

# TAD Symposium



COMMUNITY ADVOCATES  
Public Policy Institute

## Treatment Alternatives and Diversion - Effective Criminal Justice Reform Through Research Based Practices

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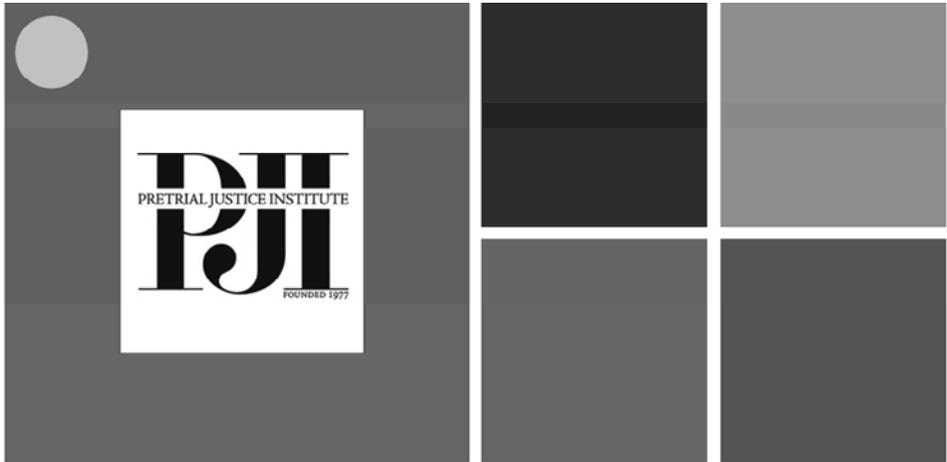
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August 23, 2013  
Madison Concourse Hotel  
Madison, Wisconsin

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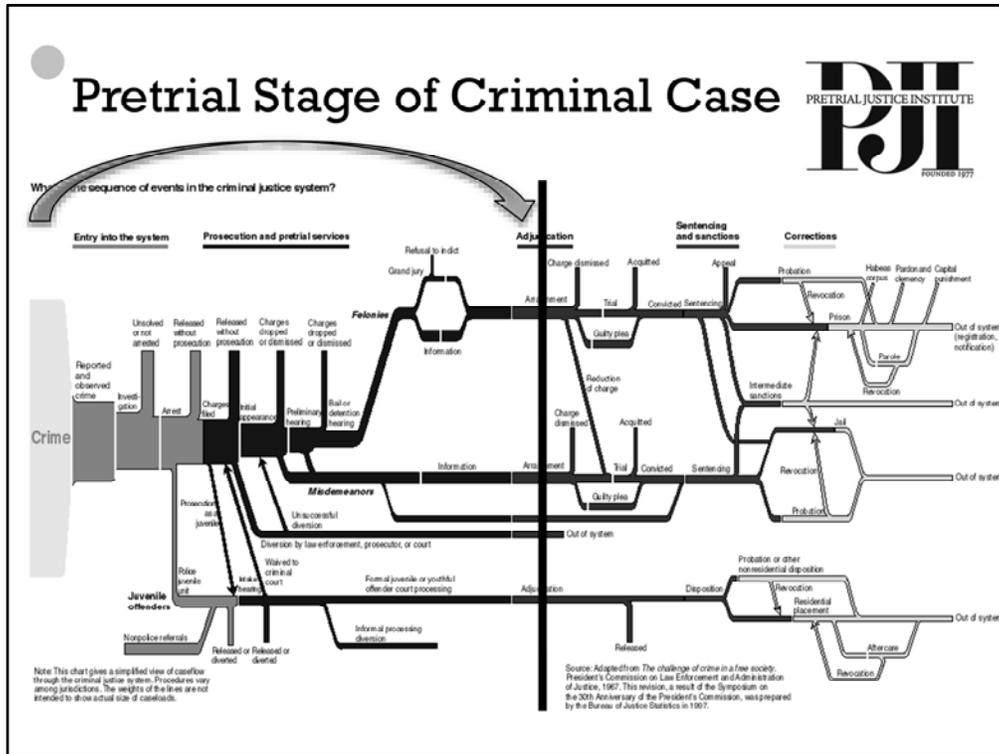


The image shows a slide with a dark grey background. On the left, there is a white square containing the Pretrial Justice Institute logo, which consists of the letters 'DJI' in a large, bold, serif font, with 'PRETRIAL JUSTICE INSTITUTE' written in a smaller, sans-serif font above it and 'FOUNDED 1977' below it. To the right of the logo is a graphic consisting of a 2x2 grid of squares in various shades of grey, with a white circle in the top-left corner of the grid.

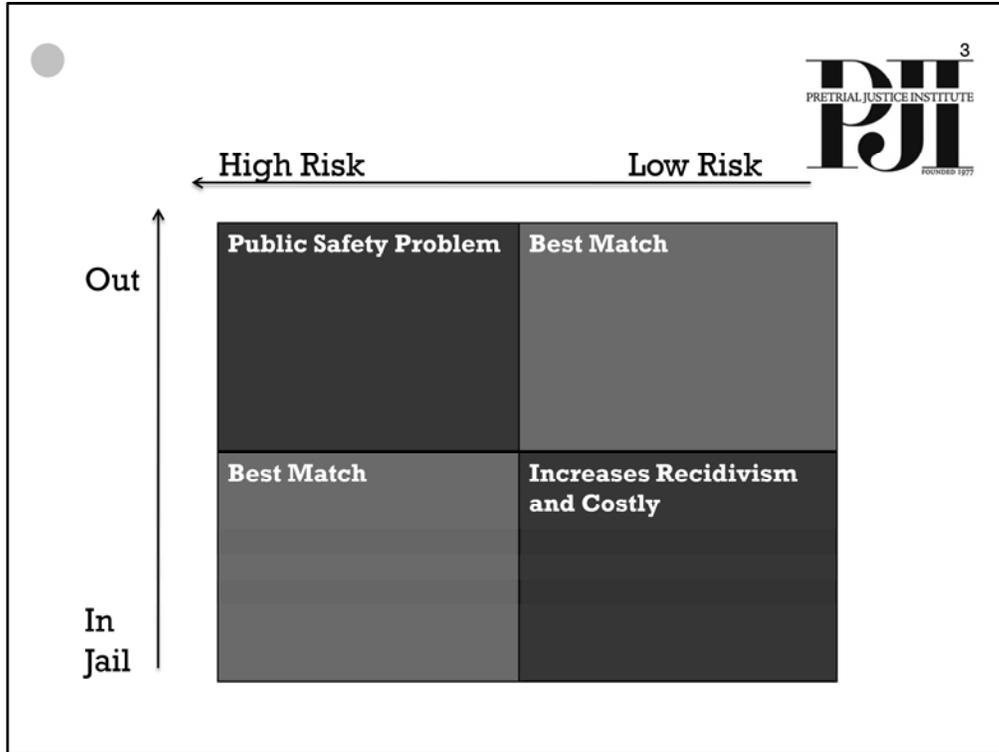
**Pretrial Justice: The Move to Risk-Based Systems in the Context of Wisconsin Statutes**

Cherise Fanno Burdeen  
August 23, 2013

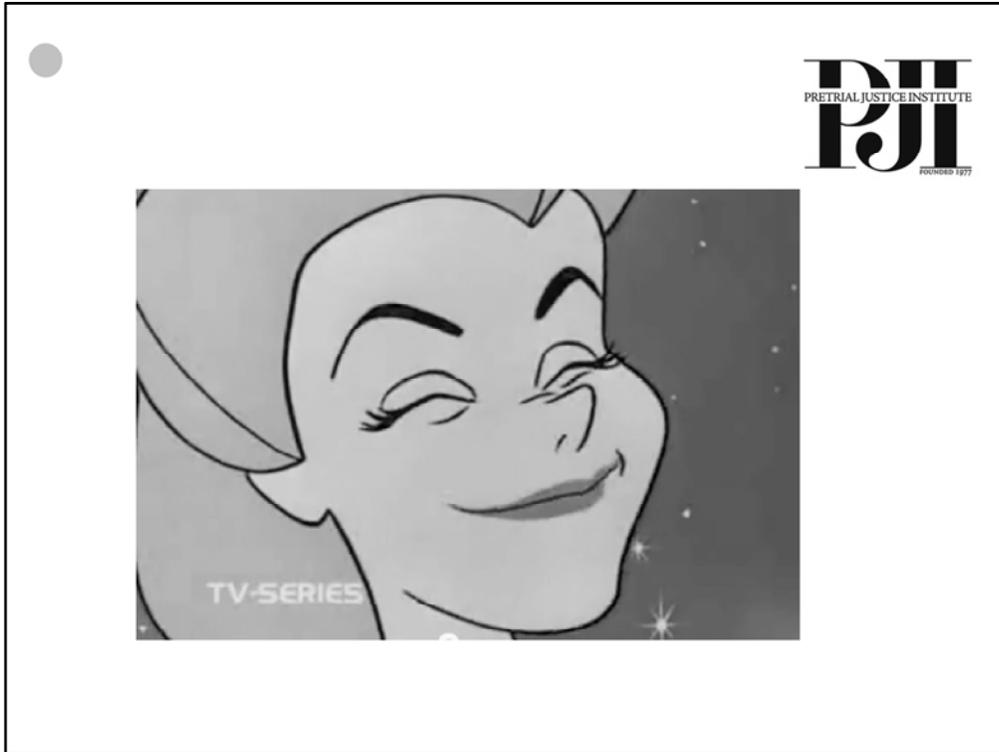
Thank you for inviting me to this nationally significant and important event . As I was preparing my remarks for today it occurred to me that if you had asked me three or four years ago to deliver an address on the national level collaboration to address the state of pretrial justice in America, I would have had very little to say. I am excited and proud to be standing here with you today to report that this is no longer the case. Just as many of you live in places where your local policy makers have formed meaningful collaboratives and life is getting better, we at the national level have come together in a new way, to take advantage of new research and a changing paradigm about our investments in criminal justice to address a problem that only three or four years ago, I couldn't convince many people was an issue of any importance.



What is happening in this country from arrest to sentencing – what we call the pretrial justice stage of the criminal case - has become the preeminent criminal justice topic among national leaders, legislators, policy makers, local officials, and thank god FUNDERS, and is what we are here to talk about today. In many ways, Wisconsin's leading the country through the TAD legislation, and I think the expansion of TAD will provide counties here with a real chance to make a large impact on the criminal justice system as a whole, by focusing on the pretrial stage, where the outcomes of decisions made have long lasting implications and real abilities to save money and improve public safety.



I'm going to spend my time this morning doing a couple things. First, it's important you know PJI's motivation. We are committed to safer, fairer, and more effective adult and juvenile pretrial policies and practices. We are committed to living in places in which our jails house the right people – where defendants who are assessed to be too dangerous or likely to flee are detained through an open and transparent court process that upholds the rights afforded all citizens under the US Constitution. And we are committed to living in places in which all other defendants are monitored and supervised in the community, assigned to what the research tells us are the right conditions to mitigate their risks.



That's it. Easy, right? I grew up watching Bewitched and as much as I twitch my nose like Elizabeth Montgomery, I can't seem to make this just happen. Instead, too often, we come across cases like these:

Lakewood, WA  
November 29, 2009



Officer  
Renninger

Officer Griswold

Officer Owens

Officer Richards

On November 29, 2009, Maurice Clemmons, a convicted felon with a lengthy criminal record that included numerous violent offenses, executed four police officers in Lakewood, Washington while they were preparing for their shifts in a crowded coffee shop. Rather than being a rare and isolated incident, the events that led up to this tragedy are not uncommon. How did this happen? Previously classified by the Washington State Department of Corrections as at a “high risk to reoffend,” Clemmons assaulted on May 9, 2009, two Pierce County sheriff’s deputies after verbally threatening them with death. He was released from jail the following day, without having seen a judge. He posted \$1,700, which was only about 5% of the \$30,000 bond on these assault charges.

Two days later, on May 11, Clemmons was accused of raping a 12 year-old girl. Upon his arrest for the rape charge, a court-ordered mental health evaluation deemed him to be “dangerous” and said that he “presented an increased risk of future criminal acts.” In response to this, a Pierce County judge set bail at \$150,000. Six months later, Clemmons made bond and out of jail he walked, unmonitored and unsupervised. On November 29, Clemmons told several people that he planned to murder police officers. And then he did.

## Leslie Chew



Conversely, there's the story of Leslie Chew, profiled in a National Public Radio series by Laura Sullivan in 2011, which won her her second duPont and Peabody, as well as awards from the Scripps Howard Foundation, Harvard University's Joan Shorenstein Center on the Press, Politics and Public Policy, and the American Bar Association.

Here is an excerpt: "Leslie Chew spent his childhood working long days next to his father on the oilrigs of southern Texas. No school meant he never learned to read or write. Now in his early 40s, he's a handyman, often finding a place to sleep in the back of his old station wagon. But he got by — until one night in December 2008 when the station wagon got cold, and he changed the course of his life. "Well, I stole some blankets to try to stay warm," he says quietly. "I walked in and got them and turned around and walked right back out of the store. [The security guard] said, 'Excuse me, sir, come here. Are you planning to pay for these?' I said, 'No, sir. I don't have no money.' That's when he arrested me right then."

When I first spoke to Chew last summer, he'd been inside the Lubbock County jail since the night he was arrested: 185 days, more than six months.... On this day that I met him, Chew's bail is \$3,500. He would need to leave that much as a cash deposit with the court to leave jail. Or he could pay a bail bondsman a \$350 nonrefundable fee to do it for him. If he had either amount, he could stand up and walk out the door right now. But he doesn't. The money, says Chew, "is like a million dollars to me."

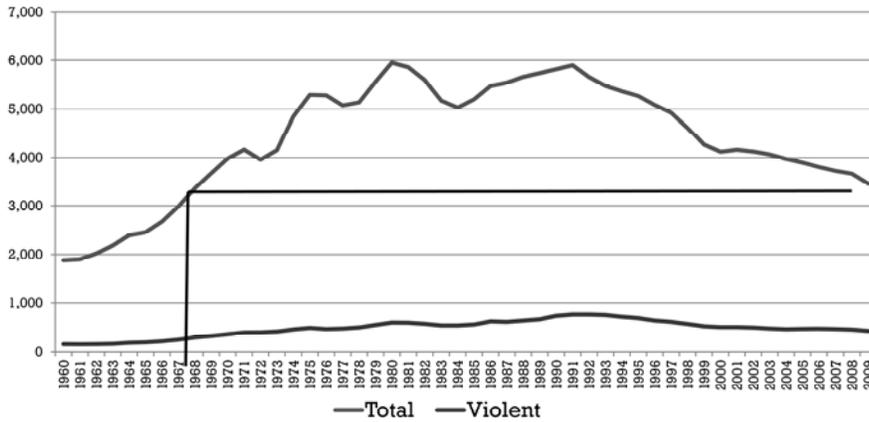
While he waited in jail during those 6 months, it cost over \$7,000 to house, feed and care for his medical needs. He lost his car — which served not only as his home, but was the way he got around to earn money as a handyman and mover. So when he was finally released, he was homeless and without any way to earn a living.

Surely we can do better.



Two years ago, America's chief law enforcement executive, Attorney General Eric Holder, convened the second national symposium on pretrial justice in our nation's history. Much like the first national symposium on bail reform convened by then AG Robert Kennedy in 1964, this AG's challenge to eliminate discriminatory, dangerous and wasteful pretrial policies and practices has served as a catalyst for pretrial justice reform at all levels.

## Crime Rates Down to 1960s Levels



US Total & Violent Crime Rates 1960-2009

Let me show you just a few charts to give you some sense of the scope of this issue across the country. As we know, crime rates are at levels we have not seen since the 1960s.

## Jail Incarceration Rates Still High

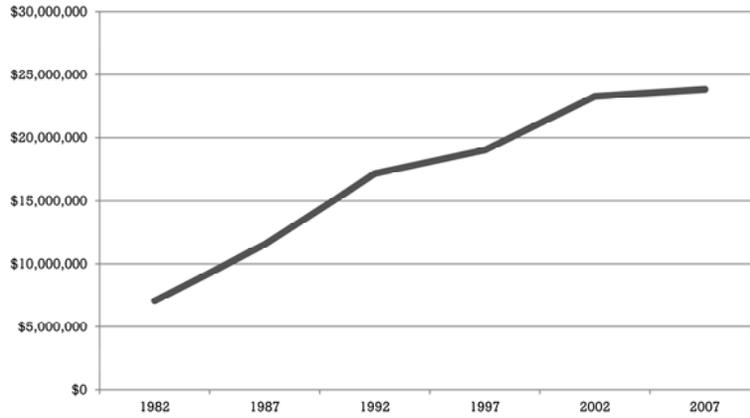


Actual 2010 Jail Population	748,533
2010 Jail Incarceration Rate	242
1980 Jail Population	182,288
1980 Jail Incarceration Rate	80
2010 Jail Pop Based on 1980 Rate	247,650
Difference	500,883

# Growth in County Expenditures for Jails



**County Jail Expenditures: 1982-2007**



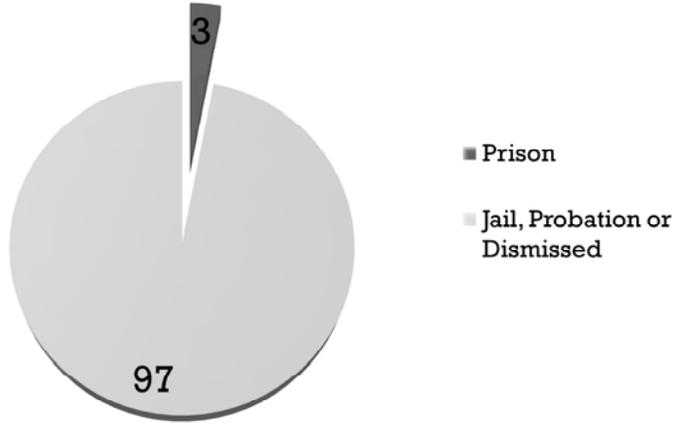
## Who is Detained Upon Arrest?



