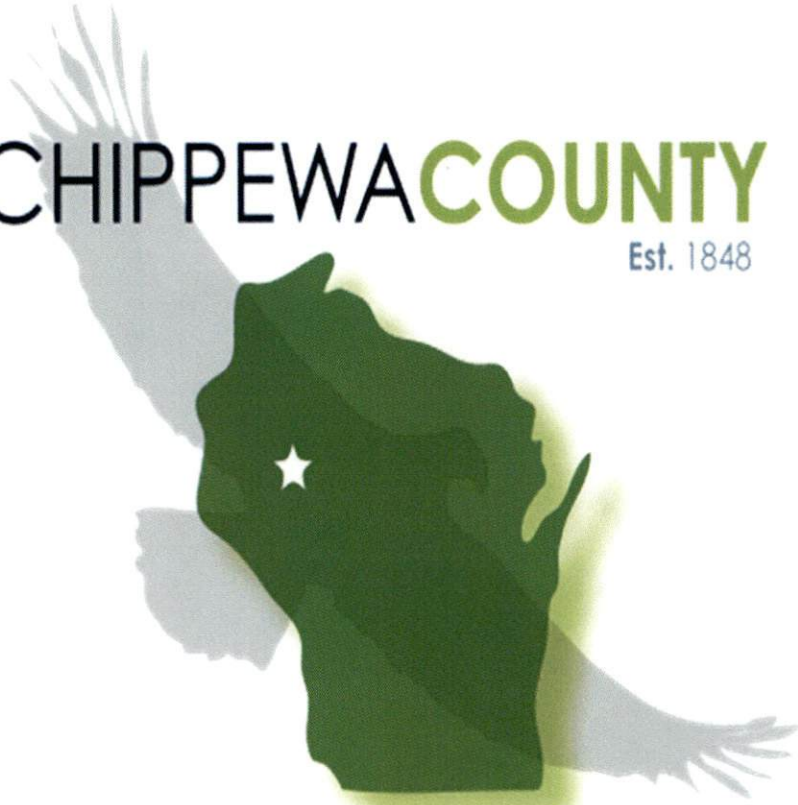




PHASE VI APPLICATION EBDM IN STATE AND LOCAL CRIMINAL JUSTICE SYSTEMS

CHIPPEWA COUNTY

Est. 1848



WISCONSIN



EBDM

The Evidence-Based Decision Making
in Local Criminal Justice Systems Initiative



CHIPPEWA COUNTY DISTRICT ATTORNEY'S OFFICE

711 North Bridge Street
Chippewa Falls, WI 54729
Phone: [715] 726-7740 ♦ Fax: [715] 726-7748

E-mail: DistrictAttorneyOffice@co.chippewa.wi.us
Website: www.co.chippewa.wi.us/Departments/DistrictAttorney

STEVEN H. GIBBS, District Attorney

Assistant District Attorneys

Roy La Barton Gay
Lawrence J. Broeren

Chad D. Verbeten
Wade C. Newell

Office Manager
Victim Services Office

[715] 726-7747
[715] 726-7733

June 22, 2016

Jim Cosby
Director, National Institute of Corrections

Re: Chippewa County Phase VI Application

Dear Mr. Cosby:

Chippewa County, Wisconsin, is in the process of completing Phase V of the Evidence Based Decision Making in Local Criminal Justice Systems Initiative. The level of interest, dedication and collaboration shown by our EBDM team has been fantastic. We are now applying to implement Phase VI and are ready, willing and able to begin participation at this level.

Our EBDM Policy Team has demonstrated much strength as a collaborative team. This collaboration will help us successfully implement our Change Targets which include: 1) Aligning jail programming to follow evidence based practices, 2) Uniform Deferred Acceptance of Guilty Plea Supervision that conforms to evidence based practices in an effort to reduce recidivism and divert offenders, 3) Uniform Calls For Service Codes by all agencies to assist with information for grants, criminal analyses, future programming needs, and statistical measures, and 4) Reduction in our high volume justice system individuals by developing evidence based programs/practices to decrease reentries.

Our strengths include:

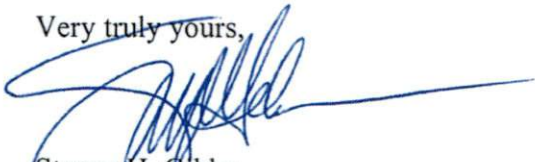
- Strong multi-disciplinary presence of our stakeholders
- Stakeholders are very unified in obtaining our goals
- Consistency as we meet on a regular basis, accomplish things and are accountable
- Team efforts to accomplish our goals
- Vision for a better community
- Buy-in by all agencies involved
- System wide buy-in to help implement changes
- State CJCC support and buy-in of our goals and changes
- Respecting multiple perspectives in the group- open to suggestion
- Full time Coordinator with dedicated time toward EBDM Initiative

Jim Cosby
June 22, 2016
Page Two (2)

We proudly look forward to serving as a model or showcase for other teams and readily share ideas and logistics. We gladly consent to case studies, publicly sharing work products, providing data for inclusion in EBDM initiative products, and sharing experiences with others at conferences, venues, or through webinars. Our team would readily participate in an initiative evaluation, should funding for an evaluation become available.

Chippewa County is committed to implementing what we are learning and developing. We eagerly welcome continued guidance and assistance from the National Institute of Corrections and those involved with the initiative. We are committed to collaboration with the State of Wisconsin and are excited to get started with Phase VI.

Very truly yours,

A handwritten signature in blue ink, appearing to read "S. Gibbs", with a long horizontal flourish extending to the right.

Steven H. Gibbs
Chippewa County District Attorney
SHG/ms

PART IV: COLLABORATION

The Chippewa County Criminal Justice Collaborating Council (CJCC) was established by county board resolution in June of 2012. The principal mission is to provide coordinated leadership and innovation within the criminal justice system with a goal of reducing crime in the community. The CJCC is composed of 23 members consisting of elected officials, appointed criminal justice representatives, and five community member positions. Since the CJCC began, the primary focus has been on educating the community and stakeholders related to the principles of Evidence Based Decision Making (EBDM). In June of 2013 the CJCC contracted with the Justice Management Institute to provide *Evidence-Based Practices: A Framework for Application in the Criminal Justice System* training for CJCC members, practitioners and allied stakeholders in the community. A team was sent to the Judicial District Smarter Sentencing Training in 2013. We completed system mapping in the beginning of 2013 and produced a video used to educate the community and stakeholders, involving key players at all decision points discussing their commitment to using research and evidence based practices to guide decision making within the system.

Soon after our team attended the EBDM Summit in Madison, Wisconsin in January of 2014, the Chippewa County EBDM Policy Team was formed. The CJCC members and EBDM Team completed the Readiness Checklist, reviewed the Framework as a team, assigned team roles, ground rules, and worked on creating a charter. The EBDM team continued to evolve after being selected for Phase V and met the goals outlined in our original application letter including building capacity to make evidence based decisions at the individual, agency, and system levels, building individual agencies that are collaborative and in a state of readiness for change, understanding current practice within each agency and across the system, and engaging and

gaining the support of a broader set of stakeholders and the community. There has been turnover on the team of the Chippewa Falls Police Chief, Director of Human Services replaced by a Manager, and State Public Defender who was elected to a judicial seat in Eau Claire County. However, due to the succession plans and involvement of numerous staff within agencies, the transition has been a smooth one.

Being an “EBDM Team” means Chippewa County will use research and data to implement evidence-based decision making throughout the criminal justice system. We will provide coordinated leadership and innovation within the criminal justice system with the goal of reducing crime in the community, ultimately creating a safer community, and fair and just system with an efficient allocation of resources. Being an EBDM team brings us closer to reaching our vision of pursuing perfection and excellence for a crime free community.

***Team’s Strengths and Challenges during Phase V**

1. Strong Multi-Disciplinary Presence with Unified Stakeholders: Each member of the policy team made significant commitments in personal time, resources, staff, and access to various data systems within their Departments. The group met regularly to accomplish the tasks in Phase V. The team showed strong representation at the Summit, partnership meeting with the State team, and serving on state sub-committees. The team sent representatives to the week-long Pre-Trial Executive training in Colorado. All members took active roles in necessary sub groups.

2. System-Wide Buy-In: The state has been very supportive and collaborative with county teams during this process and has been proactive in diversion efforts. Chippewa County was awarded a Treatment and Diversion (TAD) Grant during Phase V which funded a TAD Program, COMPAS Assessor, and First Time Offender Program. All law enforcement jurisdictions agreed to roll the

Proxy Risk assessment tool out at the arrest decision point for all criminal arrests. Chippewa County has had a significant amount of buy-in and support from the State team and local community stakeholders throughout this process.

3. Willingness to Engage in the Process and Embrace Change: Involvement in Phase V has changed the culture and standard practices of stakeholders throughout the system. Prosecutors and Defense counsel are speaking a different language and using words such as risk level, criminogenic needs, harm reduction, diversion, outcomes, and data amongst others. Overall, they are practicing law in a different and non-adversarial manner in Chippewa County. The Chippewa Falls Chief of Police served as a pilot site for the Proxy Tool and the DA supports officers on the street in making diversion decisions based on the tool.

4. Coordinator with Dedicated Time toward EBDM Initiative and Strong Leadership: The CJCC Coordinator dedicates over 50% of her time to assure follow through with projects, meetings, action plans, and other activities. This has enhanced the team's efforts and commitment to the EBDM process. The guidance and leadership of the Coordinator was crucial to other members taking the lead in implementing systems change and encouraging buy-in from key stakeholders.

Although Chippewa County was very successful in meeting the goals of Phase V, this did not come without **challenges**:

1. Establishing Data Collection Measures Between Departments: One of the most difficult challenges has been the capability to collect data on a system-wide level to inform decision makers. Much of the data is available, but in different systems and manual collection is often necessary. Although achievable, it is very time consuming. Outside resources, such as Universities will be sought to assist with this if accepted for Phase VI.

2. Turnover of County Board Chair and Some Key Team Members: During the end of Phase V the County Board had a significant turnover with 7 of the 15 members being replaced. The new County Board Chair is supportive of this initiative but others will need to be educated on the process. The Chippewa Falls Chief of Police retired and was very instrumental in moving this initiative forward through piloting the Proxy Tool and communicating about EBDM to the community. Fortunately, the new Chief was involved in the initiative from the beginning and is fully supportive of continued implementation of change targets in Phase VI.

3. Balancing Timelines for Implementation with System Changes: A challenge in Phase VI will be the possible implementation of a new Record Management System for all law enforcement jurisdictions in 2018. This could be positive or negative depending on timing. The new system has the possibility of enhancing data collection if implemented successfully; however, timing of this project could hamper the data collection effort.

4. Funding and Resources: Staff time to complete projects is always challenging due to the size of Chippewa County and many people being required to wear several hats. We have three Circuit Court Judges, and five prosecutors. The DA's office did not expand when a third Judge was added years ago. The Coordinator oversees numerous projects and does the job that several people do in other counties, serving as the grant writer, Drug Court Coordinator, and overseeing the TAD and First Time Offender Programs. In addition, some of the change targets will require funding, which might be challenging. Chippewa County is attempting to sustain our Drug Court and is in the process of applying for additional TAD Funding. If this is not awarded, some of our action steps may be difficult to achieve.

***Others Involved in the Initiative in Phase V:** Beyond the Policy Team, a number of additional community partners and staff members became involved in developing work plans, identifying

goals, and reviewing research and data in order to develop harm reduction measures, logic models, and action plans. This effort will continue to expand through Phase VI and beyond. The CJCC Coordinator, Diversion Specialist, Chippewa Falls PD records manager, Lieutenant, Chief, and DA, met with all law enforcement jurisdictions to provide education related to the EBDM initiative and Proxy Tool roll out. In Phase VI continued education and communication will be necessary at all agency and system levels. Additional technical assistance will also be necessary to carry out implementation and action planning. As mentioned earlier, assistance from one of the local Universities will be necessary related to the data collection and analysis.

***Anticipated Collaborative Change and Envisioned Work/Role in Phase VI:** The EBDM Policy team will remain intact, with an additional number of stakeholders and community partners added to our implementation workgroups. These groups will focus on the agency and case logic models and implementation plans for each change target outlined in the logic models and work plans. Chippewa County will continue working with the state team and other counties interested in the Framework and EBDM initiative. We have already assisted Dunn County with this process by meeting and sharing our work products. We will continue to reach out to other Counties in an effort to offer support. Our role will include outreach to the community through a communication plan.

***Anticipated Leadership Change:** We do not anticipate any leadership changes within our team. If there are unforeseen changes, the expectation of the CJCC will be that individuals remain collaborative and in a state of readiness to change and embrace EBDM. The EBDM process is expected to be a cultural shift county-wide at all levels within agencies. The Chippewa PD has incorporated questions related to the applicant's knowledge of CJCC in their application process for new hires.

Evidence Based Decision Making Policy Team

District Attorney Steve Gibbs, Chairman
Rose Baier, CJCC Coordinator



CHIPPEWA COUNTY EVIDENCE BASED DECISION MAKING POLICY TEAM ROSTER

Name	Position Represented
Rose Baier	CJCC Coordinator
Sherrie Dachel	Victim Witness Coordinator
Ernan De La Rosa	Chippewa County Jail Captain
Tom Eder	Deputy/ Program Manager
Steve Gibbs	District Attorney
Roy Gay	Assistant District Attorney
James Isaacson	Circuit Court Judge
Jim Kowalczyk	Chippewa County Sheriff
Kirby Harless	Assistant State Public Defender
Jason Martell	Private Attorney
Frank Pascarella	County Administrator/ Board
Kayce Planert	Diversion Specialist
Megan Popenhagen	Field Supervisor Department of Corrections
Matthew Kelm	Chippewa Falls Chief of Police
Tim Easker	Department of Human Services Manager
Vicky Woolever	Chief Deputy Clerk of Circuit Court
Karen Hepfler	Clerk of Circuit Court
Dr. Susan Wolfgram	Community Member

Chippewa County Board

Anson Albarado, County Board Chair
aalbarado@co.chippewa.wi.us



June 14, 2016

Jim Cosby, Director
National Institute of Corrections

RE: Phase VI Application for EBDM Initiative

Dear Mr. Cosby:

As the newly appointed County Board Chairman and a previous County Board Supervisor, I am in full support of Chippewa County's participation and commitment to the Evidence Based Decision Making (EBDM) Initiative and application for Phase VI.

Having been selected for Phase V, Chippewa County's team has dedicated countless hours to move forward with this project. There has been a significant amount of collaboration by all stakeholders and partners in our criminal justice system to incorporate the EBDM Framework in an effort to promote harm reduction in our community.

Chippewa County is fortunate to have partners throughout the system who are invested in a climate of collaboration. Our Criminal Justice Collaborating Council (CJCC) formed in 2012. The Council has been very successful in a short amount of time with enhancing our Drug Court, which was serving 5 participants and now serves over 25, creating a Treatment and Diversion Program, and creating a First Time Offender Program. Chippewa County has successfully rolled the Proxy Risk Assessment Tool out to all law enforcement jurisdictions to complete at street level. This wouldn't have been accomplished if not for the atmosphere and culture we have in Chippewa County. It also speaks to the State level of support to the EBDM initiative through grant funding opportunities for helping courts and diversion programs.

Chippewa County is fully committed to participating in Phase VI of the EBDM Initiative. The Chippewa County Board of Supervisors and Criminal Justice Collaborating Council are supportive and will continue to invest the time, energy and resources necessary to successfully support the Initiative. We look forward to ongoing efforts and partnerships in this area.

Respectfully,

Anson Albarado
Chippewa County Board Chairman

Department of Administration

Frank Pascarella, County Administrator



June 15, 2016

Jim Cosby, Director
National Institute of Corrections

RE: Phase VI Application for EBDM Initiative

Dear Mr. Cosby:

Chippewa County is fortunate to have been involved in Phase V of the EBDM Initiative and is willing and well positioned to continue our work in Phase VI. The team has dedicated countless hours to move forward with this project, including over half our CJCC Coordinator's time to the initiative in an effort to be successful.

Chippewa County team members and their agencies have shown a willingness to embrace the Framework and concepts associated with research and evidence based practices, and believes by doing so the result will be a more efficient, just and fair system. Although our CJCC has only been functional since 2012, we have made numerous strides toward incorporating evidence based practices into the system. We are using a COMPAS risk assessment to help guide decisions and allocate services to offenders, are diverting low risk offenders at the point of arrest with the Proxy Tool, and diverting and serving individuals with alcohol and drug related issues through our Treatment and Diversion Programs.

Our Change Targets will create additional efficiencies in areas including our Jail Programs, Deferred Acceptance of Guilty Plea supervision, and high volume criminal justice system individuals. Chippewa County is also working on a uniform system for calls for service codes which will eventually be used to map preventative service areas in the County.

Although there are challenges that come along with participation in this initiative in regard to resources and time management, with the assistance of NIC in Phase VI, Chippewa County is convinced that we will be successful in fully integrating the EBDM Framework and meeting the impacts outlined in our logic models.

Chippewa County Administration and Board of Supervisors is supportive of continued involvement in Phase VI and looks forward to outcomes resulting in less crime, fewer victims, and appropriate allocation of resources. Thank you for your consideration of our application.

Sincerely,

Frank R. Pascarella
Chippewa County Administrator

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

711 North Bridge Street
Chippewa Falls, WI 54729-1876

June 15, 2016

Jim Cosby, Director
National Institute of Corrections

RE: Phase VI Application for Evidence Based Decision Making (EBDM) Initiative

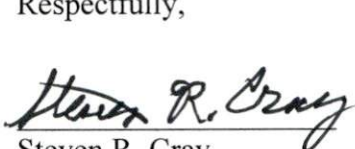
Dear Director Cosby:


Chippewa County is pleased to have been involved in Phase V of the EBDM Initiative with NIC and the state of Wisconsin. The Chippewa County Circuit Court is 100% committed to participating in this process if chosen for the implementation phase. We have identified impacts within our logic models and are convinced the goals are achievable and within reach.

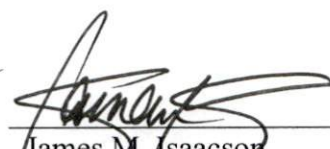
Chippewa County takes pride in the accomplishments already achieved during Phase V. It is very important to continue this journey in an effort to reach the ultimate goal of creating a safer and secure community. Through implementation of our change targets, and incorporating the Framework, we can achieve harm reduction throughout our system. It can be frustrating for Judges and others involved in the system to see failures and poor success rates. By incorporating research into our practice, it will help prove what works and promote effective allocation and utilization of criminal justice resources.

All three Circuit Court Judges have been involved in our Treatment Courts and Diversion Programs and are committed to EBDM. We are willing to follow the steps outlined in our logic models and action plans to reach successful outcomes. Our collaborative climate, commitment to uniformity, and willingness to make changes in an educated and evidence based manner make Chippewa County an ideal candidate to proceed in Phase VI of the EBDM Initiative. We thank you for consideration of our application and look forward to a continued partnership with NIC and the state of Wisconsin in an effort to incorporate evidence based decision making throughout the state.

