

1. Alumni Support meetings have continued every other week with increasing attendance. The Treatment Court Team has begun offering incentives for attendance at these support sessions.
2. Jefferson County Treatment Courts have undertaken efforts to increase referrals and application to both programs with an emphasis on Drug Treatment Court. Captain Gray from the Jefferson County Jail has allowed close to 20 posters to be put up throughout the jail. Staff are handing out application upon request and placing them in a Treatment Court folder at Control for collection. Since this has occurred, there has been an increase in applications.
3. During a Team Planning Session which occurred on 07/31/2020, the Treatment Court Team agreed to accept, into Drug Treatment Court, current Probation cases facing revocation as an Alternative top Revocation (ATR). The Treatment Court Team agreed to accept five (5) cases initially to see how this process will work for those participants and on the program overall. Currently, manual language does not allow for Probation ATR cases.

Current language states:

X. Program Agreements:

Defendants will enter into one of the following agreements to participate in the Drug Treatment Court. These Deferred Agreements (DDA, DPA and PSA) may be accompanied with a conviction and period of probation on a separate case or count.

- **Drug Court Diversion Agreement:** In Drug Court Diversion Agreements (DDA), participants are charged with a crime and are free on bond. No plea or finding of guilt has occurred. These participants enter into an agreement with the District Attorney and the Court places them in the Drug Treatment Court. **If they successfully complete the program, the charges are dismissed.** If they are terminated from the program, they will face their charges.
- **Deferred Prosecution Agreement:** In Deferred Prosecution Agreements (DPA), participants are charged with a crime and have pled Guilty or No Contest. However, the Court has yet to enter judgment of conviction. Instead, the person enters into this agreement with the District Attorney and the Court places them in the Drug Treatment Court. **If the person successfully completed the program, the charges will be reduced or dismissed.** If the person unsuccessfully is terminated from the program, judgment will be entered and he/she will face sentencing.
- **Pre-Sentence Drug Court Agreement:** In Pre-Sentence Drug Court Agreements (PSA), participants have been charged with a crime, have pled guilty and are awaiting sentencing. They enter into an agreement with the District Attorney and the Court places them in the Drug Treatment Court prior to being sentenced. **Participants who successfully complete the program will have their positive completion taken into consideration at sentencing.** This may significantly reduce the severity of any sentence this person faces. Participants terminated from the program will have their negative behavior taken into consideration as will and will likely face a more serious sentence.
- **Alternative to Revocation Agreements:** In Alternative to Revocation Agreements (ATR), participants currently on probation/parole/extended supervision with the Department of Corrections (DOC) receive new criminal charges. They will be placed on a DDA, DPA or PSA on the new charges and will enter into an ATR with the Department of Corrections.

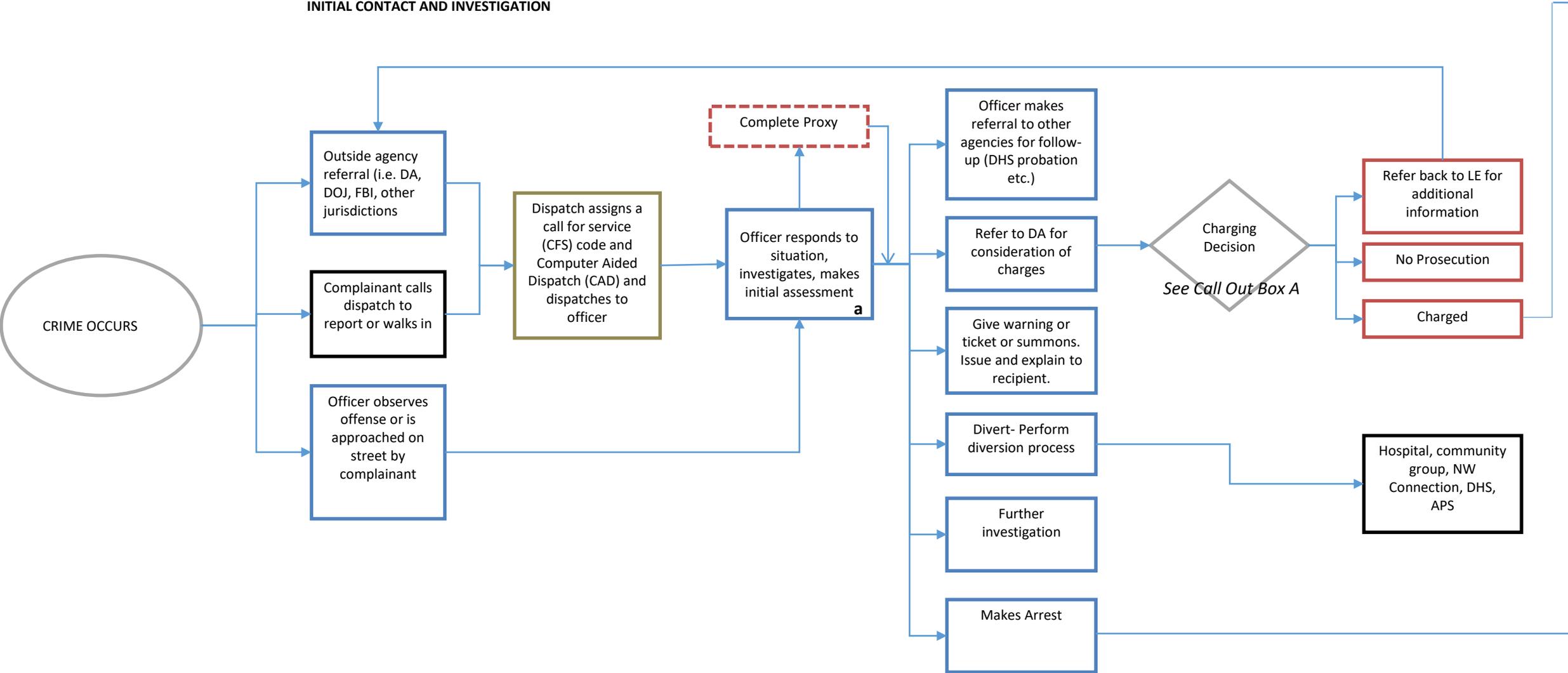
Participants who successfully complete this ATR will not have their supervision revoked by the DOC for those violations. They will also benefit on their new charges in the manner explained in their agreement. Participants who are terminated from the program will result in a decision by the DOC to initiate revocation of their supervision and will not receive the benefits of their agreement.

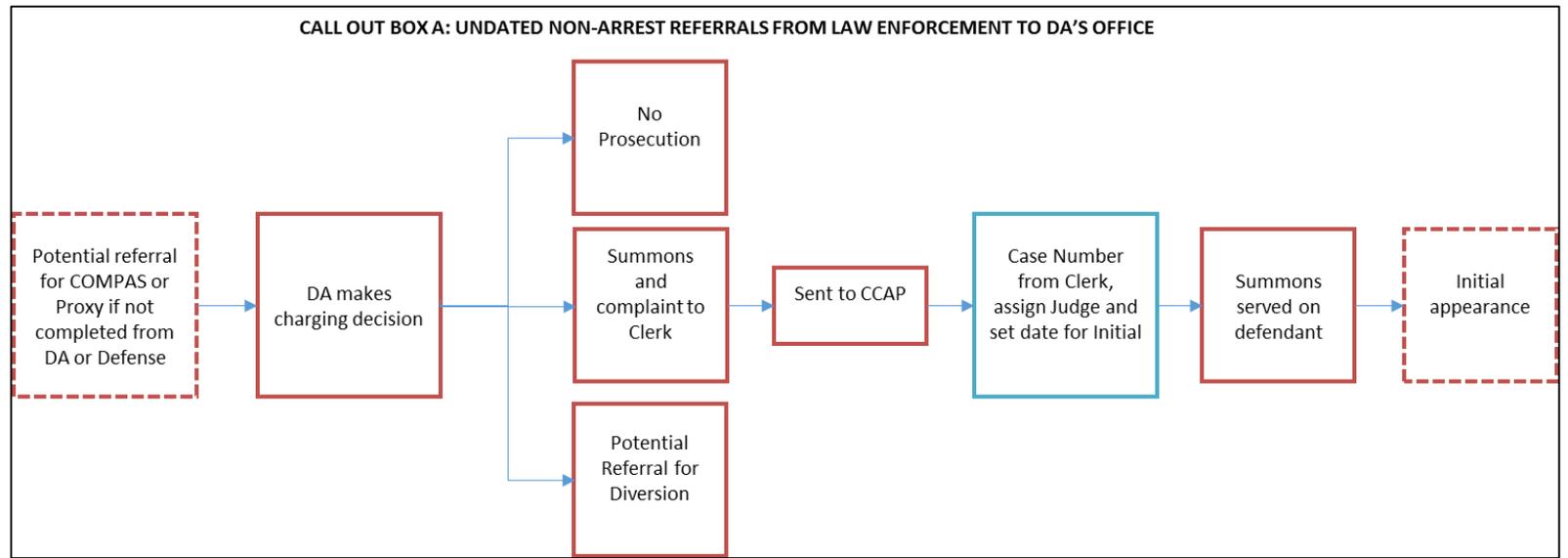
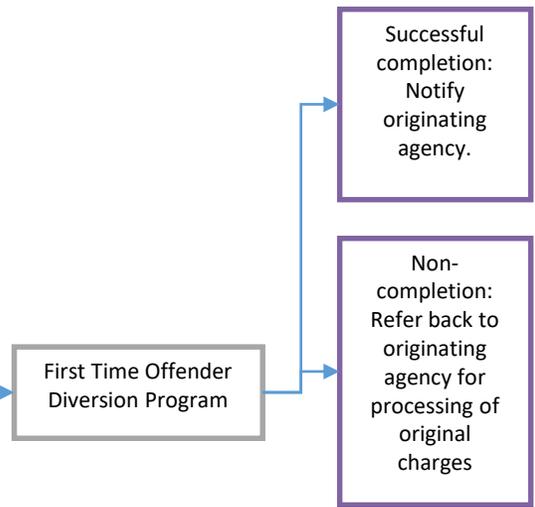
The Treatment Court Team is recommending the following language is added to the Drug Treatment Court Manual to allow for Alternative to Revocation cases without new charges:

“The Department of Corrections may also refer up to five offenders at any given time who are facing revocation of their probation, with or without pending charges, if those offenders meet eligibility requirements. Referrals should include a DTC Application and a violation report. All DOC ATR referrals should be formal Alternative to Revocation Agreements. The expectation of the Drug Treatment Court is that offenders who do not successfully complete the Drug Treatment Court as an ATR will have his/her probation revoked. The Drug Treatment Court Program understands this decision falls under the discretion of the Department of Corrections and/or Division of Hearings and Appeals.”

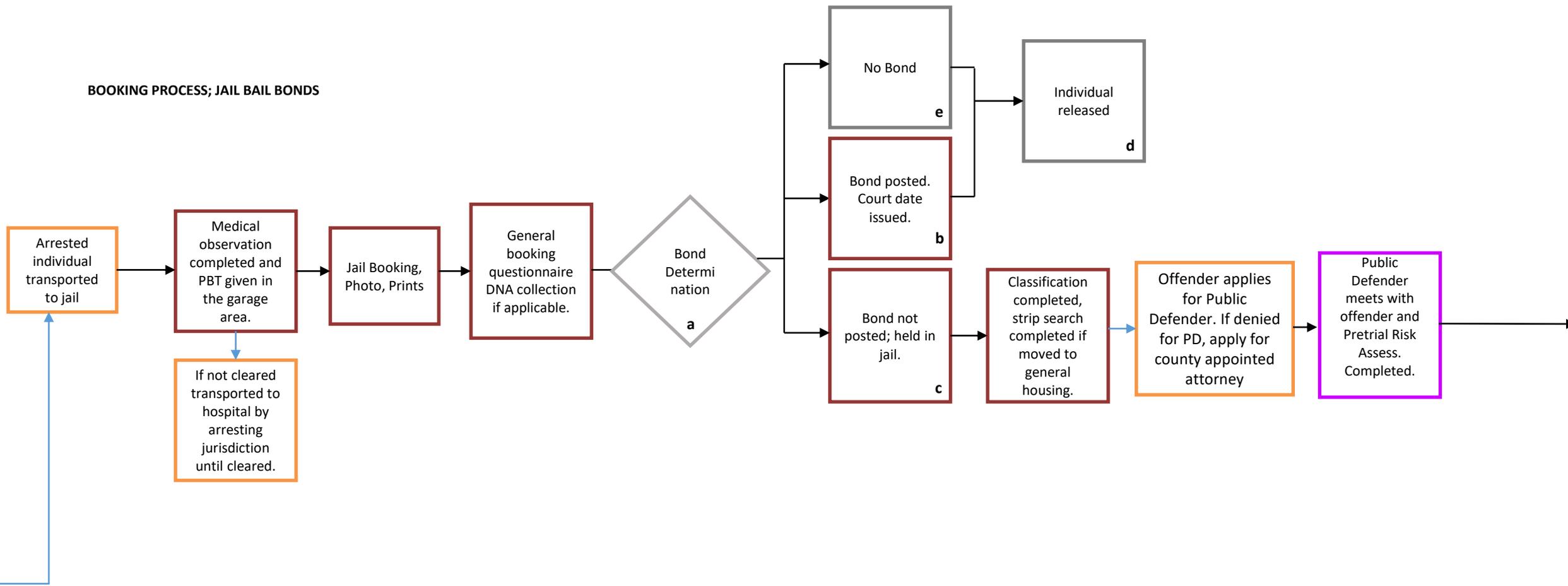
Chippewa County Criminal Justice System Map

