



Waukesha County
NIC Evidence-Based Decision Making
Phase VI Application
July 2016



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July 25, 2016

Mr. Jim Cosby, Director
National Institute of Corrections

Re: Phase VI Application

Dear Mr. Cosby,

Please accept this letter on behalf of the Waukesha County Evidence Based Decision Making Policy Team as our formal request and application to be included in Phase VI of the NIC's EBDM Initiative.

As you know, Waukesha County is one of six counties in Wisconsin participating in this important endeavor in Phase V. Our Policy Team has spent the last year collaborating on ways to improve the justice system in our county for all involved. Waukesha County strives for excellence in all it does. Our Policy Team is no different.

Our team in Waukesha has spent the last year actively engaged in Phase V, with our efforts culminating in the identification of change targets and the creation of four work groups - Pretrial Supervision, Mental Health, Case Processing and Victims Rights. Each group has identified multiple areas for change and each group has continued to meet and actively work on their respective goals through the filing of this application. These efforts are detailed in our application, and center around the following change targets:

PRETRIAL WORKGROUP

- 1) Implement OWI Risk Assessment Tool to assign level of supervision based on low, moderate, and high-risk defendants in the Intoxicated Driver Intervention Program
- 2) Evaluate/make changes to general pretrial supervision protocol to ensure pretrial best practice standards are being met

CASE PROCESSING WORKGROUP

- 1) Identify and reduce case processing delays
- 2) Explore the implementation of pretrial conferencing
- 3) Explore pre-charge diversion opportunities

MENTAL HEALTH WORKGROUP

- 1) Implement mobile crisis assessment by July 1, 2016
- 2) Increase Crisis Intervention Team (CIT) training for Law Enforcement
- 3) Explore creation of a respite care facility in Waukesha County
- 4) Improve Jail release/discharge planning process for mentally ill offenders

VICTIMS' RIGHTS WORKGROUP

- 1) Increase the collection of restitution for victims of crime in Waukesha County
- 2) Increase the opportunity for victims' meaningful participation in the justice system

Frankly, our work has really just begun. That is one of the reasons why we are submitting our application for Phase VI. We want to continue our work with the assistance of NIC.

One of our more significant changes involves the implementation of a risk assessment tool in our Intoxicated Driver Intervention Program, a pretrial supervision program servicing repeat impaired drivers. The tool was implemented on June 14 of this year. This pretrial program was faced with the ominous task of addressing a one-third reduction in funding. Rather than simply do nothing or let the agency contracted for this work figure things out on their own, our work group met and collaboratively addressed the issue and ultimately adopted the tool and a supervision protocol. This work group was made up of justice system partners. The decisions we have made in this work group would not have occurred but for our involvement in the EBDM initiative and the technical assistance we received. Frankly, our work group was somewhat stuck until we attended the Pretrial Executives training held by the NIC in Aurora, Colorado this past March. That training proved to be invaluable. Now, as we go forward with the implementation of the tool, it is crucial we continue to have technical assistance from the NIC.

In addition to our tireless work at the local level, two of our work group members (one of whom sits on the Policy Team) work with the State policy team on two separate work groups. I have also presented to Wisconsin judges about the importance of this initiative and why every judge, whether involved in a county involved in this initiative or not, should want to understand and even implement evidenced-based practices, and the interrelationship with harm reduction and a safer community.

Please also accept this letter as a pledge from our Policy Team that, if selected for Phase VI, we agree to serve as a showcase for others, including but not limited to consenting to case studies, publicly sharing work products, providing data for inclusion in EBDM Initiative products, and sharing experiences with others at conferences, through webinars, and at other venues. We also agree to participate in an initiative evaluation, should funding for such an evaluation become available.

Thank you for your consideration of our application for Phase VI. We look forward to hearing from you in the near future. If at any time you have questions concerning our application or need additional information, please do not hesitate to contact me.

Sincerely,



Jennifer R. Dorow
Deputy Chief Judge District 3
Presiding Judge Waukesha County
Policy Team Chair

Waukesha County NIC EBDM Phase VI Application

PART I: COVER LETTER

**Please see the attached cover letter.*

PART IV: COLLABORATION

1. What does it mean to your team to be an “EBDM team?”

The Policy Team was surveyed for their responses to this question, which are reflected below:

- To be an EBDM Team means the following: (1) Demonstrate a commitment to enhance strengths and reform deficiencies within the justice system (2) Build capacity within the team to make informed decisions and promote organizational change (3) Utilize EBDM principles to assess system performance and effectiveness (4) Address barriers within the justice system and its processes (5) Seek common outcomes and principles (6) Collaborate and partner within the system and across disciplines
- High level decision makers from the justice system collaborating with each other to identify and implement changes that will have system-wide impact and improve the justice system for all
- A collaborative effort among criminal justice agencies to work towards implementing best practices within all decisions points of the system
- To be recognized as part of the solution and not part of the problem; to be part of a group working toward a common goal. To reference a Vince Lombardi quote, players on a team are

like spokes on a bicycle wheel. Together each spoke is important to bring balance to the wheel, just like each team member is important to bring balance to a team

2. How has your team evolved over time? If the team membership has changed from the beginning of Phase V, describe who was added to the team and who has left, and why.

The Waukesha County EBDM Policy Team membership has remained consistent since the beginning of the Phase V Initiative. Approximately 1 month into the initiative, in May 2015, group membership went from 15 to 17 members, as we added a municipal judge and a DOC Community Corrections Regional Chief to add knowledge and decision-making ability to the team. Since then, the Policy Team membership has remained unchanged, with an average of 89% of members attending all Policy Team meetings.

3. What were the team's most noteworthy strengths – and challenges – in Phase V?

The Policy Team was surveyed for their responses to this question, which are reflected below:

- **Strengths:** the team is made up of the right stakeholders for change to happen; overall we listen and are open to learn. The majority of the group is strongly committed to the work and we support one another. **Challenges:** the tendency of some members to hide behind budget constraints and an overall unwillingness of a few to genuinely participate
- **Strengths:** getting the right people together to brainstorm solutions to the issues being addressed within the four workgroups. **Challenges:** not having enough data to prove the cost benefit of changing some of the processes, which makes it hard to sell to the people holding the purse strings
- **Strengths:** willingness to be on the team and come to the table consistently and willingness to work together and continue communicating. We all want the system to work better and we all want to strive for a safer community and improve our practices. **Challenges:** not all members of the team have entirely "bought in" yet. Some continue to show resistance and/or challenge

practices and are hesitant to really look at changing what we do as a system. These members can affect the team dynamic and sometimes prevents open communication

- **Strengths:** a committed team of very smart, engaged people and good representation from many different parts of the system. **Challenges:** some parties have different goals and objectives or may desire different outcomes because of their individual mission (i.e. prosecutors and defense attorneys have very different goals), so it can be challenging to agree on a unified goal

4. Generally speaking, who, aside from the members of the policy team, became involved in EBDM during Phase V? How and why were these individuals included? What have they contributed to the effort? What are your plans for continuing to expand the network of individuals involved in EBDM?

Waukesha County began to add additional stakeholders to the EBDM Phase V Initiative in January 2016, when we formed four workgroups surrounding our change targets, which include: Pretrial, Case Processing, Mental Health, and Victim Rights. At that time, we chose two Policy Team member co-chairs for each workgroup. The EBDM Coordinator worked with the co-chairs of each workgroup to develop a comprehensive list of members who were key to being able to eventually implement our change targets. The workgroups have been meeting regularly since January, on a weekly to biweekly basis, developing the logic models and work plans associated with their change targets, as well as gathering baseline data, implementing pilot projects, and planning to implement identified change strategies. As we move forward, we plan to add members to the workgroups, as needed. Additionally, through the implementation of our Communications Plan, we will begin to broaden the network of EBDM-informed and involved stakeholders and community members.

5. How (if at all) do you anticipate your collaborative will change in Phase VI to meet the needs of your implementation efforts?

The Policy Team was surveyed for their responses to this question, which are reflected below:

- We have already brought in new workgroup members as we expand to find solutions. We hope the collaborative will show the elected officials that we are united in improving the system and that they stand behind our recommendations for change. When you have all the stakeholders behind the effort, it lends more credibility to the process
- Collaboration has to be more targeted and goal driven
- Workgroups will continue to meet on a regular basis and add membership, where needed
- Phase VI will only strengthen the collaboration and our team's motivation and efforts towards our vision, mission and goals

6. What role/work do you envision for your EBDM team in Phase VI?

Phase VI of the EBDM Initiative will involve the implementation of the change targets identified by the EBDM Policy Team in Phase V, with the continued technical assistance and guidance from NIC consultants. During Phase VI, collaboration amongst team members will be strengthened, baseline data will be collected to begin to measure scorecard goals, change strategies informed by research will be implemented, partnerships between local sites and the state will be strengthened, and the community will be informed and engaged in advancing EBDM principles.

7. Do you anticipate that your team leadership (i.e., chair/co-chairs/steering committee/team coordinators) will change in Phase VI? If so, how will your team leadership change, and why?

We do not anticipate any changes in team leadership during Phase VI. Judge Dorow, our EBDM Policy Team Chair, is committed to see the initiative through its entirety. Each of the workgroup chairs have also made a commitment to continue in their leadership roles during Phase VI. Progress towards system-wide change has already been made, which is motivating continued commitment to the Initiative.

**Attachments: EBDM Policy Team membership list and stakeholder letters*

PART V: DESCRIPTION OF PHASE V ACCOMPLISHMENTS

1. What were your experiences with the Phase V planning work? What did you learn about yourselves/your jurisdiction through the following processes?

