- Direct release from high security, segregated supermax settings to the community is associated with increases in recidivism rates and shorter time to reoffending. *Primary Citation: Lovell, Johnson, & Cain (2007)*
- Empirical evidence suggests that institutional misconduct is predictive of future criminal outcomes in the community. It is therefore appropriate for parole boards to incorporate this information into their decision-making process. *Primary Citation: Mooney & Daffern (2011)*
- Mental illness per se does not tend to predict recidivism among parolees. *Primary Citations: Matejkowski, Draine, Solomon, & Salzer (2011); Walters & Crawford (2014)*
- Halfway house interventions with supervision geared to level of risk/need can be effective with higher risk offenders. *Primary Citation: Andrews & Janes (2006)*
- A sample of non-violent inmates in Kentucky who had their sentences commuted posed no greater threat to public safety than those who remained incarcerated until their sentence expiration date. Moreover, by releasing the commuted sentence group, the research team estimated a cost savings of \$13,430,834. *Primary Citation: Vito, Tewksbury, & Higgins (2010)*

### **What should happen at this decision point?**

1. Pre-release programming and release decisions are evidence-based.
2. Pre-release programming decisions for those who are parole eligible are coordinated between DOC and the Parole Commission.
3. Inmates are properly prepared for release.
4. Effective communication regarding release planning occurs between social workers and probation/parole agents.
5. Equal access to programs is available, regardless of race, religion, or other socioeconomic factors.
6. Victim and community input is considered in release decisions.
7. Adequate pre-release programming resources are available, and there are no internal or external barriers for offenders to enter programs.

### **Data Available**

#### Courts:

- Sentence adjustment petition grants and denials
- Challenge Incarceration Program/Earned Release Program participant completion data
- Compassionate release petition grants and denials
- Discharge data based on type of discharge
- Parole eligible inmates/breakdown of demographics, etc.
- Pre-release program completion data for inmates

#### **Data Needed**

- Analysis of reasons why certain inmates are unable to complete programs
- Analysis of offenders eligible for early release but not into the program



### *What are the opportunities for improvement?*

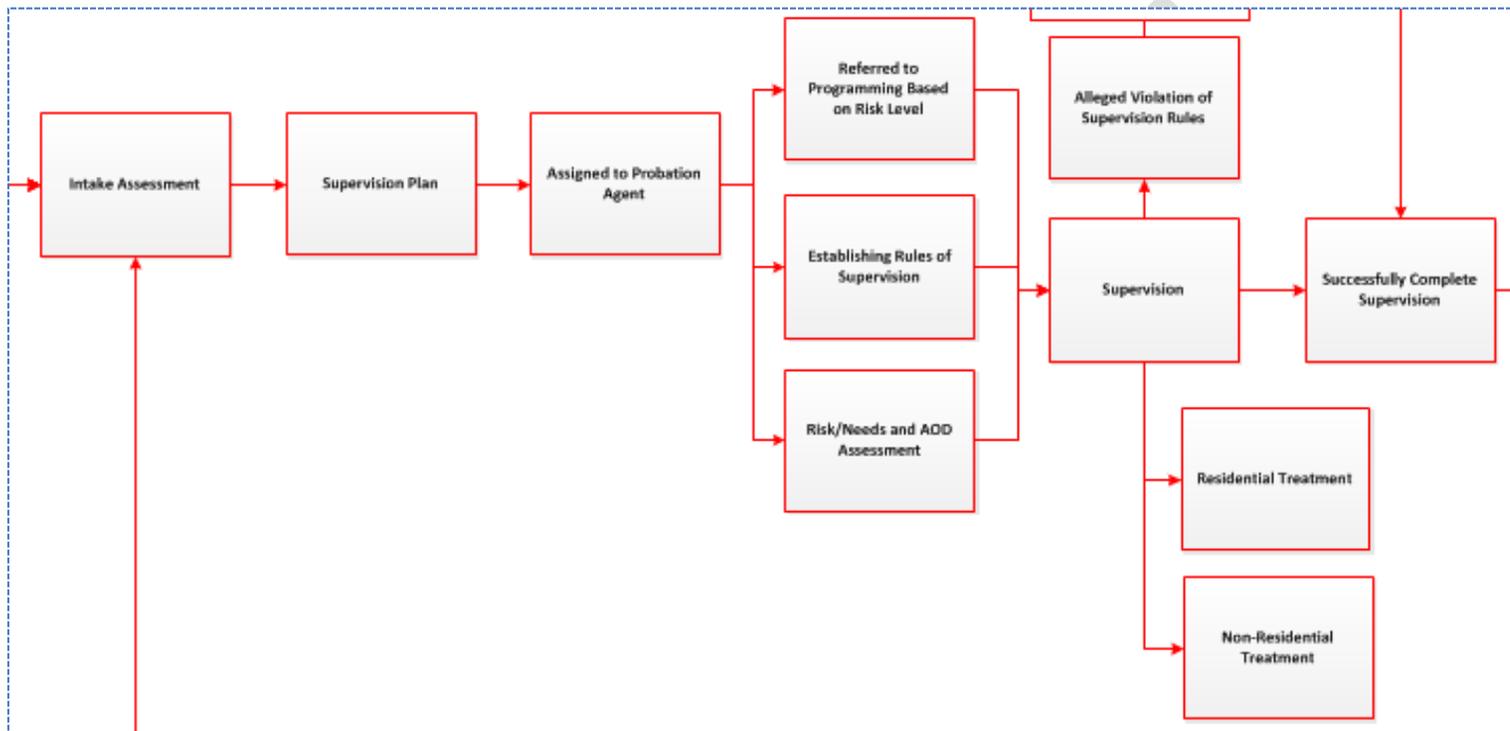
1. Promote and expand evidence-based programming and release opportunities based on risk/needs of inmates.
2. Increase and expand evidence-based treatment resources to include more than substance abuse (e.g., mental health, trauma) and incentivize entry into treatment programs (through expanded release options).
3. Enhance coordination between the Parole Commission and DOC to get parole-eligible inmates into programming prior to release.

#### **Key:**

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# Decision Point #10: Community Supervision



## *Why is it important?*

- Probation and parole decisions are crucial in assessing the risk of offenders to the community and for identifying their needs to enable a successful reintegration back into the community.
- Probation and parole decisions provide an opportunity to enhance public safety and promote harm reduction.
- Probation and parole offers an opportunity to help offenders succeed in the community while also providing support and services to crime victims.
- Probation and parole decisions offer opportunities to engage offenders in behavior change.



## What currently happens?

- There are four different types of community supervision:
  - **Sentence Withheld, Placed on Probation** means the court has not imposed a sentence and has ordered an offender to be placed in the custody of the DOC through community-based supervision. The offender will be subject to the control of the department under conditions set by the court and rules and regulations established by the DOC for supervision. If the offender violates the conditions of supervision and probation is revoked, the offender will be returned to court for sentencing.
  - **Sentence Imposed And Stayed, Placed on Probation** means the court has sentenced an offender to a specific term, but has ordered that sentence not be carried out and has placed the offender in the custody of the DOC for a stated period. If the offender violates rules or conditions of probation and supervision is revoked, the offender will then be required to serve the sentence imposed by the court.
  - **Parole** means that the Parole Commission has released an offender from prison and has set conditions of parole or that an offender has been released from prison after reaching the mandatory release date.
  - **Extended Supervision** means that an offender has completed their prison sentence under the Truth in Sentencing law and now has a period of community supervision to complete. The judge determined the length of the extended supervision at the time of sentencing.
- When an offender is placed on probation, they are assigned to an agent based on their address. Intake is completed within the first 60 days of community supervision for medium and high risk offenders. For low risk offenders, the intake is completed within the first 30 days of being placed on supervision. For those releasing from prison, the intake timeframe is substantially shorter since much of the work was already completed during institutional release planning.
- A COMPAS risk assessment is completed (or updated if one was completed within the last year). It is a process of engaging the offender to identify program needs, prioritize case plan goals, and identify barriers and develop plans to overcome them.
- COMPAS data is used to identify needed services for individuals.
- The case plan is focused on the top criminogenic needs as established by the COMPAS, and incorporates court order conditions.
- Offenders must complete court ordered conditions. Probation can require additional programming, regardless of the conditions set by the court.
- If DOC disagrees with the necessity of a court order condition, they can request a modification by the court.
- Also during the intake process, an initial home visit is conducted, and payment plans are established for court costs, restitution and supervision fees.
- All programming provided or contracted for by DOC are cognitive-based and DOC is working toward ensuring all programs are evidence-based. If the offender has the means, they secure and pay for their own treatment (which may, or may not, be evidence-based).
- Offenders are prioritized for programming based on risk. Offenders who score as minimum risk are generally not referred for programming.
- Purchase of Service (POS) providers have specific requirements related to providing evidence-based services. DOC is completing corrective action plans with POS providers who do not meet passing standards.
- Each DOC region has a dedicated staff position to oversee contracted programming. Most programs have been evaluated using the Corrections Programs Checklist (CPC). (Corrections Program Checklist – DOC uses the results to inform the services they contract.) However, there are difficulties in assuring uniform services statewide.
- COMPAS risk assessment scores determine supervision level and frequency of contacts. Supervision levels can be overridden based on policy (examples of overrides include sex offenders, OWI offenders and those in treatment courts). Supervision level can also be overridden on a discretionary basis after staffing the case with the field supervisor.
- Approximately 20% of offenders receive an override that raises or lowers their supervision level.
- Mixing low-risk with high-risk offenders is avoided whenever possible by having designated low-risk reporting days.
- Risk-specific caseloads for agents is ideal (i.e., one agent supervising only low-risk offenders or only high-risk offenders), however this option is difficult to accomplish at this time due to limited capacity.
- All staff are trained in motivational interviewing, the core competencies (building professional alliance, effective case management and planning, using skill practice to address criminogenic needs, and effective use of rewards and sanctions) and other EBP skills and techniques.
- Staff do not reflect the demographics of the population they supervise – 67% of DOC workforce is female.



### *What guides these decisions?*

- State statutes and Administrative Code dictate the standard rules of supervision applicable to all offenders.
- COMPAS risk/needs assessment score, combined with DOC policy, sets supervision levels and requirements.
- Conditions ordered by the sentencing judge.
- Discretion of agents, who can add rules that specifically apply to an offender's risk level, and current/past criminal behavior.

### *What does the research suggest?*

- Gender-responsive assessment (and treatment) strategies are recommended for female offenders so as to tap into the unique contextual factors surrounding their criminal conduct. In turn, this will serve to improve the prediction of criminal outcomes and the identification of appropriate treatment targets for women. *Primary Citation:* Van Voorhis, Wright, Salisbury, & Bauman (2010)
- Ongoing reassessment can help identify progress in key domains reflected in parolees' case plans or, conversely, the presence of new criminogenic needs. Reassessment information can then be used to adjust supervision levels to reflect the current likelihood of recidivism exhibited by an individual. *Primary Citation:* Jones, Brown, & Zamble (2010)
- Intensive supervision and services are most effective when directed to higher risk offenders. *Primary Citation:* Lowenkamp & Latessa (2004)
- Correctional interventions that are grounded in the principles of risk/need/responsivity produce recidivism reductions in the most cost-effective manner. *Primary Citation:* Romani, Morgan, Gross, & McDonald (2012)
- Training probation officers to adhere to the principles of RNR can effectively serve to reduce recidivism rates of clients under community supervision. Improved outcomes are evidenced when supervision officers spend the majority of their time (i.e., at least 15 minutes per session) working with offenders on criminogenic needs rather than focusing on conditions that are non-criminogenic, and use appropriate cognitive behavioral techniques (e.g., reinforcement, modeling, etc.). *Primary Citations:* Bonta et al. (2011); Bonta, Rugge, Scott, Bourgon, & Yessine (2008)
- Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services. *Primary Citation:* Andrews (2007)
- Emphasis should be placed on treatment targets (i.e., criminogenic needs) using a variety of interventions, especially cognitive behavioral programming. *Primary Citations:* Aos, Miller, & Drake (2006a); Aos, Miller, & Drake (2006b)
- Both maintaining a high level of treatment integrity and adhering to a human service treatment philosophy increase program effectiveness. It is recommended that agencies implement periodic assessments such as the CPAI so as to ensure continued program integrity. *Primary Citation:* Lowenkamp, Flores, Holsinger, Makarios, & Latessa (2010)
- Research indicates a relationship between the integrity with which a correctional program is implemented and recidivism outcomes. *Primary Citation:* Lowenkamp & Latessa (2004)
- Consistent with research supporting CBT interventions with offenders, Thinking for a Change (TFAC) participation produced significant reductions in recidivism rates among offenders on probation. *Primary Citation:* Lowenkamp, Hubbard, Makarios, & Latessa (2009)
- Grounded in principles of restorative justice, reparative probation (as implemented in Vermont) is a more effective alternative to standard probation with respect to lowering recidivism rates. *Primary Citation:* Humphrey, Burford, & Dye (2012)
- Reducing caseload sizes results in fewer rearrests and technical violations for probationers and parolees. *Primary Citation:* Taxman, Yancey, & Bilanin (2006)
- Attention to staff characteristics and skills is necessary to enhance outcomes with offenders. *Primary Citation:* Dowden & Andrews (2004)
- The enforcement role of the probation officer needs to be balanced with a helping role that is grounded in cognitive behavioral principles. *Primary Citations:* Bonta, Rugge, Scott, Bourgon, & Yessine (2008); Bonta et al. (2011)
- Although practitioners typically administer structured risk/need assessments, they rarely link scores to appropriate service needs and supervision decisions. *Primary Citation:* Viglione, Rudes, & Taxman (2015)
- Staff who are trained in a formal case management model achieve more positive outcomes (i.e., reduced recidivism) with justice-involved individuals. *Primary Citation:* Smith, Schweitzer, Labreque, & Latessa (2012)
- Women exposed to a gender-responsive case management model have a significantly lower rate of new arrests compared to women in a control group. *Primary Citation:* Robinson, Van Dieten, & Millson (2012)

### *What should happen at this decision point?*

1. Only medium and high risk offenders are placed on probation.
2. Dosage needs of offenders are met.
3. DOC staff is culturally competent and highly skilled in evidence-based community supervision practices.
4. Agents are provided manageable caseload sizes to effectively implement evidence-based practices with offenders.
5. Interventions and conditions are matched with offenders' risk/needs.
6. Resources are available to meet offender treatment needs, and treatment is evidence-based and based on the four primary criminogenic needs
7. Offenders are able to obtain stability in important life areas, such as employment, housing, and supportive relationships.

### *Data Available*

- Breakdown of probation and parole population by risk level
- A program completion database has been completed, which provides the following data: numbers of participants, costs, outcomes, dosage hours, wait list data, and program completion data for participants
- Data to distinguish technical violations vs. revocation on new crimes

### *What are the opportunities for improvement?*

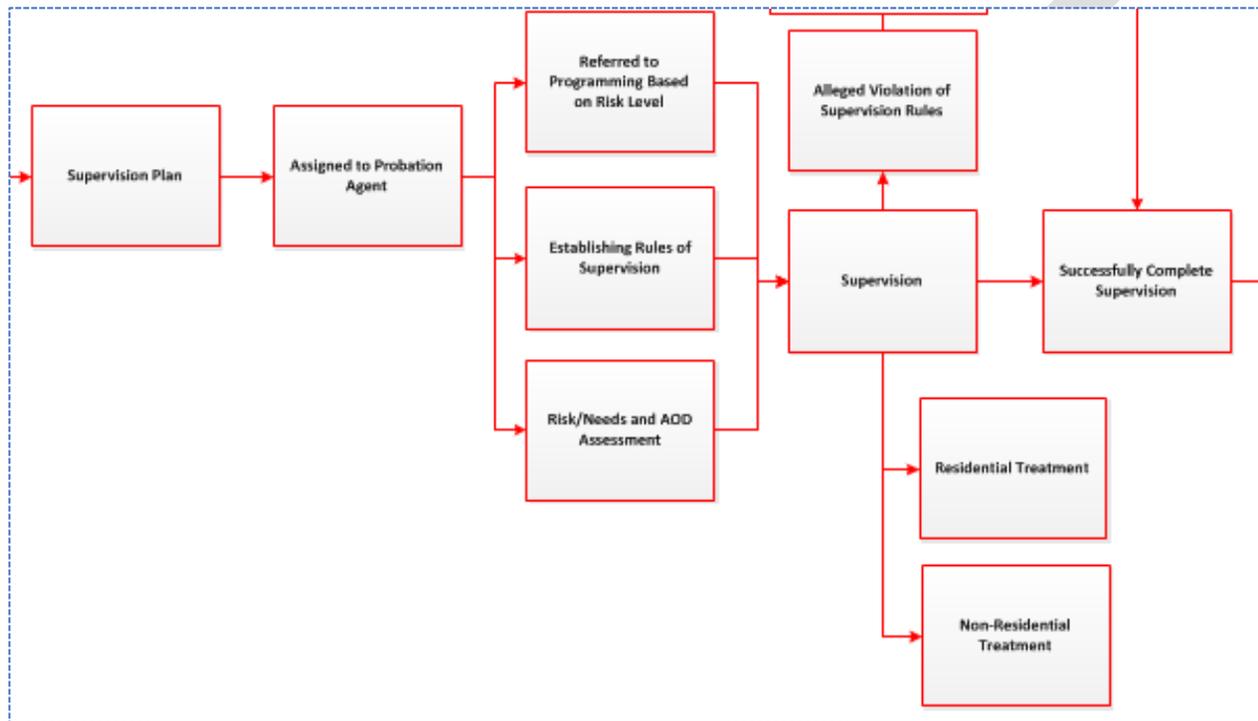
1. Develop staff skills related to cultural competency and provide evidence-based practice training and develop EBP coaches for DOC supervisors and agents.
2. Implement a statewide, evidence-based violation response matrix to guide consistency in responses to violations.
3. Develop strategies targeted to recruit staff to reflect the diversity of the population that they supervise.
4. Establish avenues to provide data and feedback to both system partners and the community to identify and celebrate offender success.
5. Create evidence-based, right-sized caseloads for DOC agents, by ensuring that only appropriate offenders are placed on probation.
6. Increase community engagement with offenders on supervision (e.g., mentoring, prosocial activities).
7. Standardize supervision conditions and develop attainable and individualized conditions of release for offenders.

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## Decision Point #11: Community Behavior Change



### *Why is it important?*

- Targeting interventions and programming to address an offender's top criminogenic needs offers an opportunity to both maximize resources and improve offender outcomes.



## What currently happens?

- A risk/needs assessment is completed, along with a substance abuse and/or psychological assessment to determine appropriate programming.
- Programs serve adult offenders who have been convicted and are under DOC supervision for the duration of services. Factors considered in referrals include conviction offense behavior(s), prior record, other prior history, indicators of imminent relapse, availability of resources, or other case contingencies. Priority placement is given to moderate to high risk offenders based upon COMPAS/DOC screening.
- Programs provide reasonable accommodations for offenders with identified special needs.
- Department of Corrections (DOC) uses purchase of service (POS) resources to offer an array of treatment services to meet the treatment needs of offenders as well as the court-ordered conditions in the case. The treatment services are as follows:
  - **Residential Programs** – Offer housing for offender as they complete treatment either at the residential facility or at an out-patient facility.
    - Community and Residential Programs (CRP) – Provides residential care, service coordination and step down non-residential program services to offenders.
    - Halfway House Program (HWH) – A community based residential facility that provides 24/7 supervision with individual and group treatment services.
    - Three Quarterway House Program – Housing for multiple occupants is provided, either in the form of an apartment or a facility, with access to congregate living areas and a shared kitchens. The contractor supplies all furnishings, necessary household supplies, a food supply for one week, and staff providing supervision via random on-site inspections. Offenders have rules that must be followed, program services to be attended, and employment requirements. This differs from the typical Transitional Living Program as participation in program groups is required as a part of this program and provided off-site.
    - Transitional Living Program (TLP) – Housing for multiple occupants is provided, either in the form of an apartment or a facility, with access to congregate living areas and shared kitchen. Included are all furnishings, necessary household supplies, a one-week food supply, and staff provides supervision via random on-site inspections. Offenders have rules to follow, program services to attend as determined by their agents and employment requirements.
  - **Non-Residential Programs** – Treatment provided in the community that does not have a residential component.
    - Anger Management with Impulse Control – Treatment improves offenders’ ability to deal with anger appropriately and reduce criminal justice involvement.
    - Cognitive Behavioral Therapy (CBT) – Cognitive interventions teach specific strategies to help offenders (1) identify specific thoughts that support their criminal behavior; (2) recognize and appreciate the pattern and consequences of their thinking; (3) utilize reasoning and problem solving strategies to control and change their thinking; (4) recognize they have choices and choose to change or not to change. Includes Cognitive Skills and Cognitive Restructuring.
    - Day Report Center (DRC) – Programming at the DRC is a multi-disciplinary, holistic approach to treatment, including education and employment services in a single location. The primary therapeutic goal is to assist offenders in achieving a responsible, crime- free lifestyle by addressing their criminogenic needs.
    - Domestic Violence (DV) – Offenders receive treatment for DV related convictions, which includes controlling and coercive behaviors that may include physical injury.
    - Emergency/Supplemental Housing – Emergency/Supplemental Housing is temporary, thirty day housing offered to offenders who have no appropriate residence and may be waiting for a residential program opening.
    - Employment, Vocational and Community Services – Provides employment training and assistance, vocational assessments and education services to help offenders find gainful employment. Community Services monitors offenders working in non-profit agencies to complete court-ordered community service hours.
    - Family Reintegration Services – The Family Connections Program is offered in Milwaukee only and enhances an offenders’ ability to maintain significant relationships.
    - Pre-Treatment Program – Introduces offenders to basic cognitive programming tools with the intent to reduce barriers prohibiting successful program participation.
    - Psychological Services – Provides general psychological services including identification and treatment of mental health conditions to assist in a pro-social lifestyle.
    - Sex Offender Services – Program services address the rehabilitation need of offenders convicted of sex offenses.
    - Substance Abuse (Alcohol and Other Drug Abuse) – Provides group and/or individual community-based treatment for offenders to promote abstinence from mood altering chemicals and make lifestyle changes to avoid further legal difficulties.
    - Wisconsin Fresh Start Program – Provides at-risk young people with education, employment skills, and career direction leading to economic self-sufficiency.



### What guides these decisions?

- COMPAS Risk/Needs Assessment
- Clinical assessment and evaluation
- Availability of resources (by DOC region)
- State Statute and Administrative Code
- DOC purchasing/RFP process
- Current offense/court ordered conditions

### What does the research suggest?

- Treatment programming is most effective when targeted to higher risk offenders and their criminogenic needs, and preferably (though not exclusively) be community-based. *Primary Citation: McGuire (2002)*
- Incorporating elements of trauma-informed care is apt to increase the responsivity of justice-involved individuals to evidence-based cognitive behavioral programming aimed at reducing more proximal criminogenic needs (e.g., antisocial attitudes, substance abuse). *Primary Citation: Miller & Najavitz (2012)*
- Both maintaining a high level of treatment integrity and adhering to a human service treatment philosophy increase program effectiveness. It is recommended that agencies implement periodic assessments such as the CPAI so as to ensure continued program integrity. *Primary Citation: Lowenkamp, Flores, Holsinger, Makarios, & Latessa (2010)*
- Research indicates a relationship between the integrity with which a correctional program is implemented and recidivism outcomes. *Primary Citation: Lowenkamp & Latessa (2004)*
- Consistent with research supporting CBT interventions with offenders, Thinking for a Change participation produced significant reductions in recidivism rates among offenders on probation. *Primary Citation: Lowenkamp, Hubbard, Makarios, & Latessa (2009)*
- Cognitive behavioral programs applied across both institutional and community settings (e.g., Reasoning and Rehabilitation) effectively reduce recidivism rates. *Primary Citation: Tong & Farrington (2006)*
- Anger management is an effective form of intervention for recidivism reduction, producing moderate effect sizes when compared to untreated groups. *Primary Citation: Del Vecchio & O'Leary (2004)*
- While the provision of housing services on its own does not reduce recidivism, housing combined with other services (e.g., employment, substance abuse, etc.) has been shown to reduce recidivism by 12%. *Primary Citation: Miller & Ngugi (2009)*

### What should happen at this decision point?

1. Quality providers deliver evidence-based programming, and programs that are not evidence-based are no longer offered.
2. Adequate treatment resources are available, and recruitment and retention of evidence-based treatment providers is incentivized in all areas of the state.
3. Fidelity to evidence-based principles is ensured in programs and services.
4. Outcome data is available for programs.
5. Equal access to programming is provided.
6. Treatment resources are not dependent upon geographic region.