Respectfully,


Steven R. Cray
Circuit Court Branch III


Roderick A. Cameron
Circuit Court Branch I


James M. Isaacson
Circuit Court Branch II

Chippewa County Sheriff's Office

James L. Kowalczyk, Sheriff

Chad Holum, Chief Deputy

June 14, 2016

Jim Cosby, Director
National Institute of Corrections

RE: Application for Phase VI of the EBDM Initiative

Dear Director Cosby:

I have served on the Chippewa County Criminal Justice Collaborating Council (CJCC) since its inception in 2012 and the Evidence Based Decision Making (EBDM) Policy Team since it formed in 2014.

As the Sheriff and member of law enforcement with Chippewa County for over 37 years, I have been involved in many changes and initiatives. None of these have brought about as much collaboration and change in the criminal justice system as the Evidence Based Decision Making (EBDM) Initiative. In the past few years, I have seen a major shift in philosophy in regard to how we deal with offenders in the system and support these changes.

Prior to the Phase V application, Chippewa County had already formed a Policy Team and was making efforts to follow the Framework and Roadmap without technical assistance. The team completed system mapping and formalized a charter in an effort to collaboratively use research and evidence to guide our practice. Our team was strengthened through the assistance provided by NIC.

All law enforcement jurisdictions in Chippewa County have already made changes in the arrest decision point by incorporating the Proxy Tool into the process for all criminal arrests. This was a big accomplishment and required a lot of education and buy-in from the Chiefs and myself. Chippewa County is well positioned to continue this work in the next phase of the Initiative.

Chippewa County Sheriff's Office supports this application and is excited to be involved in Phase VI. Implementation of our change target strategies will help us create a more effective justice system. Thank you for your consideration of our application.

Respectfully,



James L. Kowalczyk, Sheriff
Chippewa County Sheriff's Office

Chippewa County Sheriff's Office

James L. Kowalczyk, Sheriff

Chad Holum, Chief Deputy

Ernan T. De La Rosa, Captain

July 11, 2016

Jim Cosby, Director
National Institute of Corrections

Dear Director Cosby:


Chippewa County Sheriff's Office is pleased to have been involved in Phase V of the EBDM Initiative with NIC and the state of Wisconsin. The Chippewa County Sheriff's Office / Jail Division is 100% committed to participating in this process if chosen for phase VI. We have identified several topics that can be enhanced during our logic models and are convinced the goals are attainable with methods to sustain these changes.

As a member of the law enforcement community for over 20-years, I have seen and been part of many criminal justice changes and state lead initiatives. Being part of the Chippewa County Criminal Justice Collaborating Council (CJCC) since 2014 and currently serving as the Co-chair for the Evidence Based Decision Making (EBDM) Initiative, I am pleased with the vision. With that being said the consistent collaboration in order to reach a consensus is crucial for all aspects of the criminal justice system and support the shift in this mind-set.

The Chippewa County Sheriff's Office / Jail Division have taken a stance to be vested with the CJCC and EBDM processes in relation to the accomplishments already achieved during Phase V. We at the Sheriff's Office believe that this evolution in the criminal justice system is needed in order to enhance a safer and secure community. Through implementation of our change targets and incorporating the framework, we can achieve harm reduction throughout our system and help reduce recidivism. By working with all the research and molding our practices to mirror said, this will show what works and assist with a more efficient and effective allocation and utilization of criminal justice resources.

When it comes to EBDM practices, the Chippewa County Sheriff's Office / Jail Division has been aggressively involved in our Treatment Courts, Diversion Programs and jail programming, coupled with implementing a pre-trial risk assessment program committed to EBDM. We are excited to follow the process we have created and identified in our logic models and action plans to attain our goals for success. The Chippewa County Sheriff's Office / Jail Division are in full support of moving forward and participating in Phase VI of the EBDM Initiative. We at the Chippewa County Sheriff's Office / Jail Division would like to thank you in advance for consideration of our application and look forward to a continued partnership with NIC and the state of Wisconsin.

Respectfully,


Captain Ernan T. De La Rosa
Chippewa County Sheriff's Office
Jail Division

50 East Spruce Street Chippewa Falls, WI 54729-2542
Phone: (715) 726-7701 FAX: (715) 738-2963

The Mission of the

Chippewa Falls Police Department



To Provide Quality Policing ~
Through **C**ommunity Partnerships
that **F**ocus on Problem Solving &
Through Em**P**loyees who
are **D**riven to Fight Crime.

June 24th, 2016

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

Mr. Cosby,

I am writing this letter to describe my, and by proxy, the Chippewa Falls Police Department's (Chippewa County) commitment to the Chippewa County Criminal Justice Collaborating Council (CJCC) and the principles of the Evidence Based Decision Making (EBDM) Initiative. Since its inception in Chippewa County, the Chippewa Falls Police Department has been involved in each step of the EBDM initiative. Our department has shown a deep commitment to this process. We were the test group for the both the First Time Offender Program and Proxy risk assessment tool. These processes were refined as we used the tools until they reached a state where they were ready to be rolled out county wide. As the EBDM Team has moved through Phase V, the Chippewa Falls Police Chief offered to lead the Change Target Work Group which focused on creating a county wide "Call for Service" coding system with clearly defined call types and objective definitions. When implemented, this system will give Chippewa County entities a clear picture of criminal activity which will assist in allocating our resources efficiently using data.

For too long has the Criminal Justice system relied on methods that are scientifically unproven. "It's always been done that way" is too often the justification given. It is important to me and to all the agencies associated with the CJCC to make intelligent choices based on evidentiary fact when deciding how to address a given concern, monitoring the impact of that choice, and modifying or abandoning decisions based on what the evidence is showing. Our goal is to improve the lives of our citizens through the effective use of our resources. The best way to accomplish this goal is to work together with our partners. We have seen this work first hand with the Proxy tool and First Time Offender Diversion Program. We are seeing the potential for more improvement through the development of the Change Target Work Groups.

The Chippewa Falls Police Department, as the largest municipal entity in Chippewa County, is able to contribute significant resources towards this endeavor. Our officers and administrative staff are fully committed. Over years of work we have developed and maintained strong and positive relationships with all of our criminal justice partners. We have demonstrated our ability to push forward with new ideas and concepts and bring those to successful conclusions. Recent successes such as a county wide Records Management System and a combined dispatch center are movements towards the goals of the EBDM Initiative. Through hard work and collaboration those goals were achieved. The best predictor of future success is past behavior. In this I believe that we are well positioned to succeed in the Phase VI Implementation phase.

Respectfully,

A handwritten signature in black ink, appearing to read "Matthew Kelm".

Chief Matthew Kelm
Chippewa Falls Police Department

May 24, 2016

Jim Cosby, Director
National Institute of Corrections

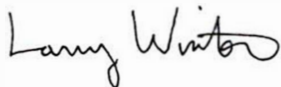
Dear Mr. Cosby:

From the very beginning of the EBDM initiative, the Chippewa County Department of Human Services has been involved and in full support. We understand the positive outcomes that can be achieved through continued participation. As such, we provide our full endorsement of continuation on through Phase VI.

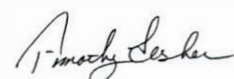
The work being done is important on several levels. This is a systems approach that will not only impact the criminal justice system but mental health/substance abuse and ultimately the child welfare system. As we know and the research supports, criminal justice and the mental health systems have a great deal of overlap in that citizens with mental health/substance abuse issues often find themselves involved in the criminal justice system. By potentially changing the ways in which we identify and work with these folks, we can change lives for the better. In doing so, we believe there will be a positive impact on the child welfare system by seeing fewer cases of child abuse/neglect. The children who are products of these homes are the future recipients of county based services. We wish to interrupt the cycle having children grow to be physically and emotionally healthy and productive members of their communities.

The Chippewa County Department of Human Services is often viewed by the state as well as other counties as a leader in innovative and evidence- based practices. As an example, we have lead the charge in developing an eight county consortium to implement a recovery based psycho-social rehab program, which whenever possible requires the use of evidenced-based practices in the treatment of mental health and substance use disorders.

Our level of commitment remains high and we will continue to provide assistance in whatever way possible to continue the EBDM initiative. To date, we have been present at each step along the way providing untold hours to work groups and statewide meetings. We believe this is an opportunity to change a system, which while not broken, needs some retooling in order to produce communities that are safer, healthier, and more functional.



Larry Winter, Human Services Director



Tim Easker, Recovery & Wellness Consortium Division Manager

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 1, 2016

Jim Cosby
Director
National Institute of Corrections

Dear Director Cosby:

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

During their Phase V work, the Chippewa County team has demonstrated a commitment to the vision of EBDM by developing change targets that are designed to improve criminal justice policy and practice in their local jurisdictions. I am eager to see these concepts put into practice and am confident they will result in a safer Wisconsin community. Likewise, I am proud to reference the current and ongoing contributions of WIDOC staff to Chippewa County's EBDM work. In particular, the Division of Community Corrections Region 5 Corrections Field Supervisor Megan Popenhagen has been a very active partner in the Chippewa County EBDM Phase V team. This Supervisor, along with other local WIDOC staff, will continue to commit their time, resources and staff to this important work. My administration understands the need for collaboration with criminal justice partners, as it furthers our joint vision for improving correctional practices.

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

Sincerely,

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

Jon E. Litscher
WIDOC Secretary

cc: Silvia Jackson, Reentry Unit Director
Gena Jarr, Region 5 Chief



Protecting
Justice for all
Since 1977

Wisconsin State Public Defender

EAU CLAIRE TRIAL OFFICE

21 S. Barstow – 3rd Floor
Eau Claire, WI 54701-3669

Office Number: 715-836-2006 / Fax Number: 715-836-2091

Serving Buffalo, Chippewa, Eau Claire & Pepin Counties
www.wisspd.org

Kelli S. Thompson
State Public Defender

Jennifer Bias
Trial Division Director

Laurie Sazama Osberg
Local Attorney Manager

STAFF ATTORNEYS

Susan T. Falch	Gary E. Smith
Kirby D. Harless	Patrick W. Waters
Steven E. Hughes	Christopher M. Wilhelm
John F. Manydeeds	Scott D. Zehr
Sarah E. McCracken	

CLIENT SERVICES SPECIALIST

Erin K. Olson

REGIONAL OFFICE ADMINISTRATOR

Leslie Patrow

INVESTIGATOR

Lisa Van Vleet

June 27, 2016

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

Re: Phase VI

Dear Director,

I am the Senior Attorney practicing in Chippewa County out of the Eau Claire Office of the Public Defender. I am a member of the Chippewa Drug Court, Criminal Justice Collaborating Counsel, Evidence Based Decision Making Committee, The High Volume Offender Program, and a member of the Chippewa Drug Court Advisory Board.

In my work on those committees, I am consistently looking to implement EBDM and willing to put time into development and implementation of EBDM. The Public Defender's office has supported committees and work with multiple attorneys serving. In addition, our office has supported similar changes in Eau Claire County, our office provides attorneys for both counties. Our Office will continue to support the implementation and development in Phase VI. It is our belief that EBDM generally helps produce better results for our clients as well as enables us to best reduce recidivism.

The Public Defender's Office is able to support the implementation of Phase VI in a number of ways. First, I am able to provide insight to the process from the perspective of criminal defendants and defense attorneys. Further because of my experience and my fellow attorneys we can share how Eau Claire County functions in a similar environment. This insight will be used to make sure that the change goals are met by providing contributions to two tasks forces, regular meetings and such support necessary outside those standard meetings.

The Eau Claire Public Defenders Office, will be supporting EBDM through Phase VI and beyond in all training and sub-committees. We will continue to educate staff and private bar attorneys. We will continue to work with the CJCC as a collaborative partner in this process and continue to advocate for a fair process for our clients.

Kirby Harless
Public Defender



Evidence Based Decision Making Policy Team

District Attorney Steve Gibbs, Chairman
Rose Baier, CJCC Coordinator

July 12, 2016

Jim Cosby, Director
National Institute of Corrections

RE: Phase VI Application for EBDM in State and Local Criminal Justice Systems

Dear Director Cosby:

Chippewa County is excited for the opportunity to continue our outstanding work in Phase VI of the EBDM Initiative. As the Criminal Justice Collaborating Council Coordinator (CJCC) and EBDM Coordinator for Chippewa County I have been vested in the EBDM Initiative from the beginning. As the Coordinator, I am mainly responsible for organizing, planning, coordinating and leading the team through the initiative.

Phase V has been a challenging and rewarding experience for Chippewa County. We have strengthened our EBDM Policy team collaboration, focused our strategies by following the Framework and Road Map, expanded our knowledge related to evidence based practices and decision making, and built a shared vision for EBDM which focuses our goals in one direction. We were able to identify areas needing improvement and create action plans to deal with challenges presenting themselves.

Despite the considerable amount of hard work and continued collaboration necessary to achieve the harm reduction goals outlined on our Scorecard, Chippewa County is confident we will achieve positive and lasting results with the assistance of NIC and our continued partnership with the State of Wisconsin.

As evidenced by the attached letters of support within this application, Chippewa County is fully committed to participating in Phase VI of the EBDM Initiative. We thank you in advance for consideration of our application and are excited about the future of EBDM in the State of Wisconsin.

Respectfully,

Rose Baier
Criminal Justice Collaborating Council Coordinator
Chippewa County

PART V: DESCRIPTION OF PHASE V ACCOMPLISHMENTS

1. Experiences with the Phase V planning process:

A. Establishing Policy Team

- Support from NIC was extremely helpful in strengthening our team leadership and collaboration.
- By following the Starter Kit and Road Map our Policy Team had a collective goal and vision, which helped drive the work we were doing.
- Chippewa County has a very dedicated, committed team.

B. Developing Vision, Mission, and Goals

- Many of us have a similar goal, vision, and mission. It is more effective to work towards these collaboratively.
- Putting resources and efforts collectively into achieving the above is more efficient than working separately.
- “There is anonymity in unity” and moving forward as one collective team creates support instead of finger pointing.

C. Developing a system map/understanding of jurisdiction’s policies/practices:

- System mapping is an evolving and never ending task. Chippewa County completed our system mapping at least three times. It is necessary to use the map as a tool when making changes within the system.
- Decisions and actions of a single Department acting individually can unintentionally have a negative impact on other areas of the system. Collaboratively making changes with the guidance of research and data is more efficient.

- Many decisions and efforts in the past have been driven by reasons other than evidence and research.
- Analyses of our system map identified 23 action items that will improve all decision points within our system. We were able to immediately address some of the quick hit items including implementing a process for Arrest Tracking Numbers (ATN) to be entered into the system timely; addressing communication between the DA and officers related to Felony level charges; and identifying a process for informing people about information placed in the Criminal Information Bureau (CIB).

D. Understanding/developing capacity to collect and analyze data:

- We have a better understanding of the importance of being “data driven” in all areas including evaluation of programs.
- Data analysis and evaluation are vital to a program’s success.
- Data collection is a work in progress and statewide challenge as well. With the State’s involvement in this initiative, data will become a statewide focus.
- Data collection is not one of our strengths due to the lack of staff time to manually collect data necessary and data systems not interfacing. This will require additional assistance.

E. Expanding knowledge, skills, and engagement of colleagues/agency staff:

- Through completion of an EBDM knowledge survey with all stakeholders in the system, we learned we have a lot of work to do. A high percentage does not have a grasp on what EBDM is and practices associated with it.
- Our communication plan will need to address the educational and training process necessary as part of implementation.

- The education process will need to include not only various agencies from top to bottom, but the public and community.
- Many of us are farther along in this process than others and it will take patience and persistence to bring the entire system on board.

2. Change Targets that our team selected to address in Phase VI:

In an effort to more effectively allocate criminal justice resources, divert low risk offenders out of the system, reduce recidivism, and increase public awareness within the system, Chippewa County chose four change target areas to focus efforts. The specific aspects of each goal are set forth in our Logic Models and work plans.

Chippewa County chose to narrow our focus on specific problem areas identified through system mapping. Criteria for selection were identified through group consensus. In choosing the change targets, the group agreed to assure the selections chosen advanced our ability to collect meaningful data to guide policy, were reasonable and sustainable from a resource point of view, resulted in a high impact, and involved multiple decision points and stakeholders. Action items were prioritized according to the above criteria and the group selected those items believed to have the greatest impact on the overall system and harm reduction goals.

The selected change targets focus on several decision points including arrest, pretrial status, diversion/deferred prosecution, charging, and local institutional intervention.

- High Volume Justice System Individuals change target will address those entering the jail on a recurring basis by developing an Evidence Based approach focusing on the pre-trial area to decrease the number of reentries.

- Jail Programming change target will align programming with the evidence based principles. Ultimately individuals will be appropriately matched to programs through an assessment to determine risk and need areas, which will reduce their reentry to the jail.
- Deferred Acceptance of Guilty Plea (DAGP) and Intoxicated Driver Intervention Program (IDIP) Supervision change target will create a more formal supervision program for DAGP's that conforms to evidence based practices in an effort to improve completion rates of offenders to reduce recidivism and divert offenders out of the system.
- Calls for Service change target will ultimately develop criteria for the codes that will be applied consistently throughout Chippewa County Law Enforcement agencies to assist with information for grants, criminal analyses, future programming needs, and statistical measures. Chippewa County foresees using this information for crime mapping related to services needs in program areas within other Departments such as mental health and juvenile justice to help determine preventative services and policing.

The research supporting each change target is outlined and cited in the attached workgroup templates. Broadly speaking, the research is based upon recognition that risk assessment tools, as opposed to the individual and variable judgment of officers, prosecutors, defense attorneys and judges, best identify risk to reoffend, the presence of criminogenic factors, and appropriate programming to address those factors. Cite: Cadigan & Lowenkamp (2011a). Intense programming is reserved for medium to high-risk offenders, as opposed to low risk offenders in which formal intervention can be counter-productive. Cite: Lowenkamp & Latessa (2004) and Andrewa (2007). Additionally, in each change target it is recognized that incentives must be a core portion of successful response to illegal behavior and that sanctions without programming do not reduce recidivism. Cite: Smith, Goggin, & Gendreau (2002). Finally, research supports

that programming in a natural setting is more likely to be successful than programming occurring in a confined setting.

3. Benefits accrued as a result of participation in Phase V: Phase V participation provided valuable technical assistance and an ability to collaborate with the State of Wisconsin and other counties, has strengthened our EBDM Policy team collaboration, and focused our strategies by following the Framework and Road Map. Our team expanded our knowledge related to evidence based practices and decision making through the tools and technical support provided in Phase V. We built a shared vision for EBDM which focused our goals in one direction. Phase V allowed us to gain a better understanding of current practices within each agency and across the local and state criminal justice systems. Benefits also included creating a communication strategy, action plan, and the beginning process to collect, analyze, and utilize data to inform decision making. During Phase V Chippewa county was able to successfully implement the First Time Offender Program and roll the Proxy Risk Assessment Tool out county-wide at the arrest decision point. This was a significant accomplishment and demonstrates the culture of teamwork and collaboration we have in our County. The ultimate benefit of participating in Phase V is that work completed allowed Chippewa County to be ideally situated to carry out the implementation plans in Phase VI.

4. Sample Work Product: *Change Target Workgroup Templates* completed during phase V attached (Attachment Three). In Phase V the workgroups compiled data for each change target, reviewed research findings, reviewed current practice and desirability for change, and identified strategies for change which are outlined in each attached summary.