The Policy Team was surveyed for their responses to this question, which are reflected below:

a. Establishing your policy team

- Establishing the policy team was an excellent experience, and I was able to improve collaboration and relationships with fellow criminal justice system partners and stakeholders
- Appreciation for knowing and working with many of the individuals prior to this initiative. Relationships are key to the success of any team; especially when coming from diverse disciplines
- It was extremely important to have all the stakeholders included in the process

b. Developing your vision, mission, and goals

- A great deal was learned during this process. The discussions were either broad or narrow, but the basic or general consensus focused on creating a fair and just system while ensuring a safe community
- It took some time to come to agreement regarding wording at times, but we agreed on our main objectives. We have common goals, but how we achieve those goals can differ per organization
- Common core values emerged

c. Developing a system map/understanding of your jurisdiction's policies and practices

- This was a time consuming process, but in the end, the team agreed it was necessary and beneficial to understand what areas we can address immediately (low hanging fruit) and prioritize work. I feel confident that each team member has a greater understanding of the other entities within the system now and how they work. It is necessary in order to see the big picture and the entire system at work

- This process was long but extremely valuable in order to create understanding and improve partnerships, as well as streamline processes and improve communication among criminal justice system partners
- This was a long process, but when all was said and done, it assisted us in finding ways to improve the system and focus on immediate and long range goals. The system mapping process could not have been skipped now that we see the end product

d. Understanding/developing capacity to collect and analyze data

- This is a critical area that the Policy Team identified as a gap. A majority of the data does exist within each area of discipline independently, which impacts the ability to access or acquire comprehensive data timely and efficiently. The Policy Team understands the necessity of research, data collection and analysis that is critical for effective advocacy, resource mobilization, program development, policy implementation, and programmatic and systems outcomes
- To make the best decisions, having reliable and accurate data is critical. Collecting and reporting the data is not always easy. Systems don't talk to each other, and different agencies collect different types of data. This sometimes makes it challenging to do a good analysis of the data
- Without the data, moving forward will be difficult; baseline data must be collected in order to measure the progress on our scorecard goals

e. Expanding the knowledge, skills, and engagement of colleagues/agency staff

- This in an ongoing process, but the team has established a good foundation during Phase V. As a team, we continue to work on collaboration and engagement from all team members. We have a good understanding of each other's perspectives, but some may still struggle with the "big

picture" and our overarching goals. However, there is a desire to continue to work together, even though our vested interests may differ

- The process has improved communication with other criminal justice system stakeholders, the Policy Team, and with our agency staff. It is extremely beneficial when staff have updates and feel they can provide input into the work of the Policy Team
- The Policy Team meetings provide a constructive opportunity to share information and educate one another

2. Identify the change targets that your team has selected to address in Phase VI, the implementation phase, and in so doing, also identify:

a. The decision point(s) upon which each goal focuses

The Policy Team has agreed upon the following change targets:

PRETRIAL WORKGROUP (Decision Points #2 and #12): **(1)** Implement OWI Risk Assessment Tool to assign level of supervision based on low, moderate, and high-risk defendants in the Intoxicated Driver Intervention Program; **(2)** Evaluate/make changes to general pretrial supervision protocol to ensure pretrial best practice standards are being met

CASE PROCESSING WORKGROUP (Decision Points #3, #5, and #6): **(1)** Identify and reduce case processing delays; **(2)** Explore the implementation of pretrial conferencing; **(3)** Explore pre-charge diversion opportunities

MENTAL HEALTH WORKGROUP (Decision Points #1, #7, #8, and #11): **(1)** Implement mobile crisis assessment by July 1, 2016; **(2)** Increase Crisis Intervention Team (CIT) training for Law Enforcement; **(3)** Explore creation of a respite care facility in Waukesha County; **(4)** Improve Jail release/discharge planning process for mentally ill offenders

VICTIMS' RIGHTS WORKGROUP (Decision Points #1, #5, #6, #8, #10, and #12): **(1)** Increase the collection of restitution for victims of crime in Waukesha County; **(2)** Increase the opportunity for victims' meaningful participation in the justice system

b. How and why these goals were selected above others

After the system mapping process was complete, the Policy Team had initially identified 42 decision point opportunities for change and then spent several hours grouping and prioritizing these, in an effort to advance evidence-based decision making while reducing harm. The agreed upon priority change targets were then assigned to four workgroups (listed above), who developed change strategies to achieve the desired goals.

c. Briefly, the research upon which each goal is based

The following research examples were provided by NIC in their "EBDM Research Matrix Findings by Decision Point" document, dated 10/26/15.

Pretrial: **(1)** Use of standardized risk assessment tools is recommended at the pretrial stage to appropriately gauge a defendant's risk level and to subsequently guide release decisions. Use of structured protocols serves to minimize the decision maker's biases, appropriately place offenders based on their actual level of risk, and improve the allocation of scarce criminal justice resources.

Primary Citation: Cadigan & Lowenkamp (2011a); **(2)** Defendants released at the pretrial stage experience more desirable outcomes at later stages of criminal justice processing (i.e., lower recidivism rates) compared with those who are detained in custody. *Primary Citation:* Cadigan & Lowenkamp (2011b)

Case Processing: **(1)** The success of diversion programs is contingent on quality of program design and implementation. Diversion programs that include family-based interventions and demonstrate a high level of fidelity monitoring are especially promising insofar as reducing recidivism rates among juvenile offenders. *Primary Citation:* Schwalbe, Gearing, MacKenzie, Brewer, &

Ibrahim (2012); (2) Consistent with research indicating that criminal justice contact can increase offending risk (e.g., Loughran et al., 2009), both caution and intervention diversion programs have been shown to be more effective in reducing general recidivism compared to the more restrictive traditional forms of criminal justice processing (i.e., incarceration and probation). *Primary Citations:*

Loughran, Mulvey, Schubert, Fagan, Piquero, & Losoya (2009); Wilson & Hoge (2013)

Mental Health: (1) Pre-booking diversion options for adult offenders with serious mental illness is associated with fiscal savings. *Primary Citation:* Cowell, Hinde, Broner, & Aldridge (2013); (2) The application of structured assessment tools such as the HCR-20 and PCL:SV could potentially be used to assess mentally ill offenders' diversion eligibility, and to place them in community-based treatment, thereby reducing the number of noncompliances and reincarcerations. *Primary Citation:*

Barber-Rioja, Dewey, Kopelovich, & Kucharski (2012)

Victims' Rights: (1) Restorative justice options yield greater completion of restitution agreements, and satisfactions among victims and justice-involved individuals than non-restorative processing. *Primary Citation:* Latimer, Dowden, & Muise (2001)

3. Describe the benefits that were accrued as a result of your team's participation in Phase V.

The Policy Team was surveyed for their responses to this question, which are reflected below:

- The EBDM Team has collectively broadened its efforts to collaborate and coordinate resources that complement versus duplicate efforts and activities
- Collaboration and relationship-building among the team and an overall understanding of how one person or agency's actions impacts the entire system

4. Provide a single sample of a work product developed during Phase V that illustrates the direction and caliber of your team's work.

**Please see the attached work sample from our Case Processing Workgroup.*

PART VI: PHASE VI IMPLEMENTATION PLANS

In this section, include the following:

1. A system-wide logic model that includes both current harm reduction activities and proposed Phase VI harm reduction activities.

**Please see the attached System-Wide Logic Model.*

2. Attach a copy of your team's implementation plan for Phase VI. This detailed plan should reflect your team's strategy to reach each change target goal. For each goal, be sure to address the specific objectives, action steps, timing, and sequencing of action steps; the person(s) responsible for accomplishing each action item; the 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 as they arise.

**Please see the attached Phase VI Work Plan.*

PART VII: HARM REDUCTION GOALS, SCORECARD, AND COMMUNICATIONS STRATEGY

Identify the harm reduction goals your jurisdiction hopes to achieve as a result of working on the proposed activities and your expectations around their impact on harm reduction in your community.

1. Identify the harm reduction goals the policy team has agreed will comprise the jurisdiction's scorecard, and answer the following questions:

The Policy Team's harm reduction goals include:

- Enhance Public Safety, Trust, and Confidence
- Ensure Fairness/Equity in the Criminal Justice System
- Efficient and Effective Use of Criminal Justice Resources

a. How and why were these particular goals selected?

The team discussed scorecard goals at several Policy Team meetings, but primarily at the June 2016 meeting, where we broke up into three teams and presented ideas to incorporate into the scorecard. These scorecard goals were chosen because they are important to the community, as well as stakeholders in the criminal justice system. We chose realistic goals that can be measured through existing data sources, some of which we already have baseline data for.

b. What data sources will be used to assess progress on the scorecard goals?

The following data sources will be used to assess progress on scorecard goals:

- The WI Consolidated Court Automation Programs (CCAP) system will be used to measure case processing time from a defendant's initial appearance through the disposition of the case, as well as the utilization rate of cash bail
- To assess public perception of crime, we plan to administer and pre- and post-EBDM public opinion survey. The pre-EBDM survey will be administered during Phase VI of the initiative,

and the post-EBDM survey will be administered at a later date (to be determined by the Policy Team), and the results of the two will be compared to assess progress with scorecard goals

- The crime rate will be measured through UCR data provided by the WI Department of Justice, as well as data from local police department databases
- Restitution collection will be measured through CCAP, as well as through the WI Department of Revenue
- Emergency detentions will be measured through data tracked by Waukesha County Corporation Counsel

c. What are your team's plans for collecting baseline and ongoing data around these measures (i.e. How available/accessible are these data and/or to what extent must systems be established to collect these data? When will data collection begin? Who is responsible for it?)