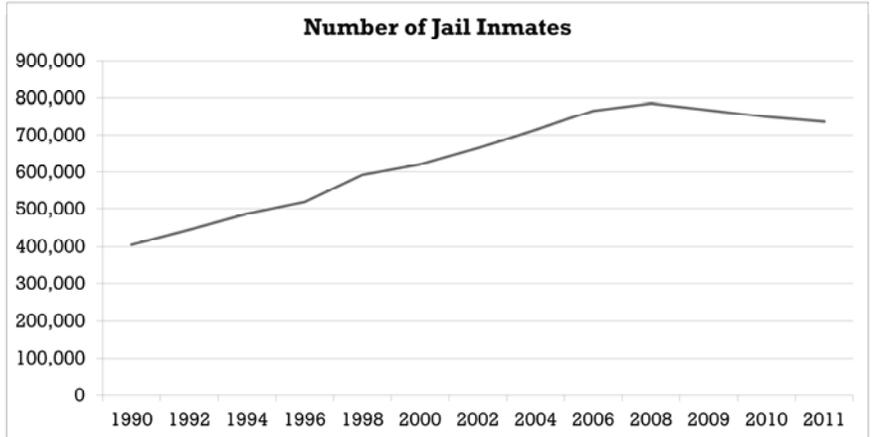
- About 12 million admissions mid-year 2011
  - ~75% misdemeanors/~25% felonies
    - Of felony arrests, ~27% violent
  
- At time of felony arrest
  - 12% were on pretrial release
  - 9% were on probation
  - 4% were on parole

BJS Jail Pop at Midyear 2011 & BJS State Court Processing Statistics 2008

# Percent That Go To Prison

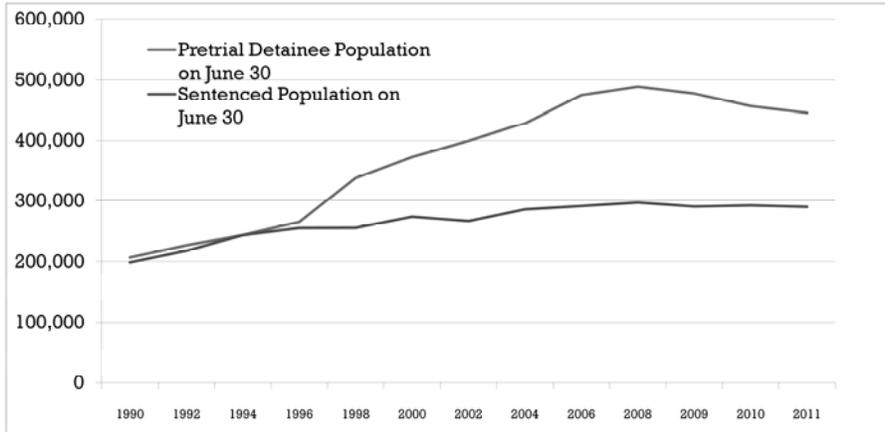


# ADP Declining Slightly After a 20-year Doubling



Bureau of Justice Statistics, Jail Inmates at Midyear, 2011

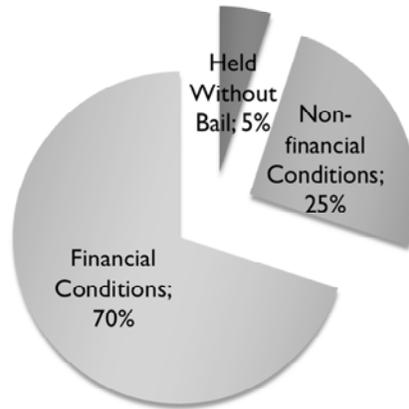
# Pretrial Defendants = 61% of Jail Pop



Bureau of Justice Statistics, Jail Inmates at Midyear, 2011

We don't know how many are misdemeanor and how many are felony pretrial defendants, but we deduce from other projects that a good majority are in jail on felony charges and have bonds set they can't meet – about 85% of those detained until trial have a bond amount they can't meet, usually about \$2500

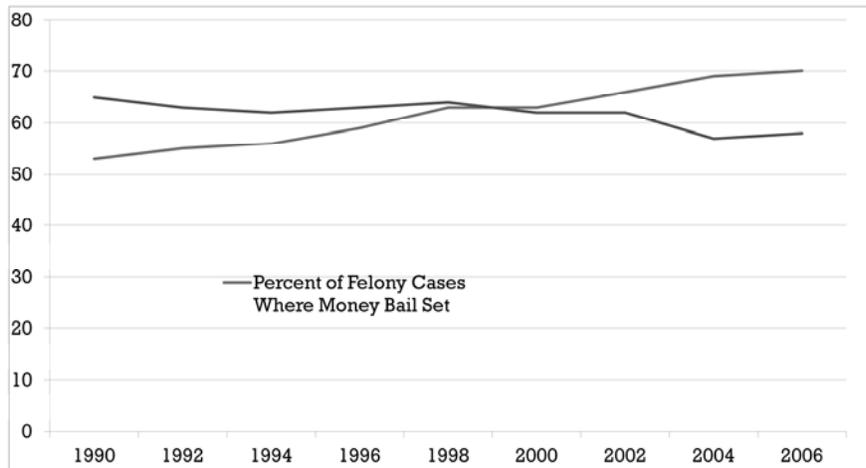
## How is bail **set** for felony defendants?



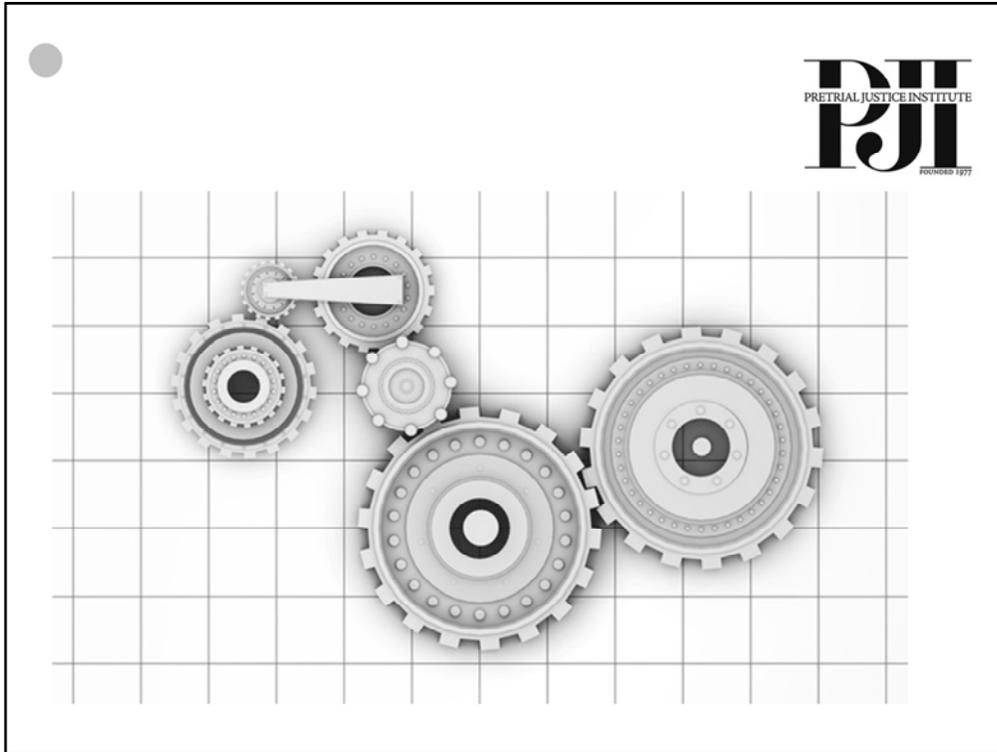
Bureau of Justice Statistics, Felony Defendants in Large Urban Counties, 2006, pub 2010



# Financial Bail Increases, Release Decreases



Bureau of Justice Statistics, Felony Defendants in Large Urban Counties, 2006, pub 2010



Later this morning, you will hear about what comprises a high-functioning pretrial justice system – which is something very different from talk about evidence-based practices or programs. A pretrial justice system has a number of core elements in it that simply must all be there for your system to function well, like a series of gears that make a machine operate. For a machine to work, the gears must work together. And I would assert that no matter the title or office listed under your name, you join me in wanting a criminal justice system that works. It’s the commitment that brought you to Madison today. A CJ system that works produces the highest levels of public safety possible, following the law and science – this is like a hospital that produces the highest levels of patient health possible, adhering to evidence based medicine and the Hippocratic Oath to do no harm.

So, let me share with you the “gears” of the pretrial justice system, as articulated as recommendations developed by the experts and leaders who attended the 2011 symposium.

## National Symposium on Pretrial Justice Reform



- Citation instead of arrest
- Elimination of bond schedules
- Objective, empirically-based pretrial risk assessment
- Meaningful engagement of defense counsel at first hearing
- Screening by an experienced prosecutor, increased use of pre-plea diversion and problem solving courts
- Pretrial supervision based on risk principle
- Detention without bail, with due process
- Collection and reporting of performance measures



So what's happened in the two years since that symposium? It's been nothing short of miraculous to those of us in DC, where it's not exactly like you're finding consensus and collaboration on every street corner or at either end of Penn Ave.

We have formed a national coalition, called the Pretrial Justice Working Group , and it's comprised of about 50 national organizations representing judges, prosecutors, defenders, court administrators, sheriffs, police chiefs, jailers, chief justices, victim services providers, federal/state/local elected officials, civil rights groups, court reform groups, pretrial services professionals, researchers, law professors, and so on. And they've been busy.



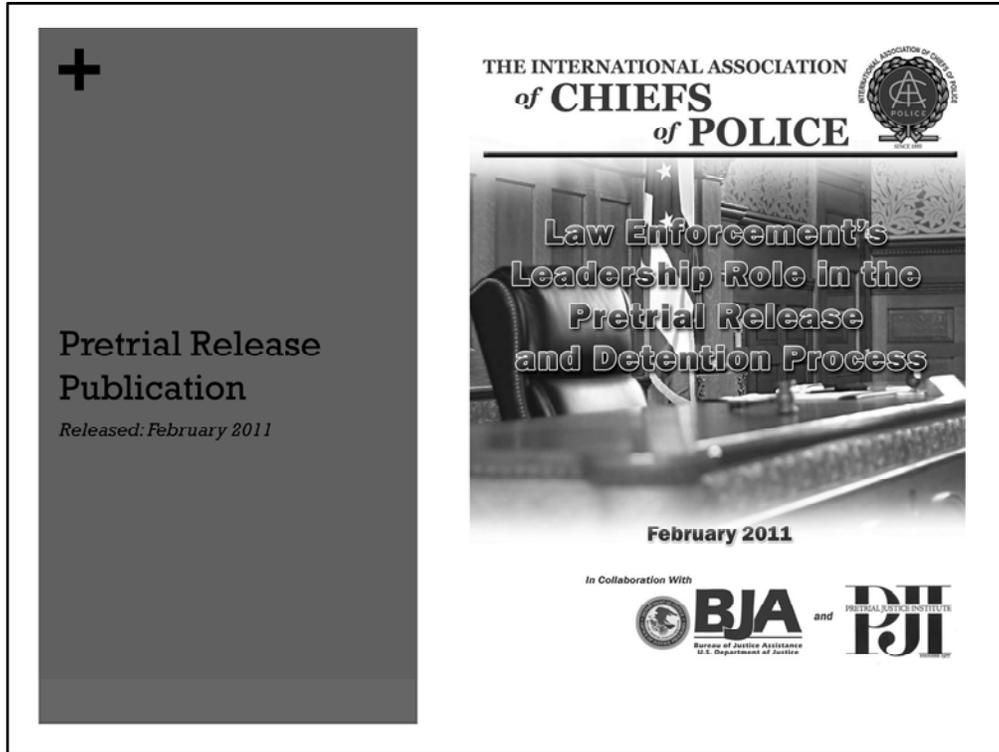
I want to point out that IACP is not alone in their call for change to the bail system in America. Virtually every major national organization has come out in support of using risk assessment and preventive detention to make our bail system more safe and fair. Most recently the Conference of State Court Administrators and the Conference of Chief Justices have publicly called for changes to the current system.

The National Association of Counties, the Association of Prosecuting Attorneys , the National Association of Criminal Defense Lawyers, the American Council of Chief Defenders (a part of the National Legal Aid and Defenders Association), the American Jail Association, the American Probation and Parole Association, the American Bar Association, and the National Judicial College have all published policy statements, adopted resolutions, or created WebPages for their constituents that specifically call for communities to critically examine what’s happening at the front end of their criminal justice systems.

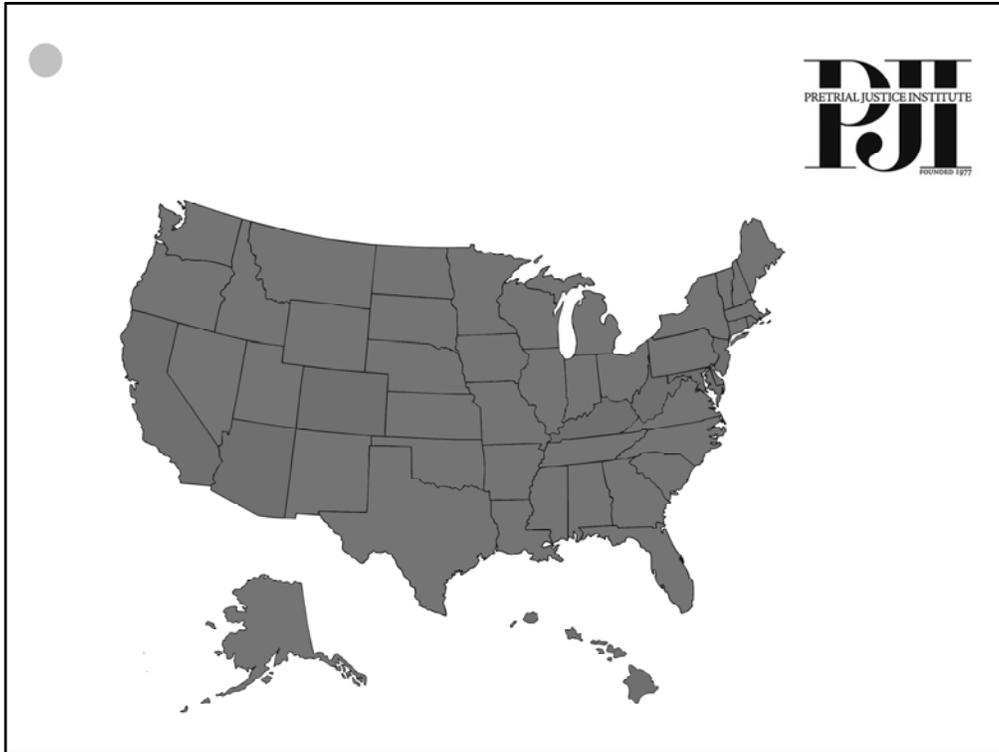
This year, the Conference of Chief Justices, (comprising the chief judge/justice of the highest court in each of the 50 states) **unanimously** adopted a resolution that not only called for wide-scale pretrial reform, but challenged themselves to play an active role in reform .



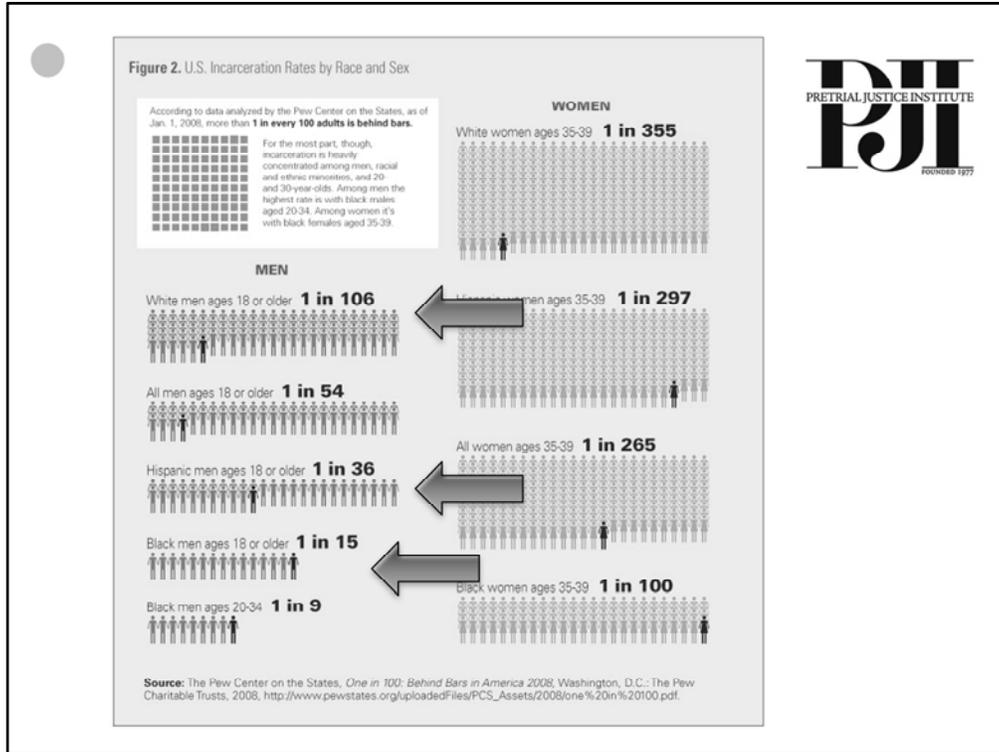
Unanimously. This is a very significant event and one we are celebrating. And, as we speak, several chief justices are in fact taking the lead in their states to see what the courts can do to shift pretrial decisions from those based on resources (the random assignment of dollar amounts to charges) to those based on comprehensively, individually, and objectively assessed risk . The Conference of State Court Administrators has issued a White Paper that establishes a blueprint for how to achieve this shift.



The International Association of Chiefs of Police has not only issued a public position calling for an evidence based approach to pretrial justice but has also developed a group of chiefs who serve as Champions for pretrial justice – at the local, state and national levels. IACP is also looking at evidence-based approaches to issuance of Citations/Summons in lieu of custodial arrests like some here in Wisconsin are already starting to test. The National Sheriffs Association has taken a similar public stand calling for reform and there is a Sheriffs' Council led in part by Sheriff Gary Raney, currently a co-chair of the National Institute of Correction's Advisory Board. They are a part of the Pretrial Justice Working Group supporting state associations of sheriffs in a similar way to the IACP model.



And in just the past few months, statewide meetings on pretrial justice have been held in NJ, DE, AZ and CA to discuss the need to implement the symposium recommendations. Recent legislation passed in KY, MD, CO, HI and West Virginia has moved to address the gaps in their state statutes that don't permit a transparent and object assessment of pretrial risk and then pretrial detention for those too dangerous to be released.



Each of these states and organizations at the national level has concluded that our current system of bail is fundamentally incapable of doing the job we expect of it. And it disproportionately affects people of color, with 1 in 15 African American men behind bars, 1 in 36 Hispanic men, but only 1 in 106 White men over 18 . But the exciting thing about this particular issue is that there are practical solutions that many jurisdictions with the courage to implement are finding are producing incredible results – reducing jail populations, while maintaining or even increasing public safety and court integrity outcomes.

The time is right for what Mr. Schnacke, one of our nation’s foremost experts on bail laws, will refer to as the third generation of pretrial reform. We have standards promulgated by the American Bar Association that are being revalidated by a growing body of new research. A new study in CO shows that financial bond has no impact in improving either appearance or re-arrest rates yet has a dramatic impact on high pretrial detention rates. New research taken from the largest collection of data from jails ever amassed will be confirming prior research, with expanding our understanding of this to an astonishing degree.



The research demonstrates that two identical defendants (same background, same charge ) – one held pretrial and one released – will have dramatically different outcomes both in that case and in their criminal activity over the years that follow. Yes, our well-intentioned bail practices not only result in needless, costly detention now but also may cause harm that would be in direct conflict with our own Hippocratic Oath, if we took one.



**DJI**  
PRETRIAL JUSTICE INSTITUTE  
FOUNDED 1977

'My dad's in jail,' says the 'Sesame Street' muppet named Alex. 'I don't like to talk about it.'

Read more: <http://www.nydailynews.com/entertainment/tv-movies/sesame-street-introduces-muppet-dad-jail-article-1.1376845#ixzz2bg5ntweg>

And this harm is felt not just by the defendant or offender himself, which may be easier to rationalize, but also by new victims, your communities, and families and children of these individuals because we know that 10 million kids have a parent who has come under criminal justice supervision at some point in their lives .

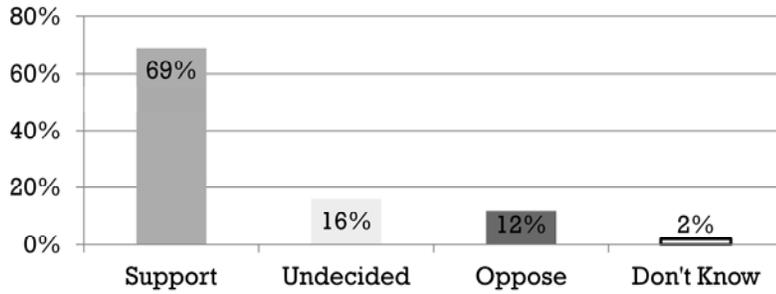


As you might imagine, my work takes me around the country where I have the opportunity to meet with practitioners of every political stripe. Regardless of whether I am talking with an elected prosecutor from an urban jurisdiction, a defender from a rural community or a judge in the suburbs, they each tell me “My community is different from the others. We’re conservative here. We are very law and order oriented.” I know each of them is sincere & I suspect that many of you might describe your own communities in similar terms. Over the past two years, the Public Welfare Foundation has been investing in a number of pretrial justice projects. In particular, one gap they have filled is independent polling research on public opinion regarding pretrial justice. Their findings surprised us and they may surprise you as well.