Evidence Based Decision Making Policy Team

District Attorney Steve Gibbs, Chairman
Rose Baier, CJCC Coordinator

Chippewa County EBDM Jail Programming/Huber/Electronic Monitoring Recommended Change Strategy

WORKGROUP MEMBERSHIP:

NAME	Role	DEPARTMENT/AGENCY	EMAIL
Megan Popenhagen (CHAIR)	Department of Corrections	Department of Corrections	megan.popenhagen@wisconsin.gov
Holli Lien	Service Provider	Lutheran Social Services	Holli.linn@lsswis.org
Tom Eder	Jail Programmer	Chippewa County Sheriff's Office	teder@co.chippewa.wi.us
Dan Modl	EM/Huber Officer	Chippewa County Sheriff's Office	dmodl@co.chippewa.wi.us
Curt Dutton	Jail Lieutenant	Chippewa County Sheriff's Office	cdutton@co.chippewa.wi.us
Steve Norlander	Chaplain	Programs at Chippewa County Sheriff's Office	stephen.norlander@goodnewsjail.org
Kayce Planert	Diversion Specialist	Contracted- LSS	Kayce.planert@lsswis.org
Dr. Susan Wolfgramm	UW-Stout	UW-Stout	wolfgrams@uwstout.edu
Karen Hepfler Vicky Woolever	Clerk of Circuit Court	Clerk of Circuit Court	Karen.hepfler@wicourts.gov Vicky.woolever@wicourts.gov
Frank Pascarella	County Administrator	Department of Administration	fpascarella@co.chippewa.wi.us

WORKGROUP GOAL STATEMENTS:

GOAL: To align jail programming to follow evidence based practices and utilize assessed risks and needs to determine appropriate referrals for programming to address offender's criminogenic needs.

GOAL: Explore current Electronic Monitoring and Huber program and practices to increase efficient and effective use of said programs encouraging earlier release from jail of non-violent offenders characterized by risk level.

CURRENT PRACTICE IN CHIPPEWA COUNTY:

JAIL PROGRAMMING:

- ❖ The majority of programs in the jail at this time are Faith Based provided by the Good News Ministry. The jail does not pay for this service.
- ❖ In addition to the Faith Based Programs the following programs are provided: LE Phillips AODA Education, GED/HSED testing from Literacy Volunteers, Anger Management (when funding is available) from Lutheran Social Services, Moral Reconciliation Therapy (MRT) on a limited basis, and Family Support Parenting.
- ❖ There is no current data system in place to track programming or completion of programs related to individual offenders.
- ❖ The Jail programs are offered to anyone wanting to participate. A few programs have baseline criteria for who may attend. The Deputy dedicated to jail programming walks around to inquire whether people are interested in signing up for programs. There is not always an explanation available or handed out to the offenders. There is no interview with offenders to assess level of motivation. MRT uses a TCU scale to determine stage of change prior to participation.
- ❖ Programs are not tracked consistently for attendance or completion and may go by several different names.
- ❖ There are often issues with not having the space for a program, or staff members available to get people to programs. One of the biggest rooms is also used as a court room. In the max area, prisoners can report to a program unescorted as they are in view of the Pod at all times. However, in the lower level, they must be escorted due to the doors needing to be opened.
- ❖ Please see attached Matrix for Faith Based and other programs within the jail which provides an overview of all the programs in regard to whether they follow the eight Evidence Based Principles for Effective Interventions (attachment 1).
- ❖ There is no community linkage or follow-up when an offender is discharged from the jail while still involved in a program.
- ❖ There is no linkage if an offender is discharged to another facility (jail or prison).

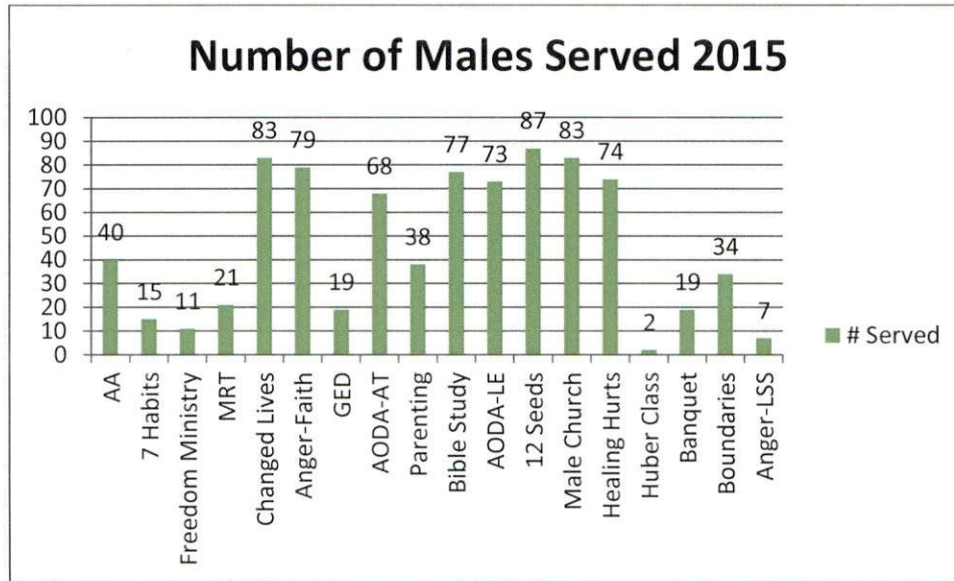
HUBER

- ❖ Huber is granted through the Court. This program was developed so people sentenced to jail could have the opportunity if gainfully employed could serve their families.
- ❖ It is used for several reasons including family care, doctor visits, child care, work etc.
- ❖ Huber is currently available to anyone the Court deems appropriate and who is legally employed and has a job.
- ❖ There is no risk assessment used to identify who is eligible for Huber.
- ❖ Classification for Huber is not based on risk level. Offenders are housed together due to the structure of the jail.
- ❖ There is a Huber officer in charge of approving and monitoring schedules. This position is full-time and also monitors the EM scheduling.
- ❖ There is an average of 30 participants on Huber out of 110-120. Huber costs \$17.00 per day at \$119.00 per week.
- ❖ A Job Skills Resume Writing group is offered to Huber participants but few participate. This is offsite.
- ❖ Numbers related to how many eligible Huber offenders are not taking advantage of the opportunity and for what reasons was not made available.
- ❖ There are written guidelines and policy related to when Huber privileges are lost and for what reasons, but these were not provided to the group.

ELECTRONIC MONITORING

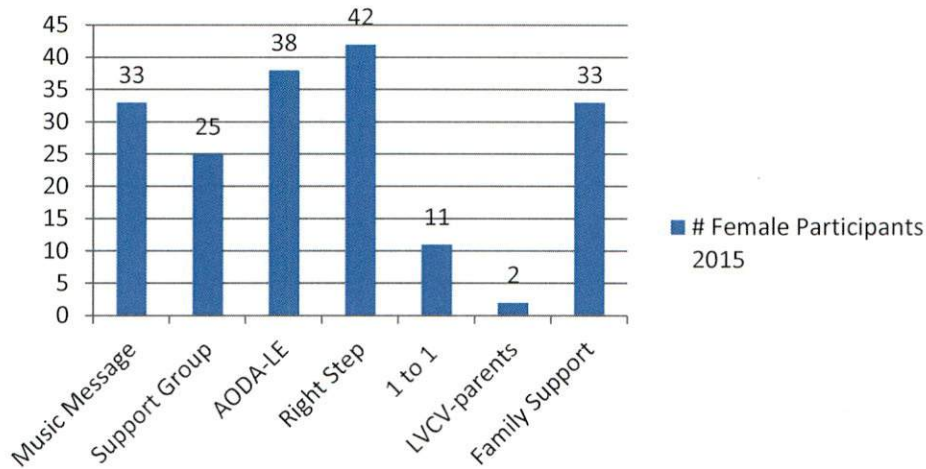
- ❖ The Huber officer also monitors EM program. The Judge doesn't have to order EM, as it is at the direct discretion of the Sheriff.
- ❖ The Huber officer completes a criminal history on the person and goes through a sheet of criteria but no assessment is used to determine who is and is not eligible.
- ❖ The process for being placed on EM is subjective at this point and reviewed on a case by case basis. There are criteria in place around who cannot be put on EM (anyone with victims involving battery, OWI injury, sexual assault, and violent past). These are considered on an individual basis.
- ❖ There is no system in place to determine when someone might benefit from moving from Huber to EM. There is a workload issue as the Huber/EM officer can only track so many individuals.
- ❖ EM costs \$23.00 per day, \$161.00 per week and \$50.00 hookup fee. No determination of ability to pay is necessary for EM or Huber.

DATA AND RESEARCH:



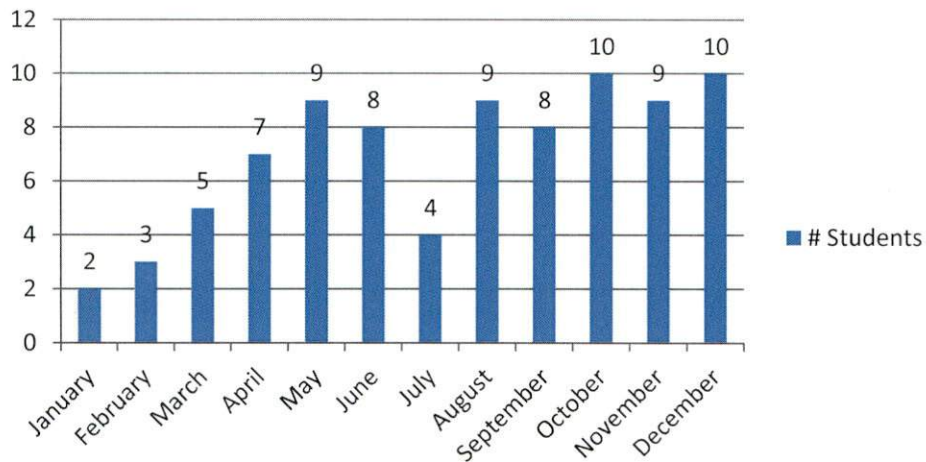
Programs offered in 2015 and number of males served annually for each group. Total of 196 males documented during 2015 who received or attended at least one program one time.

Number of Females Served 2015



Programs offered in 2015 and number of females served annually for each group. Total of 61 females documented during 2015 who received or attended at least one program one time.

Attendance at GED Testing 2015



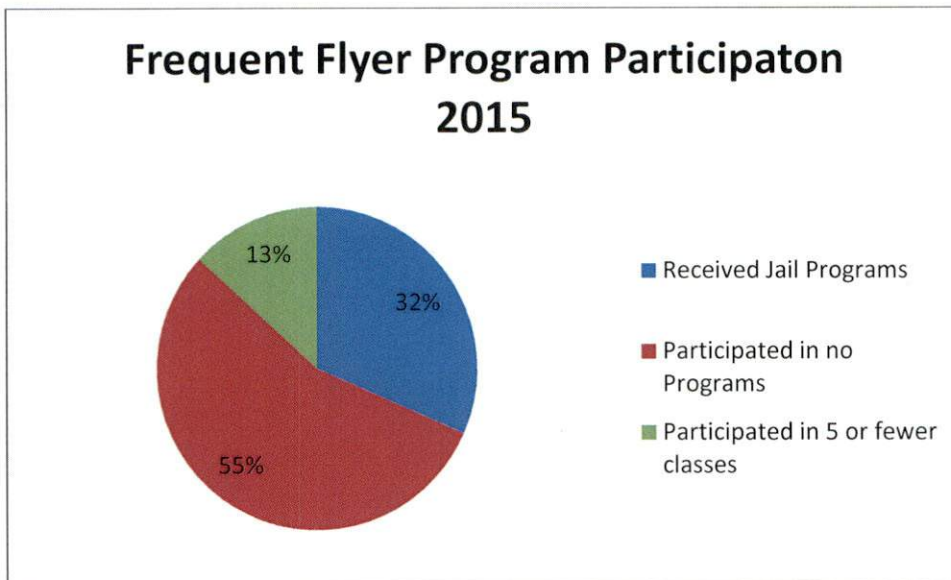
Number of individuals served per month in GED Testing.

GED Education Class Attendance January-December 2015

Month	Hrs. of Class	# Students	Student Hrs.	GED Tests	Grads
January	17.00	2	19.00	0	0
February	20.00	3	32.50	0	0
March	21.50	5	35.00	0	0
April	20.00	7	48.50	5	0
May	17.50	9	51.00	2	1
June	22.50	8	82.75	2	0
July	7.50	4	18.00	6	0
August	9.00	9	31.50	0	0
September	18.00	8	64.00	1	1
October	15.75	10	62.00	0	0
November	20.25	9	65.25	0	0
December	13.75	10	48.75	0	0
TOTAL	202.75	84	558.25	16	2

Huber Job Readiness Class Attendance 2015

April	4.50	3	13.50		
September	4.50	3	13.50		
October	3.00	3	9.00		
TOTAL	12.00	9	36.00		



Frequent flyers related to program participation in 2015.

RESEARCH FINDINGS:

- ❖ Faith based research in 2006 Florida State did a study and found that faith based programs didn't remotely constitute EBP. There wasn't a definition of what a faith based program is, all research starts with this. The 2011 study explored a clear definition. They are at a point where they are just beginning to define what a Faith Based program is.
- ❖ McGuire (2001) - Programs designed to reduce recidivism should be monitored through continuous quality improvement techniques to ensure that the program conditions for behavioral change are met. A synthesis of 18 meta-analyses of correctional interventions found similar results with regard to reducing recidivism. Interventions that utilized "intensive criminal sanctioning" or were exclusively deterrence-based tended to be ineffective or even increased recidivism. On the other

hand, there were some interventions found to reduce recidivism by an average of 25 to 30%. These were predominantly employed behavioral and/or cognitive skills training methods. The overall conclusion was that the programs that work best:

- Are founded on an explicit empirically based model of crime causation.
 - Have a sound method of assessing risk of reoffending, and offenders are assigned different levels of service and supervision accordingly.
 - Contain a sound method of assessing criminogenic needs and dynamic risk factors that are linked to reoffending
 - Require skilled and structured engagement by staff
 - Utilize cognitive behavioral approaches
 - Are delivered by personnel who have adequate training and resources.
- ❖ Dowden & Andrews (2000); Golden, Gatchel, & Cahill (2006); Landenberger & Lipsey (2005); Lipsey, Chapman, & Landenberger (2001); Wilson, Bouffard, & MacKenzie (2005)- Supporting CBT interventions with offenders, Thinking for a Change participation produced significant reductions in recidivism rates among offenders on probation. Cognitive behavioral programs adapted to correctional populations yield the most notable reductions in recidivism.
 - ❖ Lipsey, Landenberger, & Wilson (2007) - Programming dosage should match offenders' risk levels. CBT is effective in reducing recidivism by as much as 25 to 50% under certain conditions. The effects increased when the treatment dosage was increased, when higher risk offenders were targeted, and when the quality of implementation was monitored.
 - ❖ To increase their likelihood of effectiveness faith-based programming and interventions must adhere to principles of effective correctional treatment such as criminogenic risk/need, responsivity, family/community context, program integrity and program delivery type. Coretta Pettway (2007).
 - ❖ After extensive research, there is no apparent Risk Assessment Tool being used for Huber eligibility. Security risk appears to be the main criteria with eligibility centered clearly on the Sheriff's discretion and decision (this is the same for EM)

ANALYSIS AND DESIRABILITY/POSSIBILITY OF IMPROVEMENT:

In regard to Jail Programming there is a desirability and possibility of improvement in order to align programming with EBP. In regard to the Huber/EM Program there was not sufficient input from the jail to gather information to determine whether this is desirable/possible. At the least, information would be necessary related to: Current practices/procedures; number of individuals using Huber; number of those eligible and not using Huber; Reasons for not using Huber when eligible; and risk levels of individuals on Huber.

In regard to the EM/Huber programs, it is practical to enhance Huber and EM with the use of an assessment tool to help determine risk. It would be beneficial to look at the current population and gather additional data related to who is on Huber, what type of charges, who is eligible and not using Huber etc. However, the EBDM Policy team agreed to put this on hold for now and continue with the Jail Programming change target.

STRATEGY FOR IMPLEMENTING CHANGE:

- ❖ Identify the following needs:
 - Risk level of the current population of the jail and determine whether the appropriate people are in the appropriate groups.
 - Survey the population to see why they pick the groups they do, and what motivates them to go to these groups. A proxy tool could be completed at this time as well to determine risk level of the current population in the jail.
 - Get a snapshot of the current jail population. How many offenders are on probation holds vs awaiting sentencing or sentenced?
- ❖ Create a Matrix of current Programs to compare how they align with the 8 evidence based principles for effective intervention.
- ❖ Make sure every program implemented has evidence-based criteria.
 - All programs will have a definition
 - Clearly state the goals of the programs and how the activities contribute to achieving those goals.
 - Create a syllabus for each program.
 - Identify vision/mission of programs.
 - Build program objectives into current programs that do not have them.
 - Create pre and post-test measures for all programs.
 - Create a consistent referral process, eligibility criteria, and assessments to determine need.
 - Identify baseline criteria for participation in programs.
 - Assure the referral process is consistent for all programs.
- ❖ Determine sufficient, consistent and sustained funding and staffing levels to achieve desired outcomes.
- ❖ Provide Evidence Based Cognitive Thinking Programs when possible.
- ❖ Expand volunteer opportunities and interns to increase EBDM.
- ❖ Implement a COMPAS assessment into the program referral process to assure identified needs are being met. Assess offenders on the front end; Improve referral process (put descriptions of programs on Kiosk- possible sign up process on there)
- ❖ Explore Positive reinforcement opportunities.
- ❖ Programming must be linked with community partners to continue the treatment if an offender is transferred or discharged.



Evidence Based Decision Making Policy Team

District Attorney Steve Gibbs, Chairman
Rose Baier, CJCC Coordinator

Chippewa County EBDM High Volume Criminal Justice System Individuals Strategy for Change

WORKGROUP MEMBERSHIP:

NAME	Role	DEPARTMENT/AGENCY	EMAIL
Tim Easker (CHAIR)	Chair- Human Services	Recovery and Wellness Consortium	teasker@co.chippewa.wi.us
Kirby Harless	Public Defender	State Public Defender's Office	harlessk@opd.wi.gov
Roy Gay	Assistant DA	District Attorney	Roy.labartongay@da.wi.gov
Jason Martell	Attorney	Private Attorney	jmartell@raihlelaw.com
Ernan De La Rosa	Jail Captain	Chippewa County Sheriff's Office	edelarosa@co.chippewa.wi.us
Shawna Reiter	Student	UW- Stout Student	reitersh@my.uwstout.edu
Janiece Ruhling	Student	Student Intern	jruhling@co.chippewa.wi.us
Anne Grothe	Jail Sergeant	Chippewa County Sheriff's Office	agrothe@co.chippewa.wi.us

WORKGROUP GOAL STATEMENTS:

GOAL: GATHER DATA RELATED TO HOW MANY INDIVIDUALS COME IN AND OUT OF THE JAIL ON A RECURRING BASIS AND REASONS CONTRIBUTING TO THIS, WITH THE GOAL OF ADDRESSING THIS ISSUE.