The team has already begun collecting baseline data for some of the scorecard goals. We are already able to track average case processing days in CCAP (143 days from initial appearance to case disposition in 2015), as well as the number of emergency detentions per year through data collected by Corporation Counsel (1,092 emergency detentions in 2015). The baseline data for the other measures will be collected in Phase VI, as detailed above, by the stakeholders with the ability to track this information.

d. How will the scorecard be used and with whom will the scorecard be shared?

The scorecard will be used to measure whether we have achieved our harm reduction goals, which include enhancing public safety, trust, and confidence; ensuring fairness and equity in the criminal justice system; and the efficient and effective use of criminal justice resources. The scorecard will be incorporated into our communications strategy, and results will be shared with system stakeholders and the community, as a means to increase public trust and confidence.

**Please see the attached Scorecard.*

2. Describe your jurisdiction’s strategy for communicating with/engaging the community and justice system and allied stakeholders in your work and the measurement/achievement of your harm reduction goals.

The Waukesha County EBDM Policy Team, over several meetings, has drafted the following Communications Strategy to educate and engage stakeholders, both internal and external, in the EBDM Initiative and our harm reduction goals.

Audiences

- | | |
|---|--|
| <ul style="list-style-type: none"> • Bar Association • Community • County Board • District Attorney’s Office • Health & Human Services • Healthcare Providers | <ul style="list-style-type: none"> • Judiciary • Law Enforcement • Legislators • Other Service Providers • Probation & Parole • Public Defender’s Office |
|---|--|

Message

- A safe community with fewer offenders, less crime, and fewer victims; reduce harm
- More effective and efficient use of public resources within the justice system
- Promote fairness/equity in the justice system
- Informed, data-driven decision making

Communications Strategy

- 1) Develop an elevator speech/talking points
- 2) Develop a “message triangle” (3 major messages to convey) that aligns with

Scorecard



- 3) Develop PowerPoint slides for a presentation on EBDM in Waukesha County & identify audiences/stakeholders to present to (especially high concern/low trust audiences)
 - Identify audience's concern
 - Find common ground to build on
 - Develop shared solutions/get buy-in
- 4) Produce an EBDM brochure/other print communications
- 5) Add an EBDM page to the County's website
- 6) Develop and administer an EBDM public opinion survey
- 7) Coordination with the County's Public Information Officer/Press Secretary to communicate information about the EBDM Initiative in the form of press releases, social media, etc.
- 8) Identify mid-level managers from each agency represented on the Policy Team to train on EBDM, who will then communicate the message to line staff
- 9) Expand EBDM workgroup membership (Pretrial, Case Processing, Mental Health, and Victims' Rights) where needed to be inclusive of all interests
- 10) Collect data and measure our impact on the criminal justice system, where possible
- 11) Develop a plan to be prepared when something goes wrong
- 12) Explore hiring a County Data Analyst to help measure/analyze achievement of harm reduction goals

Timeline for Implementation

Following is a timeline for implementing Waukesha County's EBDM communication strategies listed above.

- **Item 1** – An elevator speech/talking points were developed by the Policy Team at the June 2016 State & Local Teams Partnership Meeting
- **Item 2** – A message triangle (pictured above) was finalized at the Policy Team meeting in June 2016
- **Items 3-11** will be completed during Phase VI of the EBDM Initiative
- **Item 12** – There has been preliminary investigation into the ability of the county to hire a Data Analyst, including gathering information from Eau Claire County, an original EBDM site, who created this position as a result of their EBDM Phase II/III work. If supported, the goal would be to hire the Data Analyst in 2018.

PART VIII: DESCRIPTION OF PHASE VI EXPECTATIONS

In this section, please describe (in a bulleted list, rather than in paragraph form) the anticipated benefits your team expects to realize by participating in Phase VI.

The Policy Team was surveyed for their responses to this question, which are reflected below:

- The benefits are many, but most importantly to continue to move forward and make profound changes that will impact the entire criminal justice system and partners, in line with our vision, mission and goals, while having the guidance of NIC consultants and other statewide teams' input
- To continue to be involved in finding solutions and making improvements in the criminal justice system. Also, improvements in the system can result in considerable savings to the citizens of Waukesha County while improving services to consumers
- Continued collaboration and information sharing, reinforcing and enhancing existing relationships
- The ability to take on bigger, system wide issues
- Continued technical assistance geared towards implementation of our change targets
- Increased participation by county officials, especially as it relates to messaging
- For those who may be resistive to change, showing results and putting theory into practice may be turning point where they can see the benefits of system change
- The ability to see the results of our Phase V work come to fruition as we implement the change strategies agreed upon as a team



Waukesha County EBDM Policy Team Members

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WAUKESHA COUNTY
OFFICE OF THE COUNTY EXECUTIVE

July 19, 2016

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

Dear Mr. Cosby:

Please accept this joint letter of support for Waukesha County's EBDM Phase VI application on behalf of Waukesha County Government leadership. As the County Executive and County Board Chair, and members of Waukesha County's EBDM Policy Team, we strongly support the County's continued participation in the EBDM Initiative, and pledge to commit our time and available resources to the initiative moving forward. The technical assistance we have received from the National Institute of Corrections during Phase V of the initiative has been invaluable in helping us identify our vision, mission, goals, and system-wide change targets that will help us advance evidence-based decision making within our criminal justice system.

Waukesha County has a history of strong collaboration amongst our criminal justice system stakeholders, evidenced by our long-standing Criminal Justice Collaborating Council (CJCC), which was established in 2002. We strive for ongoing justice system improvement, utilizing data-driven decisions to increase public safety, save taxpayer dollars, and reduce recidivism. Our participation in Phase V of the EBDM Initiative has strengthened our existing partnerships and collaboration not only within our local team, but with the state team as well.

Waukesha County looks forward to our continued partnership with the state in this important initiative. Thank you for your consideration in selecting the state of Wisconsin and Waukesha County to move forward in Phase VI of the EBDM Initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Farrow", written over a horizontal line.

Paul F. Farrow
County Executive

A handwritten signature in black ink, appearing to read "Paul L. Decker", written over a horizontal line.

Paul L. Decker
County Board Chair

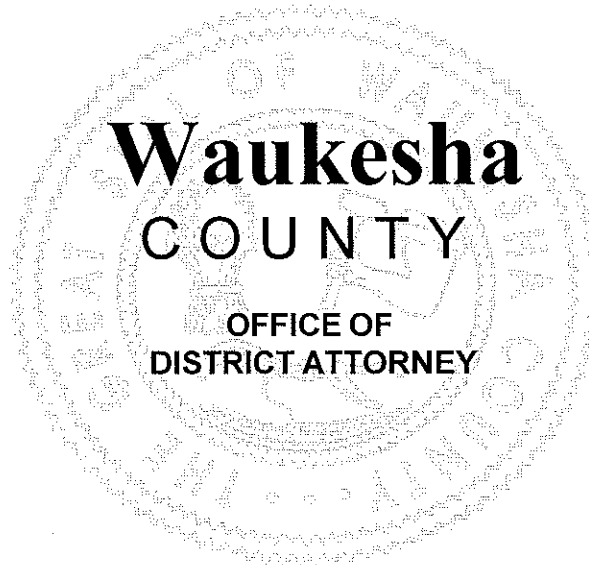
District Attorney
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Lesli S. Boese
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Office Services Coordinator
Dani M. Danielski

Victim/Witness Program
Jennifer S. Dunn, Coord.

Support Staff Supervisor
Julie A. Delain



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Abbey L. Nickolie
Melissa J. Zilavy
Shawn N. Woller
Kristi J. Gordon
Michael D. Thurston

Mr. Jim Cosby, Director
National Institute of Corrections

July 15, 2016

Dear Mr. Cosby:

I am writing this letter in support of the EBDM Phase VI application for Waukesha County.

I will commit to participating in Phase VI. That is, I will dedicate the necessary time to participate in all policy team meetings and work group meetings to the best of my ability. Furthermore, I will agree to consider putting into practice the suggestions and improvements as recommended by the workgroups. If the recommended changes are appropriate, I will ensure the District Attorney's office provides the necessary support and effort needed for implementation.

The work of the policy team is important to the District Attorney's office to the extent that it will improve public safety and allow for a more efficient means to hold offenders accountable. Increased consistency is also expected in case processing and services to victims.

The District Attorney's office obviously plays an integral role in the criminal justice system. In order for any meaningful change to occur, we must be involved. We have demonstrated the ability to support change in some recent efforts of the workgroups: employing an OWI pretrial screening tool; providing attorney contact information along with summons to defendants, and a much improved process for collecting restitution for crime victims. The progress of the mental health workgroup is also expected to have a positive impact on prosecutors to the extent that individuals who do not belong in the criminal justice system will be given more appropriate services.

If the identified goals will improve public safety which is our ultimate concern, the District Attorney's office will contribute to Phase VI by committing the necessary personnel and resources.

Very truly yours,

A handwritten signature in black ink, appearing to read "S. Opper", is written over a horizontal line.