### Data Available

- Breakdown of probation and parole population by risk level
- A program completion database has been completed, which provides the following data: numbers of participants, costs, outcomes, dosage hours, wait list data, and program completion data for participants



### *What are the opportunities for improvement?*

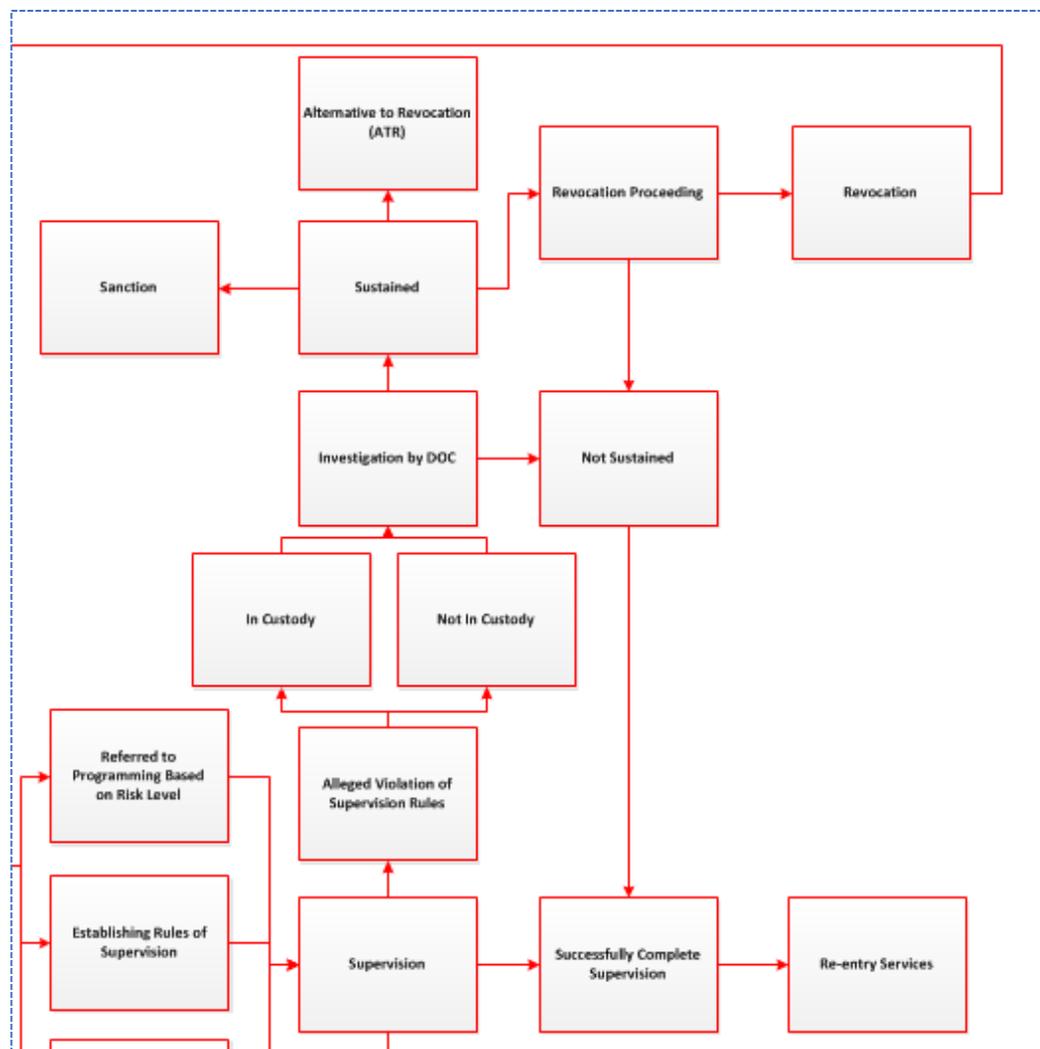
1. Create a method to support and facilitate effective service delivery statewide. Examples could include creating a statewide catalogue of available treatment resources, and expanding opportunities for videoconferencing/remote consultations and telemedicine.
2. Increase understanding statewide of medication-assisted treatment (MAT).
3. Provide services and funding to support MAT and other evidence-based treatment for offenders, increase access to psychological services for mental illness and co-occurring disorders, and increase effective in-patient and out-patient treatment.
4. Expanded treatment services should create a measurable outcome that increases the ability to offer Alternatives to Revocation and reduces the number of revocations.

#### **Key:**

- Black font: Identified by State Team
- Orange font: Identified by one or more local teams
- Purple font: Identified by both the State Team and one or more local teams



## Decision Point #12: Violation Responses



### *Why is it important?*

- Ensuring swift and appropriate responses to offender violations are crucial to protecting public safety while reducing harm and further victimization.
- This decision point offers an opportunity to provide thorough and timely responses to respect offender rights and ensure valuable resources are not being used unnecessarily.
- Probation and parole revocations account for 30% of the prison population. Improving community supervision outcomes will effectively reduce recidivism, community safety, and prison costs.



## What currently happens?

- When an agent discovers evidence that an offender has violated their rules of supervision (e.g., substance use, driving violations, threatening or violent behaviors, drug possession or sale, theft, etc.) and/or has violated the law, the agent must investigate the allegations.
- If the alleged violation is assaultive or threatening in nature, the offender must be placed in custody per the mandatory detention policy.
- An agent's investigation should be thorough, objective, well documented and conducted in a timely manner.
- If the violations resulted in an offender being taken into custody, an Order to Detain (also known as a "hold") is placed on the offender, which triggers a tracking in the DOC system of the offender's time in custody. The custody and the progress of the investigation are followed by the agent's supervisor and by the regional office.
- The agent's hold lasts for 3 business days as they initiate the investigation. If the investigation is still ongoing, the supervisor can authorize another 3 business days for the hold. If the investigation is not complete once the supervisor's hold expires, the agent may request an extension from the Regional Office. Once staffed with the Regional Office, an additional 5 business days may be granted to allow the agent to complete the investigation. In extreme cases, Administrator approval is needed to allow for additional investigation time. The administrative hold time is not a set amount of days. The agent must justify the continued hold and request the number of days needed to complete the investigation.
- The offender's right to counsel can be fulfilled at this point through appointment by the public defender's office.
- The investigation includes documentation from multiple agencies (i.e. victim, witness, and offender statements (DOC); police reports, victim photos of injuries, or property damage photos (Law Enforcement); criminal complaints and discovery materials (District Attorney & Clerk of Courts office); abuse reports (Social Services), etc.). A thorough investigation is necessary to ensure an offender is not unjustifiably deprived of their rights or freedom. All of the evidence/documentation described above may be used moving forward if the Department pursues revocation.
- Offenders' statements cannot be used against them in criminal proceedings (i.e. new charges) and refusing to provide a statement is a violation of probation.
- While the investigation is underway, the offender usually remains in custody until the agent completes the investigation and an informed custody decision can be made.
- When considering a violation disposition, the agent engages in a process called "Functional Response to Violation." This means that responses should accomplish one or more of the following objectives: 1.) Control the offender (protect the public) 2.) Correct the behavior contributing to the violation (counseling, education, treatment) 3.) Hold the offender to account (not depreciate the seriousness of violation or pattern of violations).
- Once the investigation is complete, entry-level agents staff the case with the supervisor. For senior agents, only assaultive or more complex cases are staffed with the supervisor. Effective responses occur along a continuum of intensity and are dictated by individual case circumstances. The DOC pursues the least restrictive custody option that is likely to accomplish the desired objectives, listed above.
- Alternatives to Revocation (ATR's) are fully discussed and considered during the staffing. An ATR is considered to be a safe and appropriate alternative to revoking an offender's term of community supervision. ATR options include: Institution ATR, Halfway House (HWH) placement, short-term sanctions, amendment to Judgment of Conviction (JOC) to include conditional jail time, GPS monitoring, Electronic Monitoring (EMP), intensive out-patient treatment, increase in supervision level, etc.
- Revocation proceedings are initiated when there are no viable ATR's available to accomplish the objectives. The agent serves the offender with the Notice of Violations and Revocation, which lists allegations of the offender's violations discovered during the investigation and includes the DOC rule of supervision that was violated.
- An offender should be served with revocation within 10 business days of being taken into custody or administrative approval is required. The revocation packet, which includes the Revocation Summary, should be submitted within 10 business days of the date the offender was served with revocation.
- ATR's are fully considered up until the time that the revocation hearing occurs, and in certain cases the agent continues to discuss ATR options with the Defense Attorney and Supervisor.
- If the offender has been served with revocation and an ATR is deemed appropriate, the agent must serve the offender with a formal Alternative to Revocation Agreement. Resource availability is a crucial factor in the ability to offer ATR's. The offender is not to be held in custody awaiting an ATR (usually a secure ATR such as an institution ATR, HWH, Vivitrol Program acceptance, or in-patient placement option) longer than 60 days without Regional Approval.
- If the offender's violations are not severe enough to warrant revocation, they can be released with a warning or an ATR agreement and referred for the needed services.
- The agent must notify the victim(s) of any alleged violation(s) and their disposition. If the offender is in custody, the victim(s) must be notified before the offender is released.



### *What guides these decisions?*

- Circumstances of the violation & the offender's attitude about the violation/motivation to change, and victim input
- COMPAS Risk/Needs Assessment, as well as University of Rhode Island Change Assessment (URICA) score if available
- DOC's risk tolerance
- Community risk tolerance
- Current offense, prior criminal history, and adjustment while on supervision
- Correctional objectives (i.e., control the offender; correct the behavior contributing to the violation; and hold the offender accountable)
- Program and resource availability, both in the community and in the institutions

### *What does the research suggest?*

- A model that encompasses both rewards and sanctions is more highly predictive of successful program completion than a reward model or a sanction model alone. The probability of successful program completion is optimized when the reward-to-sanction ratio is 4:1. *Primary Citation: Andrews & Bonta (2010)*
- Stringent supervision conditions tend to produce more technical violations and more incarceration and do not reduce recidivism by themselves. *Primary Citation: Petersilia & Turner (1993)*
- Sanctions on their own do not change offender behavior or reduce recidivism. More severe sanctions may increase recidivism. *Primary Citations: Smith, Goggin, & Gendreau (2002); Gendreau & Goggin (1996)*
- Even graduated sanctions (i.e., incrementally escalating the severity of penalties for noncompliant behavior) can ultimately lead to noncompliance; specifically, individuals may become habituated to punishment such that future sanctions are rendered ineffective at suppressing unwanted behavior. *Primary Citation: Wodahl (2007)*
- Immediacy, fairness, consistency, and proportionality in responding to misbehavior are important to shaping behavior. *Primary Citation: Taxman, Soule, & Gelb (1999)*
- For responses to noncompliance (i.e., punishers) to be effective, they must be (1) swift (happen as quickly as possible), (2) certain (be applied each time the undesirable behavior occurs), (3) fair (be perceived as fair and consistent with similar situations), (4) responsive (take into consideration the unique characteristics of the individual), (5) proportional (be no more severe than the behavior warrants), and (6) parsimonious (employ as few interventions and resources as possible). *Primary Citation: Carter (2015)*
- Confinement is an ineffective sanction for technical violations, and actually can result in increased recidivism rates. *Primary Citation: Drake & Aos (2012)*
- Attention to staff characteristics and skills is necessary to enhance outcomes with offenders. *Primary Citation: Dowden & Andrews (2004)*



### *What should happen at this decision point?*

1. Collaboration occurs between probation & parole, local law enforcement, the prosecutor, and public defender during an investigation process involving new criminal behavior.
2. Supervision holds are not unnecessarily extended so as to cause collateral consequences or damage to an individual's employment or housing status.
3. Responses to violations are swift, certain, evidence-based, and fair.
4. Probation and Parole agents have manageable caseloads to allow for thorough and timely investigations of violations.
5. Responses to violations are evidence-based and consistent statewide.
6. Alternatives to Revocation are fully available in a timely manner for all offenders deemed appropriate.
7. Victims' rights are prioritized in the investigation process, and victims are notified of outcomes.

### *Data Available*

- Supervision Revocations: revocation only and new sentence
- Jail hold days by county
- Reincarceration and Recidivism data

### *Data Needed*

- Alternatives to Revocation Outcomes
- Short term sanction outcomes
- Jail revocations data
- Data on behaviors resulting in violations/revocations
- Identification of revocations based solely on technical or rule violations (revocations can occur due to a new conviction, new conviction along with technical violations, and just technical violations)

### *What are the opportunities for improvement?*

1. Explore opportunities to improve the timeliness of violation investigations and revocation proceedings through better coordination of law enforcement, defense counsel, and prosecutors and the implementation of a statewide, evidence-based violation response matrix to promote consistency in response to violations.
2. Provide more support for agents to appropriately conduct revocation hearings.
3. Facilitate better communication between external agencies and DOC, as well as internal DOC departments (such as the Monitoring Center).
4. Increase efforts to educate community members about factual information related to violation responses.
5. Evaluate current DOC policy regarding the requirement that offenders entering an institution-based Alternative to Revocation need to be in custody prior to admission.

#### **Key:**

- Black font: Identified by State Team
- Orange font: Identified by one or more local teams
- Purple font: Identified by both the State Team and one or more local teams



## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

### Arrest decisions (cite, detain, divert, treat, release)

Police officer's conscientiousness in treating criminal suspects in a procedurally fair manner may have crime reducing effects.

*Primary Citation:* Paternoster, Bachman, Brame, & Sherman (1997)

Consistent with research indicating that criminal justice contact can increase offending risk (e.g., Loughran et al., 2009), both caution and intervention diversion programs were more effective in reducing general recidivism compared to the more restrictive traditional forms of criminal justice processing (i.e., incarceration and probation).

*Primary Citation:* Wilson & Hoge (2013)

Low risk youths are more likely to benefit from caution programs, while moderate to high risk youths are more likely to benefit from intervention programs (namely, CBT-based interventions).

*Primary Citation:* Wilson & Hoge (2013)

Pre-booking diversion options for adult offenders with serious mental illness is associated with fiscal savings.

*Primary Citation:* Cowell, Hinde, Broner, & Aldridge (2013)

The introduction of objective actuarial risk assessment tools (e.g., ODARA) into police decision-making tasks can support the identification of higher risk individuals.

*Primary Citation:* Hilton, Harris, & Rice (2007)

### Pretrial status decisions (release on recognizance, release on financial bond, release with supervision conditions, detain, violation response, supervision conditions reassessment)

Providing judicial officers with objective information about defendants' backgrounds and community ties (as well as about the charges against the defendant) coupled with the use of a validated instrument helps produce more equitable and effective pretrial decisions.

*Primary Citation:* Goldkamp & Gottfredson (1985)

Use of standardized risk assessment tools is recommended at the pretrial stage to appropriately gauge a defendant's risk level and to subsequently guide release decisions. Use of structured protocols serves to minimize the decision maker's biases, appropriately place offenders based on their actual level of risk, and improve the allocation of scarce criminal justice resources.

*Primary Citation:* Cadigan & Lowenkamp (2011a)

There is an acute need to accurately assess the risk level of defendants since making pretrial release and detention decisions without actuarial assessment guidance can have deleterious effects on both defendants and the general public. For example, releasing extremely high risk defendants without assessment or matched supervision can be a threat to public safety, while detaining low and moderate risk defendants in jail for even short periods of time (i.e., 2–3 days) can increase their risk for misconduct both short- and long-term.

*Primary Citation:* Lowenkamp, VanNostrand, & Holsinger (2013a)

Identifying and addressing gender-responsive needs at the pretrial stage via structured assessments and interventions may contribute to more successful outcomes for women.

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

*Primary Citation:* Gehring & Van Voorhis (2014)

All other things being equal, defendants detained pretrial are more likely to be convicted and to receive longer sentences than defendants who are not detained.

*Primary Citation:* Lowenkamp, VanNostrand, & Holsinger (2013b)

Defendants released at the pretrial stage experience more desirable outcomes at later stages of criminal justice processing (i.e., lower recidivism rates) compared with those who are detained in custody.

*Primary Citation:* Cadigan & Lowenkamp (2011b)

While the research suggests that pretrial supervision can help achieve better court appearance or public safety rates, the research concerning the efficacy of *particular* variations of general supervision or *particular* techniques reflecting specific conditions or interventions (such as drug testing or electronic monitoring) is often limited, inconclusive, or has shown no effect on pretrial misbehavior.

*Primary Citations:* Lowenkamp & VanNostrand (2013); VanNostrand, Rose, & Weibrecht (2011)

Court date notification significantly increases court appearance rates.

*Primary Citation:* Schnacke, Jones, & Wilderman (2012)

### **Diversion and deferred prosecution decisions**

Services and more intensive supervision are most effective when directed to higher risk offenders.

*Primary Citation:* Lowenkamp & Latessa (2004)

Transfer of juveniles to adult criminal court has the potential to aggravate short-term recidivism rates.

*Primary Citation:* Bishop, Frazier, Lanza-Kaduce, & Winner (1996)

The use of prison does not appear to produce a specific deterrence effect.

*Primary Citation:* Jonson (2011)

Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services.

*Primary Citation:* Andrews (2007)

Low risk youths are more likely to benefit from caution programs, while moderate to high risk youths are more likely to benefit from intervention programs (namely, CBT-based interventions).

*Primary Citation:* Wilson & Hoge (2013)

Pre-booking diversion options for adult offenders with serious mental illness is associated with fiscal savings.

*Primary Citation:* Cowell, Hinde, Broner, & Aldridge (2013)

Diversion of non-violent drug offenders into substance abuse treatment as opposed to incarceration produces long-term cost savings.

*Primary Citation:* Anglin, Nosyk, Jaffe, Urada, & Evans (2013)

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

The net economic benefit per drug court participant can range from \$3,000 to \$13,000.

*Primary Citation:* Carey, Finigan, Crumpton, & Waller (2006)

Drug courts should consider adopting a pre-plea or post-plea model, providing offenders with incentives for completion, and using cognitive behavioral techniques.

*Primary Citation:* Wilson, Mitchell, & MacKenzie (2006)

Drug court processing results in superior outcomes over traditional justice system processing for drug-involved individuals. Specifically, drug courts have been shown to reduce recidivism by an average of 8 to 26%, with the most effective drug courts achieving crime reduction results of 35 to 40%.

*Primary Citations:* Lowenkamp, Holsinger, & Latessa (2005); Shaffer (2006)

A review of 50 studies of 55 drug courts found that the recidivism rate (for both drug and non-drug offenses) was lower on average for drug court participants than for those in the comparison group (38% compared to 50%).

*Primary Citation:* Mitchell, Wilson, Eggers, & MacKenzie (2012)

Restorative justice options yield greater completion of restitution agreements, and satisfactions among victims and justice-involved individuals than non-restorative processing.

*Primary Citation:* Latimer, Dowden, & Muise (2001)

While restorative justice programs have yielded recidivism-reducing effects, their impact is not as pronounced as that of the psychologically informed targeting of criminogenic needs such as procriminal attitudes, antisocial peers, and substance abuse. Ideally, restorative justice and evidence-based programming for justice-involved individuals should be viewed as complementary approaches.

*Primary Citation:* Latimer, Dowden, & Muise (2001, 2005)

Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs.

*Primary Citation:* Gendreau, Goggin, & Little (1996)

The success of diversion programs is contingent on quality of program design and implementation. Diversion programs that include family-based interventions and demonstrate a high level of fidelity monitoring are especially promising insofar as reducing recidivism rates among juvenile offenders.

*Primary Citation:* Schwalbe, Gearing, MacKenzie, Brewer, & Ibrahim (2012)

Mental health courts (diversion programs) linked to a range of community resources are a promising avenue for the processing of offenders battling mental illness.

*Primary Citation:* Case, Steadman, Dupuis, & Morris (2009)

The application of structured assessment tools such as the HCR-20 and PCL:SV could potentially be used to assess mentally ill offender's diversion eligibility, thereby reducing the number of non-compliances and re-incarcerations.

*Primary Citation:* Barber-Rioja, Dewey, Kopelovich, & Kucharski (2012)

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

### Charging decisions (charge, dismiss)

Low risk youth are more likely to benefit from caution programs, while moderate to high risk youth are more likely to benefit from intervention programs (namely, CBT-based interventions).

*Primary Citation:* Wilson & Hoge (2013)

Transfer of juveniles to adult criminal court has the potential to aggravate short-term recidivism rates.

*Primary Citation:* Bishop, Frazier, Lanza-Kaduce, & Winner (1996)

Pre-booking diversion options for adult offenders with serious mental illness is associated with fiscal savings.

*Primary Citation:* Cowell, Hinde, Broner, & Aldridge (2013)

Consistent with research indicating that criminal justice contact can increase offending risk (e.g., Loughran et al., 2009), both caution and intervention diversion programs have been shown to be more effective in reducing general recidivism compared to the more restrictive traditional forms of criminal justice processing (i.e., incarceration and probation).

*Primary Citations:* Loughran, Mulvey, Schubert, Fagan, Piquero, & Losoya (2009); Wilson & Hoge (2013)

Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs.

*Primary Citation:* Gendreau, Goggin, & Little (1996)

Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services.

*Primary Citation:* Andrews (2007)

### Plea decisions (plea terms)

Lengthier sentences do not have an appreciable effect on recidivism.

*Primary Citation:* Meade, Steiner, Makarios, & Travis (2012)

The use of prison does not appear to produce a specific deterrence effect.

*Primary Citation:* Jonson (2011)

Offenders sentenced to a term of imprisonment were significantly more likely to recidivate than those referred to a community-based diversion program.

*Primary Citation:* Bales & Piquero (2012)

Sanctions on their own do not change offender behavior or reduce recidivism. More severe sanctions (i.e., longer prison sentences) may increase recidivism.

*Primary Citations:* Smith, Goggin, & Gendreau (2002); Gendreau & Goggin (1996)

Stringent supervision conditions tend to produce more technical violations and more incarceration and do not reduce recidivism by themselves.

*Primary Citation:* Petersilia & Turner (1993)

Transfer of juveniles to adult criminal court has the potential to aggravate short-term recidivism rates.

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

*Primary Citation:* Bishop, Frazier, Lanza-Kaduce, & Winner (1996)

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*Primary Citation:* Andrews (2007)

Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs.

*Primary Citation:* Gendreau, Goggin, & Little (1996)

Low risk youths are more likely to benefit from caution programs, while moderate to high risk youths are more likely to benefit from intervention programs (namely, CBT-based interventions).

*Primary Citation:* Wilson & Hoge (2013)

Pre-booking diversion options for adult offenders with serious mental illness is associated with fiscal savings.

*Primary Citation:* Cowell, Hinde, Broner, & Aldridge (2013)

Diversion of non-violent drug offenders into substance abuse treatment as opposed to incarceration produces long-term cost savings.

*Primary Citation:* Anglin, Nosyk, Jaffe, Urada, & Evans (2013)

The risk principle holds in drug court settings; drug court is most effective with high risk individuals.

*Primary Citation:* Marlowe, Festinger, Lee, Dugosh, & Benasutti (2006)

### **Sentencing decisions (sentence type, length, terms and conditions)**

The use of prison does not appear to produce a specific deterrence effect.

*Primary Citation:* Jonson (2011)

Lengthier sentences do not have an appreciable effect on recidivism.

*Primary Citation:* Meade, Steiner, Makarios, & Travis (2012)

Offenders sentenced to a term of imprisonment were significantly more likely to recidivate than those referred to a community-based diversion program.

*Primary Citation:* Bales & Piquero (2012)

Sanctions on their own do not change offender behavior or reduce recidivism. More severe sanctions (i.e., longer prison sentences) may increase recidivism.

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Stringent supervision conditions tend to produce more technical violations and more incarceration and do not reduce recidivism by themselves.

*Primary Citation:* Petersilia & Turner (1993)

Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services.

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

*Primary Citation:* Andrews (2007)

Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs.

*Primary Citation:* Gendreau, Goggin, & Little (1996)

The majority of services and more intensive supervision should be directed to higher risk offenders.

*Primary Citation:* Lowenkamp & Latessa (2004)

Research supports correctional agencies' adoption of operant behavioral techniques in the management of offenders on community supervision. Specifically, rewards should exceed sanctions in a ratio of 4:1.

*Primary Citation:* Wodahl, Garland, Culhane, & McCarty (2011)

Correctional interventions that are grounded in the principles of risk/need/responsivity produce recidivism reductions in the most cost-effective manner.

*Primary Citation:* Romani, Morgan, Gross, & McDonald (2012)

Both maintaining a high level of treatment integrity and adhering to a human service treatment philosophy increase program effectiveness. It is recommended that agencies implement periodic assessments such as the CPAI so as to ensure continued program integrity.

*Primary Citation:* Lowenkamp, Flores, Holsinger, Makarios, & Latessa (2010)

Even among first-time violent offenders, the most effective (and economical) sentencing alternative lies in the least restrictive option (i.e., community supervision).

*Primary Citation:* Ryan, Abrams, & Huang (2014)

Grounded in principles of restorative justice, reparative probation (as implemented in Vermont) is a more effective alternative to standard probation with respect to lowering recidivism rates.

*Primary Citation:* Humphrey, Burford, & Dye (2012)

### Local and state institutional intervention decisions (security level, behavior change interventions)

Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs.

*Primary Citation:* Gendreau, Goggin, & Little (1996)

A single one-size-fits-all approach to risk assessment may not be appropriate across all levels of criminal justice processing. For example, dynamic factors that are important for community adjustment (e.g., substance abuse) may not be as important to predicting misconduct in custodial settings. Ultimately, jurisdiction-specific validation of risk assessment tools vis-à-vis the various outcomes of interest is highly recommended.

*Primary Citation:* Makarios & Latessa (2013)

Higher levels of security within institutions can exert criminogenic effects. Prison administrators might experiment with classification thresholds to ensure the least restrictive conditions possible given one's level of risk.

*Primary Citation:* Gaes & Camp (2009)

Boot camps (especially juvenile boot camps) are of doubtful efficacy.