CURRENT PRACTICE IN CHIPPEWA COUNTY:

High volume justice system individuals are involved in all decision points in the system. For the purpose of this change target, the data compiled related to the area where individuals are booked into jail. Specifically, the group identified high volume criminal justice system users as individuals who have had five separate bookings into jail over a 12 month period. A time frame of three years was allocated to negate any anomalies or denote skewed data. Once individuals were identified, causal factors were explored such as mental health components, AODA issues, or disabilities. This was not an all-inclusive list due to HIPPA laws related to sharing AODA and Mental Health information. However, lists were created for the three year span and given to Department of Corrections, Public Defender's Office, District Attorney's Office, Jail Staff, Community Mental Health Recovery Services Division, and Drug Court to identify how many participants presented with the above issues. Data was also reviewed

comparing individuals with the same criteria coming through the District Attorney's office with five or more separate charging incidents in a year.

The only current practices in place surrounding individuals with mental health needs relate to crisis programming. The Department of Human Services (DHS) contracts with Northwest Counseling to provide crisis mobilization services 24 hours per day. The crisis workers are called by law enforcement to assess situations and create crisis stabilization plans in the community setting if possible. All crisis calls are followed up the next day by DHS staff or contracted staff and may result in additional services being provided. There are no other current policies or practices in place surrounding this population. Inmates per statutory requirement do have access to a qualified mental health professional when requested. The Chippewa County jail has contracted with a Licensed Professional Counselor for six hours per week.

There is no re-entry planning or collaboration in place related to high volume justice system individuals upon discharging from the jail to the community setting or another restrictive setting. Prior to choosing this change target, the group did not have data related to whether this was an issue in Chippewa County.

DATA AND RESEARCH:

In a given year there are approximately 3,000 arrests, meaning it is a person's first time walking through the door of the jail. Of these 3,000, there are a number of repeat offenders. A current snapshot for one day in the jail was 110 individuals with 30 of those being Huber eligible, 10 on Sober Link monitoring, and 7 out on Electronic Monitoring. Approximately 18 of these 110 are sentenced.

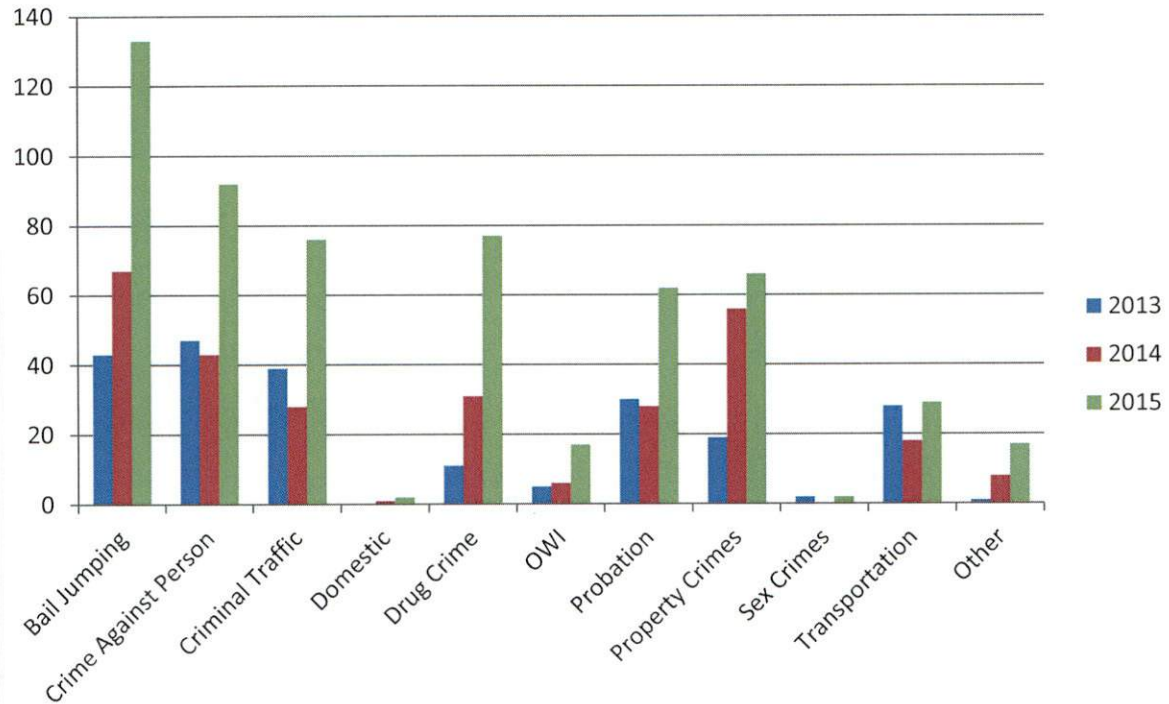
The following numbers relate to individuals booked into jail five or more separate times in a given year:

- 2013: 22 offenders (21 Male, 1 Female)
- 2014: 20 offenders (17 Male, 3 Female)
- 2015: 38 offenders (31 Male, 7 Female)

An individual may have been booked into jail for more than one reason and have multiple charges/reasons related to one booking. Sometimes the labeling of this is skewed due to the deputy choosing the reason in the booking that will keep the individual in the longest. The group separated the bookings into the following categories:

Bail Jumping	Both felony and misdemeanor
Crimes Against Person	Battery, Child Abuse, Neglect, Lude and Lascivious, Disorderly, Obstructing, Fleeing.
Criminal Traffic	OAR, OWI license 2 or more, Reckless driving, failure to install ID
Domestic	Domestic Battery, Domestic Disorderly, Suffocation/Strangulation
Drug Crimes	Anything to do with drugs, possession, intent, manufacture, delivery
OWI	PAC with alcohol content, operating with restricted substance
Probation Holds	Technical Violations
Property Crimes	Criminal damage, retail theft, criminal trespass, OMVWOC, arson, forgery, uttering, misappropriating ID.
Sex Crimes	Adult and Child
Transportation	Court Appearance, warrants
Other	DNR etc.

Frequent Flyer 5 or more Bookings to Jail



The above chart reflects the reasons Frequent Flyers were booked into jail in a given year.

Number and Type of Bookings			
	2013	2014	2015
Bail Jumping	43	67	133
Crime Against Person	47	43	92
Criminal Traffic	39	28	76
Domestic	0	1	2
Drug Crime	11	31	77
OWI	5	6	17
Probation	30	28	62
Property Crimes	19	56	66
Sex Crimes	2	0	2
Transportation	28	18	29
Other	1	8	17
Total	225	286	573

- 2014 and 2015: Highest reason booked was for Bail jumping at 133 times in 2015.
- 2013 highest reason booked was for crimes against persons.
- 2014/2015 3 domestics; 2013/2015 4 sex crimes – these were the lowest reason for booking FF.

Probation Violation vs. New Charge Bookings

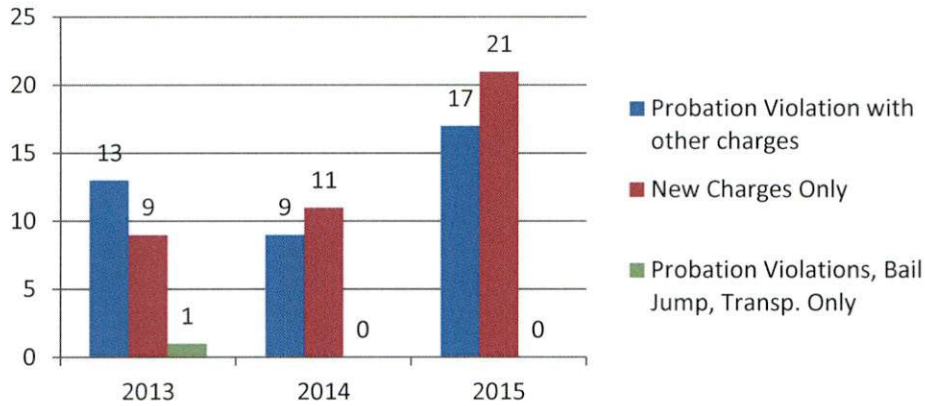
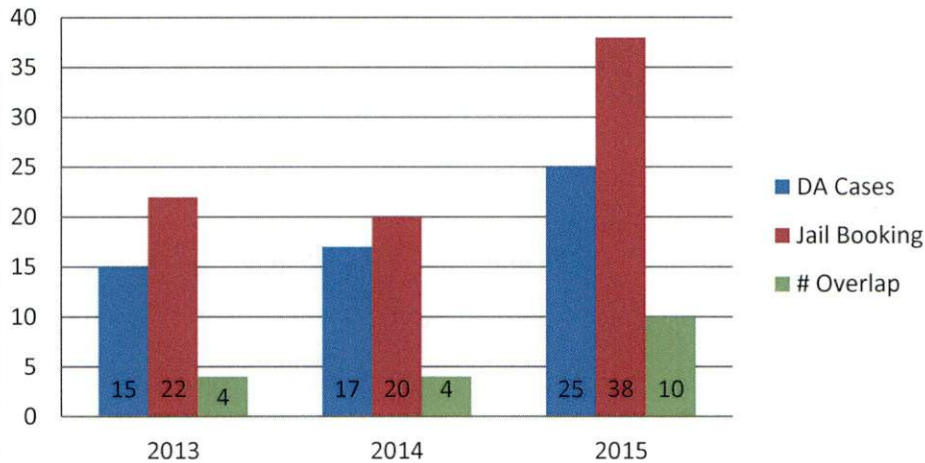
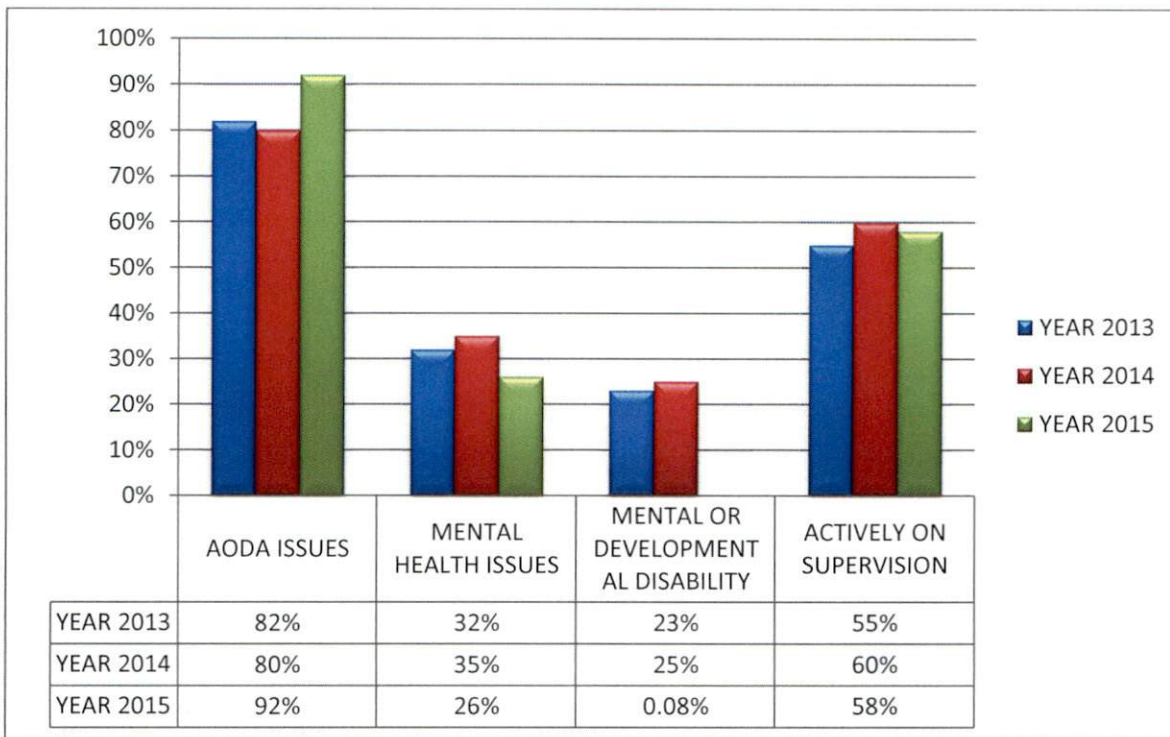


Chart above reflects the number of offenders who were booked in for a Probation Violation along with new charges, new charges only or only Probation violation, bail jumping, or transportation only.

District Attorney & Jail Overlap



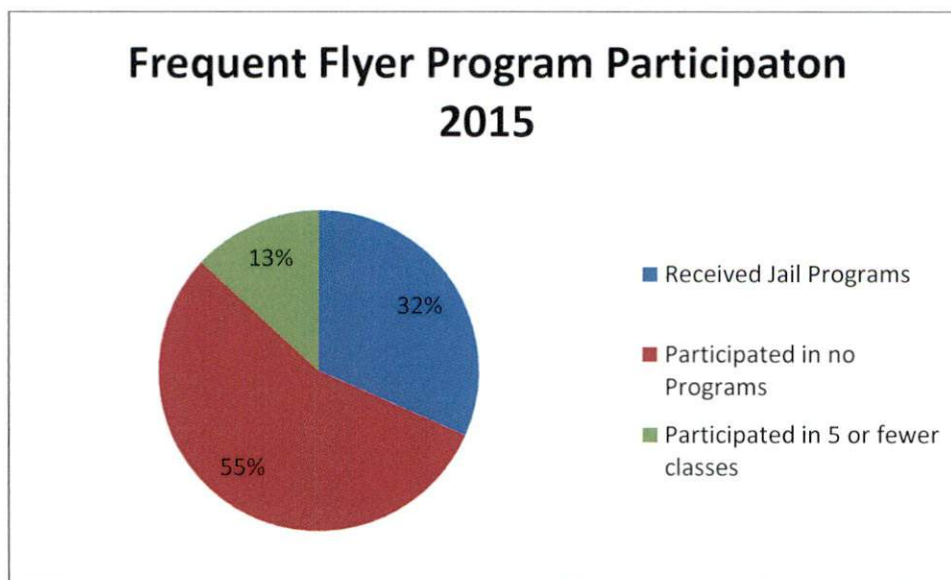
Number of individuals with 5 or more separate charging incidents in the DA's office, 5 or more separate booking incidents in the jail, and the number that overlap between the two.



Mental Health and Disability information was difficult to collect due to HIPPA laws. This data was collected from the agencies mentioned earlier in this document. However, providers outside of DHS were not contacted. Therefore, the group believes the percentages for these areas would be higher if the information was available.

Year	Total Number AODA	Total Number MH	Total Number Mental/Developmental Disability	On Active Supervision
2013- 22	18	7	5	12
2014- 20	16	7	5	12
2015-38	35	10	3	22

Two duplicate offenders in two years. One deceased.



FF in 2015 who participated in jail programming. No data related to completion status of programs.

RESEARCH FINDINGS:

- ❖ Cowell et al. (2013) found Pre-booking options for adult offenders with serious mental illness are associated with fiscal savings. A study examined the impact on taxpayer costs of pre-booking diversion options for offenders with serious mental health conditions. Pre-booking diversion involves the initial intervention of a trained police officer (or an officer accompanied by trained mental health staff). Rather than being arrested, the offender is linked with appropriate community-based treatment services.
- ❖ Anglin et al. (2013) Diversion of nonviolent drug offenders into substance abuse treatment as opposed to incarceration produces long-term cost savings.
- ❖ Aos et al. (2006a); Mitchell et al. (2007); Welsh (2007) Research indicates that therapeutic communities are effective in attenuating recidivism rates among offenders, reentering the community. Those who did not participate in TC but needed services were three times more likely to recidivate than those who needed and completed the treatment.
- ❖ Dowden & Andrews (2004) Attention to staff characteristics and skills is necessary to enhance outcomes with offenders. When core correctional practices (effective use of authority, modeling and reinforcing prosocial attitudes, teaching concrete problem solving skills, advocating for community resources, and building a relationship that allows for open communication and respect) were used, particularly in combination with adherence to the risk, need, and responsivity principles, programs had better treatment outcomes than programs that did not use core correctional practices. The only core correctional practice that was not associated with significant reductions in rates of reoffending was the effective use of authority.
- ❖ Duwe (2014) (2012) 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 so as to provide a greater continuity upon an offender's return to the community. MCORP agent meets with offenders several times prior to release from prison and offer assistance in the domains of employment, education, housing, health and the like. This can effectively reduce recidivism rates and yield a positive return on investment. Analysis revealed reductions in recidivism ranging from 20-25% as defined by rearrest, reconviction, revocations for technical violations, and any return to prison.
- ❖ Seiter & Kadela (2003) Reentry programs showing the most promise in reducing recidivism rates include vocational/work programs, drug rehabilitation programs, halfway house programs, and pre-release programs.
- ❖ Wikoff et al. (2012) 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.

ANALYSIS AND DESIRABILITY/POSSIBILITY OF IMPROVEMENT:

Individuals with behavioral health needs are more likely to be detained after arrest, to stay in jail longer, and to return to jail repeatedly. There are a significant number of high volume criminal justice individuals who have mental health, AODA, or other developmental disabilities. The group concluded there is definitely desirability and possibility for improvement in this area. The workgroup analyzed the data and concluded there could be a correlation between more arrests for drug crimes and increase in bail jumping incidents in 2015. When looking at the individuals coming back into jail numerous times, many of these may have been on bond and reoffended with petty crimes several times before being held with a higher cash bond. Improving pretrial release supervision and oversight might help with this matter.

- ❖ In looking at this population it is important to discern between the pre and post-conviction population. The other area discussed was re-entry planning when an individual leaves jail to return to the community. There are models in other counties such as a Release Advance Planning Program (RAP) that may help reduce recidivism. Inmates identified as having significant unmet needs at the time of release from incarceration, and who meet established criteria for consideration, are referred and reviewed by a planning team made up of several professionals in the system. The objective is to identify and address barriers and risks in order to prevent recidivism and to enhance community safety. (Wikoff et al. (2012) 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) pay a crucial role in the successful reintegration of offenders.)
-

STRATEGY FOR IMPLEMENTING CHANGE:

Before Arrest: Creating options and providing expertise

- ❖ Provide first responders with training to identify the range of behavioral health issues (CIT training), attempt to create resources for officers to use when they come into contact with an individual with behavioral health needs as alternative to arrest or hospitalization.

In the courts: Controlling risk with programming, not jail

- ❖ Risk assessment instruments that will help service providers and other system players identify where programming can interrupt cycles of reoffending, and keep people out of jail where appropriate by increasing options for supervised release.

In Jail- Changing culture:

- ❖ Training CIT teams to de-escalate conflicts, as well as implementing policies to reduce punitive segregation. Enhance programming, including vocational training, expanding programs that help individuals to plan for their life after returning to the community, and convening substance use disorder education and support groups.

Back in the Neighborhood:

- ❖ Create a system to ensure every person leaving jail is connected to Medicaid and benefits. Identify both the risks and needs and match the right services to the right people at the right time.

Long-Term: The group discussed benefits of a transition type center to increase pretrial services and reduce the number of repeat offenses while on bond, provide re-entry planning for individuals in the jail, and programming to match offenders needs. This could also be used to assist with supervision of Electronic Monitoring and Huber individuals and act as a day reporting center. This would obviously require additional funding. The group needs to analyze further to come up with a concrete plan on how to reach impacts of reducing the number of those individuals incarcerated five or more time per year for new arrests for criminal offenses.