Susan L. Opper
District Attorney
Waukesha County



Wisconsin State Public Defender

407 Pilot Ct. – Ste 500
Waukesha, WI 53188-2439

Office Number: 262-521-5173 / Fax Number: 262-521-5177
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Kelli S. Thompson
State Public Defender

Jennifer Bias
Trial Division Director

Samuel Benedict
Regional Attorney
Manager

July 13, 2016

Jim Cosby, Director
National Institute of Corrections

Dear Mr. Cosby:

I am writing to express my support for the Waukesha County Phase VI EBDM application. I am the Regional Attorney Manager of the State Public Defender's Office in Waukesha County. I am a member of the Policy Team and if I am unable to attend meetings, I have a surrogate who attends on my behalf. I have fully committed the resources of my office including time of other staff members to participate in committee work to make sure that the Public Defender's Office is a full partner in this process.

I believe that the EBDM work in Waukesha County is extremely important to the State Public Defender's Office and all Criminal Justice partners in Waukesha County. This is a true collaborative effort and has really shifted the focus of all stakeholders to support system-wide improvement based on data and best practices.

I believe that the State Public Defender is in a unique position to support this process. Because we are a state-wide agency that covers every county in the state of Wisconsin, I have the full support and backing of the State Public Defender, Kelli Thompson, and her staff. Not only does she support the efforts of local offices to participate at the local level, but she also supports the mission of EBDM and is committed to system-wide improvement.

The State Public Defender in Waukesha is ready and willing to contribute to the change target goals and the score card goals for Waukesha County. I have a staff member participating on every EBDM sub-committee and work group. Most of the defendants in the Criminal Justice system in Waukesha County are represented by the State Public Defender's Office. We are in a unique position to understand the needs of individual defendants in the criminal defense bar. We are also in a unique position to assess the impact of change targets and strategies to achieve change.

I am very happy to support the Waukesha application to participate in Phase VI. I hope that Waukesha County is selected so that I have an opportunity to continue contributing to this process.

Sincerely,



SAMUEL W. BENEDICT
Regional Attorney Manager

/vmb

Paul Farrow
County Executive



Antwayne M. Robertson
Director
Laura L. Kleber
Deputy Director

Waukesha County

Department of Health and Human Services

July 6, 2016

Jim Cosby, Director
National Institute of Corrections

Dear Mr. Cosby:

On behalf of the Waukesha County Department of Health and Human Services, I am writing to express my support to advance Evidence-Based Decision Making (EBDM) if selected for Phase VI of this NIC initiative. In partnership with Waukesha County Circuit Courts, Waukesha County Executive's Office, Waukesha County Board, District Attorney's Office, Public Defender's Office, Victim Witness, State of Wisconsin Probation and Parole, and Law Enforcement, Waukesha County has demonstrated its commitment to integrate evidence-based research and practices throughout its justice system to effectively improve outcomes for individuals involved in the system, both victims and offenders, while assuring a safe community.

As Director of Waukesha County's Department of Health and Human Services, and a member of the EBDM Policy Team and Co-Chair of the EBDM Mental Health Workgroup, I am inspired about the possibility of moving forward in Phase VI in partnership with NIC. This initiative has collectively broadened our efforts to collaborate and coordinate resources that complement versus duplicate efforts and activities. The EBDM Mental Health Workgroup has advanced ambitious "change strategies," which include: establishing a Mobile Crisis Response Team; increasing Crisis Intervention Team training for Law Enforcement; exploring the creation of a respite care facility in Waukesha County; and improving the jail release/discharge planning process for mentally ill offenders. These are exciting times for Waukesha County. Waukesha County has a strong reputation for its leadership's ability to challenge, question and advance changes where needed. My management team and I are dedicated to fulfilling the Department's role in Phase VI.

Thank you for your consideration of Waukesha County's application to pursue Phase VI of the Evidence-Based Decision Making Initiative. I believe Waukesha County is well-positioned to successfully implement the goals of the Initiative. This effort is invaluable to the residents of Waukesha County. I urge your support to consider Waukesha County for participation in Phase VI of the EBDM Initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "Antwayne Robertson", is written over a horizontal line.

Antwayne Robertson, Director
Waukesha County Department of Health and Human Services



**Village of Menomonee Falls
Police Department**

W156 N8480 Pilgrim Road
Menomonee Falls WI 53051-3140

Non Emergency Telephone: 262.532.8700 FAX 262.532.8769
Website: www.menomonee-falls.org

July 20, 2016

Dear Director Cosby:

I am writing to show my support and commitment for the Phase VI application of the EDBM initiative of Waukesha County, Wisconsin. I have been a member of the initiative since its inception. I will continue to serve on the policy team as we strive to better the criminal justice system in our county, with a goal of a safer community.

I have been in law enforcement for 35 years. Never have I seen such collaborating partnership for all the stakeholders needed at the table. Our team has succeeded to get past the old silo system of government, and is truly working toward putting into action some viable solutions to longstanding issues in the system.

In particular, I co-chair a sub-group working on mental health issues. I have worked on these issues tirelessly since 2004 when I was with Milwaukee Police Department and continue to work on the issues in Waukesha County. I am working to set an example and educate my peers to the benefits of Crisis Intervention Training. We are working toward procedures to better serve people with mental illness, rather than putting them through the criminal justice system. If the criminal justice system cannot be avoided we want to ensure that those released are set up with the services they need to get back on track and not resort to recidivism.

I understand the concept that law enforcement does not work in a vacuum. All stakeholders have to be involved if we are to accomplish our goal. I believe that through the EDBM, our team has a better understanding of what the stakeholders' capabilities and limitations are. We have found we are lacking meaningful data that would allow us to present our solutions in a fiscally sound way. I feel with Phase VI of the EDBM we will be closer to implementing some of our goals.

I have been involved in many initiatives throughout my career. I am aware of some people being cynical that this is just another failed attempt with obstacles that cannot be overcome. This can cause some frustrations. However, I have never seen such a large group committed to improving the system. We have forward motion that would certainly continue if we were awarded the Phase VI grant. I fully support our efforts.

Respectfully,

Anna M. Ruzinski
Chief of Police



The Menomonee Falls Police Department is accredited by the Wisconsin Law Enforcement Accreditation Group



Waukesha County EBDM Phase VI Application Work Sample

The Waukesha County EBDM Policy Team identified four primary change target areas, of which workgroups were created around. They are:

- 1) Pretrial
- 2) Case Processing
- 3) Mental Health
- 4) Victims' Rights

For the purposes of this Phase VI application, the Policy Team has agreed upon a work sample to submit from our **Case Processing Workgroup**, which includes the following team members:

- 1) Sue Opper, District Attorney – Co-Chair
- 2) Mike Neimon, District Court Administrator – Co-Chair
- 3) Hon. Ralph Ramirez, Circuit Court Judge
- 4) Robert Dehring, Court Commissioner
- 5) Kathy Madden, Clerk of Courts
- 6) Katie Bricco, Assistant State Public Defender
- 7) Dan Fay, Private Bar Attorney

The workgroup has been meeting on a weekly to bi-weekly basis since January 2016 and has been focusing its efforts on Decision Point #3 (Diversion/Deferred Prosecution), Decision Point #4 (Pleas), and Decision Point #5 (Sentencing), with the following goals:

- Reduce the length of time between charging and case disposition
- Reduce the number of cases set for trial (which involves resource-intensive preparation)
- Explore the implementation of pretrial conferencing
- Explore diversion opportunities

Data Collection

In order to reduce the length of time between charging and case disposition, we needed to know the causes of delays along this continuum. We accomplished this by conducting a sampling of Criminal Traffic (CT) and Criminal Misdemeanor (CM) cases in the WI Consolidated Court Automation Programs (CCAP) system over a 1-week period in 2015, which totaled 112 cases (***please see the attached spreadsheet of case detail***). After analyzing this data, we found several steps in the process where there seemed to be an unnecessary delay in case processing. One of the areas where there were significant delays was at the front end of the system, between a defendant's initial appearance and the date the court adjourns the case to so that they can obtain counsel, which was **29**

days on average. In an effort to significantly reduce this delay, the workgroup developed a Public Defender screening pilot project.

Public Defender Screening Pilot Project

Previous practice, pre-pilot: A defendant would report to court for their initial appearance on a case. If they did not have an attorney, the court commissioner would adjourn the case for at least 2-4 weeks to allow time for the defendant to obtain counsel and report back to court.

Current practice, post-pilot: As of April 18, 2016, a defendant reports to court for their initial appearance on a case at 8:00am. If they do not have an attorney (and it is probable that they may qualify for a Public Defender), they are immediately sent to the Public Defender's Office (within walking distance from the courthouse) to be screened for eligibility and are told to report back to court with the results at 10:00 am the same day. If they are found ineligible for a Public Defender, the Court Commissioner will immediately arrange for a court-appointed attorney.

Results:

One of the concerns prior to the start of the pilot, was that some defendants may not go to the Public Defender's Office from court as instructed and/or may not return to court, which would then result in a bench warrant.

Since we began the pilot project on April 18, 2016, **91** defendants have been sent directly to the Public Defender's Office from their initial appearance to be screened for eligibility. Of the 91 defendants sent to the Public Defender's Office for screening, 90 (99%) were screened and returned to court the same day. Of the 90 defendants who were screened, 63 (70%) were eligible for and assigned a Public Defender and 27 (30%) defendants did not qualify for a Public Defender.

