

**JEFFERSON COUNTY ALCOHOL TREATMENT COURT PROGRAM
WISCONSIN COMMUNITY SERVICES, INC.
January-December 2015-3rd, 4th, 5th+ offense**

Active Participants

	YTD	PTD
<u>Staffing Review</u>		
Accepted	23	30
Denied	1	1
<u>Waitlist</u>	0	0
<u>Case Resolved</u>	0	0

Participants YTD: 22
Participants PTD: 22
Current caseload: 17
New Participants: 0
Program Phase Levels:

	Month
Phase 1:	3
Phase 2:	4
Phase 3:	5
Phase 4:	5

	YTD	PTD
<u>SCRAMx</u>		
Completions	31	32
Violations	2	2
Alcohol	0	0
Tamper	2	2

Other ATC Program Components

Discharges from Program:

	YTD	PTD
Re-offended	0	0
Voluntary	0	0
Team Decision	2	2

Incentives: 80 81

Sanctions: 32 35

Positive Tests:

PBT's	3	3
UA's	4	4
Dilutions	0	0
Refusals	0	0

Community Service: 1 1

Program Donations: 0 0

Alcohol Treatment Court Graduate Stats

	YTD	PTD
Graduations	3	3
Jail Days Saved	1199	1199
Self-help Groups	401	401
PBTs	405	405
Positives	0	0
Drug Tests	31	31
Positives	0	0
Face to Face Contacts	100	100
Court Sessions	56	56
Average Length of Stay	377	377
Post-Grad Support Group	___	___
Post-Grads in Alumni Program as mentors	___	___

Demographics

	YTD	PTD
Ethnicity		
Caucasian	21	21
African American	0	0
Asian	0	0
Hispanic	1	1
Native American	0	0
Other	0	0
Gender		
Male	17	17
Female	5	5
Age		
18 – 25	0	0
26 – 32	4	4
33 – 40	6	6
41 – 50	8	8
51+	4	4
Veterans	4	4

****PTD=Program to Date****

Graduates & Discharge Demographics

Ethnicity	<u>Graduates</u>		<u>Discharges</u>	
	YTD	PTD	YTD	PTD
Caucasian	3	3	1	1
African American	0	0	0	0
Asian	0	0	1	1
Hispanic	0	0	0	0
Native American	0	0	0	0
Other	0	0	0	0
Gender				
Male	3	3	1	1
Female	0	0	1	1
Age				
18 – 25	0	0	0	0
26 – 32	0	0	1	1
33 – 40	1	1	0	0
41 – 50	1	1	1	1
51+	1	1	0	0

Jefferson County Alcohol Treatment Court Report

1/27/2016

②

Total # of Referrals: : 33									
Waiting for DUI-RANT/TCU		Currently 0							
Up for team review		Currently 2							
C.S.									
H.W.									
Approved & awaiting sentence		Currently 1		Sentence Date					
D.R.				2/12/2016					
Sentenced & awaiting admission		Currently 4		Start Date		Day Out			
A.S.		awaiting intake		1/14/2016	4/13/2016				
R.J.		awaiting intake		10/13/2015	2/13/2016				
M.R.		awaiting intake		12/29/2016	4/26/2016				
J.B.		awaiting intake		10/5/2015	2/5/2016				
Current Caseload		OWI	Phase	Currently 18					
R.G	3rd		2	Susp.					
H.J	5th		4			3rd's	4th's	5th+	Total
J.M	3rd		4			Ph. 1:	2	3	0
J.Ma	3rd		4			Ph. 2:	1	1	0
R.B	3rd		4			Ph. 3:	2	2	0
B.M.	3rd		4			Ph. 4:	6	0	1
A.H.	3rd		4			Total:	11	6	1
S.C.	3rd		4						
S.H.	4th		3						
M.Ru.	3rd		3			Graduated	3rd's	4th's	5th +
Z.W	4th		3			H.G			1
T.C.	4th		2			M.R.			1
J.B.	3rd		3			M.W.	1		
J.P.	4th		1						
J.G.	4th		1						
T.M.	3rd		1						
M.M.	4th		1						
Z.We	3rd		1						
On SCRAMx		Currently 3		On	Off				
M.M.				1/7/2016	4/7/2016				
J.G.				11/10/2015	2/10/2016				
Z.We.				1/19/2016	2/19/2016				
On SCRAM		Currently 1		On	Off				
J.M.				7/8/2015	Still on				
Discharged		Date	Currently 3	Referral's not accepted		Currently 2			
C.M.		5/20/2015		D.B.					
D.R.		12/16/2015		A.B.					
J.C.		1/6/2016							



Compliance Summary for 1/01/2016- 1/26/2016



Agency	Total Clients Monitored	# of Compliant Clients	% of Compliant Clients	# of Clients with Confirmed	% of Non-Compliant Clients	# of Confirmed Alerts
Jefferson	31	27	87%	4	13%	6
Jefferson (Remote Breath)	1	1	100%	0	0%	0
Jefferson ATC (SCRAM)	7	7	100%	0	0%	0
Jefferson ATC (Remote Breath)	0	0	0%	0	0%	0
Totals:	39	35	90%	4	10%	6

Client Type	# of Clients with Confirmed	# of Confirmed Alerts
Pre-Trial	4	6
Jefferson ATC	0	0
Totals:	4	6

Alert Type	% of Non-Compliant Clients	# of Confirmed Alerts
Alcohol Detected	17%	1
Potential Tamper	83%	5
Missed Test (Remote Breath)	0%	0
Totals:	100%	6

Active Clients	Pretrial	ATC
Homicide by Intoxicated Use of Vehicle		
OWI 6th or +	1	
OWI 5th	6	
OWI 4th	8	3
OWI 3rd	7	3
OWI 2nd	1	
OWI 1st	1	
Disorderly Conduct	3	
Assault		
Bail-Jumping	2	
	Total	Total
	29	6

Clients Year to Date	Pretrial	ATC
Homicide by Intoxicated Use of Vehicle		
OWI 6th or +	1	
OWI 5th	6	
OWI 4th	10	3
OWI 3rd	8	4
OWI 2nd	1	
OWI 1st	1	
Disorderly Conduct	3	
Assault		
Bail-Jumping	2	
	Total	Total
	32	7



Compliance Summary for 1/01/2015- 12/31/2015



Agency	Total Clients Monitored	# of Compliant Clients	% of Compliant Clients	# of Clients with Confirmed	% of Non-Compliant Clients	# of Confirmed Alerts
Jefferson	95	68	72%	28	28%	62
Jefferson (Remote Breath)	1	1	100%	0	0%	0
Jefferson ATC (SCRAM)	28	26	93%	2	4%	2
Jefferson ATC (Remote Breath)	2	0	0%	2	100%	35
Totals:	126	95	78%	32	22%	99

Client Type	# of Clients with Confirmed	# of Confirmed Alerts
Pre-Trial	28	62
Jefferson ATC	4	37
Totals:	32	99

Alert Type	%	# of Confirmed Alerts
Alcohol Detected	12%	12
Potential Tamper	53%	52
Missed Test (Remote Breath)	35%	35
Totals:	100%	99

Active Clients	Pretrial	ATC
Homicide by Intoxicated Use of Vehicle		
OWI 6th or +	1	
OWI 5th	8	
OWI 4th	7	2
OWI 3rd	8	3
OWI 2nd	1	
OWI 1st	1	
Disorderly Conduct	3	
Assault		
Bail-Jumping		
	Total	Total
	29	5

Clients Year to Date	Pretrial	ATC
Homicide by Intoxicated Use of Vehicle		
OWI 6th or +	3	
OWI 5th	16	3
OWI 4th	15	5
OWI 3rd	34	22
OWI 2nd	5	
OWI 1st	1	
Disorderly Conduct	20	
Assault	1	
Bail-Jumping		
	Total	Total
	95	30

Programs

Sometimes called Purchase of Offender Goods and Services (POGS), funds are used to buy products or services for the benefit of offenders. Fiscal Year (FY) 2014:

Description	Amount	%
Halfway Housing	\$ 13,889,437	45.3%
Transitional Housing	\$ 4,935,424	16.1%
Alcohol & Other Drug Abuse Services	\$ 2,259,210	7.4%
Sex Offender Program Services	\$ 1,833,847	6.0%
Emergency Housing	\$ 1,391,321	4.5%
Day Report Centers	\$ 1,215,385	4.0%
Employment/Community Service & Vocational Programs	\$ 1,125,140	3.7%
Cognitive Intervention	\$ 730,629	2.4%
Miscellaneous Offender Goods & Services	\$ 570,880	1.9%
Domestic Violence Services	\$ 437,773	1.4%
County Jail Alternative to Revocation Programs	\$ 416,425	1.4%
Urinalysis Screening	\$ 394,774	1.3%
OWI Courts	\$ 376,530	1.2%
Goodwill Circles of Support	\$ 317,797	1.0%
Community and Residential Program (CRP)	\$ 237,312	0.8%
Family Connections Program	\$ 141,000	0.5%
Wisconsin Tribal Community Reintegration Program (WTCRP)	\$ 104,712	0.3%
Pretreatment	\$ 101,103	0.3%
Community Reintegration Services	\$ 84,615	0.3%
Anger Management Services	\$ 76,055	0.2%
Total	\$ 30,639,370	100%

Budget

Total amount of General Purpose Revenue (i.e. tax dollars) allocated to the Division as well as revenue earned (i.e. offender's supervision fees collected) to support operations.

Division of Community Corrections	General Purpose Revenue	Program Revenue	Total
FY2014 Budget	\$192.5 M	\$15.6 M	\$208.1 M
Offender Daily Cost	\$7.26	\$0.32	\$7.58
Full Time Equivalency (Positions)	1,878	16	1,894

Payments Collected from Offenders

Court Obligations

Any payment ordered by a court in connection with a criminal case is collected by either the court itself or by the Department and reissued as statutorily required. Some payments are held until a payee can be identified. Other payments are used to cover administrative costs.