*Primary Citation:* MacKenzie, Wilson, & Kider (2001)

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

Enhanced prison management will result through a strategy in which programming has a central role.  
*Primary Citation:* French & Gendreau (2006)

Correctional interventions that are grounded in the principles of risk/need/responsivity produce recidivism reductions in the most cost-effective manner.  
*Primary Citation:* Romani, Morgan, Gross, & McDonald (2012)

Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services.  
*Primary Citation:* Andrews (2007)

Cognitive behavioral programs applied across both institutional and community settings – namely, Reasoning and Rehabilitation (R&R) – effectively reduce recidivism rates.  
*Primary Citation:* Tong & Farrington (2006)

The majority of services and more intensive supervision should be directed to higher risk offenders.  
*Primary Citation:* Lowenkamp & Latessa (2004)

Attention to staff characteristics and skills is necessary to enhance outcomes with offenders.  
*Primary Citation:* Dowden & Andrews (2004)

Research indicates a relationship between the integrity with which a correctional program is implemented and recidivism outcomes.  
*Primary Citation:* Lowenkamp & Latessa (2004)

Programs that are poorly designed and implemented (i.e., those that do not adhere to basic principles of effective correctional intervention) are apt to increase recidivism rates.  
*Primary Citation:* Wilson & Davis (2006)

Both maintaining a high level of treatment integrity and adhering to a human service treatment philosophy increase program effectiveness. It is recommended that agencies implement periodic assessments such as the CPAI so as to ensure continued program integrity.  
*Primary Citation:* Lowenkamp, Flores, Holsinger, Makarios, & Latessa (2010)

### **Local and state institutional release/parole release decisions (timing of release, conditions of release)**

Direct release from high security, segregated supermax settings to the community is associated with increases in recidivism rates and shorter time to reoffending.  
*Primary Citation:* Lovell, Johnson, & Cain (2007)

Empirical evidence suggests that institutional misconduct is predictive of future criminal outcomes in the community. It is therefore appropriate for parole boards to incorporate this information into their decision-making process.  
*Primary Citation:* Mooney & Daffern (2011)

Mental illness per se does not tend to predict recidivism among parolees.

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

*Primary Citations:* Matejkowski, Draine, Solomon, & Salzer (2011); Walters & Crawford (2014)

Halfway house interventions with supervision geared to level of risk/need can be effective with higher risk offenders.

*Primary Citation:* Andrews & Janes (2006)

A sample of non-violent inmates in Kentucky who had their sentences commuted posed no greater threat to public safety than those who remained incarcerated until their sentence expiration date. Moreover, by releasing the commuted sentence group, the research team estimated a cost savings of \$13,430,834.

*Primary Citation:* Vito, Tewksbury, & Higgins (2010)

### Local and state reentry planning decisions

The Serious and Violent Offender Reentry Initiatives (SVORI) [a comprehensive program designed to prepare high risk offenders for successful community reintegration through both institutional and community-based programming] successfully reduced likelihood of recidivism in contrast to traditional parole services and supervision.

*Primary Citation:* Bouffard & Bergeron (2006)

Well-designed and implemented reentry programs (such as Minnesota Comprehensive Offender Reentry Plan (MCORP) which underscores a collaborative relationship between institutional caseworkers and community supervision agents) can effectively reduce recidivism rates and yield a positive return on investment.

*Primary Citation:* Duwe (2014)

Particularly in the absence of community supervision, reentry programs (such as Project Re-Connect in St. Louis, MO) that address multiple service needs and link offenders to important services (e.g., housing, education, transportation) play a crucial role in the successful reintegration of offenders.

*Primary Citation:* Wikoff, Linhorst, & Morani (2012)

Participation and immersion in the Preventing Parolee Crime Program (PPCP) – a multimodal treatment protocol – was consistently associated with lower rates of reincarceration and absconding compared with traditional parole.

*Primary Citation:* Zhang, Roberts, & Callanan (2006)

Reentry programs showing the most promise in reducing recidivism rates include vocational/work programs, drug rehabilitation programs, halfway house programs, and pre-release programs.

*Primary Citation:* Seiter & Kadela (2003)

Halfway house interventions with supervision geared to level of risk/need can be effective with higher risk offenders.

*Primary Citation:* Andrews & Janes (2006)

In general, there is support for the effectiveness of halfway house programs in reducing recidivism rates. However, one should be mindful of reserving these services primarily for moderate to high risk offenders.

*Primary Citations:* Hamilton & Campbell (2014); Latessa, Lovins, & Smith (2010)

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

In general, community-based reentry programs tend to yield positive outcomes – particularly when they include housing assistance and aftercare components.

*Primary Citation:* Wright, Zhang, Farabee, & Braatz (2014)

Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services.

*Primary Citation:* Andrews (2007)

The neighborhood context in which parolees return plays an important role in their successful reintegration. In particular, the close proximity of social service providers to offenders appears to be important in attenuating recidivism.

*Primary Citation:* Hipp, Petersilia, & Turner (2010)

Research indicates that therapeutic communities are effective in attenuating recidivism rates among offenders reentering the community.

*Primary Citation:* Jensen & Kane (2012)

Many of the needs that are particularly salient to women offenders are not currently addressed in the context of reentry services. It is therefore important to continue developing gender-responsive treatment strategies for this growing population.

*Primary Citation:* Scroggins & Malley (2010)

### **Probation and parole intervention decisions (supervision level, supervision conditions, behavior change interventions)**

Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs.

*Primary Citation:* Gendreau, Goggin, & Little (1996)

Gender-responsive assessment (and treatment) strategies are recommended for female offenders so as to tap into the unique contextual factors surrounding their criminal conduct. In turn, this will serve to improve the prediction of criminal outcomes and the identification of appropriate treatment targets for women.

*Primary Citation:* Van Voorhis, Wright, Salisbury, & Bauman (2010)

Ongoing reassessment can help identify progress in key domains reflected in parolees' case plans or, conversely, the presence of new criminogenic needs. Reassessment information can then be used to adjust supervision levels to reflect the current likelihood of recidivism exhibited by an individual.

*Primary Citation:* Jones, Brown, & Zamble (2010)

Intensive supervision and services are most effective when directed to higher risk offenders.

*Primary Citation:* Lowenkamp & Latessa (2004)

Correctional interventions that are grounded in the principles of risk/need/responsivity produce recidivism reductions in the most cost-effective manner.

*Primary Citation:* Romani, Morgan, Gross, & McDonald (2012)

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

Training probation officers to adhere to the principles of RNR can effectively serve to reduce recidivism rates of clients under community supervision. Improved outcomes are evidenced when supervision officers spend the majority of their time (i.e., at least 15 minutes per session) working with offenders on criminogenic needs rather than focusing on conditions that are non-criminogenic, and use appropriate cognitive behavioral techniques (e.g., reinforcement, modeling, etc.).

*Primary Citations:* Bonta et al. (2011); Bonta, Rugge, Scott, Bourgon, & Yessine (2008)

Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services.

*Primary Citation:* Andrews (2007)

Emphasis should be placed on treatment targets (i.e., criminogenic needs) using a variety of interventions, especially cognitive behavioral programming.

*Primary Citations:* Aos, Miller, & Drake (2006a); Aos, Miller, & Drake (2006b)

Both maintaining a high level of treatment integrity and adhering to a human service treatment philosophy increase program effectiveness. It is recommended that agencies implement periodic assessments such as the CPAI so as to ensure continued program integrity.

*Primary Citation:* Lowenkamp, Flores, Holsinger, Makarios, & Latessa (2010)

Research indicates a relationship between the integrity with which a correctional program is implemented and recidivism outcomes.

*Primary Citation:* Lowenkamp & Latessa (2004)

Consistent with research supporting CBT interventions with offenders, Thinking for a Change (TFAC) participation produced significant reductions in recidivism rates among offenders on probation.

*Primary Citation:* Lowenkamp, Hubbard, Makarios, & Latessa (2009)

Grounded in principles of restorative justice, reparative probation (as implemented in Vermont) is a more effective alternative to standard probation with respect to lowering recidivism rates.

*Primary Citation:* Humphrey, Burford, & Dye (2012)

Reducing caseload sizes results in fewer rearrests and technical violations for probationers and parolees.

*Primary Citation:* Taxman, Yancey, & Bilanin (2006)

Attention to staff characteristics and skills is necessary to enhance outcomes with offenders.

*Primary Citation:* Dowden & Andrews (2004)

The enforcement role of the probation officer needs to be balanced with a helping role that is grounded in cognitive behavioral principles.

*Primary Citations:* Bonta, Rugge, Scott, Bourgon, & Yessine (2008); Bonta et al. (2011)

### Community behavior change (treatment) interventions

Validated risk assessments have been demonstrated to effectively identify risk and criminogenic needs.

*Primary Citation:* Gendreau, Goggin, & Little (1996)

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

Identifying and addressing gender-responsive needs at the pretrial stage via structured assessments and interventions may contribute to more successful outcomes for women.

*Primary Citation:* Gehring & Van Voorhis (2014)

Gender-responsive assessment (and treatment) strategies are recommended for female offenders so as to tap into the unique contextual factors surrounding their criminal conduct. In turn, this will serve to improve the prediction of criminal outcomes and the identification of appropriate treatment targets for women.

*Primary Citation:* Van Voorhis, Wright, Salisbury, & Bauman (2010)

Although practitioners typically administer structured risk/need assessments, they rarely link scores to appropriate service needs and supervision decisions.

*Primary Citation:* Viglione, Rudes, & Taxman (2015)

While most practitioners use validated risk/need assessments, only about 40% actually use assessment results to guide case planning.

*Primary Citation:* Haas & DeTardo-Bora (2009)

Treatment programming is most effective when targeted to higher risk offenders and their criminogenic needs, and preferably (though not exclusively) be community-based.

*Primary Citation:* McGuire (2002)

Intensive supervision and services are most effective when directed to higher risk offenders.

*Primary Citation:* Lowenkamp & Latessa (2004)

Among high risk individuals, recidivism reduction effects do not begin to materialize until 200–250 hours of programming have been administered; moderate risk individuals maximize benefit from programming after approximately 100 hours.

*Primary Citations:* Center for Effective Public Policy (2014); Makarios, Sperber, & Latessa (2014)

Providing intensive programming to low risk individuals is apt to increase recidivism within this group.

*Primary Citation:* Bonta, Wallace-Capretta, & Rooney (2000)

Staff who are trained in a formal case management model achieve more positive outcomes (i.e., reduced recidivism) with justice-involved individuals.

*Primary Citation:* Smith, Schweitzer, Labreque, & Latessa (2012)

Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for the higher risk offender, and uses aftercare services.

*Primary Citation:* Andrews (2007)

Correctional interventions that are grounded in the principles of risk/need/responsivity produce recidivism reductions in the most cost-effective manner.

*Primary Citation:* Romani, Morgan, Gross, & McDonald (2012)

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

Cognitive behavioral therapy is effective in reducing recidivism by as much as 25 to 50% under certain conditions. Effects increase when the programming dosage is increased, when higher risk justice-involved individuals are targeted, and when the quality of implementation is monitored.

*Primary Citation:* Lipsey, Landenberger, & Wilson (2007)

Programming should ideally be tailored to individual need profiles.

*Primary Citation:* Vieira, Skilling, & Peterson-Badali (2009)

Women exposed to a gender-responsive case management model have a significantly lower rate of new arrests compared to women in a control group.

*Primary Citation:* Robinson, Van Diemen, & Millson (2012)

While sex offenders do present with some unique dynamic risk factors, they are more similar to the general population of justice-involved individuals than they are different, and primary treatment targets for sex offenders parallel those of the general population of justice-involved individuals (e.g., antisocial attitudes, impulsivity, employment instability, antisocial associates, etc.).

*Primary Citation:* Levenson & Prescott (2014)

According to a recent study, only 7.5% of crimes committed by offenders suffering from mental illness were directly related to symptoms of the illness; fewer than 1 in 5 crimes (18%) were either directly related or mostly related to mental illness.

*Primary Citation:* Peterson, Skeem, Kennealy, Bray, & Zvonkovic, 2014

The seven dynamic risk factors outlined in the “what works” literature are equally applicable to justice-involved individuals with mental illness as they are to justice-involved individuals without mental illness. For example, antisocial cognition and antisocial personality factors have been identified as strong predictors of crime within the population of justice-involved individuals with mental illness.

*Primary Citations:* Bonta, Blais, & Wilson (2014); Bonta, Law, & Hanson (1998)

Over 90% of justice-involved individuals have either experienced or witnessed physical or sexual abuse. In addition, approximately 25% of American youths experience some form of extreme adverse event. Critically, there is evidence linking the experience of childhood trauma with antisocial behavior in adolescence and adulthood.

*Primary Citations:* Anda et al. (2006); Duke, Pettingell, McMorris, & Borowsky (2010); Harlow (1999)

Incorporating elements of trauma-informed care is apt to increase the responsiveness of justice-involved individuals to evidence-based cognitive behavioral programming aimed at reducing more proximal criminogenic needs (e.g., antisocial attitudes, substance abuse)

*Primary Citation:* Miller & Najavitz (2012)

Evidence-based programs are equally effective regardless of a participant’s ethnicity.

*Primary Citation:* Landenberger & Lipsey (2005)

Studies with juvenile populations have revealed that matching service providers to clients based on ethnic background decreases externalizing symptoms and treatment attrition, and increases the probability of successful program completion.

*Primary Citation:* Halliday-Boykins, Schoenwald, & Letourneau (2005)

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

Both maintaining a high level of treatment integrity and adhering to a human service treatment philosophy increase program effectiveness. It is recommended that agencies implement periodic assessments such as the CPAI so as to ensure continued program integrity.

*Primary Citation:* Lowenkamp, Flores, Holsinger, Makarios, & Latessa (2010)

Research indicates a relationship between the integrity with which a correctional program is implemented and recidivism outcomes.

*Primary Citation:* Lowenkamp & Latessa (2004)

Consistent with research supporting CBT interventions with offenders, Thinking for a Change (TFAC) participation produced significant reductions in recidivism rates among offenders on probation.

*Primary Citation:* Lowenkamp, Hubbard, Makarios, & Latessa (2009)

Cognitive behavioral programs applied across both institutional and community settings – namely, Reasoning and Rehabilitation (R&R) – effectively reduce recidivism rates.

*Primary Citation:* Tong & Farrington (2006)

Anger management is an effective form of intervention for recidivism reduction, producing moderate effect sizes when compared to untreated groups.

*Primary Citation:* Del Vecchio & O’Leary (2004)

The effect of employment/vocational programming on recidivism outcomes is equivocal. One meta-analysis found no evidence that this type of programming reduced recidivism over a 2-year follow-up period, while a second meta-analysis reported more favorable results, although 90% of the studies included in the second meta-analysis were methodologically flawed.

*Primary Citations:* Visher, Winterfield, & Coggeshall (2005); Wilson, Gallagher, & MacKenzie (2000)

Cognitive behavioral therapy, therapeutic communities, and drug courts—rather than 12-step programs such as Alcoholics Anonymous and Narcotics Anonymous—are the most promising substance abuse program options for prisoners, parolees, and probationers. These options result in lower rates of drug use and recidivism compared to non-treated groups.

*Primary Citation:* Bahr, Masters, & Taylor (2012)

Research has demonstrated the Duluth Model’s negligible success in reducing violent behavior among justice-involved individuals and the superiority of cognitive behavioral models.

*Primary Citation:* Feder & Wilson (2005)

Statistically, Duluth-based programming have no effect on recidivism rates, while various non-Duluth group-based DV treatments (e.g., cognitive behavioral therapy, substance abuse treatment, etc.) show more promising results (i.e., a reduction in domestic violence reoffending of 33%).

*Primary Citation:* Miller, Drake, & Nafziger (2013)

While the provision of housing services on its own does not reduce recidivism, housing combined with other services (e.g., employment, substance abuse, etc.) has been shown to reduce recidivism by 12%.

*Primary Citation:* Miller & Ngugi (2009)

Mental health courts (diversion programs) linked to a range of community resources are a promising avenue for the processing of offenders battling mental illness.

## Appendix I: Evidence-Based Decision Making Research Matrix Findings – by Decision Point

*Primary Citation:* Case, Steadman, Dupuis, & Morris (2009)

The application of structured assessment tools such as the HCR-20 and PCL:SV could potentially be used to assess mentally ill offenders' diversion eligibility, and to place them in community-based treatment, thereby reducing the number of noncompliances and reincarcerations.

*Primary Citation:* Barber-Rioja, Dewey, Kopelovich, & Kucharski (2012)

### Violation response decisions (response level, sanctions, behavior change interventions)

Research supports correctional agencies' adoption of operant behavioral techniques in the management of offenders on community supervision. Specifically, rewards should exceed sanctions in a ratio of 4:1.

*Primary Citation:* Wodahl, Garland, Culhane, & McCarty (2011)

A model that encompasses both rewards and sanctions is more highly predictive of successful program completion than a reward model or a sanction model alone. The probability of successful program completion is optimized when the reward-to-sanction ration is 4:1.

*Primary Citation:* Andrews & Bonta (2010)

Stringent supervision conditions tend to produce more technical violations and more incarceration and do not reduce recidivism by themselves.

*Primary Citation:* Petersilia & Turner (1993)

Sanctions on their own do not change offender behavior or reduce recidivism. More severe sanctions may increase recidivism.

*Primary Citations:* Smith, Goggin, & Gendreau (2002); Gendreau & Goggin (1996)

Even graduated sanctions (i.e., incrementally escalating the severity of penalties for noncompliant behavior) can ultimately lead to noncompliance; specifically, individuals may become habituated to punishment such that future sanctions are rendered ineffective at suppressing unwanted behavior.

*Primary Citation:* Wodahl (2007)

Immediacy, fairness, consistency, and proportionality in responding to misbehavior are important to shaping behavior.

*Primary Citation:* Taxman, Soule, & Gelb (1999)

For responses to noncompliance (i.e., punishers) to be effective, they must be (1) swift (happen as quickly as possible), (2) certain (be applied each time the undesirable behavior occurs), (3) fair (be perceived as fair and consistent with similar situations), (4) responsive (take into consideration the unique characteristics of the individual), (5) proportional (be no more severe than the behavior warrants), and (6) parsimonious (employ as few interventions and resources as possible).

*Primary Citation:* Carter (2015)

Confinement is an ineffective sanction for technical violations, and actually can result in increased recidivism rates.

*Primary Citation:* Drake & Aos (2012)

Attention to staff characteristics and skills is necessary to enhance outcomes with offenders.

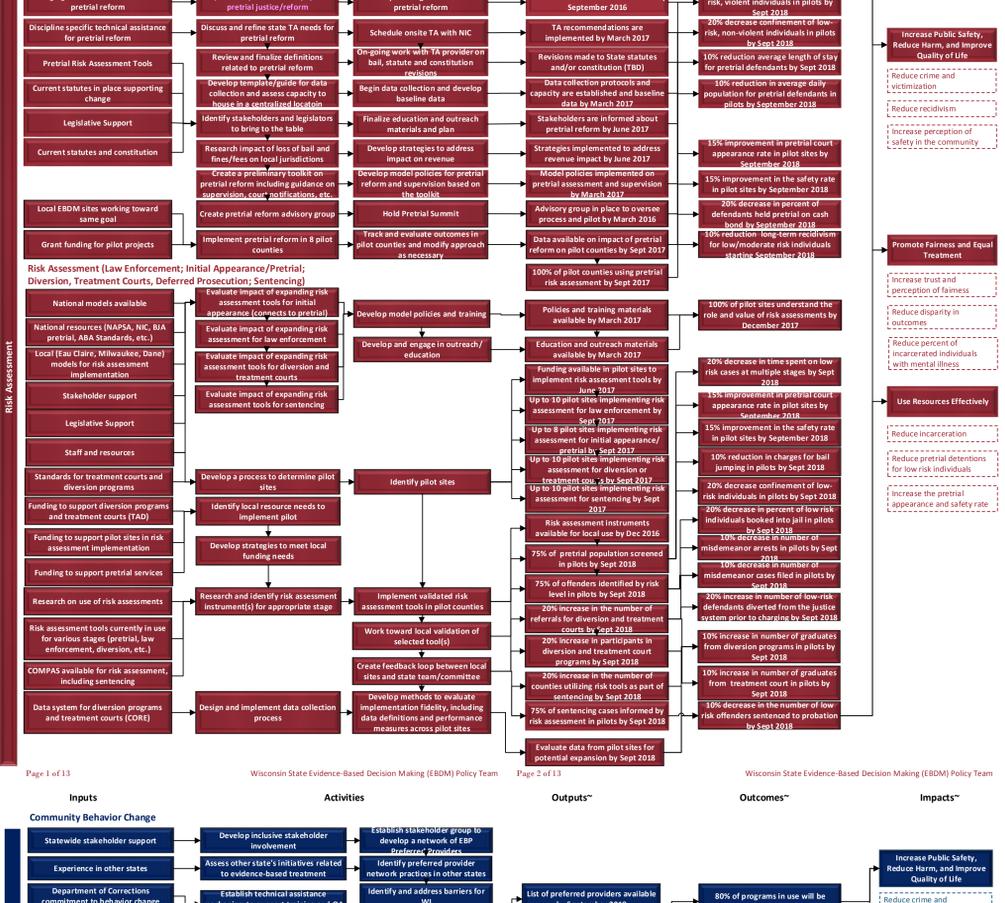
*Primary Citation:* Dowden & Andrews (2004)

## Appendix II: CJCC Evidence-Based Decision Making Subcommittee

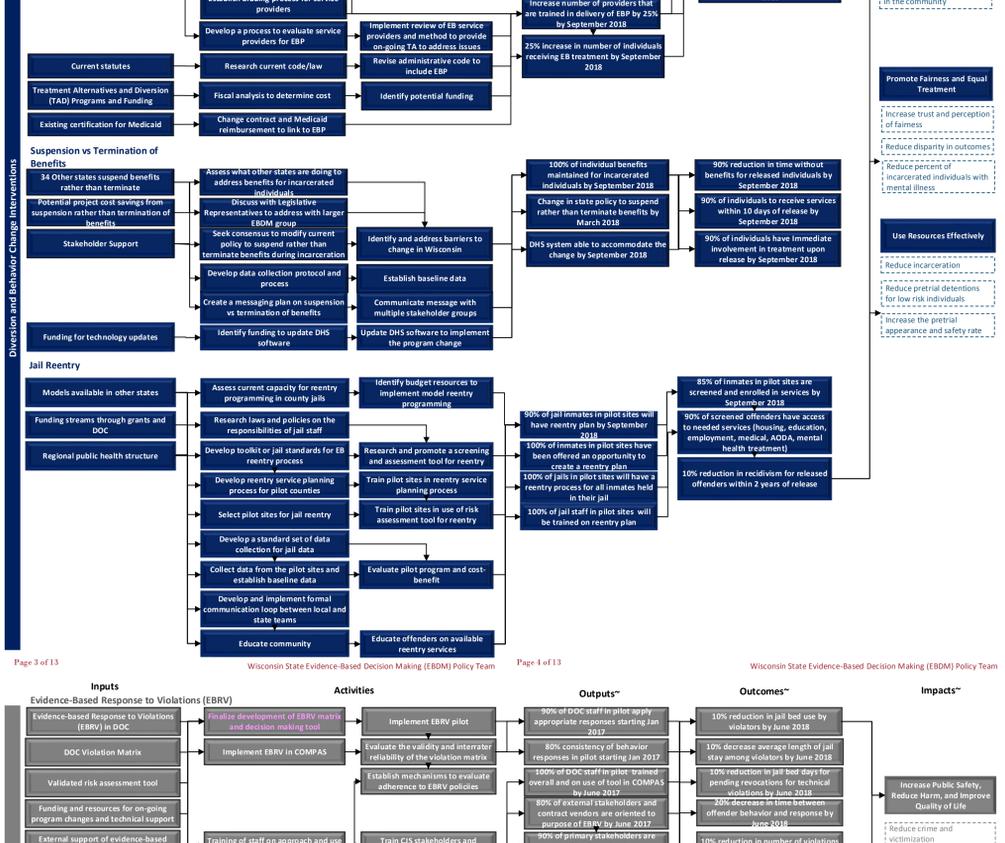
David O'Leary, Rock County District Attorney (Chair)
State Public Defender Kelli Thompson (Vice-Chair)
Senator Scott Fitzgerald, 13th Senate District (R-Juneau)
Senator Nikiya Harris Dodd, 6th Senate District (D-Milwaukee)
Representative Rob Hutton, 13th Assembly District (R-Brookfield)
Representative Evan Goyke, 18th Assembly District (D-Milwaukee)
Tommy Gubbin, Office of Court Operations (EBDM Coordinator)
Holly Szablewski, District 1 Court Administrator
Kelly McKnight, Ashland County DA
Captain Dan Bresina, Eau Claire County Sheriff's Department
Tony Streveler, Executive Policy Advisor, DOC
Denise Symdon, Administrator, Division of Community Corrections, DOC
Silvia Jackson, Reentry Director, DOC
Ray Luick, Justice System Improvement Specialist
Matt Raymer, Justice Programs Supervisor (State Team Coordinator)
Mike Tobin, Deputy State Public Defender
Nick Sayner, Executive Director, JusticePoint
Marilyn Walczak, Justice Initiatives Institute
Jane Klekamp, Manager, Justice Support Services, La Crosse County
Tiana Glenna, CJCC Coordinator, Eau Claire County
Sarah Diedrick-Kasdorf, Wisconsin Counties Association
Rev. Mark Clements, Living Word Christian Church (La Crosse County)
Fred Royal, Milwaukee Chapter President, NAACP
Judge Jeffrey Kremers, Milwaukee County
Judge Carl Ashley, Milwaukee County
Judge Elliott Levine, La Crosse County
Kit Kerschensteiner, Disability Rights of Wisconsin
Glenn Larson, Behavioral Health Director, DHS
Dr. Debbie Lassiter, Executive Director, Convergence Resource Center
Dr. David Pate, Jr., Associate Professor, Helen Bader School of Social Welfare
Patti Jo Severson, Gundersen Health (La Crosse County)

