

# Wisconsin Results First Initiative Progress Report

## Statewide Criminal Justice Coordinating Council (CJCC) Meeting

### December 11<sup>th</sup>, 2014

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#### **Wisconsin Results First Launch**

On August 27<sup>th</sup>, Wisconsin held a kick-off of the Results First Initiative at the Madison Concourse Hotel. The launch was presented as part of the agenda for the Statewide Criminal Justice Coordinating Council (CJCC) Data Sharing/Outcomes, Trends, and Indicators (OTIs) subcommittee meeting. Attendance at the Results First Launch was strong, with representation from various Wisconsin State entities, including the Assembly and Senate, Legislative Fiscal Bureau, Department of Administration, Department of Justice, Department of Children and Families, Department of Corrections, and the Courts.

After an address by Department of Corrections Secretary Ed Wall, representatives from the Pew Charitable Trusts took the floor to orient all of the attendees to the goals of the Results First Initiative, a broad explanation of the underlying methodology, and the success of the model in other states. Afterward, the representatives from the Pew Charitable Trusts discussed the various responsibilities and suggested membership of the Results First Policy and Technical Implementation Teams. Finally, after a lunch break, the discussion shifted directly toward the Implementation Team, where the representatives from Pew gave a more detailed overview of the Results First technical implementation process and discuss data required for developing the Wisconsin Results First approach. The presentation focused on the four main Criminal Justice Model components, including: 1) programs, 2) costs, 3) resource use, and 4) recidivism.

At the end of the Launch, the representatives from the Pew Charitable Trust provided the Wisconsin Results First team with the cost-benefit model software for the Initiative that was developed by the Washington State Institute for Public Policy (WSIPP). The model will initially be housed within the Wisconsin Department of Corrections, as the Adult Criminal Justice system will be the initial focus of the cost-benefit analysis. The Results First Policy Team will help to decide a more permanent agency to house the model in future discussions.

#### **Results First Policy Team**

The Policy Team represents the administrative committee for the Results First Initiative. The group is primarily tasked with providing oversight and direction to the Implementation Team as well as facilitating inter-departmental collaboration and data sharing. The Policy Team was originally intended to be staffed by members of the Statewide CJCC Data Sharing/OTIs subcommittee. However, Wisconsin has made considerable progress in the National Institute

of Corrections' (NIC) Evidence-Based Decision-Making (EBDM) Initiative and is in the process of finalizing an Evidence-Based Practices subcommittee to serve as a Policy Team. Given the high degree of overlap in membership and goals between these two Wisconsin initiatives, the EBP subcommittee will likely also serve as the Policy Team for the Results First Initiative.

Policy Team Membership:

STILL IN DRAFT FORM. MEMBERSHIP LIST CAN BE SHARED UPON REQUEST WHEN FINALIZED.

## **Results First Implementation Team**

Following discussions with the Pew Charitable Trusts regarding standard practices for the Results First Initiative in other states, it was decided that the Implementation Team would be divided into four different groups focusing on distinct data component of the WSIPP cost-benefit analysis model (identified above): 1) cost, 2) programs, 3) recidivism, and 4) resource use. Each component is defined briefly below, followed by a description of the progress that has been made in each of the individual component working teams.

*Cost Component.* The Cost Component Team is dedicated to compiling information regarding the costs of crime, particularly in terms of the various justice system resources that are tapped by an offender after the commission of a crime. Specifically, the Cost Component Team will compile data and calculate the marginal costs (the slight, incremental cost of adding or subtracting a person to serve in a program or agency associated with changes to variable costs) of the police (for an arrest), the courts and prosecutors, adult jail, adult state prison, and adult community supervision. In addition, the Cost Component Team will also compile information regarding the cost of providing criminal justice programming that is designed to reduce recidivism (e.g. how much it costs to add one more offender to a treatment program). These costs will then be applied to an expected reduction in recidivism (through meta-analytic research) to produce an expected return on investment (by reducing future offender exposure with the justice system). The Cost Component Team has begun the process of acquiring itemized cost information for housing in adult prisons, jails, and community supervision and will be using that information to calculate the marginal costs of resource use. Tommy Gubbin is investigating whether or not similar information can be obtained to estimate the cost of prosecution in court (which depends on the type of crime for which a defendant is tried). The Cost Component Team has also begun compiling per-unit costs of program provision, particularly for the Opening Avenues to Reentry Success (OARS) program for seriously mentally ill offenders, which will be the first focus of the Results First Initiative in Wisconsin.