Type of Court Obligation (July 1, 2013 – June 30, 2014)	Amount Collected
Restitution	\$ 8,733,175
Court, Attorney Fees, Fines & Other Court Costs	\$ 4,861,795
Victim/Witness & DNA	\$ 1,473,384
Surcharge & General Funds	\$ 1,345,650
Total	\$ 16,414,004

Supervision Fee Payments

Offenders are required to make monthly payments while under supervision. These funds are used (in lieu of tax dollars) to fund the Division of Community Corrections.

Type of Payment (July 1, 2012 – June 30, 2013)	Amount Collected
Regular Monthly payments received from offenders	\$ 5,292,242
Tax Refund Intercept Wisconsin tax refund and state lottery winnings	\$ 3,070,003
Total	\$ 8,362,245



Division of Community Corrections

Corrections at a Glance

June 2014

For further information, contact:

Wisconsin Department of Corrections
3099 East Washington Avenue
Post Office Box 7925
Madison, Wisconsin 53707-7925

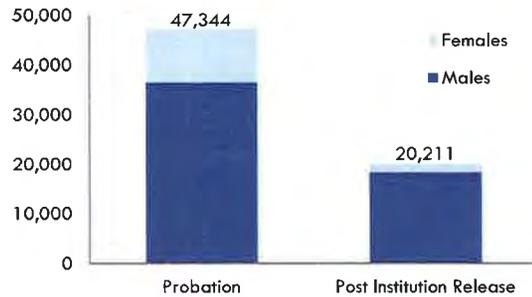
Phone: (608) 240-5300
Fax: (608) 240-3330
<http://www.wi-doc.com>

The Division of Community Corrections (DCC) enhances public safety through the management and reduction of offender risk by providing supervision and collaboration with community partners to assist offenders to change their behavior and repair the harm they have done.

Community Corrections Population

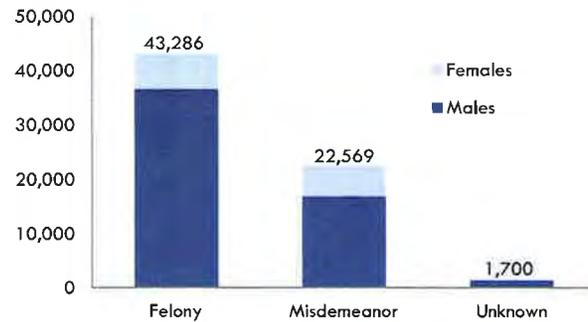
The total overall population as of June 30, 2014 was 67,555.

Supervision Type



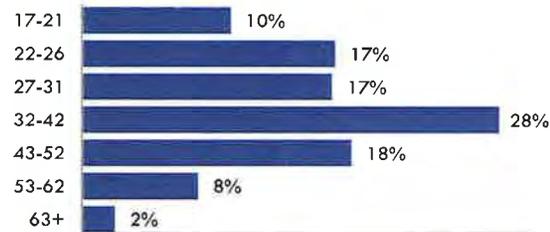
Post Institution Release: Offenders on active community supervision after release from prison.

Offense Severity



Unknown: Includes interstate compact, probation deferred, supervised release, and conditional release type offenders.

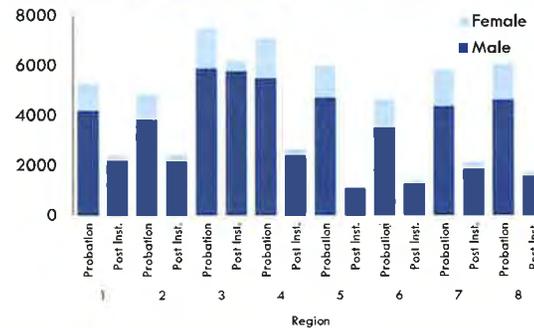
Age



Race & Ethnicity*

	Males	Females
White	69%	74%
Black	26%	19%
American Indian/Alaskan Native	3%	6%
Asian or Pacific Islander	1%	<1%
No Data/Unknown	<1%	<1%
*Hispanic or Latino Ethnicity	7%	3%

Offender Population By Region



Post Institution Release: Offenders on active community supervision after release from prison.

Special Populations

Sex Offender Registry Program (SORP)

As of June 30, 2014

Sex Offender Registry Program (SORP) is responsible for monitoring and tracking individuals convicted of sex crimes. In addition, SORP provides information to promote community awareness and increase public safety.

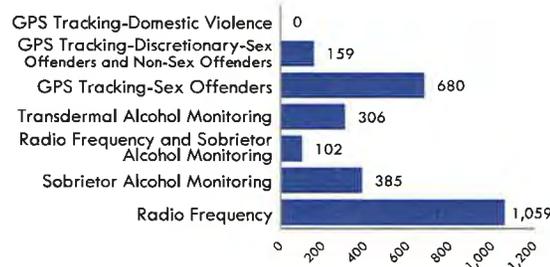
Type of Conviction	# of Registrants
Total	23,226
Adult Conviction	21,814
Juvenile Adjudication or Minor	1,412

Supervision Status	# of Registrants
Total	23,226
Incarcerated	5,850
Not Incarcerated	17,376
Active Community Supervision	5,434
Terminated from Community Supervision	11,942

Offender Monitoring Population

As of June 30, 2014

The DOC Electronic Monitoring Center provides centralized electronic monitoring services for offenders as an alternative to incarceration.



WI Acts Impacting Community Corrections

2013 WI Act 79 allows law enforcement to search persons on supervision if there is suspicion the person either has or might violate their supervision rules. Effective date: December 14, 2013

2013 WI Act 196 allows the potential for short-term sanctions for any offenders who violate supervision. Effective date: April 9, 2014

2011 WI Act 266 requires that violators of domestic violence restraining orders be placed on supervision and GPS monitoring. Effective date January 1, 2014

2013 WI Act 283 requires the inclusion for each registrant on the public registry for any sex offense that was dismissed in a plea agreement which registration was ordered and all residential addresses. Effective date: April 18, 2014 and June 1, 2014

2013 WI Act 343 creates provisions for notification of law enforcement and the public when registered out-of-state sex offenders enter the community and current registrants meeting certain criteria change residences. Effective date: April 25, 2014

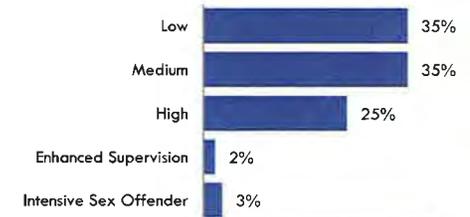
Offender Risk Level and Criminogenic Needs

The offender risk level represents a calculated likelihood of the risk to re-offend and drives how closely offenders are supervised. Criminogenic needs are attributes of offenders that are directly linked to criminal behavior. Effective correctional treatment targets these dynamic criminogenic needs through interventions and case plans.

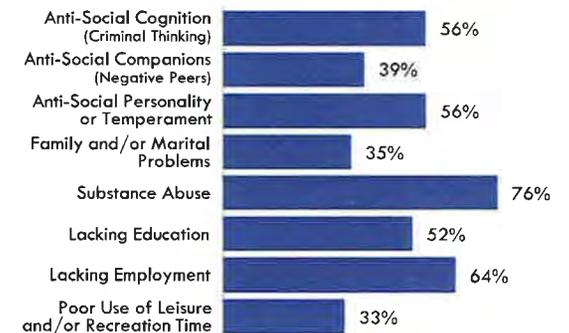
The following graphs show 22,123 total offenders who completed an intake assessment* between July 1, 2013 and June 30, 2014.

*COMPAS, a research-based risk assessment tool, is used to identify offenders' risk level and criminogenic needs.

Offender Risk Level



Criminogenic Needs



Progress Report of January, 2016

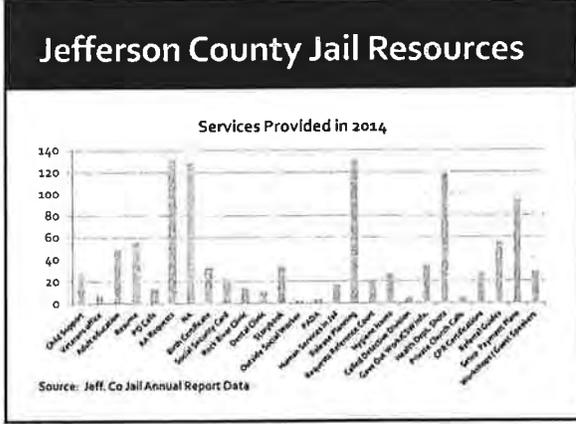
Jefferson County Reducing Recidivism Coalition

Research on Evidence-Based Practices

- ⦿ What works for community reentry?
 - ⦿ RRC organized discussion around REST model
 - Residence
 - Employment
 - Support
 - Treatment
 - ⦿ Identified Jefferson County assets (My Backyard)
 - ⦿ Clarified definitions of reincarceration and recidivism

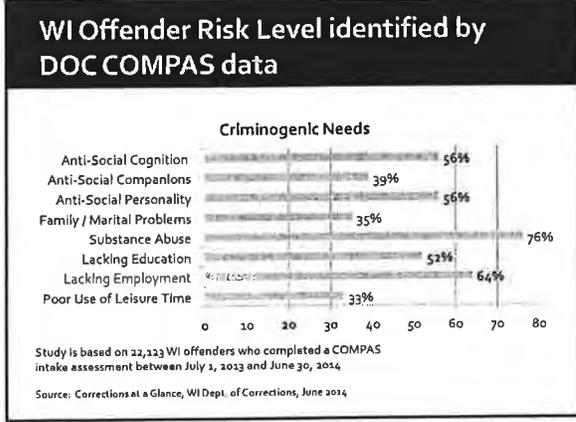
RRC Membership

- Jefferson County Bar Association
- Sheriff's Department
- District Attorney
- Judges
- WI Department of Corrections
- Jefferson County Health
- Jefferson County Human Services
- Jefferson County Literacy Council (JCLC)
- People Against Domestic & Sexual Abuse (PADA)
- Opportunities, Inc.
- Celebrate Recovery
- Recovery Support Center
- Dave Gallup Foundation
- God Touch Ministry
- Work Smart Network