# Public Opinion



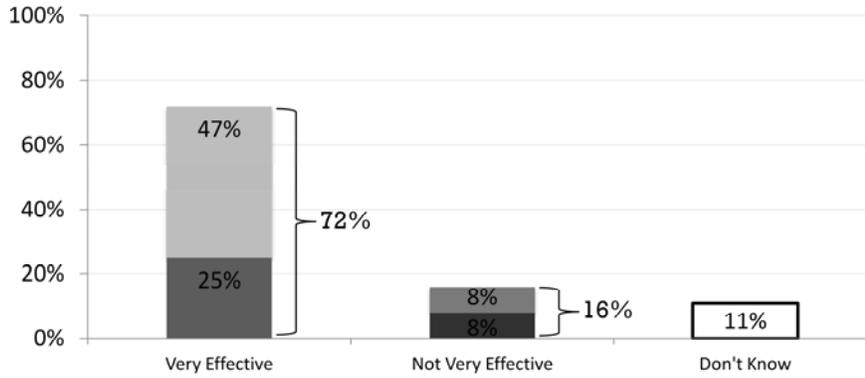
## Risk Assessment Instead of Cash Bail Bonds



**Question:**

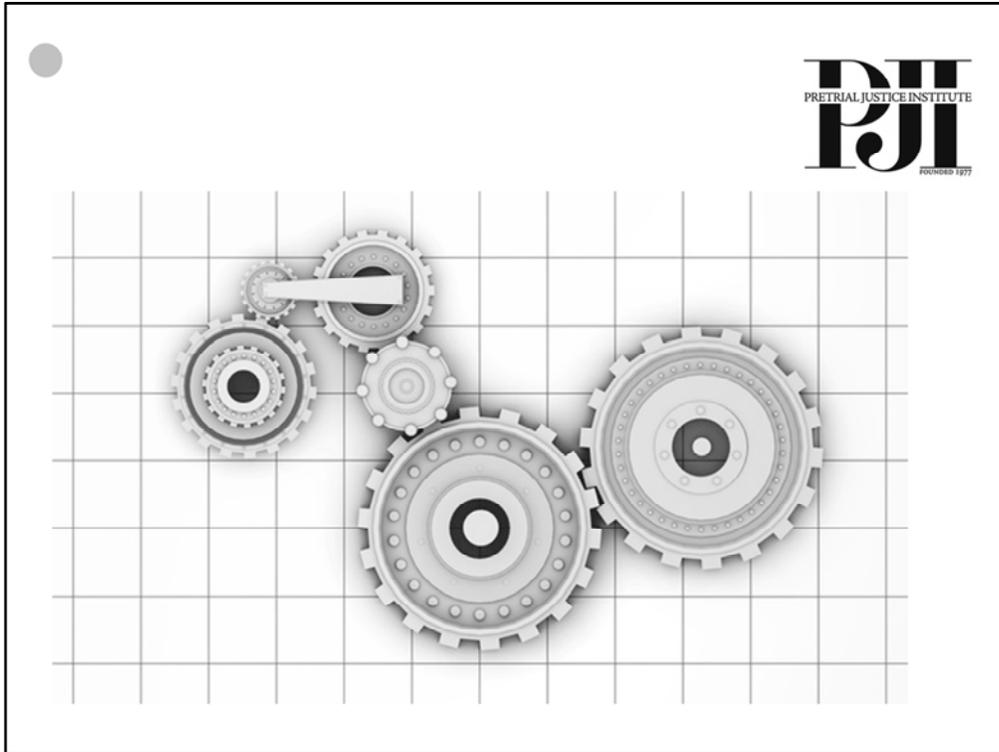
Some have proposed using risk-based screening tools instead of cash bail bonds to determine whether defendants should be released from jail before trial. This risk assessment would take into account such factors as [drug use history, mental health, employment status, residency, and community ties] or [the charge in question, criminal history, any warrants or previous failures to appear for court]. Under this system, high-risk defendants would be held in jail until trial and low-risk defendants would be released with conditions and be monitored and supervised. Would you support or oppose this proposal to use risk assessment instead of cash bail bonds to determine whether defendants should be released from jail before trial, or are you undecided? **[IF SUPPORT/OPPOSE]** And do you feel that way strongly, or not-so strongly?

## Perceived Effectiveness of “Pretrial Risk Assessment”



**Question:**

I'm going to read you a list of terms used to describe the proposal of using risk-based screening tools to determine whether defendants should be released from jail before trial. For each term, tell me how effective you think it sounds when it comes to protecting public safety and ensuring appearance for trial: VERY effective, SOMEWHAT effective, NOT VERY effective, NOT effective AT ALL. If you don't know just say so and we'll move on.  
"Pretrial risk assessment."



So the good news here is that there is a significant amount of support for safer, fairer, more effective pretrial policies and practices. In fact, it is not just supported; it's what they thought we were doing anyway. Pretrial risk assessment, monitoring and supervision – all gears at the front end of this system that need to work well in order for the other parts down the line to have the best shot at success. We are at a unique time in history, where we can actually meet the demand to put proven science into the hands of decision makers - not to replace their discretion but to inform it.

Wisconsin



Your meeting here today is a significant step towards safer, fairer, and more effective pretrial justice for WI . As this state has led so many reforms in the past I know that many eyes around the country are on you and your work at this conference. We held our breath waiting to hear that your Governor vetoed the return of the commercial surety industry to the state this year and last. I work with folks from other states who would give anything to work for system improvements in the absence of the for-profit bond system.



Take advantage of the coalition that came together from all across the system to fight that return – use it to advance good policies and practices that will make WI a safer place to live.

Thank you in advance for your leadership and thank you for allowing me a few minutes to speak with you. I wish you much success in your often difficult and challenging work. I personally and our national coalition stand ready to help in any way you ask of us.

**+**

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 @pretrial       /pretrial       [pji@pretrial.org](mailto:pji@pretrial.org)

[www.pretrial.org](http://www.pretrial.org)

Thank you.

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# PRETRIAL JUSTICE: THE MOVE TO RISK-BASED SYSTEMS IN THE CONTEXT OF WISCONSIN STATUTES

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Presented by:  
Cherise Fanno Burdeen  
Timothy R. Schnacke  
2013



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## Purpose of Today's Session

- Discuss criminal justice improvement generally
- Discuss the evidence-based nature of TAD
- Discuss "ways to scale up this program to expand the positive impacts of these pretrial justice programs throughout Wisconsin."
- Discuss Wisconsin as a "national model"

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## Me and Wisconsin . . .



**Wisconsin Dello**  
Visitor & Convention Bureau



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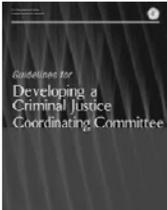
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## Criminal Justice Coordinating Committees

- Coordination
- Cooperation
- Data-driven policy process
  
- System Management
- System Improvements




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## CJ System Improvement

- “A New Paradigm”
- “The Justice System Can Do Better”
- Other Systems Have Improved . . .




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## NIC Framework:

- Things can be improved.
- Improvement will come over time, through a succession of actions, each of which will provide the opportunity for learning.
- Better than the status quo is, by definition, “better” and we should not wait to solve everything before beginning to improve some things.
- We should be modest and realistic about our insights and abilities.
- We need to do something, because in the absence of informed action, nothing will change. And we can learn as we proceed.

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### What TAD Tells Me

Wisconsin was/is willing to look at the criminal justice system in a completely different way, using data and research (and EBP, according to the statute) to inform policy.

- Mindset For Improvement
- Education
- Overcame Barriers
- Willingness to Act
- Success!

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### Pretrial Justice Mindset

- Historically
- Vera
- Third generation mindset (data-driven, LEBP)



"If we are to keep our democracy, there must be one commandment: Thou shalt not ration justice."  
Judge Learned Hand

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### Pretrial Justice Education

- History
- Law



- Terms and Phrases
- Research
- Best Practices Versus Actual Practices

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### Pretrial Justice Barriers

- Constitution
- Statutes
- Outside Influences
- Custom and Habit



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11

### And If You Act . . . Success!



- “Promote public safety, reduce prison and jail populations, reduce prosecution and incarceration costs, reduce recidivism, and improve the welfare of participants’ families by meeting the comprehensive needs of participants.”
- Plus – Uphold American notions of fairness and liberty, create rational and transparent pretrial justice processes, and serve as a model jurisdiction.

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### Does Wisconsin Need Pretrial Improvement?

- TAD and other diversion provisions
- All States Need: Statements of purpose/philosophy; terms and phrases; summons and citations v. warrants and arrests; \$ for fees, costs, and restitution; time limits for first appearances; risk assessment v. older criteria
- Detention practices – “\$3 million cash bail”
- Bail = \$
- Other statutory provisions?
- Best practice language missing?
- Local improvements?

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### Conclusion

- Justice Initiatives Institute Paper: "Recommit and build on Wisconsin's longstanding stature as a national leader in effective justice policy."
- Wisconsin, more than any other state, has the potential to become the model American state for pretrial justice.




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# CONFERENCE OF CHIEF JUSTICES

## Resolution 3

### Endorsing the Conference of State Court Administrators Policy Paper on Evidence-Based Pretrial Release

WHEREAS, pretrial judicial decisions about release or detention of defendants before disposition of criminal charges have a significant, and sometimes determinative, impact on thousands of defendants every day; and

WHEREAS, pretrial release decisions add great financial stress to publicly funded jails holding defendants who are unable to meet financial conditions of release; and

WHEREAS, many of those incarcerated pretrial do not present a substantial risk of failure to appear or a threat to public safety, but do lack the financial means to be released; and

WHEREAS, evidence-based assessment of the risk that a defendant will fail to appear or will endanger others, if released, can increase successful pretrial release without imposing unnecessary financial conditions that many defendants are unable to meet; and

WHEREAS, defendants who are detained can suffer job loss, home loss, and disintegrated social relationships, and, according to the Bureau of Justice Assistance, “receive more severe sentences, are offered less attractive plea bargains and are more likely to become ‘reentry’ clients because of their pretrial detention regardless of charge or criminal history;” and

WHEREAS, imposing conditions on a defendant that are appropriate for that individual following a valid pretrial assessment substantially reduces pretrial detention without impairing the judicial process or threatening public safety; and

WHEREAS, in 2012 the Conference of State Court Administrators (COSCA) adopted a Policy Paper on Evidence-Based Pretrial Release, which concludes with the following recommendations to state court leaders:

- Analyze state law and work with law enforcement agencies and criminal justice partners to propose revisions that are necessary to support risk-based release decisions of those arrested and ensure that non-financial release alternatives are utilized and that financial release options are available without the requirement for a surety;

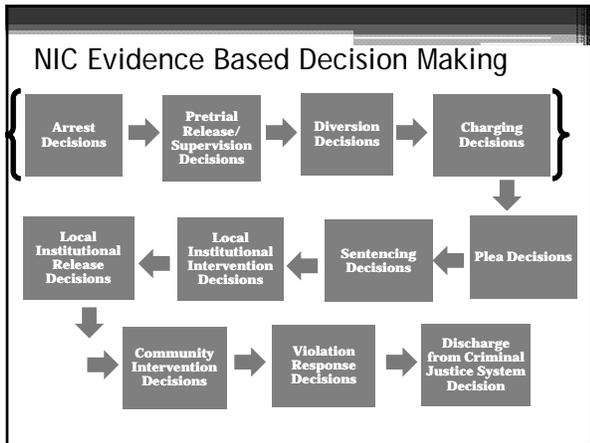
- Collaborate with experts and professionals in pretrial justice at the national and state levels;
- Take the message to additional groups and support dialogue on the issue;
- Promote the use of data including determining what state and local data exist that would demonstrate the growing problem of jail expense represented by the pretrial population, and that show the risk factors presented by that population may justify broader pretrial release; and
- Reduce reliance on bail schedules in favor of evidence-based assessment of pretrial risk of flight and threat to public safety.

NOW, THEREFORE, BE IT RESOLVED that the Conference of Chief Justices commends and endorses the Policy Paper on Evidence-Based Pretrial Release and joins with Conference of State Court Administrators to urge that court leaders promote, collaborate, and accomplish the adoption of evidence-based assessment of risk in setting pretrial release conditions and advocate for the presumptive use of non-financial release conditions to the greatest degree consistent with evidence-based assessment of flight risk and threat to public safety and to victims of crimes.

Adopted as proposed by the CCJ/ COSCA Criminal Justice Committee at the Conference of Chief Justices 2013 Midyear Meeting on January 30, 2013.

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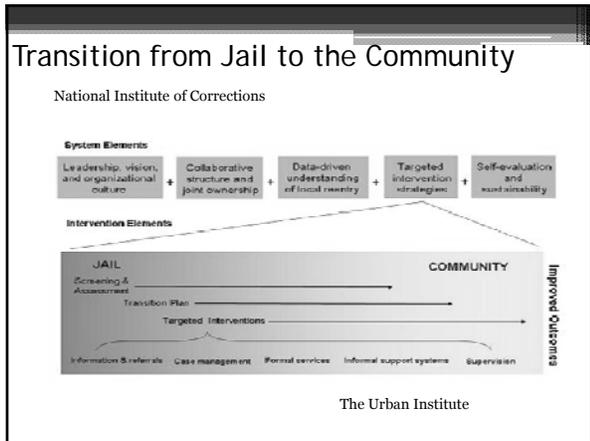
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### Importance of Criminal Justice Coordinating Councils

- Informal poll of judges, coordinators, attorneys
  - Themes
    - Easier to facilitate change
    - Easier to work with each other outside of meetings
    - Diminishes barriers
    - Facilitates openness and goodwill
    - More planned use of resources
    - Necessary to receive grants (State and Federal)
    - Focus on research

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Wisconsin:  
Criminal Justice Coordinating Councils



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### 2001-2013 CJMC Recommendations

- Expand electronic monitoring for pre-trial and sentence (2001)
- Implement Drug Treatment Court (2002)
- Closing the work release facility (2005)
- Implement an OWI (intoxicated drivers) Treatment Court (2006)
- Systems assessment – The Carey Group (2007)
- Gender-specific programming (2008)
- Incorporate mental health screenings and increase mental health services in the jail (2008)
- Participate in the Transition from Jail to Community Initiative (2009)
- Town Hall Meeting (2011)
- Cognitive-behavioral groups in jail and community (2011)
- Heroin Summit (2013)

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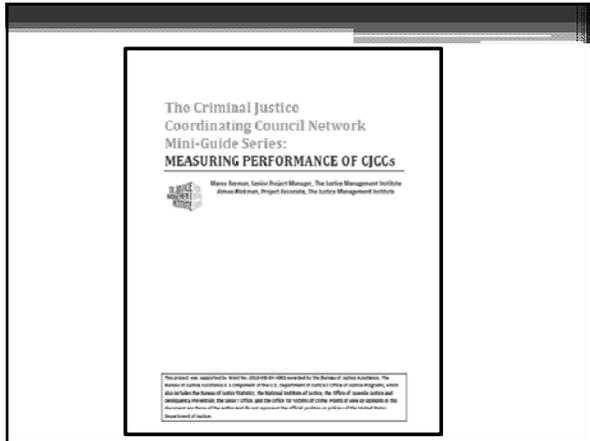
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### Pretrial "Assessment"

- Proxy (citations)
- Risk Assessment for Failure to Appear, Rearrest Pretrial
- Short forms for mental health, substance abuse → referral for assessments
- Diversion assessment
- Problem solving court criteria
- Etc.

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### Goals of Pretrial Assessment

- Maximize release pending trial
- Public Safety – no new arrests pending trial
  - Integrity of Judicial Process – victim, witness intimidation
- Appearance – make all court appearances

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## Use of the Hawaiian Proxy at the Decision to Arrest

### Why Complete a Proxy at arrest?

- ID low risk early
- Save resources
- Protect community
- Inform other decision makers
- Triage the need for a full COMPAS

### What makes a low risk offender

- Self-correcting
- Does harm
- Interrupts pro-social activities
- Wastes \$\$



Medium  
To High

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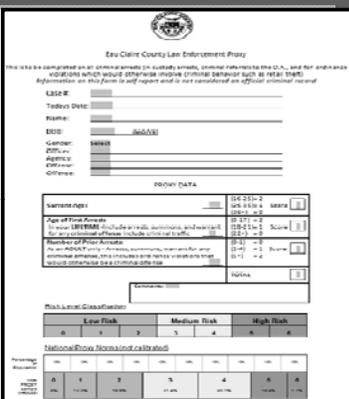
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1. Current Age
2. Age of First Arrest
3. Number of Prior Arrests

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## Use of the PROXY/COMPAS

### PROXY INTERNAL FLOW

1. Law Enforcement – (Sheriff, Police Departments, University, and State Patrol)
  - a. Initiates police contact and if criminal action is taken completes proxy

*\*Law enforcement at the initial contact kick starts the proxy process for the criminal justice system. It is imperative law enforcement understand the global impact and use of the proxy tool.*
2. Law Enforcement supervisory reviews proxy for adherence to standards.
3. Proxy form is law enforcement record and is attached to records management system of respective agency.
4. Proxy along with reports is forwarded to District Attorney's Office.
5. District Attorney's Office is the repository for Proxy forms for criminal justice system.
6. Proxy form is utilized in the system in the following ways:
  - a. Assists in determining bond (see these questions on proxy and follow up information)
  - b. Utilized in diversion program
  - c. Utilized to determine inmate housing based on proxy score.
  - d. Based on the proxy score a COMPAS assessment may be initiated
  - e. Alternative justice system programs use proxy scores for determination of risk levels. (Transition center, community service, deferred acceptance of guilty plea, and intoxicated driver intervention program)

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### Milwaukee County Pretrial Risk Assessment & Screening Tools

- MCPRAI-R
  - Validated, 6-factor pretrial risk assessment instrument
  - Measure risk for pretrial failure (NCA/FTA)
- LSI-R:SV
  - Validated, 8-item risk assessment instrument
  - Long term risk for recidivism
  - Taken from LSI-R
- UNCOPE
  - 6 question screener
  - ID risk for abuse/dependence for alcohol and other drugs

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### Milwaukee County Pretrial Risk Assessment & Screening Tools

- INTAKE INTERVIEW
  - Demographics, info needed to supervise defendant, risk instrument factors, ID needs
- PRAXIS
  - Tool designed to guide bail and release condition decisions
- RISK ASSESSMENT REPORT
  - Provides all relevant risk assessment information via web-enabled access for all parties

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### Milwaukee County Purpose of Screening

- Provide stakeholders with objective information regarding a defendant's risk for pretrial misconduct (FTA/NCA) and recommend pretrial conditions that will mitigate that risk.
- Identify potential candidates for available Early Intervention strategies such as TAD.

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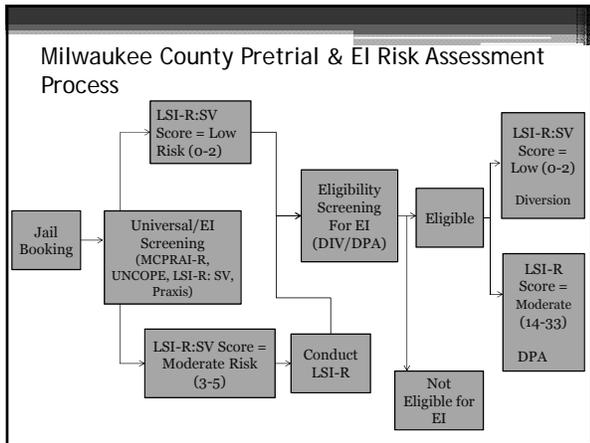
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### Diversion/Problem Solving Courts

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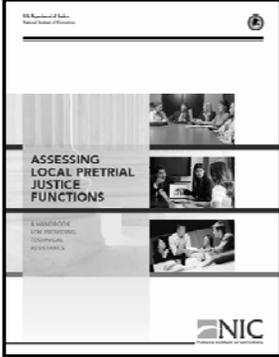
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## Self-Assessment

- Compare with ABA Standards



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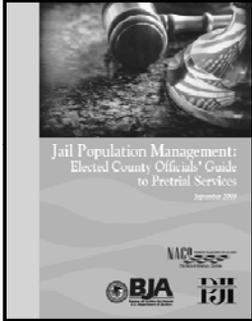
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## Questions to Ask System Stakeholders



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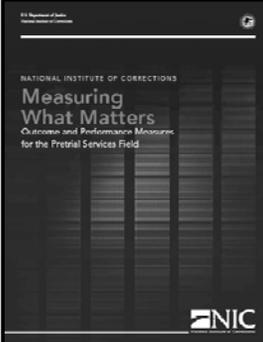
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## Performance Measures

- Numerators and Denominators
- # of arrestees cited/# arrestees eligible for citation
- # of custodial arrests screened/# custodial arrests
- % low, medium, high risk
- Concurrence Rates
- How they got out, by type of release and risk
- How they perform, by type of release and risk
- Etc...