Evidence Based Decision Making Policy Team

District Attorney Steve Gibbs, Chairman
Rose Baier, CJCC Coordinator

Chippewa County EBDM Deferred Acceptance of Guilty Plea (DAGP) and Intoxicated Driver Intervention Program (IDIP) Supervision Strategy for Change

WORKGROUP MEMBERSHIP:

NAME	Role	DEPARTMENT/AGENCY	EMAIL
Chad Verbeten (CHAIR)	Assistant DA	District Attorney's Office	chad.verbeten@da.wi.gov
Judge Jim Isaacson	Court	Courts	James.isaacson@wicourts.gov
Steve Gibbs	District Attorney	District Attorney's Office	Steve.gibbs@da.wi.gov
Karen Hepfler Vicky Woolever	Clerk of Circuit Court	Clerk of Circuit Court	Karen.hepfler@wicourts.gov Vicky.woolever@wicourts.gov
Sherrie Dachel	Victim Witness Coordinator	Victim Witness	Sherrie.dachel@da.wi.gov
John Manydeeds	Public Defender	State Public Defender's Office	manydeedsj@opd.wi.gov
Arlene Eslinger	Service Provider	Community Counseling	arleneeslinger@gmail.com
Kayce Planert	Diversion	LSS	Kayce.planert@Lsswis-org

WORKGROUP GOAL STATEMENTS:

GOAL: CREATE A MORE FORMAL SUPERVISION PROGRAM FOR DEFERRED ACCEPTANCE OF GUILTY PLEAS (DAGP)/INTOXICATED DRIVER INTERVENTION PROGRAM (IDIP) THAT CONFORMS TO EVIDENCE BASED PRACTICES, IN AN EFFORT TO REDUCE RECIDIVISM AND DIVERT OFFENDERS.

CURRENT PRACTICE IN CHIPPEWA COUNTY:

The portion of the system map involved in this change target includes the initial appearance, returns, and sentencing decision points.

Current Practice for Deferred Acceptance of Guilty Pleas (DAGP)

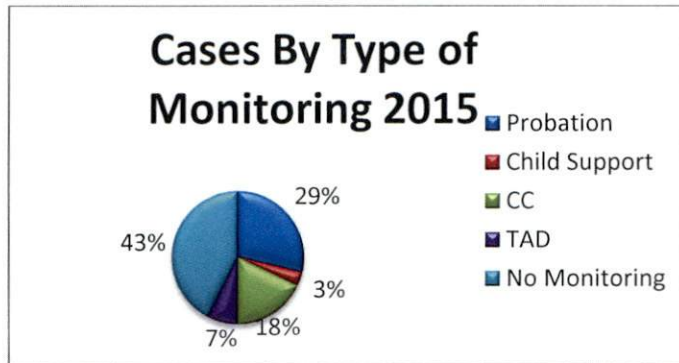
- Other than Operating after Revocation, Child Support, Treatment and Diversion (TAD), and those already on probation, the remaining DAGP's are referred to Community Counseling for supervision.
- The DA's office is not always using an assessment tool prior to determining who to place on a DAGP and what services the offender should receive.
- Community Counseling has the option to add programming if they see a need, but do not use a validated tool to assist with this decision. They are using a risk assessment tool that does not identify criminogenic needs and are not sure where the tool is from. The people on DAGP's report every month regardless of risk level. Sometimes reporting is allowed by phone.
- Decisions related to entering a DAGP are made on a case by case basis and there are no criteria in place for this within the DA's office. The first time someone comes in for a domestic, they might get a county ordinance, and the second time referred to Community Counseling.
- Almost all domestics are required to go through counseling without a clear assessment in place to determine their underlying needs. For example, the DV might be a result of an underlying AODA issue or Mental Health issue and these are not always being addressed.
- Participants are referred to services based on perceived need and not on an identified assessment tool. If a COMPAS has been completed, the results are not necessarily shared with the current provider, and current provider is not trained to interpret this assessment.
- CC has five contracts with AODA Treatment Providers and does not do treatment in house. They complete AODA assessments. There is no counseling at CC. Many participants are referred to Callier Clinic.
- Services are not based on an ability to pay. The services they have in house are educational for drunken driving, assessments, and supervision. Participants pay 20.00 per month to Community Counseling for monitoring DAGP's.
- Upon completion of the DAGP, a report is submitted to the DA's office indicating they have completed. It is then filed with the Clerk's office for disposition.
- There is no formal process in place for termination upon non-compliance and no standard or consistent approach by Judges when it comes to revoking DAGP's. When the DA requests termination of a DAGP, it depends which branch it is heard in as to what will happen with the DAGP.

Current Practice for Intoxicated Driver Intervention Program:

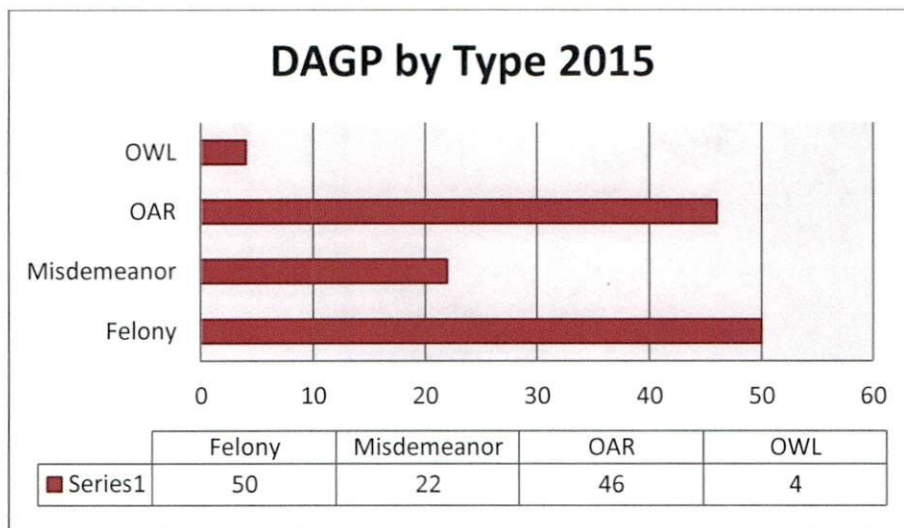
- ❖ IDIP potentially reduces penalties for OWI and is completed prior to sentencing. Fees for the program include \$75.00 for intake and \$25.00 per month for supervision until end of program.
- ❖ Participants must:
 - Remain chemically free throughout the program
 - Attend an initial one hour screening/orientation session
 - Attend a contact session or education session once per week
 - Telephone the agency five times per week and agree to random BA/UA to determine presence of alcohol or other drugs
 - Sign consent forms for the agency to release information to appropriate persons/agencies
 - Complete the alcohol/drug assessment requested by the Department of Transportation (WAID-Wisconsin Assessment for Intoxicated Drivers). This assessment tool indicates a level the individual would be at related to AODA needs. Based on the score, they are referred to treatment.
 - They complete and OWI assessment and participate in assessment recommendations (driver safety plan).

- ❖ Issues with IDIP include the amount of time it takes a person to enroll after instructed by the Court due to lack of follow through by the participant. Currently if someone is given three months, they wait until the last minute.
- ❖ There are no consistent guidelines in place with Judges to follow related to completions/failures.
- ❖ It takes a case a significant amount of time to get into court if they do not complete guidelines.

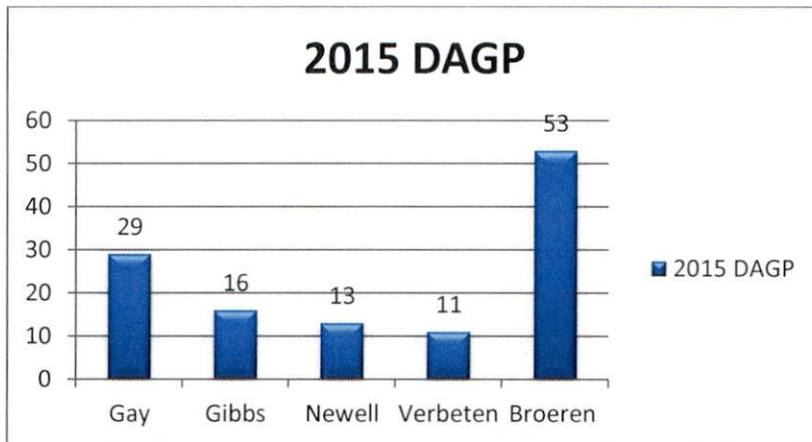
DATA AND RESEARCH:



In 2015 there were 35 DAGP's monitored by Probation, 4 by Child Support, 22 by Community Counseling, 9 by TAD, and 52 with no monitoring for a total of 122.



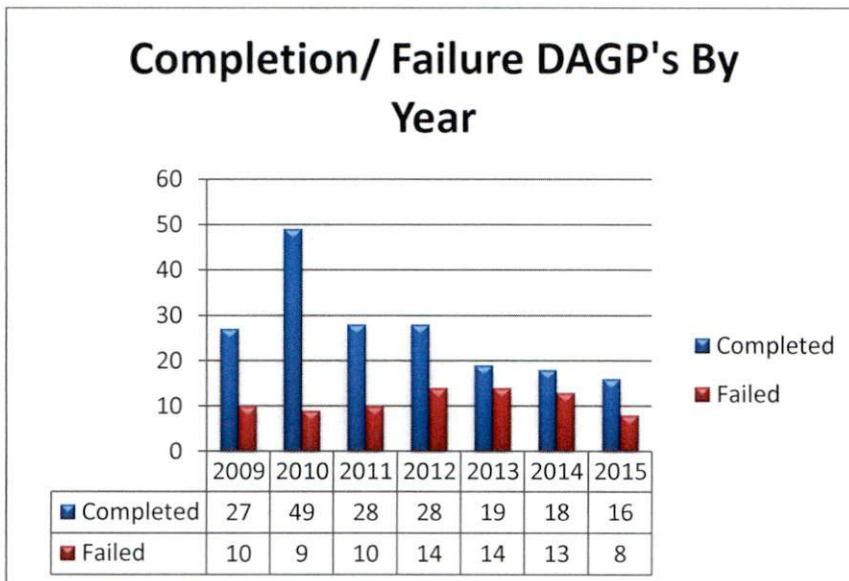
Of the 122 cases referred for DAGP, 50 were felony level, 22 misdemeanors, 46 Operating After Revocation, and 4 Operating Without License (OWL).

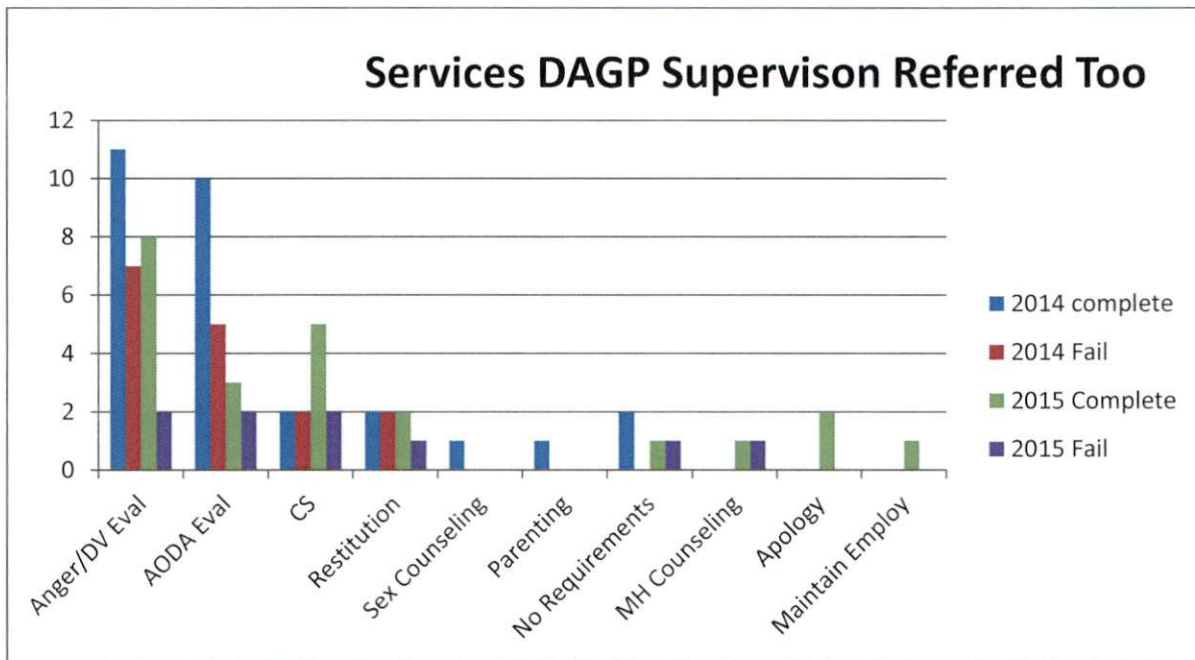
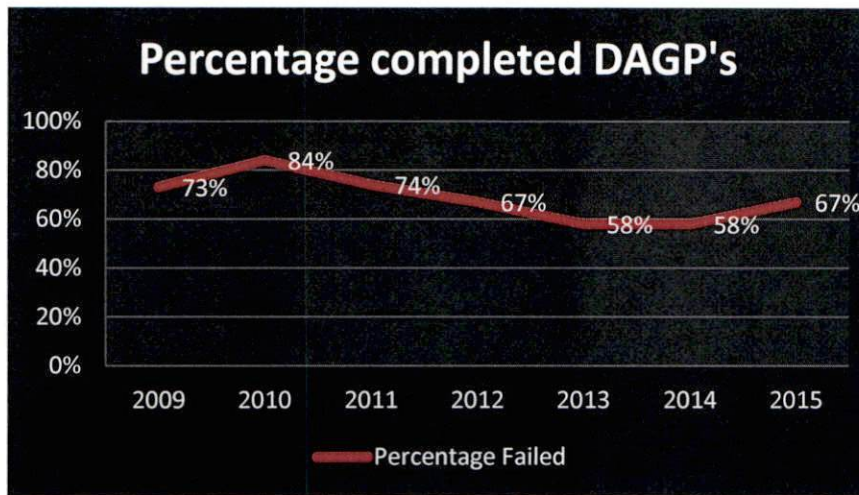


Number of DAGP's entered by District Attorney's Office

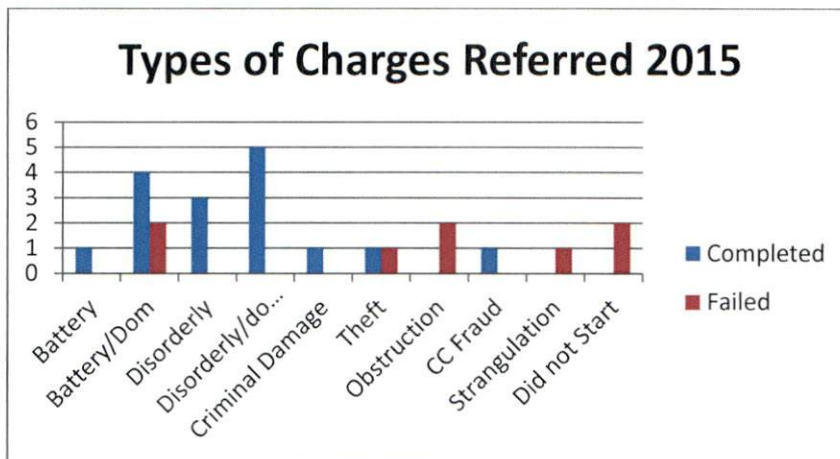
	2008	2009	2010	2011	2012	2013	2014	2015
YR. FAILED								
2008			1					
2009				1	3	2	3	8
2010			2	1	1		2	1
2011				2				
2012							3	
2013						1	3	3
2014							1	1

Arrests after failing DAGP Supervision





Community Counseling referred participants on DAGP's to the above services in 2014 and 2015.

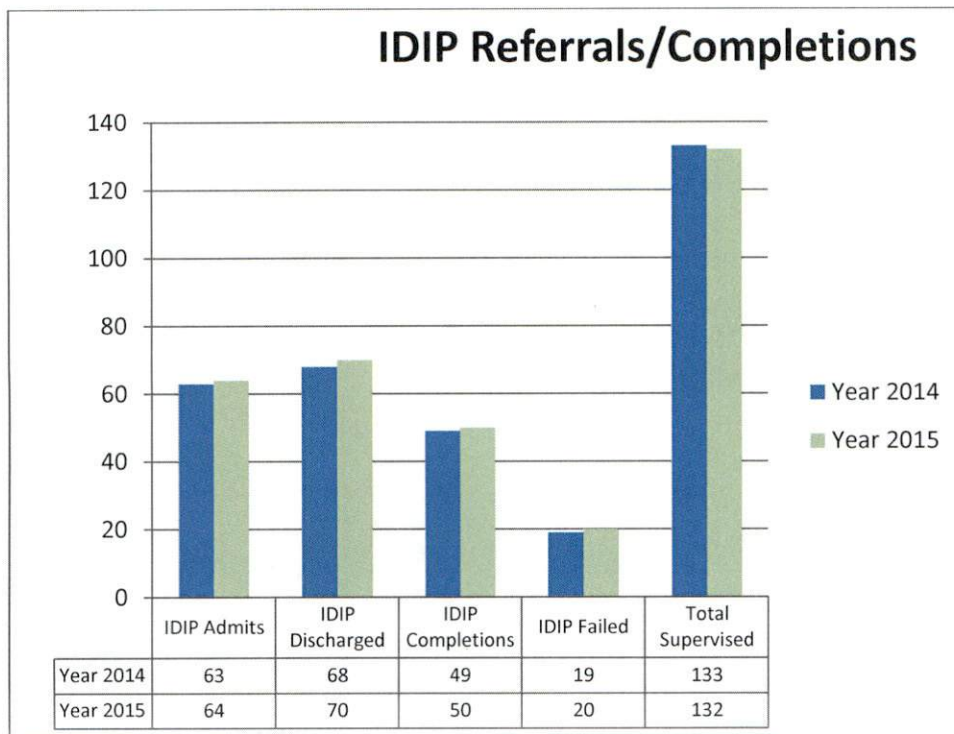


Charges referred for DAGP supervision in 2015

Intoxicated Driver Intervention Plan Days from failure to Sentencing.

Failed	Sentenced	Days
1/30/2014	3/2/2014	31
1/31/2014	4/15/2014	74
1/31/2014	3/6/2014	34
2/10/2014	2/19/2014	9
3/24/2014	1/15/2015	297
5/5/2014	8/11/2014	98
6/11/2014	6/27/2014	16
6/3/2014	6/23/2014	20
6/19/2014	10/15/2014	118
8/25/2014	12/15/2014	112
8/29/2014	10/1/2014	33
9/25/2014	10/28/2014	33
9/16/2014	11/7/2014	52
10/8/2014	4/8/2015	182
10/7/2014	11/18/2014	42
12/5/2014	12/10/2014	5
12/2/2014	1/14/2015	43
12/11/2014	1/14/2015	34
12/11/2014	2/9/2015	60

Averaged **68 days** between failing IDIP and getting back into court for sentencing in 2014 for 19 individuals.