### **Subcommittee Staff**

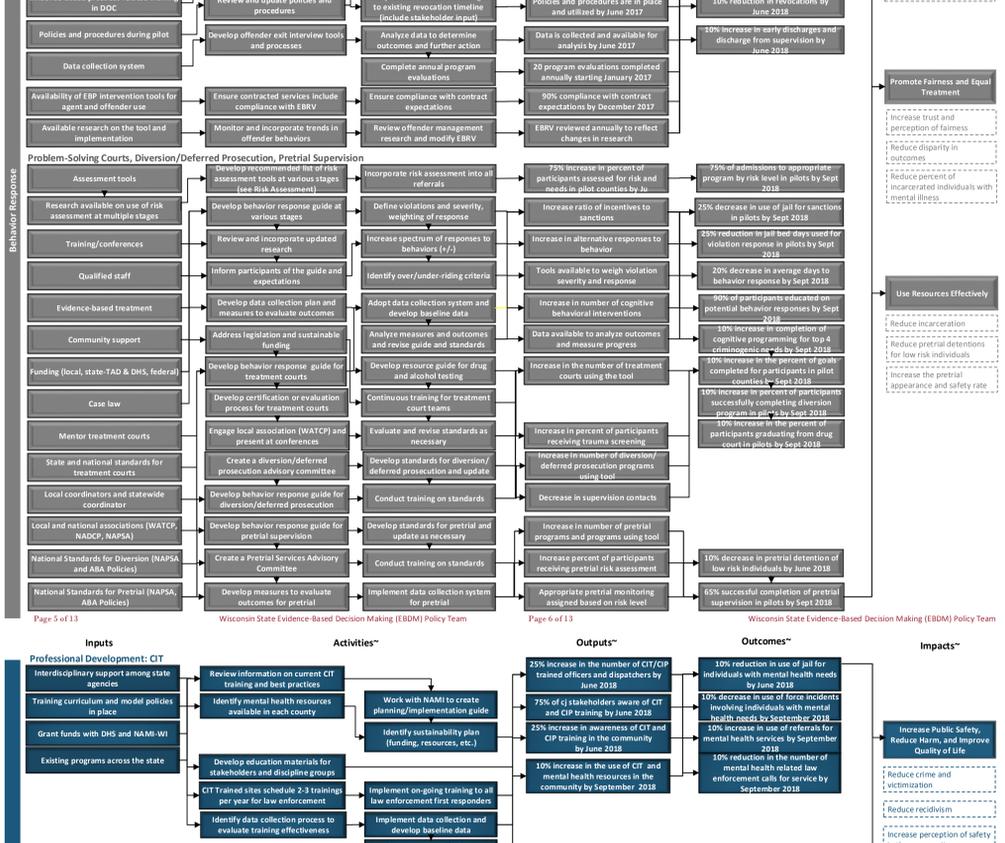
Sabrina Gentile – DOJ Justice Programs Coordinator  
Connie Kostelac, Ph.D. - DOJ Bureau of Justice Information and Analysis Director  
Reneé Lushaj - DOJ Justice System Improvement Specialist  
Adam Plotkin - State Public Defender's Office Legislative Liaison  
Megan Jones, Ph.D. - DOC Research Analyst, Advanced  
Joseph Tatar II, Ph.D. - DOC Research Analyst, Advanced  
Katherine Dellenbach - Communications Director, Senator Nikiya Harris Dodd Staff  
Phillip Pratt - Research Assistant, Rep. Rob Hutton Staff



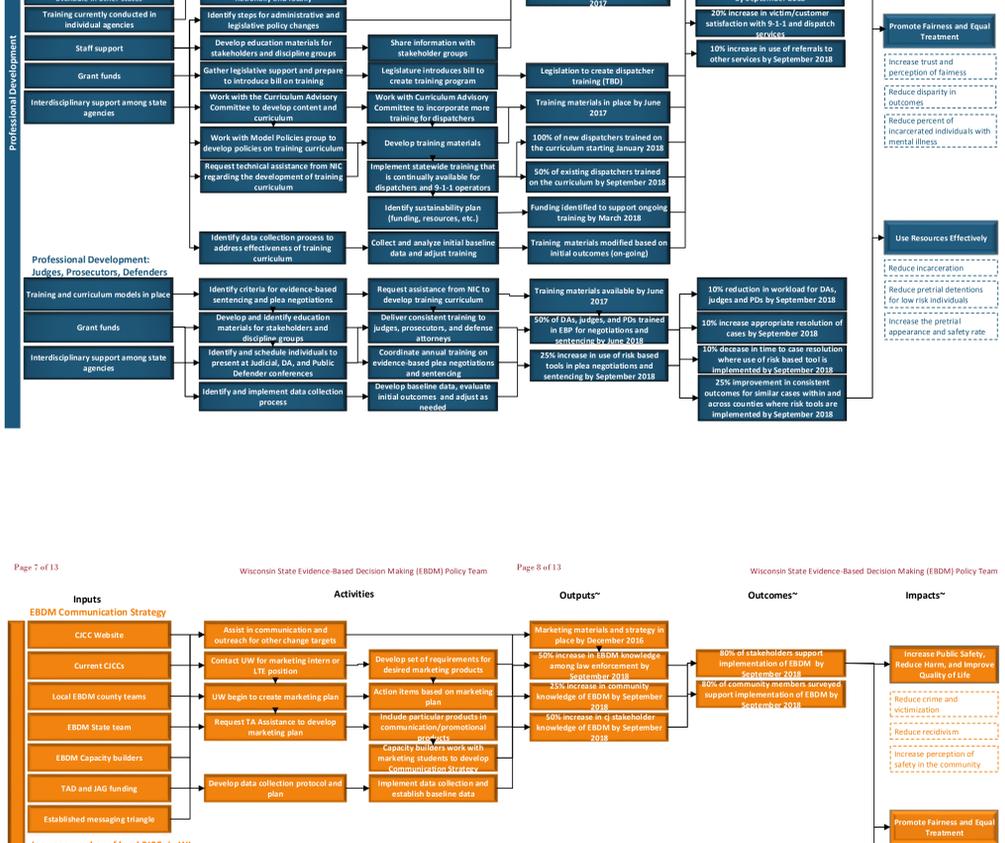
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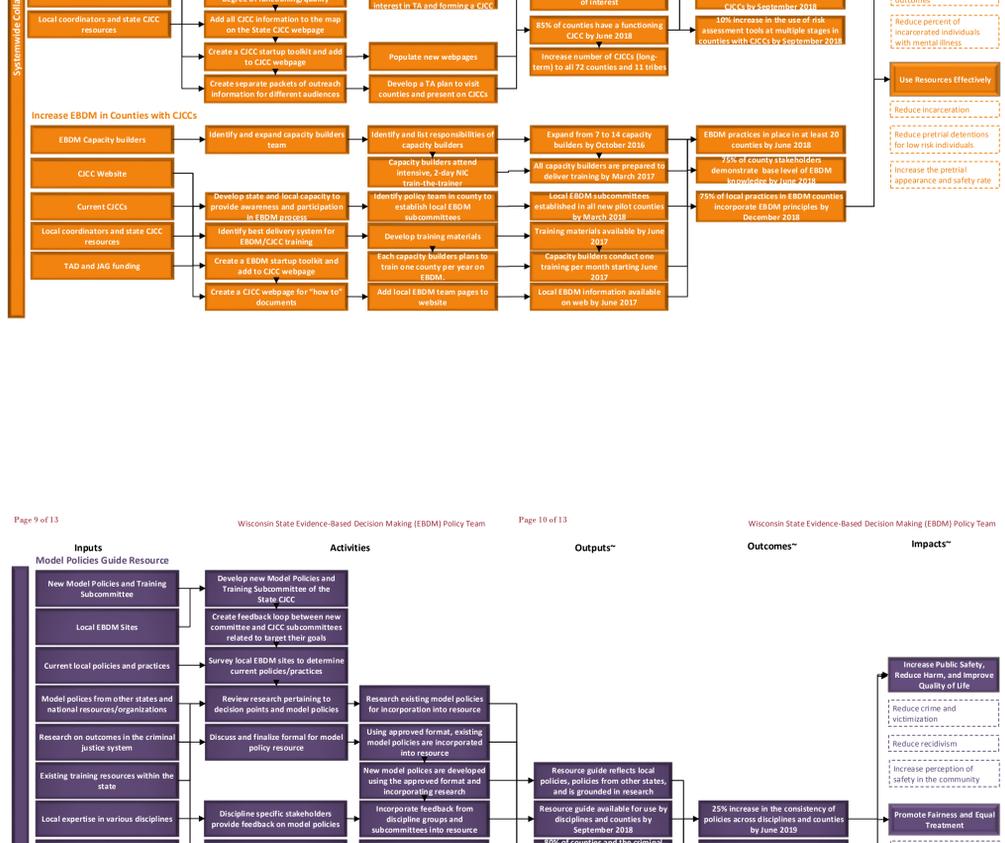
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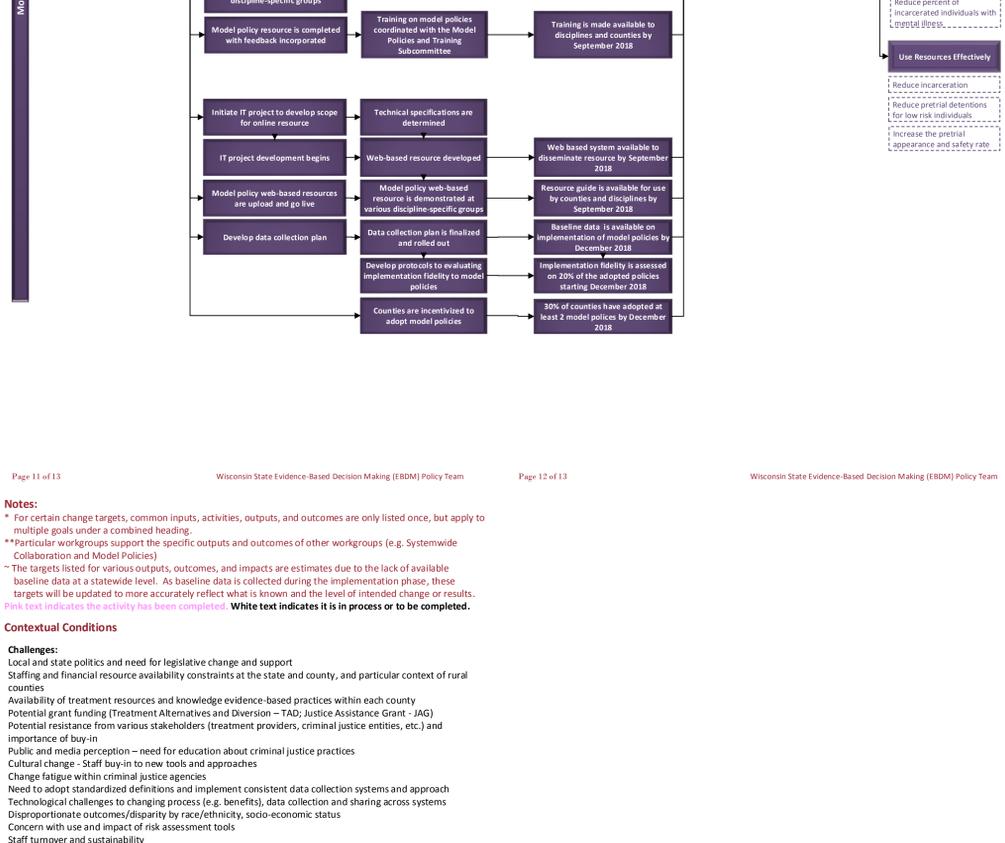
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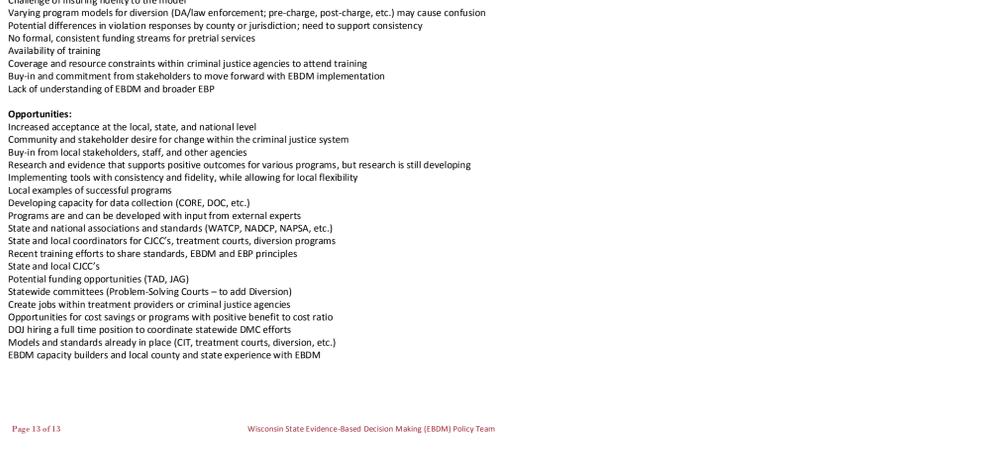
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**Notes:**  
- For certain change targets, common inputs, activities, outputs, and outcomes are only listed once, but apply to multiple goals under a combined heading.  
- Particular workgroups support the specific outputs and outcomes of other workgroups (e.g. Systemwide Cultural Change - Staff Buy-in to new tools and approaches).  
- The targets listed for statewide outputs, outcomes, and impacts are estimates due to the lack of available baseline data for a variety of levels. As baseline data is collected during the implementation phase, these targets will be updated more accurately reflect what is known and the level of intended change or result.  
- Pink text indicates the activity has been completed. White text indicates it is in process or to be completed.

**Contextual Conditions**  
**Challenges:**  
- Local and state politics and need for legislative change and support  
- Staffing and financial resource availability constraints at the state and county, and particular context of rural counties  
- Availability of treatment resources and knowledge evidence-based practices within each county  
- Potential grant funding Treatment Alternatives and Diversion – TAD, Justice Assistance Grant – JAG  
- Potential resistance from various stakeholders (treatment providers, criminal justice entities, etc.) and importance of buy-in  
- Public and media perception – need for education about criminal justice practices  
- Cultural change – Staff buy-in to new tools and approaches  
- Change fatigue with various programs, but research is still developing  
- Need to adopt standardized definitions and implement consistent data systems and approaches  
- Technological challenges to changing process (e.g. benefits, data collection and sharing across systems)  
- Disproportionate outcomes/disparity by race/ethnicity, socio-economic status  
- Concern with use and impact of risk assessment tools  
- Staff turnover and sustainability  
- Financial impact of policy changes (e.g. reduction in bail, fines/fees)  
- Offender or participant resistance to engaging in the process  
- Negative outcomes can influence policy decisions and public perceptions  
- Statewide accountability for courts or programs to adhere to standards (except TAD)  
- Challenge of insuring fidelity to the model  
- Varying program models for diversion (DA/law enforcement, pre-charge, post-charge, etc.) may cause confusion  
- Potential differences in violation responses (by county or jurisdiction; need to support consistency)  
- No formal, consistent funding streams for pretrial services  
- Availability of training  
- Coverage and resource constraints within criminal justice agencies to attend training  
- Buy-in and commitment from stakeholders to move forward with EBM implementation  
- Lack of understanding of EBM and broader EBP

**Opportunities:**  
- Increased acceptance at the local, state, and national level  
- Community and stakeholder desire for change within the criminal justice system  
- Buy-in from local stakeholders, staff, and other agencies  
- Statewide committees (Problem Solving Courts – to add Diversion)  
- Create jobs within criminal justice agencies  
- Implementing tools with consistency and fidelity, while allowing for local flexibility  
- Local examples of successful programs  
- Developing capacity for data collection (CORE, DOC, etc.)  
- Programs are and can be developed with input from external experts  
- State and national associations and standards (WATCP, NADCP, NAFSA, etc.)  
- State and local coordinators for CCCs, treatment courts, diversion programs  
- Recent training efforts to share standards, EBM and EBP principles  
- State and local CCCs  
- Potential funding opportunities (TAD, JAG)  
- Statewide committees (Problem Solving Courts – to add Diversion)  
- Create jobs within criminal justice agencies  
- Opportunities for cost savings or programs with positive benefit to cost ratio  
- DOJ hiring a full time position to coordinate statewide DMC efforts  
- Models and standards already in place (CIT, treatment courts, diversion, etc.)  
- EBM capacity builders and local county and state experience with EBM

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## Wisconsin Evidence-Based Decision Making Work Plans

### Work Plan: Risk Assessment - Pretrial Reform

#### Work Plan to Achieve Harm Reduction Goals

<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively
<b>Change Target Goal</b>	Reform statutes regarding pretrial release, using technical assistance, Wisconsin bill drafts, and statutes from other states as resources.

<b>Outcome 1</b>	20% increase in confinement of high-risk, violent individuals in pilots by September 2018
<b>Outcome 2</b>	20% decrease in confinement of low-risk, non-violent individuals in pilots by September 2018
<b>Outcome 3</b>	10% reduction in average length of stay for pretrial defendants by September 2018
<b>Outcome 4</b>	10% reduction in average daily population for pretrial defendants in pilots by September 2018
<b>Outcome 5</b>	15% improvement in pretrial court appearance rate in pilot sites by September 2018
<b>Outcome 6</b>	15% improvement in the safety rate in pilot sites by September 2018
<b>Outcome 7</b>	20% decrease in percent of defendants held pretrial on cash bond by September 2018
<b>Outcome 8</b>	10% reduction in long-term recidivism for low/moderate risk individuals starting in September 2018

		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Prepare white paper on pretrial justice/bail reform	Completed	Tim Schnacke Matt Raymer Gary King	DOJ Staff	TA Resources, Staff Time	EBDM Subcommittee
<b>Activity 2</b>	Meet with, brief and present white paper to AG	Completed	Matt Raymer David O'Leary Gary King	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 3</b>	Present to State EBDM Team on 3/17/16; discuss and seek consensus	Completed	Holly Szablewski Matt Raymer	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 4</b>	Discuss current legislative status with State EBDM Team	Completed	Madeline Carter Adam Plotkin	EBDM Subcommittee	Staff Time	Legislature
<b>Activity 5</b>	Articulate roles and responsibilities of State EBDM Subcommittee regarding concurrent pretrial reform/pilot site implementation	7/21/2016	David O'Leary, Kelli Thompson	Matt Raymer	Staff Time	Local EBDM Sites
<b>Activity 6</b>	Provide feedback loop on implementation progress to State CJCC	Ongoing, quarterly	David O'Leary, Matt Raymer	Kelli Thompson, Connie Kostelac	Staff Time	Local EBDM Sites
<b>Activity 7</b>	Discuss and refine the state's technical assistance needs/request (Tim Schnacke)	8/31/2016	David O'Leary, Matt Raymer, Madeline Carter	EBDM Subcommittee	TA Resources, Staff Time	Local EBDM Sites
<b>Activity 8</b>	Schedule on-site technical assistance (TA) with NIC to include education of various discipline specific stakeholder groups and ongoing TA to the pretrial workgroup	9/30/2016	David O'Leary, Matt Raymer, Madeline Carter, Tim Schnacke	EBDM Subcommittee	TA Resources, Staff Time	Local EBDM Sites
<b>Activity 9</b>	Review and finalize definitions related to pretrial for consistency across EBDM sites	9/30/2016	Connie Kostelac	EBDM Subcommittee	Staff Time	Local EBDM Sites, Data Sharing/OTIs Subcommittee

<b>Activity 10</b>	Develop briefing documents around pretrial and discuss how to focus and mobilize efforts at the state and local levels to support pretrial reform	9/30/2016	EBDM Subcommittee	DOJ Staff, Tim Schnacke	TA Resources, Staff Time	Local EBDM Sites
<b>Activity 11</b>	Establish process to report out to local EBDM teams after each state EBDM Subcommittee meeting	9/30/2016	Matt Raymer, Tommy Gubbin	EBDM Subcommittee	Staff Time	Local EBDM Sites
<b>Activity 12</b>	Research the impact of the loss of bail costs, fines/fees on local jurisdictions; develop strategies to address issues surrounding revenue (Potentially use Results First data)	12/31/2016	EBDM Subcommittee	DOJ Staff, Data Sharing, OTIs Subcommittee	Staff Time, Data Resources, TA Resources	WCA, Local EBDM Sites, Clerk of Court
<b>Activity 13</b>	Identify other stakeholders who need to be educated and brought to the table	12/31/2016	EBDM Subcommittee	DOJ Staff, Outreach Committee	Staff Time	CJCC Subcommittees
<b>Activity 14</b>	Identify bi-partisan legislative champions	12/31/2016	EBDM Subcommittee	Adam Plotkin	Staff Time	Legislature
<b>Activity 15</b>	Finalize education/outreach materials and begin to develop plan to engage the public and stakeholders on pretrial reform	12/31/2016	EBDM Subcommittee	DOJ Staff, Adam Plotkin, Outreach Committee	Staff Time	Outreach/Communication Subcommittee
<b>Activity 16</b>	Analyze current state legislation regarding bail/preventive detention	12/31/2016	EBDM Subcommittee	DOJ Staff, Adam Plotkin, Tim Schnacke	Staff Time, TA	Legislature
<b>Activity 17</b>	Develop a template/guide for counties to follow regarding collection of baseline data using "Measuring What Matters" document and Mimi's suggested modifications.	3/31/2017	EBDM Subcommittee	Connie Kostelac, Madeline Carter, Tim Schnacke	Staff Time, TA	Local EBDM Sites
<b>Activity 18</b>	Create and distribute a preliminary toolkit (model policies, elements of a high functioning pretrial system, data collection processes and standards) –include "10 takeaways" from key/lengthy docs	3/31/2017	EBDM Subcommittee	DOJ Staff, Adam Plotkin, Tim Schnacke	Staff Time, TA	Outreach/Communication Subcommittee
<b>Activity 19</b>	Develop an outreach/ education plan for the public, stakeholders, and legislature; mobilize support for reform	3/31/2017	EBDM Subcommittee	DOJ Staff, Adam Plotkin	Staff Time	Outreach/Communication Subcommittee
<b>Activity 20</b>	Research and identify Legal and Evidence-Based Practice (LEBP) pretrial risk assessment tool(s) PREA, CPAT, VPRAI, Florida, MCPRAI-R	3/31/2017	Holly Szablewski, Nick Sayner	EBDM Subcommittee, DOJ Staff	Staff Time	Local EBDM Sites
<b>Activity 21</b>	Plan and hold statewide summit on pretrial reform	3/31/2017	State CJCC, EBDM Subcommittee	DOJ Staff, TA-Tim Schnacke	TA Resources, Staff Time, Funding	Local EBDM Sites, DOC, State Courts
<b>Activity 22</b>	Assess capacity to house data in a centralized location	3/31/2017	Connie Kostelac	DOJ Staff, Data Sharing, OTIs Subcommittee	Staff Time, Funding	Local EBDM Sites

<b>Activity 23</b>	Develop and implement formal communication/feedback loop between local sites and state team	3/31/2017	Matt Raymer, Tommy Gubbin	DOJ Staff, EBDM Subcommittee	Staff Time	Local EBDM Sites
<b>Activity 24</b>	Continue to work with TA provider; on-site technical assistance regarding pretrial; analysis/revision of constitution/statutes	6/30/2017	EBDM Subcommittee	DOJ Staff, Adam Plotkin, Tim Schnacke	Staff Time, TA Resources	Legislature
<b>Activity 25</b>	Review and finalize "Steps to Implementing a High Functioning Pretrial Justice System"	6/30/2017	EBDM Subcommittee	DOJ Staff, Madeline Carter, Tim Schnacke	Staff Time, TA Resources	Local EBDM Sites
<b>Activity 26</b>	Create Pretrial Reform Advisory Group	9/30/2017	EBDM Subcommittee	DOJ staff, Holly Szablewski, Nick Sayner	Staff Time	Local EBDM Sites
<b>Activity 27</b>	Develop educational and training videos/webinars.	3/31/2018	EBDM Subcommittee	DOJ Staff	Staff Time, Funding	Outreach/Communication Subcommittee
<b>Activity 28</b>	Stakeholders throughout the system are informed about LEBP pretrial justice	9/30/2018	EBDM Subcommittee	DOJ Staff, Outreach Committee	Staff Time	Local EBDM Sites, Outreach/Communication Subcommittee
<b>Activity 29</b>	Develop Statewide Pretrial Services Association (EX: Minnesota-MAPSA, California-CAPS, Florida Assoc. of Pretrial Services Professionals, Ohio Association of Pretrial Services Agencies)	9/30/2018	EBDM Subcommittee, State CJCC	DOJ staff, Holly Szablewski, Nick Sayner	Staff Time, Funding	Local EBDM Sites
<b>Activity 30</b>	Continued consistent data collection and analysis	Ongoing	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, CORE Reporting System	Local EBDM Sites, EBDM Subcommittee
<b>Potential Barriers</b>						
	1.) Public Perception and Culture Change 2.) Staff/Funding and Fiscal Ramifications					
<b>Strategies to Address Barriers</b>						
	1.) Public Perception and Culture Change- Continued outreach and education. 2.) Staff/Funding and Fiscal Ramifications- Work closely with the Counties/Clerks of Courts and collect data on rate of restitution payments.					