INITIAL CONTACT AND INVESTIGATION

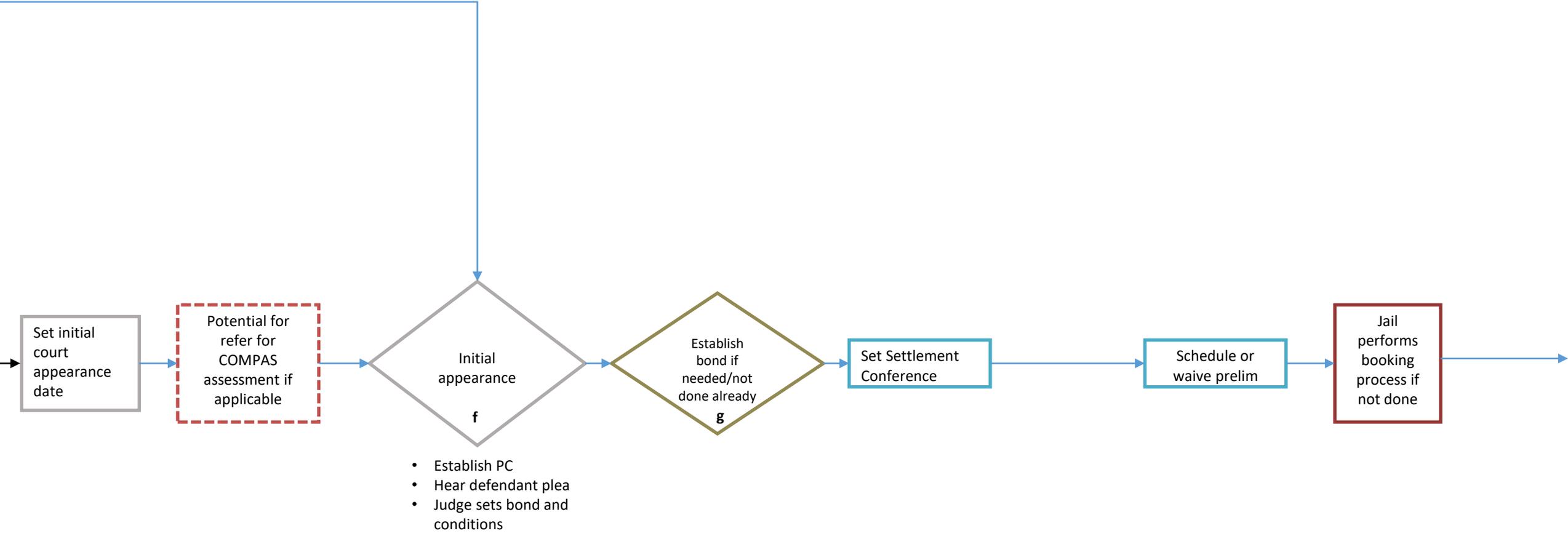




BOOKING PROCESS; JAIL BAIL BONDS



INITIAL APPEARANCE



Set initial court appearance date

Potential for refer for COMPAS assessment if applicable

Initial appearance
f

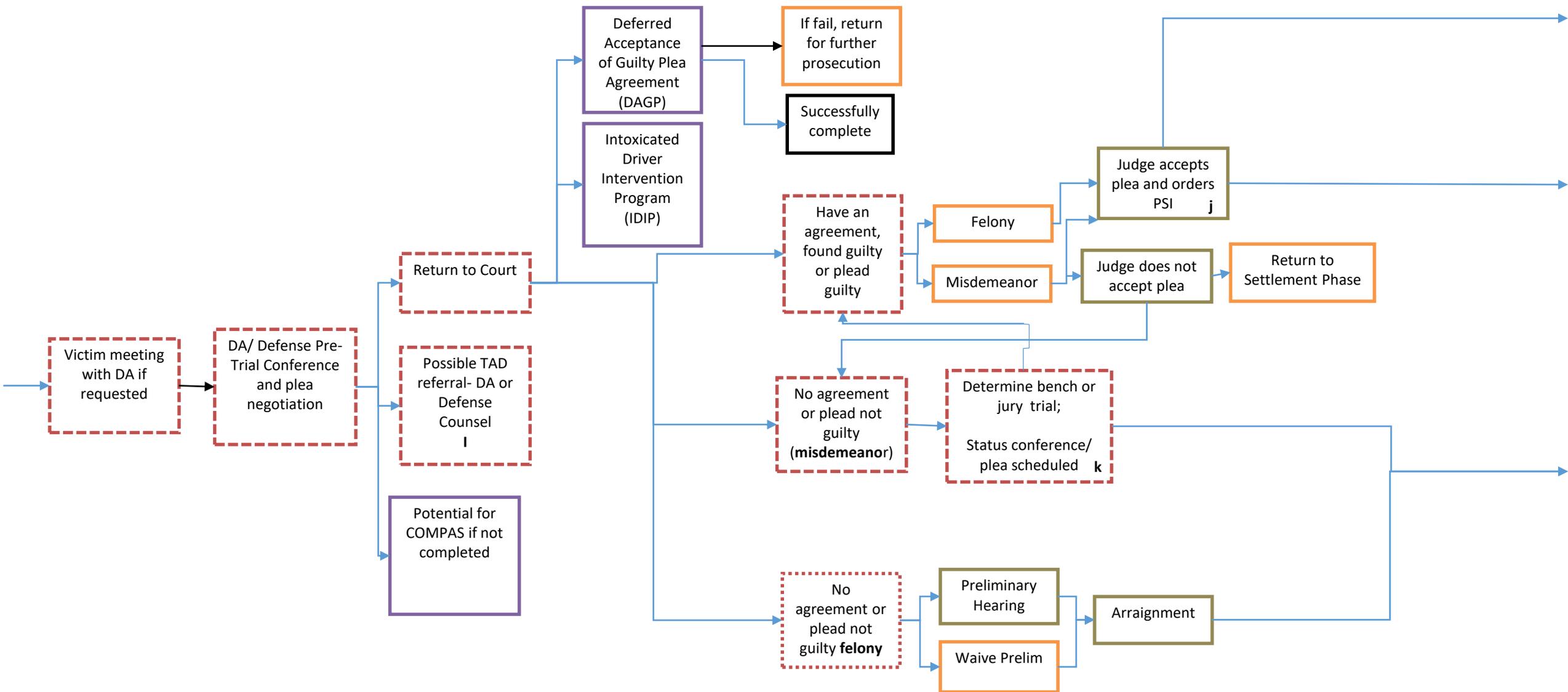
- Establish PC
- Hear defendant plea
- Judge sets bond and conditions

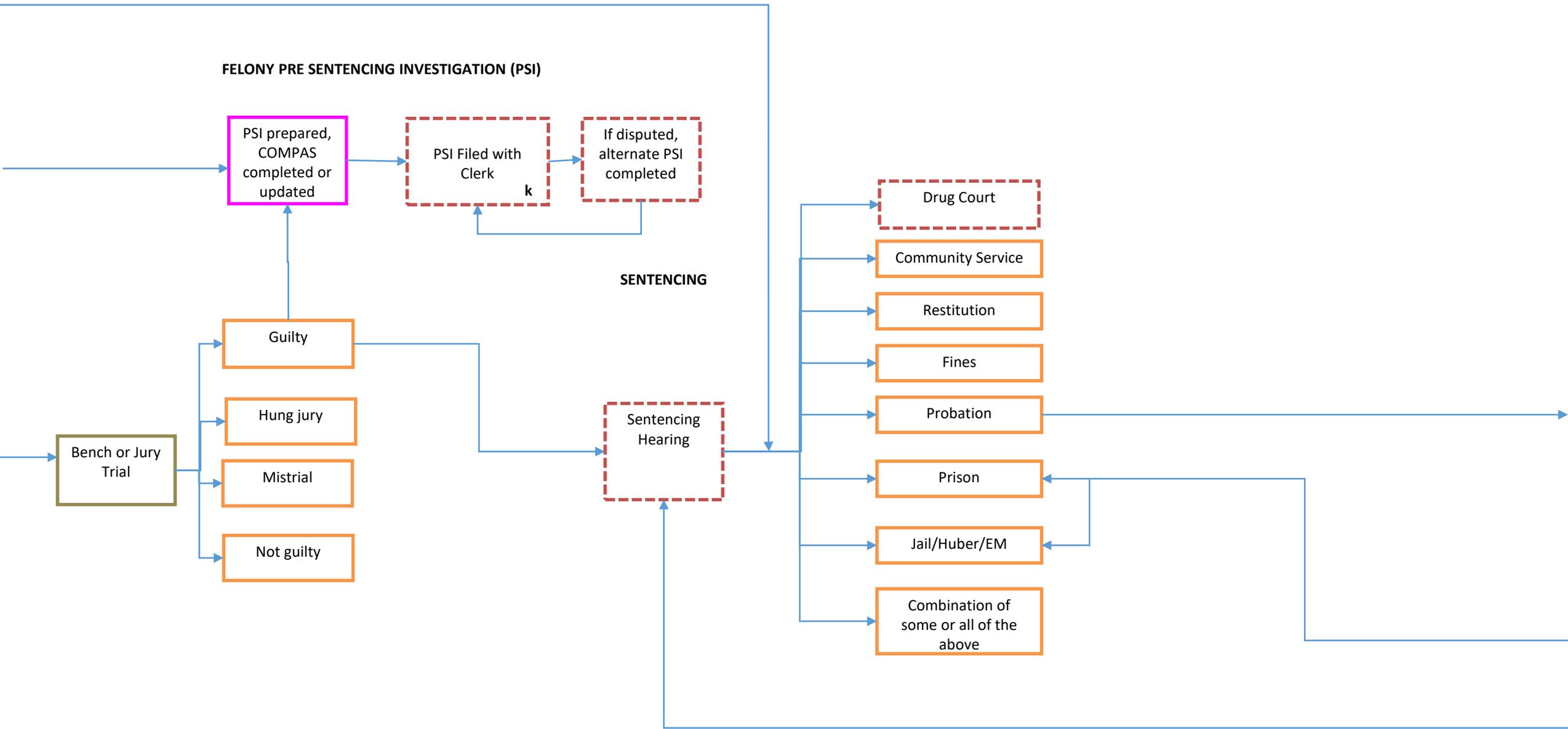
Establish bond if needed/not done already
g