2014: 72% of discharged cases completed successfully
 2015: 71% of discharged cases completed successfully

RESEARCH FINDINGS:

- ❖ Andrews (2007); Andrews & Bonta (2006); Andrews & Dowden (2007); Andrews et al. (1990); Bonta (2007): Recidivism is more likely reduced when the justice system focuses on criminogenic needs, uses a cognitive behavioral approach, reserves more intensive services for higher risk offender, and uses aftercare services. Intervention efforts should target multiple criminogenic needs (the need principle); and effective interventions are those that are responsive to the motivation, cognitive ability, and other characteristics of the offender (responsivity principle).
- ❖ Anglin et al. (2013): diversion of nonviolent drug offenders into substance abuse treatment as opposed to incarceration produces long-term cost savings.
- ❖ Cadigan & Lowenkamp (2011a): 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 justice system resources.
- ❖ Cadigan & Lowenkamp (2011b): Defendants released at the pretrial stage experience more desirable outcomes at later stages of justice system processing (i.e., lower recidivism rates) than those who are detained in custody.
- ❖ McGuire (2002); French & Gendreau (2006): Treatment programming should be targeted to higher risk offenders and their criminogenic needs, and preferably (though not exclusively) be community-based.

ANALYSIS AND DESIRABILITY/POSSIBILITY OF IMPROVEMENT:

The group determined there is possibility of improvement and it is desirable. The overall goal would be to increase the successful completion rate for DAGP's referred to outside providers to 75%. This could be accomplished by incorporating evidence based practices and decision making into the process through risk/need assessments, referral to services related to criminogenic need areas, and a consistent process in place in response to failed DAGP's.

In regard to IDIP, the overall goal would be to improve successful completion rate of IDIP's to 80% and reduce the amount of time between failure date and sentencing date. This could be accomplished by streamlining plea and sentencing procedures, referring for services based on risks/needs and having an enrollment date for IDIP that is within 90 days from court.

STRATEGY FOR IMPLEMENTING CHANGE:

❖ DEFERRED ACCEPTANCE OF GUILTY PLEA SUPERVISION:

- Update and encourage buy-in from Judges and other stakeholders.
- Add consistent language to DAGP's related to expectations.
- Educate providers on EBDM
- Base services on assessments that identify criminogenic needs.
- Train providers on the interpretation of COMPAS assessments and criminogenic needs.
- Create Matrix of sanctions/rewards for supervision of DAGP cases.
- Create a process for termination of DAGP's consistent across all three branches Create a process for determining which DAGP's require a COMPAS (ones that might not could be restitution, OAR, and child support).
- Outcome based contract.

❖ INTOXICATED DRIVER INTERVENTION PROGRAM

- Develop a streamlined plea and sentencing procedure and make it consistent across all three branches for IDIP's.
- Notify the Judge sooner regarding the status of IDIP's.
- Create a consistent process for terminations.
- Have a date certain to enroll and finish set by the Judges. All Judges follow guidelines consistently with IDIP completions/failures so any Judge can hear the case.
- Outline criteria on 4th and 5th as to what fines/Jail times would be if fail and pass/how much time get CS completed and what happens if they don't follow through.
- Identify IDIP requirements/guidelines for offenders that are going to prison.
- Ability to move sentencing date up if someone fails IDIP instead of waiting to the date set six months out. Suggestion would be to come back into court at the next available slot regardless of the Judge.
- Weekly Order to Show Cause (OTSC) hearings.
- Identify and improve Community Service Opportunities.



Evidence Based Decision Making Policy Team

District Attorney Steve Gibbs, Chairman
Rose Baier, CJCC Coordinator

Chippewa County EBDM Workgroup Calls for Service (CFS) Codes Strategy for Change

WORKGROUP MEMBERSHIP:

NAME	Role	DEPARTMENT/AGENCY	EMAIL
Chief Wendy Stelter (Previous CHAIR)	Chair- PD	Chippewa Falls Police Department	wstelter@chippewafalls-wi.gov
Tammee Foldy	Dispatch	Chippewa County Sheriff's Office	tfoldy@co.chippewa.wi.us
Matt Kelm (New Chair)	Lieutenant	Chippewa Falls Police Dept.	mkelm@chippewafalls-wi.gov
Linda Morning	Records	Chippewa Falls Police Dept.	lmorning@chippewafalls-wi.gov
Jennifer Steinmetz	Records	Chippewa County Sheriff's Office	jsteinmetz@co.chippewa.wi.us
Lewis Yetter	Records	Chippewa County Sheriff's Office	lyetter@co.chippewa.wi.us
Dena Clark	Emergency Communications Center Director	Chippewa County Sheriff's Office	dclark@co.chippewa.wi.us
Chief Jared Zwiefelhofer	Bloomer PD	Bloomer Police Department	zwiefel@bloomer.net
Chief Louis Eslinger	Cadott PD	Cadott Police Department	cadottpd201@yahoo.com
Chief Cal Smokowicz	Lake Hallie PD	Lake Hallie PD	csmokowicz@lakehallie.us
Mitch Gibson	Field Services Lieutenant	Chippewa County Sheriff's Office	mgibson@co.chippewa.wi.us
Chad Holum	Chief Deputy	Chippewa County Sheriff's Office	cholum@co.chippewa.wi.us
Tim Bowman	Deputy	Lake Hallie PD	tbowman@lakehallie.us

WORKGROUP GOAL STATEMENTS:

GOAL: TO REVIEW HOW LAW ENFORCEMENT AGENCIES ARE CODING CFS. DEVELOP CRITERIA FOR THE CODES THAT WILL BE APPLIED CONSISTENTLY THROUGHOUT CHIPPEWA COUNTY LAW ENFORCEMENT AGENCIES TO ASSIST WITH INFORMATION FOR GRANTS, CRIMINAL ANALYSES, STATISTICAL PURPOSES, AND CRIME MAPPING FOR PREVENTATIVE PROGRAMMING

CURRENT PRACTICE IN CHIPPEWA COUNTY:

CFS codes are involved at the arrest decision point when dispatch receives a call and an officer responds or is sent to the scene.

- When a call for service is received, a CFS code is attached to the call by dispatch. In some instances, when an officer responds to a call without being dispatched, they code the call themselves.
- Coding is done subjectively. There is no training curriculum in place for dispatch or officers related to this area. There are approximately 152 codes available in Chippewa County for dispatch use. Other Counties may have more or less.
- Various law enforcement jurisdictions are coding differently. When there are a number of offenses at an incident, most jurisdictions label the more serious offense first. However, this is a judgment call in cases where there might be an OWI 4th vs battery domestic for example.
- Once a call is coded, changing codes are completed differently in jurisdictions. In Lake Hallie, one person reviews all of the codes, in Bloomer and Cadott, the Chief reviews all of the codes and changes as necessary, and at the Chippewa Falls Police Department the officer changes the codes as necessary. Most changes to the codes are made when the officer returns to the office.
- If officers are changing codes themselves on the scene, they are unable to change the call tag. They can pull their own CFS codes and it shows up on the Computer Aided Dispatch (CAD) side. Incident Case Reporting (ICR) does not communicate on the Record Management System (RMS) or CAD side, so dispatch might not see this. Lake Hallie cannot create ICR's in the cars.
- The only way to hide the codes on the CAD side (having less codes for dispatch to choose from) and keep them visible on the RMS is to assign an incident number to every single call including traffic. If this were done, the officer could change the incident number. However, each jurisdiction assigns CFS incident numbers differently: Cadott issues an incident for citations, Bloomer leaves this up to the officers, and Chippewa Sheriff's Office does not necessarily assign incidents on citations. Cadott and Lake Hallie sometimes create incidents. Stanley also creates incidents for vehicle inspections; dispatch can see these and are assuming they are creating them on the CAD side. An incident is closed by the officer; the CFS is closed by dispatch.
- When dispatch labels a CFS and the officer changes the incident on their side and doesn't run the change through dispatch, the CFS data does not reflect the change. Therefore, the data might not accurately capture the true nature of the call. If dispatch had to stamp an incident for every CFS, it would be more work than receiving the information from the officer after the fact if the incident is changed.
- When assisting another agency, jurisdictions should code the call accordingly as "assisting other agency" but are sometime coding the call something else.
- There is no guiding policy or procedures in this area and this is done subjectively.
- Currently Department of Human Services (DHS) maps service activity they provide in Chippewa County. There is no procedure in place to map crime activity in relation to services.

DATA AND RESEARCH:

There are approximately 152 CFS codes available for dispatch to use. In 2015 there was a total of 40,631 CFS in Chippewa County. The data is available to break these calls down to Jurisdictions, address, primary officer, and operator.

CFS Codes 2015	Number
Traffic Stop	10454
EMS, Standby, Transfer	5218
Traffic complaint	2356
Suspicious circumstances	2302
Vehicle Issues-assist/towed/ID check/ditch/inspection/lockout	2062
911 Hang up, misdial, non-emergency	1781
Accident Vehicle- no PL, PL Contact, Unknown PL	1162
Animal Abuse, At large, Bite, Misc.	1160
Warrant arrest	978
Theft	940
Alarms-Bank,Business,Courthouse,Duress,Fire, Medical	829
Investigate Person	791
Juvenile Complaint, UA drinking, Runaway	636
Accidents Vehicle/Animal	605
Assist other Agency	570
Domestic Disturbance	537
Check Welfare	536
Fire Response	527
Property found, lost, recovered	496
Harassment-stalking-threats	468
Complaint Misc.	461
Criminal Damage	358
Crisis Intervention	343
Driving under the Influence-Arrest	336
Building Check, Door Open	264
Fraud	263
Noise Complaint	262
Criminal History	259
Drug Abuse	225
DNR Complaint	195
Civil stand by	185
Burglary	163
Child custody	160
Assault/Battery	135
Fire Works Complaint	132
Child Abuse/neglect	130
Sexual Offense	130
Trespass	123
Courtroom security	122
Employee Sick Leave	122
Records Check	113
Criminal Traffic Arrest OAR	110
RO/Bond/No contact violation	110

Death	106
Littering/garbage	96
Probation Violation	93
Auto Theft	89
Weather complaint	87
School Bus Violation	84
Municipal Code Violation	83
Parking Ticket	78
Disorderly	73
Escorts Building, Funeral, Money	72
Accident- Vehicle Driver Report	66
Missing Person	56
Accidents Other	47
Bond violation	47
Tobacco Violation	42
ED	40
ATV Accident w/PL, Complaint	33
Tavern Complain	32
PBT Testing	31
Fire Investigation-law enforcement	28
Equipment Damage	26
Liquor laws	16
Emergency Message	15
Pursuits	15
Identity Theft	13
Search Warrant	12
Railroad Complaint	11
Boat Accident no PL, Complaint	10
Accident Vehicle/Fatal	9
Bikes	9
Elderly Abuse/Neglect	9
Public Relations	9
Weapons	9
Employee Injury	8
SWAT-CERT team	8
Finger Printing- non-jail	7
Phone Calls Harassing/Threatening	7
Prisoner Complaint	7
Snowmobile Accidents/complaints	7
Parole Violation	5
Firearm Injuries	4
Forgery	4
Child support	3
Huber Rule Violation	3
Robbery	3

Bomb Threat	2
Gambling	2
Prisoner Transport Institution, Local	2
Arson	1
Aviation Incident	1
Jail inmate injury	1
MH Transport	1
	40631

RESEARCH FINDINGS:

There is not an abundance of research related to this area. There is research available on policing by place and police enforcement strategies to prevent crime in hot spot areas.

- ❖ U.S. Department of Justice, Office of Community Oriented Policing Services (No. 2): A review of several Hot Spot Policing Programs supports the assertion that focusing police efforts on high-activity crime places can be used to good effect in preventing crime. 7 of 9 evaluations reported noteworthy reductions in crime and disorder. The National Research Council’s Committee to Review Research on
- ❖ Police Policy and Practices examined that there was “strong empirical support for the hot spots policing approach” to crime prevention (Skogan and Frydl, 2004: 240).

The Department of Human Services has been mapping service needs in Chippewa County for the past two years. There is a desire to include crime mapping in this analysis with the possibility of providing preventative services in areas with most need and overlapping partners in system involvement.

ANALYSIS AND DESIRABILITY/POSSIBILITY OF IMPROVEMENT:

The workgroup determined there is possibility of improvement in this area and it is desirable. All members of the workgroup are in agreement with improving this process. Chippewa Falls Police Department has expressed interest in piloting crime mapping and analyzing the results with DHS to consider options related to service delivery.

STRATEGY FOR IMPLEMENTING CHANGE:

Due to the benefits of using CFS code information for grants, criminal analyses, statistical purposes, and to decrease radio traffic, it is important to refine this process. It would also be helpful in crime mapping to determine where services and law enforcement presence would be beneficial.

The following would be addressed in moving forward:

- Invite the Chiefs not on the workgroup to discuss proposed changes and next steps.
- Review the CFS codes and determine if they could be grouped differently.
- Provide a clear definition for CFS codes

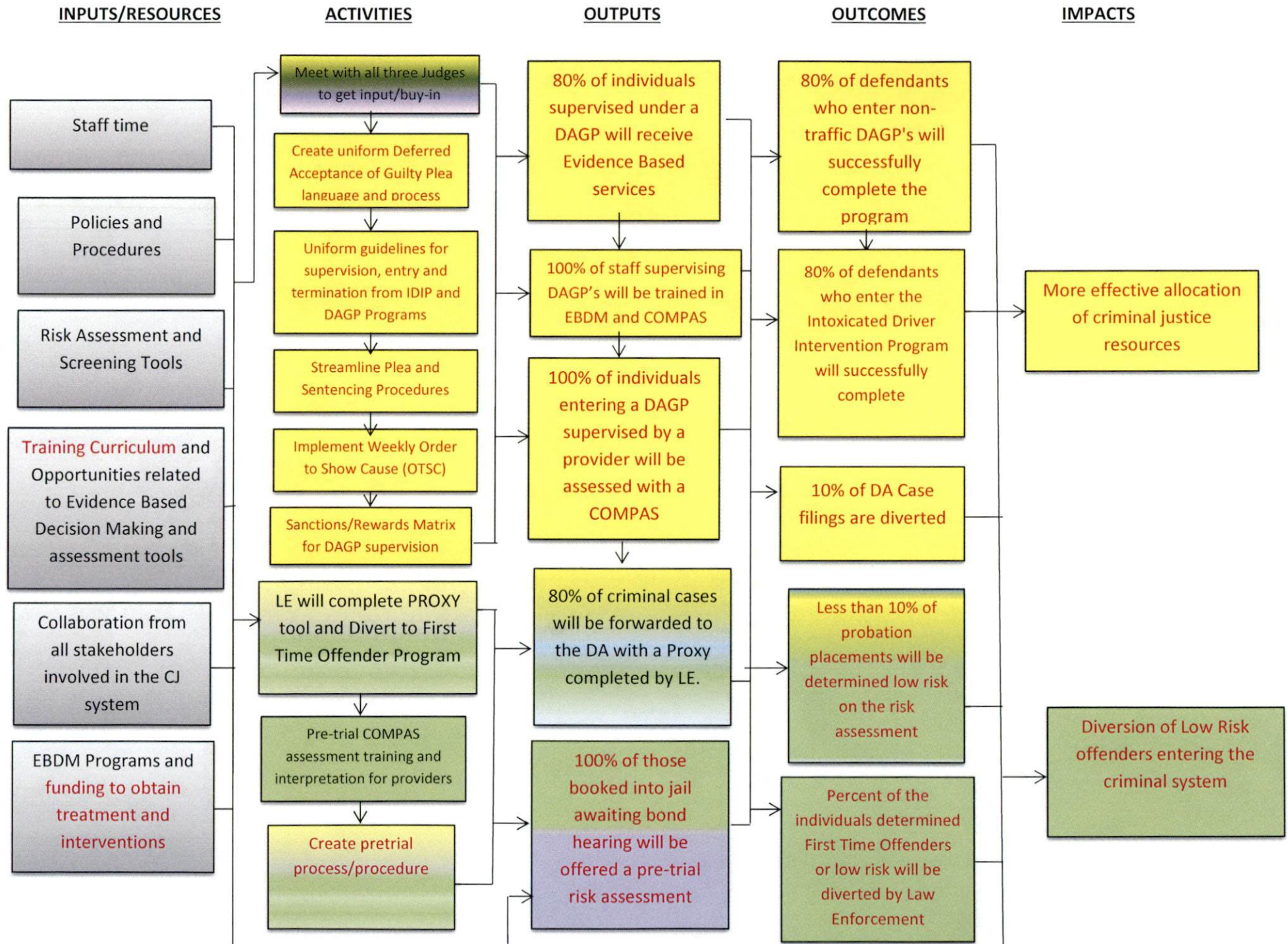
- Define the hierarchy of CFS codes and identify which would be considered most severe in most cases.
- Implement a consistent process to make coding less subjective and identify when variances within Departments are necessary (i.e. Stanley with vehicle inspections).
- Provide guidance and training for new dispatchers/officers related to CFS codes.
- Develop protocol for all Departments related to:
 1. Who assigns codes and when an officer should ask dispatch to do this?
 2. Changing codes after reporting to the scene (When officers change the CFS code after reporting to the scene, they should call dispatch to have this reflected. They can do this when they clear. If records or the Chief catches it a couple days later, they can still call and have it changed.)
 3. Incident Case Reporting (ICR)
 4. Notifying dispatch when an officer is sent on a call.
 5. When an officer changes an incident, notifying dispatch.
- Continue to be involved with CJCC and DHS related to the mapping criteria for CFS codes and possible improvement opportunities for service provision.

PART VI: PHASE VI IMPLEMENTATION PLANS

1. System-wide logic model: In creating a system-wide logic model, following action steps, and successfully incorporating evidence based practices into our system, Chippewa County will ultimately succeed in meeting the outcomes outlined in our four change target areas which will assure completion of the overall harm reduction goals described in more detail in section VII. See attached system-wide logic model and change target logic models (Attachment Four).

2. Implementation plan for Phase VI: Please refer to attached process plans for specific objectives, action steps, timing, and sequencing of action steps. Action plans also identify person(s) responsible for decision making; needs related to resource allocation; coordination with other entities; potential barriers to implementation; and strategies for addressing these barriers (Attachment Five).