**Work Plan: Risk Assessment - Law Enforcement; Initial Appearance/Pretrial; Diversion; Treatment Courts; Deferred Prosecution; Sentencing**

<b>Work Plan to Achieve Harm Reduction Goals</b>	
<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively
<b>Change Target Goal</b>	Expand use of risk assessments by law enforcement at point of contact. The results of these assessments should be used to inform decisions regarding release of suspects and participation in diversion programs.
<b>Outcome 1</b>	
	100% of pilot sites understand the role and value of risk assessments by December 2017
<b>Outcome 2</b>	
	20% decrease in time spent on low-risk cases at multiple stages by September 2018
<b>Outcome 3</b>	
	20% decrease in confinement of low risk individuals in pilots by September 2018

<b>Outcome 4</b>	10% decrease in the number of decrease in misdemeanor arrests in pilots by September 2018					
<b>Outcome 5</b>	10% decrease in the number misdemeanor cases filed in pilots by September 2018					
		<b>Date of Completion</b>	<b>Inputs\Resources</b>			
			<b>Lead Person</b>	<b>Others Responsible</b>	<b>Resource Needs</b>	<b>Partner Coordination</b>
<b>Activity 1</b>	Articulate roles and responsibilities of State EBDM Subcommittee regarding law enforcement contact pilot site implementation	7/21/2016	David O'Leary, Kelli Thompson	Matt Raymer	Staff Time	Local Pilot Sites
<b>Activity 2</b>	Provide feedback loop on implementation progress to State CJCC	Ongoing, quarterly	David O'Leary, Matt Raymer	Kelli Thompson, Connie Kostelac	Staff Time	Local Pilot Sites
<b>Activity 3</b>	Outreach and Education to various discipline groups (DA's) on the use of risk assessment tools at LE contact	9/30/2016	EBDM Subcommittee, Tiana Glenna, Dan Bresina	DOJ Staff	Staff Time	Statewide LE Associations, District Attorneys
<b>Activity 4</b>	Create an open, statewide process for local jurisdictions to apply for selection as pilot sites for expanding the use of risk assessments at LE contact	10/31/2016	Matt Raymer	DOJ Staff, EBDM Subcommittee	Staff Time	Statewide LE Associations, District Attorneys
<b>Activity 5</b>	Evaluate impacts of expanding use of risk assessment tools by law enforcement at point of contact in each of the local pilot sites	12/31/2016	EBDM Subcommittee Dan Bresina	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 6</b>	Work with local sites to identify available risk assessment instruments	12/31/2016	Tiana Glenna Dan Bresina	EBDM Subcommittee	RA Tools, Staff Time	Local Pilot Sites
<b>Activity 7</b>	Determine resource needs in each local site for risk assessment pilot program	12/31/2016	EBDM Subcommittee, Tommy Gubbin	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 8</b>	Create a mechanism for the state EBDM Subcommittee and local pilot sites to work collaboratively	12/31/2016	EBDM Subcommittee, Matt Raymer, Tommy Gubbin	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 9</b>	Assess capacity to house data in a centralized location and identify reporting mechanism for pilot sites	12/31/2016	Connie Kostelac	EBDM Subcommittee	Staff Time	Local Pilot Sites
<b>Activity 10</b>	Provide funding to local sites in support of pilot program	12/31/2016	Matt Raymer	DOJ Staff	JAG Grant Funds	Local Pilot Sites
<b>Activity 11</b>	Establish local pilot sites	3/31/2017	Local Pilot Sites	DOJ Staff	JAG Grant Funds, Staff Time	EBDM Subcommittee
<b>Activity 12</b>	Develop and implement formal communication/feedback loop between local sites and state team	3/31/2017	EBDM Subcommittee, Matt Raymer, Tommy Gubbin	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 13</b>	Implement consistent data collection across pilot sites	9/30/2017	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, CORE Reporting System	Local Pilot Sites, EBDM Subcommittee
<b>Activity 14</b>	Develop methods to evaluate implementation fidelity, including data definitions and performance measurement, across all pilot sites	9/30/2018	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, CORE Reporting System	Local Pilot Sites, EBDM Subcommittee

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Staffing/Funding</li> <li>2.) Legislative Buy-in</li> <li>3.) County Resources and Stakeholder Resources</li> <li>4.) Public Perception and Culture Change</li> </ol>
<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Staffing/Funding- Use JAG grant funding for staffing or other funding needs related to expanding the use of risk assessment tools at the initial appearance/pretrial stage. The data collection plan will better address what areas of funding can be reallocated or where it is needed.</li> <li>2.) Legislative Buy-in- Outreach and education materials will be developed and circulated to gain stakeholder buy in. Data collection will show impacts of the use of risk assessment tools.</li> <li>3.) County and Stakeholder Resources- Data collection and evaluation of pilot program will encourage future expansion and more effective use of resources.</li> <li>4.) Perception and Culture- A communication plan will be developed and outreach/education materials with data will be circulated.</li> </ol>

**Work Plan: Risk Assessment - Law Enforcement; Initial Appearance/Pretrial; Diversion; Treatment Courts; Deferred Prosecution; Sentencing**

<b>Work Plan to Achieve Harm Reduction Goals</b>	
<b>Harm Reduction Goal (Impact)</b>	<ol style="list-style-type: none"> <li>1.) Increase public safety, reduce harm, and improve quality of life</li> <li>2.) Promote fairness and equal treatment</li> <li>3.) Use resources effectively</li> </ol>
<b>Change Target Goal</b>	Expand use of risk assessments between the time that an individual is booked into jail and their initial appearance. The results of these assessments should inform decisions regarding pretrial release, including conditions of release.

<b>Outcome 1</b>	100% of pilot sites understand the role and value of risk assessments by December 2017
<b>Outcome 2</b>	20% decrease in time spent on low-risk cases at multiple stages by September 2018
<b>Outcome 3</b>	20% decrease in confinement of low risk individuals in pilots by September 2018
<b>Outcome 4</b>	10% decrease in the number misdemeanor cases filed in pilots by September 2018
<b>Outcome 5</b>	15% improvement in pretrial court appearance rate in pilot sites by September 2018
<b>Outcome 6</b>	15% improvement in the safety rate in pilot sites by September 2018
<b>Outcome 7</b>	10% reduction in charges for bail jumping by September 2018

		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Articulate roles and responsibilities of State EBDM Subcommittee regarding concurrent pretrial reform/pilot site implementation	7/21/2016	David O'Leary, Kelli Thompson	Matt Raymer	Staff Time	Local EBDM Sites
<b>Activity 2</b>	Create feedback loop on implementation progress to State CJCC	Ongoing, quarterly	David O'Leary, Matt Raymer	Kelli Thompson, Connie Kostelac	Staff Time	Local EBDM Sites
<b>Activity 3</b>	Evaluate impacts of expanding use of risk assessment tools at the pretrial status stage in each of the 8 local EBDM pilot sites	9/15/2016	EBDM Subcommittee	DOJ Staff	Staff Time	Local EBDM Sites
<b>Activity 4</b>	Work with local EBDM sites to identify available pretrial risk assessment instruments	10/31/2016	Holly Szablewski, Tommy Gubbin	EBDM Subcommittee	RA Tools, Staff Time	Local EBDM Sites

<b>Activity 5</b>	Determine resource needs in each local EBDM site for pretrial risk assessment pilot program	10/31/2016	EBDM Subcommittee, Local EBDM Sites	DOJ Staff	Staff Time	State Courts
<b>Activity 6</b>	Create a mechanism for the state and local EBDM teams to work collaboratively with local EBDM pretrial efforts	12/31/2016	Matt Raymer, Tommy Gubbin	DOJ Staff	Staff Time	Local & State EBDM Teams
<b>Activity 7</b>	Assess capacity to house data in a centralized location and identify reporting mechanism for pilot sites	12/31/2016	Connie Kostelac	EBDM Subcommittee	Staff Time	Local EBDM Sites
<b>Activity 8</b>	Provide funding/ensure local EBDM sites are aware of funding opportunities to support pretrial pilot program	12/31/2016	Matt Raymer	DOJ Staff	JAG Grant Funds	Local EBDM Sites
<b>Activity 9</b>	Coordinate with the 8 local EBDM pretrial pilot sites	3/31/2017	Matt Raymer, Tommy Gubbin	DOJ Staff	JAG Grant Funds, Staff Time	EBDM Subcommittee
<b>Activity 10</b>	Develop and implement formal communication/feedback loop between local sites and state team	3/31/2017	EBDM Subcommittee	DOJ Staff	Staff Time	Local EBDM Sites
<b>Activity 11</b>	Implement consistent data collection across pilot sites	9/30/2017	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, CORE Reporting System	Local EBDM Sites, EBDM Subcommittee
<b>Activity 12</b>	Develop methods to evaluate implementation fidelity, including data definitions and performance measurement, across all pilot sites	9/30/2018	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, CORE Reporting System	Local EBDM Sites, EBDM Subcommittee

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Staffing/Funding</li> <li>2.) Legislative Buy-in</li> <li>3.) County Resources and Stakeholder Resources</li> <li>4.) Public Perception and Culture Change</li> </ol>
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<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Staffing/Funding- Use JAG grant funding for staffing or other funding needs related to expanding the use of risk assessment tools at the initial appearance/pretrial stage. The data collection plan will better address what areas of funding can be reallocated or where it is needed.</li> <li>2.) Legislative Buy-in- Outreach and education materials will be developed and circulated to gain stakeholder buy in. Data collection will show impacts of the use of risk assessment tools.</li> <li>3.) County and Stakeholder Resources- Data collection and evaluation of pilot program will encourage future expansion and more effective use of resources.</li> <li>4.) Perception and Culture- A communication plan will be developed and outreach/education materials with data will be circulated.</li> </ol>
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**Work Plan: Risk Assessment - Law Enforcement; Initial Appearance/Pretrial; Diversion; Treatment Courts; Deferred Prosecution; Sentencing**

<b>Work Plan to Achieve Harm Reduction Goals</b>	
<b>Harm Reduction Goal (Impact)</b>	<ol style="list-style-type: none"> <li>1.) Increase public safety, reduce harm, and improve quality of life</li> <li>2.) Promote fairness and equal treatment</li> <li>3.) Use resources effectively</li> </ol>

<b>Change Target Goal</b>	Expand use of risk assessments to inform decisions regarding pre-charge diversion programs, treatment courts, and deferred prosecution.					
<b>Outcome 1</b>	100% of pilot sites understand the role and value of risk assessments by December 2017					
<b>Outcome 2</b>	20% decrease in time spent on low-risk cases at multiple stages by September 2018					
<b>Outcome 3</b>	20% decrease in confinement of low risk individuals in pilots by September 2018					
<b>Outcome 4</b>	10% decrease in the number misdemeanor cases filed in pilots by September 2018					
<b>Outcome 5</b>	20% increase in number of low-risk defendants diverted from the justice system prior to charging by September 2018					
<b>Outcome 6</b>	10% increase in the number of graduates from treatment court programs by September 2018					
<b>Outcome 7</b>	10% increase in the number of graduates from treatment court in pilots by September 2018					
		<b>Date of Completion</b>	<b>Inputs\Resources</b>			
			<b>Lead Person</b>	<b>Others Responsible</b>	<b>Resource Needs</b>	<b>Partner Coordination</b>
<b>Activity 1</b>	Articulate roles and responsibilities of State EBDM Subcommittee regarding pilot site implementation	7/21/2016	David O'Leary, Kelli Thompson	Matt Raymer	Staff Time	Local Pilot Sites
<b>Activity 2</b>	Provide feedback loop on implementation progress to State CJCC	Ongoing, quarterly	David O'Leary, Matt Raymer	Kelli Thompson, Connie Kostelac	Staff Time	Local Pilot Sites
<b>Activity 3</b>	Outreach and Education on the use of risk assessment tools in pre-charge diversion programs, treatment courts, and deferred prosecution	9/30/2016	EBDM Subcommittee Tiana Glenna/Jane Klekamp	DOJ Staff, Outreach and Communication Subcommittee	Staff Time	Local CJCC Coordinators
<b>Activity 4</b>	Create an open, statewide process for local jurisdictions to apply for selection as pilot sites for expanding the use of risk assessments for diversion programming	10/31/2016	Matt Raymer	DOJ Staff, EBDM Subcommittee	Staff Time	State Courts, Wisconsin District Attorney's Association
<b>Activity 5</b>	Evaluate potential impacts of expanding use of risk assessment tools at each of the local pilot sites	12/31/2016	EBDM Subcommittee	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 6</b>	Work with local sites to identify available risk assessment instruments	12/31/2016	Tiana Glenna/Jane Klekamp	EBDM Subcommittee	RA Tools, Staff Time	Local Pilot Sites
<b>Activity 7</b>	Determine resource needs in each local site for risk assessment pilot program	12/31/2016	EBDM Subcommittee, Tommy Gubbin	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 8</b>	Create a mechanism for the state EBDM Subcommittee and local pilot sites to work collaboratively	12/31/2016	EBDM Subcommittee, Matt Raymer, Tommy Gubbin	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 9</b>	Assess capacity to house data in a centralized location and identify reporting mechanism for pilot sites	12/31/2016	Connie Kostelac	EBDM Subcommittee	Staff Time	Local Pilot Sites
<b>Activity 10</b>	Provide funding to local sites in support of pilot program	12/31/2016	Matt Raymer	DOJ Staff	JAG Grant Funds	Local Pilot Sites
<b>Activity 11</b>	Establish local pilot sites	3/31/2017	Local Pilot Sites	DOJ Staff	JAG Grant Funds, Staff Time	EBDM Subcommittee

<b>Activity 12</b>	Develop and implement formal communication/feedback loop between local sites and state team	3/31/2017	EBDM Subcommittee	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 13</b>	Implement consistent data collection across pilot sites	9/30/2017	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, CORE Reporting System	Local Pilot Sites, EBDM Subcommittee
<b>Activity 15</b>	Develop methods to evaluate implementation fidelity, including data definitions and performance measurement, across all pilot sites	9/30/2018	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, CORE Reporting System	Local Pilot Sites, EBDM Subcommittee

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Staffing/Funding</li> <li>2.) Legislative Buy-in</li> <li>3.) County Resources and Stakeholder Resources</li> <li>4.) Public Perception and Culture Change</li> </ol>
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<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Staffing/Funding- Use JAG grant funding for staffing or other funding needs related to expanding the use of risk assessment tools at the initial appearance/pretrial stage. The data collection plan will better address what areas of funding can be reallocated or where it is needed.</li> <li>2.) Legislative Buy-in- Outreach and education materials will be developed and circulated to gain stakeholder buy in. Data collection will show impacts of the use of risk assessment tools.</li> <li>3.) County and Stakeholder Resources- Data collection and evaluation of pilot program will encourage future expansion and more effective use of resources.</li> <li>4.) Perception and Culture- A communication plan will be developed and outreach/education materials with data will be circulated.</li> </ol>
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**Work Plan: Risk Assessment - Law Enforcement; Initial Appearance/Pretrial; Diversion; Treatment Courts; Deferred Prosecution; Sentencing**

<b>Work Plan to Achieve Harm Reduction Goals</b>	
<b>Harm Reduction Goal (Impact)</b>	<ol style="list-style-type: none"> <li>1.) Increase public safety, reduce harm, and improve quality of life</li> <li>2.) Promote fairness and equal treatment</li> <li>3.) Use resources effectively</li> </ol>
<b>Change Target Goal</b>	Expand use of risk and needs assessments to inform sentencing decisions regarding appropriate conditions of supervision to address criminogenic needs.
<b>Outcome 1</b>	100% of pilot sites understand the role and value of risk assessments by December 2017
<b>Outcome 2</b>	20% decrease in time spent on low-risk cases at multiple stages by September 2018
<b>Outcome 3</b>	20% decrease in confinement of low risk individuals in pilots by September 2018
<b>Outcome 4</b>	10% decrease in the number misdemeanor cases filed in pilots by September 2018

Outcome 5		10 % decrease in the number of low-risk offenders sentenced to probation by September 2018				
		Date of Completion	Inputs\Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Articulate roles and responsibilities of State EBDM Subcommittee regarding pilot site implementation	7/21/2016	David O'Leary, Kelli Thompson	Matt Raymer	Staff Time	Local Pilot Sites
<b>Activity 2</b>	Provide feedback loop on implementation progress to State CICC	Ongoing, quarterly	David O'Leary, Matt Raymer	Kelli Thompson, Connie Kostelac	Staff Time	Local Pilot Sites
<b>Activity 3</b>	Outreach and Education on the use of risk assessment tools at sentencing	9/30/2016	EBDM Subcommittee Elliott Levine, Jeffrey Kremers	DOJ Staff	Staff Time	Judicial Education
<b>Activity 4</b>	Create an open, statewide process for local jurisdictions to apply for selection as pilot sites for expanding the use of risk assessments at sentencing	10/31/2016	Matt Raymer	DOJ Staff, EBDM Subcommittee	Staff Time	State Courts
<b>Activity 5</b>	Evaluate potential impacts of expanding use of risk assessment tools by judges at sentencing in each of the local pilot sites	12/31/2016	EBDM Subcommittee Elliott Levine, Jeffrey Kremers	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 6</b>	Work with local sites to identify available risk assessment instruments	12/31/2016	Elliott Levine, Jeffrey Kremers	EBDM Subcommittee	RA Tools, Staff Time	Local Pilot Sites
<b>Activity 7</b>	Determine resource needs in each local site for risk assessment pilot program	12/31/2016	EBDM Subcommittee, Tommy Gubbin	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 8</b>	Create a mechanism for the state EBDM Subcommittee and local pilot sites to work collaboratively	12/31/2016	EBDM Subcommittee, Matt Raymer, Tommy Gubbin	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 9</b>	Assess capacity to house data in a centralized location and identify reporting mechanism for pilot sites	12/31/2016	Connie Kostelac	EBDM Subcommittee	Staff Time	Local Pilot Sites
<b>Activity 10</b>	Provide funding to local sites in support of pilot program	12/31/2016	Matt Raymer	DOJ Staff	JAG Grant Funds	Local Pilot Sites
<b>Activity 11</b>	Establish local pilot sites	3/31/2017	Local Pilot Sites	DOJ Staff	JAG Grant Funds, Staff Time	EBDM Subcommittee
<b>Activity 12</b>	Develop and implement formal communication/feedback loop between local sites and state team	3/31/2017	EBDM Subcommittee	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 13</b>	Implement consistent data collection across pilot sites	9/30/2017	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, CORE Reporting System	Local Pilot Sites, EBDM Subcommittee
<b>Activity 15</b>	Develop methods to evaluate implementation fidelity, including data definitions and performance measurement, across all pilot sites	9/30/2018	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, CORE Reporting System	Local Pilot Sites, EBDM Subcommittee

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Staffing/Funding</li> <li>2.) Legislative Buy-in</li> <li>3.) County Resources and Stakeholder Resources</li> <li>4.) Public Perception and Culture Change</li> </ol>
<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Staffing/Funding- Use JAG grant funding for staffing or other funding needs related to expanding the use of risk assessment tools at the initial appearance/pretrial stage. The data collection plan will better address what areas of funding can be reallocated or where it is needed.</li> <li>2.) Legislative Buy-in- Outreach and education materials will be developed and circulated to gain stakeholder buy in. Data collection will show impacts of the use of risk assessment tools.</li> <li>3.) County and Stakeholder Resources- Data collection and evaluation of pilot program will encourage future expansion and more effective use of resources.</li> <li>4.) Perception and Culture- A communication plan will be developed and outreach/education materials with data will be circulated.</li> </ol>

## Work Plan: Diversion and Behavior Change - Community Behavior Change

### Work Plan to Achieve Harm Reduction Goals

<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively
<b>Change Target Goal</b>	Increase the availability and utilization of evidence-based programming for Behavior Change (i.e. CBT, ACT, etc.) throughout Wisconsin, and develop a process to certify that local providers are using EBP.

<b>Outcome 1</b>	80% of programs in use will be evidence-based by September 2018
<b>Outcome 2</b>	25% increase in number of people receiving and completing services by Preferred Providers by September 2018

		Date of Completion	Inputs\Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Increase membership of Problem-Solving Courts and Diversion Subcommittee	8/31/2016	Problem- Solving Courts and Diversion Subcommittee	Matt Raymer	Staff Time	DHS Staff
<b>Activity 2</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Kelli Thompson, Matt Raymer	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 3</b>	Identify and assess other state's initiatives related to evidence-based treatment programming	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	DHS Staff, DOJ Staff	Staff Time	DOC Staff
<b>Activity 4</b>	Identify barriers for Wisconsin to expand EBP treatment services	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	DOJ Staff	Staff Time	DHS Staff
<b>Activity 5</b>	Research current administrative codes/statutes related to certification of treatment providers	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	DHS Staff	Staff Time	Legislature
<b>Activity 6</b>	Complete a fiscal analysis to determine cost of expanded EBP treatment providers	6/30/2017	Problem- Solving Courts and Diversion Subcommittee	DHS Staff	Staff Time	Legislature
<b>Activity 7</b>	Research DOC certification process for evidence-based treatment providers/purchase of service contracts	6/30/2017	Problem- Solving Courts and Diversion Subcommittee	DOC Staff	Staff Time	DHS Staff
<b>Activity 8</b>	Establish stakeholder group to oversee the development of a network of EBP Preferred Providers	6/30/2017	Problem- Solving Courts and Diversion Subcommittee	DOJ Staff	Staff Time	DHS Staff
<b>Activity 9</b>	Identify preferred provider network practices in other states	12/31/2017	Problem- Solving Courts and Diversion Subcommittee	DOJ Staff	Staff Time	DHS Staff
<b>Activity 10</b>	Establish technical assistance mechanism to support training and QA for community service providers	6/30/2018	Problem- Solving Courts and Diversion Subcommittee	DOJ Staff	Staff Time	DHS Staff
<b>Activity 11</b>	Pursue rewrite of Administrative Code to include EBP certification of treatment providers	9/30/2018	Problem- Solving Courts and Diversion Subcommittee	DHS Staff	Staff Time, Legislation	Legislature
<b>Activity 12</b>	Change contract and Medicaid Plan reimbursement to link and encourage EBP	9/30/2018	Problem- Solving Courts and Diversion Subcommittee	DHS Staff	Staff Time	DOJ Staff
<b>Activity 13</b>	Provide technical assistance to train community providers in EBP	9/30/2018, ongoing	Problem- Solving Courts and Diversion Subcommittee	DHS Staff	Staff Time	Community Providers
<b>Activity 14</b>	Establish bidding/service provider process (public agencies need bids for EB programs)	9/30/2018, ongoing	DHS	Problem- Solving Courts and Diversion Subcommittee	Staff Time	DOJ Staff
<b>Activity 15</b>	Develop review and evaluation process for local treatment providers for evidence-based services	9/30/2018, ongoing	DHS	Problem- Solving Courts and Diversion Subcommittee	Staff Time	DOJ Staff

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Funding</li> <li>2.) Politics (State and Local)</li> <li>3.) Staff Resources</li> <li>4.) Timing</li> <li>5.) Resistance from providers</li> <li>6.) Impact on Medicaid rates</li> </ol>
<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Funding- TAD Funding/State Partner agencies</li> <li>2.) Politics- Outreach and Education, Develop bipartisan legislative champions</li> <li>3.) Staff Resources- DOC has completed this process (model, lessons learned)</li> <li>4.) Timing- Statewide stakeholder support, Existing Medicaid certification</li> <li>5.) Resistance from providers- Existing collaboration, Statewide stakeholder support</li> <li>6.) Impact on Medicaid rates- Will complete an assessment of the Behavioral Health providers in the state to determine use of EBP, the fidelity and capacity for delivery of services. Determine how many providers are available in the state to deliver what the workgroup would propose.</li> </ol>

### Work Plan: Diversion and Behavior Change - Suspension vs. Termination of Benefits

Work Plan to Achieve Harm Reduction Goals						
<b>Harm Reduction Goal (Impact)</b>	<ol style="list-style-type: none"> <li>1.) Increase public safety, reduce harm, and improve quality of life</li> <li>2.) Promote fairness and equal treatment</li> <li>3.) Use resources effectively</li> </ol>					
<b>Change Target Goal</b>	Pursue changes to the current law that terminates disability benefits, rather than suspending benefits, for individuals incarcerated for longer than 30 days.					
<b>Outcome 1</b>	90% reduction in time without benefits for released individuals by September 2018					
<b>Outcome 2</b>	90% of individuals to receive services within the 10 days of release by September 2018					
<b>Outcome 3</b>	90% of individuals have immediate involvement in treatment upon release by September 2018					
		Date of Completion	Inputs\Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Discuss issue with State EBDM Team and CJCC Chairs.	5/23/2016	Kelli Thompson	State CJCC, EBDM Subcommittee	Staff Time	DHS
<b>Activity 2</b>	Discuss with Legislative Representatives to address with larger EBDM group.	8/18/2016	Kelli Thompson	EBDM Subcommittee	Staff Time	Legislative Representatives
<b>Activity 3</b>	Increase membership of Problem-Solving Courts and Diversion Subcommittee	8/31/2016	Problem- Solving Courts and Diversion Subcommittee	Matt Raymer	Staff Time	DHS
<b>Activity 4</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Kelli Thompson, Matt Raymer	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 5</b>	Assess what other states are doing to address benefits for incarcerated individuals.	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	Kit Kerschensteiner, DOJ Staff	Staff Time	DHS
<b>Activity 6</b>	Research/formally identify barriers in Wisconsin to making this change.	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	Kit Kerschensteiner, DOJ Staff	Staff Time	DHS
<b>Activity 7</b>	Create a messaging plan on suspension versus termination of benefits.	6/30/2017	Problem- Solving Courts and Diversion Subcommittee	Kit Kerschensteiner, DOJ Staff	Staff Time	Outreach and Communication Subcommittee
<b>Activity 8</b>	Prepare fiscal analysis to determine costs needed to implement/future cost savings.	6/30/2017	DHS	Problem- Solving Courts and Diversion Subcommittee	Staff Time	Legislature

<b>Activity 9</b>	Engage/communicate message with: <ul style="list-style-type: none"> <li>• Wisconsin Council on Mental Health</li> <li>• DOC Secretary</li> <li>• DOC Community Corrections</li> <li>• State Council and Other Drug Abuse</li> <li>• Wisconsin Counties Association</li> <li>• Disability Rights of Wisconsin</li> <li>• DHS</li> <li>• Division of Vocational Rehabilitation</li> </ul>	12/31/2017	Problem- Solving Courts and Diversion Subcommittee	DOJ Staff	Staff Time	Outreach and Communication Subcommittee
<b>Activity 10</b>	Research IT/software solutions needed to implement this change at the state level	3/31/2018	DHS	Problem- Solving Courts and Diversion Subcommittee	Staff Time, IT resources	DOC, DOJ Staff
<b>Activity 11</b>	Research policy changes needed to implement this change at the state level	3/31/2018	DHS	Problem- Solving Courts and Diversion Subcommittee	Staff Time	Legislature
<b>Activity 12</b>	Pursue IT/software and policy changes needed to implement this change at the state level	9/30/2018	DHS	Problem- Solving Courts and Diversion Subcommittee	Staff Time	Legislature

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Politics</li> <li>2.) Funding</li> <li>3.) IT systems</li> <li>4.) Buy-in/community attitudes/stigma</li> </ol>
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<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Politics- Education and outreach, Stakeholder support, Cost benefit analysis</li> <li>2.) Funding- Incentive of future overall cost savings</li> <li>3.) IT systems- Overall cost savings, education and outreach</li> <li>4.) Buy-in- Learn from other states who suspend benefits rather than terminate them</li> </ol>
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### Work Plan: Diversion and Behavior Change - Jail Reentry

#### Work Plan to Achieve Harm Reduction Goals

<b>Harm Reduction Goal (Impact)</b>	<ol style="list-style-type: none"> <li>1.) Increase public safety, reduce harm, and improve quality of life</li> <li>2.) Promote fairness and equal treatment</li> <li>3.) Use resources effectively</li> </ol>
<b>Change Target Goal</b>	Develop model pilot jail reentry programs in local jurisdictions to assure that all jails provide a Reentry Planning Process for individuals in jail longer than 60 days. These pilots will be used to facilitate further replication and expansion.