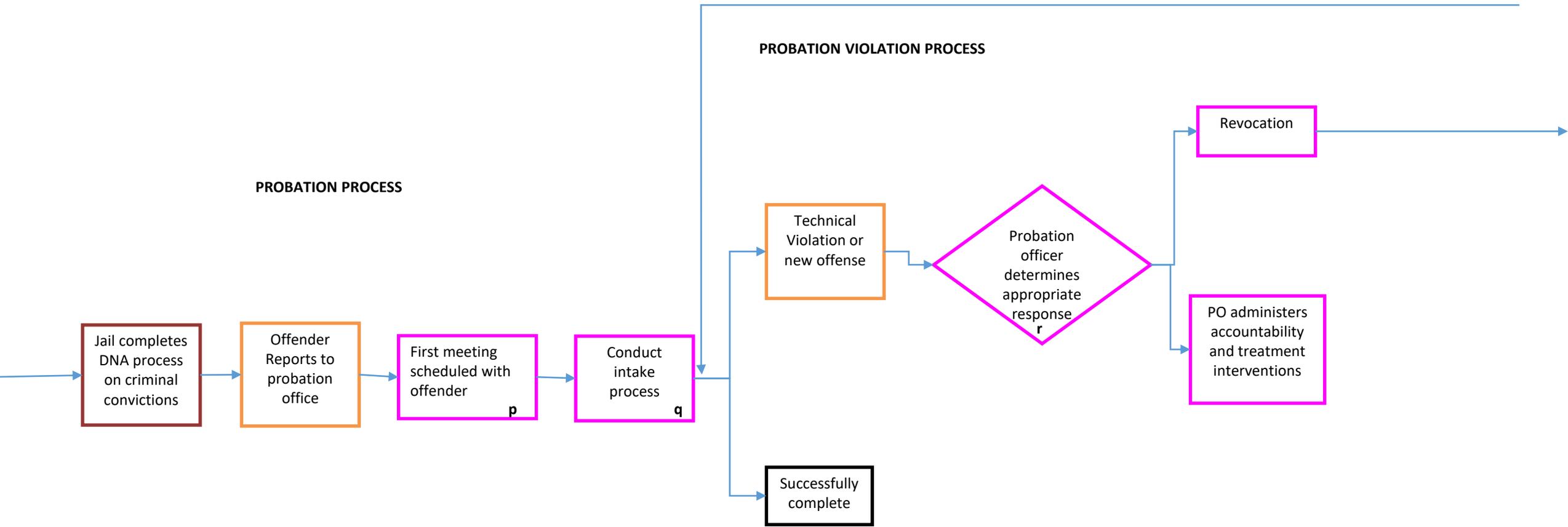
Set Settlement Conference

Schedule or waive prelim

Jail performs booking process if not done







PROBATION PROCESS

PROBATION VIOLATION PROCESS

Jail completes DNA process on criminal convictions

Offender Reports to probation office

First meeting scheduled with offender
p

Conduct intake process
q

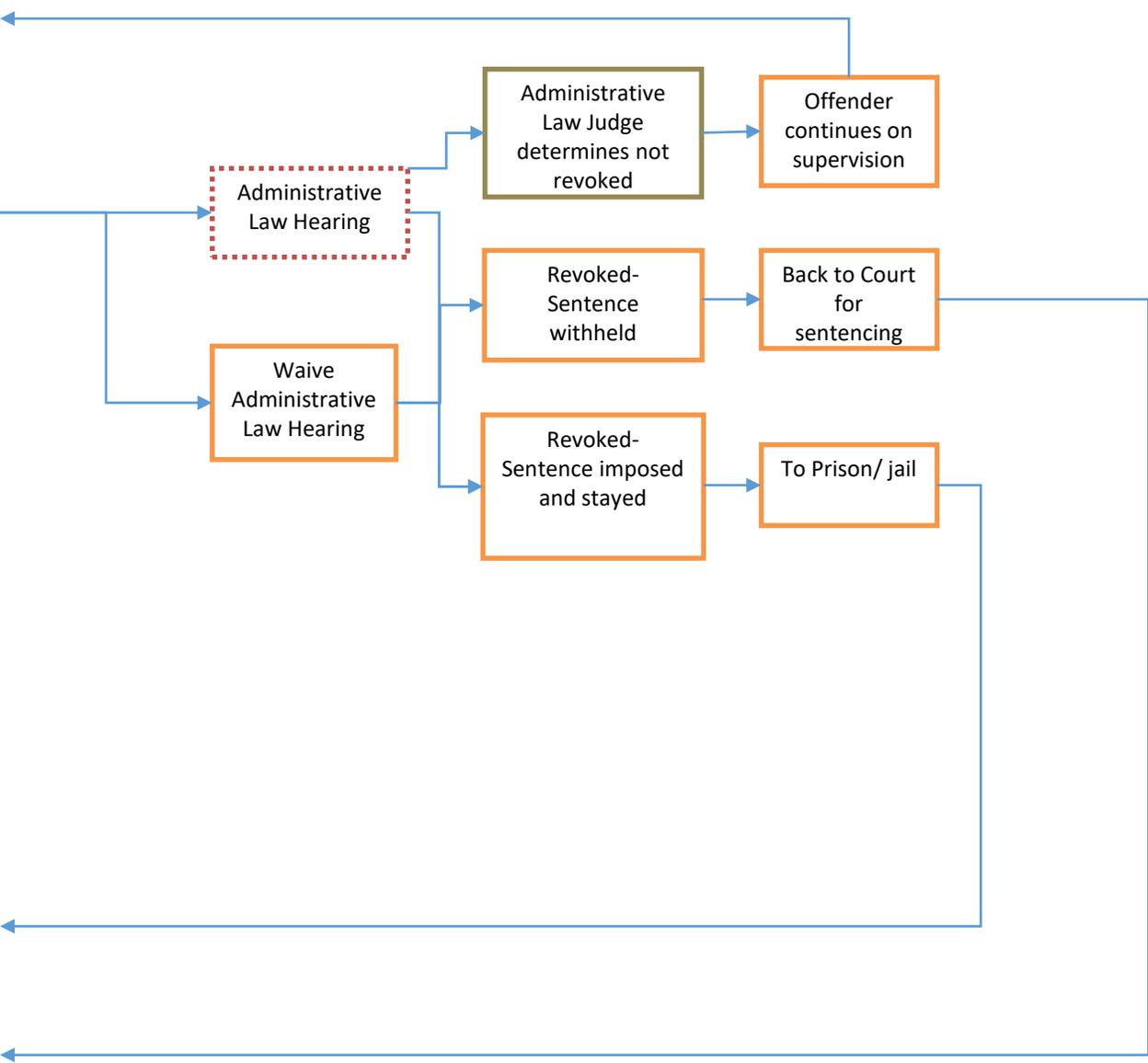
Technical Violation or new offense

Probation officer determines appropriate response
r

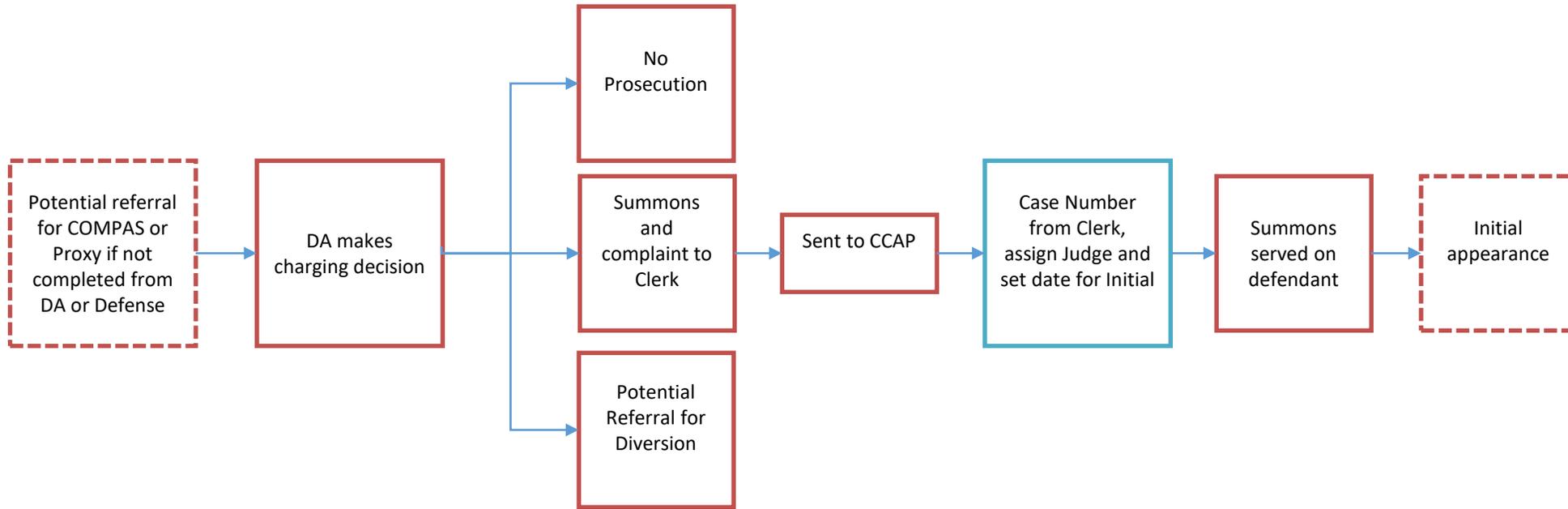
Revocation

PO administers accountability and treatment interventions

Successfully complete



CALL OUT BOX A: UNDATED NON-ARREST REFERRALS FROM LAW ENFORCEMENT TO DA'S OFFICE





Evidence Based Decision Making-Jefferson County

UNDERSTAND CURRENT PRACTICE WITHIN EACH AGENCY AND ACROSS THE
SYSTEM



Evidence Based Decision Making: What are the benefits?

- ▶ EBDM process allows for the development of targeted interventions based on research/data.
- ▶ Intervention efforts are organized in the form of Logic Models.
- ▶ Activities are measured for effectiveness based on data. Successful activities are more easily replicated.
- ▶ Outcomes can be shared with stakeholders and the public. This can increase support for harm and risk reduction strategies.
- ▶ The available data collected, along with outcome data on current practices means this information is available when seeking funding or support for new strategies, programs and interventions.



Evidence Based Decision Making: What are the steps?

- Step 1 - DEVELOPING A SYSTEM MAP
- Step 2 - CONDUCTING A POLICY AND PRACTICE ANALYSIS
- Step 3 - CREATING A RESOURCE INVENTORY
- Step 4 - GATHERING BASELINE DATA
- STEP 5 - PRIORITIZING YOUR TEAM'S TARGETS FOR CHANGE



Identify a Policy Team or Subcommittee

- ▶ Policy teams are comprised of the criminal justice agencies and community organizations that impact, or are impacted by, decisions that will be made by the collaborative team.
- ▶ Policy Team members should have positional power to create change within their own agencies.
- ▶ Policy Team members should seek to overcome limitations to traditional and non-systemic approaches to problem solving.
- ▶ Policy Teams should have a Vision and Mission Statement, Ground Rules and an established decision making process.
- ▶ Policy Teams should have clearly defined roles for each Team Member.



Step 1 - Developing a System Map:

- This will allow stakeholders to gain a clear understanding of how the local justice system operates and working knowledge of research-supported approaches.
 - This is similar to an architectural diagram of the local justice system.
 - This encompasses all steps in the local justice system, from point of contact with law enforcement to case disposition and sentence.
 - The System Map reflects the decision makers at each key point as a case moves through the system.
- 



Step 1 - Developing a System Map: - Benefits

- Increase awareness of how the local justice system works and how decision makers interact with one another.
- Allows justice system agency staff to articulate how and when decisions are made.
- Identifies possible areas for further study.
- Quickly identifies bottlenecks or inefficiencies.



Step 2 - CONDUCTING A POLICY AND PRACTICE ANALYSIS:

- ▶ A System Map is a “first step” in a more in-depth examination of the policies and practices of the local justice system.
- ▶ After a System Map is created, policy makers should examine the policies and procedures governing each step of the decision making process.



Step 2 - CONDUCTING A POLICY AND PRACTICE ANALYSIS:

- PROCESS

The Process of analyzing a local justice system's policies and practices include examining:

- ▶ written policies;
- ▶ the application of those policies to practice, as well as other operational practices that are not formally articulated in policy;
- ▶ the various types of data and information collected at each decision point;
- ▶ the ways in which this data and information inform decisions;
- ▶ the ways in which information is stored and shared;
- ▶ the extent to which evidence-based information and research is available and used to make decisions;
- ▶ gaps and barriers that impede the use of evidence-based knowledge to inform these decisions; and
- ▶ other factors related to using data, information, and evidence in the most efficacious ways.



Step 2 - CONDUCTING A POLICY AND PRACTICE ANALYSIS: - BENEFITS

Objectively assess the extent to which:

- ▶ clear, written policies dictate key decisions and practices;
- ▶ policies are consistent with evidence-based knowledge;
- ▶ policies are consistently carried out, consistent with one another, and support their stated purpose(s), agency missions, and jurisdiction vision;
- ▶ gaps in policy result in discretionary practices, and the degree to which that discretion results in practice that is evidence-based, consistent, and in support of vision and mission; and
- ▶ the collection, storage, sharing, and application of data and information support effective decisions.



Step 3 - CREATING A RESOURCE INVENTORY

- ▶ Conducting an assessment of the resources currently available helps identify and organize these resources
- ▶ This process also helps identify where resources are lacking.
- ▶ Jefferson County currently has several examples where local resources are effectively cataloged. These include the Clerk of Courts, Human Services, the Health Department, the Drug Free Coalition's Opiate Resource Guide, Reducing Recidivism-Resource Chart.
- ▶ Local resources are constantly changing - this is an ongoing process.



Step 4 - GATHERING BASELINE DATA:

- ▶ The gathering of baseline data should occur after system mapping activities are completed.
- ▶ The focus should be on case processing, offender population data, and harm reduction data.
- ▶ This data should be used to form long term strategies and short term goals to achieve those strategies.



Step 4 - GATHERING BASELINE DATA: What Data Should be Gathered?

- ▶ Define Key Terms:
 - ▶ What constitutes a case? Is a case counted by charge or by defendant? Is it counted consistently across the system?
 - ▶ How will recidivism be defined? Is it an arrest for a new offense, or can it include sanctions for technical violations of probation?
- ▶ Specify Parameters:
 - ▶ Will you gather a year's worth of data, or several months'?
 - ▶ Will you collect data related to offenders in the system on a given day, and if so what day?
 - ▶ Are you interested in new arrests of offenders 90 days, 6 months, 1 year, 3 years, etc. after they complete their sentence.
- ▶ Identify what the unit of analysis will be:
 - ▶ Will you count people, charges, cases, beds, offense types, dollars, etc.



Step 4 - GATHERING BASELINE DATA: What Data Should be Gathered?

Case Processing Data:

- ▶ number of cases by case type;
- ▶ number of pending cases;
- ▶ age of pending cases;
- ▶ number of cases at different stages in the case processing continuum;
- ▶ number of cases that proceed or “fall out” by decision point;
- ▶ number and type of dispositions by case type;
- ▶ number and type of release decisions by case type;
- ▶ average sentence length;
- ▶ number of probation revocations for technical violations and for new offenses;
- ▶ number of bench warrants issued;
- ▶ number of continuances; and
- ▶ length of time between initial appearance and disposition by case type.



Step 4 - GATHERING BASELINE DATA: What Data Should be Gathered?

Offender Population Data:

- ▶ demographic characteristics of offenders;
- ▶ criminal histories; and
- ▶ previous sanctions and sentence lengths.



Step 4 - GATHERING BASELINE DATA: What Data Should be Gathered?

- ▶ Harm reduction data will depend on specific harm reduction goals:
 - ▶ incorporating data from other governmental systems, as appropriate, to include as examples
 - ▶ the number of people engaged in mental health services outside of the criminal justice system; and
 - ▶ emergency room admissions.
 - ▶ conducting primary research on areas of interest, for example
 - ▶ victim satisfaction surveys;
 - ▶ analysis of cost-benefits; and
 - ▶ comparative analysis of justice spending versus non-justice spending



Step 4 - GATHERING BASELINE DATA: Data Gathering and Analysis Methods:

- ▶ The two major types of data collections methods are:
 - ▶ Primary Data Collection: development of surveys, questionnaires, and data collection forms to collect information that does not already exist in another form
 - ▶ Secondary Data Collection: collection of information from pre-existing datasets and data sources, such as case management system
- ▶ Secondary data collection will be the primary source of data collection.



Step 4 - GATHERING BASELINE DATA: Data Gathering and Analysis Methods: Four methods of analyzing types of data:

- **Pipeline analysis**, in which a specific cohort of arrestees is selected and data is collected on them through their passage into and out of the criminal justice system.
- **Time analysis**, in which the unit of analysis is either the individual defendant/offender or the case. The focus of a time analysis is to understand the amount of time associated with different aspects of the system or how long a particular process takes.
- **Jail analysis**, in which the focus is to develop a thorough understanding of persons who are booked into the jail, the length of time they are in jail, and their status during the stay.
- **Comparative analysis**, which seeks to understand the differences between offenders in your population.