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### Wood County Drug Court Outcomes

- Collecting data since receiving the TAD grant in 2007
- Used to inform, improve and measure performance
- Since 2007
  - 56% completion rate
  - 113 total participants
  - Total incarceration days averted 10,697

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### Milwaukee County Pretrial Outcomes

- 89% of eligible defendants screened
- 75% pretrial release rate
- Felony appearance rate = 85%
- Felony no new criminal activity rate = 87%
- Misdemeanor appearance rate = 67%
- Misdemeanor no new criminal activity rate = 83%

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### Milwaukee TAD Outcomes

- Since 2007
  - 15,000 TAD Screenings
  - 1,519 admissions 1,418 discharged
  - 65% successful completion rate
  - 99,421 incarceration days averted
    - \*72,147 local jail bed days
    - \*27,795 prison bed days

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## Getting Started

- Compare yourself against the standards of practice
- Collect and analyze data
  - Ask for help
- Get creative



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## Help!

- Bureau of Justice Assistance, National Training and Technical Assistance Center (NTTAC)
- National Institute of Corrections
- National Association of Pretrial Services Agencies
- Pretrial Justice Institute
- Crime and Justice Institute
- Etc.

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## For Follow Up

- Tiana Glenna, Community Justice Council Coordinator, Eau Claire County
- Jane Klekamp, Justice Support Services Program Manager, La Crosse County
- Holly Szablewski, Judicial Review Coordinator, Milwaukee County
- Ryan McMillen, Adult Drug Court Coordinator/Case Manager, Wood County

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CLINICAL

EDUCATION

PUBLIC SAFETY

EMOTIONAL INTELLIGENCE

Psychological Assessments and Services

Search

PRODUCTS

LSI-R:SV

- Offender Management
- What's New
- Featured Products
- Conference List
- Resource Center
- LS/CMI Training
- Data Collection
- Candidate Selection

### LSI-R:SV™

## Level of Service Inventory-Revised: Screening Version

Don Andrews, Ph.D.  
James Bonta, Ph.D.

- Product Overview
- Research & Resources
- Pricing & Details

- Description | Scales and Forms

#### Description

The Level of Service Inventory-Revised: Screening Version (LSI-R:SV™) is a screening instrument that is ideal to use in situations where it may not be feasible to complete the Level of Service Inventory-Revised (LSI-R) or Level of Service Inventory/Case Management Inventory (LS/CMI) assessment for every offender. Research conducted with the LSI-R:SV shows that it is predictive of a variety of outcomes that are essential in offender management. The LSI-R:SV is able to predict violent recidivism and violations among probation samples while under community supervision, and institutional misconduct among incarcerated offenders. Furthermore, results from the LSI-R:SV are also able to indicate offenders who may require a complete LSI-R or LS/CMI assessment.

#### How to Use the Assessment

The LSI-R:SV consists of eight items that were selected from the LSI-R (page 3). Results provide a complete summary of dynamic risk areas that may require further assessment and possibly intervention. The LSI-R:SV is available in handscored and software formats. With the handscored format, you use an Interview Guide to complete the interview component, and QuikScore™ Forms to record your ratings based on interview and file information. With the software format, you can instantly generate Profile Reports upon completing the assessment.

[back to the top](#)

#### Scales & Forms

##### LSI-R:SV Interview Guide

The LSI-R:SV Interview Guide contains a series of questions that directly link to the areas that need to be assessed to complete the LSI-R:SV QuikScore form.

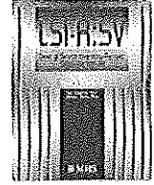
##### LSI-R:SV QuikScore™ Forms

The LSI-R:SV QuikScore™ form is professional-completed and includes the necessary elements for scoring the instrument. The QuikScore™ forms contain special aids that make scoring and profiling very quick and efficient, while minimizing potential for key errors.

#### SCALES

- Criminal History
- Education/Employment
- Family/Marital
- Companions
- Alcohol/Drug Problems
- Attitudes/Orientation
- Personal/Emotional

[back to the top](#)



#### QUICK FACTS

##### Authors

Don Andrews, Ph.D. & James Bonta, Ph.D.

##### Age Range

16 years and older

##### Administration Time

10-15 minutes

##### Administration Type

Structured Interview  
Professional-completed

##### Qualification Level

B

##### Formats

- Handscored
- Software (administration and scoring)



#### RELATED ASSESSMENT

[LS/CMI](#)







# Milwaukee County, Wisconsin Pretrial Praxis

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**Grid 1 - Misdemeanor and Criminal Traffic (Excluding OWI & Risk of Injury)**

Risk Levels	Bond Type [Range]	Supervision	Supervised Conditions
I	Personal Recognizance [Low]	None	None
I-BWR	Personal Recognizance [Moderate]	Court Reminders	None
II	Personal Recognizance [Low]	None	None
II-BWR	Personal Recognizance [Moderate]	Court Reminders	None
III	Personal Recognizance [Low]	Standard	As Authorized
III-BWR	Cash [Low]	Enhanced	As Authorized
IV	Cash [Low]	Intensive	As Authorized

**Grid 2 - Misdemeanor-Risk of Injury (Excluding Domestic Violence)**

Risk Levels	Bond Type [Range]	Supervision	Supervised Conditions
I	Personal Recognizance [Low]	None	None
I-BWR	Personal Recognizance [Moderate]	Court Reminders	None
II	Personal Recognizance [Moderate]	Standard	As Authorized
II-BWR	Personal Recognizance [High]	Enhanced	As Authorized
III	Personal Recognizance [High]	Enhanced	As Authorized
III-BWR	Cash [Low]	Intensive	As Authorized
IV	Cash [Moderate or statutory limit]	Intensive	As Authorized

**Grid 3 - Felony (Excluding OWI & Risk of Injury)**

Risk Levels	Bond Type [Range]	Supervision	Supervised Conditions
I	Personal Recognizance [Low]	None	None
II	Personal Recognizance [Moderate]	Standard	As Authorized
III	Cash [Low]	Enhanced	As Authorized
IV	Cash [Moderate]	Intensive	As Authorized

**Grid 4 - Felony-Risk of Injury (Excluding DV & non-OWI Homicides)**

Risk Levels	Bond Type [Range]	Supervision	Supervised Conditions
I	Personal Recognizance [High]	Enhanced	As Authorized
II	Cash [Moderate]	Enhanced	As Authorized
III	Cash [High]	Intensive	As Authorized
IV	Cash [High]	Intensive	As Authorized

**Grid 5 - Misdemeanor Operating While Intoxicated**

Risk Levels	Bond Type [Range]	Supervision	Supervised Conditions
I	Personal Recognizance [Low]	None	None
II	Personal Recognizance [Moderate]	Intensive	Random PBTs
III	Cash [Low]	Intensive	Random PBTs SCRAM Eligible
IV	Cash [Low/Moderate]	Intensive	Random PBTs SCRAM Eligible

**Grid 6 - Felony Operating While Intoxicated**

Risk Levels	Bond Type [Range]	Supervision	Supervised Conditions
I	Cash [Low]	Intensive	Random PBTs SCRAM Eligible
II	Cash [Low/Moderate]	Intensive	Random PBTs SCRAM Eligible
III	Cash [Moderate]	Intensive	SCRAM Mandatory
IV	Cash [High]	Intensive	SCRAM Mandatory

**Grid 7 - Felony Risk of Injury AND Felony Operating While Intoxicated**

Risk Levels	Bond Type [Range]	Supervision	Supervised Conditions
I	Cash [Low]	Intensive	Random PBTs SCRAM Eligible + As Authorized
II	Cash [Moderate]	Intensive	Random PBTs SCRAM Eligible + As Authorized
III	Cash [High]	Intensive	SCRAM Mandatory + As Authorized
IV	Cash [High]	Intensive	SCRAM Mandatory +As Authorized

**NOTE: The Praxis does NOT apply to the following: 1) Non-OWI related homicides, 2) DV cases and 3) Fugitive from Justice Cases. (Persons with these charges will continue to be screened and reports will be published).**

## Bond Type [Ranges]

Personal Recognizance [Low] = \$0 to \$250  
 Personal Recognizance [Moderate] = \$250 to \$750  
 Personal Recognizance [High] = \$750 to \$2,500

Cash [Low] = \$1 to \$500  
 Cash [Low/Moderate] = \$500 to \$2,500  
 Cash [Moderate] = \$2,500 to \$10,000  
 Cash [High] = Minimum of \$10,000

## Supervision Levels

	<b>COURT REMINDERS</b>	<b>STANDARD</b>	<b>ENHANCED</b>	<b>INTENSIVE</b>
Face-to-Face Contact	NA	Monthly	Every other week	Weekly
Alternative Contact (phone, text, e-mail)	NA	1 x/month	Every other week	NA
Supervised Conditions Compliance Verification	NA	As authorized	As authorized	As authorized
Court Date Reminder	X	X	X	X
Criminal History/CJIS Check	NA	X	X	X

## Supervised Conditions

<b>CONDITION</b>	<b>Authorized when:</b>	<b>CONDITION</b>	<b>Authorized when:</b>
DRUG TESTING	-Defendant is eligible for supervision according to the Praxis. <b>AND</b> -Scores 3 or greater on UNCOPE. <b>AND</b> -Has a history of illegal drug use/abuse.	GPS MONITORING	-Defendant qualifies for Intensive Supervision on Grids 2-4. <b>OR</b> -Concern exists for victim safety/no contact monitoring.
PORTABLE BREATHALYZER TESTING	-Defendant is eligible for supervision according to Grids 1-4 of the Praxis. <b>AND</b> -Scores 3 or greater on UNCOPE. <b>AND</b> -The defendant has a history of problematic alcohol use/abuse or current alcohol abuse. <b>OR</b> -Is eligible for supervision on OWI Grids 5-6. <b>OR</b> -The defendant qualifies for supervision and the court is ordering absolute sobriety due to allegations of intoxication at time of alleged offense.	SCRAM Eligible	-Qualifies for supervision on Grid 5, Risk Level III or IV, Grid 6, Risk Level I or II or Grid 7 Risk Level I or II. <b>AND ONE OF THE FOLLOWING IS TRUE</b> -Scores 3 or greater on UNCOPE. -Already on pretrial release for an OWI at time of alleged new OWI. -Is charged with 4 <sup>th</sup> or greater OWI offense.
Absolute Sobriety	-Defendant has an UNCOPE Score of 3 or greater and has a history of alcohol abuse or current alcohol abuse. <b>OR</b> -The police report and/or criminal complaint indicate the defendant was intoxicated at the time of arrest. <b>OR</b> -The defendant is charged with an OWI case and qualifies for supervision.		

## Felony Crimes-Risk of Injury (List applies to and includes all subsections of the listed statutes)

346.04(3) Felony Fleeing  
 940.11 Mutilating or hiding a corpse  
 940.19-940.20 All forms of Felony Battery  
 940.21 Mayhem

940.22	Sexual exploitation by a therapist
940.225	All forms of Felony Sexual Assault
940.23	Reckless injury
940.235	Strangulation and suffocation
940.24	Injury by negligent handling of dangerous weapon, explosives or fire
940.25	Injury by intoxicated use of a vehicle
940.285	Abuse of individuals at risk
940.29	Abuse of residents of penal facilities
940.295	Abuse and neglect of patients and residents – <b><u>all but sub (5)</u></b>
940.30	False imprisonment
940.305	Taking hostages
940.31	Kidnapping
940.32	Stalking
940.43	Intimidation of witnesses; felony
940.45	Intimidation of victims; felony
941.01(1)	Negligent Operation of a Vehicle
941.11	Unsafe burning of buildings
941.12	Interfering with firefighting – <b><u>all but sub (3)</u></b>
941.20(1m)	Endangering safety by use of a dangerous weapon
941.21	Disarming a police officer
941.24	Possession of switchblade knife
941.26 / 941.27	Machine Guns/Other Weapons
941.28	Possession of short-barreled shotgun or short-barreled rifle
941.29	Possession of a firearm
941.291	Possession of Body Armor
941.295(1)	Possession of Electric Weapon
941.296	Use or possession of a handgun and an armor-piercing bullet during crime
941.298(2)	Firearm silencers
941.30	Recklessly endangering safety
941.31	Possession of explosives
941.31(2)(B)	Possession of Improvised Explosives
941.32	Administering dangerous or stupefying drug
941.325	Placing foreign objects in edibles
941.327	Tampering with household products
941.37	Obstructing emergency or rescue personnel - <b><u>all but sub (2)</u></b>
941.375	Throwing or discharging bodily fluids at public safety workers
941.38(2)	Criminal gang member solicitation of a child
943.02	Arson of buildings
943.06	Molotov cocktails
943.07	Criminal damage to railroads – <b><u>all but sub (4)</u></b>
943.20(1)a & (3)d(5)	Theft of Firearm
943.20(1)a & (3)e	Theft From Person
943.20(1)(c)	Theft of Firearm
943.32	Robbery and armed robbery
943.76	Infecting animals with contagious disease
943.87	Robbery of a financial institution
943.10	Burglary (residential - victim present at any point during burglary)
943.10(2)(a), 943.10(2)(b), 943.10(2)(c), 943.10(2)(d), 943.10(2)(e)	Burglary, aggravated
943.23(1)(g)	OMVWOOC - Carjacking
946.01	Treason
946.02	Sabotage
946.03	Sedition

946.415	Failure to comply
946.42(4)	Aggravated Felony Escape (resulting in injury)
946.43	Assault by prisoners
947.015	Bomb Scares
948.02	Sexual assault of a child
948.03	Physical abuse of a child
948.05	Sexual Exploitation of a Child
948.051	Trafficking of a Child
948.06	Incest with a child
948.07	Child enticement
948.075	Use of a computer to facilitate a child sex crime
948.08	Soliciting a child for prostitution
948.20	Abandonment of a child
948.21	Neglecting a child - <b><u>all but sub (a)</u></b>
948.30	Abduction of another's child
948.51	Hazing
948.605(2)(A)	Possess Firearm in School Zone ( <b><u>both misdemeanor and felony</u></b> )
951.02	Mistreating animals
951.06	Use of poisonous and controlled substances
951.08	Instigating fights between animals
951.09	Shooting at caged or staked animals
951.095	Harassment of police and fire animals
951.097	Harassment of service dogs
961.41(1)	Distribution of a controlled substance – “while armed”;
961.41(1m)	Possession of a controlled substance with intent to distribute – “while armed”

### **Misdemeanor Crimes –Risk of Injury**

940.19(1)	Misdemeanor Battery
940.225	4th Degree Sexual Assault
941.23 etc.	Carrying a Concealed Weapon
940.42	Intimidation of witnesses; misdemeanor
940.44	Intimidation of victims; misdemeanor
941.20(1)	Endangering safety by use of a dangerous weapon
943.50 (1M)(D)	Retail Theft (modifier/enhancer--While Armed)
946.41	Resisting an officer
947.01	Disorderly conduct while armed
939.63	While Armed
948.55	Leaving/Storing a Loaded Firearm with the Reach of a Child
948.60	Possession of Dangerous Weapon by a Child
948.605	Gun Free School Zones
948.605(2)(A)	Possess Firearm in School Zone ( <b><u>both misdemeanor and felony</u></b> )
948.61	Dangerous Weapons other than Firearms on School Premises
951.02	Mistreating animals
951.08	Instigating fights between animals
951.09	Shooting at caged or staked animals
951.095	Harassment of police and fire animals
951.097	Harassment of service dogs



Date Prepared: Aug 12, 2013

Screened By: Nicole Kurtz

**Identifying Information**

DOB [REDACTED]

DOB Oct 31, 1989

Address [REDACTED]

Gender F

Telephone [REDACTED]

Verified

**Risk Category**

**I**

II

III

IV

**Summary Arrest/Issued Charges**

947.01(1)

Disorderly Conduct

Misd. B

Summary Arrest

**Recommendation**

Bond Type

Range

Supervision Level

Grid 1 - Misdemeanor and Criminal Traffic  
(Excluding OWI & Risk of Injury)

Personal Recognizance  
[Low]

\$0 to \$250

None

**Authorized Condition(s)**

Drug Testing

Portable Breathalyzer

GPS Monitoring

SCRAM

Absolute Sobriety

**Risk Factors**

Cases Filed - How many criminal case filings has the defendant had?

1

2 or 3

4 or more

Prior Failure to Appear in Court - How many times has the defendant failed to appear in court?

0

1

2

3 or more

Arrested While Out on Bond - Was the defendant on any form of pretrial release at the time of the alleged offense?

No

Yes

Employment/Primary Caregiver - At the time of arrest, was the defendant either a primary caregiver or employed full time?

Employed Full Time

Verified

Primary Caregiver

Residence - Has the defendant lived at current residence 1 year or more?

No

Yes

Verified

UNCOPE Score - Total UNCOPE Score (Substance abuse measure).

Score less than 3

Score 3 or greater

**Additional Considerations**

Active In Criminal Justice Supervision?

DOC

Pretrial

Self - Surrender?

No

Yes

Student, Retired, or Disabled?

Student

Disabled

Retired

Eligible for Veteran's Benefits?

No

Yes

**Comments**

Per Early Intervention Guidelines, Ms. [REDACTED] appears to be eligible for further assessment.

Date Prepared: Aug 12, 2013

Screened By: Nicole Kurtz

**Identifying Information**

[Redacted]

DOB Oct 31, 1989

Address [Redacted]

Gender F

Telephone [Redacted]

Verified

**Risk Category**

I

II

III

IV

**Verification Sources**

Date	Source-Name and Telephone	Relationship	Outcome	Verified:
08/11/2013	[Redacted]	Parent	Answered-Spoke	Residence: Yes Employment: No School: Yes

# UNCOPE

Hoffmann, N. G. Retrieved from: [http://www.evinceassessment.com/ UNCOPE\\_for\\_web.pdf](http://www.evinceassessment.com/UNCOPE_for_web.pdf)

The UNCOPE consists of six questions found in existing instruments and assorted research reports. This excellent screen was first reported by Hoffmann and colleagues in 1999. Variations in wording are noted for several of the items. The first wording is the original for the “U” and “P” items. The more concrete wording of the revised versions were found to be slightly better as a generic screen. Either version of the six questions may be used free of charge for oral administration in any medical, psychosocial, or clinical interview. They provide a simple and quick means of identifying risk for abuse and dependence for alcohol and other drugs. Please maintain attribution.

