



Welcome



Wisconsin Department of Justice

# Data Driven Strategic Planning Enhancing Treatment Court Outcomes Through Program Evaluation

Presenters:

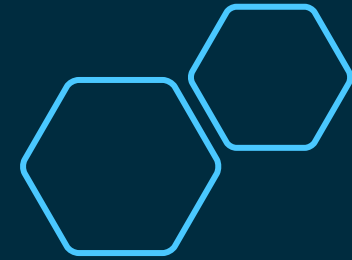
Mike Derr & Marsha Schiszik (WI – DOJ/BJP - TAD Program Specialists)

Kaley Horvath (WI-DOJ/BJIA – Research Analyst)



# Adult Treatment Court Best Practice Standards

Last updated January 2026



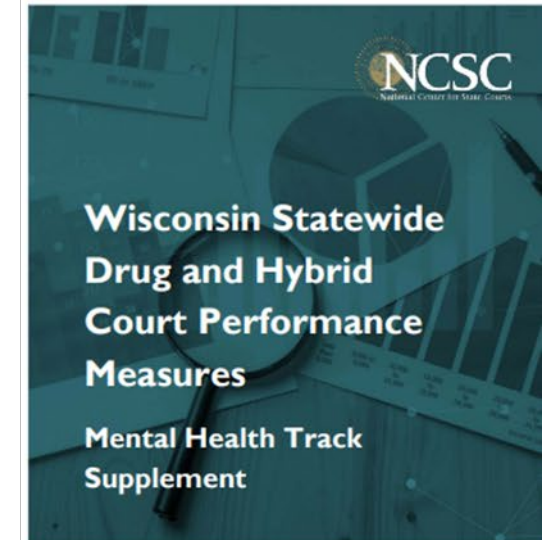
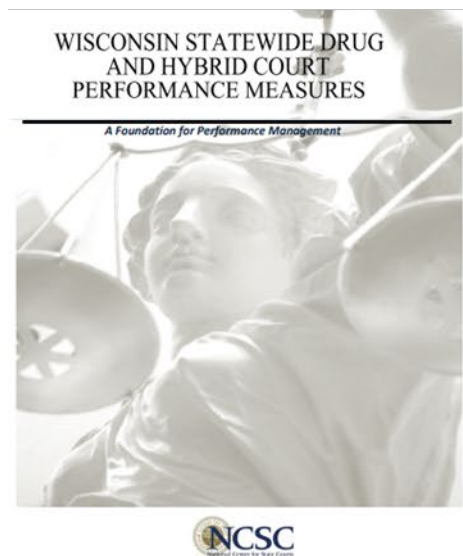
# Performance Indicators

Table 1. Core Dataset of Key Performance Indicators (KPIs) for Monitoring Treatment Court Adherence to Best Practices			
Variable	KPI	Benchmark	Comments
<b>Target population</b>	The participant was assessed as high risk and high need using validated tools	100% of participants	Does not include participants assigned to alternate tracks for low-risk and/or low-need individuals.
<b>Entry timeliness</b>	Number of days from arrest or other precipitating event (e.g., probation violation) to entry into treatment court	≤ 50 days, but preferably as soon as possible	
<b>Treatment timeliness</b>	Number of days from entering treatment court to attending the first substance use, mental health, or trauma treatment session	≤ 1 week	
<b>Team functioning</b>	Number of precourt staff meetings attended by all team members	≥ 4 meetings per month or at the same frequency as court status hearings	
<b>Court supervision</b>	Number of court status hearings attended per month and per phase	≥ 2 hearings per month during the first 2 phases, and ≥ 1 per month thereafter	

**Table 1. Core Dataset of Key Performance Indicators (KPIs) for Monitoring Treatment Court Adherence to Best Practices**