History of Reducing Recidivism Coalition

- 2007: RRC Initiated; from this group's discussions, a specific program aimed at reducing recidivism was funded by Community Action Coalition called Get Out and Stay Out (GOSO)
- 2007: Jefferson County Literacy Council (JCLC) acquired AEFL grant funding for Jail education program; RRC served as advisory committee
- 2008: GOSO Mission Statement: to promote successful reentry and integration of Jefferson County offenders into the community, through comprehensive treatment, education, employment, and support services
- 2009-2014: RRC developed collaborative relationships across agencies and sought grant funding for programs
- 2014: RRC conducted 4 strategic planning workshops to clarify mission/vision and direction of the group
 - RRC created a vision for the future by creating an ideal solution and then worked backwards to develop a more realistic, or living solution.
 - Reviewed specific model programs
- 2014: Recovery Support Center formed as non-profit to support RRC efforts
- 2015: CJCC formed and alcohol treatment court initiated



What Works, Benefits & Costs

- Drug treatment programs in jail and community
 - therapeutic communities
 - inpatient
 - outpatient treatments
- Adult drug courts
- Mental health courts
- Vocational and adult education
- Drug offender sentencing alternatives
 - Cognitive behavioral therapy in jail or community
 - Employment training/job assistance in the community
 - Work release

Sources: Drake, E. "Inventory of evidence-based and research-based programs for adult corrections," Olympia: Washington State Institute for Public Policy, 2013

Aos, S., Miller, M. & Drake, E. "Evidence-based public policy options to reduce future prison construction, criminal justice costs, and crime rates," Olympia, WA: Washington State Institute for Public Policy, 2006

Modified TC Recovery Model for Jefferson County

Primary: Arrest, Booking, Initial Interview and Data Gathering

Secondary: Minimum of 30-60 days in jail

Begin TC groups: 28 hrs. / wk. inside pods

Education and employability skills

Huber: Continuum of care meeting in the community

Transition Pre-Release: Functional screening for CCS eligibility

Enroll in Badger Care

Community Transition: Requires Consumer Investment

Transitional supported housing, food, employment

(make clients accountable and responsible)

Community Transition Phase 2

Permanent Low-Income Housing for at least 6 months

Community-Based Support Groups

High School Completion / Vocational Training

Jefferson County Potential Needs

- Local data from county jail
- Supportive, transitional and permanent housing options
- Transportation between communities
- Opiate addiction treatment
- Release counseling (connecting inmates with community services)
- "Criminal thinking" treatment programs
- Treatment for offenders
- Bilingual mental health / treatment services
- Financial resources

Recommendations

- Address criminogenic thinking
- Identify programs with most potential to impact local crime rates
- Identify individuals who consume a significant amount of legal and community resources
- Partner with Probation & Parole to deliver services as identified through assessment
- Educate officials about value of increasing investments in treatment, prevention, and education

Therapeutic Community (TC) Recovery Model

- Addresses criminogenic thinking
- Developed by Texas Christian University
- Uses COMPAS assessment data
- Peer run organization that uses a hierarchical approach
- Includes wrap-around services in community
- Green Lake County Jail has implemented and demonstrated effectiveness in reducing recidivism

Recommendations

- Identify decisions that save money while increasing public safety
- Connect with Green Lake county to learn more about their reentry programs
- Consider ways to support community and faith-based organizations that provide services
- Restructure the RRC to align with the CJCC

For More Information

- *Reducing Recidivism Coalition Purpose-Based Planning Process*; UW-Extension, Fall, 2014.
- *Reducing Crime and Recidivism in Jefferson and Dodge Counties: A Summary of Research and Options for Action*; The Recovery Support Center, Inc., April 14, 2015.
- *A Framework for Evidence-Based Decision Make in Local Criminal Justice Systems*; Center for Effective Public Policy, April 16, 2010.
- *Corrections at a Glance*; State of WI Dept. of Corrections; June, 2014.
- *The Value of Investing in The Doe Fund's Ready, Willing & Able Program: A Cost Benefit Analysis*; Josefina V. Tranfa-Abboud, Ph.D., Dec. 19, 2012.
- *Justice Alternatives for Wisconsin: Reducing the Costs of the Criminal Justice System*; Robert M. La Follette School of Public Affairs, University of Wisconsin-Madison; Spring, 2007.
- *Inventory of Evidence-Based and Research-Based Programs for Adult Corrections*; Olympia: Washington State Institute for Public Policy, 2013.
- *Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates*; Olympia, WA: Washington State Institute for Public Policy, 2006.

Reducing Recidivism Coalition

Purpose-based Planning Process Fall, 2014

Planning Participants

John Anhalt

Tina Blake

Lynn Forseth

Lisa Handrow

Liz Hanson

Doug Ley

Diane Nelson

Steve Pierce

Jeanette Petts

John Rhiel

Robin Soldano

Paul Wallace

Hon. David Wambach

Jennifer Wendt

Process designed, facilitated, and report written by Kathleen Eisenmann, Associate Professor,
UW-Extension, Jefferson County Office, November, 2014.

Introduction

The purpose-based planning process began with the Reducing Recidivism Coalition identifying a need to engage in some organizational development in order to determine a future purpose and vision for the coalition. Liz Hanson, a coalition member, contacted Kathleen Eisenmann, UW-Extension Jefferson County Family Living Agent, about designing a process to meet the coalition's needs. Ms. Eisenmann agreed to meet with the coalition to dialogue about the group's needs and desired results. The conversation resulted in a planning agreement to achieve the following results:

Provide the Coalition with an opportunity to engage in a purpose-based planning process in order to achieve a consensus among members on the coalition's future purpose, a realistic vision, and an action plan with strategies to achieve that vision

A planning team of the entire coalition was established to engage in the process. The process took place over the course of four workshop sessions. Ms. Eisenmann designed and facilitated the process for the team using a research-based approach and authored the report.

This proceedings report was reviewed and approved by the coalition at its December 2014 meeting. The coalition members will implement the action plan to address the identified priorities and use it to further develop proposals and action steps as the preceding steps are achieved. The coalition has committed to implementation of the plan over the course of the next year and reviewing progress on a regular basis.

Creating Solutions to Address Complex Problems

Public, nonprofit, and community-based organizations are increasingly faced with tackling very complex issues which transcend their individual or organizational interests and capacities. Research on effective best practice organizational development shows holistic approaches to solving complex problems are more likely to be successful than reductionist approaches. Holistic approaches are more successful because they focus on three foundational principles:

Uniqueness - Every issue or problem manifests itself in unique ways in an environment. For example, recidivism may be a problem across Wisconsin and the U.S., but the problem is different in Dane County than Jefferson County for reasons unique to each environment. *Any viable solution must take into consideration these unique qualities or it won't work.*

Purposeful Information - Groups often rely on empirical evidence to solve complex problems. The groups engage in data gathering in an attempt to "know everything" about the problem. The underlying assumption is that once you know everything, the solution will be obvious. Most of the time this doesn't work with complex problems as data is always incomplete and time bound. *It is more effective to spend time gathering data that will help create the solutions, not analyze problems.* The goal is to search out purposeful information that contributes to the knowledge and understanding of the solutions; and

Systems Approach - Complex problems are more often successfully solved when the solutions involve each part of the systems involved. Recidivism isn't going to be reduced by the judicial system adopting more effective sentencing strategies without the human services sector implementing effective programs to address the underlying psychosocial causes of crime and law enforcement modifying its incarceration policies to create multiple pathways to successful re-entry into the community. *The problem is too complex and the interdependencies of the systems require multiple actors be involved from their sector to address it.*

By taking a broader and more holistic approach to solving the problem of recidivism, the number of possible solutions expands, the work is focused on gathering people and information necessary to create those solutions, and the eventual solution is based not on what was the past circumstance which caused the problem, but what does the future need to look like in order for the solution to be effective.