- U** “In the past year, have you ever drank or **used** drugs more than you meant to?”\* <sup>1,2</sup>  
Or as **revised** “Have you spent more time drinking or using than you intended to?” <sup>2</sup>
- N** “Have you ever **neglected** some of your usual responsibilities because of using alcohol or drugs?” <sup>2</sup>
- C** “Have you felt you wanted or needed to **cut down** on your drinking or drug use in the last year?”\*\*  
<sup>1,2</sup>
- O** “Has anyone **objected** to your drinking or drug use?” <sup>3, 1\*</sup>  
Or, “Has your family, a friend, or anyone else ever told you they **objected** to your alcohol or drug use?” <sup>2</sup>
- P** “Have you ever found yourself **preoccupied** with wanting to use alcohol or drugs?” <sup>2</sup>  
Or as **revised**, “Have you found yourself thinking a lot about drinking or using?”
- E** “Have you ever used alcohol or drugs to relieve **emotional discomfort**, such as sadness, anger, or boredom?” <sup>2, 1\*</sup>

## Item Sources:

The original UNCOPE items were used in the CATOR treatment evaluation system, but were also part of other assessment tools and/or published in other studies. The following are original publications or instruments which contained one or more of the UNCOPE items:

1. Brown, R. L., Leonard, T., Saunders, L. A., & Papasouliotis, O. (1997). A two-item screening test for alcohol and other drug problems. *Journal of Family Practice*, 44, (2), 151-160.
2. Hoffmann, N. G. & Harrison, P. A. (1995). *SUDDS-IV: Substance Use Disorders Diagnostic Schedule*. Smithfield, RI: Evince Clinical Assessments.
3. Hoffmann, N. G. (1995). *TAAD: Triage Assessment for Addictive Disorders*. Smithfield, RI: Evince Clinical Assessments.

<sup>1\*</sup> Similar items identified by Brown, et al. as 3<sup>rd</sup> and 4<sup>th</sup> best discriminating items.

\* SUDDS-IV uses two items for this construct. “Have you ever used alcohol or drugs when you didn’t intend to?” And, “Have you ever continued to use alcohol or drugs longer than you intended?”

\*\* The SUDDS-IV uses a more stringent criterion for this construct in that it requires a failure to restrict or stop use, not just a desire to do so. The SUDDS-IV questions are: “Have you ever set rules to control your alcohol or drug use that you failed to follow? and “Have you ever wanted to stop using alcohol or drugs but couldn’t?”

## A CAUTION REGARDING ALL SCREENS

Screens merely provide an indication of whether or not an individual appears at risk for a given condition. Screens are inappropriate for use as treatment intake tools and insufficient for supporting diagnoses. The UNCOPE and other screens for substance use disorders are most appropriate for identifying risk for abuse or dependence when neither is clearly identified as a problem. Appropriate venues for screening would be mental health and medical clinics, employee assistance counseling, marital and family counseling. Screens are inappropriate for evaluating persons arrested for driving under the influence, those presenting for treatment, or those being evaluated for any issue associated with substances. These latter individuals are already identified as being at risk, so a screen would be redundant. For these cases, more extensive diagnostic assessment tools such as the SUDDS-IV<sup>TM</sup> or CAAPE<sup>TM</sup> are recommended for adults or the PADDI<sup>TM</sup> for adolescents. Such diagnostic instruments are required for documentation when treatment recommendations or decisions other than referral for further evaluation are to be made.

# UNCOPE

Hoffmann, N. G. Retrieved from: [http://www.evinceassessment.com/ UNCOPE\\_for\\_web.pdf](http://www.evinceassessment.com/UNCOPE_for_web.pdf)

The following tables present the observed accuracy of the UNCOPE items in a variety of settings. The first table provides the findings on the UNCOPE in samples of recent arrestees and state prison inmates. The sensitivities and specificities were calculated on the basis of any positive findings for either alcohol or other drug dependence. The second table provides substance specific findings for the individual items and the UNCOPE as a screen in a very large sample of individuals in treatment populations.

## Sensitivity and specificity of the revised UNCOPE for dependence in various correctional populations

Scores considered at risk for dependence	Recent Arrestees † N = 310		Male State Prison * Inmates N = 1886		Female State Prison * Inmates N = 211	
	Sensitivity	Specificity	Sensitivity	Specificity	Sensitivity	Specificity
5-6	67%	98%	not	reported	not	reported
4-6	80%	87%	71%	92%	71%	92%
3-6	88%	83%	84%	83%	94%	81%
2-6	92%	70%	92%	70%	99%	70%

† Hoffmann, Hunt, Rhodes, & Riley, 2003

\* Campbell, Hoffmann, Hoffmann, Gillaspay, 2005

## Sensitivity and Specificity of Original UNCOPE Items in Identifying Dependence (vs. No Problems or Abuse Only)

ITEM CONCEPT	Alcohol		Cocaine		Marijuana	
	Specificity	Sensitivity	Specificity	Sensitivity	Specificity	Sensitivity
	n = 9,314 %	n = 30,330 %	n = 30,624 %	n = 9,139 %	n = 33,359 %	n = 6,384 %
<b>U - USED MORE THAN PLANNED</b>	79	91	93	94	95	83
<b>N - NEGLECTED RESPONSIBILITIES</b>	81	83	94	88	95	73
<b>C - WANTED TO CUT DOWN OR STOP</b>	87	80	95	86	97	70
<b>O - OBJECTIONS</b>	68	90	92	84	90	79
<b>P - PREOCCUPIED</b>	84	80	94	83	90	88
<b>E - RELIEVE EMOTIONAL DISTRESS</b>	74	88	95	78	90	90

UNCOPE as a screen	Alcohol		Cocaine		Marijuana	
	Specificity	Sensitivity	Specificity	Sensitivity	Specificity	Sensitivity
Score of <b>2 or more</b> to indicate any abuse OR dependence	97	93	99	94	97	82
Score of <b>4 or more</b> to indicate dependence vs. all else	86	89	95	89	97	84

**Sensitivity** is the proportion of dependent individuals (true positives) correctly identified as being dependent (positives).

**Specificity** is the proportion of nondependent individuals (true negatives) correctly identified as not being dependent (negatives).

### UNCOPE References:

- Zywiak, W. H., Hoffmann, N. G., & Floyd, A. S. (1999). Enhancing alcohol treatment outcomes through aftercare and self-help groups. *Medicine & Health/Rhode Island* 82 (3), 87-90.
- Hoffmann, N. G., Hunt, D. E., Rhodes, W. M., & Riley, K. J. (2003). UNCOPE: A brief screen for use with arrestees. *Journal of Drug Issues*, 33 (1), 29-44.
- Campbell, T. C., Hoffmann, N. G., Hoffmann, T. D., & Gillaspay, J. A. (2005) UNCOPE: A screen for substance dependence among state prison inmates. *The Prison Journal*, 85(1), 7-17
- Urofsky, R. I., Seiber, E., & Hoffmann, N. G. (2007, August 27). UNCOPE: Evaluation of a brief screen for detecting substance dependence among juvenile justice populations. *Journal of School Counseling*, 5(17). Retrieved September 9, 2007, from <http://www.jsc.montana.edu/articles/v5n17.pdf>

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### Treatment Alternatives and Diversion Grant Program – A Critical Element for Justice System Operation

Ray Luick – Justice System Improvement Specialist, Wisconsin Department of Justice, Justice Programs Unit

Tony Streveler – Executive Policy Initiatives Advisor and Director-Research and Policy, Office of the Secretary, Wisconsin Department of Corrections

Lila Schmidt – Criminal Justice Coordinator, Wisconsin Department of Health Services, Division of Mental Health and Substance Abuse Services

Michelle Cern – Statewide Problem-Solving Court Coordinator, Office of Court Operations, Wisconsin Supreme Court

Treatment Alternatives and Diversion Symposium  
August 23, 2013

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### TAD Program Partners

- Wisconsin Department of Justice
- Wisconsin Department of Health Services
- Wisconsin Department of Corrections
- Wisconsin Director of State Courts Office

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### TAD Program

- 2005 Wisconsin Act 25 established the Treatment Alternatives and Diversion Program Wis. Stat. Section 16.964(12)
  - To promote public safety, reduce prison and jail populations, reduce prosecution and incarceration costs, reduce recidivism, and improve the welfare of participants' families by meeting the comprehensive needs to participants.
  - To provide grants to counties to enable them to establish and operate programs, including suspended and deferred prosecution programs and programs based on principles of restorative justice, that provide alternatives to prosecution and incarceration for criminal offenders who abuse alcohol or other drugs and are not violent offenders.
- Initially funded programs in seven counties:
  - Adult drug treatment courts - Burnett, Rock, Washburn and Wood counties
  - Diversion programs - Dane, Milwaukee, and Washington counties
- Expanded to include funding of diversion programs in Ashland and Bayfield counties in 2012

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### TAD Program

- **Current funding**
  - \$1,038,900 for currently funded projects
- **New funding**
  - The 2013-2015 biennial budget, the provided an additional \$1M annually for the TAD grant program.
- **Match**
  - TAD program requires a 25% local cash match
- **Evidence-Based Practices**
  - Applicant must use evidence-based practices in your diversion or problem-solving court program
- **Technical Assistance**
  - Grant recipients can receive technical assistance from program partners as necessary/requested

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### TAD Grant Announcement

- **Important Dates:**
  - Applications Due - **October 17, 2013**
  - Project Start Date - **January 1, 2014**
  - Project End Date - **December 31, 2014**
- **Projects continuing to meet program requirements will be able to reapply for funding through December 31, 2016**

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### TAD Grant Announcement

- **Two categories of funding:**
  - Nine currently funded projects (\$1,038,900)
  - New projects - projects in counties not currently receiving TAD funds (\$1,000,000)
- **Eligible Expenses:**
  - Personnel and fringe benefits
  - Travel and training
  - Consultant/contractual expenses
  - Supplies and operating expenses
- **Specific application criteria for *pre-trial diversion* and *problem-solving courts***
- **Letters of Support**

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**TAD Grant Announcement**

- ◎ Reporting Requirements:
  - Regular progress reports
  - Program evaluation
  - Subject to compliance with applicable state and national standards related to diversion and problem-solving court projects
  - Problem-solving courts – subject to information sharing requirements of the State Problem-Solving Court Coordinator

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**Resources Available to Applicants**

- ◎ Grant Writing 101 – DOJ resource guide
  - Step by step advice on grant application process
  - Budget development
  - Grant writing tips
- ◎ TAD Partners and DOJ staff will be available to answer questions related to grant application and process

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**Thank You !**

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 UW Population Health Institute  
 Treatment Alternatives and Diversion (TAD) Program

**The Importance of Evaluation for TAD Programs:  
 Why It Makes \$ense**

University of Wisconsin Population Health Institute  
 Kit R. Van Stelle, Principal Investigator  
 krvanste@wisc.edu

Treatment Alternatives And Diversion - Effective Criminal  
 Justice Reform Through Research Based Practice  
 The Madison Concourse Hotel, August 23, 2013

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**What is Program  
 Evaluation**

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Research is a systematic investigation designed to develop or contribute to generalizable knowledge.

Program evaluation is the systematic collection, analysis, and interpretation of data for the purpose of determining the value of a social policy or program, to be used in decision making about the policy or program.

**“Research seeks to prove, evaluation seeks to improve...”**  
 -- Michael Quinn Patton

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## Evaluation Is Used....



- ▶ For program accountability
- ▶ To improve programs— midcourse or for future implementation and expansion
- ▶ To provide data for making evidence-based decisions about policy and practice

**Evaluation and program design go hand in hand. Evaluation doesn't happen at the end of something; it starts at the design phase and becomes an integral part of implementation.**

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## Framework for Evaluation Centers for Disease Control and Prevention



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## Why is Program Evaluation Important for TAD?

**Evaluation Unifies...  
Evaluation Documents...  
Evaluation Communicates...  
Evaluation Bridges Gaps...**

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### The TAD Evaluation Unifies...

- ▶ Evaluation helps tie diverse TAD sites together into one approach – consistent thread among projects
- ▶ Evaluation is part of TAD infrastructure
- ▶ Evaluation is link between the “ones and zeros” of data and program practice

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### The TAD Evaluation Documents...

- ▶ Evaluation documents program implementation, fidelity to service models, and short-term and long-term impacts
- ▶ It will be essential during TAD expansion to provide technical support and monitoring of implementation for new sites
  - Avoid common error of “dilute and disseminate”

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### The TAD Evaluation Communicates...

- ▶ The evaluation provides ongoing feedback to sites for program improvement
- ▶ The evaluation provides ongoing information about program effectiveness and intermediate outcomes
  - Completion rates, Incarceration averted
- ▶ Periodically provides findings on criminal recidivism and state prison incarceration outcomes
- ▶ Results of cost-benefit analyses
- ▶ Information for state agency and legislative policy development and decision-making

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## The TAD Evaluation Bridges Gaps....

- ▶ Evaluators are connection among TAD projects
- ▶ Evaluators serve as a liaison between the TAD projects and state agency partners
- ▶ Evaluators act as liaison between TAD projects and TAD Advisory Committee
- ▶ Evaluators act as liaison between TAD projects and Statewide CJCC
- ▶ Provides linkage to UW Medical School Advisory Board, health policy stakeholders statewide, and national criminal justice stakeholders

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**What is required of TAD sites for the evaluation?  
What must they put into it?**

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- ▶ **Collection of participant-level information using the TAD database**
- ▶ **Monthly upload of the database file to PHI**
  - Monthly correction of any missing/incorrect data
- ▶ **Prepare quarterly reports for DOJ/PHI**
- ▶ **Participate in annual allsite meeting in Madison**
- ▶ **Annual survey or teleconference with evaluation staff on a topic of interest**
- ▶ **Network with and support the work of the other TAD sites when issues arise**
- ▶ **Write success stories for inclusion in major reports**

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**How do TAD sites benefit from the evaluation?  
What do they get out of it?**

- 1. Linkages
- 2. Technical Assistance
- 3. Feedback for Program Improvement
- 4. Evidence of Program Impacts

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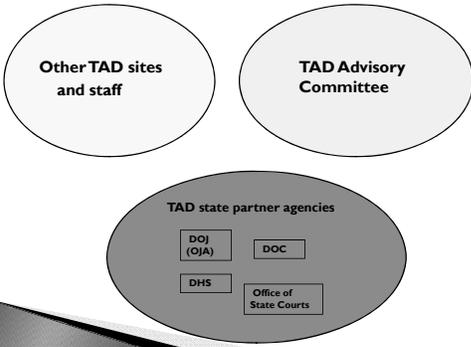
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**Benefit #1. Facilitate linkages with....**



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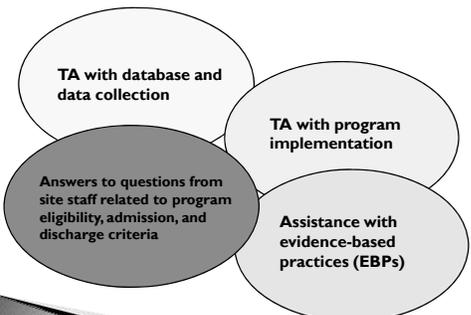
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**Benefit #2. Technical Assistance**



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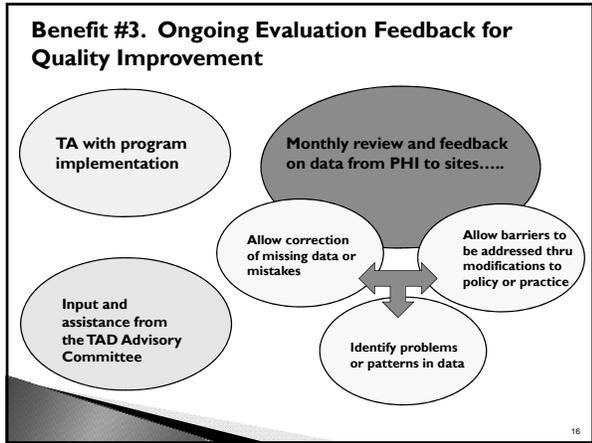
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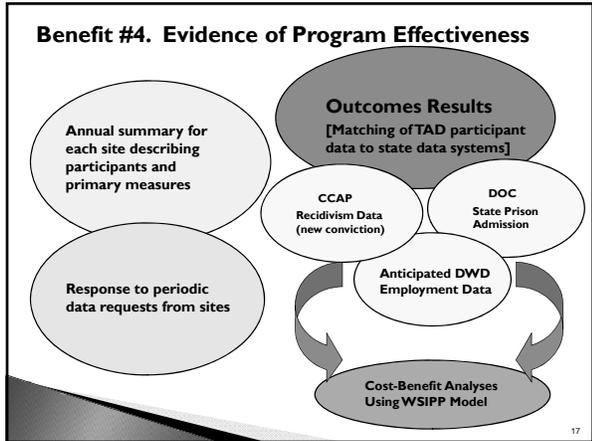
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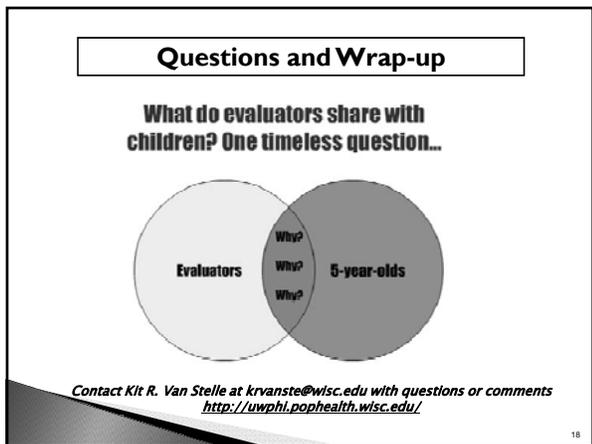
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## Predicting the Benefits and Costs of Criminal Justice Policies

David L. Weimer  
La Follette School of Public Affairs  
University of Wisconsin-Madison

TAD Conference, August 23, 2013

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## Outline

- Why should we care about costs and benefits?
- What is cost-benefit analysis (CBA)?
- How does CBA differ from fiscal analysis?
- What are the essential elements of CBA?
- How has WSIPP applied CBA to criminal justice interventions?

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## Why should we care about the costs and benefits of criminal justice policies?

- Make best use of available criminal justice resources
- Take account of all impacts
  - Budgetary (taxpayers)
  - Victimization (victims and potential victims)
  - Human capital (offenders and families)

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### What is cost-benefit analysis (CBA)?

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- CBA is a protocol for systematically assessing alternative public policies in terms of their efficiency
    - Assess efficiency in terms of net benefits
    - Choose policies that would maximize net benefits
  - CBA is comprehensive
    - It seeks to include *all* valued impacts
    - It gives “standing” to everyone in society
  - CBA is prospective
    - What net benefits would result *if* a policy were adopted (including continuation or replication of existing program)?
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### Conceptual foundations

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- Willingness to pay
    - Policy impacts are valued in terms of individuals’ willingness to pay to obtain or to avoid them
    - Benefits are the algebraic sum of these willingness-to-pay amounts
  - Opportunity cost
    - What is the value of real resources (labor, etc.) in their next best uses?
    - Costs are the algebraic sum of the opportunity costs of the resources needed to implement the policy
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### How does CBA differ from fiscal analysis?

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- Fiscal analysis includes only changes in government revenues and expenditures
    - Bottom line like that of private organization
    - Often not comprehensive across government units
  - CBA includes all impacts valued by people with standing
    - Net revenues may be larger, smaller, or the same as social benefits
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### What are the essential elements of CBA?

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- Identify all relevant impacts
  - Monetize all impacts with appropriate prices
    - Sometimes market prices
    - More often "shadow prices" that take account of distortions, especially missing markets
  - Discount for time
  - Take account of uncertainty
  - Report net benefits
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### Identify impacts (comprehensively!)