CHIPPEWA COUNTY SYSTEM WIDE LOGIC MODEL





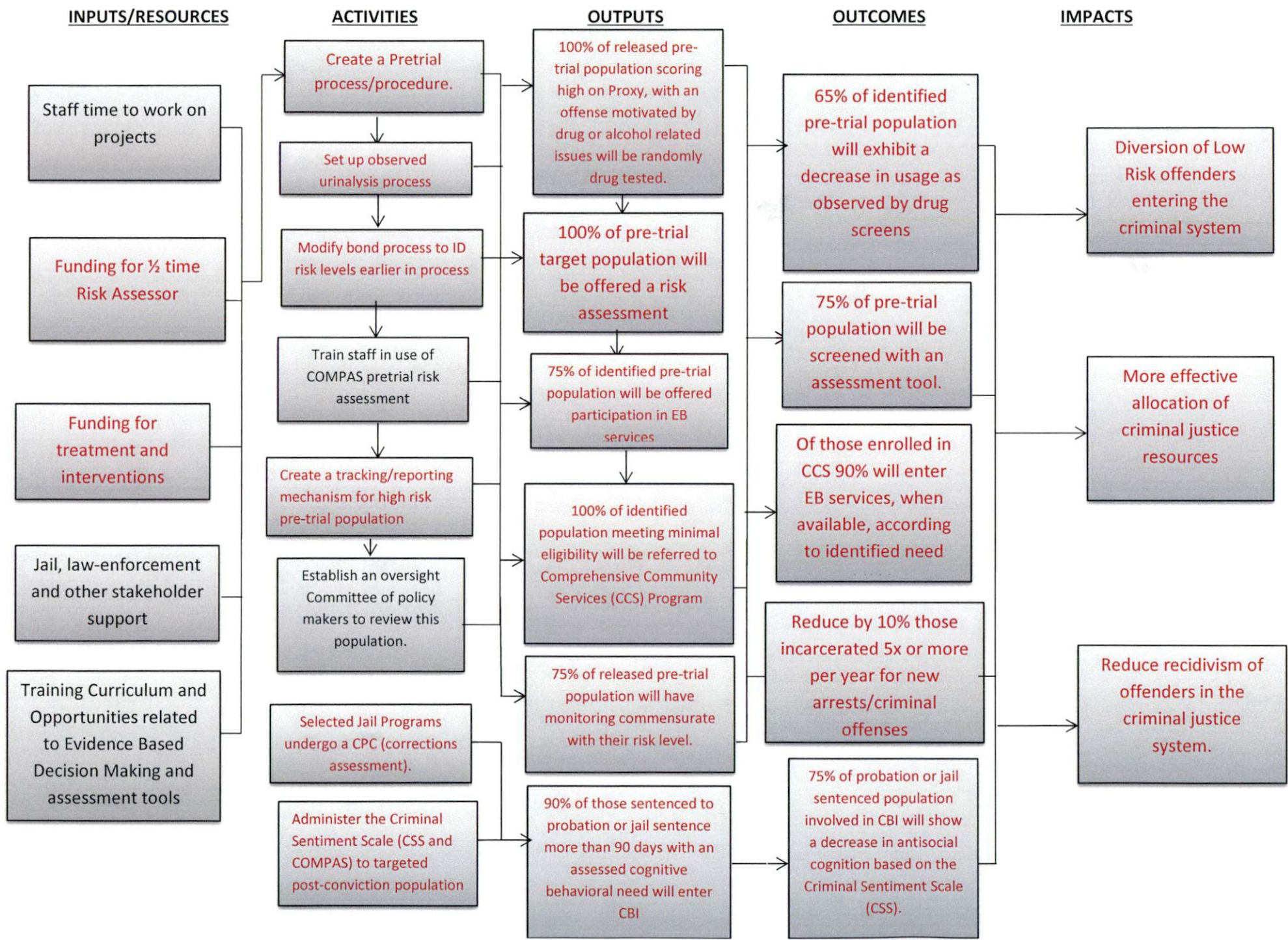
- Assumptions:**
- Professional judgment of criminal justice system decision makers is enhanced when informed by evidence-based knowledge.
 - Formal interventions should be minimized for low risk individuals
 - Every interaction within the criminal justice system offers an opportunity to contribute to 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.

- CONTEXTUAL CONDITIONS**
- Local and State economic situation
 - Personnel changes within key agencies
 - Buy-in throughout the system and community
 - Funding

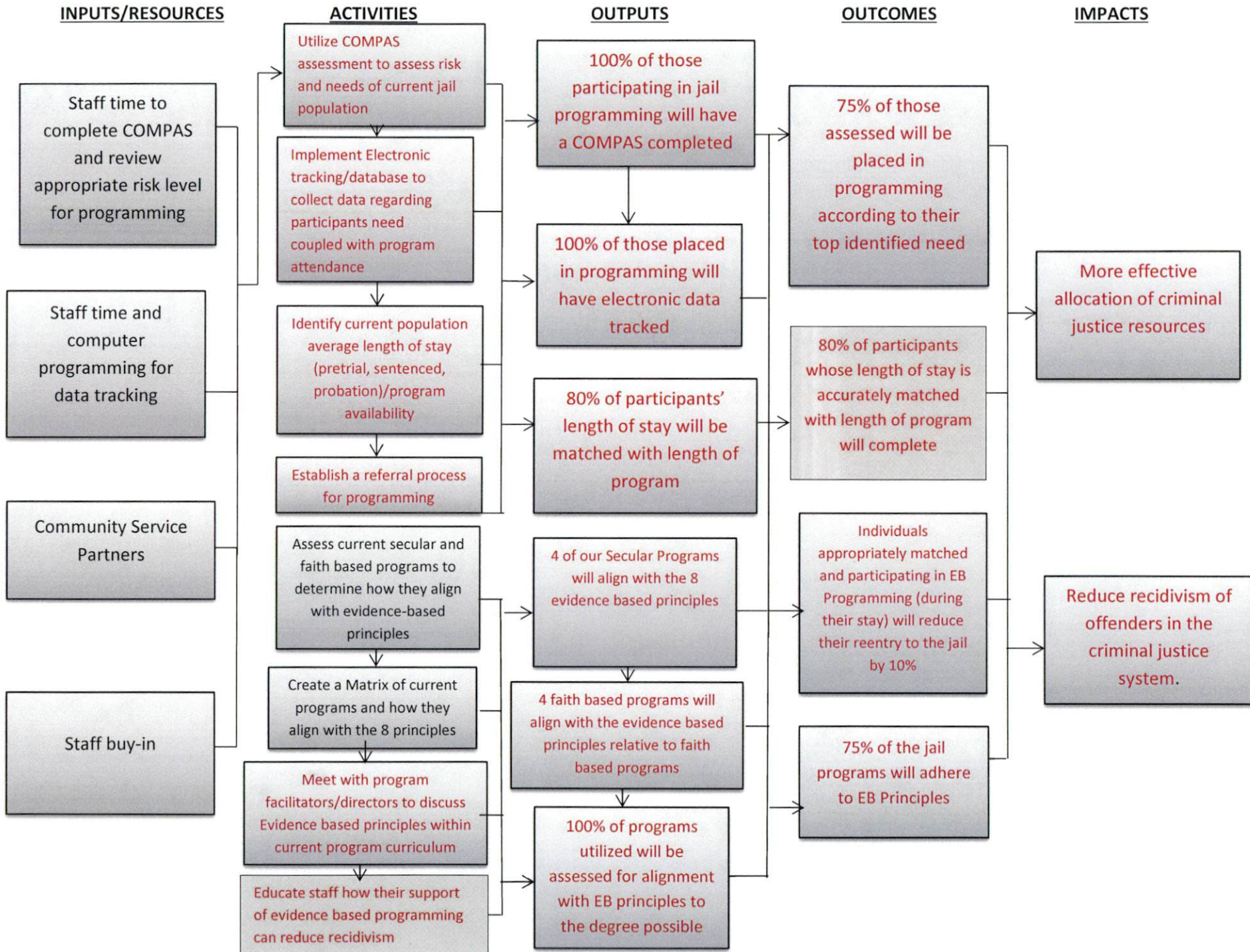
KEY

RED TEXT: New or planned change
BLACK TEXT: components in place/underway
 Multi Highlighted areas correspond with more than one impact or area.

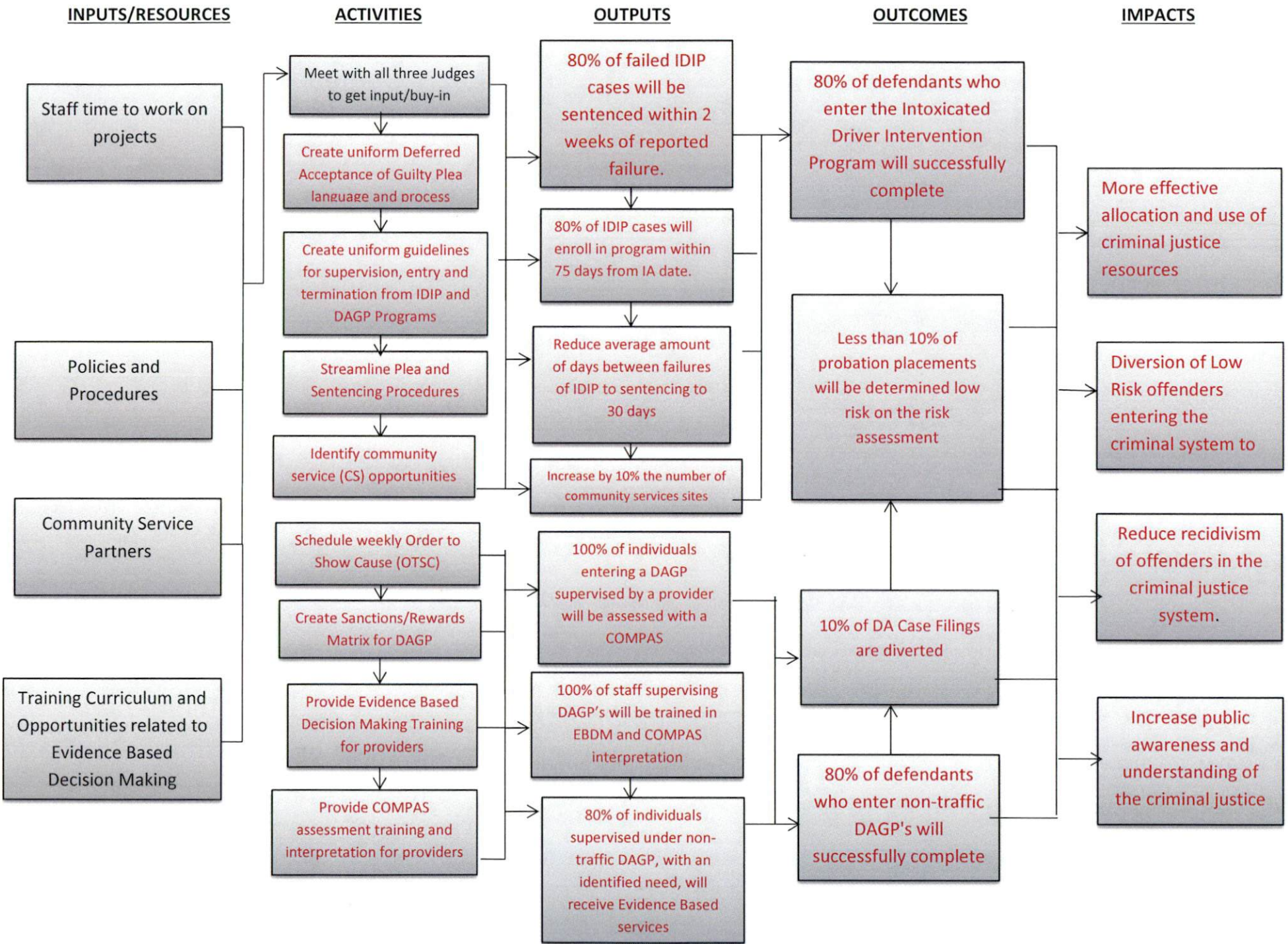
CHIPPEWA COUNTY LOGIC MODEL: HIGH VOLUME CRIMINAL JUSTICE SYSTEM INDIVIDUALS/PRETRIAL AND POST CONVICTION



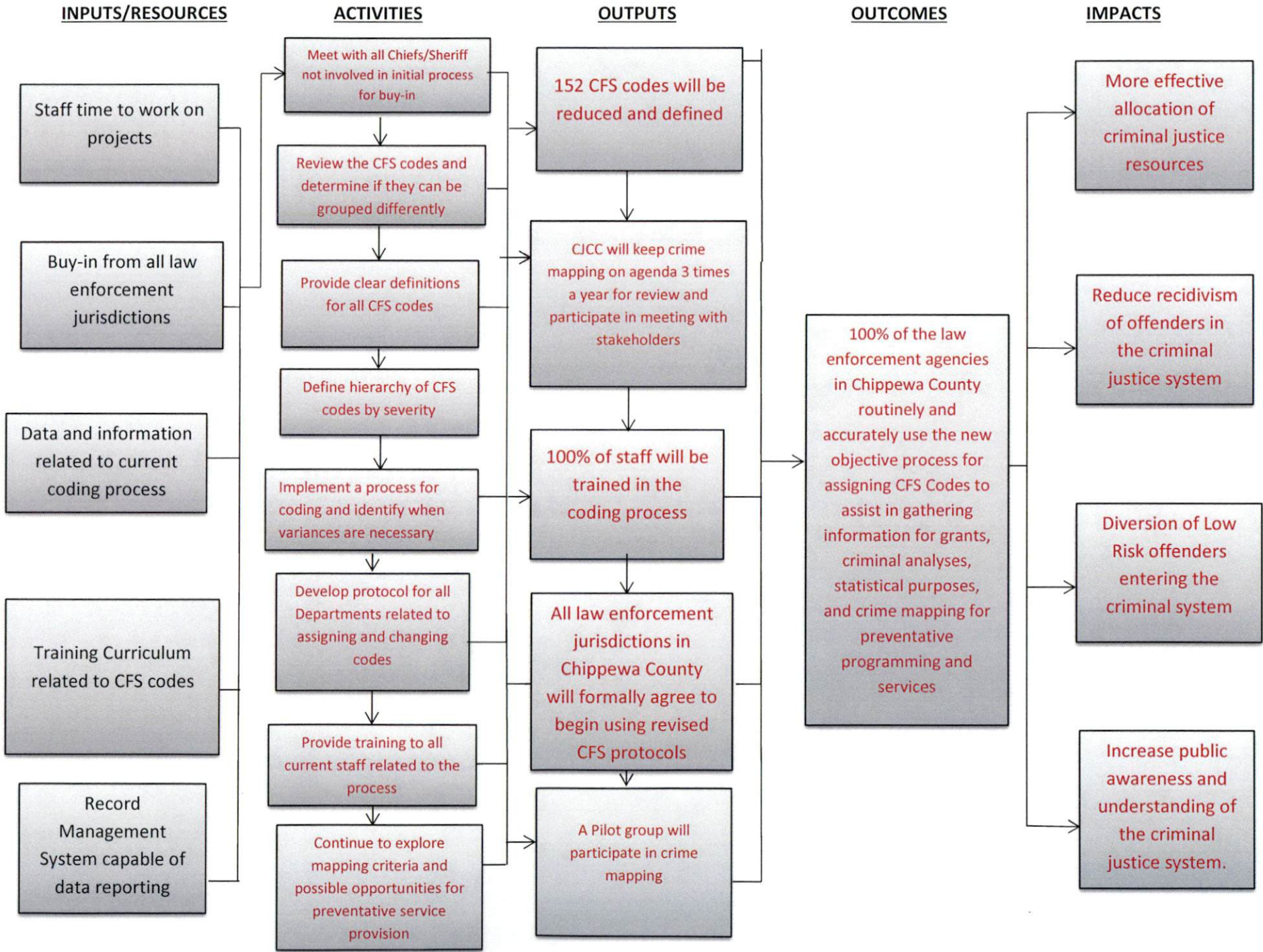
CHIPPEWA COUNTY LOGIC MODEL: JAIL PROGRAMMING



CHIPPEWA COUNTY LOGIC MODEL: CHANGE TARGET DEFERRED ACCEPTANCE OF GUILTY PLEA AND INTOXICATED DRIVER INTERVENTION PROGRAM



CHIPPEWA COUNTY LOGIC MODEL: CALLS FOR SERVICE CODES



CHIPEWA COUNTY PROCESS 1

CHIPPEWA COUNTY Process 1-HIGH VOLUME CRIMINAL JUSTICE SYSTEM INDIVIDUALS PRETRIAL AND POST CONVICTION						
OVERALL HARM REDUCTION GOALS	More effective allocation of criminal justice resources	Diversion of Low Risk offenders entering the criminal system	Reduce recidivism of offenders in the criminal justice system			
OUTCOMES	<ul style="list-style-type: none"> 65% of identified pre-trial population will exhibit a decrease in usage as observed by drug screens 75% of pre-trial population will be screened with an assessment tool. Of those enrolled in CCS 90% will enter EB services, when available, according to identified need Reduce by 10% those incarcerated 5x or more per year for new arrests/criminal offenses 75% of probation or jail sentenced population involved in CBI will show a decrease in antisocial cognition based on the Criminal Sentiment Scale (CSS). 					
		DATE OF COMPLETION	LEAD PERSON	OTHERS RESPONSIBLE	RESOURCES NEEDED	PARTNER COORDINATION
ACTION STEP 1:	Create pretrial process/procedures.	January 2017	Ernan De La Rosa	Rose Baier and EBDM Policy Team	Funding for Pre-trial assessor; staff; training	Jail DOC Board DA Public Defender
ACTION STEP 2:	Modify bond process to identify risk levels earlier in the process	January 2017	Ernan De La Rosa	Rose Baier; EBDM workgroup members	Staff time and training.	Jail Courts DA Public Defender
ACTION STEP 3:	Train Staff in use of COMPAS pretrial risk assessment	Some complete already-ongoing	Rose Baier	Ernan De La Rosa	Funding for new assessor; staff time	DOC Jail LSS
ACTION STEP 4:	Set up Observed urinalysis process	In progress 11/2016	Ernan De La Rosa	Jail Administration	Jail Administration approval.	Drug Court/ TAD case managers
ACTION STEP 5:	Create a tracking/reporting mechanism for high risk pre-trial population	April 2017	Chair of workgroup-Tim Easker	Workgroup members	Time IT support	Jail DA
ACTION STEP 6:	Establish a steering committee of policy makers to review this population.	Already in place. Need to formalize role and review.	Rose Baier	Workgroup Members	Time	CJCC
ACTION STEP 7:	Selected Jail Programs undergo a CPC assessment	8/2017	Rose Baier/TA Provider	Jail Programming workgroup members	Funding Time Possible NIC support	Jail NIC
ACTION STEP 8:	Administer the Criminal Sentiment Scale (CSS and COMPAS) to post-conviction high risk high volume population	10/2017	Kayce Planert	Rose Baier/Compas Assessor	Funding Time Additional Staff	LSS Jail

CHIPEPWA COUNTY PROCESS 1

POTENTIAL BARRIERS:	<ul style="list-style-type: none"> • Funding for treatment and interventions • Staff time to work on projects • Jail, law enforcement and other stakeholder buy-in 					
STRATEGIES TO ADDRESS BARRIERS:	<ul style="list-style-type: none"> • Seek financial funding through grants • Financial support from County Board for effective programming • Research options for reallocation of funds and reallocation of current caseloads to accommodate staff time. • JAG funding for training 					

CHIPPEWA COUNTY PROCESS 2

CHIPPEWA COUNTY Process 2-Jail Programming						
OVERALL HARM REDUCTION GOALS	More effective allocation and use of criminal justice resources		Reduce recidivism of offenders in the criminal justice system			
OUTCOMES	<ul style="list-style-type: none"> 75% of those assessed will be placed in programming according to their top identified need 80% of participants whose length of stay is accurately matched with length of program will complete Individuals appropriately matched and participating in EB Programming (during their stay) will reduce their reentry to the jail by 10% 75% of the jail programs will adhere to EB Principles 					
		DATE OF COMPLETION	LEAD PERSON	OTHERS RESPONSIBLE	RESOURCES NEEDED	PARTNER COORDINATION
ACTION STEP 1:	Utilize COMPAS assessment to assess risk and needs of current jail population	January 2018	Ernan De La Rosa	Rose Baier and EBDM Policy Team	Funding for Pre-trial assessor; staff; training	Jail DOC Board DA Public Defender
ACTION STEP 2:	Implement Electronic tracking/database to collect data regarding participants need coupled with program attendance	In process-needs additions. Complete before January, 2017	Rose Baier	Ernan De La Rosa Tom Eder Program Deputy	Staff time and	Jail
ACTION STEP 3:	Identify current population average length of stay (pretrial, sentenced, probation)/program availability	June 2017	Rose Baier	Ernan De La Rosa Jennifer Steinmetz	Staff time	DOC Jail
ACTION STEP 4:	Establish a referral process for programming	May 2017	Workgroup	Jail Programmer	Staff Time	Jail
ACTION STEP 5:	Assess current secular and faith based programs to determine how they align with evidence-based principles	In process-complete by 12/2016	Dr. Susan Wolfram	Workgroup members	Time Research	Jail New Freedom Program
ACTION STEP 6:	Create a Matrix of current programs and how they align with the 8 principles	In process-complete by 10/2016	Dr. Susan Wolfram	Workgroup members	Time Research	Jail Current Program providers
ACTION STEP	Meet with program	June 2017	Rose Baier	EBDM Team	Time	EBDM Team

CHIPPEWA COUNTY PROCESS 2

6:	facilitators/directors to discuss Evidence based principles within current program curriculum		Ernan De La Rosa TA Provider	Members/Work-Group members		Jail
ACTION STEP 7:	Educate staff how their support of evidence based programming can reduce recidivism	Ongoing- Start 11/2016	Rose Baier/TA Provider	Jail Programming workgroup members, representatives of each Dept.	Education Strategy Time Possible NIC support	Jail NIC
POTENTIAL BARRIERS:	<ul style="list-style-type: none"> • Funding for Programs and interventions • Staff time to work on projects • Jail, law enforcement and other stakeholder buy-in • Software for data entry 					
STRATEGIES TO ADDRESS BARRIERS:	<ul style="list-style-type: none"> • Seek financial funding through grants • Financial support from County Board for effective programming • Research options for reallocation of funds and reallocation of current caseloads to accommodate staff time. • JAG funding for training • Outreach to professional community members to collaborate and provide services at no charge (i.e., retired professors). 					