Creating a Purpose

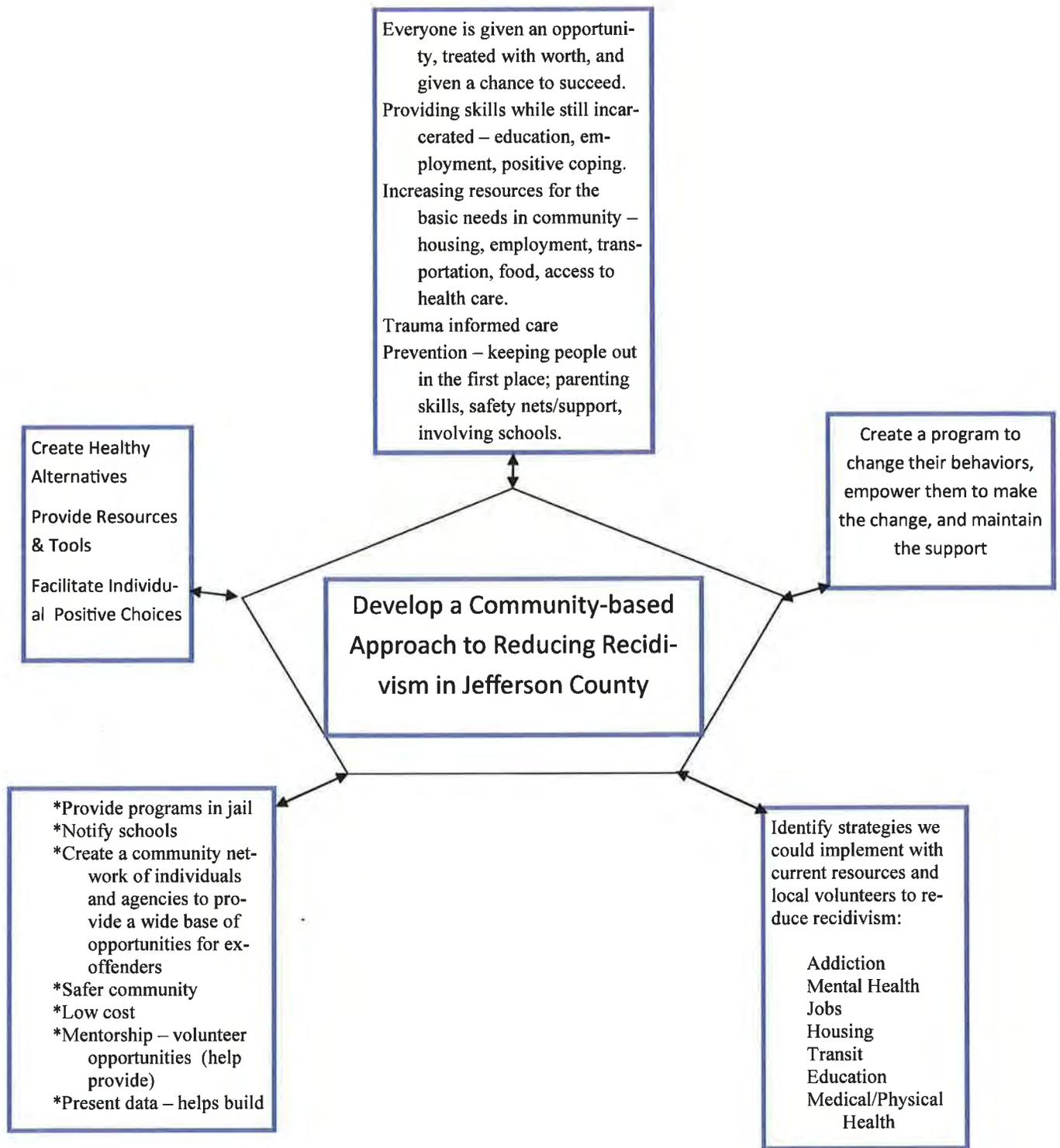
A key part of developing solutions to complex problems is to clearly understand the purpose of the work to be done. This is a critical phase for creating workable solutions to complex problems because it is important the purpose is framed in broad enough context to allow the flexibility to expand the "creative space" for solutions to be developed. The initial problem is only the beginning of examination of the purpose because it's essential to expand the solution space in order to assure the real need is addressed. By expanding the solution space, groups often discover the need to adopt a higher level purpose than originally identified by the problem in order to truly solve it.

The coalition members re-examined and analyzed possible purposes for the group's work. The members worked both individually and in small groups to identify several candidate purposes using the following questions:

- ✦ What is unique about the recidivism problem in Jefferson County?
- ✦ What basic social needs and community interests do we want to address?
- ✦ What do we want to be able to do to develop a creative, workable, and integrated solution?
- ✦ What is my role or my organization's role in developing that solution? How is that different from other people/organizations? What do others think my role should be?
- ✦ What core values and beliefs should our solution have?
- ✦ What concepts reflect the expectations of the key people (incarcerated/formerly incarcerated individuals, public agencies, elected officials, community residents) we need for support?
- ✦ Are there solutions to our problem beyond those we assumed initially? If so, what?

The coalition members settled on the sketch of several integrated and related components to the overall purpose of developing a community-based approach to reducing recidivism in the county. That purpose sketch is noted with the following diagram.

Purpose Sketch



Identifying Key People to Achieve the Purpose

Identifying key people who are essential to involve in order to achieve the group's purpose was the next step for the coalition members. Key people can be defined as those who have the ability to effect or who are affected by the group's purpose. It is important to consider the interests of those key people and how their interests are met by the purpose and the strategies used to achieve the purpose. Meeting those individual and organizational interests of the key people identified will be critical to engaging them and keeping them engaged in the coalition's work.

The key people identified as critical to achieve the purpose are listed by organizational identity below. The key questions the planning group considered when identifying people key to achieving its purpose were:

- Who is involved or affected by the recidivism problem in Jefferson County?
- What is unique about the culture of people involved in reducing recidivism in Jefferson County?
- What types of people in related or outside systems ought to be included to help determine the recidivism solution we are creating?
- Who might have insights into pertinent types of data/information we may need to gather to determine our purpose and develop solution strategies?
- Who has the talents, resources, and authority needed to implement and maintain the solutions?
- What different roles do we need represented to make the whole effort effective?
- What people might provide perspectives about recidivism that we should consider beyond the information we have?

Key People to Involve

- | | |
|---|---|
| ■ Landlords/Property Managers | ■ Human Resources Managers |
| ■ Public Defender | ■ Schools |
| ■ Community Corrections
Probation & Parole | ■ Treatment Providers
Mental Health
Addiction |
| ■ District Attorney | ■ Transportation Providers |
| ■ County Admin/Board | ■ Best Practice Examples
St. Vincent's |
| ■ Offenders - Current/Former | ■ Jail Liaison/Program Coordinator |
| ■ Church: Faith Based Initiatives – Resource | |

Vision Sketch

The next step in the planning process is to develop a description of what the ideal future for the coalition might look like if it achieved its purpose. This portion of the process gets the group to look further down the road to what the future solution might be to the problems posed by recidivism. This focus on an ideal solution is more effective and efficient because it describes what the long term solution will be rather than just focusing on the “quick fix”. That longer term focus allows for better solution creation because it focuses on ideas that need to be considered in the longer term rather than just “fixing” the immediate problem.

Once the ideal solution is described, the group can work backward from that ideal to develop a more realistic, or living, solution. The living solution concept is premised on the fact there is no one perfect or permanent solution. The world is constantly changing as is the environment the Reducing Recidivism Coalition is working in. Any realistic solution needs to incorporate the realization it will need to be continually altered based on changing circumstances as the coalition moves towards its future. The challenge is to develop a realistic solution that remains consistent with the future solution even as time passes and the coalition’s environment changes. These principles of the holistic approach to solution creation will be re-emphasized in the strategy development phase of the planning process.

The coalition members considered the following prompts and questions when developing their description of an ideal and realistic vision of the group’s future:

*Imagine you’re **three years in the future** and you’re giving an interview to a reporter from the Daily Jefferson County Union on the Coalition. What do you realistically see in the following areas?*

- △ *What people are involved?*
- △ *What services/work product have been produced?*
- △ *What does the structure look like? What processes are used?*
- △ *What resources does the Coalition have?*
- △ *What’s the Coalition’s culture?*
- △ *What external legitimacy & support does the coalition have?*

The coalition’s consensus on the answers to these questions is incorporated in the vision sketch on the following page. The coalition members also reflected on that vision and identified some key gaps or concerns to address as they pursued their vision. Those are also included on the following page. Most importantly, the coalition members identified the need for continuous improvement by planning, implementing and evaluating strategies as they pursue their vision and work toward achieving their purpose.

Vision Sketch

People

Community People
Monitors & Mentors
Key People in each sector to turn offenders from incarcerated to successful.

Culture

Empowering
Externally/Community Focused
Action Oriented Focus
Values Based
Restorative Justice

Services/Work Product

Intervention – focused with primary prevention when appropriate.
Coordination/Network

External Support

Acceptance
Leaders in Subject Matter
Reciprocal
Respect
Authority
Foster Change
Dependent/Independent

Structure/Processes

Networked with community
Reduce redundancy
Role in monitoring best practice processes

Resources

ROI
Grants approach
Leveraging public dollars and private money
Network plus periphery
 Coordinating Effect
 Communication

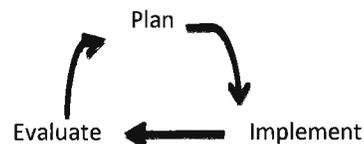
Reflections on Vision

Are Key External People Involved?

Very Doable

Might be Limited by Resources

Self-Care & Realistic Vision are Important



Strategy Development & Formulation

The next step in the planning process is identification of strategies to implement in order to achieve the coalition's purpose and vision. The coalition identified the need to gather additional purposeful information regarding effective research-based best practice programs and approaches to reducing recidivism before proceeding with the strategy development phase of the planning process.

Additional Purposeful Information

The coalition members reviewed information compiled by members and by Ms. Eisenmann in two key areas: effective communication strategies and effective re-entry program development. Effective communication strategies are important because research shows there is a gap between how "experts" in the criminal justice system and the general public describe and understand the system. Developing communication strategies that effectively bridge the gap will be critical to advancing the coalition's purpose and vision. Effective re-entry programs are based on several key principles of program development unique to those programs. Examining that research, and best practice programs developed based on that research, will be important to formulating effective strategies.