Cost Component Team Membership:

Roland Couey, Director of the Bureau of Budget and Facilities Management (DOC)

Dawn Woeshnick, Budget and Policy Supervisor (DOC)

Nathanael Adams, Program and Policy Analyst (DOC)  
Brigette Smith, Financial Program Supervisor (DOC)  
Paula Smalley, Financial Analyst (DOC)  
Kristi Dietz, Director of the Office of Detention Facilities (DOC)  
Steven Hasz, Division of Community Corrections Services Analyst (DOC)  
Joseph Tatar, Research Analyst (DOC)  
Lars Brown, Reentry Disabilities Coordinator (DOC)  
Glenn Larson, Behavioral Health Director (DHS)  
Tommy Gubbin, Special Projects Coordinator (Courts)  
Shawn Fettig, Policy Analyst (Courts)  
Adam Plotkin, Legislative Liason (OSPD)  
Emily Ley, Executive Policy and Budget Analyst (DOA)  
Chris Carmichael, Fiscal Analyst (LFB)

*Programs Component.* The Programs Component Team is primarily tasked with the compilation of a list of all programs provided by the justice system (either within prison, community supervision, or within the courts) whose central goal is to reduce offender recidivism. The purpose of the program inventory is to categorize each of the criminal and juvenile justice programming that is provided in Wisconsin prisons, community supervision and the courts into defined categories of “evidence-based practices” so as to sync up Wisconsin programming to previous research. The Programs Team would also collect delivery-specific information, such as the primary population targeted by each program, where the program is provided, how long the program lasts, how many are eligible for the program, and how many were served by the program in the most recent fiscal year. These programs would then become the focus of the cost-benefit analysis, wherein the cost effectiveness of each program would be compared. Thus far, the Programs Component Team has successfully completed a first draft of the Wisconsin adult criminal justice program inventory, which was reviewed in the last group meeting. Joe Tatar is currently in the process of revising the program inventory, based on feedback from the rest of the group, and will present it at the next group meeting. After the list of programs is finalized, the team will then compile estimates of participant completion.

Programs Component Team Membership:

Cheryl Eplett, Program Director for Division of Adult Institutions (DOC)  
Tracy Hudrlik, Corrections Services Supervisor (DOC)  
Steven Hasz, Division of Community Corrections Services Analyst (DOC)  
Kristin Nissen, Program and Policy Analyst (DOC)  
Nathanael Adams, Program and Policy Analyst (DOC)  
Holly Audley, Evidence-Based Program Manager (DOC)  
Joseph Tatar, Research Analyst (DOC)  
Lars Brown, Reentry Disabilities Coordinator (DOC)  
Glenn Larson, Behavioral Health Director (DHS)  
Tommy Gubbin, Special Projects Coordinator (Courts)

Kerry Connelly, Problem Solving Courts Coordinator (Courts)  
Tiana Glenna, Eau Claire CJCC Coordinator (Courts)  
Jane Klekamp, Manager of La Cross County Justice Support Services (Courts)

*Recidivism Component.* Simply put, the core function of the Recidivism Component team is to calculate recidivism rates for offenders who come into contact with the Wisconsin criminal justice system, going as far back as the historical data is accurate. For the purposes of the Results First Initiative, Wisconsin defines ‘recidivism’ as “following an episode of incarceration with the WI DOC, to commit a criminal offense that results in a new conviction and sentence to WI DOC custody or supervision” (Jones & Rogers, 2014). Specifically, the Recidivism Component team will track how many offenders recidivated over a period of time since release, how many times they reoffended, what their most serious recidivating was, and how many sustained charges they acquired per reconviction event. These recidivism rates will be calculated for various subgroups of offenders, based on their risk-level and other significant defining characteristics (e.g. seriously mentally ill offenders, sex offenders, etc.). In addition, the Recidivism Component Team will also compile a list of Wisconsin criminal statutes and code them into seven different categories defined by the model (for use in calculating various recidivism, resource use, and cost calculations): 1) murder/manslaughter, 2) sex offense, 3) robbery, 4) aggravated assault, 5) property, 6) drug/other non-victim crimes, and 7) misdemeanor. Thus far, the Recidivism Component Team has determined that the available data allows for the calculation of a fifteen-year recidivism follow-up period, which is a longer follow-up period than most other states involved in the Results First Initiative. The Recidivism Component Team has also successfully completed a preliminary draft of the offense statute list and categorization process. The listing will likely be approved by the next meeting, which will allow the Recidivism Component Team (as well as the Cost and Resource Use Teams) to begin calculating the core data parameters to enter into the model.