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- Measure (predict) impacts relative to current policy
  - Real resources used
    - Usually marginal rather than changes in average resource use appropriate
  - Primary impacts from evaluations
    - Reduced recidivism, greater sobriety, reduced child abuse
  - Secondary impacts linked to primary impacts
    - Greater educational attainment, greater productivity, fewer children in foster care
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### Monetize impacts

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- Various approaches to inferring willingness to pay and opportunity cost (the focus of courses in CBA)
    - Revealed preferences
    - Stated preferences
  - Missing markets---shadow prices from research (e.g., value of a high school degree)
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## Shadow prices

- Direct valuation
  - Social cost of a crime: harm to victim (tangible and intangible) and criminal justice system costs (also fear of crime?)
  - Productivity gain from high school completion: present value of increased earnings over working life
- Vertical linkage
  - Reductions in child abuse → reductions in delinquency → reduction in adult crime
- Horizontal linkage
  - Higher productivity → reductions in crime & improved fertility choice

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## Taking account of uncertainty

- Sensitivity analysis: systematically vary assumptions
- Better approach: Monte Carlo simulation
  - Assume distributions for all uncertain parameters
  - Calculate net benefits with random draws of all uncertain parameters
  - Repeat process to generate many estimates of net benefits
  - Display and analyze distribution of net benefits

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## Doing CBA: WSIPP

- Washington State Institute for Public Policy
  - Created by legislature in 1983
  - Began “evidence-based” assessments of criminal justice policies in the late 1990s
  - Developed CBA model to facilitate systematic assessments of efficiency of alternative policies
  - Over last ten years, expanded CBA model to other policy areas
- Bottom line: high quality CBAs that legislators have valued and used

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## Spreading the WSIPP Model

- Identified by MacArthur Foundation's Power of Measuring Social Benefits project as the organization most successful in applying CBA to social policy
- MacArthur funded external reviews of the model by the Vera Institute for Justice and the Pew Charitable Trusts
- Pew and MacArthur launched the "Results First Initiative" in 2011
  - Help states implement the WSIPP model
  - So far, 13 states are participating

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## Overview of the WSIPP CBA model

- Systematic review of evidence relevant to policy alternatives
  - Meta-analysis to combine results from all available evaluations
  - Predictions based on data for Washington
- Monetize impacts and needed resources (CBA)
- Assess certainty of prediction of net benefits using Monte Carlo simulation (report estimated probability of positive net benefits)

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## Example of WSIPP CBA results

Benefits and costs are life cycle present values per participant, in 2011 dollars. The programs are listed by mean life cycle net benefits, although some programs achieve benefits in multiple areas. Also, some programs achieve benefits that we cannot measure; see linked documents for program-specific details.

Topic/Year/Program	Last Updated	Monetary Results			Costs	Summary Statistics		
		Total Benefits	Program Expense	Net		Mean	Costs Ratio	Ratio of a positive net present value
<b>Juvenile Justice</b>								
Functional Family Therapy (Institutions)	April 2012	\$70,270	\$14,476	\$55,800	(\$3,262)	\$67,538	\$21.07	100%
Assessment/Reckoning/Training/Institutions	April 2012	\$62,947	\$12,372	\$49,576	(\$1,500)	\$61,448	\$41.75	94%
Multidimensional Treatment Foster Care	April 2012	\$38,197	\$8,185	\$31,032	(\$7,822)	\$31,276	\$4.95	85%
Functional Family Therapy (Probation)	April 2012	\$35,967	\$8,052	\$25,916	(\$3,361)	\$30,766	\$10.42	100%
Assessment/Reckoning/Training (Probation)	April 2012	\$31,249	\$7,423	\$23,826	(\$1,810)	\$29,740	\$30.70	98%
Multisystemic Therapy (MST)	April 2012	\$15,274	\$7,138	\$7,936	(\$7,376)	\$14,781	\$4.36	88%
Family Assessment/Reckoning/Training/Institutions	April 2012	\$28,133	\$8,361	\$19,772	(\$11,219)	\$16,918	\$2.81	97%
Drug Court	April 2012	\$10,887	\$3,294	\$7,593	(\$3,091)	\$10,819	\$4.12	91%
Coordination of Services	April 2012	\$5,581	\$1,412	\$4,089	(\$3,955)	\$5,596	\$13.34	82%
Victim Offender Reconciliation	April 2012	\$4,000	\$1,000	\$3,000	(\$6,700)	\$3,629	\$7.27	90%
Second Step	April 2012	(\$4,849)	(\$1,274)	(\$3,575)	(\$65)	(\$5,844)	(\$70.35)	0%

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## Application to diversion alternatives

- WSIPP developed list of alternatives that allowed Washington to avoid building new prison
- Considered different portfolios of diversion programs
- General approach: along with net benefits, report both fiscal and crime impacts

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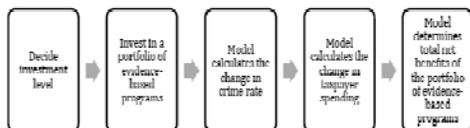
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## Application of WSIPP model to TAD

Figure 1: WSIPP Model Flow Chart



Source: Authors

Source: Chapman et al., *Statewide Expansion of Treatment Alternatives to Incarceration in Wisconsin: A Cost-Benefit Analysis*, La Follette Working Paper No. 2012-004, April 2012.

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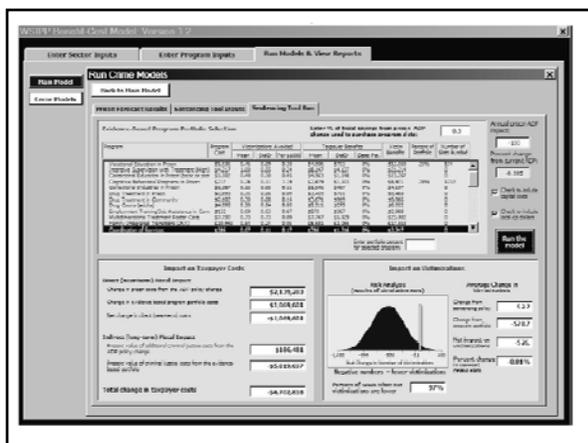


Table 4: Statewide results from exclusive funding of diversion programs

	Investment Level		
	\$5 Million	\$10 Million	\$20 Million
Program Slots Funded	3,311	6,626	13,248
Change in Victimizations	-2,192	-4,415	-8,682
Trial where Victimizations are Reduced	00%	00%	00%
Benefits to Taxpayers	\$22 million	\$44 million	\$87 million
Benefits to Crime Victims	\$17 million	\$35 million	\$68 million
NPV (Benefits - Program Costs) Statewide	\$27 million	\$54 million	\$106 million
First-year Start-up Costs	\$1 million	\$2 million	\$4 million
NPV (Benefits - Program Costs - First-year Start-up Costs) Statewide	\$26 million	\$52 million	\$102 million

Source: Chapman et al.

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### General concerns about WSIPP model

- Does not account for the distortionary effects of raising revenue (marginal excess tax burden)
- Must often rely on small number of studies to estimate effect sizes
- Generally assumes proportional reduction in all crimes, rather than offender-specific reductions
- Assumes diversions have fully independent effects

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### Challenges in replicating

- Wisconsin does not have as fully integrated criminal justice data
- Estimating marginal costs difficult

Figure 8. Annual per-inmate costs in Washington State, 2009

	AVERAGE COST	LONG-RUN MARGINAL COST	SHORT-RUN MARGINAL COST
Prison	\$31,886	\$13,931	\$4,206
Jail	\$38,900	\$21,469	\$3,457

Source: WSIPP's Benefit-Cost Tool for Assessing Policy Options in Sentencing and Corrections, August 2010.

- Requires a long-term investment in analytical capacity

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## Conclusion

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- CBA takes some intellectual courage in moving from estimates of impacts to social net benefits---be brave!
  
  - WSIPP shows that it can be done
    - High quality analyses
    - Results have influenced policy
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## Return on Investment: Evidence-Based Options to Improve Statewide Outcomes —April 2012 Update—

In the mid-1990s, the Washington State Legislature first began to direct the Washington State Institute for Public Policy (Institute) to identify “evidence-based” policies that have been shown to improve particular outcomes.

The motivation for these assignments is straightforward: to provide Washington policymakers and budget writers with a list of well-researched policies that can, with a high degree of probability, lead to better statewide results and a more efficient use of taxpayer dollars.

This short report provides a snapshot, as of April 2012, of our current list of evidence-based policy options on many public policy topics. Where possible, we provide an independent assessment of the benefits and costs of each option from the perspective of Washington citizens and taxpayers.

In essence, this report is similar to an investment advisor’s “buy-sell” list—it contains current recommendations on policy options that can give taxpayers a good return on their investment (“buys”), as well as those that apparently cannot (“sells”).

**This report replaces previously published Institute reports on these topics.**

We will occasionally add or update results for individual policy options on our website as new information becomes available. Exhibit 1 of this report includes hyperlinks to detailed results for each program.

Suggested citation: Lee, S., Aos, S., Drake, E., Pennucci, A., Miller, M., & Anderson, L. (2012). *Return on investment: Evidence-based options to improve statewide outcomes, April 2012* (Document No. 12-04-1201). Olympia: Washington State Institute for Public Policy.

### Background

The Institute was created by the 1983 Washington Legislature to carry out non-partisan research at legislative direction.

The 1997 Legislature directed the Institute to review “evidence-based” policy strategies in juvenile justice and adult corrections. We identified several programs that had been tried and evaluated elsewhere but were not then operating in Washington. We found that some, but not all, programs had the potential to reduce crime and save Washington taxpayers money.<sup>1</sup> In subsequent sessions, the legislature used the information to begin a series of policy reforms.<sup>2</sup> Many practical lessons have been learned about how to implement these programs with fidelity statewide.<sup>3</sup>

Based on this initial success, in the early 2000s the legislature began to direct the Institute to apply the same evidence-based and benefit-cost approach to other public policy areas, including K–12 education, early childhood education, prevention, child welfare, mental health, substance abuse, and public health.<sup>4</sup>

In this report, we discuss our research approach and summarize our current results on these topics.

### General Research Approach

As we have carried out these legislative assignments, we have been implementing a three-step research approach.

- 1) We systematically assess evidence on “what works” (and what does not) to improve outcomes.
- 2) We calculate costs and benefits for Washington State and produce a ranking of public policy options.
- 3) We measure the riskiness of our conclusions by testing how bottom lines vary when estimates and assumptions change.

A brief description of each step follows.

## **Step 1: What Works? What Doesn't?**

In the first research step, we estimate the probability that various policies and programs can improve outcomes. Once the legislature has indicated an outcome of interest, we then carefully analyze all high-quality studies from the United States and elsewhere to identify well-researched policy options that have achieved the outcome (as well as those that have not). We look for research studies with strong evaluation designs; we ignore studies with weak research methods. Our empirical approach then follows a meta-analytic framework to assess systematically all credible evaluations we can locate on a given topic. We produce an estimated effect of a policy on a particular outcome of interest, as well as an estimate of the margin of error in that effect.

## **Step 2: What Makes Economic Sense?**

Next, we insert benefits and costs into the analysis by answering two questions.

- ✓ How much does it cost to produce the results found in Step 1?
- ✓ How much is it worth to people in Washington State to achieve the outcome? That is, in dollar and cents terms, what are the program's benefits?

To answer these questions, we have developed—and we continue to refine—an economic model that assesses benefits and costs. The goal is to provide an internally consistent monetary valuation so that one option can be compared fairly to another. Our bottom line benefit-cost measures include standard financial statistics: net present values, benefit-cost ratios, and rates of return on investment.

We present these monetary estimates from three distinct perspectives: the benefits and costs that accrue solely to program participants, those received by taxpayers, and those received by other people in society (for example, crime victims).

The sum of these three perspectives provides a “total Washington” view on whether a policy or program produces benefits that exceed costs. Our model can also restrict the focus solely to the taxpayer perspective which can be useful for fiscal analysis and state budget preparation.

## **Step 3: Assessing the Riskiness of the Estimates.**

The third analytical step involves testing the robustness of our results. Any tabulation of benefits and costs involves some degree of speculation about future performance. This is expected in any investment analysis, whether it is in the private or public sector. To assess the riskiness of our

conclusions, we perform a “Monte Carlo simulation” in which we vary the key factors in our calculations. The purpose of the risk analysis is to determine the odds that a particular policy option will at least break even. This type of analysis is used by many businesses in investment decision making.

Thus, for each option, we produce two “big picture” findings: expected benefit-cost results (net present values and rates of return) and, given our understanding of the risks involved, the odds that the policy will at least have benefits greater than costs.

## **Changes Since the July 2011 Update**

Since the Institute's benefit-cost findings were last published in July 2011, several findings have changed substantially, due to improvements in our benefit-cost methodology. The changes affect our previous results in two major ways, one that affects a particular topic area, and another that cuts across all topic areas.

First, we changed the method by which we monetize children's mental health disorders to more closely match the methods we use to monetize adult mental health disorders. The benefit-cost model is now able to distinguish between the effects of preventing disruptive behavior disorders compared to the effects of treating youth who already have these disorders. The effect of this modeling change, relative to our July 2011 findings, lowers the expected benefits of programs that affect child externalizing behaviors.

Second, we have updated our methods to avoid “double counting” benefits from a single monetary source. For instance, a program evaluation that measures high school graduation rates, test scores, and disordered alcohol use would be monetized, in part, via changes to lifetime earnings in the labor market from each of these outcomes. In the former version of our model, to avoid double counting, we allowed the highest of these three values to “trump” the other values. We discovered that, in a Monte Carlo simulation, consistently selecting the highest of the three values biased the results in a positive direction, and may not have accurately represented the expected monetary benefits of a policy. Thus our prior trumping method favored policies that measured multiple outcomes in their evaluations; for example, the more ways a study measured impacts on labor market earnings, the more likely our previous model would have estimated a positive overall benefit.

In the current update, we have improved our trumping method by taking a weighted average of all outcomes that derive benefits from a single monetary source. Using the new method, we more accurately represent the expected benefits from programs that measure multiple outcomes. This modeling change lowered the estimated benefits of a number of programs that measured certain monetary benefits through multiple outcomes.

For more detail on these modeling changes, see the [technical appendix](#).<sup>5</sup>

## April 2012 Results

In this report, we summarize our results in a *Consumer Reports*-like list of what works and what does not, ranked by benefit-cost statistics and a measure of investment risk. We identify a number of evidence-based options that can help policy makers achieve desired outcomes as well as offer taxpayers a good return on their investment, with low risk of failure. Washington is already investing in several of these options. We also find other evidence-based options that do not produce favorable results.

In Exhibit 1, we have arranged the information by major topic. Some programs listed, of course, achieve outcomes that cut across these topics. The documents hyperlinked to the program titles in this exhibit provide comprehensive outcome information.

For some programs, insufficient information was available to allow a calculation of benefits and costs. We list these programs in each topic area, along with the reason for their exclusion.

### Example: How to Read Exhibit 1.

To illustrate our findings, we summarize results for a program called Functional Family Therapy (FFT), designed for juveniles on probation. This program is listed under the topic of juvenile justice in Exhibit 1. FFT was originally tested in Utah; Washington began to implement the program in the mid-1990s. The legislature continues to fund FFT, and it is now used by many Washington juvenile courts.

We reviewed all research we could find on FFT and found eight credible evaluations that investigated whether it reduces crime. The appendix linked in Exhibit 1 provides specific information on the eight studies in our meta-analysis of FFT.

- In Exhibit 1, we show our estimate of the total benefits of FFT per participant (2011 dollars). These benefits spring primarily from reduced crime, but also include labor market and health care benefits due to increased probability of high school graduation.

- Of the total benefits, Exhibit 1 shows that we expect some to be received by taxpayers and the majority to accrue to others, including the participants and people who were not victimized.
- Exhibit 1 also shows our estimates of the program costs per participant in Washington.
- The columns in the right-hand side of Exhibit 1 display our benefit-cost summary statistics for FFT. We show the net present value (benefits minus costs), and the benefit-to-cost ratio. Finally, we show the results of a risk analysis of our estimated bottom line for FFT.
- Based on these findings, one would conclude that FFT is an attractive evidence-based program that reduces crime and achieves a favorable return on investment, with a small chance of an undesirable outcome. These are the central reasons why FFT continues to be part of Washington's crime-reduction portfolio.

In addition to the summary information displayed in Exhibit 1, we have prepared supplementary documents. The individually linked documents provide detailed results for each option summarized in Exhibit 1, while the technical appendix provides a comprehensive description of the research methods used to compute the results.

<sup>1</sup> Aos, S., Barnoski, R., & Lieb, R. (1998). *Watching the bottom line: cost-effective interventions for reducing crime in Washington* (Document No. 98-01-1201), Olympia: Washington State Institute for Public Policy.

<sup>2</sup> Barnoski, R. (2004). *Outcome evaluation of Washington State's research-based programs for juvenile offenders* (Document No. 04-01-1201), Olympia: Washington State Institute for Public Policy.

<sup>3</sup> Drake, E.K. (2010). *Washington State juvenile court funding: Applying research in a public policy setting*. (Document No. 10-12-1201), Olympia: Washington State Institute for Public Policy. See also: Barnoski, R. (2009). *Providing evidence-based programs with fidelity in Washington State juvenile courts: Cost analysis* (Document No. 09-12-1201), Olympia: Washington State Institute for Public Policy.

<sup>4</sup> Previous benefit-cost studies prepared by the Washington State Institute for Public Policy for the legislature include:

- Aos, S., Lee, S., Drake, E., Pennucci, A., Klima, T., Miller, M., Anderson, L., Mayfield, J., & Burley, M. (2011). *Return on investment: evidence-based options to improve statewide outcomes - July 2011 update* - (Document No. 11-07-1201).
- Lee, S., Aos, S., & Miller, M. (2008). *Evidence-based programs to prevent children from entering and remaining in the child welfare system: Benefits and costs for Washington* (Document No. 08-07-3901).
- Aos, S., & Pennucci, A. (2007). *Report to the Joint Task Force on Basic Education Finance: School employee compensation and student outcomes* (Document No. 07-12-2201).
- Aos, S., Miller, M., & Mayfield, J. (2007). *Benefits and costs of k-12 educational policies: Evidence-based effects of class size reductions and full-day kindergarten* (Document No. 07-03-2201).
- Aos, S., Miller, M., & Drake, E. (2006). *Evidence-based public policy options to reduce future prison construction, criminal justice costs, and crime rates* (Document No. 06-10-1201).
- Aos, S., Mayfield, J., Miller, M., & Yen, W. (2006). *Evidence-based treatment of alcohol, drug, and mental health disorders: Potential benefits, costs, and fiscal impacts for Washington State* (Document No. 06-06-3901).
- Aos, S., Lieb, R., Mayfield, J., Miller, M., & Pennucci, A. (2004). *Benefits and costs of prevention and early intervention programs for youth* (Document No. 04-07-3901).

<sup>5</sup> [www.wsipp.wa.gov/rptfiles/12-04-1201B.pdf](http://www.wsipp.wa.gov/rptfiles/12-04-1201B.pdf).