Strategy Development & Formulation

The coalition members were ready to develop strategies after reviewing the additional information. The group quickly settled on developing a research-based re-entry program based on existing best practice. Ms. Eisenmann facilitated a strategy development exercise to walk the group through the steps to developing strategies necessary to develop such a program. This strategy development exercise will equip coalition members with the key process skills to continually monitor, evaluate and modify their actions based on changing environmental considerations, which is a key component to a holistic problem-solving approach. Below is an outline of that strategy development:

Strategy: Develop a Research-based, Best Practice Re-entry Program Using a Collaborative, Community-based Approach

Successful Outcomes:

- ◇ Replicable Model That We Can Implement Here in Jefferson County
- ◇ Core Program Needs (job skills, housing, transportation) Identified
- ◇ Key People Engaged
- ◇ Program Participants Have a Support Network

Strategy Development & Formulation

Barriers to Success:

- Lack of housing & transportation
- Can we identify a best practice model that will fit our unique needs?
- Lack of engagement by key people
- Lack of a coordinated network
- **Resource limitations**
- Burn-out risk/Lack of follow-through

Bold Font Denotes Most Significant Risk Identified

Strategy Most Likely to Succeed:

Get More Information on Successful Programs

- tools used (risk/needs assessment)
- programs
- community resources needed

Actions to Take within One Year:

1. Risk/Needs Assessment identified and trained in to implement consistently—the process of assessment
2. Make changes to existing programs based on assessment results

Strategy Development & Formulation

Specific Actions to Take in Next Six Months:

Actions	Responsibility
1. Identify model program & do site visit for more information (could be tele/video conference) . - LaCrosse program - Allegheny Co. PA - Involve Kathi Cauley	1. Judge Wambach (will also contact Kathi) Jeanette Petts Lynn Forseth Tania Wenzel Capt. Wallace
2. Engagement Meeting—Key people are present- ed with model and proposal	2. Lynn Forseth Liz Hanson

Resources Needed:

- ▶ Contact Jail Administrators Association for feedback on programs
- ▶ Jail Health Program
- ▶ Involve Judge on Criminal Rotation
- ▶ Bridge for Offenders from Incarceration to Community

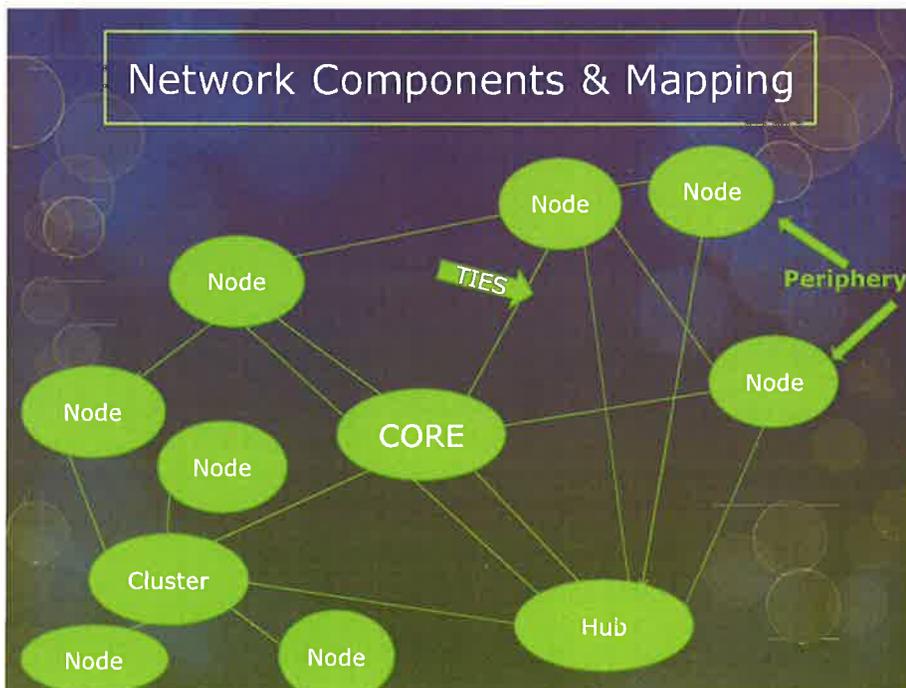
Measures of Success:

- ▶ Actual identification of model program that fits our inmates in Jefferson County
- ▶ Key people engaged and committed

Strategy Development & Formulation

The coalition members identified the outcomes that would define success for them. This step is important because it assists the coalition in further defining what it needs to do in order to achieve those desired outcomes. Identifying potential barriers to success helps the coalition to raise potential challenges early in the process and develop strategies to overcome them. Selecting the strategy most likely to succeed builds on effective change process by capitalizing on early and easily achieved wins. Setting out short term action steps and noting the responsible individual or organization further defines who will do what when and who will be accountable to the coalition for progress towards its desired outcomes. Resources need to be identified in order to measure readiness for action. The coalition must be able to identify needed resources in order to marshal them for the effort or acquire them as part of an action step. Finally, identifying measures of success will assist the coalition in evaluating its progress toward desired outcomes and formulating new strategies to account for changes in the environment.

As a final step in the strategy development phase, the coalition members identified a conceptual framework for the purpose and vision—namely a community network. The coalition members recognized the theme of coordinated, community-based networks as a central framework which could be conceptualized through a network map. A potential configuration might look like the diagram below:



The core is represented by the Reducing Recidivism Coalition itself. Nodes are individuals or organizations networked to the coalition. Clusters are groups of nodes or hubs loosely tied to the Core. The periphery represents nodes that are not central to the coalition's purpose and only tangentially related, however the periphery does play an important role in the network from time to time. This conceptual framework will be important to keep in mind in order to achieve both the coalition's purpose and vision.

Plan Adoption & Next Steps

The coalition will be responsible for reviewing and adopting this plan and moving it forward. A three and six month review of the strategies in light of potential environmental changes is recommended. An entire review of the plan should be conducted within a year or two.

Adaptation of Research

The methods and processes used to develop this plan were based on the following research and evidence-based sources:

Bales, Susan N., with Cogburn, Courtney D. (June 2014). Talking Criminal Justice: A Frameworks Message Memo. Washington, D.C.; The Frameworks Institute, www.frameworksinstitute.org (accessed August 8, 2014).

Bogenschneider, Karen and Normandin, Heidi. (January, 2008). *Looking Beyond the Prison Gate: New Directions in Prisoner Re-entry*, Wisconsin Family Impact Seminars, Madison, WI; UW-Madison/UW-Extension.

Bryson, John M. (2004). Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement (Rev. ed.) San Francisco, CA: Jossey-Bass, Inc.

Kotter, John. (1996). *Leading Change*. Boston MA: Harvard University Press.

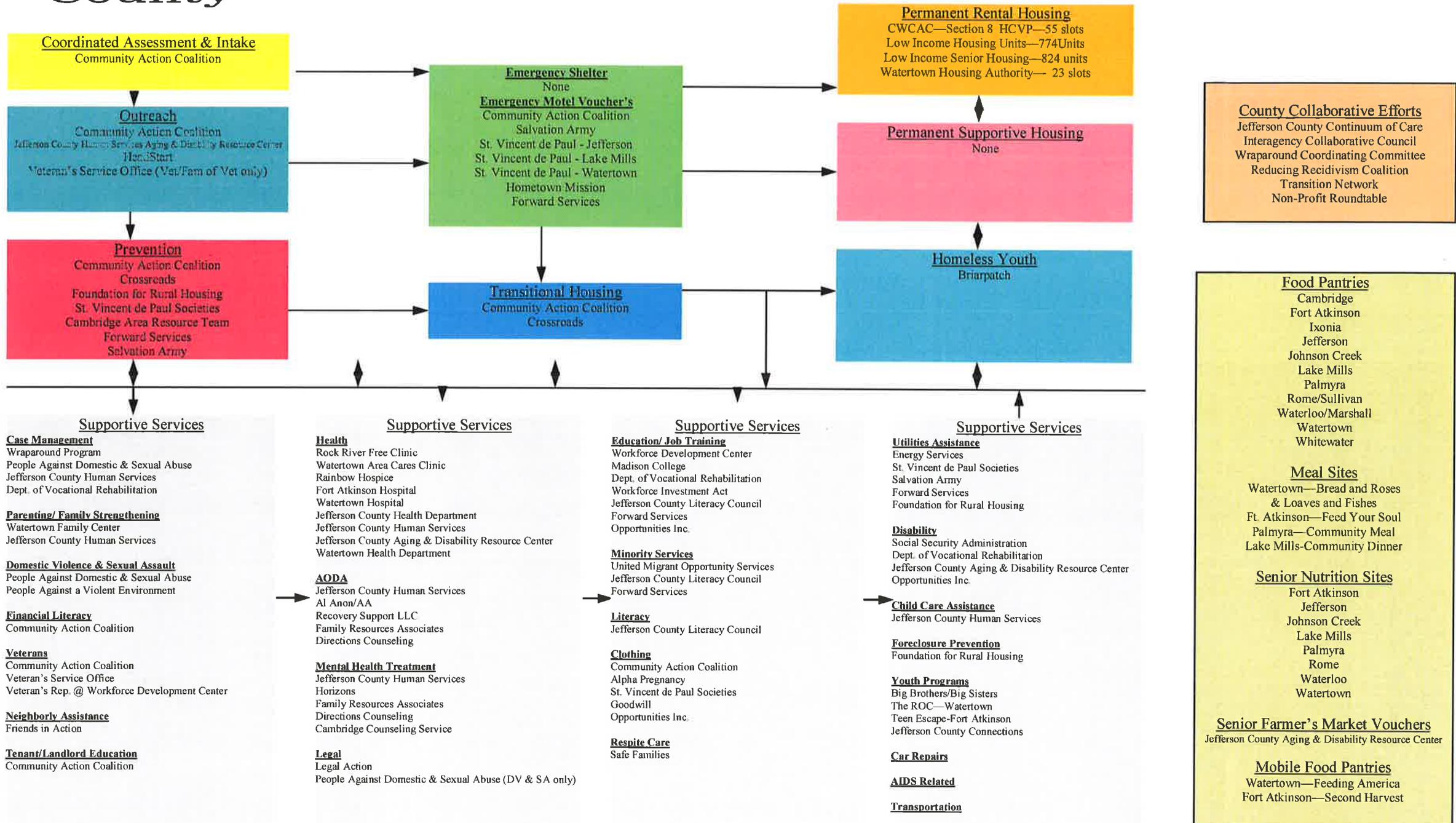
Krebs, Valdis & Holly, June (2002). *Building Smart Communities through Network Weaving* www.orgnet.com/BuildingNetworks.pdf (accessed March 12, 2014).

Nadler, G. & Chandon, W.J. (2004). Smart Questions: Learn to Ask the Right Questions for Powerful Results San Francisco, CA: Jossey-Bass, Inc.