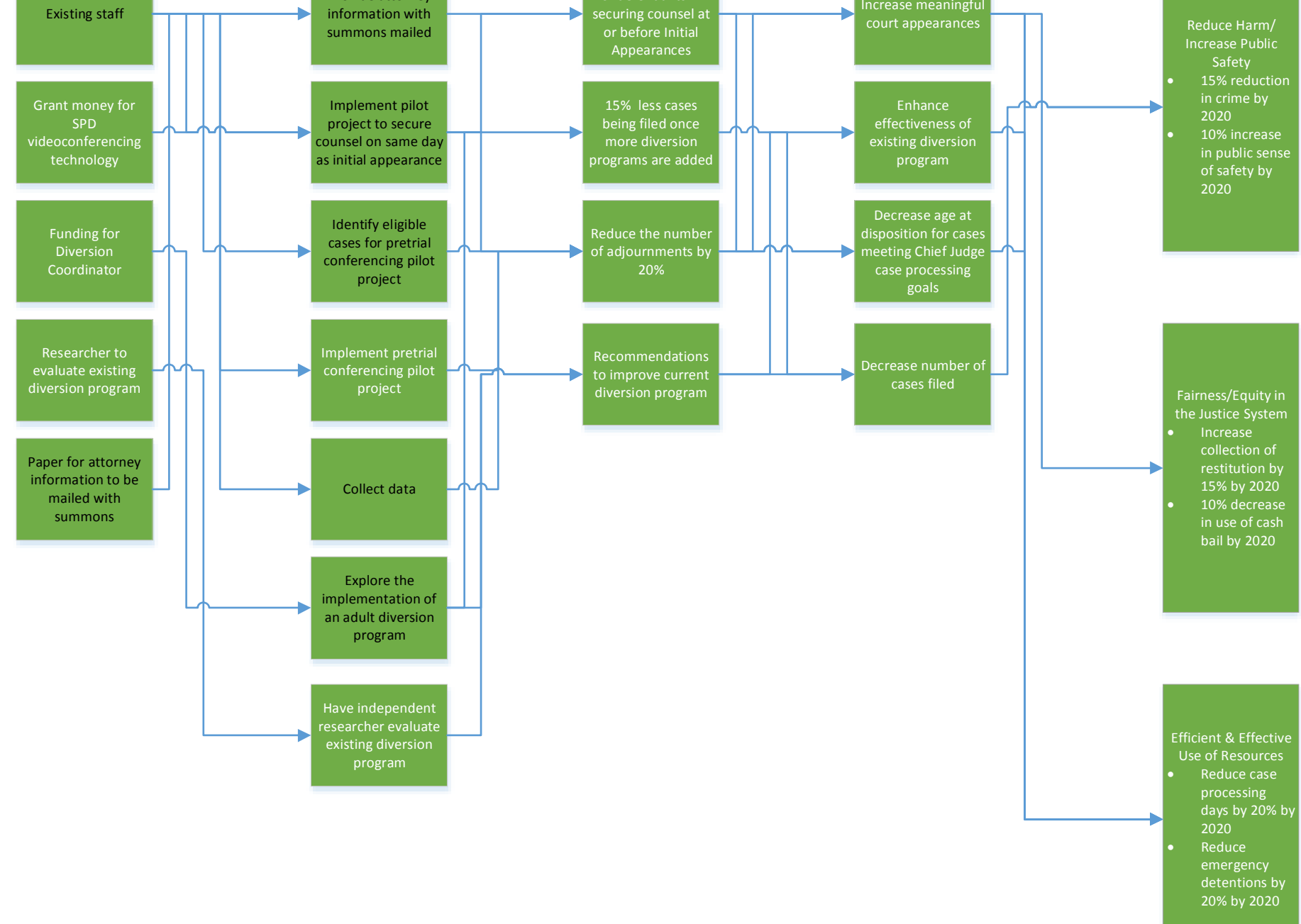
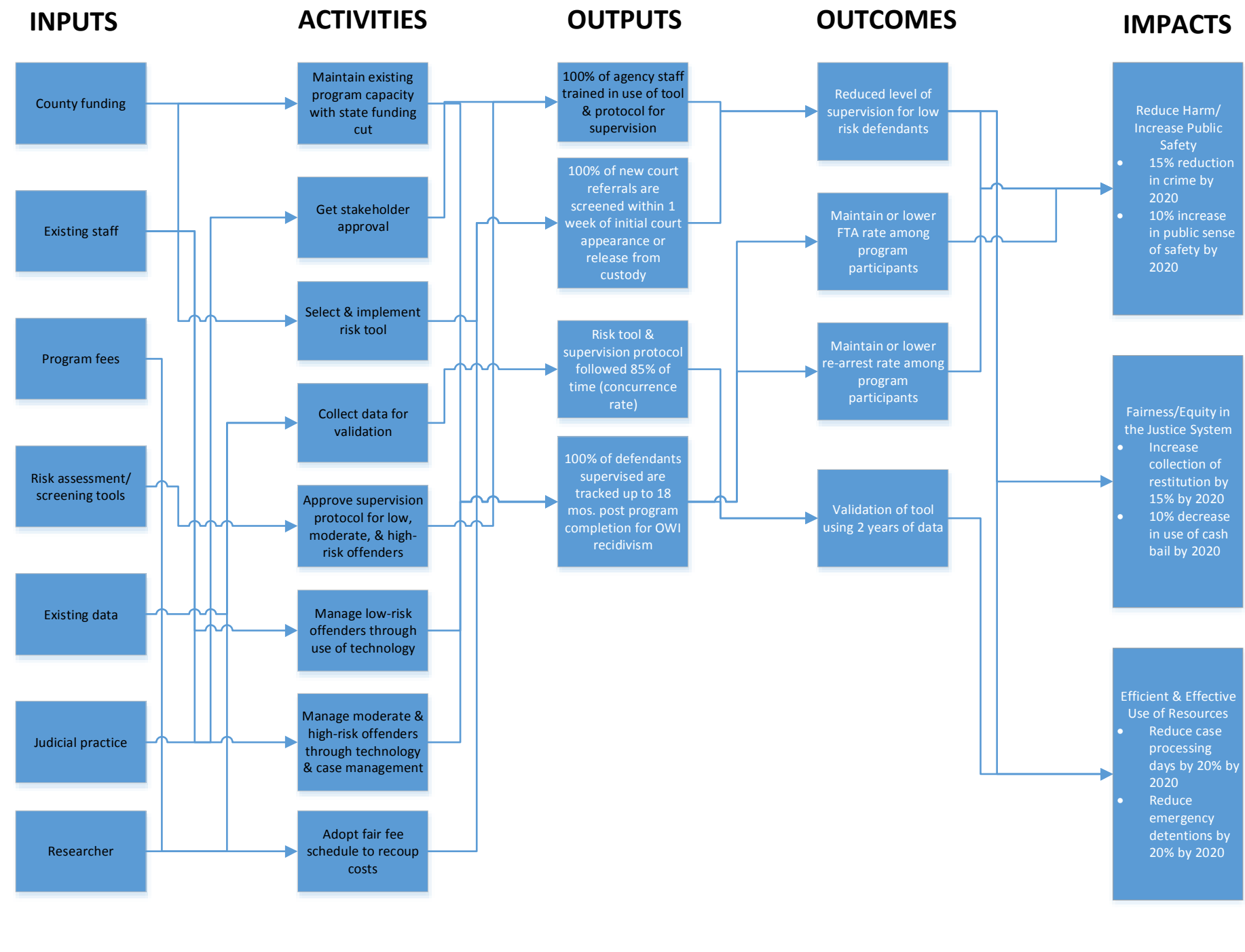
Using an average of 29 days to obtain counsel (determined by the sample study), the pilot project, thus far, has reduced case processing delays by approximately **1,827 days**, which we find to be a success in improving the efficiency of the system. The workgroup will now begin to look at other areas of delay in case processing and begin to address those.

****Please see attached spreadsheet of data collected on pilot program***

Waukehsa County EBDM Case Processing Workgroup
Pilot Study Data

	Went to PD from Intake	Returned	Qualified	Did not Qualify	Other	
Monday, April 18, 2016	5	5	4	1		
Tuesday, April 19, 2016	0	0	0	0	0	Commissioner Pieper did not send anyone to the PD until after court.
Monday, April 25, 2016	9	9	8	1		
Tuesday, April 26, 2016	0	0	0	0	0	Commissioner Pieper did not send anyone to the PD until after court.
Monday, May 2, 2016	6	6	3	2	1	Family decided to hire an Attorney
Tuesday, May 3, 2016	2	2		1	1	Decided she didn't want an Attorney.
Monday, May 9, 2016	5	5	4	1		One person was given info and decided not to go.
Tuesday, May 10, 2016	0	0	0	0	0	Commissioner Pieper did not send anyone to the PD until after court.
Monday, May 16, 2016	7	7	4	3		
Tuesday, May 17, 2016	0	0	0	0	0	Commissioner Lau did not send anyone
Monday, May 23, 2016	10	10	8	2		
Tuesday, May 24, 2016	0	0	0	0	0	Commissioner did not send anyone since only 1 person was interested
Tuesday, June 31, 2016	1	1	1	0	0	
Monday, June 6, 2016	9	8	5	2	1	1 chose not to go, 1 did not return
Tuesday, June 7, 2016	0	0	0	0	0	Only 1 person interested - so they didn't send them
Monday, June 13, 2016	6	6	6			
Tuesday, June 14, 2016	3	3		3		
Monday, June 20, 2016	11	11	3	8	2	2 were to apply after court
Tuesday, June 21, 2016	8	8	6	2	1	1 was to apply after court
Monday, June 27, 2016	6	6	5	1	1	Def needed interpreter - sent to PD & provided with new date
Tuesday, June 28, 2016	0	0	0	0	3	3 Def were interested once they appeared & sent to PD w/ new date
Tuesday, July 5, 2016						
Monday, July 11, 2016	3	3	3			
Tuesday, July 12, 2016	3	3	3			