<b>Outcome 1</b>	85% of inmates in pilot sites are screened and enrolled in services by September 2018
<b>Outcome 2</b>	90% of screened offenders have access to needed services (housing, education, employment, medical, AODA, mental health treatment) by 9/30/18
<b>Outcome 3</b>	10% reduction in recidivism for released offenders within 2 years of release

	Date of Completion	Inputs\Resources				
		Lead Person	Others Responsible	Resource Needs	Partner Coordination	
<b>Activity 1</b>	Articulate roles and responsibilities of State EBDM Subcommittee regarding jail reentry pilot site implementation	8/18/2016	David O'Leary, Kelli Thompson	Matt Raymer, Jane Klekamp	Staff Time	Local Pilot Sites

<b>Activity 2</b>	Provide feedback loop on implementation progress to State CICC	Ongoing, quarterly	David O'Leary, Matt Raymer	Kelli Thompson, Connie Kostelac	Staff Time	Local Pilot Sites
<b>Activity 3</b>	Outreach and Education to jails, law enforcement, and counties on the need for reentry planning	9/30/2016	EBDM Subcommittee, Jane Klekamp, Dan Bresina	Outreach and Communication Subcommittee, DOJ Staff	Staff Time	Statewide LE Associations, Jail Administrators Association, Wisconsin Counties Association
<b>Activity 4</b>	Create an open, statewide process for local jurisdictions to apply for selection as pilot sites for jail reentry	10/31/2016	Matt Raymer	DOJ Staff, EBDM Subcommittee	Staff Time	Badger State Sheriffs Association
<b>Activity 5</b>	Develop evidence-based practices reentry process or jail standards (tool kit), including resources and staffing.	12/31/2016	EBDM Subcommittee, Jane Klekamp, Dan Bresina	DOJ Staff	Staff Time	DOC
<b>Activity 6</b>	Evaluate impacts of expanding reentry planning in each of the local pilot sites	12/31/2016	EBDM Subcommittee, Jane Klekamp, Dan Bresina	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 7</b>	Work with local sites to identify available risk assessment instruments	12/31/2016	Jane Klekamp, Dan Bresina	EBDM Subcommittee	RA Tools, Staff Time	Local Pilot Sites
<b>Activity 8</b>	Determine resource needs in each local site for jail reentry pilot program	12/31/2016	EBDM Subcommittee, Local Pilot Sites	DOJ Staff	Staff Time	Local Sheriff Departments
<b>Activity 9</b>	Create a mechanism for the state team workgroup to work collaboratively with local working groups	12/31/2016	EBDM Subcommittee, Local Pilot Sites	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 10</b>	Assess capacity to house data in a centralized location and identify reporting mechanism for pilot sites	12/31/2016	Connie Kostelac, Megan Jones	EBDM Subcommittee	Staff Time	Local Pilot Sites
<b>Activity 11</b>	Provide funding to local sites in support of pilot program	12/31/2016	Matt Raymer	DOJ Staff	JAG Grant Funds	Local Pilot Sites
<b>Activity 12</b>	Establish local pilot sites	3/31/2017	Local Pilot Sites	DOJ Staff	JAG Grant Funds, Staff Time	EBDM Subcommittee
<b>Activity 13</b>	Develop and implement formal communication/feedback loop between local sites and state team	3/31/2017	EBDM Subcommittee	DOJ Staff	Staff Time	Local Pilot Sites
<b>Activity 14</b>	Implement consistent data collection across pilot sites	9/30/2017	Connie Kostelac, Megan Jones	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, Appriss jail data	Local Pilot Sites, EBDM Subcommittee
<b>Activity 15</b>	Develop methods to evaluate implementation fidelity of jail reentry programs across the pilot sites using uniform data/definitions/performance measures	9/30/2018	Connie Kostelac, Megan Jones	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, Appriss jail data	Local Pilot Sites, EBDM Subcommittee

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Staff capacity/Community partners/team capacity</li> <li>2.) Funding</li> <li>3.) Politics</li> <li>4.) Distribution of resources/Comprehensive systems (treatment, IT, staff) may not be available in rural areas</li> </ol>
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<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"><li>1.) Staff capacity- Develop an inclusive team to address barriers</li><li>2.) Funding- Funding streams</li><li>3.) Politics- Stakeholder support</li><li>4.) Distribution of resources- Other models available, utilize public health resources</li></ol>
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**Work Plan: Behavior Response -DOC Evidence-Based Response to Violations (EBRV)**

**Work Plan to Achieve Harm Reduction Goals**

<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively
<b>Change Target Goal</b>	Implement the use of the behavior response matrix for all Department of Community Corrections regions. The implementation is currently underway but full implementation will take place as part of an overall state strategy and will be accompanied by robust data collection.

<b>Outcome 1</b>	10% reduction in jail bed use by violators by June 2018
<b>Outcome 2</b>	10% decrease in average length of jail stay among violators by June 2018
<b>Outcome 3</b>	10% reduction in jail bed days for pending revocations for technical violations by June 2018
<b>Outcome 4</b>	20% decrease in time between offender behavior and response by June 2018
<b>Outcome 5</b>	10% reduction in the number of violations by June 2018
<b>Outcome 6</b>	20% increase in the ratio of incentives to sanctions by June 2018
<b>Outcome 7</b>	10% reduction in revocations by June 2018
<b>Outcome 8</b>	10% increase in early discharges and discharge from supervision by June 2018

		Date of Completion	Inputs\Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Develop EBRV matrix and decision making tool	Completed	Gena Jarr Rose Spaar Michael Gernetzke	EBDM wkgp EBRV wkgp	Staff Time	DOC Staff
<b>Activity 2</b>	Train DCC staff on philosophical approach and use of the tool.	Completed	Gena Jarr	EBDM wkgp EBRV wkgp Regional CFS	Staff Time	DOC Staff
<b>Activity 3</b>	Pilot EBRV – Region 5 and then Division-wide	Completed	Gena Jarr	EBDM wkgp EBRV wkgp Regional CFS Agents	Staff Time	DOC Staff
<b>Activity 4</b>	Ensure policies and procedures are updated	Completed	Gena Jarr Rose Spaar	EBDM wkgp EBRV wkgp	Staff Time	DOC Staff
<b>Activity 5</b>	Articulate roles and responsibilities of State EBDM Subcommittee regarding DOC EBRV implementation	7/21/2016	David O’Leary, Kelli Thompson	Denise Symdon	Staff Time	DOC Staff
<b>Activity 6</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Denise Symdon	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 7</b>	Develop a communication plan regarding EBRV	7/31/16	Gena Jarr	EBDM wkgp Admin	Staff Time	DOC Staff, DOJ Staff
<b>Activity 8</b>	Train CJS stakeholders	7/31/16	EBDM workgroup CFS	Agents	Staff Time	DOC Staff, DOJ Staff
<b>Activity 9</b>	Train Staff on Module 3 – EBRV in COMPAS	8/31/16	Gena Jarr Michael Gernetzke	EBDM wkgp EBRV wkgp Regional CFS Agents	Staff Time	DOC Staff, DOJ Staff
<b>Activity 10</b>	Ongoing review of Behavior Management research and modifications made to EBRV as necessary	9/30/16	EBDM Workgroup EBRV Workgroup Ambassador		Staff Time	DOC Staff, DOJ Staff
<b>Activity 11</b>	Implement EBRV in COMPAS	12/31/16	Gena Jarr Michael Gernetzke	EBDM wkgp EBRV wkgp CFS Agents	Staff Time	DOC Staff, DOJ Staff

<b>Activity 12</b>	Data analysis utilized to determine further action steps	6/30/17	Megan Jones	R/P Unit BTM	Staff Time	DOC Staff, DOJ Staff
<b>Activity 13</b>	Training on 10 Steps to Risk Reduction & Module 4 = Agent interventions	Ongoing	EBDM Workgroup	DCC field staff	Staff Time	DOC Staff, DOJ Staff
<b>Potential Barriers</b>	1.) RA vendor UAT changes identified are made. 2.) Staff buy in and emphasizing the value of the tool. 3.) Change fatigue in DCC 4.) Funding decreases 5.) Non-compliance with providers 6.) Lack of services in various parts of the state					
<b>Strategies to Address Barriers</b>	1.) RA vendor changes- Michael Gernetzke will work closely with RA vendor to address necessary changes in a timely manner. 2.) Staff buy in- Ongoing training as noted above. Communication. Work on competency development in unit meetings bi-monthly. 3.) Change- Work toward maintaining vacancies. Provide support to staff as needed and provide positive encouragement. Recognize the accomplishments. Share the good story. 4.) Funding- Submit budget requests as needed. Prioritize program needs with remaining resources. 5.) Non-compliance- Establish an annual process for recruiting vendors for state program contracts. Follow Corrective Action Plans – work with UCCI for additional training 6.) Lack of services- Use teleconference, video conference, travel or research new technological advances in the field. Contact other states for information on best practices.					

<b>Work Plan: Behavior Response-Problem - Solving Courts</b>						
<b>Work Plan to Achieve Harm Reduction Goals</b>						
<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively					
<b>Change Target Goal</b>	Develop and implement structured behavior response plans for Problem Solving Courts throughout Wisconsin.					
<b>Outcome 1</b>	75% admissions to appropriate program by risk level in pilots by September 2018					
<b>Outcome 2</b>	25% decrease in use of jail for sanctions in pilots by September 2018					
<b>Outcome 3</b>	25% reduction in jail bed days used for violation response in pilots by September 2018					
<b>Outcome 4</b>	20% decrease in average days to behavior response by September 2018					
<b>Outcome 5</b>	90% of participants educated on potential behavior responses by September 2018					
<b>Outcome 6</b>	10% increase in completion of cognitive programming for top 4 criminogenic needs by September 2018					
<b>Outcome 7</b>	10% increase in the percent of goals completed for participants in pilot counties by September 2018					
<b>Outcome 8</b>	10% increase in the percent of participants graduating from drug court in pilots by September 2018					
		<b>Date of Completion</b>	<b>Inputs\Resources</b>			
			<b>Lead Person</b>	<b>Others Responsible</b>	<b>Resource Needs</b>	<b>Partner Coordination</b>
<b>Activity 1</b>	Increase membership of Problem-Solving Courts and Diversion Subcommittee	8/31/2016	Problem- Solving Courts and Diversion Subcommittee	Matt Raymer	Staff Time	Wisconsin Association of Treatment Court Professionals (WATCP)
<b>Activity 2</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Kelli Thompson, Matt Raymer	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 3</b>	Engage WATCP and present at annual conferences on behavior response	9/30/16, ongoing	Kelli Thompson	Subcommittee Members, Katy Burke (Statewide Problem-Solving Courts Coordinator) DOJ Staff	Staff Time	WATCP

<b>Activity 4</b>	Begin development of structured behavior response guidance	10/31/2016	Problem- Solving Courts and Diversion Subcommittee	DOJ Staff	Staff Time	WATCP
<b>Activity 5</b>	Incorporate guidance on risk assessment tools for all referrals	10/31/2016	Problem- Solving Courts and Diversion Subcommittee	Katy Burke (Statewide Problem-Solving Courts Coordinator), WATCP, DOJ Staff,	Staff Time, RA Tools	Local Treatment Courts, EBDM Subcommittee
<b>Activity 6</b>	Incorporate an increased spectrum of possible responses to behaviors, both positive and negative	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	Katy Burke, WATCP, DOJ Staff	Staff Time	DOC Staff
<b>Activity 7</b>	Define violations and determine severity of violations; Ratio of 4:1 for incentives & sanctions	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	Katy Burke, WATCP, DOJ Staff	Staff Time	DOC Staff
<b>Activity 8</b>	Incorporate weighting of violation and corresponding response (Tool available & # of courts using tool)	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	Katy Burke, WATCP, DOJ Staff	Staff Time	DOC Staff
<b>Activity 9</b>	Transparency – develop a mechanism to inform local participants of the guide & expectations	3/31/2017	Problem- Solving Courts and Diversion Subcommittee	Katy Burke, WATCP, DOJ Staff	Staff Time	DOC Staff
<b>Activity 10</b>	Review over/under-riding criteria due to mitigating or aggravating factors	3/31/2017	Problem- Solving Courts and Diversion Subcommittee	Katy Burke, WATCP, DOJ Staff	Staff Time	DOC Staff
<b>Activity 11</b>	Develop resource guide for randomized alcohol & drug testing options	3/31/2017	Problem- Solving Courts and Diversion Subcommittee	Katy Burke, WATCP, DOJ Staff	Staff Time	DOC Staff
<b>Activity 12</b>	Draft standards (Include list of approved Risk Assessment and Mandate Behavior Response Matrix)	6/30/2017	Problem- Solving Courts and Diversion Subcommittee	Katy Burke, WATCP, DOJ Staff	Staff Time	DOC Staff
<b>Activity 13</b>	Incorporate into existing Treatment Court Standards Trainings taking place in WI	9/30/2017	Katy Burke, WATCP, DOJ Staff	Subcommittee members	Staff Time	Training and Model Policies Subcommittee
<b>Activity 14</b>	Continuous incorporation of research	Ongoing	Problem- Solving Courts and Diversion Subcommittee	Katy Burke, WATCP, DOJ Staff	Staff Time	DOC Staff

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Differences in severity of violations among Treatment Courts, as well as between DOC and Treatment Court Teams.</li> <li>2.) Need for community support and understanding. Public perception of participant failures reflecting negatively on the treatment court.</li> <li>3.) Each jurisdiction is different and local control is still important.</li> </ol>
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<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Differences in Severity- Treatment Courts and DOC work together to determine violation severities and develop behavior response guide. Wisconsin Association of Treatment Court Professionals (WATCP) can work with local treatment court coordinators from a statewide perspective.</li> <li>2.) Need for Support- Community outreach and education - Build better relationships with the media.</li> <li>3.) Each Jurisdiction- Include partners from various locations in the Problem-Solving Courts and Diversion Subcommittee.</li> </ol>
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**Work Plan: Behavior Response-Diversion/Deferred Prosecution**

**Work Plan to Achieve Harm Reduction Goals**

<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively					
<b>Change Target Goal</b>	Develop and implement Statewide Diversion/Deferred Prosecution standards to include a structured behavior response plan.					
<b>Outcome 1</b>	75% admissions to appropriate program by risk level in pilots by September 2018					
<b>Outcome 2</b>	25% decrease in use of jail for sanctions in pilots by September 2018					
<b>Outcome 3</b>	25% reduction in jail bed days used for violation response in pilots by September 2018					
<b>Outcome 4</b>	20% decrease in average days to behavior response by September 2018					
<b>Outcome 5</b>	90% of participants educated on potential behavior responses by September 2018					
<b>Outcome 6</b>	10% increase in completion of cognitive programming for top 4 criminogenic needs by September 2018					
<b>Outcome 7</b>	10% increase in the percent of goals completed for participants in pilot counties by September 2018					
<b>Outcome 8</b>	10% increase in the percent of participants successfully completing diversion program in pilots by September 2018					
		<b>Date of Completion</b>	<b>Inputs/Resources</b>			
			<b>Lead Person</b>	<b>Others Responsible</b>	<b>Resource Needs</b>	<b>Partner Coordination</b>
<b>Activity 1</b>	Increase membership of Problem-Solving Courts and Diversion Subcommittee to serve as Diversion/Deferred Prosecution Advisory Committee (DDPAC)	8/31/2016	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, Matt Raymer	Staff Time	DOJ Staff
<b>Activity 2</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Kelli Thompson, Matt Raymer	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 3</b>	Develop approved list of Risk Assessment Tools <ul style="list-style-type: none"> <li>• Research available tools</li> <li>• Survey of current tools used by Diversion/Deferred Prosecution Programs</li> </ul>	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, DOJ staff	Staff Time, DOJ Survey results	EBDM Subcommittee
<b>Activity 4</b>	Research current national standards, survey current statewide practice, conduct EBP/Promising Practice review	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, DOJ staff	Staff Time	EBDM Subcommittee
<b>Activity 5</b>	Following model of the WATCP Treatment Court Standards, begin development of Diversion/Deferred Prosecution Standards	6/30/2017	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, DOJ staff	Staff Time	EBDM Subcommittee
<b>Activity 6</b>	Draft standards (Include list of approved Risk Assessment and Mandate Behavior Response Matrix)	12/31/2017	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, DOJ staff	Staff Time	EBDM Subcommittee
<b>Activity 7</b>	Conduct Training on Standards <ul style="list-style-type: none"> <li>• Condense standards into a curriculum easily replicable</li> <li>• Recruit DDPAC members to serve as trainers along with DOJ staff</li> </ul>	6/30/2018	Problem- Solving Courts and Diversion Subcommittee	Subcommittee members, DOJ staff	Staff Time	Training and Model Policies Subcommittee
<b>Activity 8</b>	Create/Identify Evaluation Measures and Data System <ul style="list-style-type: none"> <li>• Clearly determine expected outcomes of implementing standards</li> <li>• Identify or create single data system to collect outcome data</li> <li>• Capture Baseline Data</li> </ul>	9/30/2018	Connie Kostelac	DOJ Staff, Problem-Solving Courts and Diversion Subcommittee	TAD funds, CORE Reporting System	Local Diversion/Deferred Prosecution programs

<b>Activity 9</b>	Evaluate and Modify Standards As Necessary <ul style="list-style-type: none"> <li>Evaluate collected data</li> <li>Attempt to determine if changes are necessary</li> <li>If changes are necessary identify whether change is a policy or practice issue</li> <li>Implement changes to achieve best possible system outcomes</li> </ul>	Ongoing	Problem- Solving Courts and Diversion Subcommittee	Connie Kostelac, DOJ Staff	Staff Time	Training and Model Policies Subcommittee
<b>Activity 10</b>	Memorialize the process of consistent evaluation and role of DDPAC 1) Create sustainable funding 2) Create legislation mandating committee and/or 3) Mandate a State Department for review/oversight of this process	9/30/2018	Problem-Solving Courts and Diversion Subcommittee	EBDM Subcommittee, State CJCC	Staff Time, legislation	Legislature

<b>Potential Barriers</b>	1.) Staff Funding, Funding 2.) Legislature 3.) County Resources 4.) Stakeholder Resources, Culture, Public Perception
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<b>Strategies to Address Barriers</b>	1.) Staff Funding & Funding- Grants, Data Collection 2.) Legislature- Outreach and Education, Data Collection 3.) County & Stakeholder Resources- Data Collection 4.) Culture & Perception-Outreach and Education, Data Collection
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**Work Plan: Behavior Response - Pretrial Supervision**

**Work Plan to Achieve Harm Reduction Goals**

<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively
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<b>Change Target Goal</b>	Develop and implement Statewide Pretrial Supervision standards to include a structured behavior response plan.
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<b>Outcome 1</b>	10% decrease in pretrial detention of low risk individuals by June 2018
<b>Outcome 2</b>	65% successful completion of pretrial supervision in pilots by September 2018

	Date of Completion	Inputs\Resources				
		Lead Person	Others Responsible	Resource Needs	Partner Coordination	
<b>Activity 1</b>	Increase membership of Problem-Solving Courts and Diversion Subcommittee to serve as Pretrial Services Advisory Committee (PSAC)	8/31/2016	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, Matt Raymer	Staff Time	EBDM Subcommittee
<b>Activity 2</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Kelli Thompson, Matt Raymer	DOJ Staff	Staff Time	EBDM Subcommittee

<b>Activity 3</b>	Develop approved list of Risk Assessment Tools <ul style="list-style-type: none"> <li>• Research available tools</li> <li>• Survey of current tools used by Pretrial Supervision Programs</li> </ul>	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, DOJ staff	Staff Time, DOJ Survey results	EBDM Subcommittee
<b>Activity 4</b>	Research current national standards, survey current statewide practice, conduct EBP/Promising Practice review	12/31/2016	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, DOJ staff	Staff Time	EBDM Subcommittee
<b>Activity 5</b>	Following model of the WATCP Treatment Court Standards, begin development of Pretrial Supervision Standards	6/30/2017	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, DOJ staff	Staff Time	EBDM Subcommittee
<b>Activity 6</b>	Draft standards (Include list of approved Risk Assessment and Mandate Behavior Response Matrix)	12/31/2017	Problem- Solving Courts and Diversion Subcommittee	Nick Sayner, DOJ staff	Staff Time	EBDM Subcommittee
<b>Activity 7</b>	Conduct Training on Standards <ul style="list-style-type: none"> <li>• Condense standards into a curriculum easily replicable</li> <li>• Recruit PSAC members to serve as trainers along with DOJ staff</li> </ul>	6/30/2018	Problem- Solving Courts and Diversion Subcommittee	Subcommittee members, DOJ staff	Staff Time	Training and Model Policies Subcommittee
<b>Activity 8</b>	Create/Identify Evaluation Measures and Data System <ul style="list-style-type: none"> <li>• Clearly determine expected outcomes of implementing standards</li> <li>• Identify or create single data system to collect outcome data</li> <li>• Capture Baseline Data</li> </ul>	9/30/2018	Connie Kostelac	DOJ Staff, Problem-Solving Courts and Diversion Subcommittee	JAG funds, CORE Reporting System	Local Pretrial Supervision programs
<b>Activity 9</b>	Evaluate and Modify Standards As Necessary <ul style="list-style-type: none"> <li>• Evaluate collected data</li> <li>• Attempt to determine if changes are necessary</li> <li>• If changes are necessary identify whether change is a policy or practice issue</li> <li>• Implement changes to achieve best possible system outcomes</li> </ul>	Ongoing	Problem- Solving Courts and Diversion Subcommittee	Connie Kostelac, DOJ Staff	Staff Time	Training and Model Policies Subcommittee
<b>Activity 10</b>	Memorialize the process of consistent evaluation and role of PSAC 1) Create sustainable funding 2) Create legislation mandating committee 3) Mandate a State Department for review/oversight of this process and/or 4) Create statewide pretrial services agency	9/30/2018	Problem-Solving Courts and Diversion Subcommittee	EBDM Subcommittee, State CJCC	Staff Time, legislation	Legislature
<b>Potential Barriers</b>	1.) Staff Funding, Funding 2.) Legislature 3.) County Resources 4.) Stakeholder Resources, Culture/Public Perception					

<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"><li>1.) Staff Funding &amp; Funding- Grants, Data Collection</li><li>2.) Legislature- Outreach and Education, Data Collection</li><li>3.) County &amp; Stakeholder Resources- Data Collection</li><li>4.) Culture &amp; Perception-Outreach and Education, Data Collection</li></ol>
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## Work Plan: Professional Development - CIT

### Work Plan to Achieve Harm Reduction Goals

<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively
<b>Change Target Goal</b>	Make CIT training available to all law enforcement first-level responders (officers and dispatchers/9-1-1) statewide; improve interactions with the community; reduction in use of force; connections to services; reducing collateral harm such as losing housing; enhancing public trust.