Willison, Janeen B., Bieler, Sam G., and Kim, KiDuek. (October 2014) Evaluation of the Allegheny County Jail Collaborative Re-entry Programs: Findings and Recommendations. Washington, D.C.; The Urban Institute, www.urbaninstitute.org (accessed October 13, 2014).

Winer, Michael and Ray, Karen. (1996). Collaboration Handbook: Creating, Sustaining and Enjoying the Journey Saint Paul, MN: Amherst H. Wilder Foundation.

Jefferson County



Supportive Services

Case Management
Wraparound Program
People Against Domestic & Sexual Abuse
Jefferson County Human Services
Dept. of Vocational Rehabilitation

Parenting/ Family Strengthening
Watertown Family Center
Jefferson County Human Services

Domestic Violence & Sexual Assault
People Against Domestic & Sexual Abuse
People Against a Violent Environment

Financial Literacy
Community Action Coalition

Veterans
Community Action Coalition
Veteran's Service Office
Veteran's Rep. @ Workforce Development Center

Neighborly Assistance
Friends in Action

Tenant/Landlord Education
Community Action Coalition

Supportive Services

Health
Rock River Free Clinic
Watertown Area Cares Clinic
Rainbow Hospice
Fort Atkinson Hospital
Watertown Hospital
Jefferson County Health Department
Jefferson County Human Services
Jefferson County Aging & Disability Resource Center
Watertown Health Department

AODA
Jefferson County Human Services
Al Anon/AA
Recovery Support LLC
Family Resources Associates
Directions Counseling

Mental Health Treatment
Jefferson County Human Services
Horizons
Family Resources Associates
Directions Counseling
Cambridge Counseling Service

Legal
Legal Action
People Against Domestic & Sexual Abuse (DV & SA only)

Supportive Services

Education/ Job Training
Workforce Development Center
Madison College
Dept. of Vocational Rehabilitation
Workforce Investment Act
Jefferson County Literacy Council
Forward Services
Opportunities Inc.

Minority Services
United Migrant Opportunity Services
Jefferson County Literacy Council
Forward Services

Literacy
Jefferson County Literacy Council

Clothing
Community Action Coalition
Alpha Pregnancy
St. Vincent de Paul Societies
Goodwill
Opportunities Inc.

Respite Care
Safe Families

Supportive Services

Utilities Assistance
Energy Services
St. Vincent de Paul Societies
Salvation Army
Forward Services
Foundation for Rural Housing

Disability
Social Security Administration
Dept. of Vocational Rehabilitation
Jefferson County Aging & Disability Resource Center
Opportunities Inc.

Child Care Assistance
Jefferson County Human Services

Foreclosure Prevention
Foundation for Rural Housing

Youth Programs
Big Brothers/Big Sisters
The ROC—Watertown
Teen Escape-Fort Atkinson
Jefferson County Connections

Car Repairs

AIDS Related

Transportation

County Collaborative Efforts
Jefferson County Continuum of Care
Interagency Collaborative Council
Wraparound Coordinating Committee
Reducing Recidivism Coalition
Transition Network
Non-Profit Roundtable

Food Pantries
Cambridge
Fort Atkinson
Ixonia
Jefferson
Johnson Creek
Lake Mills
Palmyra
Rome/Sullivan
Waterloo/Marshall
Watertown
Whitewater

Meal Sites
Watertown—Bread and Roses & Loaves and Fishes
Ft. Atkinson—Feed Your Soul
Palmyra—Community Meal
Lake Mills-Community Dinner

Senior Nutrition Sites
Fort Atkinson
Jefferson
Johnson Creek
Lake Mills
Palmyra
Rome
Waterloo
Watertown

Senior Farmer's Market Vouchers
Jefferson County Aging & Disability Resource Center

Mobile Food Pantries
Watertown—Feeding America
Fort Atkinson—Second Harvest

Reducing Crime and Recidivism in Jefferson and Dodge Counties

A Summary of Research and Options for Action

April 14, 2015



**Prepared by
The Recovery Support Center, Inc.**

**Steven Pierce, Executive Director
110 S. Second Street, Suite E
Watertown, WI
www.recoverysupportcenter.org
recoverysupport@charter.net
920-988-6944**



**United Way of Jefferson &
North Walworth Counties**

About the Recovery Support Center

Mission: The Recovery Support Center, Inc. is a nonprofit organization whose mission is to foster recovery and transformation for individuals who struggle with addiction or have a criminal record, and hope for their loved ones. We serve Jefferson and Dodge Counties.

Goals: Through our work and community partnerships, we strive to:

1. Help people recover and sustain their:
 - Sobriety
 - Hope for the future
 - Purpose and meaning in life
 - Relationships and positive roles in the community
 - Health, home & employment
2. Make communities safer and decrease public costs through reducing addiction, substance abuse, criminal behavior, and incarceration.
3. Strengthen damaged families.

Program Description: The Center's Counseling Program provides support for individuals at all stages of recovery:

- Support in the creation of recovery plans
- Client-directed recovery management
- Recovery support groups and relapse prevention
- Emotional & social support, information & coaching for family members
- Tools for coping with stress, anxiety, and depression
- Help navigating and accessing community resources
- Mobile and in-home services as well as tele-coaching
- Help locating suitable housing, employment & education
- Prison/jail reentry planning & coaching

Please Note: This document is intended for local planning purposes, not publication. Much of the collection of research is taken verbatim from the original sources. All sources are cited, in most cases immediately after quoted material.

Table of Contents

Executive Summary	
1. <u>Trends in Incarceration & Crime</u>	p.15
2. <u>The Case for Reform and New Approaches</u>	p. 16
A. Poor Outcomes of Current System	
B. Cost/Benefit Analysis	
C. Impact on Children and Families	
D. Potential Outcomes of Reduced Recidivism and Systemic Reforms	
3. <u>Demographics of the Incarcerated</u>	p. 20
4. <u>Recidivism</u>	p. 22
A. Adults	
B. Juveniles	
C. Sex Offenders	
D. Central Eight Factors Predicting Recidivism	
5. <u>Reentry- What Works and What Doesn't</u>	p. 25
A. Eight Evidence-Based Principles for Effective Interventions	
B. Seven Ways to Reduce Recidivism	
C. Cost-Benefit of Specific Strategies	
D. Overview of Programs & Strategy Options	
i. Women	
ii. Juvenile Offender Programs	
iii. Education	
iv. Sex Offenders	
v. Mental Illness	
vi. Jail Projects & Other Local Reentry Efforts in Wisconsin	
vii. Rural Reentry	
viii. Housing Models	
ix. Reentry Employment Programs	
x. Addiction Treatment Alternatives	
xi. Restorative Justice	
xii. Faith-Based Programs	
xiii. Fatherhood Projects	
xiv. Mentoring	
xv. Specialty Courts	
xvi. Evidence-Based Sentencing	
xvii. Criminal Justice Systems	
6. <u>Conclusion</u>	p. 59
Appendix—Additional Research Findings on Programs & Strategies	p. 60

Executive Summary

This report is intended to offer the citizens and leaders of Jefferson and Dodge Counties a summary of options to consider for reducing recidivism and crime, while also ultimately reducing the expenditure of public dollars.

The report will present information on the state of recidivism, which can be defined as the rate at which offenders return to jail or prison. It will also discuss what current research shows are the most cost-effective approaches in reducing recidivism.

Assembled by the nonprofit Recovery Support Center, the report will inform the Center's strategic planning and future programming. We hope it will also prove useful to the Jefferson County Reducing Recidivism Coalition, Criminal Justice Coordinating Committee, elected officials, local law enforcement, courts, district attorney, public defender, probation and parole, social service agencies, substance abuse and mental health providers, and other local organizations and concerned citizens.

The Recovery Support Center was founded in 2014 to make communities in Jefferson and Dodge Counties safer and decrease public costs through reducing addiction, substance abuse, criminal behavior, incarceration and recidivism.

Trends in Incarceration & Crime

The incarceration rate in the United States is among the highest in the world. The rate in the U.S. increased from between 100 and 200 individuals out of 100,000 in the population before 1970, up to over 700 currently.

Due to the high levels of incarceration, many states are in the midst of exploring a variety of ways of saving public dollars by reducing incarceration as well as the high rates of recidivism.

The Case for Reform and New Approaches

Poor Outcomes of Current System—A growing body of research shows that there are an array of approaches to reducing crime, incarceration and recidivism that are measurably cost-effective. These studies show that, not only are states and communities saving money, but that crime is being reduced in the process.

Depending on how broadly recidivism is defined, the rate of individuals returning to jail or prison within three years of release is often reported to range between 40 to 70 percent across the U.S. *Source: Pew Center on the States, "State of Recidivism," April 2011.*

Cost/Benefit Analysis—In 2012 the Vera Institute of Justice reported the average annual cost of incarceration per inmate in Wisconsin prisons at \$37,994. *Source: Vera Institute of Justice, "The Price*

of Prisons: What Incarceration Costs Taxpayers,” www.vera.org/priceofprisons. This is considerably higher than the full cost of a year of college education at UW-Madison, which was \$24,200 in 2013.

This report will describe some of the growing evidence for the cost savings in the area of corrections that result from targeted investments in prevention, treatment, education and other strategies.