Recidivism Component Team Membership:

Megan Jones, Research Analyst (DOC)  
Jenna Rogers, Research Analyst (DOC)  
Rachel Cahoon, Research Analyst (DOC)  
Joseph Tatar, Research Analyst (DOC)  
Constance Kostelac, Director of the Bureau of Justice Information and Analysis (DOJ)  
Ken McKelvey, Deputy Chief Information Officer (CCAP)

*Resource Use Component.* Finally, the Resource Use Component Team serves two main functions. The first is to assist the Recidivism Component Team in the preparation and evaluation of the offense statute list and categorization process. Given the central importance of the categorization process to the calculation of core resource use data elements (described below), the feedback from the Resource Use Team is also essential. The second function of the

Resource Use Component team is to compile a 'probability tree' of the likelihood that a recidivating offender would be exposed to the various justice system entities included in the model (e.g. adult jail, adult community supervision, adult prison) as a result of the offense. Included in this calculation is an estimate of the average amount of time (in years) a recidivating offender would spend in each one of these justice system resources. Further, this 'probability tree' of offender-resource contact is broken down by distinct crime categories, which are defined by the offense statute list. At present, the Resource Use Component Team has also gotten an opportunity to provide feedback on the first draft of the offense statute list and categorization process. This listing will also likely be approved by the next meeting, which will allow the Resource Use Component Team to begin calculating the conditional probabilities and length of time spent by recidivating offenders in each justice system resource.

Resource Use Component Team Membership:

Jenna Rogers, Research Analyst (DOC)

Megan Jones, Research Analyst (DOC)

Dawn Woeshnick, Budget and Policy Supervisor (DOC)

Steven Hasz, Division of Community Corrections Services Analyst (DOC)

Joseph Tatar, Research Analyst (DOC)

Tommy Gubbin, Special Projects Coordinator (Courts)

Shawn Fettig, Policy Analyst (Courts)

Constance Kostelac, Director of the Bureau of Justice Information and Analysis (DOJ)

Ken McKelvey, Deputy Chief Information Officer (CCAP)

Emily Ley, Executive Policy and Budget Analyst (DOA)

Chris Carmichael, Fiscal Analyst (LFB)

## **Results First as Legislative Agenda**

On a final note, the Wisconsin Results First Initiative has also reached the attention of leadership in the state legislature. In fact, the Results First Initiative was specifically mentioned in the core agenda of the Wisconsin Assembly Republicans for the upcoming legislative session, which will likely increase the Initiative's exposure within the state and bodes well for sustainability. Here is the excerpt mentioning Results First (on page 5) within the agenda report:

***Fresh Perspective on State Programming.***

*We believe it is time to explore fresh methods of developing policy that will lead to lower costs and better outcomes. The Pew-MacArthur Results First Initiative (Results First) will help create a model to apply a cost-benefit analysis approach when investing in policies and programs. Results First has been effective in more than 14 states, such as Iowa, New Mexico and Washington. With support from Results First, the Legislature could*

*customize an analytic model when considering new legislation. Results First will also help analyze current programming within agencies. The Department of Corrections is presently working with Results First staff to expand its use of evidence-based practices and identify programs that truly reduce recidivism.*

For a full copy of the Wisconsin Assembly Republicans Forward Agenda report, follow the link below:

[http://legis.wisconsin.gov/eupdates/asm63/Vos\\_ForwardAgenda2014\\_Final.pdf](http://legis.wisconsin.gov/eupdates/asm63/Vos_ForwardAgenda2014_Final.pdf)