STEP 5 - PRIORITIZING YOUR TEAM'S TARGETS FOR CHANGE

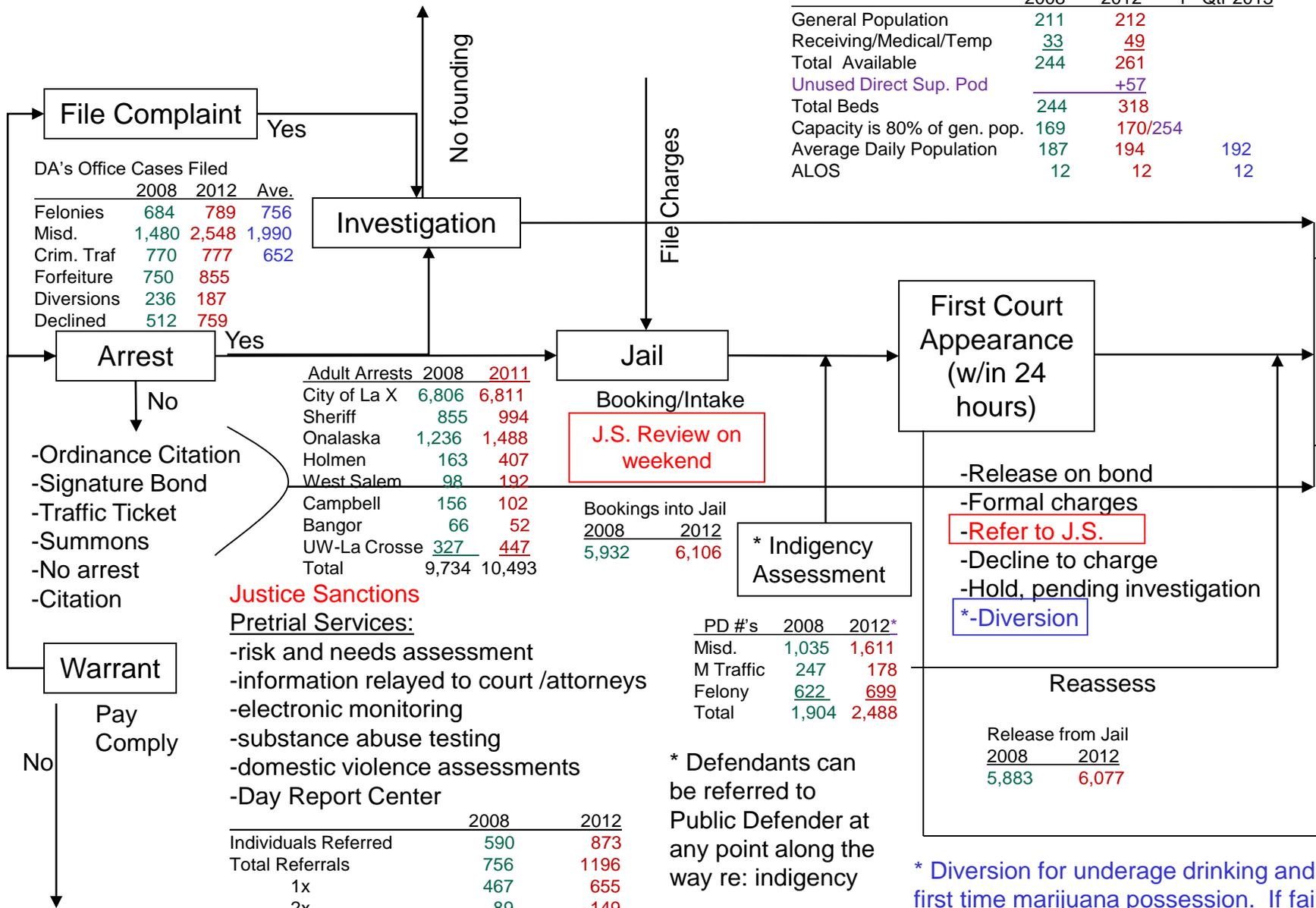
- ▶ Considering the information collected through various policy and practice analyses is no easy feat.
- ▶ It is more than likely that your analyses will surface a variety of possible areas of improvement. This may present the team with some tough choices regarding its highest priorities for action.
- ▶ The Policy Team should work toward agreement on the most significant opportunities to advance policy and practice to achieve the jurisdiction's harm and risk reduction goals.



What happens once the system is mapped, policies and practices are analyzed, and the data is collected and analyzed?

- ▶ Logic Models should be developed to describe what problem is being addressed and what is the evidence based roadmap to achieve the desired changes.
- ▶ Performance measures, determined outcomes and a system scorecard should be developed to measure the effectiveness of these endeavors.
- ▶ These efforts should be available to the broader set of stakeholders and the public. This builds support and confidence in future endeavors.
- ▶ The available data collected, along with outcome data on current practices means this information is available when seeking funding or support for new strategies, programs and interventions.

Jail Capacity	2008	2012	1 st Qtr 2013
General Population	211	212	
Receiving/Medical/Temp	33	49	
Total Available	244	261	
Unused Direct Sup. Pod		+57	
Total Beds	244	318	
Capacity is 80% of gen. pop.	169	170/254	
Average Daily Population	187	194	192
ALOS	12	12	12



DA's Office Cases Filed	2008	2012	Ave.
Felonies	684	789	756
Misd.	1,480	2,548	1,990
Crim. Traf	770	777	652
Forfeiture	750	855	
Diversions	236	187	
Declined	512	759	

Adult Arrests	2008	2011
City of La X	6,806	6,811
Sheriff	855	994
Onalaska	1,236	1,488
Holmen	163	407
West Salem	98	192
Campbell	156	102
Bangor	66	52
UW-La Crosse	327	447
Total	9,734	10,493

Bookings into Jail	2008	2012
Total	5,932	6,106

PD #'s	2008	2012*
Misd.	1,035	1,611
M Traffic	247	178
Felony	622	699
Total	1,904	2,488

- Justice Sanctions**
- Pretrial Services:
- risk and needs assessment
 - information relayed to court /attorneys
 - electronic monitoring
 - substance abuse testing
 - domestic violence assessments
 - Day Report Center

	2008	2012
Individuals Referred	590	873
Total Referrals	756	1196
1x	467	655
2x	89	149
3x	27	47
4x	5	11
5x	2	8
6x	0	3

* Defendants can be referred to Public Defender at any point along the way re: indigency

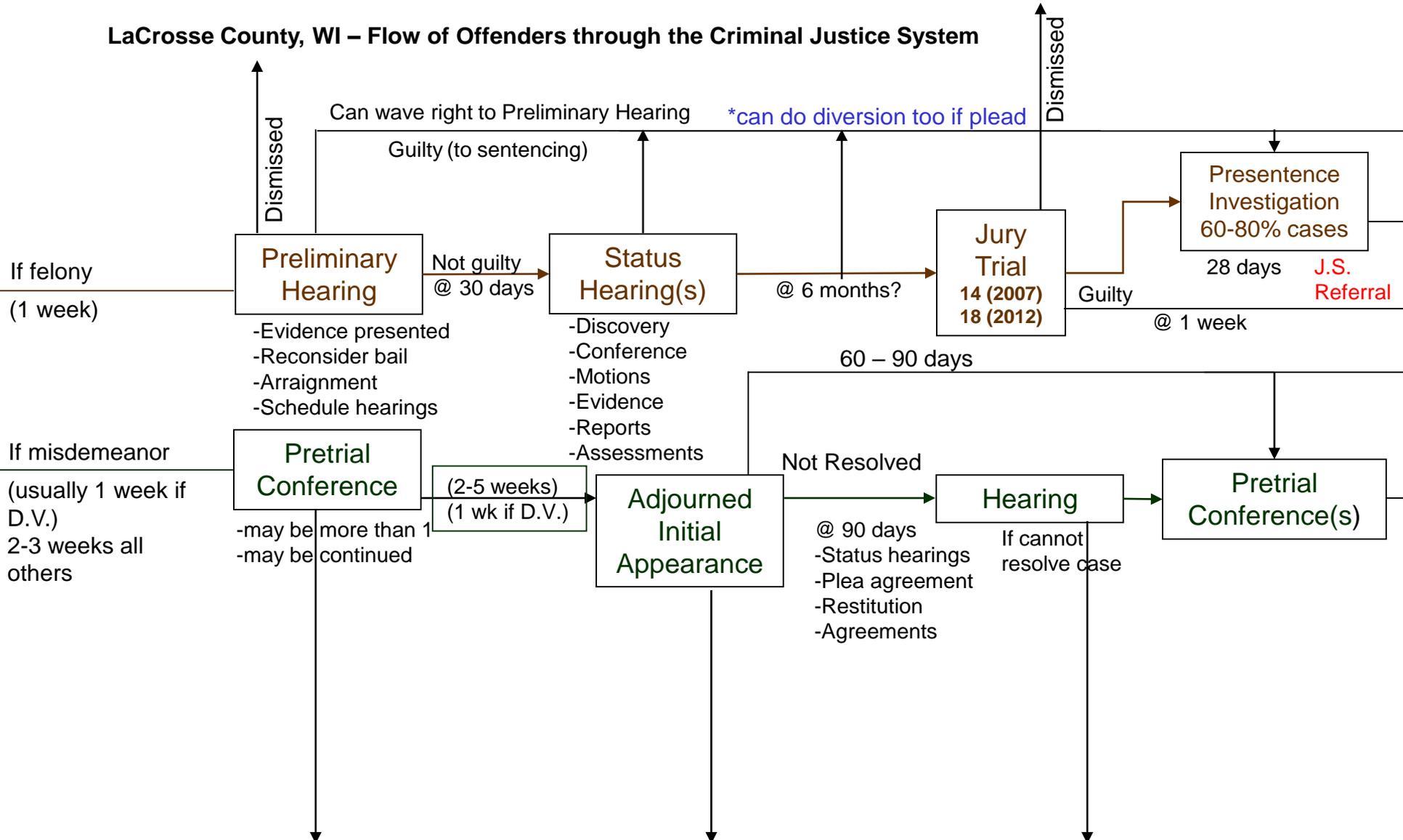
*Rules for indigency changed

Release from Jail	2008	2012
Total	5,883	6,077

* Diversion for underage drinking and first time marijuana possession. If fail, charged and court appearance.

Number Outstanding ?

LaCrosse County, WI – Flow of Offenders through the Criminal Justice System



*can do diversion too if plead

Justice Sanctions can get referral at any point

Guilty by Plea

*Diversion – 1st offenders mostly (@300 at any time) D.V., property, drugs (if successful, dismissed)

Revoke

Median Age to Disposition		
Days	2008	2012
Felonies	123	118

Prison or Jail

Sentencing Hearing

J.S. Conditions
 Electronic Monitoring
 Day Rpt Ctr
 Treatment Evaluations
 Supervision
 Victim Impact Panels
 Batterers' Intervention
 Drivers License Assist.

OPTIONS

Prison/Extended Supervision
Probation*
J.S. Conditions
Fines (used rarely for felons)
 Restitution
 Community Service.
 Mediation
Jail
Electronic Monitoring
 Drug Court Program
 OWI Sanctions Program (primarily misd.)

If diversion revoked, go to sentencing

JS Sentence (No Treatment Courts)

	2008	2012
1x	301	225
2x	56	54
3x	16	23
4x	2	0
Total	375 people	302 people
Intakes	469	402

Jury Trial
 8 (2007)
 8 (2012)

Guilty

Sentencing occurs at trial

OPTIONS

Same as felony options, but no prison more likely to get:
 + time served
 + straight jail (not often)
 -License revoked
 -Fines/Restitution
-Justice Sanctions (see list)

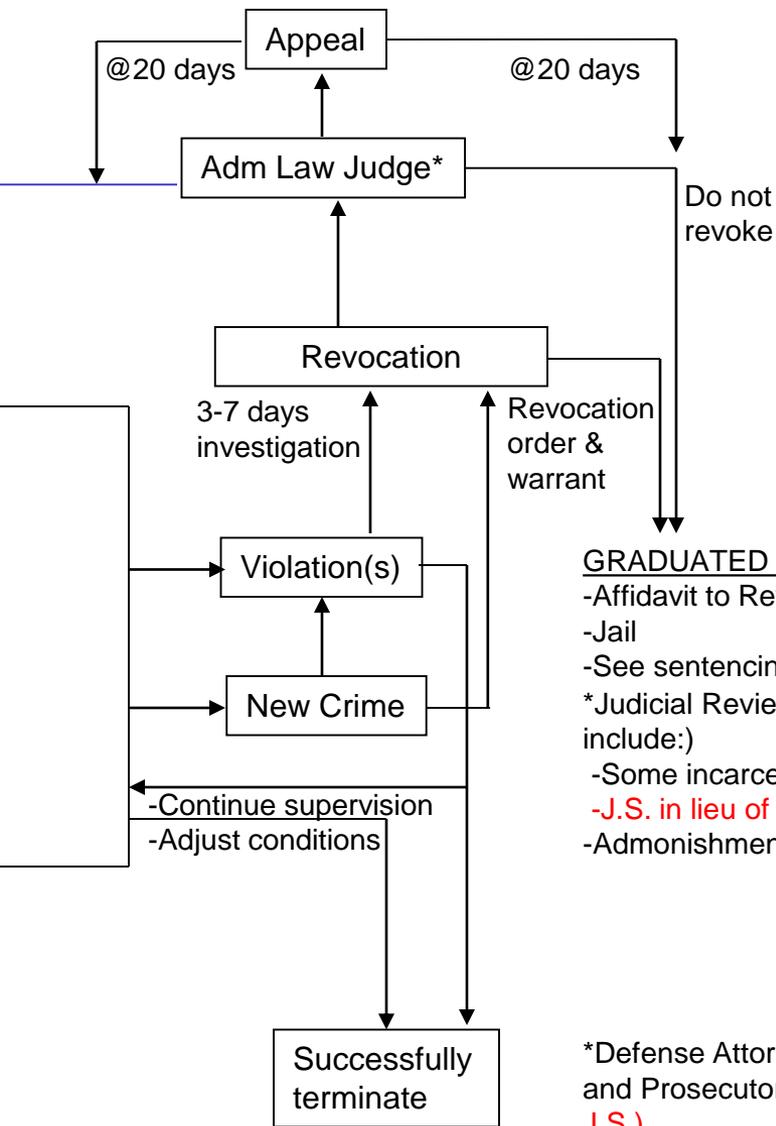
Probation 2012	Misd.	Felony
Number of Individuals	258	143
Number of Cases	430	205
Ave. Sent. Length (Ind.)	509	1063
Ave. Sent. Length (Cases)	546	1051

Median Age to Disposition		
Days	2008	2012
Misd.	86	94
Crim. Traffic	77	90

-max > 1 yr in jail
 -enhancer -
 > 2 yrs for repeat behavior and multiple offense

Not guilty
 Case dismissed

*Most offenders receive probation/most other options or referrals to J.S. are for provision of services, assessments, and monitoring compliance of conditions

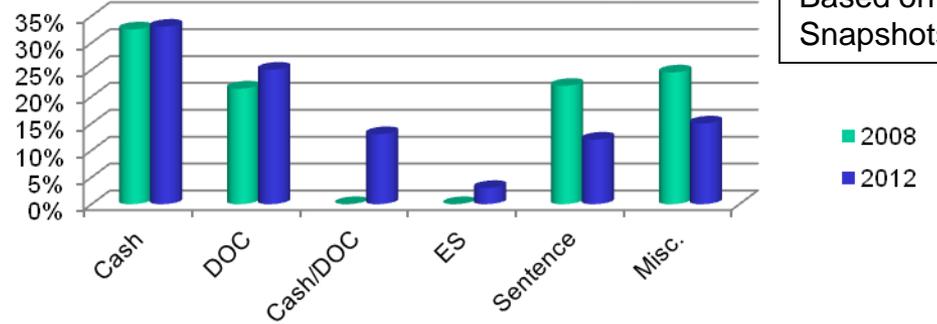


GRADUATED SANCTIONS

- Affidavit to Revoke (ATR)
- Jail
- See sentencing options
- *Judicial Review (could include:)
- Some incarceration
- J.S. in lieu of jail
- Admonishment

*Defense Attorney, Probation, and Prosecutor (except for J.S.)