## Exhibit 1

### Monetary Benefits and Costs of Evidence-Based Public Policies

Summary of policy topics assigned to the Washington State Institute for Public Policy by the Washington State Legislature  
Estimates for Washington State, as of April 2012

Topic Area/Program	Last Updated	Monetary Benefits			Costs	Summary Statistics		
		Total Benefits	Taxpayer	Non-Taxpayer		Benefits Minus Costs (net present value)	Benefit to Cost Ratio <sup>1</sup>	Measured Risk (odds of a positive net present value)
<b>Juvenile Justice</b>								
<a href="#">Functional Family Therapy (Institutions<sup>2</sup>)</a>	April 2012	\$70,370	\$14,476	\$55,895	(\$3,262)	\$67,108	\$21.57	100%
<a href="#">Aggression Replacement Training (Institutions)</a>	April 2012	\$62,947	\$12,972	\$49,976	(\$1,508)	\$61,440	\$41.75	94%
<a href="#">Multidimensional Treatment Foster Care</a>	April 2012	\$39,197	\$8,165	\$31,032	(\$7,922)	\$31,276	\$4.95	85%
<a href="#">Functional Family Therapy (Probation)</a>	April 2012	\$33,967	\$8,052	\$25,916	(\$3,261)	\$30,706	\$10.42	100%
<a href="#">Aggression Replacement Training (Probation)</a>	April 2012	\$31,249	\$7,423	\$23,826	(\$1,510)	\$29,740	\$20.70	96%
<a href="#">Multisystemic Therapy (MST)</a>	April 2012	\$32,121	\$7,138	\$24,983	(\$7,370)	\$24,751	\$4.36	98%
<a href="#">Family Integrated Transitions (Institutions)</a>	April 2012	\$28,137	\$5,751	\$22,386	(\$11,219)	\$16,918	\$2.51	91%
<a href="#">Drug Court</a>	April 2012	\$13,667	\$3,084	\$10,583	(\$3,091)	\$10,576	\$4.42	94%
<a href="#">Coordination of Services</a>	April 2012	\$5,501	\$1,412	\$4,089	(\$395)	\$5,106	\$13.94	82%
<a href="#">Victim Offender Mediation</a>	April 2012	\$4,205	\$1,080	\$3,125	(\$579)	\$3,626	\$7.27	95%
<a href="#">Scared Straight</a>	April 2012	(\$4,949)	(\$1,271)	(\$3,678)	(\$65)	(\$5,014)	(\$76.35)	0%
<b>Juvenile justice programs for which we have not calculated benefits and costs (at this time):</b>								
Cognitive Behavioral Therapy (general)	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Diversion Programs	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Juvenile Boot Camps	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Supervision for Juvenile Offenders	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Sex Offender Treatment for Juvenile Offenders	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Team Child	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Teen Courts	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Wilderness Challenge Programs	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
<b>Adult Criminal Justice</b>								
<a href="#">Offender Re-entry Community Safety Program (dangerously mentally ill offenders)</a>	April 2012	\$70,535	\$18,120	\$52,415	(\$32,247)	\$38,288	\$2.19	100%
<a href="#">Drug Offender Sentencing Alternative (drug offenders)</a>	April 2012	\$22,365	\$5,318	\$17,047	(\$1,542)	\$20,823	\$14.51	100%
<a href="#">Supervision with Risk Need and Responsivity Principles (high and moderate risk)</a>	April 2012	\$24,203	\$5,817	\$18,386	(\$3,543)	\$20,660	\$6.83	100%
<a href="#">Correctional Education in Prison</a>	April 2012	\$21,426	\$5,238	\$16,188	(\$1,128)	\$20,298	\$19.00	100%
<a href="#">Electronic Monitoring (radio frequency or global positioning systems)</a>	April 2012	\$18,745	\$4,438	\$14,307	\$1,067	\$19,812	n/e	100%
<a href="#">Vocational Education in Prison</a>	April 2012	\$20,446	\$5,017	\$15,429	(\$1,571)	\$18,875	\$13.01	100%
<a href="#">Mental Health Courts</a>	April 2012	\$20,424	\$4,998	\$15,425	(\$2,935)	\$17,488	\$6.96	100%
<a href="#">Drug Treatment in the Community</a>	April 2012	\$17,711	\$4,206	\$13,504	(\$1,602)	\$16,108	\$11.05	100%
<a href="#">Drug Courts</a>	April 2012	\$15,433	\$3,376	\$12,057	(\$4,178)	\$11,255	\$3.69	100%
<a href="#">Drug Treatment in Prison</a>	April 2012	\$15,577	\$3,834	\$11,743	(\$4,603)	\$10,974	\$3.38	100%
<a href="#">Drug Offender Sentencing Alternative (property offenders)</a>	April 2012	\$11,273	\$2,666	\$8,607	(\$1,540)	\$9,733	\$7.32	78%
<a href="#">Cognitive Behavioral Therapy (moderate and high risk)</a>	April 2012	\$9,695	\$2,308	\$7,387	(\$412)	\$9,283	\$23.55	100%
<a href="#">Intensive Supervision: With Treatment</a>	April 2012	\$15,169	\$3,610	\$11,559	(\$7,874)	\$7,295	\$1.93	96%
<a href="#">Work Release</a>	April 2012	\$7,117	\$1,749	\$5,368	(\$661)	\$6,456	\$10.77	99%
<a href="#">Correctional Industries in Prison</a>	April 2012	\$7,042	\$1,713	\$5,329	(\$1,417)	\$5,625	\$4.97	100%
<a href="#">Employment Training/Job Assistance in the Community</a>	April 2012	\$5,501	\$1,311	\$4,190	(\$135)	\$5,366	\$40.76	100%
<a href="#">Intensive Supervision: Surveillance Only</a>	April 2012	(\$578)	(\$133)	(\$445)	(\$4,140)	(\$4,718)	(\$0.14)	11%
<a href="#">Domestic Violence Perpetrator Treatment Programs</a>	April 2012	(\$4,908)	(\$1,165)	(\$3,742)	(\$1,359)	(\$6,266)	(\$3.61)	14%
<b>Adult criminal justice programs for which we have not calculated benefits and costs (at this time):</b>								
Adult Boot Camps	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Drug Treatment in Jail	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Jail Diversion for Mentally Ill Offenders	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Life Skills Education Programs for Adults	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Restorative Justice for Lower-Risk Adult Offenders	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.
Sex Offender Community Notification and Registration	June 2009							See previous WSIPP <a href="#">publication</a> for past findings.
Sex Offender Treatment	October 2006							See previous WSIPP <a href="#">publication</a> for past findings.

## Exhibit 1

### Monetary Benefits and Costs of Evidence-Based Public Policies

Summary of policy topics assigned to the Washington State Institute for Public Policy by the Washington State Legislature  
Estimates for Washington State, as of April 2012

Topic Area/Program	Last Updated	Monetary Benefits			Costs	Summary Statistics		
		Total Benefits	Taxpayer	Non-Taxpayer		Benefits Minus Costs (net present value)	Benefit to Cost Ratio <sup>1</sup>	Measured Risk (odds of a positive net present value)
<b>Child Welfare</b>								
<a href="#">Nurse Family Partnership for Low-Income Families</a>	April 2012	\$22,781	\$6,219	\$16,562	(\$9,600)	\$13,181	\$2.37	80%
<a href="#">Parent Child Interaction Therapy (PCIT) for Families in the Child Welfare System</a>	April 2012	\$7,168	\$1,277	\$5,892	(\$1,551)	\$5,617	\$4.62	100%
<a href="#">Intensive Family Preservation Services (Homebuilders)</a>	April 2012	\$6,942	\$3,759	\$3,183	(\$3,288)	\$3,655	\$2.11	99%
<a href="#">SafeCare</a>	April 2012	\$1,501	\$278	\$1,223	(\$102)	\$1,399	\$14.65	100%
<a href="#">Parents as Teachers</a>	April 2012	\$4,992	\$1,116	\$3,876	(\$4,227)	\$765	\$1.18	57%
<a href="#">Alternative Response</a>	April 2012	\$852	\$257	\$595	(\$96)	\$756	\$8.88	100%
<a href="#">Triple P Positive Parenting Program (System)</a>	April 2012	\$865	\$334	\$531	(\$143)	\$722	\$6.06	100%
<a href="#">Other home visiting programs for at-risk mothers and children</a>	April 2012	\$5,138	\$1,233	\$3,904	(\$5,603)	(\$465)	\$0.92	44%
<a href="#">Parent Child Home Program</a>	April 2012	\$3,920	\$1,082	\$2,838	(\$5,496)	(\$1,576)	\$0.71	38%
<a href="#">Healthy Families America</a>	April 2012	\$2,589	\$1,165	\$1,424	(\$4,601)	(\$2,011)	\$0.56	26%
<a href="#">Other Family Preservation Services (non-Homebuilders)</a>	April 2012	(\$902)	(\$208)	(\$693)	(\$3,046)	(\$3,948)	(\$0.30)	0%
<b>Child welfare programs for which we have not calculated benefits and costs (at this time):</b>								
<a href="#">Family Team Decision Making</a>	April 2012							See linked document for meta-analytic results.
<a href="#">Structured Decision Making Risk Assessment</a>	April 2012							See linked document for meta-analytic results.
Dependency (or Family Treatment) Drug Courts	July 2008							See previous WSIPP <a href="#">publication</a> for past findings; update in process.
Flexible Funding via Title IV-E Waivers	July 2008							See previous WSIPP <a href="#">publication</a> for past findings.
Subsidized Guardianship	July 2008							See previous WSIPP <a href="#">publication</a> for past findings.
Circle of Security								Too few rigorous evaluations.
Project KEEP								Too few rigorous evaluations.
Promoting First Relationships								Too few rigorous evaluations.
<b>Pre-K to 12 Education</b>								
<a href="#">Reading Recovery (K-12 Tutoring)</a>	April 2012	\$18,603	\$4,410	\$14,194	(\$1,895)	\$16,708	\$9.82	100%
<a href="#">Early Childhood Education for Low Income 3- and 4-Year Olds</a>	April 2012	\$22,457	\$6,802	\$15,655	(\$7,523)	\$14,934	\$2.99	100%
<a href="#">K-12 Tutoring by Peers</a>	April 2012	\$12,273	\$2,904	\$9,369	(\$1,016)	\$11,257	\$12.08	100%
<a href="#">Tutoring (vs. No Tutoring) for English Language Learner Students</a>	April 2012	\$10,938	\$2,598	\$8,341	(\$1,362)	\$9,576	\$8.03	85%
<a href="#">Special Literacy Instruction for English Language Learner Students</a>	April 2012	\$6,969	\$1,652	\$5,317	(\$282)	\$6,688	\$24.75	90%
<a href="#">K-12 Tutoring by Adults</a>	April 2012	\$6,683	\$1,586	\$5,097	(\$1,992)	\$4,691	\$3.36	93%
<a href="#">Teacher Induction Programs</a>	April 2012	\$3,648	\$866	\$2,783	(\$63)	\$3,585	\$57.79	88%
<a href="#">K-12 Parent Involvement Programs</a>	April 2012	\$3,575	\$850	\$2,725	(\$836)	\$2,739	\$4.28	68%
<a href="#">National Board for Professional Teaching Standards (NBPTS) Certification Bonuses</a>	April 2012	\$1,802	\$428	\$1,374	(\$69)	\$1,734	\$26.28	100%
<a href="#">Teacher Performance Pay Programs</a>	April 2012	\$295	\$69	\$225	(\$34)	\$261	\$8.62	63%
<a href="#">Additional Day of K-12 Instructional Time</a>	April 2012	\$86	\$20	\$65	(\$27)	\$59	\$3.18	59%
<a href="#">K-12 Educator Content-Specific Professional Development</a>	April 2012	\$19	\$4	\$14	(\$6)	\$12	\$3.01	52%
<a href="#">K-12 Educator Professional Development (Non-Content Specific)</a>	April 2012	(\$1)	(\$0)	(\$0)	(\$6)	(\$7)	(\$0.11)	48%
<a href="#">Even Start</a>	April 2012	(\$1,257)	(\$296)	(\$961)	(\$4,126)	(\$5,383)	(\$0.30)	14%
<a href="#">Early Head Start</a>	April 2012	\$2,264	\$1,516	\$748	(\$10,420)	(\$8,156)	\$0.22	17%
<b>Pre-K to 12 education programs for which we have not calculated benefits and costs (at this time):</b>								
<a href="#">Pre-K and Elementary Bilingual Instructional Programs (vs. English-based) for English Language Learners</a>	April 2012							See linked document for meta-analytic results.
<a href="#">K-12 Teachers—Impact of Having a Graduate Degree</a>	April 2012							See linked document for meta-analytic results.
<a href="#">K-12 Teachers—Impact of Having an In-subject Graduate Degree</a>	April 2012							See linked document for meta-analytic results.
<a href="#">K-12 Teachers—Effectiveness by Years of Experience</a>	April 2012							See linked document for meta-analytic results.
Class Size	March 2007							See previous WSIPP <a href="#">publication</a> for past findings.
Full-Day Kindergarten (vs. half-day)	March 2007							See previous WSIPP <a href="#">publication</a> for past findings.
Increased Per-Student Expenditures	December 2007							See previous WSIPP <a href="#">publication</a> for past findings.

## Exhibit 1

### Monetary Benefits and Costs of Evidence-Based Public Policies

*Summary of policy topics assigned to the Washington State Institute for Public Policy by the Washington State Legislature  
Estimates for Washington State, as of April 2012*

Topic Area/Program	Last Updated	Monetary Benefits			Costs	Summary Statistics		
		Total Benefits	Taxpayer	Non-Taxpayer		Benefits Minus Costs (net present value)	Benefit to Cost Ratio <sup>1</sup>	Measured Risk (odds of a positive net present value)
<b>Children's Mental Health</b>								
<a href="#">Cognitive Behavioral Therapy (CBT)-Based Models for Child Trauma</a>	April 2012	\$8,929	\$2,779	\$6,151	\$317	\$9,246	n/e	100%
<a href="#">Remote Cognitive Behavioral Therapy (CBT) for Anxious Children</a>	April 2012	\$7,653	\$2,265	\$5,388	\$741	\$8,393	n/e	96%
<a href="#">Group Cognitive Behavioral Therapy (CBT) for Anxious Children</a>	April 2012	\$7,247	\$2,143	\$5,104	\$393	\$7,640	n/e	98%
<a href="#">Individual Cognitive Behavioral Therapy (CBT) for Anxious Children</a>	April 2012	\$7,337	\$2,170	\$5,166	(\$734)	\$6,603	\$10.00	95%
<a href="#">Eye Movement Desensitization and Reprocessing (EMDR) for Child Trauma</a>	April 2012	\$5,804	\$1,815	\$3,989	\$155	\$5,959	n/e	79%
<a href="#">Parent Cognitive Behavioral Therapy (CBT) for Anxious Young Children</a>	April 2012	\$3,291	\$998	\$2,293	\$608	\$3,899	n/e	81%
<a href="#">Cognitive Behavioral Therapy (CBT) for Depressed Adolescents</a>	April 2012	\$3,441	\$1,022	\$2,419	(\$484)	\$2,957	\$7.11	99%
<a href="#">Brief Strategic Family Therapy (BSFT)</a>	April 2012	\$3,112	\$965	\$2,147	(\$512)	\$2,601	\$6.08	69%
<a href="#">Parent Child Interaction Therapy (PCIT) for Children with Disruptive Behavior Problems</a>	April 2012	\$3,385	\$1,120	\$2,265	(\$1,335)	\$2,049	\$2.53	100%
<a href="#">Triple P Positive Parenting Program: Level 4, Individual</a>	April 2012	\$3,621	\$1,195	\$2,426	(\$1,833)	\$1,788	\$1.98	92%
<a href="#">Triple P Positive Parenting Program: Level 4, Group</a>	April 2012	\$2,112	\$696	\$1,416	(\$375)	\$1,737	\$5.63	100%
<a href="#">Multisystemic Therapy (MST) for Youth with Serious Emotional Disturbance (SED)</a>	April 2012	\$7,443	\$2,885	\$4,558	(\$6,501)	\$942	\$1.14	68%
<a href="#">Behavioral Parent Training (BPT) for Children with Disruptive Behavior Disorders</a>	April 2012	\$768	\$252	\$516	\$105	\$873	n/e	68%
<a href="#">Families and Schools Together (FAST)</a>	April 2012	\$2,610	\$775	\$1,834	(\$1,759)	\$851	\$1.48	52%
<a href="#">Behavioral Parent Training (BPT) for Children with ADHD</a>	April 2012	\$430	\$126	\$304	\$106	\$536	n/e	98%
<a href="#">Incredible Years: Parent Training</a>	April 2012	\$2,482	\$797	\$1,685	(\$2,074)	\$408	\$1.20	61%
<a href="#">Incredible Years: Parent Training + Child Training</a>	April 2012	\$2,429	\$774	\$1,655	(\$2,135)	\$295	\$1.14	59%
<a href="#">Multimodal Therapy (MMT) for Children with Disruptive Behavior</a>	April 2012	\$656	\$222	\$435	(\$1,274)	(\$617)	\$0.52	42%
<a href="#">Cognitive Behavioral Therapy (CBT) for Children with ADHD</a>	April 2012	(\$37)	(\$8)	(\$28)	(\$985)	(\$1,021)	(\$0.04)	3%
<a href="#">Multimodal Therapy (MMT) for Children with ADHD</a>	April 2012	\$1,749	\$440	\$1,309	(\$8,343)	(\$6,593)	\$0.21	11%
<b>Children's mental health programs for which we have not calculated benefits and costs (at this time):</b>								
Intensive Case Management (Wraparound) for Youth with Emotional Disturbance	July 2008	See previous WSIPP <a href="#">publication</a> for past findings.						
<b>General Prevention Programs for Children and Adolescents</b>								
<a href="#">Youth Mentoring Programs (taxpayer costs only)</a>	April 2012	\$7,207	\$1,958	\$5,249	(\$1,479)	\$5,728	\$4.87	61%
<a href="#">Good Behavior Game</a>	April 2012	\$4,790	\$1,337	\$3,454	(\$154)	\$4,637	\$31.19	100%
<a href="#">Quantum Opportunities Program</a>	April 2012	\$30,311	\$8,737	\$21,574	(\$25,743)	\$4,568	\$1.18	60%
<a href="#">Youth Mentoring Programs</a>	April 2012	\$8,333	\$2,348	\$5,985	(\$4,799)	\$3,534	\$1.74	58%
<a href="#">Seattle Social Development Project</a>	April 2012	\$5,804	\$1,686	\$4,118	(\$3,026)	\$2,779	\$1.92	59%
<a href="#">Guiding Good Choices</a>	April 2012	\$2,540	\$598	\$1,942	(\$870)	\$1,670	\$2.92	85%
<a href="#">Behavioral Monitoring and Reinforcement Program</a>	April 2012	\$1,995	\$531	\$1,463	(\$1,276)	\$719	\$1.56	58%
<a href="#">Promoting Alternative Thinking Strategies (PATHS)</a>	April 2012	(\$19)	(\$6)	(\$13)	(\$115)	(\$134)	(\$0.17)	23%
<a href="#">Strengthening Families for Parents and Youth 10-14</a>	April 2012	\$696	\$213	\$483	(\$1,077)	(\$381)	\$0.65	7%
<a href="#">Children's Aid Society--Carrera</a>	April 2012	\$7,184	\$2,381	\$4,802	(\$14,220)	(\$7,036)	\$0.51	37%
<a href="#">CASASTART</a>	April 2012	(\$1,574)	(\$385)	(\$1,188)	(\$6,806)	(\$8,380)	(\$0.23)	0%
<a href="#">Fast Track prevention program</a>	April 2012	\$1,953	\$450	\$1,503	(\$58,747)	(\$56,794)	\$0.03	0%

**Exhibit 1**

**Monetary Benefits and Costs of Evidence-Based Public Policies**

*Summary of policy topics assigned to the Washington State Institute for Public Policy by the Washington State Legislature  
Estimates for Washington State, as of April 2012*