<b>Outcome 1</b>	10% reduction in use of jail for individuals with mental health needs by June 2018
<b>Outcome 2</b>	10% decrease in use of force incidents involving individuals with mental health needs by September 2018
<b>Outcome 3</b>	10% increase in use of referrals for mental health services by September 2018
<b>Outcome 4</b>	10% reduction in the number of mental health related calls for service by September 2018

		Date of Completion	Inputs\Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Develop new Model Policies and Training Subcommittee of the State CJCC, incorporating all necessary discipline-specific members (NAMI, DHS). The Subcommittee will include two workgroups - Professional Development/Training and Model Policies	8/31/2016	Matt Raymer	State CJCC, DOJ Staff	Staff Time	DOJ Training and Standards Bureau
<b>Activity 2</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Matt Raymer, New Subcommittee Chair		Staff Time	Model Policies and Training Subcommittee
<b>Activity 3</b>	Feedback loop between the workgroup and other state CJCC subcommittees is implemented around Professional Development/Training related to their change target goals	Ongoing, quarterly	Matt Raymer, New Subcommittee Chair	Additional CJCC Subcommittee chairs, DOJ staff	Staff Time	Model Policies and Training Subcommittee
<b>Activity 4</b>	Work with counties to identify what mental health resources are available in each community	9/30/2016	NAMI, Professional Development/Training Workgroup	DOJ Staff	Staff Time	Wisconsin Counties Association, DHS
<b>Activity 5</b>	Work with NAMI (National Alliance on Mental Illness) to create a strategic statewide training plan through the coordination of the Justice and Mental Health Collaboration Program Grant, DHS funding, and JAG funding	3/31/2017	Matt Raymer, New Subcommittee Chair	DOJ Staff, NAMI, Professional Development/Training Workgroup	Staff Time	DHS
<b>Activity 6</b>	Identify data collection process to address effectiveness of training	3/31/2017	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time	NAMI
<b>Activity 7</b>	Use established CIT training sites throughout Wisconsin to schedule annual evidence based CIT trainings regionally, available to all law enforcement first responders	9/30/2017, ongoing	NAMI- Julianne Carbin	DOJ Staff	Staff Time	DHS, DOJ Training and Standards Bureau
<b>Activity 8</b>	Identify sustainability plan (funding, resources, etc.)	6/30/2018	Professional Dev/Training Workgroup, NAMI	Matt Raymer	Staff Time	DHS
<b>Activity 9</b>	Implement CIT training that is continually available to all law enforcement first responders (officers and dispatcher/9-1-1) at CIT training sites	6/30/2018, ongoing	NAMI	DOJ Staff	Staff Time	Local law enforcement

<b>Activity 10</b>	Implement data collection/evaluation process	6/30/2018, ongoing	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time	NAMI, Local law enforcement
<b>Activity 11</b>	Address the potential need to incorporate more CIT training into basic training	Ongoing	New Subcommittee	DOJ Staff	Staff Time	DOJ Training and Standards Bureau

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Budget limitations</li> <li>2.) Stakeholder resistance</li> <li>3.) Availability of training</li> <li>4.) Data Collection</li> <li>5.) Diversity/racial disparity</li> </ol>
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<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Budget limitations- Overcome budget limitations by using grant funding (Justice and Mental Health Collaboration Program Grant, JAG Funding). Use current resources, NAMI, currently partly funded by DHS.</li> <li>2.) Stakeholder resistance- Stakeholder resistance will be identified and addressed through outreach/education.</li> <li>3.) Availability of training- Newly developed training curriculum and model policies will lead to increased training availability statewide.</li> <li>4.) Data collection- The newly formed Professional Development/Training Workgroup will include members with experience with data collection methods.</li> <li>5.) Diversity/racial disparity-DOJ is hiring a full time position to coordinate statewide efforts to address racial disparities.</li> </ol>
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### Work Plan: Professional Development - Dispatch

#### Work Plan to Achieve Harm Reduction Goals

<b>Harm Reduction Goal (Impact)</b>	<ol style="list-style-type: none"> <li>1.) Increase public safety, reduce harm, and improve quality of life</li> <li>2.) Promote fairness and equal treatment</li> <li>3.) Use resources effectively</li> </ol>
<b>Change Target Goal</b>	Statewide training for dispatchers and 9-1-1 operators that includes a focus on: professional communication, trauma and bias informed approach, harm reduction, effectively dealing with the community and officers, decision making skills, collecting and relaying information objectively under stress, and engaging in active and reflective listening.

<b>Outcome 1</b>	10% decrease in use of force incidents by September 2018
<b>Outcome 2</b>	20% increase in victim/customer satisfaction with 9-1-1 and dispatch services
<b>Outcome 3</b>	10% increase in use of referrals to other services by September 2018

		Date of Completion	Inputs\Resources			
			Lead Person	Others Responsible	Needs	Coordination
<b>Activity 1</b>	Develop new Model Policies and Training Subcommittee of the State CJCC, incorporating all necessary discipline-specific members. The Subcommittee will include two workgroups - Professional Development/Training and Model Policies	8/31/2016	Matt Raymer	State CJCC, DOJ Staff	Staff Time	DOJ Training and Standards Bureau
<b>Activity 2</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Matt Raymer, New Subcommittee Chair	DOJ Staff	Staff Time	Model Policies and Training Subcommittee
<b>Activity 3</b>	Feedback loop between the workgroup and other state CJCC subcommittees is implemented around Professional Development/Training related to their change target goals	Ongoing, quarterly	Matt Raymer, New Subcommittee Chair	Additional CJCC Subcommittee chairs, DOJ staff	Staff Time	Model Policies and Training Subcommittee
<b>Activity 4</b>	Review information on current dispatcher training programs nationally and locally	11/30/2016	Stacy Lenz, Professional Dev/Training Workgroup	DOJ Staff	Staff Time	Local Dispatch
<b>Activity 5</b>	Identify steps for administrative and legislative policy changes	11/30/2016	Professional Dev/Training Workgroup	DOJ Staff	Staff Time	Legislature

<b>Activity 6</b>	Develop and identify outreach/education materials for stakeholders and necessary discipline groups	3/31/2017	Professional Dev/Training Workgroup Chair	DOJ Staff	Staff Time	Local Dispatch
<b>Activity 7</b>	Work with the Curriculum Advisory Committee and other relevant groups to develop evidence based content and curriculum for dispatchers	6/30/2017	Stacy Lenz/Professional Dev/Training Workgroup	DOJ Staff	Staff Time	Curriculum Advisory Committee
<b>Activity 8</b>	Gather legislative support, meet with legislators who will co-sponsor, prepare to introduce bill	9/30/2017	Professional Dev/Training Workgroup	DOJ Staff, EBDM Subcommittee	Staff Time	Legislature
<b>Activity 9</b>	Work with legislature to introduce bill to create a dispatcher training program. Continually monitor legislative process and provide any requested documentation	TBD	Professional Dev/Training Workgroup	DOJ Staff, EBDM Subcommittee	Staff Time	Legislature
<b>Activity 10</b>	(Whether bill is passed or not) Continually work with the Curriculum Advisory Committee and DOJ-Training & Standards to incorporate more training for dispatchers	12/31/2017	Stacy Lenz/Professional Dev/Training Workgroup	DOJ Staff, EBDM Subcommittee	Staff Time	Legislature, Curriculum Advisory Committee
<b>Activity 11</b>	Coordinate with the newly developed Model Policies Workgroup to develop model policies based on training curriculum	6/30/2017	Professional Dev/Training Workgroup, Matt Raymer	DOJ Staff	Staff Time	Model Policies Workgroup
<b>Activity 12</b>	Identify data collection process to address effectiveness of training	6/30/2018	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, Funding	Local Dispatch
<b>Activity 13</b>	Identify sustainability plan (funding, resources, etc.)	3/31/2018	Stacy Lenz, Matt Raymer	DOJ Staff	Staff Time	Legislature
<b>Activity 14</b>	Implement statewide training that is continually available for dispatchers and 9-1-1 operators	6/30/2018	TBD	DOJ Training and Standards Bureau	Staff Time, Funding	Local Dispatch
<b>Activity 15</b>	Implement data collection process/evaluation	9/30/2018	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, Funding	Local Dispatch

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Budget limitations</li> <li>2.) Stakeholder resistance</li> <li>3.) Availability of training</li> <li>4.) Data Collection</li> <li>5.) Diversity/racial disparity</li> </ol>
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<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Budget limitations- Overcome budget limitations by using current training curriculum/models in place nationally and locally. Grant funding to support dispatch training will also be identified and applied for.</li> <li>2.) Stakeholder resistance- Stakeholder resistance will be identified and addressed through outreach/education.</li> <li>3.) Availability of training- Newly developed training curriculum and model policies will lead to increased training availability statewide.</li> <li>4.) Data collection- The newly formed Professional Development/Training Workgroup will include members with experience with data collection methods.</li> <li>5.) Diversity/racial disparity-DOJ is hiring a full time position to coordinate statewide efforts to address racial disparities.</li> </ol>
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### Work Plan: Professional Development - Judges, Prosecution, Defenders

#### Work Plan to Achieve Harm Reduction Goals

<b>Harm Reduction Goal (Impact)</b>	<ol style="list-style-type: none"> <li>1.) Increase public safety, reduce harm, and improve quality of life</li> <li>2.) Promote fairness and equal treatment</li> <li>3.) Use resources effectively</li> </ol>
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<b>Change Target Goal</b>	Providing consistent training to judges, defense attorneys, and prosecutors on evidence-based plea negotiations that support the use of objective and consistent factors and criteria in the negotiation process, which can reduce workloads, stress on resources, and promote consistency in outcomes across counties and individuals.					
<b>Outcome 1</b>	10% reduction in workload for DA's, judges, and public defenders by September 2018					
<b>Outcome 2</b>	10% increase in the number of appropriate resolution of cases by September 2018					
<b>Outcome 3</b>	10% decrease in time to case resolution where use of risk-based tool is implemented by September 2018					
<b>Outcome 4</b>	25% improvement in consistent outcomes for similar cases within and across counties where risk-based tools are implemented by September 2018					
		Date of Completion	Inputs\Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Develop new Model Policies and Training Subcommittee of the State CJCC, incorporating all necessary discipline-specific members. The Subcommittee will include two workgroups - Professional Development/Training and Model Policies	8/31/2016	Matt Raymer	State CJCC, DOJ Staff	Staff Time	DOJ Training and Standards Bureau
<b>Activity 2</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Matt Raymer, New Subcommittee Chair	DOJ Staff	Staff Time	Model Policies and Training Subcommittee
<b>Activity 3</b>	Feedback loop between the workgroup and other state CJCC subcommittees is implemented around Professional Development/Training related to their change target goals	Ongoing, quarterly	Matt Raymer, New Subcommittee Chair	Additional CJCC Subcommittee chairs, DOJ staff	Staff Time	Model Policies Workgroup
<b>Activity 4</b>	Develop and identify outreach/education materials for stakeholders and necessary discipline groups	6/30/2017	Professional Dev/Training Workgroup	DOJ Staff	Staff Time	SPET, State Public Defenders Office, Judicial Education
<b>Activity 5</b>	Development of training materials on evidence based plea negotiations and sentencing	6/30/2017	Professional Dev/Training Workgroup	DOJ Staff	Staff Time	SPET, State Public Defenders Office, Judicial Education
<b>Activity 6</b>	Identify data collection process to address effectiveness of training	8/30/2017	Professional Dev/Training Workgroup, Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time, Funding	SPET, State Public Defenders Office, Judicial Education
<b>Activity 7</b>	Identify and schedule individuals to present at DA, Public Defender, and Judicial conferences	12/31/2017	Professional Dev/Training Workgroup Chair	DOJ Staff	Amy Domaszek Gina Pruski	SPET, State Public Defenders Office, Judicial Education
<b>Activity 8</b>	Execute consistent evidence based trainings for all DA's, Public Defenders, and Judges	6/30/2018	TBD	Professional Dev/Training Workgroup	Staff Time, Funding	SPET, State Public Defenders Office, Judicial Education
<b>Activity 9</b>	Implement data collection process	6/30/2018	Connie Kostelac	DOJ Staff	Staff Time, Funding	SPET, State Public Defenders Office, Judicial Education
<b>Activity 10</b>	Evaluate collected data	9/30/2018	Connie Kostelac	DOJ Staff	Staff Time, Funding	SPET, State Public Defenders Office, Judicial Education

<b>Activity 11</b>	Continually coordinate yearly consistent training on evidence based plea negotiations and sentencing	9/30/2018, ongoing	TBD	Professional Dev/Training Workgroup	Staff Time, Funding	SPET, State Public Defenders Office, Judicial Education
<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Budget limitations</li> <li>2.) Stakeholder resistance</li> <li>3.) Availability of training</li> <li>4.) Data Collection</li> <li>5.) Diversity/racial disparity</li> </ol>					
<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Budget limitations- Overcome budget limitations by using current training curriculum/models in place nationally and locally. Grant funding to support dispatch training will also be identified and applied for.</li> <li>2.) Stakeholder resistance- Stakeholder resistance will be identified and addressed through outreach/education.</li> <li>3.) Availability of training- Training will be incorporated into current District Attorney, Public Defender, and Judicial training.</li> <li>4.) Data collection- The newly formed Professional Development/Training Workgroup will include members with experience with data collection methods.</li> <li>5.) Diversity/racial disparity-DOJ is hiring a full time position to coordinate statewide efforts to address racial disparities.</li> </ol>					

**Work Plan: System-wide Collaboration - EBDM Communication Strategy**

**Work Plan to Achieve Harm Reduction Goals**

<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively
<b>Change Target Goal</b>	Provide public education and outreach efforts for the EBDM Initiative, and incorporate the needs/efforts of the change target workgroups into an overall EBDM Communications Strategy.

<b>Outcome 1</b>	80% of stakeholders support implementation of EBDM by September 2018.
<b>Outcome 2</b>	80% of community members surveyed support implementation of EBDM September 2018

		Date of Completion	Inputs\Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Matt Raymer, Tiana Glenna	Tommy Gubbin	Staff Time	Outreach/Communication Subcommittee
<b>Activity 2</b>	Implement feedback loop between the Outreach/Communication Subcommittee and additional CJCCs regarding their EBDM change target progress and marketing these efforts	Ongoing, quarterly	Matt Raymer, Tiana Glenna	Additional CJCC Subcommittee chairs, DOJ staff	Staff Time	Outreach/Communication Subcommittee
<b>Activity 3</b>	Present at Wisconsin Counties Association Annual Conference to inform counties of the benefits of CJCCs and EBDM	9/26/2016	Kelli Thompson, Nick Sayner, Matt Raymer	Sarah Diedrick-Kasdorf	Staff Time	Wisconsin Counties Association
<b>Activity 4</b>	Develop marketing plan resources: <ul style="list-style-type: none"> <li>• Contact UW-Madison, School of Business or UW Extension for marketing intern or LTE position</li> <li>• Create marketing position to post on the UW Business School jobs board as a paid, hourly LTE</li> <li>• Use request for proposal type document to illustrate desired marketing products</li> <li>• Contact Mark O'Connell (Wisconsin Counties Association) to ask for assistance in marketing EBDM to counties</li> <li>• UW Business School or UW Extension will begin create the marketing plan</li> <li>• Create action items based on marketing plan</li> </ul>	9/30/2016	Tiana Glenna	DOJ Staff, Tommy Gubbin, Outreach/Communication Subcommittee	Staff Time, JAG funding	Universities, Wisconsin Counties Association
<b>Activity 5</b>	Work with marketing student(s) and Wisconsin Counties Association to develop an EBDM Communication Strategy	12/31/2016	Tiana Glenna, Outreach/Communication Subcommittee	DOJ Staff, Tommy Gubbin	Staff Time	Universities, Wisconsin Counties Association, EBDM Capacity Builders

<b>Activity 6</b>	Develop communication/promotional products to include: <ul style="list-style-type: none"> <li>• Webinars</li> <li>• Video opportunities with vendors (Truscribe, etc.)</li> <li>• DOJ video opportunities</li> <li>• Wisconsin Eye public video opportunities for State CJCC meetings</li> <li>• EBDM one-pagers, briefing documents</li> </ul>	12/31/2016	Tiana Glenna, Outreach/Communication Subcommittee	DOJ Staff, Tommy Gubbin	Staff Time, JAG funding	Universities, Wisconsin Counties Association, EBDM Capacity Builders, Potential Vendors
<b>Activity 7</b>	Provide outreach to various stakeholders/partner agencies at their conferences	12/31/2017	Tiana Glenna, Outreach/Communication Subcommittee	DOJ Staff, Tommy Gubbin	Staff Time	Universities, Wisconsin Counties Association, EBDM Capacity Builders, Potential Vendors
<b>Activity 8</b>	Identify all law enforcement meetings/conferences and implement focused EBDM marketing efforts: <ul style="list-style-type: none"> <li>• Badger State Sheriffs Assn</li> <li>• WI Chiefs of Police Assn</li> <li>• Sheriffs Deputy Sheriffs Assn</li> <li>• WI DA Assn</li> <li>• SPET</li> <li>• WI Professional Police Assn</li> <li>• WI Police Executive Group</li> <li>• WI Law Enforcement Executive Assn</li> <li>• WI Law Enforcement Training Officers Assn</li> <li>• WI Jail Assn, New Chiefs Training early in year</li> <li>• WI Sheriffs and Deputy Sheriff's Conf</li> <li>• AG Summit</li> <li>• CIB Conference</li> </ul>	12/31/2017	Tiana Glenna, Outreach/Communication Subcommittee	DOJ Staff, Tommy Gubbin	Staff Time	Universities, Wisconsin Counties Association, EBDM Capacity Builders, Potential Vendors
<b>Activity 9</b>	Implement marketing plan for the EBDM Initiative and the state's progress on its change targets to a statewide stakeholder audience and the public	9/30/2018	Tiana Glenna, Outreach/Communication Subcommittee	DOJ Staff, Tommy Gubbin	Staff Time	Universities, Wisconsin Counties Association, EBDM Capacity Builders, Potential Vendors

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) State budget cuts have left the schools short-staffed and intern/employment opportunities are less available, so it may be difficult to secure a student for the marketing efforts.</li> <li>2.) Buy-in of stakeholders to move forward with EBDM implementation.</li> <li>3.) General lack of understanding of EBDM and these efforts.</li> </ol>
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<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Work with WCA (Mark O'Connell) to secure UW Extension assistance. Utilize potential JAG funding.</li> <li>2/3.) Utilize capacity builders, EBDM sites and mentor counties to help educate the state about the EBDM Initiative.</li> </ol>
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**Work Plan: System-wide Collaboration - Increase Local CJCCs in WI**

**Work Plan to Achieve Harm Reduction Goals**

<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively						
<b>Change Target Goal</b>	Increase the number of local Criminal Justice Coordinating Councils in Wisconsin.						
<b>Outcome 1</b>	100% of existing CJCCs demonstrate commitment to EBP by September 2018						
<b>Outcome 2</b>	25% increase in diversion programs or treatment courts used in counties by September 2018						
<b>Outcome 3</b>	10% increase in the use of risk assessment tools at multiple stages in counties with CJCCs by September 2018						
			<b>Date of Completion</b>	<b>Inputs\Resources</b>			
				<b>Lead Person</b>	<b>Others Responsible</b>	<b>Resource Needs</b>	<b>Partner Coordination</b>
<b>Activity 1</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Matt Raymer, Tiana Glenna		Staff Time	Outreach/Communication Subcommittee	
<b>Activity 2</b>	Review CJCC/TAD county survey to determine which counties/ tribes do and do not have CJCCs	9/30/2016	Outreach/Communication Subcommittee	Tommy Gubbin, DOJ Staff	Survey Results, Staff Time	Counties/Tribes	
<b>Activity 3</b>	Compile list of all counties/ tribes that have a CJCC and all that do not have a CJCC	9/30/2016	Outreach/Communication Subcommittee	Tommy Gubbin, DOJ Staff	Survey Results, Staff Time	Counties/Tribes	
<b>Activity 4</b>	Contact counties/tribes that reported having a CJCC to determine the degree of functioning and quality	10/31/2016	Tommy Gubbin	DOJ Staff	Staff Time	Counties/Tribes	
<b>Activity 5</b>	Contact non-CJCC counties/ tribes to determine reason for not having a CJCC, as well as interest in TA to form a CJCC in their county/tribe	10/31/2016	Tommy Gubbin	DOJ Staff	Staff Time	Counties/Tribes	
<b>Activity 6</b>	Add all CJCC information onto the State CJCC Website map	12/31/2016	DOJ Staff	Tommy Gubbin	Staff Time	Outreach/Communication Subcommittee	
<b>Activity 8</b>	Create a CJCC start-up toolkit. Identify toolkit documents: What is a CJCC?, How to start a CJCC?	3/31/2017	Tommy Gubbin	DOJ Staff	Staff Time	Outreach/Communication Subcommittee	
<b>Activity 7</b>	Create separate (discipline-specific) packets of outreach information intended for different audiences	3/31/2017	Tommy Gubbin	DOJ Staff	Staff Time	Outreach/Communication Subcommittee	
<b>Activity 8</b>	Populate newly created webpages (i.e. What is a CJCC?, How to start a CJCC?, evidence-based practices information) with toolkit and outreach information	3/31/2017	DOJ Staff	Tommy Gubbin	Staff Time	Outreach/Communication Subcommittee	
<b>Activity 9</b>	Disseminate toolkit and outreach information to identified counties/tribes	4/30/2017	Tommy Gubbin	Outreach/Communication Subcommittee	Staff Time	Counties/Tribes	
<b>Activity 10</b>	Create a TA plan for visiting counties and presenting on CJCCs	6/30/2017	Tommy Gubbin	DOJ Staff	Staff Time	Outreach/Communication Subcommittee	
<b>Activity 11</b>	Implement TA Plan for counties	9/30/2018	Tommy Gubbin	Outreach/Communication Subcommittee	Staff Time	Counties/Tribes	

<b>Potential Barriers</b>	<ol style="list-style-type: none"> <li>1.) Capacity for a full-time or shared coordinator.</li> <li>2.) Buy-in of stakeholders to move forward with the establishment of CJCC.</li> <li>3.) County budget constraints.</li> <li>4.) There is a general lack of understanding of these efforts.</li> <li>5.) Lack of diversity/racial disparity issues.</li> </ol>
<b>Strategies to Address Barriers</b>	<ol style="list-style-type: none"> <li>1.) Potential to share CJCC coordinators among rural counties.</li> <li>2.) Grant funding (TAD and others).</li> <li>3.) Provide TA for counties who are contemplating establishing a CJCC.</li> <li>4.) Utilize capacity builders and/or mentor counties.</li> <li>5.) DOJ is hiring a full time position to coordinate statewide efforts to address racial disparities.</li> </ol>

**Work Plan: System-wide Collaboration - Increase EBDM in Counties with CJCCs**

**Work Plan to Achieve Harm Reduction Goals**

<b>Harm Reduction Goal (Impact)</b>	<ol style="list-style-type: none"> <li>1.) Increase public safety, reduce harm, and improve quality of life</li> <li>2.) Promote fairness and equal treatment</li> <li>3.) Use resources effectively</li> </ol>
<b>Change Target Goal</b>	In counties and tribes that currently have an established CJCC, encourage awareness and participation in the EBDM process, and develop the resources and tools necessary to do so.

**Outcome 1**

EBDM practices are in place in at least 20 counties by June 2018

**Outcome 2** 75% of county stakeholders demonstrate base level of EBDM knowledge by June 2018

**Outcome 3** 75% of local practices in EBDM counties incorporate EBDM principles by December 2018

		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Matt Raymer, Tiana Glenna	Tommy Gubbin	Staff Time	Outreach/Communication Subcommittee
<b>Activity 2</b>	Identify and develop Capacity Builders Team: <ul style="list-style-type: none"> <li>• Original list (7) – David O’Leary, Tom Reed, Elliott Levine, Dan Bresina, Tiana Glenna, Matt Raymer, Tommy Gubbin</li> <li>• Need to increase capacity builders from 7 – 14. Could have capacity builders work in teams if possible</li> <li>• Additions are – Kelly McKnight, Jane Klekamp, Gary King</li> <li>• Determine additional capacity builder recruits – Phase V local sites, coordinators, etc.</li> <li>• Capacity Builders need to include law enforcement and public defenders</li> <li>• Phase V EBDM Coordinators should be asked to be capacity builders</li> </ul>	10/31/2016	Tiana Glenna, Tommy Gubbin	Matt Raymer, DOJ Staff	Staff Time	Outreach/Communication Subcommittee, Local EBDM Team members
<b>Activity 3</b>	Identify and list responsibilities of capacity builders	12/31/2016	Tiana Glenna, Tommy Gubbin	Matt Raymer, DOJ Staff	Staff Time	Outreach/Communication Subcommittee, Local EBDM Team members
<b>Activity 4</b>	Develop State and local capacity to provide awareness and participation in the EBDM process	12/31/2016	Tiana Glenna, Tommy Gubbin	Matt Raymer, DOJ Staff	Staff Time	Outreach/Communication Subcommittee, Local EBDM Team members

<b>Activity 5</b>	All Capacity Builders will attend intensive, 2-day, NIC Train-the-Trainer	3/31/2017	Tommy Gubbin	DOJ Staff	Technical Assistance (NIC)	EBDM Capacity Builders
<b>Activity 6</b>	Capacity Builders will commit to train one county per year on EBDM. A minimum of one meeting a month for 12 months of TA will be provided	3/31/2017	EBDM Capacity Builders	Tiana Glenna, Tommy Gubbin	Staff Time	Outreach/Communication Subcommittee, DOJ Staff
<b>Activity 7</b>	Identify policy teams in new counties for capacity builders to work with to establish local EBDM subcommittees	6/30/2017	Tommy Gubbin	EBDM Capacity Builders	Staff Time	New County Sites, DOJ Staff
<b>Activity 8</b>	Identify best delivery system for EBDM/CJCC training	6/30/2017	Tommy Gubbin	Outreach/Communication Subcommittee, EBDM Capacity Builders	Staff Time	DOJ Staff
<b>Activity 9</b>	Create an EBDM Toolkit to include: <ul style="list-style-type: none"> <li>• EBDM Roadmap</li> <li>• NIC one pagers for EBDM initiative</li> <li>• One pager on what is EBDM?</li> </ul>	6/30/2017	Tiana Glenna, Tommy Gubbin	Outreach/Communication Subcommittee, EBDM Capacity Builders	Staff Time	DOJ Staff
<b>Activity 10</b>	Create CJCC webpage for EBDM how to documents	6/30/2017	DOJ Staff	Outreach/Communication Subcommittee	Staff Time, IT resources	Tommy Gubbin, Tiana Glenna
<b>Activity 11</b>	Add Local EBDM Team pages to CJCC website – Create template for local teams to fill out on what they want on their page	6/30/2017	DOJ Staff	Outreach/Communication Subcommittee	Staff Time, IT resources	Local EBDM Sites
<b>Activity 12</b>	Roll out TA plan for selected new counties for initial 12-month planning process	6/30/2018	Tommy Gubbin, EBDM Capacity Builders	DOJ Staff, Outreach/Communication Subcommittee	Staff Time	New County Sites
<b>Activity 13</b>	Implement feedback loop to Outreach/Communication Subcommittee for new local EBDM sites/TA process	6/30/2018	Tiana Glenna, Tommy Gubbin	DOJ Staff	Staff Time	Outreach/Communication Subcommittee
<b>Activity 14</b>	Follow-up evaluation of EBDM technical assistance process for new counties, discussion of lessons learned in advance of a second 12-month planning process for additional counties	9/30/2018	Tiana Glenna, Tommy Gubbin	DOJ Staff, Outreach/Communication Subcommittee	Staff Time	New County Sites
<b>Potential Barriers</b>	1.) Buy-in of stakeholders to move forward with EBDM implementation. 2.) General lack of understanding of EBDM and these efforts. 3.) County budget constraints.					
<b>Strategies to Address Barriers</b>	1.) Utilize capacity builders and/or mentor counties. 2.) Provide TA for counties who are implementing EBDM. 3.) State TAD and federal grant funds (JAG) tied to EBDM principles held to provide foundation for increased EBDM work.					