Reason for Incarceration (%)

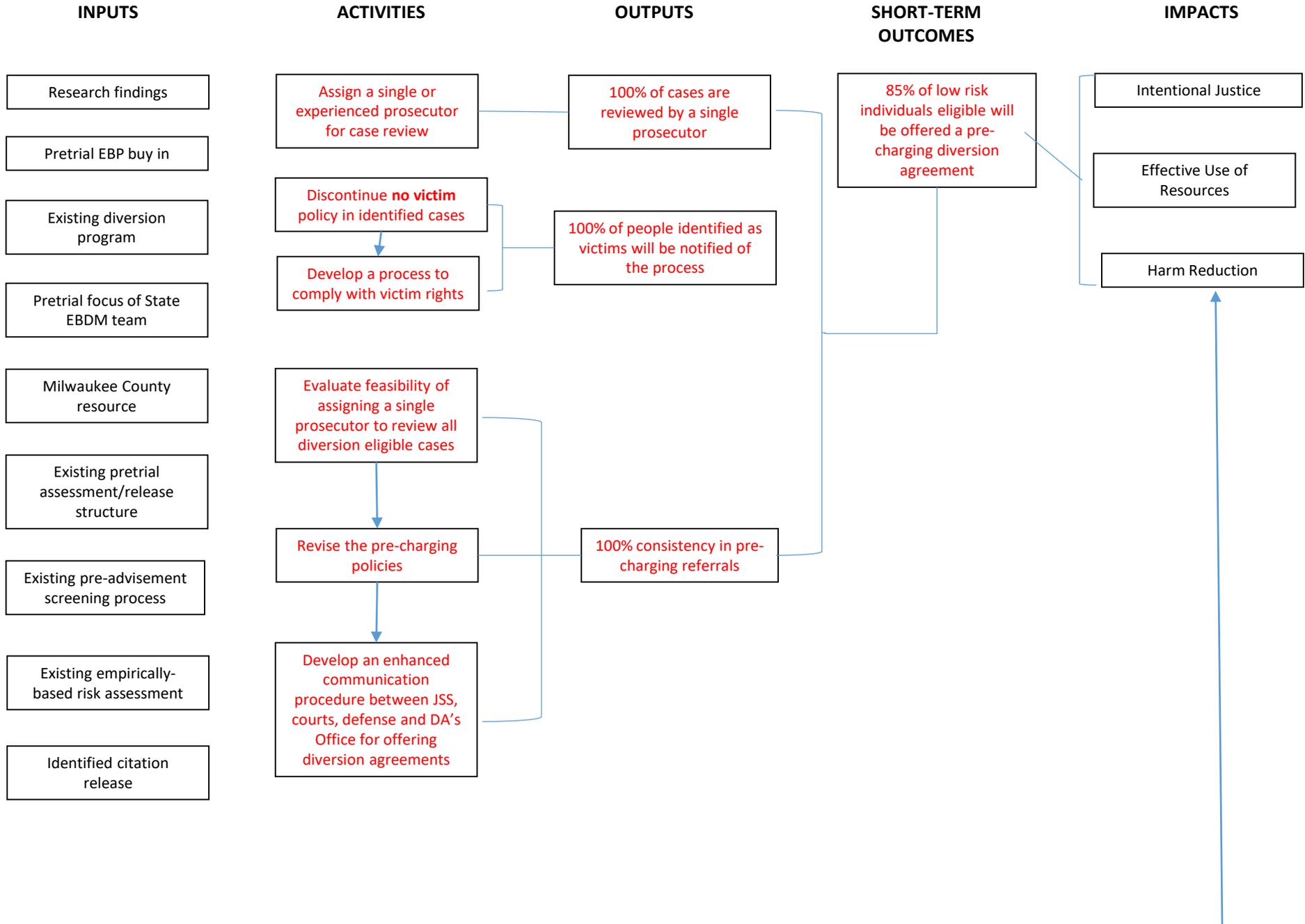


Based on Snapshots

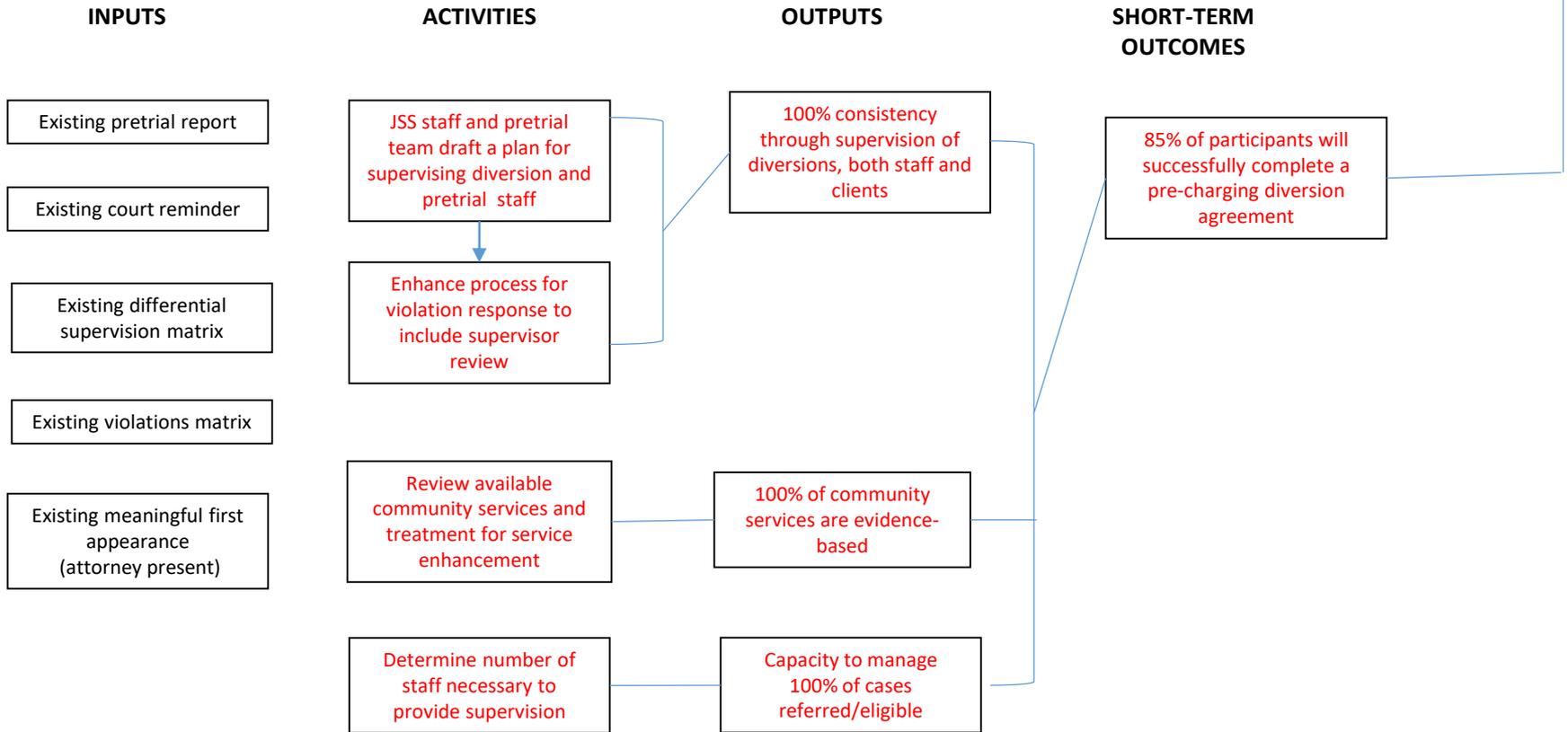
Between 2000 and 2010 there were over 9,000 adult arrests in La Crosse County with an average of 9,932. In 2011 there were 8,355 adult arrests. Low – 2011 with 8,355 arrests High – 2005 with 11,466 arrests

Average Participants	2008	2012
OWI Program	15	10
OWI Court	141	135
Drug Court	31	22
Total Bed Days (excluding DTC)	16,839	19,282

La Crosse County Logic Model Pre-Charging Diversion (Divert Low Risk Individuals from the Criminal Justice System)

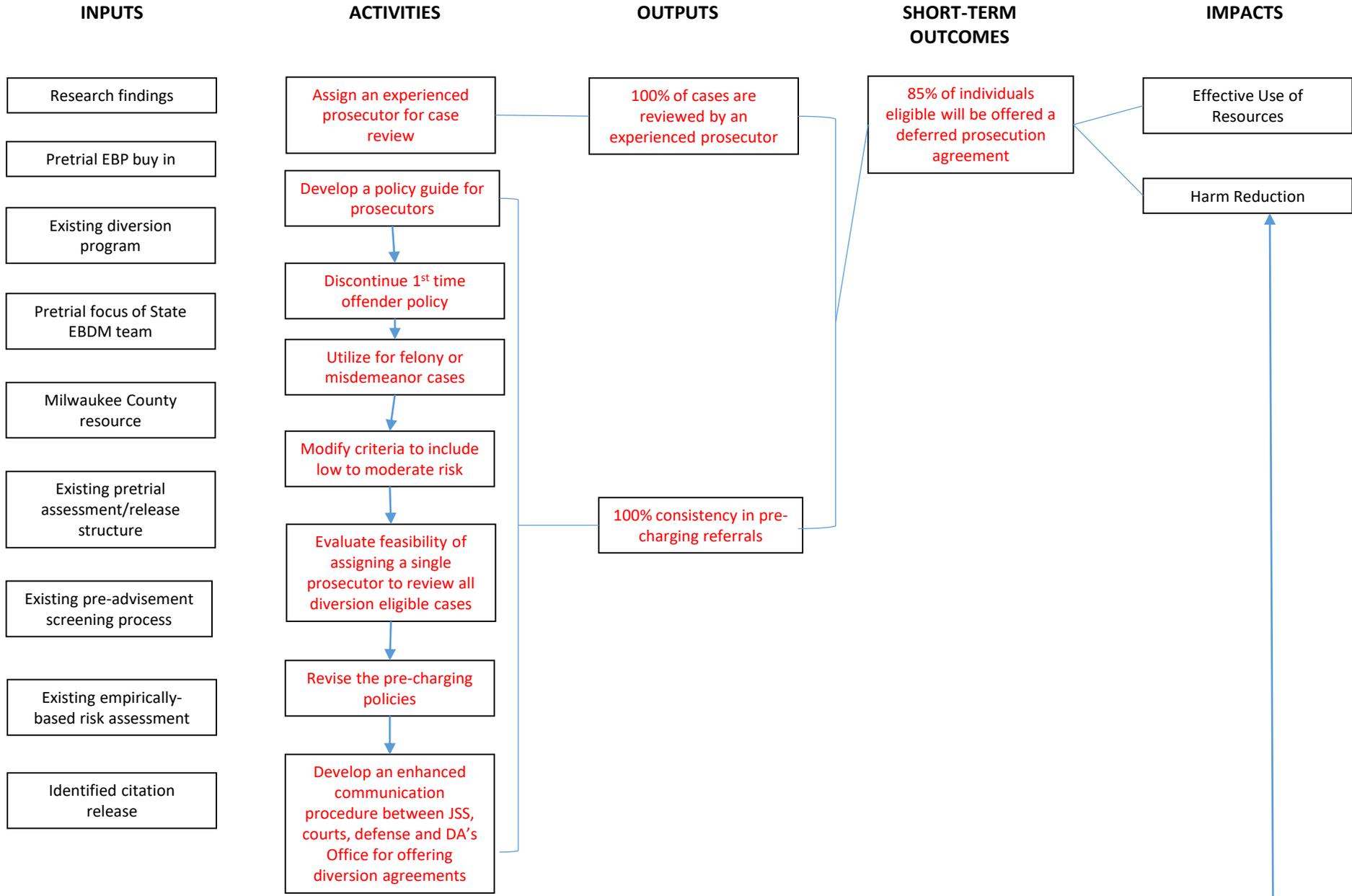


La Crosse County Logic Model Pre-Charging Diversion (cont.)