“Properly executed rehabilitation and treatment programs targeted precisely at specific offender groups could reduce recidivism by 10%-30%.” *Source: Aos, Steve, Polly Phipps, Robert Barnoski and Roxanne Lieb, “The Comparative Costs & Benefits of Programs to Reduce Crime Version 4.0,” Washington State Institute for Public Policy, 2001.*

The Urban Institute finds that: “under a variety of conditions, jail-based reentry programs would have to reduce recidivism by less than two percent to offset the cost of jail-based programming. Put another way, we find that reentry programs for jail-based inmates produce benefits large enough to offset the cost of the investment with only a modest reduction in crime. However, policymakers should not necessarily expect to see the benefits of reduced recidivism in their local jail budgets. In general, small reductions in crime yield large benefits to the public. Public agencies also see benefits from reduced crime, but the benefits are smaller than the benefits to the public.” *Source: The Urban Institute Jail Reentry Roundtable Initiative, “Does it Pay to Invest in Reentry Programs for Jail Inmates?” June 27-28, 2006.*

Impact on Children and Families— Finding ways to reduce recidivism not only reduces crime and saves public dollars, but keeps families together and reduces future problems as children grow.

Potential Outcomes of Reduced Recidivism and Systemic Reforms—“Justice systems focused on harm reduction and community wellness can create real and meaningful change at the community level. Understanding what these changes are and how to measure them requires establishing a set of tangible performance measures. Broadly, these performance measures can be grouped into four categories: 1) increases in public safety, 2) improvements in the wellness of the community, 3) increases in satisfaction with the justice system, and 4) improvements in the social and fiscal costs of justice system interventions.” *Source: Center for Effective Public Policy, “A Framework for Evidence-Based Decision Making in Local Criminal Justice Systems,” An Initiative of the National Institute of Corrections, April 2010.*

Demographics of the Incarcerated

- Gender—95% of inmates in adult institutions in Wisconsin are male.
- Education levels—46% of individuals in Wisconsin’s prisons do not have a high school diploma or equivalent. *Source: WI Dept. of Corrections.*
- Substance abuse—70% of inmates in Wisconsin’s prisons have substance use disorders.

- Race—The percentage of persons of color who are incarcerated in Wisconsin is highly disproportionate: for example, African Americans comprise about 6% of the state’s population, but about 43% of its prison inmates. *Source: WI Legislative Fiscal Bureau, Adult Corrections Program, 2011.*
- Mental illness—People with mental illnesses are significantly overrepresented in prison and jail populations.

Recidivism

- About 97% of Wisconsin’s inmates will be released to the community at some point.
- 32.4% of offenders commit a new crime resulting in a new conviction within three years of release from prison. *Source: WI Dept. of Corrections.* However, this rate calculation does not include persons:
 - returned to incarceration for a technical violation of the terms of community supervision
 - admitted to jail or prison without a new conviction
 - convicted/sentenced in another state
 - convicted/sentenced in Federal court
 - arrested and/or charged with no conviction
 - who have not been apprehended or convicted of a new crime
- “For sex offenders, returns to prisons are generally not...because of new sex crimes. Only 5.1% of the released sex offenders were rearrested for another sex offense during (a 3-year) period of time, and only 3.5% were reconvicted of another sex crime.” *Source: Center for Sex Offender Management, Managing the Challenges of Sex Offender Reentry, A Project of the U.S. Department of Justice, Office of Justice Programs, February 2007.*

Reentry—What Works and What Doesn’t

As a broad principle of what is needed for successful reentry of people leaving jail or prison, “REST” is a useful starting point. It stands for Residence, Employment, Support, and Treatment. These are the pillars upon which a person can make a successful and sustained reentry in the community.

Research in recent years has put forward an array of evidence-based best principles and practices, many of which are being adopted by community corrections and correctional institutions in Wisconsin. Many of these programs and strategies have demonstrated success in reducing crime and recidivism, while saving public dollars and increasing public safety.

Following are some of the most widely accepted, successful evidence-based principles:

1. “Assess actuarial risk/needs—aligning level of intervention with the level of risk produces the best outcomes.
2. Target Interventions using a Risk-Needs-Responsivity Framework.
3. Enhance intrinsic motivation—for the offender to stay motivated and to truly embrace behavior change over time, something more powerful than external motivators is necessary. Research shows that less punitive/confrontational and more supportive/listening approaches are more effective.
4. Use cognitive behavioral treatment methods. Ensure that the staff are trained in the skills that can influence behavior change.
5. Increase positive reinforcement; the approach and attitude of the staff may be at least as important as the program or curriculum used.
6. Engage ongoing support in natural communities with meaningful connections to the pro-social community.
7. Measure to determine if policies and practices are producing the desired results.
8. Provide measurement feedback to offenders as well as staff to promote accountability and improvement.”

Source: Domurad, Frank and Mark Carey, The Carey Group, “Implementing Evidence-Based Practices,” Editor: Madeline M. Carter, Center for Effective Public Policy, Revised, January 2010.

Other key findings from research include:

1. “Structured assessment tools predict pretrial misconduct and risk of re-offense more effectively than professional judgment alone.”
2. “Resources should be focused primarily on medium and higher risk offenders.”
3. “Graduated sanctions that are ‘swift, certain and proportional’ (i.e., sanctions that increase in severity based on the number and nature of acts of misconduct) increase compliance with supervision and treatment.”
4. “Sanctions without programming (e.g., boot camps without a treatment component, electronic monitoring, intensive supervision, incarceration) do not contribute to reductions in re-offense rates.”

Source: Center for Effective Public Policy, “A Framework for Evidence-Based Decision Making in Local Criminal Justice Systems,” An Initiative of the National Institute of Corrections, April 2010.

Finally, it is increasingly recognized that substance abuse, trauma and mental health issues must be addressed in a comprehensive and integrated manner. This is especially true for women.

Adult Offender Programs-Summary of Key Programs' Cost/Benefit

For many programs and strategies, extensive research has demonstrated significant reductions in crime and recidivism, along with benefits that clearly exceed costs. Much of the research measures reduced costs to the justice system as one benefit, while also identifying reduced costs to victims and society by reduced crime.

For example, in terms of benefit-to-cost ratio, some of the most effective programs include:

- Cognitive behavioral treatment for high and moderate risk offenders, which returns \$26.47 for each dollar invested.
- Outpatient/non-intensive drug treatment during incarceration, which returns \$17.35 for each dollar invested.
- Sentencing alternatives for drug offenders, which returns \$13.48 return for each dollar invested.

Source: Washington State Institute for Public Policy, <http://www.wsipp.wa.gov/BenefitCost> Accessed 3/24/2015. Source of Effect Size Data: Drake, E. "Inventory of evidence-based and research-based programs for adult corrections," (Document No. 13-12-1901), Olympia: Washington State Institute for Public Policy, 2013.

Overview of Programs & Strategy Options

Women—There are significant differences between women and men on how they become involved in criminal behavior and offending patterns. Women who are incarcerated are much more likely than men to have experienced physical and sexual abuse. It is critically important to provide respectful and gender-responsive services that foster connections with children and families.

Juvenile Offenders—Programs offering counseling and treatment typically reduce recidivism; while those focused on coercion and control tend to produce negative or no effects.

Education—"Adult Basic Education, General Equivalency Degrees, and secondary education participants are less likely to recidivate. Correctional education has been shown to lower rates of re-arrest, re-conviction, and reincarceration and have a positive effect on employment earnings of participants." *Source: Council on Crime and Justice, "Justice, Where Art Thou? A Framework for the Future," October, 2007.*

Sex Offenders—"Recognizing that individuals commit sex offenses for different reasons and possess different coping skills and deficits, a key focus of the Self-Regulation model is to classify individuals based on specific motivations and goals, self-management strategies, cognitive and behavioral elements, and contextual factors that lead to offending." *Source:*

Center for Sex Offender Management, "Understanding Treatment for Adults and Juveniles Who Have Committed Sex Offenses," November 2006.

- "The current available evidence suggests that cognitive-behavioral sex offender treatment programs can reduce recidivism 15-30 %."
- Establishing Community Support Networks: a promising approach known as "Circles of Support and Accountability (COSA) is unique in that it is designed to target high risk sex offenders who are being released from prison following the expiration of their full sentence and who do not have existing natural supports or accountability structures in the communities to which they are returning."

Source: Wilson, R. J., & J.E. Picheca, "Circles of Support and Accountability: Engaging the Community in Sexual Offender Management," In B. K. Schwartz (Ed.), *The Sex Offender: Issues in Assessment, Treatment, and Supervision of Adult and Juvenile Populations*, 2005.

Mental Illness—Examples of effective practices for individuals with mental health issues who are high-risk/high-need include:

- "Enrollment in interventions targeting criminogenic risk and need: Cognitive-Behavioral Therapies have been shown to reduce recidivism.
- Special programming while in correctional facilities and intensive community supervision on release.
- For those with either substance dependence or serious mental illness, access to reentry services provided through collaborations between corrections and either mental health or addiction community providers.
- For those with co-occurring mental health and addictive disorders, integrated service models while in jail or prison (e.g., modified therapeutic communities), and upon reentry coordination of supervision and integrated co-occurring treatment consistent with treatment principles to address the needs of these individuals."

Source: Osher, Fred, David A. D'Amora, Martha Plotkin, Nicole Jarrett, and Alexa Eggleston; "Adults with Behavioral Health Needs under Correctional Supervision: A Shared Framework for Reducing Recidivism and Promoting Recovery," Council of State Governments Justice Center, *Criminal Justice/Mental Health Consensus Project*, 2012.

Jail Projects & Other Local Reentry Efforts in Wisconsin—

- a. The Green Lake County Jail's program addresses mental health, substance abuse, and educational needs of offenders. Staff were trained on a Relational Inquiry Tool to ask incarcerated people about their strengths, challenges, and the supportive people in their lives. At intake, staff now develop a corrections plan

populations, substance abuse treatment, case management, criminal risk and needs assessment, drug treatment courts, and judicial processing and decision-making.

“TAD participants are less likely to be convicted of a new offense after project discharge than those who do not participate. The overall TAD conviction rate of 24% for all participants is lower in than that of 38.2% for offenders released from prison and convicted of a new crime within three years.” *Source: Van Stelle, Kit R., Janae Goodrich, & Jason Paltzer, “Treatment Alternatives and Diversion (TAD) Program: Advancing Effective Diversion in Wisconsin, 2007-2010 Evaluation Report,” University of Wisconsin Population Health Institute, December 2011.*

Restorative Justice—From a restorative justice perspective, rehabilitation cannot be achieved until the offender acknowledges the harm caused to victims and communities and makes amends. Examples of restorative justice approaches include family group conferences, victim-impact panels and victim-offender mediation.