Waukesha County EBDM Phase V Logic Model



KEY

- Pretrial Workgroup
- Case Processing Workgroup
- Mental Health Workgroup
- Victim Rights Workgroup
- Black Text = Activities Completed/ In Process
- White Text = Planned Activities

CONTEXTUAL CONDITIONS:

- Increase or decrease in availability of resources
- Underestimation of low risk participants
- Availability of researcher
- State Public Defender technology resources and fiscal constraints may inhibit implementation of videoconferencing
- Private Bar's desire to decrease the number of court appearances (financially driven)
- Public perception that diversion programs reflect a "soft on crime" attitude by stakeholders
- Possible lack of enough appropriate cases to divert to make the program effective
- Need sufficient staff for crisis so as not to negatively impact other HHS clinical services
- Continuing service demands in HHS Clinical Services Division
- Technology capability/development lags
- Lack of respite/other alternatives to hospitalization
- Law enforcement agencies not willing or unable to participate in CIT training
- Loss or overuse of CIT presenters to other initiatives
- Legal issues surrounding sharing of information/confidentiality
- Pushback from neighborhood of respite house placement, zoning, & sustainability issues
- Strong community collaboration
- Support from county & state government leaders
- Victim cooperation & communication
- Obtaining "buy-in" from all stakeholders
- Data collection limitations
- Time & resource limitations
- Statutory requirements

EBDM PRINCIPLES GUIDING LOGIC MODEL:

- The 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 and information

Waukesha County EBDM Pretrial Workgroup

Work Plan to Achieve Harm Reduction Goals						
Harm Reduction Goal (Impact)	Increase Public Safety Effective & Efficient Use of Resources Increase Fairness/Equity in the Justice System					
Outcome 1	By June 2016, risk level will be assessed for 100% of pretrial OWI defendants utilizing an evidence-based risk assessment tool.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Select appropriate Risk-Assessment Tool	Spring 2016	Judge Dorow/ Sara Carpenter	EBDM Pretrial Supervision Work Group	Access to research, data, and risk assessment tools	Rebecca Luczaj, CJCC coordinator
Activity 2	Implement Risk-Assessment Tool commencing 6/14/16 a) Judicial Determination of Program Referral on appropriate cases b) Assessment of risk by WCS IDIP at first intake appointment	On-going	Sara Carpenter (WCS)	WCS staff, DA, Judges, Court Commissioners, SPD and Private Bar	Staff training at WCS; judicial training; Communication Plan	WCS, DA, SPD, Private Bar, Judiciary, Clerks
Activity 3	Collect Data for validation of risk-assessment tool	On-going	Researcher and WCS			
Potential Barriers	Lack of judicial support and/or consistency; lack of staff training or lack of staff time to complete assessment and/or supervise					
Strategies to Address Barriers	Judicial training/education on risk assessment tools and reasoning behind entire process; training, reallocation of staff time at WCS					
Outcome 2	By June 2016, assign level of supervision (monitoring) to 100% of pretrial OWI defendants based on protocol created, in part, by the research proving low touch supervision for low risk offenders and moderate to high touch supervision for moderate and high risk offenders is the most effective approach.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Approve dosage of supervision protocol	May, 2016	EBDM Pretrial Supervision Work Group			

Activity 2	Manage low risk offenders through the use of technology a) Reduce length of time on supervision for compliant low risk offenders	On-going	Sara Carpenter, WCS	WCS staff	Equipment, personnel and time	WCS
Activity 3	Manage moderate and high risk offenders through the use of technology and case management	On-going	Sara Carpenter, WCS	WCS Staff	Equipment, personnel and time	WCS
Potential Barriers	Lack of judicial support and/or consistency; technology issues; human error (participant non-compliance or improper use)					
Strategies to Address Barriers	Judicial training/education; staff training; participant orientation					
Outcome 3	By July 1, 2016, maintain 100% of Pretrial OWI program capacity with a reduced budget due to state funding cuts.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Implement Risk-Assessment Tool and Dosage of Supervision Protocol	On-going	Sara Carpenter (WCS)	WCS staff, DA, Judges, Court Commissioners, SPD and Private Bar	Staff training at WCS; judicial training; Communication Plan	WCS, DA, SPD, Private Bar, Judiciary, Clerks
Activity 2	Use technology for low risk offenders in place of personnel for case management (reduction of staff servicing low risk offenders)	On-going	Sara Carpenter (WCS)	WCS staff	Staff training at WCS, sufficient number of units	
Activity 3	Adopt a fair fee schedule to recoup costs associated with the technology and program fees	On-going	WCS		WCS staff	DA, SPD, Private Bar, Judiciary
Potential Barriers	Non-payment by participants; over-estimation of number of low-risk offenders					
Strategies to Address Barriers	Prompt judicial notification and intervention for non-payers; program adjustments to accommodate higher than anticipated participants					
Outcome 4	Validate OWI risk assessment tool for local use by 2018.					

		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Secure Researcher	March 2016	WCS	WCS, DA, SPD, Private Bar, Judiciary	Staff and volunteer time	WCS, DA, SPD, Private Bar, Judiciary, Clerk of court
Activity 2	Determine data to collect	On-going	Pretrial Workgroup		Personnel, volunteer time	WCS, DA, SPD, Private Bar, Judiciary, Clerk of court
Activity 3	Collect Data over 2 year period	On-going, by 2018	WCS	Pretrial Workgroup	Personnel, volunteer time	WCS, DA, SPD, Private Bar, Judiciary, Clerk of court
Activity 4	Make adjustment to risk assessment tool if needed based on validation study	On-going	Pretrial Workgroup		Personnel, volunteer time	WCS, DA, SPD, Private Bar, Judiciary, Clerk of court
Potential Barriers	Inadequate researcher time; researcher's availability					
Strategies to Address Barriers	Extend length of validation study; find resources to contract with researcher					

Waukesha County EBDM Case Processing Workgroup

Work Plan to Achieve Harm Reduction Goals						
Harm Reduction Goal (Impact)	Effective & Efficient Use of Resources Increase Fairness/Equity in the Justice System					
Outcome 1	Reduce case processing time between initial appearance and case disposition by 10%.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Provide information on obtaining an attorney with the summons.	June 2016	Amy Rendell-Courts	DA's Office, Clerk of Courts	Paper	DA's Office, Clerk of Courts
Activity 2	Implement pilot program at initial appearance to reduce the time it takes defendants to obtain counsel.	April 18, 2016	State Public Defender, Court Commissioners	N/A	N/A	N/A
Activity 3	Implement the use of video technology for attorney/client conferencing.	June 2017	State Public Defender	Sheriff's Dept., Clerk of Court	Technology for SPD	N/A
Potential Barriers	SPD staffing resources for pilot program; SPD technology resources					
Strategies to Address Barriers	Reallocating SPD resources to address pilot program; office space at the courthouse for SPD for pilot program; grants for video conferencing technology					
Outcome 2	Reduce the number of certain misdemeanor cases set for trial by 20%.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Implement pretrial conferencing pilot program: identify appropriate cases for pretrial conferencing.	Oct. 2016	DA's Office	N/A	No	Judges, SPD, Bar, DA's Office, Sheriff
Activity 2	Schedule pretrial conferences in Branch 3.	Oct. 2016	Clerk of Court	Branch 3 Judge, SPD, Bar, Sheriff	No	N/A
Potential Barriers	Judge time for pretrial conferencing; perception by SPD/Bar of best deal not offered right away by the DA's Office; DA's Office policy on vertical prosecution					
Strategies to Address Barriers	Temporarily reduce Branch 3 Judge's caseload to accommodate pilot program; amend DA's Office policy of vertical prosecution to include horizontal prosecution for pilot program					

Outcome 3	Increase diversion opportunities (currently there are none for adults).					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Implement adult diversion program (possibly targeting 1 st time, low level DV cases).	Jan. 2018	DA's Office	SPD/Private Bar	Staff (Diversion Coord.)	N/A
Activity 2	Formally evaluate existing 180 Diversion program.	Jan. 2017	Univ./ College Evaluator	180 Diversion staff	Evaluator	N/A
Potential Barriers	Public perception of being soft on crime; resources/funding; having enough appropriate cases to divert (the municipalities are issuing tickets for many low level offenses)					
Strategies to Address Barriers	Get support from victims advocacy groups (I.e. Women's Center); get grant funding to initially hire Diversion Coordinator, then utilize program fees to sustain the program beyond the grant					

Waukesha County EBDM Mental Health Workgroup

Work Plan to Achieve Harm Reduction Goals						
Harm Reduction Goal (Impact)	Increase Fairness/Equity in the Justice System Effective & Efficient Use of Resources Increase Public Safety					
Outcome 1	By July 1, 2016, implement mobile crisis response to meet legal requirements and consumer needs.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Increase available crisis staff and hours of coverage to 24/7	6/30/16	G. Owley	J. Sternweis, L. Kohler, J. Lewis	Funding; increase staff numbers	MHC LE
Activity 2	Train staff; provide needed skills to meet DHS 34 standards	10/01/16	G. Owley	J. Lewis, L. Kohler	Funding; time to train	Corp Counsel Stakeholders
Potential Barriers	Limited available staff, staff to work non-traditional hours, compensation; lack data on need and time requirements for staffing; supervisory support; staff training; lack of definitive DHS rules					
Strategies to Address Barriers	Staff recruitment, re-evaluate staff roles; re-think staff assignments; research staffing models and compensation; collect and analyze data re: consumer needs; explore alternative training opportunities, including electronic and distant learning; request definitive clarification of DHS rule intentions					
Outcome 2	By September 30, 2016, review medical clearance protocol to identify and diminish areas of unnecessary delay in the emergency detention process.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Map medical clearance process	6/23/16	Rebecca Luczaj	EBDM Mental Health Workgroup	N/A	Mental Health Center Medical Dir.
Activity 2	Schedule meeting with ER doctors from all hospitals in County to review protocol	9/8/16	Andy Hayes, Anna Ruzinski	EBDM Mental Health Workgroup	N/A	Elmbrook, Waukesha Memorial, Aurora, ProHealthCare, Community Memorial Hospitals
Potential Barriers	Getting doctors to attend the meeting due to schedule conflicts; getting commitments to implement change/following through with changes to make the process more efficient					
Strategies to Address Barriers	Schedule follow-up meeting to report out on changes implemented, and the effects of those changes					