CHIPPEWA COUNTY PROCESS 3

CHIPPEWA COUNTY Process 3-DEFERRED ACCEPTANCE OF GUILTY PLEA (DAGP) AND INTOXICATED DRIVER INTERVENTION PROGM (IDIP)						
OVERALL HARM REDUCTION GOALS	More effective allocation and use of criminal justice resources	Reduction in the number of Low Risk offenders entering the criminal system	Reduce recidivism of offenders in the criminal justice system	Increase public awareness and understanding of the criminal justice system.		
OUTCOMES	<ul style="list-style-type: none"> 80% of defendants who enter the Intoxicated Driver Intervention Program will successfully complete Less than 10% of probation placements will be determined low risk on the risk assessment 10% of DA Case Filings are diverted 80% of defendants who enter non-traffic DAGP's will successfully complete 					
		DATE OF COMPLETION	LEAD PERSON	OTHERS RESPONSIBLE	RESOURCES NEEDED	PARTNER COORDINATION
ACTION STEP 1:	Meet with all three Judges to get input/buy-in	Completed 6/15/16	Rose Baier	Steve Gibbs Chad Verbeten	Time	Court DA
ACTION STEP 2:	Create uniform Deferred Acceptance of Guilty Plea language and process	12/31/2016	Chad Verbeten	Steve Gibbs Wade Newell Larry Broeren Roy Gay Rose Baier	Time	DA Court Public Defender
ACTION STEP 3:	Create uniform guidelines for supervision, entry and termination from IDIP and DAGP Programs	12/31/2016	Chad Verbeten/Rose Baier	Kayce Planert Arlene Eslinger	Time	DA Provider Court Public Defender
ACTION STEP 4:	Streamline Plea and Sentencing Procedures	3/30/2017	Judge Isaacson	Judge Cray Judge Cameron DA's office Rose Baier	Time	Court DA Defense Clerk of Court
ACTION STEP 5:	Schedule weekly Order to Show Cause (OTSC) Hearings.	5/28/2017	Judge Isaacson	Judges Clerk DA's Office Public Defenders	Time	Clerk of Courts Court DA Defense
ACTION STEP 6:	Identify community service opportunities	6/30/2017	Rose Baier/ Kayce Planert	Arlene Eslinger	Time	Community sites
ACTION STEP 7:	Create a Sanctions/Rewards Matrix for DAGP supervision	6/30/2017	Arlene Eslinger/Rose Baier	Rose Baier	Time	DA Provider TAD
ACTION STEP 8:	Provide Evidence Based Decision Making Training for	Ongoing- beginning 10/1/2016	Rose Baier	NIC	TA from NIC Funding	NIC All stakeholders

CHIPPEWA COUNTY PROCESS 3

	providers					
ACTION STEP 9:	Provide COMPAS assessment training and interpretation for providers	Ongoing- no later than 12/30/2016	Rose Baier	DOC	Assistance from DOC	DOC All providers
POTENTIAL BARRIERS:	<ul style="list-style-type: none"> • Funding for treatment and interventions • Staff time to work on projects • Provider Buy-in 					
STRATEGIES TO ADDRESS BARRIERS:	<ul style="list-style-type: none"> • Seek financial funding through grants • Financial support from County Board for effective programming • Research options for reallocation of funds and reallocation of current caseloads to accommodate staff time. • JAG funding for training • Education of Framework and necessity of using data, research and EBP 					

CHIPPEWA COUNTY PROCESS 4

CHIPPEWA COUNTY Process 4-CALL FOR SERVICE (CFS) CODING AND CRIME MAPPING						
OVERALL HARM REDUCTION GOALS	More effective allocation and use of criminal justice resources	Reduction in the number of Low Risk offenders entering the criminal system.	Reduce recidivism of offenders in the criminal justice system	Increase public awareness and understanding of the criminal justice system.		
OUTCOMES	<ul style="list-style-type: none"> 100% of the law enforcement agencies in Chippewa County routinely and accurately use the new objective process for assigning CFS Codes to assist in gathering information for grants, criminal analyses, statistical purposes, and crime mapping for preventative programming and services 					
		DATE OF COMPLETION	LEAD PERSON	OTHERS RESPONSIBLE	RESOURCES NEEDED	PARTNER COORDINATION
ACTION STEP 1:	Meet with all Chiefs/Sheriff not involved in initial process for buy-in	By 11/30/16	Matt Kelm Chad Holum	Rose Baier	Time	All LE Jurisdictions/dispatch
ACTION STEP 2:	Review the CFS codes and determine if they can be grouped differently	1/30/17	Matt Kelm	CFS Workgroup	Time	All LE Jurisdictions/dispatch
ACTION STEP 3:	Provide clear definitions for all CFS codes	3/30/17	Matt Kelm	Rose Baier/CFS Workgroup	Time	All LE Jurisdictions/dispatch
ACTION STEP 4:	Define hierarchy of CFS codes by severity	3/30/17	Matt Kelm	Rose Baier/CFS Workgroup	Time	All LE Jurisdictions/dispatch
ACTION STEP 5:	Implement a process for coding and identify when variances are necessary	5/30/17	Matt Kelm	CFS Workgroup	Time	All LE Jurisdictions/dispatch
ACTION STEP 6:	Develop protocol for all Departments related to assigning and changing codes	7/2017	Matt Kelm	CFS Workgroup	Time	All LE Jurisdictions/dispatch
ACTION STEP 7:	Provide training to all current staff related to the process	12/2017	Rose Baier/Matt Kelm	Other workgroup members Dispatch	Time	All LE Jurisdictions/dispatch
ACTION STEP 8:	Continue to explore mapping criteria and possible opportunities	1/2018	Rose Baier/Matt Kelm	CJCC	Time Funding IT RMS system in place	Pilot site (CFPD) La Crosse County DHS CJCC

CHIPPEWA COUNTY PROCESS 4

	for preventative service provision					
POTENTIAL BARRIERS:	<ul style="list-style-type: none"> • New RMS system being implemented by 2018- timeframes could be a barrier • Staff time to work on projects • Buy-in from all stakeholders • IT time and support to change Coding in RMS • Data migration from existing records management system fitting into new CFS system. 					
STRATEGIES TO ADDRESS BARRIERS:	<ul style="list-style-type: none"> • Seek financial funding through grants • JAG funding for training 					

PART VII: HARM REDUCTION GOALS, SCORECARD, AND COMMUNICATIONS

STRATEGY:

1. Harm reduction goals jurisdiction hopes to achieve: Broadly speaking, the goals of Chippewa County are to effectively allocate the use of resources, divert low risk offenders from the system in an effort to promote harm reduction, reduce recidivism of offenders in the criminal justice system, and increase public awareness and knowledge of the criminal justice system. Successful completion of each change target's outcomes will ultimately lead to the above overall harm reduction goals.

a. How and why were goals chosen? These goals were chosen as they directly correspond to our team mission of providing coordinated leadership and innovation within the criminal justice system with the goal of reducing crime in our community. These goals were chosen after careful reflection on the research and evidence throughout Phase V of this initiative. Chippewa County had previously been making efforts to move toward an Evidence Based criminal justice system prior to participation in Phase V. Risk assessments were added at various decision points and our team formalized a universal utilization of assessment tools statement. We began diverting low risk offenders in an effort to promote harm reduction and utilize resources for higher risk individuals. These harm reduction goals support and strengthen the work we had been doing and plan on continuing in Phase VI. The goals improve every aspect of our system and will make a profound impact on our community. In achieving our change target outcomes of improving successful completion rates of offenders participating in IDIP and DAGP programs, reducing those incarcerated five or more times per year for new arrests/criminal offenses, appropriately matching offenders in evidence based programming and reducing reentry to jail, and ultimately decreasing criminal case and probation case numbers and incarceration levels, harm

reduction will occur throughout the system and community.

b. What data sources will be used to assess progress on the Scorecard goals? A number of data sources will be used to determine whether we are attaining the performance measures included as part of our scorecard. First, in order to assess recidivism, we will primarily be relying upon data maintained through the Prosecutor Technology for Case Tracking (PROTECT) and Consolidated Court Automation Program (CCAP) systems. We will rely on uniform definitions provided by the State of Wisconsin when analyzing the data related to recidivism. We will utilize the Record Management System (RMS), TAC 10 used by all law enforcement jurisdictions to compile data related to bookings, Calls for Service Coding, and Jail Programming. The State CORE software program will be used to analyze and collect data related to diversion programs. Department of Corrections *Corrections Offender Management Profiling for Alternative Sanctions* (COMPAS) system will be used to compile data related to risk levels of individuals on supervision and re-offense rates.

c. Plans for collecting baseline and ongoing data around the measures: Data is available and all stakeholders are willing to share the data. However, it is not in one location and may take additional resources and possible help from a University to track. Through Phase V and designing of our change target logic models, baseline data was collected directly related to the impact areas. Additional data will be collected related to current recidivism rates. A public opinion survey will be completed related to current satisfaction and knowledge of the system in an effort to collect a baseline related to measuring future satisfaction and knowledge. This will be completed in 2016. Data collection will be the responsibility of several team members. The CJCC Coordinator will serve as the point person on this project with the assistance of various members within each Department. Assistance will be sought from local Universities in this area.

d. How will the Scorecard be used and with whom will it be shared? Our scorecard (Attachment Six) will be used to measure both short and long-term success in achieving our harm-reduction goals. It will be used to develop a clear picture of what we are attempting to achieve not only for the EBDM team but other stakeholders and the community. The scorecard will be used to communicate internally and externally our vision and strategy, monitor performance, and to create a balanced view of our criminal justice performance. We intend to share our scorecard with all of the key stakeholders in our system. We will also be sharing our scorecard with Administration and County Board Supervisors on a regular basis. Finally, we will inform the public of scorecard activities before, during, and after Phase VI. This will be done through the State CJCC website, our county website, and in partnership with the state.

2. Jurisdiction’s strategy for communicating with/engaging the community and justice

system stakeholders: Since participation in Phase V, we have publicized our work through our website, CJCC video, television and newspaper interviews, and reaching out to individual community agencies. In Phase VI we plan to inform the public of our involvement in this initiative and status of our harm reduction goals through media interviews, county board and community presentations, town and city council presentations, videos, and collaborating on the Communications and Outreach Committee with the State of Wisconsin. Information will be shared with the community and stakeholders through an annual report completed by CJCC. This communication strategy will also be addressed through following our system-wide logic model to increase public awareness and understanding of the criminal justice system. A pre and post survey will be completed with the community to measure their awareness and knowledge in this area.

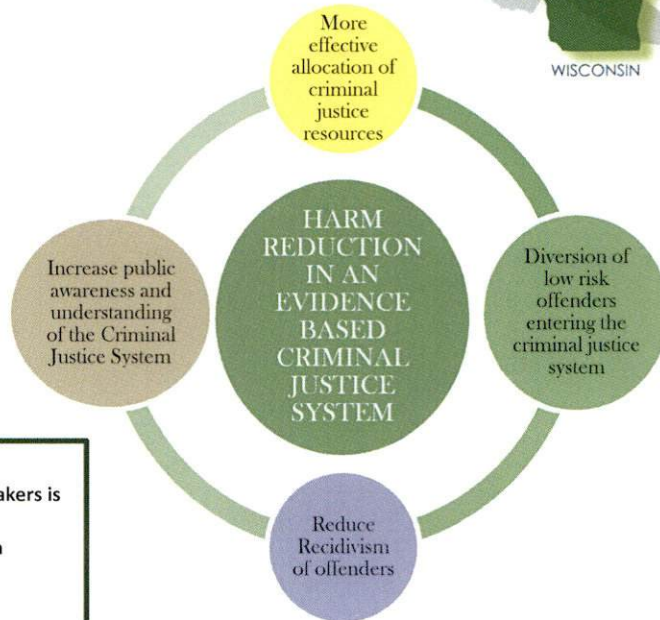
In July of 2016 Judge Isaacson, District Attorney Gibbs, CJCC Coordinator Rose Baier, and Jail Captain De La Rosa presented the EBDM efforts to the full County Board. A member of the Wisconsin Counties Association (WCA) was present and impressed by the presentation and information. The group was asked to participate in a webinar to be hosted by the WCA in December of 2016.

Chippewa County Drug Court will be celebrating its ten year Anniversary in 2017. Preparation is underway to partner with the Heyde Center for the Arts in an effort to combine an exhibit of a local artist, Hugh Mandelert, with the Drug Court celebration and link the larger public health issues of addiction. Media along with the entire community will be involved in this event. The EBDM initiative and scorecard will be tied into this process.

Chippewa County, in collaboration with key stakeholders, will be joining together to tackle the problem of Methamphetamine and implications on our community. Several Town Hall meetings will be held over the next year to discuss community concerns related to this widespread problem. The EBDM Initiative will be highlighted at each of these meetings as part of the communication plan.

CHIPPEWA COUNTY SCORECARD

The Chippewa County EBDM Policy Team provides coordinated leadership and innovation within the criminal justice system with the goal of reducing crime in our community.



- EVIDENCE BASED PRINCIPLES:**
- Professional judgment of criminal justice system 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 criminal justice system will continually learn and improve when professionals make decisions based on the collection, analysis, and use of data information.

More Effective Allocation of Criminal Justice Resources

80% of defendants who enter non-traffic DAGP's will successfully complete the program	80% of defendants who enter the Intoxicated Driver Intervention Program will successfully complete
---	--

Diversion of Low Risk Offenders entering the Criminal Justice System

Less than 10% of the Probation placements will be determined low risk on the risk assessment	10% of DA Case filings are diverted	Percent of individuals determined to be low risk will be diverted by Law Enforcement
--	-------------------------------------	--

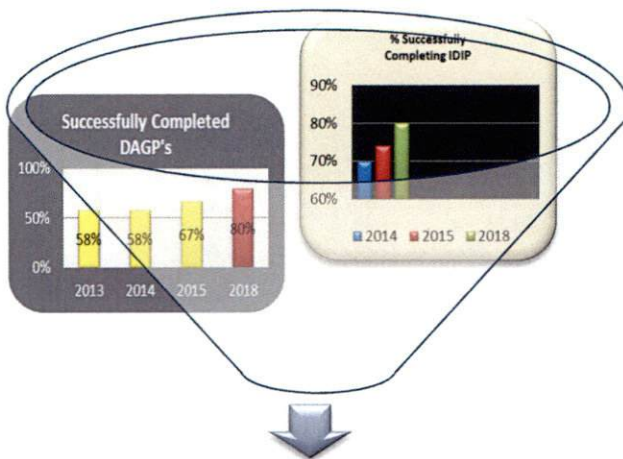
Reduce recidivism of offenders

Reduce the number of jail episodes of high volume justice system individuals by 10%	75% of released pre-trial population will have monitoring services commensurate with their risk level
---	---

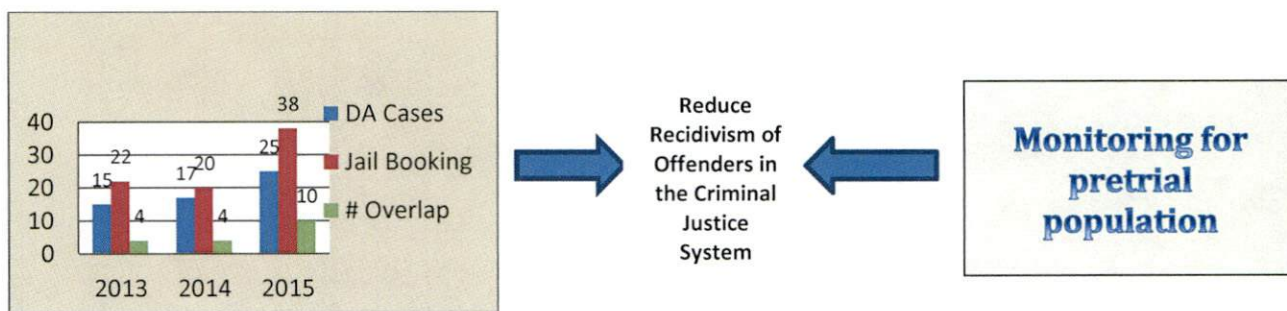
Increase public awareness and understanding of the Criminal Justice System

A Public Opinion survey will support a 50% increase in public awareness and understanding of the system	Evidence based decision making knowledge test scores will increase by 30% for stakeholders involved in the CJ system
---	--

CHIPPEWA COUNTY SCORECARD



More Effective Allocation and use of Criminal Justice Resources



SHARE

INCREASE PUBLIC AWARENESS AND UNDERSTANDING OF THE CRIMINAL JUSTICE SYSTEM

EBDM Knowledge test scores will increase by 30% for stakeholders involved in the criminal justice system

A Public opinion survey will support a 50% increase in public awareness and understanding of the system

DESCRIPTION OF PHASE VI EXPECTATIONS

- Ongoing support from the state and NIC as we advance our work around building our EBDM justice system.
- Deepen the level of support and collaboration among policy team members and stakeholders.
- Further engage and provide education to colleagues related to the initiative and EBDM and practices overall.
- Carry out the communication plan.
- Continue working in partnership and collaboration with the state team to expand the initiative statewide.
- Implement strategies to achieve harm reduction goals.
- Support with regard to data collection/analyzing (Canned reports from the state- model to follow based on definitions they are coming up with).
- Implementation of an evidence based criminal justice system using research, data, and information to inform and align decision making at all levels.

As evidenced by the attached stakeholder letters of support, Chippewa County has a significant amount of time, resources, and investment in this initiative. We were committed to this process well before being chosen for Phase V, and are well positioned to continue our work into Phase VI. Our collaborative climate, commitment to uniformity, partnership with the State of Wisconsin, and willingness to make changes in an educated and evidence based manner make Chippewa County an ideal candidate to proceed in Phase VI of the Evidence Based Decision Making Initiative.