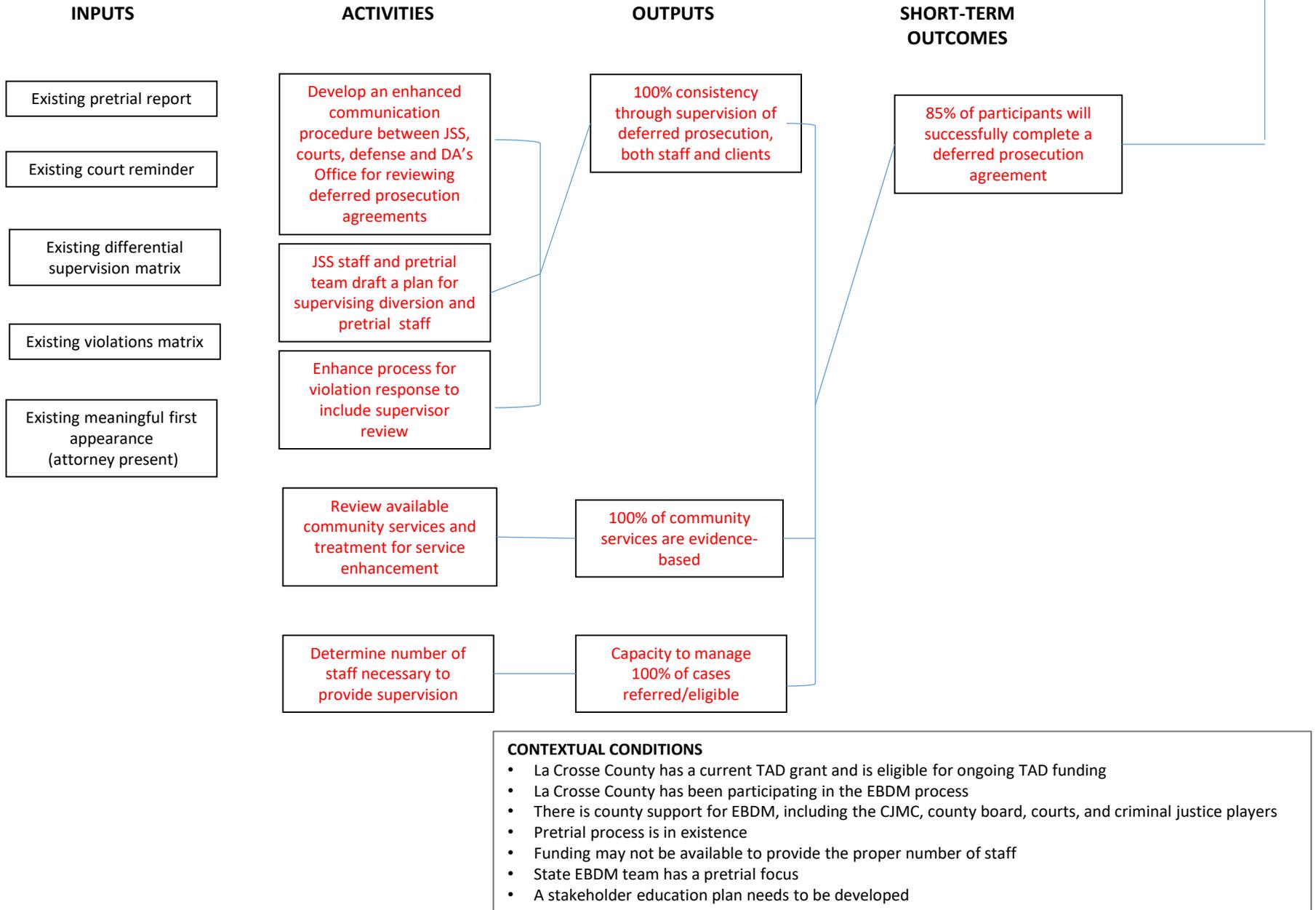


- CONTEXTUAL CONDITIONS**
- La Crosse County has a current TAD grant and is eligible for ongoing TAD funding
 - La Crosse County has been participating in the EBDM process
 - There is county support for EBDM, including the CJMC, county board, courts, and criminal justice players
 - Pretrial process is in existence
 - Funding may not be available to provide the proper number of staff
 - State EBDM team has a pretrial focus
 - A stakeholder education plan needs to be developed
 - Diverting low risk individuals protects them from the harmful effects of the criminal justice system

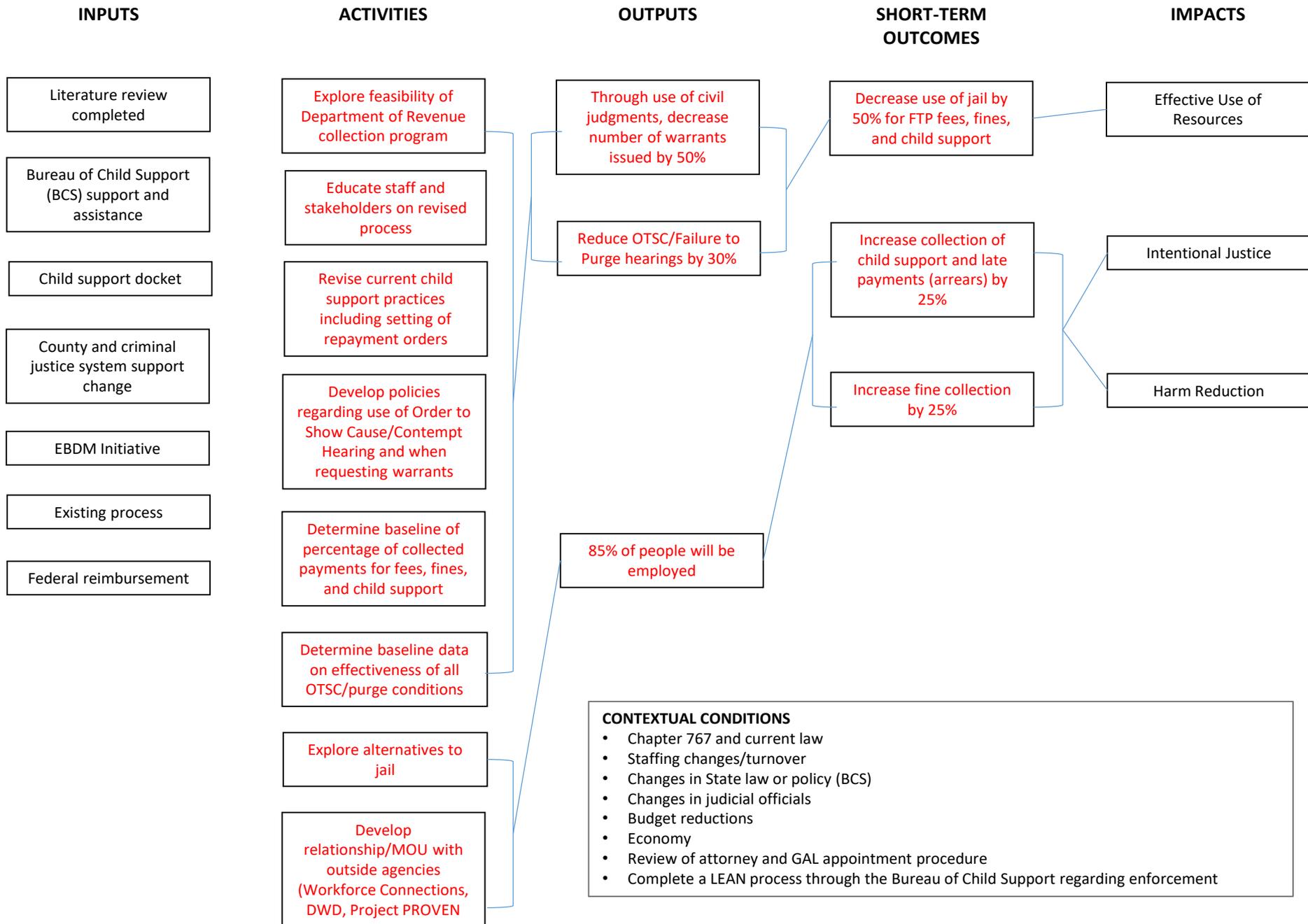
La Crosse County Logic Model Deferred Prosecution(Divert Low Risk Individuals from the Criminal Justice System)



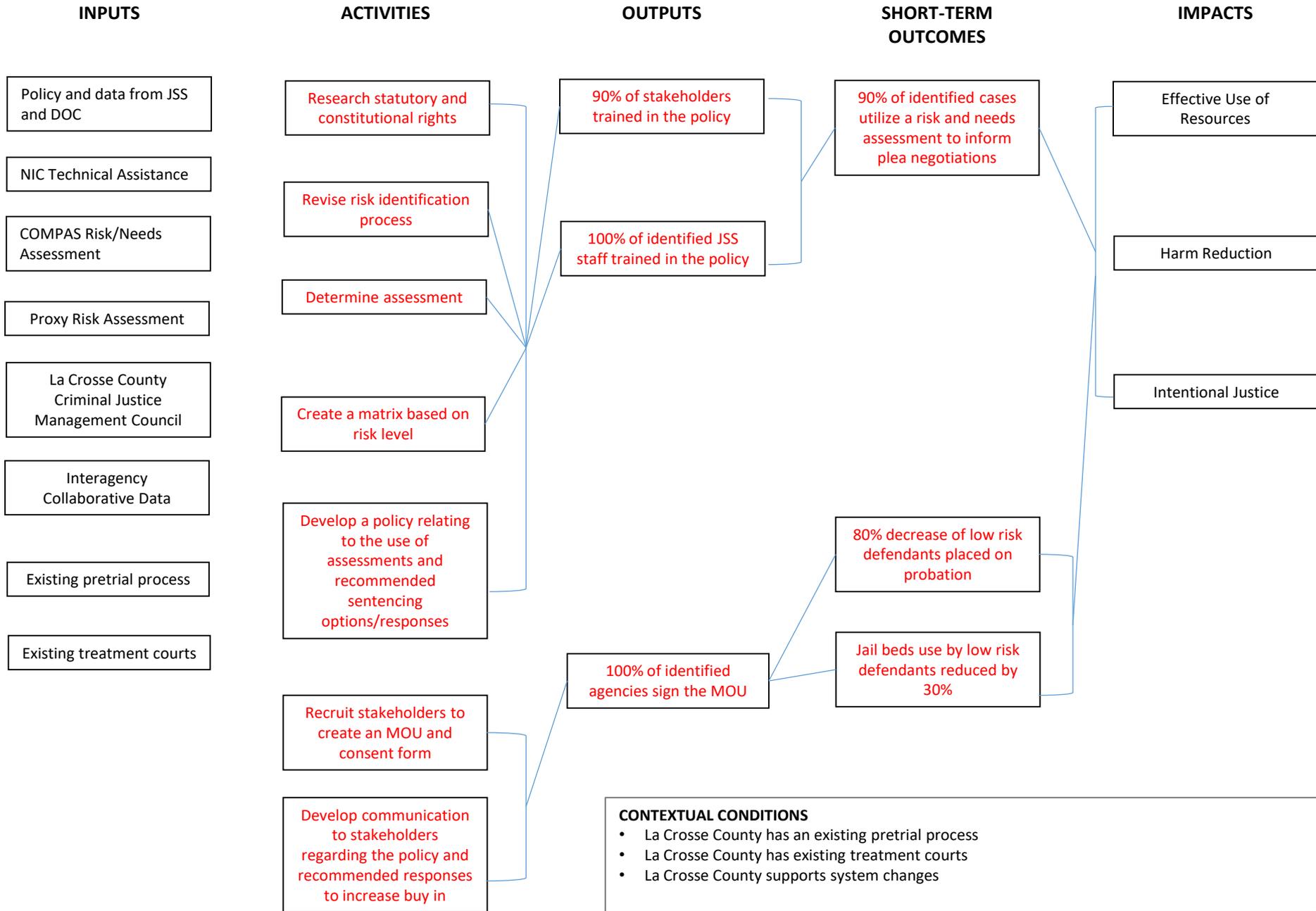
La Crosse County Logic Model Deferred Prosecution (cont.)