<b>Topic Area/Program</b> <small>Benefits and costs are life-cycle present-values per participant, in 2011 dollars. The programs are listed by major topic area, although some programs achieve benefits in multiple areas. Also, some programs achieve benefits that we cannot monetize; see linked documents for program-specific details.</small>	<b>Last Updated</b>	<b>Monetary Benefits</b>			<b>Costs</b>	<b>Summary Statistics</b>		
		<b>Total Benefits</b>	<b>Taxpayer</b>	<b>Non-Taxpayer</b>		<b>Benefits Minus Costs</b> <small>(net present value)</small>	<b>Benefit to Cost Ratio<sup>1</sup></b>	<b>Measured Risk</b> <small>(odds of a positive net present value)</small>
<b>Substance Abuse</b>								
<a href="#">Motivational Interviewing / Motivational Enhancement Therapy for Alcohol Abuse</a>	April 2012	\$9,164	\$1,926	\$7,238	(\$206)	\$8,957	\$44.38	100%
<a href="#">Motivational Interviewing / Motivational Enhancement Therapy for Smoking</a>	April 2012	\$7,949	\$295	\$7,654	(\$206)	\$7,743	\$38.49	99%
<a href="#">Brief Alcohol Screening and Intervention for College Students (BASICS)</a>	April 2012	\$3,110	\$771	\$2,339	(\$226)	\$2,883	\$13.75	97%
<a href="#">Motivational Interviewing / Motivational Enhancement Therapy for Cannabis Abuse</a>	April 2012	\$2,388	\$691	\$1,697	(\$206)	\$2,182	\$11.58	100%
<a href="#">Motivational Interviewing / Motivational Enhancement Therapy for Illicit Drug Abuse</a>	April 2012	\$2,023	\$593	\$1,430	(\$207)	\$1,816	\$9.78	97%
<a href="#">Life Skills Training</a>	April 2012	\$1,290	\$289	\$1,001	(\$34)	\$1,256	\$37.52	100%
<a href="#">Project Towards No Drug Abuse (TND)</a>	April 2012	\$123	\$31	\$92	(\$14)	\$109	\$8.61	76%
<a href="#">Project STAR</a>	April 2012	\$582	\$151	\$431	(\$489)	\$93	\$1.19	71%
<a href="#">Project ALERT</a>	April 2012	\$7	\$2	\$5	(\$145)	(\$138)	\$0.05	1%
<b>Substance abuse prevention and treatment programs for which we have not calculated benefits and costs (at this time):</b>								
All Stars	July 2004	See previous WSIPP <a href="#">publication</a> for past findings.						
DARE	July 2004	See previous WSIPP <a href="#">publication</a> for past findings.						
Minnesota Smoking Prevention Program	July 2004	See previous WSIPP <a href="#">publication</a> for past findings.						
Project Northland	July 2004	See previous WSIPP <a href="#">publication</a> for past findings.						
Project Towards No Tobacco Use	July 2004	See previous WSIPP <a href="#">publication</a> for past findings.						
<b>Adult Mental Health</b>								
<a href="#">Cognitive Behavioral Therapy (CBT) for Adult Anxiety</a>	April 2012	\$17,731	\$4,938	\$12,793	(\$341)	\$17,390	\$52.01	97%
<a href="#">Cognitive Behavioral Therapy (CBT) for Adult Depression</a>	April 2012	\$15,632	\$4,619	\$11,013	(\$227)	\$15,405	\$68.90	100%
<b>Adult mental health treatment programs for which we have not calculated benefits and costs (at this time):</b>								
Day Programs for Mentally Ill Adults		Review in process.						
Remote Cognitive Behavioral Therapy		Review in process.						
Treatments for Post-Traumatic Stress Disorder		Review in process.						
Eye Movement Desensitization and Reprocessing		Review in process.						
Primary Care Interventions for Depression		Review in process.						
<b>Public Health</b>								
See Technical Appendix I for meta-analytic results for prevention programs targeting teen pregnancy and obesity. We have not have not completed our computation of benefits and costs for these programs.								
<b>Teen Pregnancy Prevention:</b>								
<a href="#">Postponing Sexual Involvement</a>	April 2012	See linked document for meta-analytic results.						
<a href="#">School-Based Service Learning</a>	April 2012	See linked document for meta-analytic results.						
<a href="#">School-based Sexual Education</a>	April 2012	See linked document for meta-analytic results.						
<a href="#">Teen Outreach Program</a>	April 2012	See linked document for meta-analytic results.						
<a href="#">Adolescent Sibling Pregnancy Prevention</a>	April 2012	See linked document for meta-analytic results.						
<b>Obesity Prevention:</b>								
<a href="#">School programs for healthy eating to prevent obesity</a>	April 2012	See linked document for meta-analytic results.						
<a href="#">School programs for physical activity to prevent obesity</a>	April 2012	See linked document for meta-analytic results.						
<a href="#">School programs for healthy eating &amp; physical activity to prevent obesity</a>	April 2012	See linked document for meta-analytic results.						
<b>Obesity prevention programs for which we have not calculated meta-analytic results (at this time):</b>								
Early child care centers & homes nutrition & physical activity programs		Too few rigorous evaluations.						
Taxes on sweetened beverages and snack food		Too few rigorous evaluations.						
Nutrition labeling on menus & posting nutritional information		Too few rigorous evaluations.						

**Exhibit 1**

**Monetary Benefits and Costs of Evidence-Based Public Policies**

*Summary of policy topics assigned to the Washington State Institute for Public Policy by the Washington State Legislature  
Estimates for Washington State, as of April 2012*

<u>Topic Area/Program</u>	<u>Last Updated</u>	<u>Monetary Benefits</u>		<u>Costs</u>	<u>Summary Statistics</u>		
		<u>Total Benefits</u>	<u>Taxpayer</u>		<u>Non-Taxpayer</u>	<u>Benefits Minus Costs</u> (net present value)	<u>Benefit to Cost Ratio</u> <sup>1</sup>
<p><b>Housing</b></p> <p>See Technical Appendix I for meta-analytic results for housing programs for offenders returning to the community and adults with mental illness. We have not completed our computation of benefits and costs for these programs.</p> <p><a href="#">Housing Supports for Offenders Returning to the Community</a>      April 2012      See linked document for meta-analytic results.</p> <p><a href="#">Housing Support for Adults With Mental Illness</a>      April 2012      See linked document for meta-analytic results.</p> <p><a href="#">Housing Supports for Serious Violent Offenders</a>      April 2012      See linked document for meta-analytic results.</p>							
<p><b>Notes to Exhibit 1</b></p> <p><sup>1</sup> Benefit to cost ratios cannot be computed in every case; we list "n/e" for those that cannot be reliably estimated.</p> <p><sup>2</sup> Institutions = state institutionalized juvenile justice populations</p>							

For further information, contact Stephanie Lee at [slee@wsipp.wa.gov](mailto:slee@wsipp.wa.gov)

Document No. 12-04-1201

	<p><i>Washington State Institute for Public Policy</i></p> <p>The Washington State Legislature created the Washington State Institute for Public Policy in 1983. A Board of Directors—representing the legislature, the governor, and public universities—governs the Institute and guides the development of all activities. The Institute’s mission is to carry out practical research, at legislative direction, on issues of importance to Washington State.</p>
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National Institute of Corrections  
Community Services Division  
Evidence Based Decision Making in Local  
Criminal Justice Systems

**Initial Update**

Treatment Alternatives and Diversion  
State of Wisconsin

Lori Eville  
National Institute of Corrections

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### Overview

- **Evidence Based Decision Making in Local Criminal Justice Systems** is an NIC initiative with an overall goal of implementing a framework that links protocols and information tools between decisions points of the Criminal Justice System and facilitates organizational change and Evidence Based Decisions among Criminal Justice Stakeholders.

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### Why Evidence Based Decision Making?

- The full potential of change has not yet been realized; these approaches have not been implemented system wide
- A primary perceived barrier is the lack of system collaboration around a common set of outcomes and principles
- There is a growing body of evidence that can inform justice system agencies' performance and increase effectiveness



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### Vision

- To advance justice system policies and practices in ways that reduce harm and improve defendant and offender outcomes.
- To build capacity within state executive teams to increase evidence based decisions and work collaboratively with their counties.

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### Evidence Based Decision Making Initiative



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### EBDM Sites

- Mesa County, Colorado
- Grant County, Indiana
- Ramsey County, Minnesota
- Yamhill County, Oregon
- Charlottesville-Albemarle County, Virginia
- **Eau Claire County, Wisconsin**
- **Milwaukee County, Wisconsin**

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**The Framework is grounded in four key principles**



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**Principle #1**

The professional judgment of criminal justice system decision makers is enhanced when informed by evidence-based knowledge.

Examples: use of risk tools; effectiveness of interventions under certain conditions

Evidence-based knowledge does not replace discretion but instead, informs decisions.



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**Principle #2**

Every interaction within the criminal justice system offers an opportunity to contribute to harm reduction.

Examples: law enforcement officer at the point of arrest, pretrial officer at assessment, judicial officer on the bench

To be effective, justice system players must understand how their interactions influence others and have the knowledge and skills to enhance this influence.



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### Principle #3

Systems achieve better outcomes when they operate collaboratively at the individual, agency, and system levels

Example: Establishment of policy teams and operational protocols that define how others will be consulted and decisions made

Decision making responsibilities remain at the individual and agency level, however under the collaborative approach, input is received and other's interests are taken into account.



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### Principle #4

The criminal justice system will continually learn and improve when professionals make decisions based on the collection, analysis, and use of data and information

Examples: Establishment of agency and system wide performance measures; feedback loops to examine efficacy of current practice

Where evidence is not immediately available, the justice system may need to use its own data to determine what is or is not working.



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**The Framework examines key decision points and the evidence to support decision making at each one**



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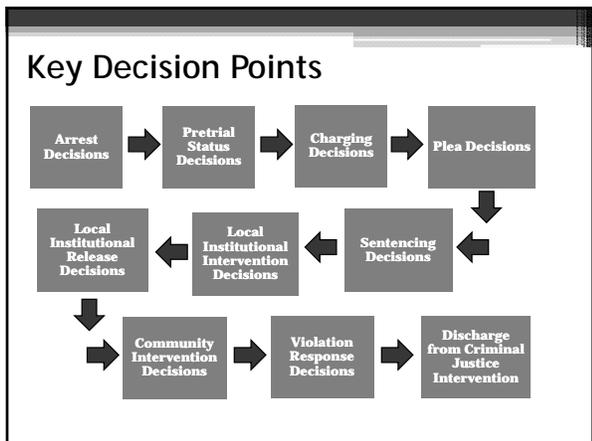
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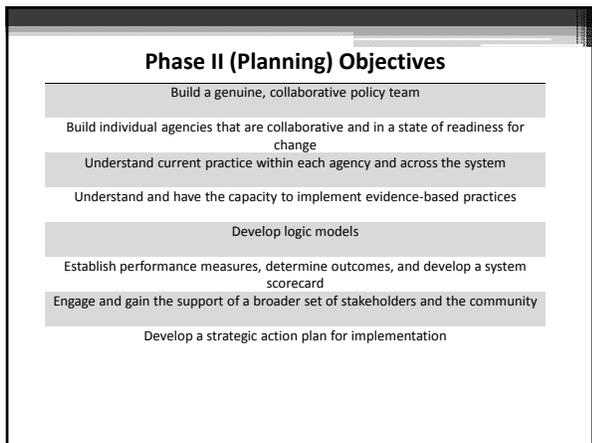
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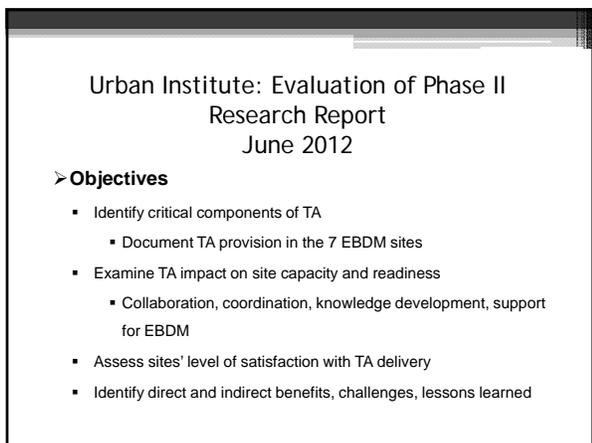
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**Urban Institutes**  
**Evaluation Activities**

**Activities**

- **Monthly phone interviews with core stakeholders**
  - Progress, impressions, critical needs
- **Site visits – twice to each site**
  - Policy team interviews, observe TA activities
- **Online stakeholder survey - 2 waves**
  - Collaboration/coordination, knowledge and support for EBDM principles, benefits of the initiative, satisfaction with TA, implementation readiness
- **Monthly TA activity reports**
- **Document review and TA materials**

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**Evaluation Findings:**  
**Ample Evidence of Positive Impact**

- **Critical change targets identified in all 7 sites**
  - Facilitated robust strategic planning process
  - Implementation on-going in all 7 sites
- **Increased EBDM and system knowledge**
- **Increased knowledge and support for EBDM principles and practices**
- **Enhanced collaboration and coordination**
- **Indirect and direct benefits**
- **Essential TA elements identified**
- **Consensus on initiative's key challenges**

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**Evaluation Findings:**  
**Phase III- Implementation Plans**

**Common cross-site change targets**

- **Use of Proxy Screen**
  - at arrest to screen for risk of re-offense upon first interaction with law enforcement
- **Use of Pretrial Risk Assessment**
  - to inform bail decisions and plea bargaining
- **Incorporate risk information into PSI reports/sentencing decisions**
- **Target programming based on offender risk (in jail, probation/community supervision)**
- **Improve data collection/performance measurement systems**

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### Evaluation Findings: Critical Components of Technical Assistance

- **On-site monthly TA facilitation**
  - Engage stakeholders, facilitated collaboration
  - Made research accessible
  - Acted as liaison with other members of TA provider consortium
- **System mapping**
  - Develop knowledge of current practice and how EBP could improve system
- **Mini-assessments**
  - Substantive expertise to inform site EBDM implementation plan
- **EBDM education and system-wide training activities**
  - Main method of engaging agency staff in EBDM

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### Evaluation Findings: Implementation Readiness for Phase III

#### Measures of Readiness

- Agency Collaboration
- Coordination among Criminal Justice Agencies
- Stakeholder Engagement
- Coordination among Criminal Justice Leaders
- Support for EBDM

#### Benefits of Initiative

- Overall Benefits of TA
- Overall Benefits of Phase II participation
- Individual Benefits of TA

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### Stakeholder Survey

- Online survey: 84 items and 9 demographic questions (about experience and role in CJ system, and EBDM involvement)
- Targeted "key informants" across systems, not "insiders"
  - Mix of criminal justice partners, service providers, advocates, elected officials
- Sample Ns and response rates vary by site
  - Total Wave 1 N=248, Wave 2 N=216
  - Average site-specific N=35 (range = 19 to 64)
  - Average Wave 1 response = 79%
  - Average Wave 2 response = 68%
- Analysis indicates respondents had extensive CJ experience, most had official role in EBDM (see handout)

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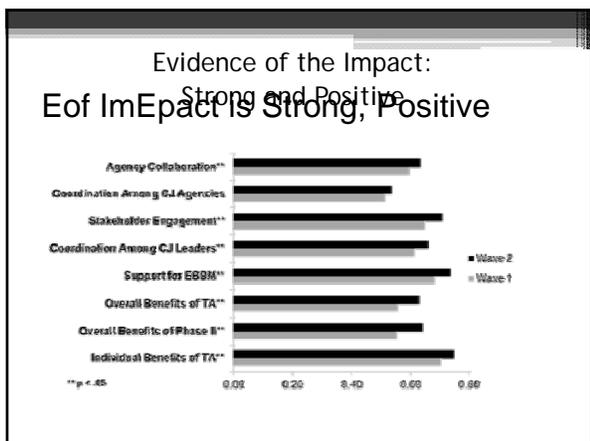
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- ### Evaluation Findings: Capacity Building and Related Benefits
- **Support for EBDM**
    - Dramatic site-specific increases in support for EBDM principles
      - Data collection and analysis as priorities at end of Phase II
    - Some difficulty understanding research findings/applying them to local system
      - EBP adaptation vs. adoption
  - **Benefits of Phase II participation**
    - Huge emphasis on relationship building within sites – strengthening collaboration in leadership group
    - Access to other TA resources (BJA's Justice Reinvestment Initiative; CJCC network)

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- ### Evaluation Findings: Collaboration and Leadership
- **Collaboration**
    - All sites started EBDM initiative with solid history of collaboration, all registered improvements over Phase II
    - Formed working groups, subcommittees under EBDM policy team
  - **Engagement**
    - Engagement increased for each stakeholder sphere in all sites
    - Factors affecting stakeholder engagement in some sites
      - Adversarial nature of criminal justice system (prosecutors, defense attorneys)
      - Offender-focus of initiative (law enforcement, prosecutors)
  - **Leadership**
    - Broad involvement from leaders across the CJ system
    - Policy team chairs provided critical leadership
      - Were useful in bringing more reluctant stakeholders to EBDM table

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### Implications for Phase III

- **Increase focus on data collection and performance measurement**
- **Prioritize agency staff engagement**
- **Concentrate on community engagement**
- **Address challenges related to the adversarial nature of the criminal justice system, identify "win-win" themes**
  - Implications for stakeholder engagement
  - Implications for implementation and sustainability
- **Identify peer-to-peer learning opportunities**
  - Difficult to address in Phase II because of competition

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### Urban Institute: Recommendations

- **Continue targeted TA, emphasis on team facilitation**
- **Prioritize and facilitate data collection, analysis & measurement**
- **Make research more accessible**
- **Provide structured opportunities for peer learning**
  - Weigh cost/benefits of competition carefully
- **Use policy team leadership position strategically**
- **Balance timeline with level of effort**
- **Consider additional evaluation**

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### Phase III (Implementation) Objectives

- Collect baseline data on implementation strategies
- Implement change strategies
- Sustain a multi-disciplinary collaborative policy team
- Fully engage agency staff in EBDM, focusing specifically on agency managers and supervisors
- Embed EBDM knowledge systemwide
- Carry out the external stakeholder communication strategy
- Guard against implementation failure
- Measure performance against systemwide scorecard
- Celebrate success
- Institutionalize policy changes
- Expand the number of EBDM change strategies
- Educate and engage in-state colleagues on EBDM
- Share experiences with national colleagues

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**What's next for EBDM?**

- **Change Targets Added during Phase III**
  - Diversion
  - Moving down in the organizations
- **Publications**
  - Revised Framework including reentry decision points
  - Case Studies/Stakeholder lessons
- **Communication Strategy: Risk Communication**
- **Sustainability Plans/ Exit Strategies**
- **Statewide Implementation**
  - State Level Summit: *October '13 Held in State of Wisconsin*
  - Select State and County, through competitive process to receive NIC technical assistance- *March '14*

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**Tools**

- **The Framework:**  
<http://www.cepp.com/documents/EBDM%20Framework.pdf>
- **EBDM Starter Kit:**
  - Purpose: Provides guidance to sites that want to prepare to implement EBDM in their own jurisdictions
  - Audience: Local, collaborative criminal justice teams<http://ebdmoneless.org/starterkit/>
- **EBDM User's Guides:**
  - Purpose: Provide guidance to specific stakeholder groups on how EBDM applies to their work, common challenges, solutions and resources
  - Audience:

<ul style="list-style-type: none"> <li>• Pretrial Justice</li> <li>• Prosecutors</li> <li>• Judges</li> <li>• Defense</li> <li>• Victims</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Publications</li> <li>Site Case Studies</li> </ul>
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- EBDM website
- <http://ebdmoneless.org/>
- EBDM Starter Kit
- <http://ebdmoneless.org/starterkit/>
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With thanks to the TAD Symposium Steering Committee: John T. Chisholm, District Attorney, Milwaukee County; Hon. Carl Ashley, Milwaukee County Circuit Court-Br. 33; Hon. Elliott Levine, La Crosse County Circuit Court-Br. 2; Kelli Thompson, State Public Defender; Jeff Altenburg, Deputy District Attorney, Milwaukee County; Cherise Fanno Burdeen, Chief Operating Officer, Pretrial Justice Institute; David Callender, Legislative Associate, Wisconsin Counties Association; Jule Cavanaugh, Reentry Director, Wisconsin Department of Corrections; Tiana Glenna, CJCC Coordinator, Eau Claire County; Jane Klekamp, Manager- Human Services, La Crosse County; Debra Kraft, Deputy Director and Counsel, Community Advocates Public Policy Institute; Niki Leicht, Special Projects Manager-Court Operations, Wisconsin Supreme Court; Stacy Lenz, Grant Administrator and Program Supervisor, Wisconsin Department of Justice, Training & Standards Bureau; David Liners, State Director, WISDOM; Ray Luick, Justice System Improvement Specialist, Wisconsin Department of Justice, Justice Programs Unit; Adam Plotkin, Legislative Liaison, State Public Defender; Tom Reed, Regional Attorney Manager, State Public Defender -Milwaukee Region; Tony Streveler, Policy Initiatives Advisor, Wisconsin Department of Corrections; and Marilyn Walczak, Program Manager, Justice Initiative Institute.

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