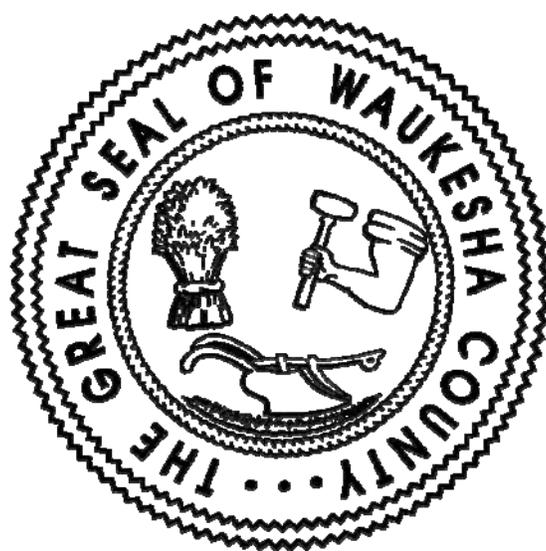


# Waukesha County



## Criminal Justice Collaborating Council Strategic Plan

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# Criminal Justice Collaborating Council

## Statement of Purpose

The mission of the CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitation services, while recognizing the rights and needs of victims.

The CJCC envisions a criminal justice system that is characterized by a balanced proactive response to criminal behavior that incorporates accountability and the principles of restorative justice.

A team approach is envisioned that utilizes meaningful, shared, system-wide information and community resources to promote our core values and that will treat all individuals fairly, equally and with dignity.

The CJCC works together to identify pinch points in the criminal justice system in order to achieve greater efficiencies and improve effectiveness.

## Criminal Justice Collaborating Council Environmental Scan

The Waukesha County Criminal Justice Collaborating Council (CJCC) was established in 2002 to carry out and analyze special studies of the criminal justice system and to develop, initiate, and monitor changes in the criminal justice system that might lead to greater efficiencies or effectiveness.

The Council is made up of decision makers from the Chief or Presiding Judge of the Third District, Clerk of Circuit Court, Mayor from the City of Waukesha, First Assistant of the Office of the State Public Defender, Chairperson of the Waukesha County Board, Waukesha County Citizen, Waukesha County District Attorney, Waukesha County Executive, Director of Waukesha County Health and Human Services, President of the Waukesha County Police Chiefs' Association, Waukesha County Sheriff, Corrections Field Supervisor from the Wisconsin Department of Corrections, and Director of UW Cooperative Extension, as well as many community organizations and representatives.

The CJCC has held strategic planning sessions annually since its creation. Each year there is small variation but the top areas of focus have included: development and implementation of community correction focused programming, outcome measurement/performance evaluation through data collection and analysis, the development and implementation of an alcohol treatment court, data collection and analysis of the jail population, creation of a criminal justice data warehouse, sustainability of existing programs, and potential development of programming targeting those who commit low-level misdemeanors.

The benefit of having all of the policy makers from the criminal justice system come together to make data driven system decisions has had a significant impact upon the way that decisions are made and why.

A tremendous amount of the CJCC's efforts is spent monitoring its programming. It is important actively monitor the programs to ensure goals are met, serving the populations they were designed to serve, and to respond to concerns by justice partners. We have learned a number of lessons and made numerous adjustments to our programming over time.

Some programs have existed for many years and have a significant history. These programs were either transferred to the CJCC at its creation or were transferred within the last two years through the budget process. Newly transferred programs especially pose a challenge as they are often unfamiliar to Council members and require an investment of time to become familiar enough to feel comfortable and confident in making decisions.

## **Current Programs & Initiatives Review**

CJCC members and key departmental staff were queried about the strengths, concerns, and issues facing our programming. They are provided below in no specific order.

### **Adult Basic Education Program** *(Transferred from Sheriff's Department for 2007)*

- Offer credit time or community service for incentives toward educational achievement.
- Program outcomes do not relate to a job, career, or employment.

### **Alcohol Treatment Court** *(Implemented in 2006 through Federal Drug Court Implementation Grant)*

- Developing sustainability of the program when grant funding ended.
- Reconsider fairness.
- Needs admission process.
- Needs participation from the district attorney.
- Evaluate program Future outcomes.
- Consider ability to expand the program.

### **AODA Counseling Services** *(Implemented in 1996; Transferred from Sheriff's Department for 2007)*

- Prove the value of the program by evaluating the program.
- We need more treatment options in jail.
- Are there enough options to use the jail period to begin AODA treatment or renew it?
- Need work seeking/placement help at Huber on site.
- Need to evaluate program to determine how/if this program dovetails with other alcohol related programming.