Outcome 3							Increase the percent of CIT officers trained in Waukesha County by 25%.						
				Date of Completion	Inputs/Resources								
					Lead Person	Others Responsible	Resource Needs	Partner Coordination					
Activity 1	Conduct one 40-hour CIT training for 30 law enforcement personnel			12/31/17	Mary Madden	N/A	Funding, Training Facilities, Supplies, Speakers, Facilitators	Waukesha DHHS, Waukesha Sheriff's Dept. & Waukesha Police Dept					
Activity 2	Conduct one 40-hour Youth Focused CIT training for 30 law enforcement personnel			12/31/17	Mary Madden	Laurie Kohler	Training Facilities, Supplies, Speakers, Facilitators	Waukesha DHHS, Waukesha Sheriff's Dept. & Waukesha Police Dept					
Potential Barriers	Inability to garner funding; law enforcement agencies unable or unwilling to participate; loss of professional speakers												
Strategies to Address Barriers	Work with NAMI Wisconsin to garner funding from the Wisconsin CIT Expansion grant; seek additional funding from private foundations or government sources; outreach to LE agencies who have been unable or unwilling to participate in CIT training to help them understand the benefits of CIT												
Outcome 4													
A minimum of two county-wide policies regarding CIT will be established and implemented.													
				Date of Completion	Inputs/Resources								
					Lead Person	Others Responsible	Resource Needs	Partner Coordination					
Activity 1	Establish a CIT Community Collaborative Committee			6/30/16	Mary Madden	N/A	Meeting Space, LE Members, WCDHHS Members	NAMI Waukesha, Waukesha County WCDHHS, LE Agencies					
Activity 2	Create a county-wide policy regarding use of Mobile Crisis for people in psychiatric crisis			12/31/16	Laurie Kohler	CIT Community Collaborative	Meeting Space, LE Members, WCDHHS Members	NAMI Waukesha, Waukesha County WCDHHS, LE Agencies					

Activity 3	Create a county-wide policy regarding Emergency Detention and diversion for people in psychiatric crisis	12/31/16	Laurie Kohler	CIT Community Collaborative	Meeting Space, LE Members, WCDHHS Members	NAMI Waukesha, Waukesha County WCDHHS, LE Agencies
Potential Barriers	Law enforcement agencies not willing or unable to participate; policies developed that are not used county-wide					
Strategies to Address Barriers	Reach out to agencies who are unable or unwilling to participate to ensure policies are understood and personnel are trained; utilize the CIT Community Collaborative Committee to review incidents where the policies did not work or were not adhered to					
Outcome 5	By 2019, establish crisis respite option/s in Waukesha County to assist people experiencing a psychiatric crisis and reduce the number of people affected by mental illness who are incarcerated.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Form a committee to research various housing models and best practices for crisis respite.	12/1/16	J. Sternweis Mary Madden	Community Partners/ stakeholders	Committee Members, meeting space, guidance from Corporation Counsel	Waukesha DHHS NAMI Waukesha HAC and Thriving Waukesha
Activity 2	Explore region-wide peer run respite options with neighboring counties.	6/16/17	J. Sternweis Mary Madden	Community Partners/ stakeholders	Committee Members, meeting space, guidance from Corporation Counsel	Waukesha DHHS NAMI Waukesha Jefferson & Walworth County Human Services
Activity 3	Gain financial support through County Board	12/1/17	J. Sternweis Mary Madden	Mental Health Advisory Cmte.	Money for program	Possible state or federally-funded grants
Potential Barriers	Financial constraints; legal issues surrounding sharing of information; pushback from neighborhood of placement; zoning; sustainability; operational logistics					
Strategies to Address Barriers	<ul style="list-style-type: none"> Financial support from the County Obtain clarity from Corporation Counsel on all legal aspects of project Be transparent when approaching neighborhood about placement (while also educating on the need for this service) Remain in close contact with Washington County and other neighboring counties for guidance on managing the logistical aspects of establishing a facility and/or program Grant opportunities 					

Outcome 6	By January 2018, assist people affected by mental illness in connecting with treatment services and/or staying better connected to services by increasing the number of certified peer specialists in the county by 25%.					
	Date of Completion	Inputs/Resources				
		Lead Person	Others Responsible	Resource Needs	Partner Coordination	
Activity 1	Increase the cadre of employed certified peer specialists in Waukesha County to assist people with establishing crisis/recovery plans and provide ongoing supportive services	12/1/17	J. Sternweis Mary Madden	Laurie Kohler Linda Cole	Individuals to train and Funds for training and certification	Waukesha DHHS NAMI Waukesha Lutheran Social Services
Potential Barriers	State training curriculum has yet to be developed; inconsistency in wages for Peer Specialists, with Waukesha County being on the low end					
Strategies to Address Barriers	Once training curriculum is developed, have Peer Specialists begin training/certification process; advocate for increased wages for Peer Specialists in Waukesha County					
Outcome 7	Improve jail discharge/release planning by 2018.					
	Date of Completion	Inputs/Resources				
		Lead Person	Others Responsible	Resource Needs	Partner Coordination	
Activity 1	Increase staffing at the jail, specifically, providing them with a full-time discharge planner	Jan. 1, 2017	Chair of CJCC	Sheriff, jail administration	Additional staffing; funding	DHS, NAMI, MH providers
Activity 2	Determine adequacy of existing resources	Done	Sheriff	N/A	funding	N/A
Activity 3	Increase bed availability at MMHI and WMHI (requires support from the State)	June 1, 2017	DHFS	Judges, county DHS	State funding for more beds	State DHFS
Activity 4	Develop a diversion (i.e. Respite facility) so that individuals with MH needs wouldn't go to jail (e.g. Calm Harbor in Washington County, crisis intervention coverage on nights and weekends)	Nov. 1, 2017	DHS Outpatient Services Administrator	Law enforcement, county board	Funding, house/ Provider, real estate, personnel	Mayor, NAMI

Potential Barriers	Lack of funding; lack of county/community support; public outcry; 51.42 rules that prohibit sharing of information due to confidentiality; loss of all jail social work (correctional counselor) positions due to budget cuts
Strategies to Address Barriers	Education of public and local leaders; additional training; continued collaboration between community partners; utilization of release of information forms to share information on offenders between justice system stakeholders/community partners

Waukesha County EBDM Victim Rights Workgroup

Work Plan to Achieve Harm Reduction Goals

Harm Reduction Goal (Impact)	Increase Fairness/Equity in the Justice System Increase Public Safety Effective & Efficient Use of Resources					
Outcome 1	Establish improved communication procedures, information and resources for 100% of victims and offenders regarding restitution.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Review other jurisdiction's restitution materials.	February 2017	Jen	Restitution specialist	Other counties policies/procedures	Other counties
Activity 2	Edit and enhance current communication methods regarding restitution.	June 2017	Jen	Restitution specialist	Current practice w/D.A.'s office. Review email capabilities	DAIT (District Attorney Information Technology)
Activity 3	Create and revise information for victims and offenders regarding how victims can request restitution, and post-judgment collection and payment of restitution. Information to be shared via correspondence, email and webpage, other methods.	June 2017	Jen	Marla/Kathy	Current laws, policies and procedure regarding post-judgment collection.	DOC/DOJ
Potential Barriers	Available technology capabilities; awaiting creation of policies and procedures regarding new restitution bill, Act 355					
Strategies to Address Barriers	Work within capabilities of current technology; partner with DAIT to use technology most effectively. Continue to work with State regarding implementation of new restitution bill.					
Outcome 2	In early 2017, create and implement the use of a restitution affidavit.					