Faith-Based Programs—“Research indicates that high levels of involvement in religious activities lead to reductions in various harmful health outcomes, reductions in juvenile delinquency and reductions in prison misconduct while incarcerated. However, there is little published research evaluating the effectiveness of faith-based organizations, programs or initiatives.” *Source: Pettway, Coretta, “Faith-Based Programming, Reentry and Recidivism,” 2007.*

Fatherhood Projects— Long Distance Dads (LDD) is perhaps the best known and most widely used parenting program for incarcerated fathers; it is now offered in federal and state prisons and local jails in 19 states.

Mentoring—“Research has demonstrated that well-run mentoring programs can positively affect social, behavioral and academic outcomes for at-risk young people.” *Source: Public-Private Ventures, “Mentoring Former Prisoners: A Guide for Reentry Programs,” 2009.* However, mentoring alone is not enough. People newly released from prison have many needs—including housing, healthcare and employment—that must be addressed very quickly.

A Variation on Mentoring: Peer Specialist Programs

Robert Dore of Therapeutic Community Recovery Services of Fort Atkinson, WI reported to the Jefferson County Reducing Recidivism Coalition on the value of peer specialists. His experience with such programs in California showed them to be a cost-effective way of reducing recidivism. He operates a program in the Green Lake County Jail that incorporates peer specialists, builds pro-social values and reduces criminal thinking. The success rates in that jail have been strong.

Specialty Courts—“Many of Wisconsin’s approximately 40 ‘specialty’ or ‘problem-solving’ courts have cropped up in the last five years (drug courts, OWI, mental health, veterans, Eau Claire County Alternatives to Incarcerating Mothers Court).”

Offenders in specialty courts often sign contracts to complete a program of treatment or other counseling pursuant to a plea agreement, and a failure to comply results in sentencing on the charges within the range of penalties prescribed by law.

Source: Forward, Joe, “Specialty Courts: Justice System Partners Find Solutions to Ease Budgets, Reduce Crime, and Help Offenders Make Lasting Changes,” State Bar of Wisconsin.

An Urban Institute evaluation found that:

- “Drug courts produce significant reductions in drug use and relapse.
- Drug courts produce significant reductions in criminal behavior.
- At 18 months, drug court participants were significantly less likely than comparison offenders to report a need for employment, educational, and financial services.
- Drug courts save money through improved outcomes, primarily savings to victims from significantly fewer crimes, rearrests, and days incarcerated.”

Source: Rossman, Shelli, John Roman, Janine Zweig, Michael Rempel, and Christine Lindquist (Editors) “The Multi-Site Adult Drug Court Evaluation: The Impact of Drug Courts,” Urban Institute, Nov. 2011

Evidence-Based Sentencing

- Base Sentencing Decisions on Risk/Needs Assessment
- Integrate Services and Sanctions
- Ensure Courts Know About Available Sentencing Options
- Encourage Swift and Certain Responses to Violations of Probation

Criminal Justice Systems—The Justice Reinvestment Initiative is a national demonstration program with 17 sites, including two in Wisconsin: Eau Claire and Milwaukee. Justice reinvestment is a data-driven approach to criminal justice reform designed to examine and address cost and population drivers and generate cost savings that can be reinvested in high-performing public safety strategies.

Conclusion

This report makes no specific recommendations about programs or public policies. However, the Recovery Support Center presents the information in the hope that local leaders, organizations and citizens will consider prioritizing and implementing targeted ways of reducing recidivism, thereby decreasing crime and the related public and private costs. The research summarized herein clearly demonstrates that there are many proven, cost-effective options for measurably decreasing these problems. While there may be a need to invest public dollars in some of these solutions in the short run, the long-term return would be significant as measured by safer communities, stronger families, more productive citizens and fewer overall public tax dollars needed.

The Recovery Support Center was founded as a nonprofit organization to bring volunteers and other community resources together to reduce addiction, criminal behavior, incarceration and recidivism. The Center already provides substance abuse counseling and is actively exploring ways to develop employment, training, housing, mentoring and other programs. Although public resources are needed to carry out programs, the Center also encourages volunteers, businesses, churches, service clubs and other organizations to contact us for more information on how to get involved in making our local communities safer and stronger.



Recovery Support Center
Nonprofit Organization Annual Report 2015

We help people take control of their lives and understand that they are not powerless over their addiction.

Mission: The Recovery Support Center, Inc. is a nonprofit organization whose mission is to foster recovery and transformation for individuals who struggle with addiction or have a criminal record, and hope for their loved ones. We serve Jefferson and Dodge Counties and have no paid staff; **we do all our work with volunteers.**

Goals: Through our work and community partnerships, we strive to:

1. Help people recover and sustain their:
 - Sobriety
 - Hope for the future
 - Purpose and meaning in life
 - Relationships and positive roles in the community
 - Health, home & employment
2. Make communities safer and decrease public costs through reducing addiction, substance abuse, criminal behavior, and incarceration.
3. Strengthen damaged families.

Program Description: The Center's Counseling Program provides support for individuals at all stages of recovery:

- Support in the creation of recovery plans
- Client-directed recovery management
- Emotional & social support, information & counseling for loved ones
- Tools for coping with stress and avoiding relapse
- Help locating suitable housing, employment & education
- Prison/jail reentry planning & coaching

110 S. Second Street, Suite E, Watertown, WI 53094
Phone (920) 988-6944

Website: www.recoverysupportcenter.org

Email: recoverysupport@charter.net



Recovery Support Center
Nonprofit Organization Annual Report 2015

Our approach to addiction counseling is focused on a theme of empowering participants with knowledge, tools and hope. Our work is not grounded in the 12-step approach of Alcoholics/Narcotics Anonymous. While we applaud the good work of AA and NA, and refer people to those programs where appropriate, it is clear that many people need an alternative to these traditional programs.

The availability of an alternative model is especially important in light of the crisis in Jefferson County with addiction to heroin and other opioids.

The Recovery Support Center tailors its services to each person and offers a model that is grounded in the latest scientific research.

Statistics on Individuals Served in 2015

Total # of individuals counseled	59	Men	62%
Low or No Income	83%	Women	38%
Resident of Jefferson County	90%	Substance abuse issues	70%
Resident of Dodge County	7%	Victim of childhood abuse	22%
Resident of Watertown	34%	Victim of domestic violence	9%
Resident of Fort Atkinson	16%	Homeless in past 12 months	26%
Resident of Jefferson	16%	Self-disclosed mental health issues	64%
Resident of Lake Mills	20%		

Revenue 2015: \$13,574.00

Foundation Grants	74%
Individual Donations & Service Clubs	16%
United Way of Jefferson & N. Walworth	7%
Program Service Fees	3%

Expenses 2015: \$7,615.43 (All volunteers-no paid staff)

Office Rent	63%
Office Expenses, Training	24%
Licenses & Insurance	13%

A Recovery Support Center Success Story:

We are seeing more and more participants who are addicted to heroin or other opioids. As a result, the Center is ready to launch a weekly support group for people struggling with addiction to these substances. An example of an individual success story is a young man who came to us with a serious addiction to heroin.

Let's call this man Keith (not his real name). In spite of only being 24 years old, Keith has struggled for many years with addiction to prescription pain pills and now heroin. He has lost jobs and relationships due to his addiction, and he has been jailed several times. He knows that he is destined for prison, an overdose, or death on his present path, but he has not been able to stop. He is a very bright, likeable and friendly person, but one whose life has been derailed by drugs.

Keith saw our brochure one day and brought it home. A week later, he called and set up an appointment. But as the time drew near, he sat in his car, and felt too much of a sense of panic to go to the counseling session. He left and bought heroin instead.

A few weeks later, after yet another argument about drug use with his girlfriend, who threatened to leave him forever, he made another appointment with the Center. This time, he followed through.

When Keith came to the Center, he had most recently injected heroin into his arm just three days before. He sat down with the counselor and told his story. Although he had been through traditional substance abuse treatment before, it had never really changed anything for him. After speaking with the Center's counselor and learning about its approach, he felt a sense of relief and hope that he had found a place that might help him overcome this terrible addiction.

Keith has been clean and drug-free in the six months he has been involved with one-on-one counseling at the Recovery Support Center. He is interested in becoming a volunteer recovery coach at the Center. Keith has a new job which is going very well, and his relationships with his family and girlfriend are beginning to heal. Although currently drug-free, he remains at risk of relapse, since addiction is, by definition, a condition where relapse is common. But he has support, a realistic recovery plan, and real hope. He knows he can call the Center 24 hours a day, 7 days a week for help.

Nearly 40% of our counseling sessions were provided in the person's home or community, outside of our office. Many of our participants lack transportation or have had their driver's license suspended.

Recovery Support Center Board of Directors

Chairperson: Dr. David Van Doren- Professor of Counseling Education, UW-Whitewater

Vice-Chairperson: Tom Merfeld- Vice-President, Premier Bank

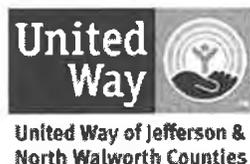
Treasurer: Sheila Carmody-English Professor, UW-Waukesha

Secretary: John Anhalt-Business Owner, Burger Corner in Jefferson

**Please contact us at (920) 988-6944
if you or a loved one needs help.**

**Please contact us if you are willing
to make a donation or volunteer.**

Thank you!



**Recovery Support Center
110 S. Second Street, Suite E
Watertown, WI 53094
Phone (920) 988-6944**

Website: www.recoverysupportcenter.org

Email: recoverysupport@charter.net