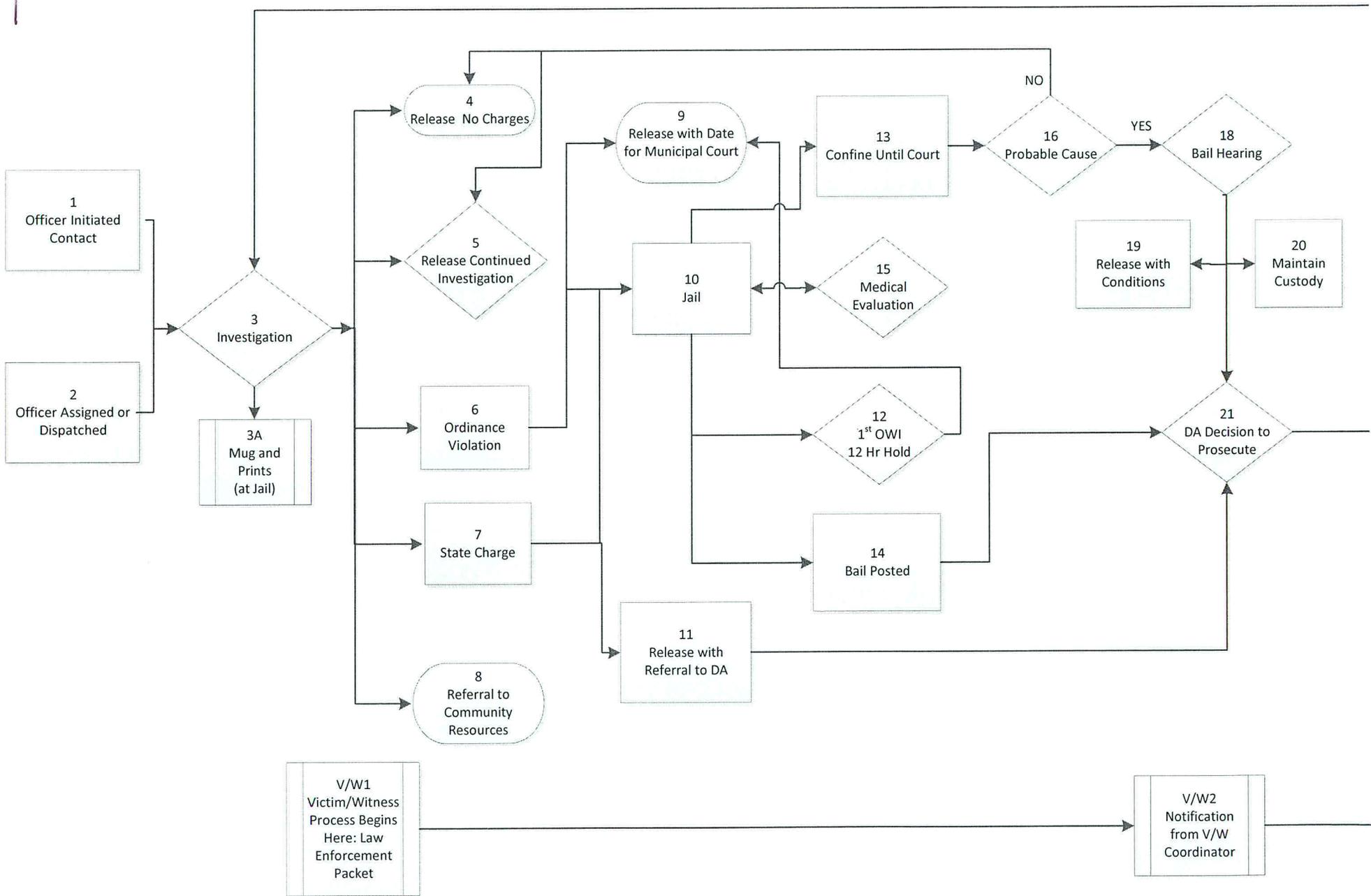


La Crosse County Logic Model Failure to Pay Fees, Fines and Child Support

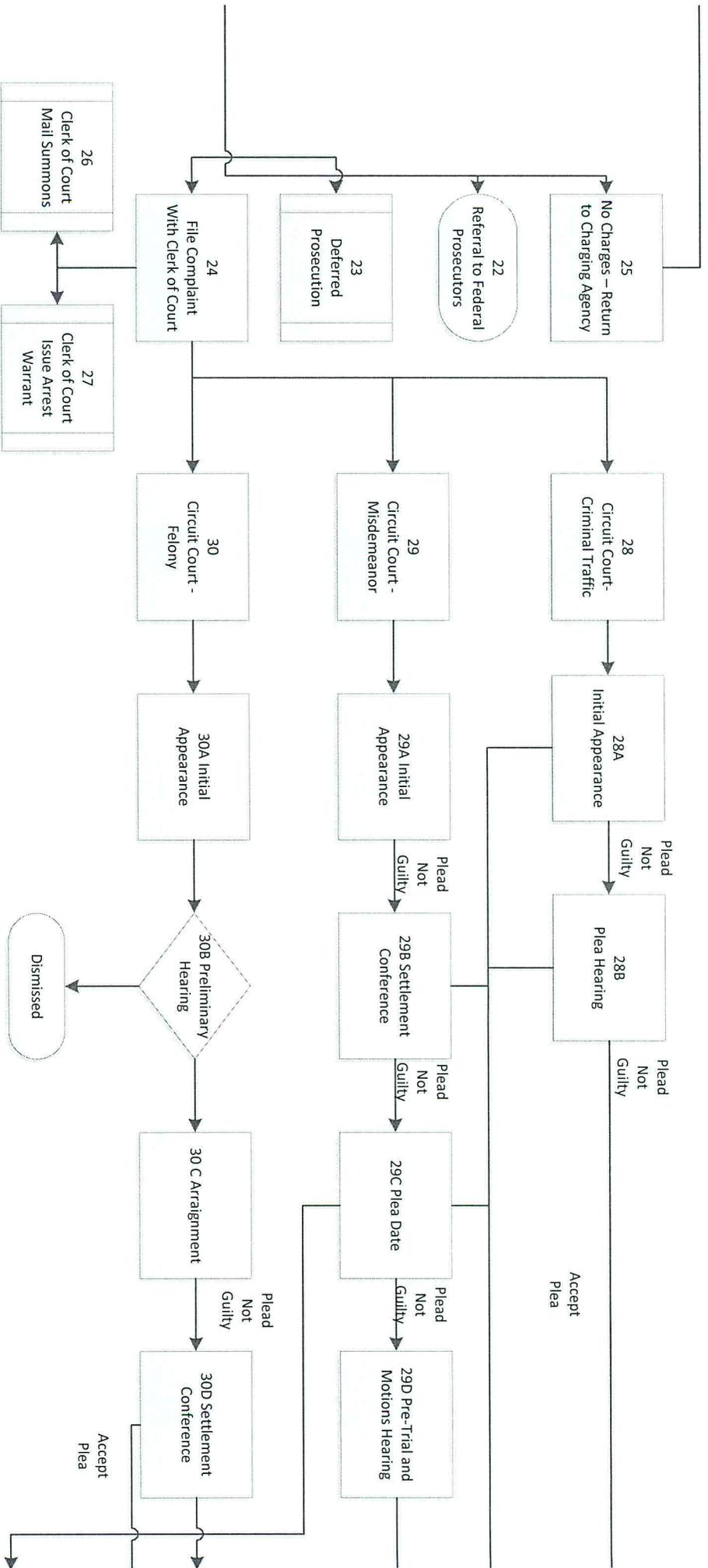


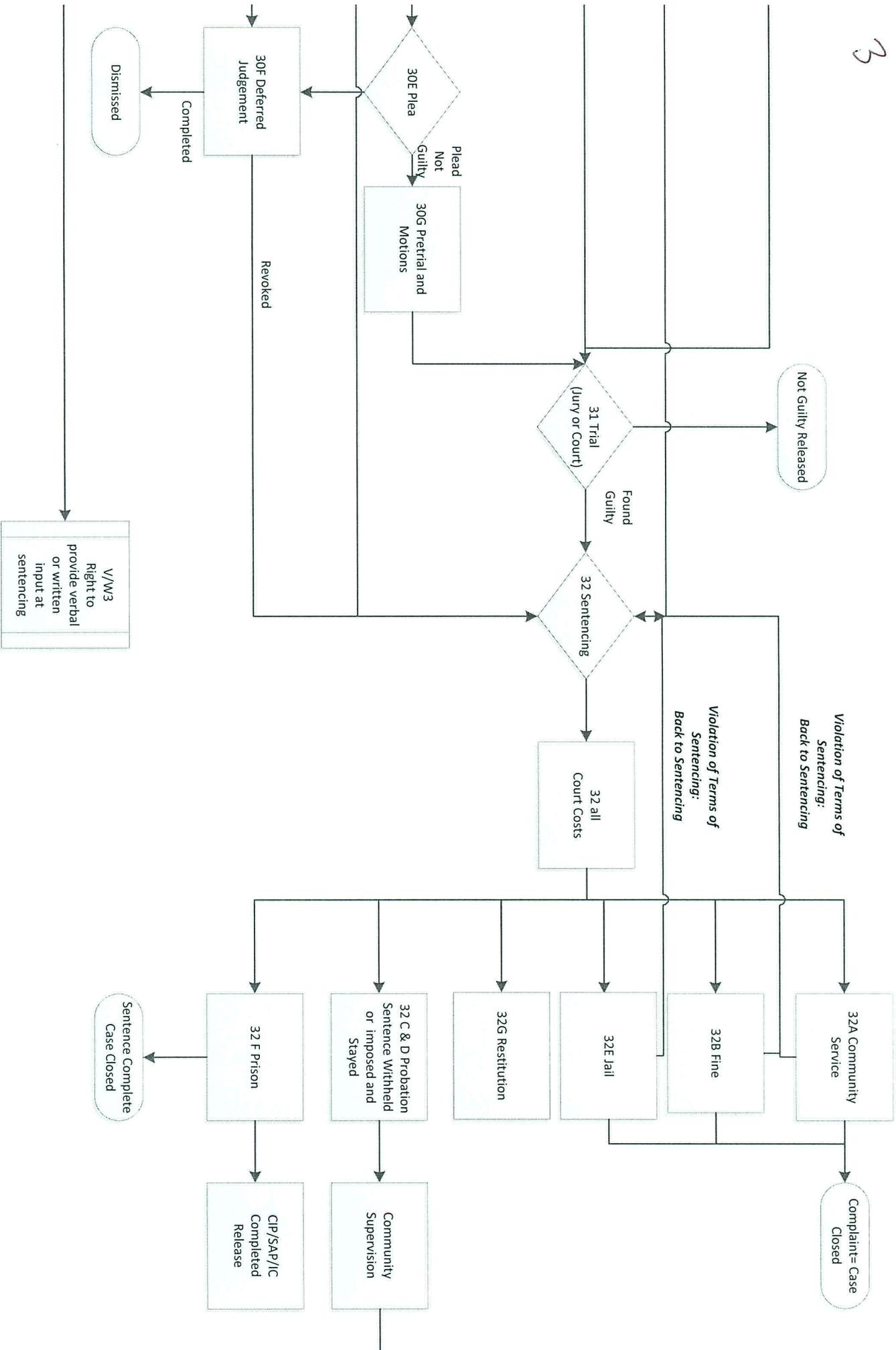
La Crosse County Logic Model Using Risk and Needs Assessments for Plea Negotiations