		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Restitution Request Affidavit Template	February 2017	Judge Aprahamian	Kelsey/Jen	Human input – creating template	Other Courts/Judges
Activity 2	Modify local rules to address restitution procedure, including affidavit process	February 2017	Judge Aprahamian	Kathy	Current policies	Other Waukesha County Judges
Activity 3	Create policies and procedures regarding the disclosure of affidavit	February 2017	Judge Aprahamian	Kelsey/Jen	Current policies	D.A. and other Judges, public defender
Potential Barriers	Victim cooperation and communication; obtaining “buy-in” from other Judges					
Strategies to Address Barriers	Educate and inform victims and Judges regarding the benefits of utilizing affidavit					
Outcome 3	In 100% of victim-involved cases, implement use of a local restitution supplement to the Judgment of Conviction that will provide restitution and victim information to the Department of Corrections.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Review other county examples/templates.	February 2017	Jen	Marla	Other county policies and current templates /practices	Kathy/Judges Dane/ Outagamie County
Activity 2	Create restitution supplement template	February 2017	Jen	Marla	Human input (create template)	Kathy/Judges DOC
Activity 3	Test CCAP interface	June 2017	Kathy	Jen/Marla	Technology assistance	CCAP/DOC
Potential Barriers	Confidentiality issues; technology (functionality of CCAP)					
Strategies to Address Barriers	Review practices of other states and applicable statues regarding confidentiality; work with CCAP to address functionality					

Outcome 4	In 2017, investigate, determine and implement methods to increase collection of restitution pre-disposition.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Write grant for restitution specialist	5/18/16	Jen	N/A	Application criteria; letters of support; data	Victims Issues Workgroup, Kathy, Judge Arahamian
Activity 2	Provide evidence of restitution claim promptly to defense.	Ongoing	Jen	Kelsey	Current practice; identification of problem areas	Public defender, D.A
Activity 3	Implement policies/procedures to prioritize pre-disposition collection of restitution; identify appropriate cases for restitution stipulations	March 2017	Jen	Kelsey	Current policies and procedures	Restitution specialist, D.A., Public Defender
Potential Barriers	Need to review current practices – identify and understand barriers to utilizing up front restitution in particular cases (ex.: cash bail is usually applied to other costs or is returned); need to obtain “buy-in” from D.A., public defender and offenders					
Strategies to Address Barriers	Educate D.A. and public defender and offenders regarding the benefit of collecting up-front restitution					
Outcome 5	By June 2017, determine and implement the most efficient and effective manner of collecting restitution post-disposition in Waukesha.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Investigate and utilize the best method/agency for collection and enforcement of restitution and civil judgments; Monitor implementation of restitution law	June 2017	Kathy	Jen/Marla	Policies and practices regarding new bill	DOJ/DOC/ State Courts
Activity 2	Determine the effectiveness/efficiency of DOR collection	June 2017	Kathy	Jen	DOR policies and procedures	DOR/DOJ

Activity 3	Propose legislative changes to improve the collection of restitution, including waiving the 15% fee to be collected by DOR, prioritizing restitution over other payments and avoiding the lapse in civil judgments after 10 years	March 2017 (to state EBDM team)	Kathy/Jen	Victims Issues Workgroup	Current legislation Policies of DOR	State EBDM team; DOR, DOJ
Potential Barriers	Technological capabilities; limitations of Act 355 and other current statutes; inability to enforce policies with DOR; challenges regarding determining best practices of new initiative					
Strategies to Address Barriers	Rely on subject matter experts with each area identified					
Outcome 6	Investigate and determine if restitution is being paid before other costs and fines, in compliance with the law – ensure compliance with state law that restitution is paid before court fines and other costs and fees by 2017.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Education and training re: prioritization of restitution payments over other obligations w/staff receiving payments	June 2017	Kathy	Clerk of Courts supervisors	Current CCAP abilities, current practices upon payment	Clerk of Courts
Activity 2	Investigate whether or not online payments can be prioritized towards restitution over other costs	June 2016	Kathy	Jen	Current technological abilities	CCAP
Activity 3	Ensure compliance with prioritization of restitution within Judges orders	April 2017	Judge Aprahamian	Kathy	Current practices of Judges	Other Judges
Potential Barriers	Technology allows offenders to pay other costs instead of restitution; Judges' are ordering fines/costs be paid first; debtor can choose to pay other obligations first					
Strategies to Address Barriers	Education of Clerk of Courts staff and Judges; collaborate with CCAP capabilities to prevent the ability to pay other obligations first					
Outcome 7	Expand training of law enforcement agencies in Waukesha County by 25% in 2017 to promote the use of Mobile Victim Assistance.					

		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Continue training of law enforcement and expansion to other departments	January 2017	Jen	EBDM Policy Team	Human input of training and policies required	Law enforcement
Activity 2	Promote availability of training to all county law enforcement agencies	January 2017	Jen	EBDM Policy Team	Human input of communicating training opportunities	Law enforcement
Potential Barriers	Resistance from some law enforcement partners and the large number of departments to train					
Strategies to Address Barriers	Attend Chief's meetings to advocate the need for training; obtain assistance from EBDM policy team to promote need for ongoing training					
Outcome 8	By 2017, establish alternate methods of achieving early response and provision of victim services to crime victims in Waukesha.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Obtain Spillman access for mobile victim assistance staff	January 2017	Jen	Sheriff	IT assistance	IT Department; Law enforcement agencies

Activity 2	Analyze Spillman capabilities for effective victim outreach use by mobile victim assistance	January 2017	Jen	IT Analyst	Human input of testing Spillman	IT Department, Law enforcement agencies
Activity 3	Train mobile victim assistance staff to utilize Spillman for victim outreach	January 2017	Jen	Mobile Victim Assistance	Human input of training	IT Department, Law enforcement agencies
Potential Barriers	Capabilities may be limited regarding Spillman database and law enforcement agencies may not grant access					
Strategies to Address Barriers	Rely on the IT experts regarding capabilities of Spillman; educate law enforcement regarding the benefits and obtaining support from the EBDM Policy Team					
Outcome 9	By 2017, improve collaboration and understanding among justice system partners to ensure consistent victim services and policies and prevent re-victimization.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Establish regular meetings of justice system partners (Clerk of Courts, Judges, Dept. of Corrections, Victim/Witness, District Attorney's Office, law enforcement) to ensure that victims' rights are met and that victims have the opportunity to participate fully in the system	June 2017, ongoing	Jen	Kathy, Judge Aprahamian	Policies and practices of each partner agency	EBDM Policy Team, DOC, Clerk of Courts, Victim/Witness, Sheriff, D.A.'s Office, Law enforcement, Public defender

Activity 2	Establish/expand training of criminal justice system agencies and partners regarding the experience of being a crime victim	May 2016, ongoing	Jen	Victim Issues Workgroup	Human input-training	EBDM Policy Team and its represented agencies.
Potential Barriers	Resistance from partner agencies, time and resources					
Strategies to Address Barriers	Utilize EBDM Policy Team to promote collaboration and training among represented agencies; create awareness of benefits of collaboration and training					
Outcome 10	Improve 100% of case processing practices in cases that involve crime victims.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Notify and educate victims regarding sentencing options and what they mean	June 2017	Judge Aprahamian	Jen	Policies and procedures	D.A., other Judges
Activity 2	Call cases with victims first; avoid calling cases earlier than scheduled	January 2017	Judge Aprahamian	Jen/Kathy	Policy and procedures	Other Judges, clerks
Activity 3	Establish procedure for Court to be notified when victims are present	January 2017	Jen	Judge Aprahamian	Policy and procedures	Other Judges, clerks, Sheriff deputies
Potential Barriers	Resistance from other Judges; Judges knowing when victims are present in Court					

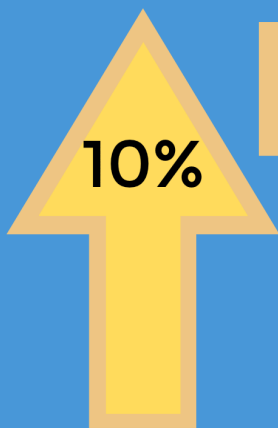
Strategies to Address Barriers	Educate and promote benefits of improved case practices for victims					
Outcome 11	Improve protection of victim's privacy in 2017.					
		Date of Completion	Inputs/Resources			
			Lead Person	Others Responsible	Resource Needs	Partner Coordination
Activity 1	Review and determine best practices to protect victims' privacy, to include proposed legislation and local practices	April 2017	Jen	Victims Issues Workgroup	Review current legislation/statutes, explore other state's policies	DOJ, Legislature, State EBDM team
Potential Barriers	Complexity of issue-numerous agencies affected and multiple databases exist; understanding who is entitled to the information and how to protect it					
Strategies to Address Barriers	Explore how other communities have addressed this issue					

Waukesha County, Wisconsin Criminal Justice System Scorecard



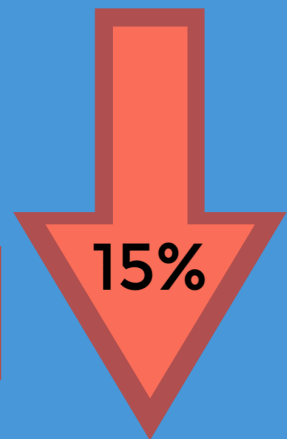
Building a Safer Community through a Fair and Effective Justice System

Enhance Public Safety, Trust & Confidence

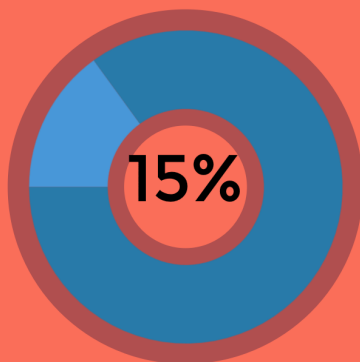


Increase in Public Sense of Safety/Perception of Crime by 2020

Fewer Crimes Committed by 2020

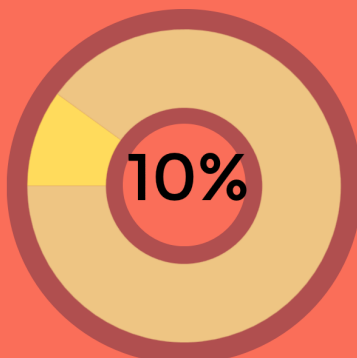


Ensure Fairness/Equity



Increase in Restitution Collection for Victims by 2020

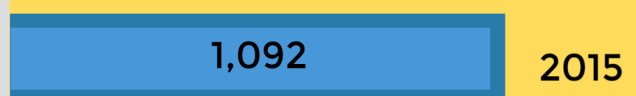
Decrease in the Use of Cash Bail by 2020



Efficient Use of Resources



20% Reduction in Case Processing Days



20% Reduction in Emergency Detentions