**Work Plan: Model Policies - Resource Guide**

**Work Plan to Achieve Harm Reduction Goals**

<b>Harm Reduction Goal (Impact)</b>	1.) Increase public safety, reduce harm, and improve quality of life 2.) Promote fairness and equal treatment 3.) Use resources effectively
<b>Change Target Goal</b>	Develop an EBDM Model Policies Guidance Resource for use by law enforcement, prosecutors, defense counsel, and judges. This web-based, interactive resource will be developed based on the EBDM Framework and Principles. The resource will also be developed in collaboration with the work of the other change target workgroups.  The development of this interactive EBDM Guidance Resource will serve to articulate these 'golden rules' at each interaction and decision point for each discipline group throughout Wisconsin on an individual level, as well as serve as a resource guide for agencies or local CJCCs seeking to improve the functioning of their local criminal justice system through the implementation of evidence based practices.

**Outcome 1** 25% increase in the consistency of policies across disciplines and counties by June 2019

**Outcome 2** 80% of counties evaluated for implementation fidelity meet standards by June 2019

		Date of Completion	Inputs\Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
<b>Activity 1</b>	Develop new Model Policies and Training Subcommittee of the State CJCC, incorporating all necessary discipline-specific members. The Subcommittee will include two workgroups - Professional Development/Training and Model Policies	8/31/2016	Matt Raymer	EBDM Subcommittees, DOJ Staff	Staff Time	State CJCC
<b>Activity 2</b>	Provide feedback loop on implementation progress to EBDM Subcommittee	Ongoing, Monthly	Matt Raymer, New Subcommittee Chair	David O'Leary	Staff Time	Model Policies and Training Subcommittee
<b>Activity 3</b>	Feedback loop between the workgroup and other state CJCC subcommittees is implemented around model policies related to their change target goals	Ongoing, quarterly	Matt Raymer, New Subcommittee Chair	Additional CJCC Subcommittee chairs, DOJ staff	Staff Time	Model Policies and Training Subcommittee
<b>Activity 4</b>	Review EBDM Framework and research findings related to each decision point and focus area, system mapping narrative, and opportunities for improvement	10/31/2016	Model Policies Workgroup	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 5</b>	Survey local EBDM sites to determine current policies/practices	10/31/2016	Model Policies Workgroup	DOJ Staff	Staff Time	Local EBDM Sites
<b>Activity 6</b>	Research existing model policies/practices for incorporation into overall resource	10/31/2016	Model Policies Workgroup	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 7</b>	Discuss format for model policy resource	12/31/2016	Model Policies Workgroup	DOJ Staff	Staff Time	Local EBDM Sites, Outreach/Education Committee
<b>Activity 8</b>	Discuss how to focus and mobilize the different discipline groups to implement model policies and practices/Begin developing education/outreach materials for each discipline group	12/31/2016	Model Policies Workgroup	DOJ Staff	Staff Time	Outreach/Communication Subcommittee
<b>Activity 9</b>	Finalize format for model policy resource	3/31/2017	Model Policies Workgroup	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 10</b>	Using approved format, existing model policies are incorporated into the resource	6/30/2017	Model Policies Workgroup	DOJ Staff	Staff Time	Outreach/Communication Subcommittee

<b>Activity 11</b>	Develop new model policies by using the approved format and incorporating the research and EBDM Framework	9/30/2017	Model Policies Workgroup	DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 12</b>	Discipline specific stakeholders are identified to provide feedback on model policies	9/30/2017	Model Policies Workgroup	DOJ Staff	Staff Time	CJ Stakeholders
<b>Activity 13</b>	IT Project Initiation – introductory meeting with DOJ BCS on project scope for online resource	9/30/2017	Matt Raymer	DOJ IT Staff (Bureau of Computing Services)	JAG funds, IT resources, Staff Time	Model Policies Workgroup
<b>Activity 14</b>	Finalize education/outreach materials for each discipline group	9/30/2017	Model Policies Workgroup	DOJ Staff	Staff Time	Outreach/Communication Subcommittee
<b>Activity 15</b>	Begin initial outreach efforts as possible with discipline-specific groups (e.g., WDAA, SPD Board, Judges, Badger Sheriffs, Chiefs, LESB, etc.)	12/31/2017	Model Policies Workgroup	DOJ Staff	Staff Time	Outreach/Communication Subcommittee
<b>Activity 16</b>	Workgroup connects with the Professional Development/Training Workgroup on collaboration between groups moving forward	12/31/2017	Model Policies Workgroup Chair	DOJ Staff	Staff Time	Professional Development/Training Workgroup
<b>Activity 17</b>	Workgroup incorporates feedback from discipline groups and CJCC Subcommittees into the model policies resource	3/31/2018	Model Policies Workgroup	DOJ Staff	Staff Time	CJCC Subcommittees, CJ Stakeholders
<b>Activity 18</b>	Workgroup begins development of data collection plan with BJIA	3/31/2018	Model Policies Workgroup	Connie Kostelac, DOJ Staff	Staff Time	EBDM Subcommittee
<b>Activity 19</b>	Project plan is developed by DOJ BCS for online resource	3/31/2018	Matt Raymer	DOJ IT Staff (Bureau of Computing Services)	JAG funds, IT resources, Staff Time	Model Policies Workgroup
<b>Activity 20</b>	Technical specifications and resources are determined	3/31/2018	Matt Raymer	DOJ IT Staff (Bureau of Computing Services)	JAG funds, IT resources, Staff Time	Model Policies Workgroup
<b>Activity 21</b>	Policy briefs are distributed to discipline-specific groups (e.g., WCA, WDAA, SPD Board, Judges, Badger Sheriffs, Chiefs, LESB, etc.) as they are available, to enhance buy-in from counties and stakeholders to adopt model policies	3/31/2018	Model Policies Workgroup	DOJ Staff	Staff Time	CJ Stakeholders, Outreach/Communication Subcommittee
<b>Activity 22</b>	IT Project development begins	4/1/2018	Matt Raymer	DOJ IT Staff (Bureau of Computing Services)	JAG funds, IT resources, Staff Time	Model Policies Workgroup
<b>Activity 23</b>	Model policies resource incorporates all feedback and is complete	6/30/2018	Model Policies Workgroup	DOJ Staff	Staff Time	CJ Stakeholders
<b>Activity 24</b>	Model policies resource components are uploaded into web-based resource	6/30/2018	Matt Raymer	DOJ IT Staff (Bureau of Computing Services)	JAG funds, IT resources, Staff Time	Model Policies Workgroup
<b>Activity 25</b>	Training plan on model policies is completed with the Professional Development/Training Workgroup	6/30/2018	Model Policies Workgroup	DOJ Staff	Staff Time	Professional Development/Training Workgroup
<b>Activity 26</b>	Data collection plan is finalized and rolled out	6/30/2018	Connie Kostelac	DOJ Staff, Data Sharing/OTIs Subcommittee	Staff Time	DOC Staff

<b>Activity 27</b>	IT Project development is completed	9/30/2018	Matt Raymer	DOJ IT Staff (Bureau of Computing Services)	JAG funds, IT resources, Staff Time	Model Policies Workgroup
<b>Activity 28</b>	Validation and acceptance testing are completed	9/30/2018	Matt Raymer	DOJ IT Staff (Bureau of Computing Services)	JAG funds, IT resources, Staff Time	Model Policies Workgroup
<b>Activity 29</b>	Model policy web-based resource goes live	9/30/2018	Matt Raymer	DOJ IT Staff (Bureau of Computing Services)	JAG funds, IT resources, Staff Time	Model Policies Workgroup
<b>Activity 30</b>	Web-based resource is demonstrated at various discipline-specific groups (e.g., WDAA, SPD Board, Judges, Badger Sheriffs, Chiefs, LESB, etc.)	9/30/2018	Model Policies Workgroup	Discipline Specific Members	Staff Time	Outreach/Communication Subcommittee
<b>Activity 31</b>	Develop protocols to evaluating implementation fidelity to model policies	9/30/2018	Model Policies Workgroup	Connie Kostelac, DOJ Staff	Staff Time	
<b>Activity 31</b>	Counties are incentivized to adopt model policies, through DOJ grants, buy-in from stakeholder groups, etc.	6/30/2019	Model Policies Workgroup, Matt Raymer	DOJ Staff	JAG funds, IT resources, Staff Time	Outreach/Communication Subcommittee
<b>Potential Barriers</b>	1.) Law Enforcement needs more outreach, buy-in to develop EBP policies. Politics and negative view of the criminal justice system, lack of understanding/perception of alternative treatment options.					
<b>Strategies to Address Barriers</b>	1.) Outreach to different criminal justice disciplines, legislature to enhance awareness/buy-in for evidence-based policies and practices.					

## **Part VII: Harm Reduction Goals, Scorecard, and Communications Strategy**

### **Harm Reduction Goals**

The Wisconsin EBDM State Policy Team had numerous discussions about its state level harm reduction goals. Ultimately, the State Team determined that our primary message was built on our vision statement, “*The criminal justice system reduces harm, promotes fairness, and contributes to the quality of life in Wisconsin.*” More specifically, we are using evidence and research to reform the criminal justice system to increase public safety, reduce harm, and improve quality of life; promote fairness and equal treatment; and use resources effectively. These goals were fundamental themes in areas where the current system is in need of reform and they represent the longer-term impacts that connect directly to our change targets.

When the State Team was working to operationalize and measure these harm reduction goals, we identified a challenge with developing a “scorecard” at the state level relative to what was taking place in the counties. These harm reduction goals are relatively broad and there are many factors both inside and outside the criminal justice system that can influence whether these goals are achieved. For a number of the change targets, we are proposing to start with pilot counties, which may demonstrate results at the local level, but may not show broad results at a statewide level. It is difficult, therefore, to benchmark these goals to identify specific target values, such as a percent reduction within a specified time period. In consultation with our Technical Assistance Provider, we reframed our “scorecard” into a series of key indicators to measure these high-level goals, while at the same time focusing on intermediate outcomes along the way.

The three primary harm reduction goals are each proposed to be operationalized and measured in multiple ways. For *safety*, we are looking to measure the overall reported violent



and property crime rate per 100,000 persons, based on Uniform Crime Reporting (UCR) data. In addition we are also looking to implement a new data collection process in the form of a statewide victimization survey, to develop a more complete picture of victimization trends at the state and at the county level. Improved safety would also be measured through a reduction in recidivism measured at multiple levels (re-arrest, re-charge, re-conviction, and re-incarceration). The final measure related to safety would be an additional survey to measure community perception of safety over time. The state team discussed at length the importance of understanding how the community perceives the level of crime and overall feelings of safety, as an indicator to be measured over time.

In terms of *fairness* and equal treatment, additional survey data would be collected from victims and justice-involved individuals, potentially as a subset of the community survey discussed above, to assess the level of trust and perception of fairness and procedural justice within the system and changes over time. The second measure for fairness would track changes in the disparity in outcomes by race, ethnicity, and gender at specific points, such as referrals to and participation in diversion and treatment court programs, arrests, conviction, and incarceration rates. This is a critical issue for Wisconsin. The final measure for fairness is a reduction in the percent of offenders with mental illness incarcerated in jails and prisons, based on data tracked within both types of institutions.

For the final harm reduction goal related to the *effective* use of resources, the first measure is an overall measure of changes in incarceration, including the number of pretrial detentions, jail and prison admissions, as well as the overall jail and prison population, as core areas we are trying to influence with the various change targets. In addition, across multiple change targets we are looking to implement efforts that are aimed to assess participants' risk of



reoffending or appearing for court, with individuals being directed to appropriate programs and services based on their level of risk. Some of the measures already mentioned such as reductions in recidivism should be affected by these efforts. In addition, with the specific focus on risk assessment and pretrial reform, the final measures are connected to reducing the percent of low risk offenders being held pretrial, while at the same time improving the court appearance and safety rate during the pretrial period. These will be measured initially in pilot counties.

Overall, the data collection process is intended to occur under the umbrella of the State CJCC's Data Sharing and Outcomes, Trends, and Indicators Subcommittee. This subcommittee will help to determine the priority and method of data collection, identify potential funding, and determine the process to collect, analyze, and disseminate the data to the CJCC, other stakeholders, policy makers, and the community. Depending on the data source, at the state level, the DOJ, DOC, Director of State Courts Office, and District Attorney's Information Technology (DAIT) may be involved, along with other state and local partners, and staff support will be provided by the DOJ's Bureau of Justice Information and Analysis (BJIA) in collaboration with other state research partners such as the DOC's Research and Policy Unit. The State Team recognizes there will be significant challenges with the implementation of these various measures including funding, resources, and technology, as well as the challenge of defining and implementing consistent measures, which has already received significant attention in the development of key definitions during Phase V. The collection efforts will often start within pilot counties to be expanded later, and will be staggered during implementation. This effort may ultimately need to be modified, but as a starting point, these are the key indicators the State Team determined were critical to tracking progress on the harm reduction goals.



The key indicators are intended to be shared widely with criminal justice partners, policy makers, stakeholders, and the community. As various data sources are established and collected, they would be added into data presented regularly at the State CJCC meetings and on the CJCC website. Specifically, the intent is to ultimately have the data available on an interactive dashboard on the CJCC website. This capacity currently exists within DOJ, which also maintains the CJCC website, so the challenge is the data collection, not the means to share the data broadly with all parties interested in the ongoing efforts to reform Wisconsin's criminal justice system.

### **Communication/Community Engagement Strategy**

System-wide collaboration was identified in Phase V as a crucial change target for achieving our harm reduction goals and improving Wisconsin's criminal justice system. The State CJCC Outreach/Communication Subcommittee functioned as the workgroup for this change target and focused on the development of a communication strategy for engaging the community and justice system stakeholders around the state. This subcommittee's membership was expanded to include all Local EBDM team coordinators and they will continue to serve as the group responsible for implementing our System-wide Collaboration work plan in Phase VI.

Communication between the State CJCC and the Local CJCCs is a crucial step for engaging the community and achieving our harm reduction goals. In June, 2015, in advance of the state's Phase V EBDM Kick-off, the State CJCC created a new website, intended for the general public, as well as local CJCCs and justice system professionals. The website includes information collected through a statewide survey inquiring on their current justice system practices, programs and the status of their CJCCs. The website also includes links and information regarding the EBDM Initiative, the State EBDM Policy Team, the Local EBDM



Teams, and an Events Calendar to show all EBDM meetings. The CJCC communications website will continue to be populated with resources for local jurisdictions and will serve as a state-wide resource center for information related to CJCC efforts and EBDM initiatives.

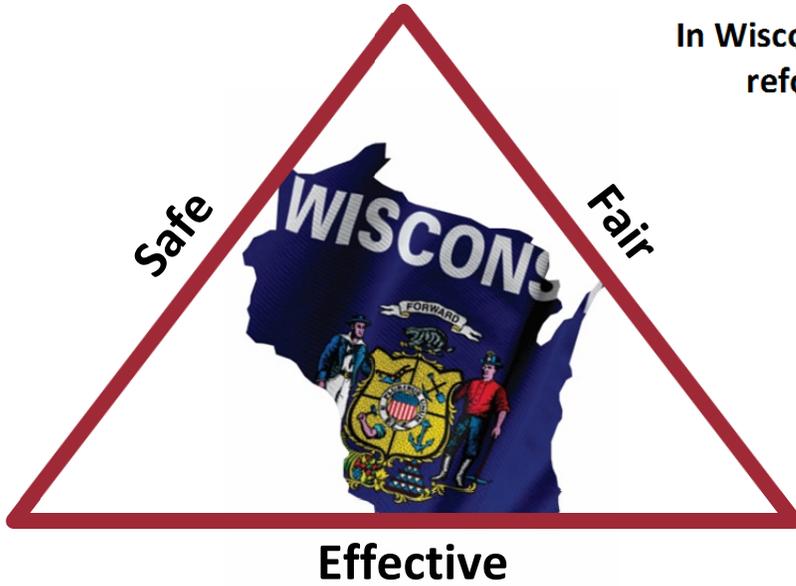
Local CJCC creation and EBDM implementation throughout Wisconsin are primary goals of the Outreach/Communications Subcommittee. Specifically, these goals include increasing the number of local CJCC's in Wisconsin, encouraging and supporting the engagement in EBDM Roadmap activities where local CJCCs exist, and to provide public education and outreach efforts for the EBDM Initiative, while incorporating our harm reduction goals into an overall communications strategy. A CJCC Toolkit will be created to assist counties with the implementation of a CJCC in their local jurisdiction. An EBDM Toolkit (with the assistance of NIC's starter kit) will be developed and utilized for implementation and technical assistance. Both toolkits will be widely disseminated and available on the State CJCC Website. Based on the level of interest by local CJCC's, a schedule will be established in Phase VI for site visits by Capacity Builders to engage them in EBDM Roadmap activities. Appropriate levels of technical assistance will be scheduled and provided to support each county and tribe.

State and local EBDM team members, including our Capacity Builders, have been conducting EBDM presentations to local counties and tribes, state and local elected officials, stakeholder's annual conferences, trainings, and the public. These efforts began in Phase V and will continue into Phase VI. Plans have also been initiated to produce a film on Wisconsin's EBDM Initiative, to include our harm reduction goals, and will be targeted for members and staffers of our legislature, with invitations extended to all three branches of government, and will be accessible on the public government website "Wisconsin Eye."



# Wisconsin Statewide Criminal Justice System Key Indicators

In Wisconsin, we are using data and research to reform the criminal justice system to...



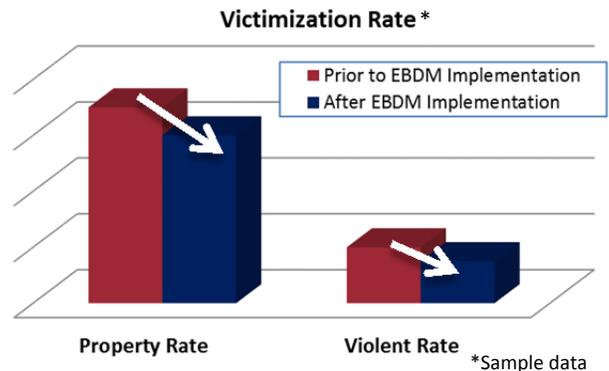
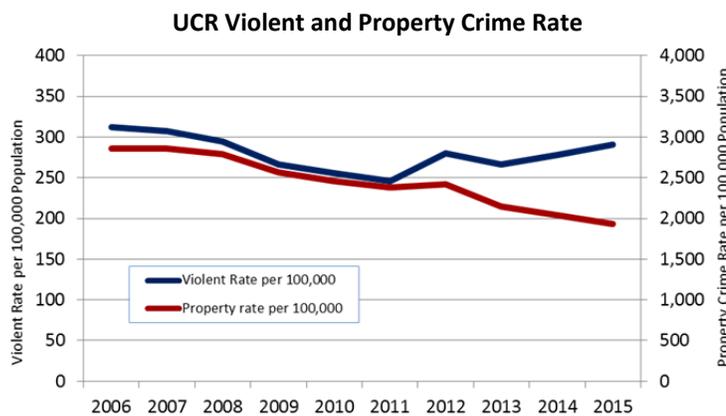
- Increase Public Safety, Reduce Harm, and Improve Quality of Life
- Promote Fairness and Equal Treatment
- Use Resources Effectively

## Evidence-Based Decision Making Core Principles Guiding the Criminal Justice System:

- Professional judgment of criminal justice decision makers is enhanced when informed by evidence-based knowledge.
- Every interaction within the criminal justice system offers an opportunity to contribute to harm reduction.
- Systems achieve better outcomes when they operate collaboratively.
- The system will continually learn and improve when professionals make decisions based on the collection, analysis, and use of data.

## Increase Public Safety, Reduce Harm, and Improve Quality of Life

### Reduce Crime and Victimization



Measures of the violent and property crime rate per 100,000 persons, based on incidents reported to law enforcement under the Uniform Crime Reporting (UCR) program, as well as incidents reported through an annual statewide victimization survey.

# Wisconsin Statewide Criminal Justice System Key Indicators



**Reduce  
Recidivism**

*Measures of re-arrest, re-charge, re-conviction, and re-incarceration recidivism for individuals at various stages, including diversion program and treatment court participants and offenders released from custody or supervision.*

**Increase  
Perception  
of Safety**



*Measure of perception of safety in the community based on an annual statewide survey.*

## Promote Fairness and Equal Treatment

*Includes: Measures of the perception of fairness and trust across the criminal justice system for both victims and justice involved individuals, based on an annual survey; measures of disparity by race/ethnicity for referrals to and participation in diversion and treatment court programs, arrests, convictions, and incarceration rates; measure of the percent of offenders with mental illness incarcerated in jails and prisons.*

**Increase Trust  
and Perception  
of Fairness**



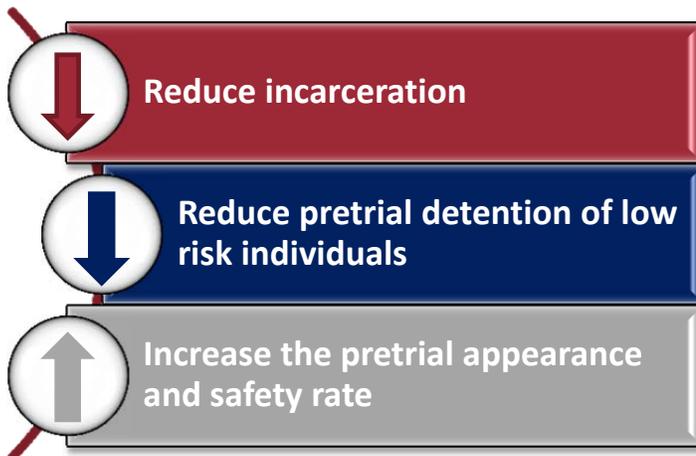
**Reduce  
Disparity in  
Outcomes**



**Reduce the  
Incarceration  
of Individuals  
with Mental  
Illness**



## Use Resources Effectively



*Measures of pretrial detentions, jail and prison admissions, and the overall jail and prison population.*

*Measure of the percent of pretrial detentions for low risk offenders.*

*Measures of the pretrial appearance rate (% of pretrial defendants attending court appearances) and safety rate (% of pretrial defendants not charged with a new crime).*

Many of these indicators cannot currently be measured at a statewide level. Initial measurement will be at a county level, with a focus on pilot counties, and moving toward statewide measurement. For some indicators, new data collection efforts will be initiated.

## **Part VIII: Description of Phase VI Expectations**

The Wisconsin State EBDM Policy Team expects the following in Phase VI:

- The state's participation in the EBDM planning process has developed a proven state structure and laid the foundation for success to effectively implement our Phase VI Harm Reduction goals;
- The state will continue to leverage criminal justice resources in support of EBDM, in order to achieve our Harm Reduction goals and use resources more effectively;
- Implementation of the state's broad Harm Reduction goals and movement into areas of the state not participating in EBDM will continue and further expand the culture shift towards Evidence-Based Decision Making that is currently underway in Wisconsin;
- Improved consistency between the State CJCC and local CJCCs in criminal justice system reform efforts, desired outcomes, and data collection;
- Improvements in statewide data collection and research efforts;
- Increased collaboration and communication between the State CJCC and local CJCC's throughout Wisconsin;
- Enhanced education of the public, criminal justice system stakeholders, and the legislature regarding the use of research and data to better inform policy and practice;
- Utilization of pilot programs in local jurisdictions throughout Wisconsin and the collection of data will inform policy decisions and allow for replication statewide;
- Legislative changes and statewide policy decisions will be made possible through the enhanced state and local collaboration and research driven activities proposed in Phase VI;
- Expanded use of risk assessment instruments across the EBDM decision points will lead to better outcomes.