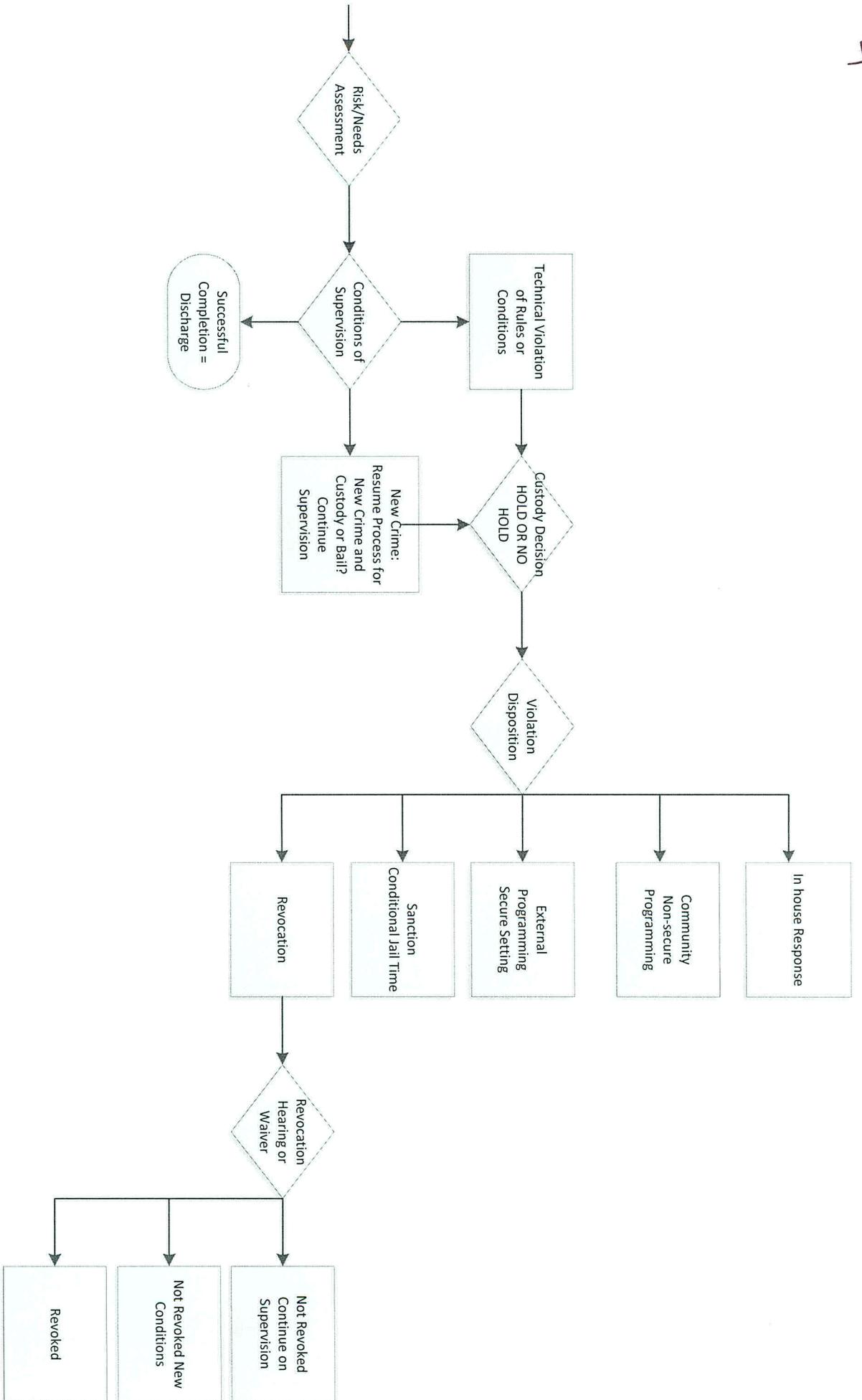




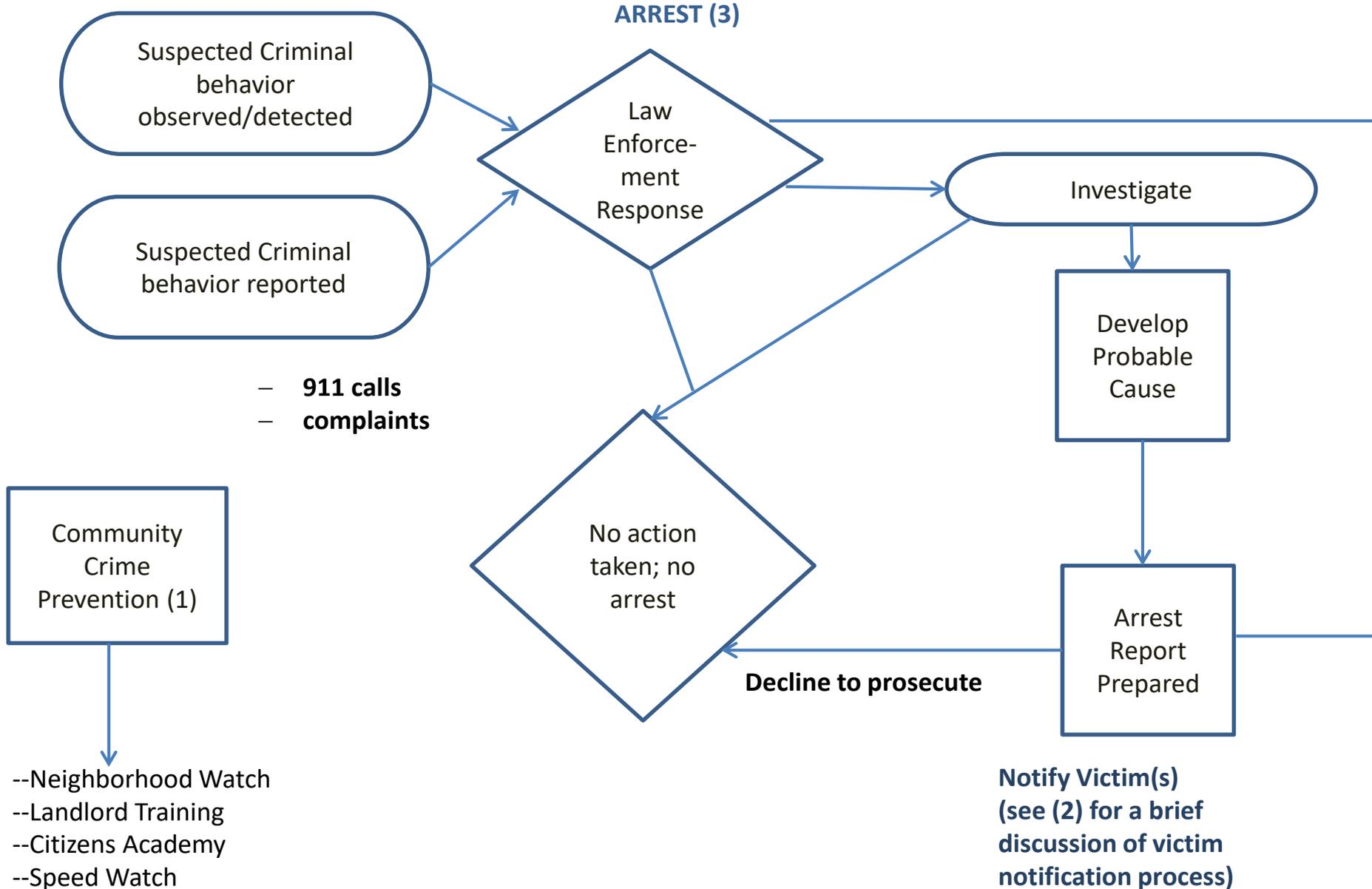
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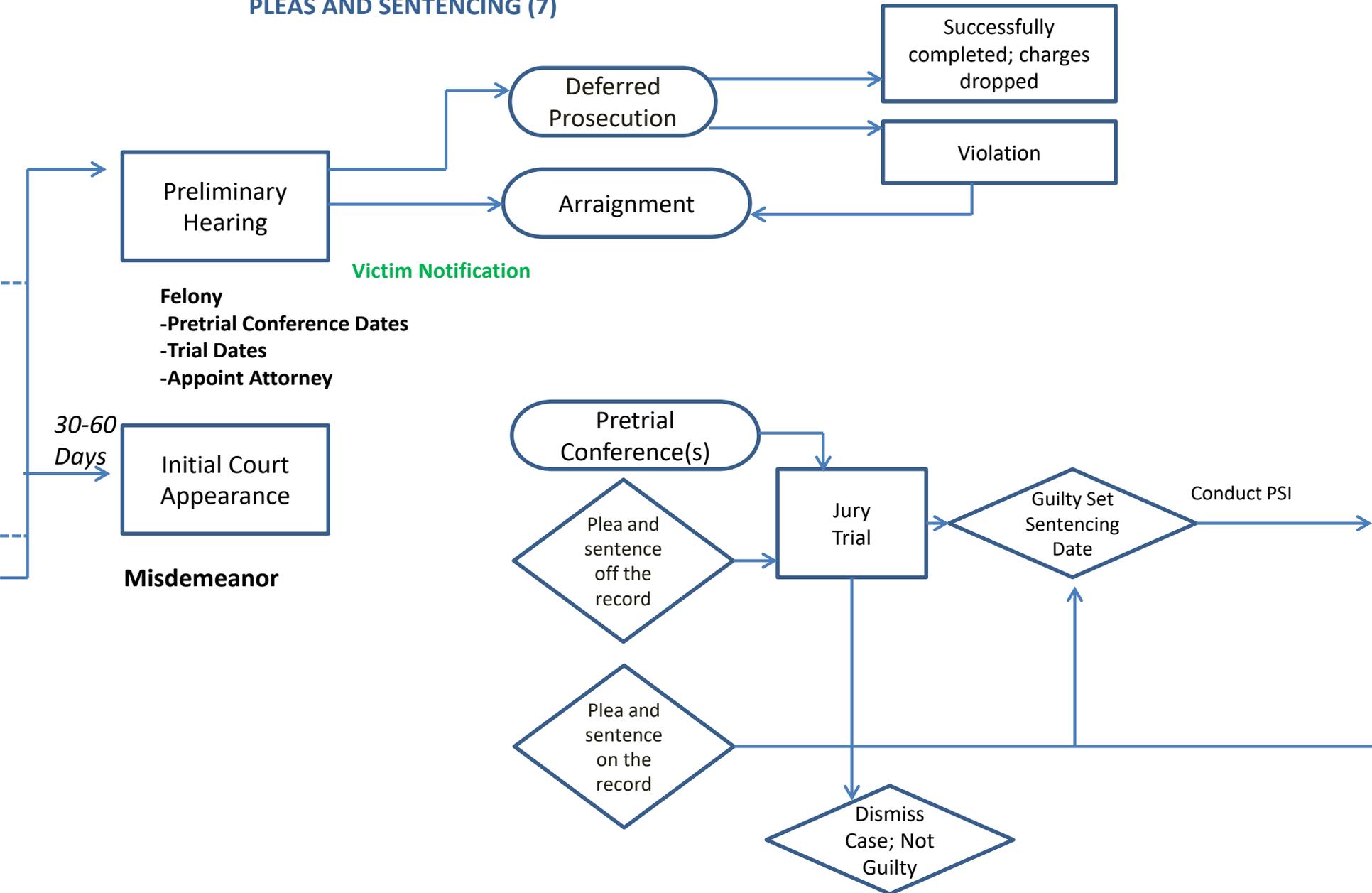


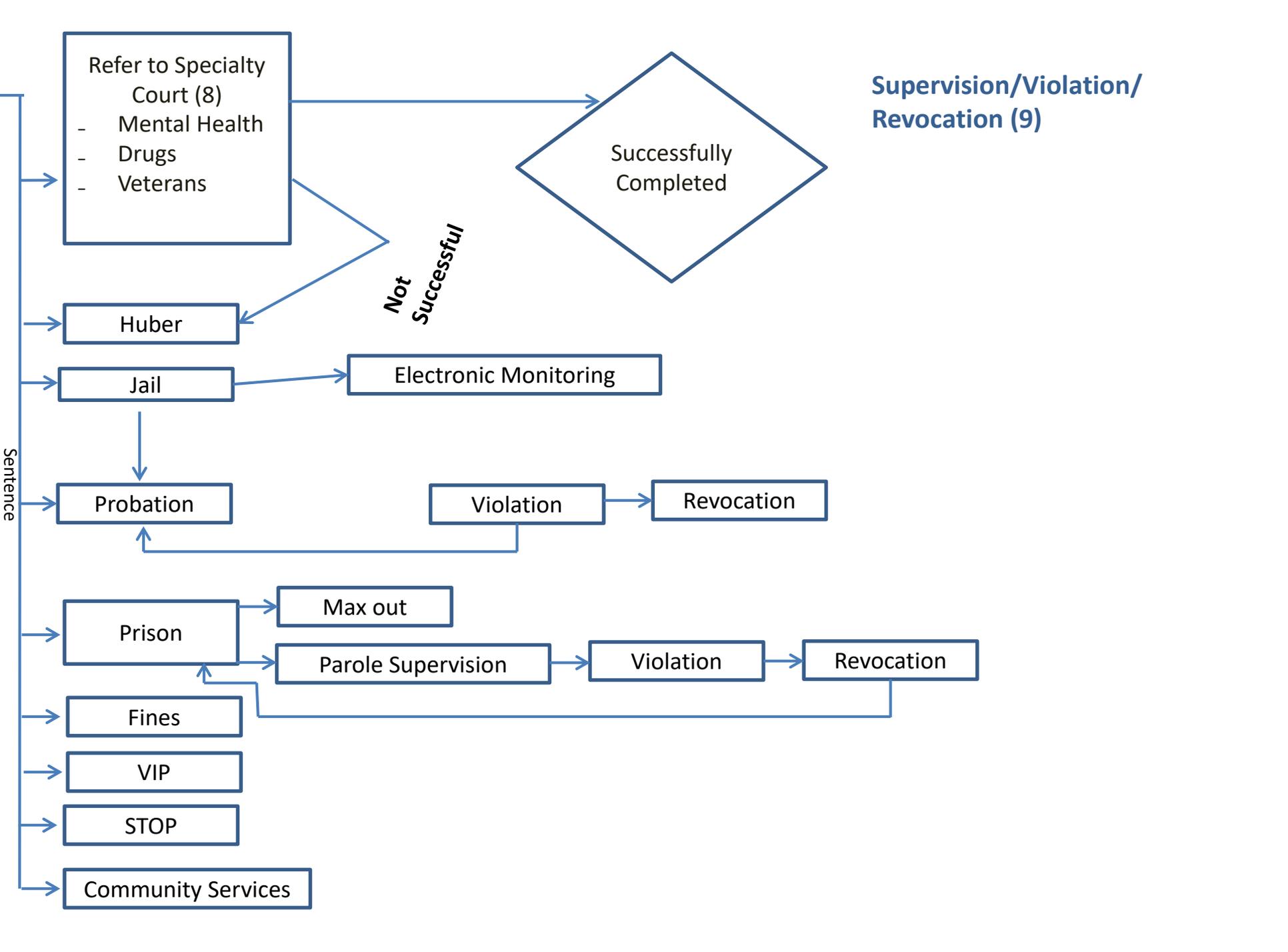


Outagamie County Criminal Justice System Map



PLEAS AND SENTENCING (7)



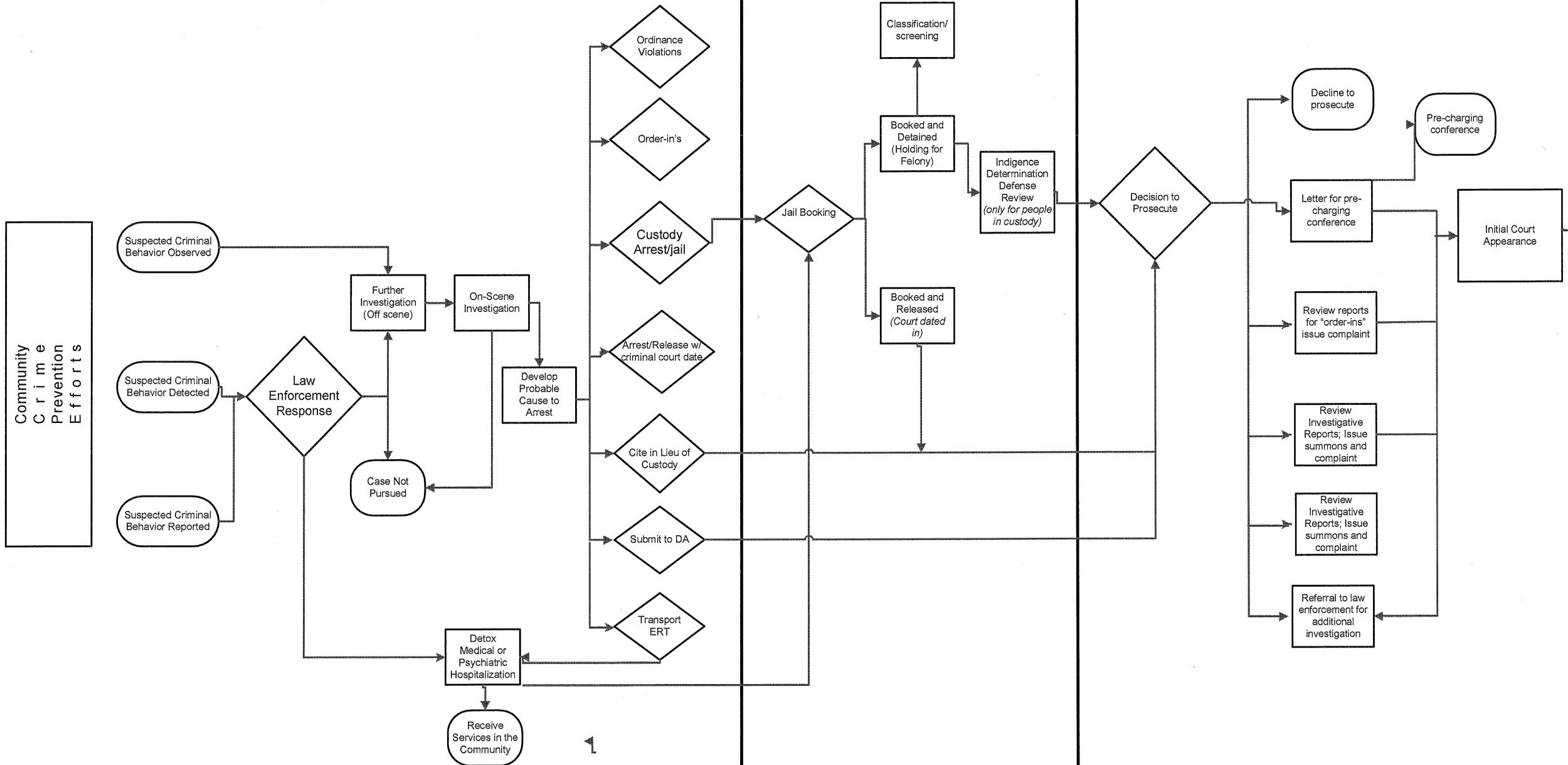


Criminal Justice System Map – Rock County, Wisconsin

Intervention in the Community (Pre-arraignment)

Release and Booking (Pre-arraignment)

Prosecution (Pre-arraignment)



Post Arraignment (Pre-adjudication)