### **Community Service Options Program** *(Implemented in 2001; Transferred from Health and Human Services in 2003)*

- Adjust referral criteria to account for changes at the Huber Facility while maintaining program integrity.
- Determine how the implementation of Day Reporting has/could impact this program.
- Consider ways for Community Service to be used as an alternative to incarceration.

### **Community Transition Program** *(Implemented in 2001; Transferred from Health and Human Services in 2003)*

- Divert more mentally ill from the criminal justice system.
- Missing life skills and education components in programming.
- Address ways to meet the increasing demand for service.
- Evaluate resources available for expansion.
- Staff is not able to collaborate with other agencies

**Day Report Program** (*Implemented in 2007*)

- Explore ways to achieve judicial buy-in.
- Extend program reach through collaboration with the Department of Corrections.
- Consider expansion to supervise other jail populations who could be considered for release/deferrals.
- Could be expanded to provide relief for assist alcohol treatment court as the demand for the Alcohol Treatment Court surpasses its supply?
- Programming for episodic alcohol/drug abuse before crime (community outreach)
- Enhance intensity, availability, and positive image
- Explore funding sources to fund future program expansion.
- Consider including an adult mentor component.
- Enhance community participation and linkages to employment, education, and treatment services.

**Pretrial Screening** (*Implemented in 2003*)

- Improve accuracy and timeliness.
- Continue work to link this with existing supervision programs.
- Define how the information collected in this program can be used in other programming.

**Pretrial Supervision** (*Implemented in 1993; Transferred from Clerk of Courts in 2005*)

- Address transportation problems among Milwaukee County clients.
- Create a more focuses target population and continue efforts to link this program with the Pretrial Screening Program.
- Explore methods to make referrals based upon an accepted risk assessment.
- Where would we be without this program and how much have we saved with this?
- Develop methods to better control the referrals and caseload within the existing budget
- Decision making not based on risk assessment

**Strategic Outcome: A Safe County and A County that Assists At-risk Citizens**

**Objective #1:** Design and implement effective diversion programming for non-violent offenders that promotes accountability while enhancing public safety.

**Objective Owner: CJCC**

Action Steps To Complete These Objectives	Individuals Involved
1. Analyze available justice system data to determine target populations. Possible populations include domestic violence, issuance of worthless checks, retail theft offenses	Justice partners, key staff, and CJCC Coordinator
2. Identify target population(s)	
3. Investigate existing programming and demonstrated best practices for identified target population(s)	Justice partners key staff, identified CJCC Committee and CJCC Coordinator
4. Create program design and performance measures	CJCC, Coordinator, and justice partners
5. Identify and secure funding sources	CJCC
6. Implement program	CJCC
7. Evaluate program	CJCC

Key Outcome Indicators: To be determined as indicators will be specific to the initiatives that are implemented to include the following:

- Number of offenders who are diverted from the criminal justice system
- Number of jail days avoided
- Number of offenders who successfully/unsuccessfully completed the program

**Strategic Outcome: A County that Provides Customers with Quality Programs and Services**

**Objective #2:** Evaluate Current CJCC Programming through Data Gathering and Analysis to Ensure Programs are Meeting Defined Goals and Performance Measures

**Objective Owner: CJCC**

Action Steps To Complete These Objectives	Individuals Involved
1. Prioritize which CJCC programming should be evaluated	CJCC Executive Committee
2. Determine steps with which to evaluate programs	CJCC Executive Committee and CJCC Coordinator
3. Collaborate with justice partners and contract agencies to identify and collect necessary data elements	Justice partners, key staff, contract agencies, CJCC Coordinator

4. Assess the impact of current programming	CJCC, Identified CJCC Committees/ subcommittees, CJCC Coordinator, contract agencies
5. Identify gaps in current programming and develop solutions	CJCC, Coordinator, and justice partners
6. Determine if programs are meeting defined goals and performance measures	CJCC

Key Outcome Indicators: To be further defined but will include:

- Number of CJCC programs that meet defined goals and performance measures

**Strategic Outcome: A County that Provides Cost Effective Services Delivered with Competence and Skill**

**Objective #3:** Analyze and promote the Sustainability of the CJCC and its Programs.

**Objective Owner: CJCC**

Action Steps To Complete These Objectives	Individuals Involved
1. Inventory available community services to avoid the duplication of services	CJCC Executive Committee
2. Increase community support and involvement through a county-wide network and community education	CJCC
3. Research and identify funding to support a county-wide effort	CJCC

Key Outcome Indicators: To be further defined but will include:

- Creation of database of existing community resources and programs
- Creation of county-wide network of collaborators