<b>Variable</b>	<b>KPI</b>	<b>Benchmark</b>	<b>Comments</b>
<b>Treatment sessions</b>	Number of mental health, substance use, trauma, and complementary treatment sessions attended per month and per phase	≥ 9 sessions or hours per week for the first 4 phases	Sessions include cognitive behavioral therapy (CBT) counseling focused on teaching prosocial decision-making skills and providing training on adaptive life skills (e.g., vocational training).  No reliable benchmarks are available for residential or inpatient treatment.
<b>Medication provision</b>	Percentage of participants receiving needed and desired medication for addiction treatment (MAT), psychiatric medication, or other medications		No reliable benchmarks are available for medication provision, but outcomes are uniformly poor for persons who do not receive needed MAT or psychiatric medications.
<b>Community supervision</b>	Number of community supervision office sessions and field visits completed per month and per phase	≥ 4 office sessions per month during the first 2 phases and ≥ 1 per month thereafter ≥ 2 field visits during the first 2 months	Does not include drug and alcohol testing or CBT counseling focused on prosocial decision making and adaptive life skills, which are included in other KPIs.
<b>Drug and alcohol testing</b>	Number of point-in-time drug and alcohol tests (e.g., urine, saliva tests) administered per week and per phase  Number of days applying testing methods that lengthen the time window for detection (e.g., continuous alcohol monitoring devices, sweat patches)	Single-point testing ≥ 2 times per week for the first 3 phases  Continuous monitoring for ≥ 90 consecutive days	Benchmarks apply for participants with a substance use disorder or substance involvement.

# Wisconsin Statewide Performance Measures



## Program Annual Performance Report

Agency Name: [Click or tap here to enter text.](#)

Program Type: Drug and/or Hybrid Treatment Court w/ Mental Health Supplement

Performance Measure	Target	Data Source	PROGRAM Data
Measure 1a: Average Percent Positive Drug Tests	≤10%	CORE Case Summary, Data Extract	<a href="#">Click or tap here to enter text.</a>
Measure 1b: Average Percent Positive Drug Tests – Continuous Monitoring	≤10%	CORE Case Summary, Data Extract	<a href="#">Click or tap here to enter text.</a>
Measure 1c: Average Time from Last Positive Drug Test to Program Discharge	≥90 days	CORE Data Extract	<a href="#">Click or tap here to enter text.</a>
Measure 2: In-program Recidivism	<15%	CORE Case Summary, Data Extract	<a href="#">Click or tap here to enter text.</a>
Measure 3: Post-program Recidivism (3 yr)	≤25%	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>
Measure 4: Restitution	100%	CORE Discharge Summary, Data Extract	<a href="#">Click or tap here to enter text.</a>
Measure 5: Processing Times	≤50 days	CORE Data Extract	<a href="#">Click or tap here to enter text.</a>
Measure 6: Screening and Assessment	HR/HN: 100% LR/LN: 0%	CORE Data Extract	<a href="#">Click or tap here to enter text.</a>
Measure 7: Discharge Type (Performance target is for the Processing Report)	≥60%	CORE Discharge Summary, Data Extract	<a href="#">Click or tap here to enter text.</a>
Measure 8: Average Length of Stay	≥12 months	CORE Data Extract	<a href="#">Click or tap here to enter text.</a>

# Learning Objectives



Understand the Role of KPIs in Treatment Courts



Identify Core KPIs for Treatment Court Best Practices



Analyze Underperforming Measures



Apply CJCC Strategic Planning Frameworks



Develop Program Goals

# What are 'Key Performance Indicators' (KPIs)?

- Specific Performance Measures of a treatment court's provision of services
- Defined under All Rise Standards, *Program Monitoring, Evaluation & Improvement section*
- KPI performance levels of a program are compared against proven best practice benchmarks

# Why KPIs Matter

1

Understanding KPIs helps identify strengths, gaps, and opportunities

2

Tracking KPIs ensures accountability and continuous improvement

3

Analyzing KPIs supports evidence-based decision-making and strategic planning

All Rise KPI	Wisconsin Performance Measures
Target Population	Drug / Alcohol Testing (average + test, time from + test, frequency)
Entry Timeliness	In – Program Recidivism
Treatment Timeliness	Post – Program Recidivism
Team Functioning	Restitution
Court Supervision	Processing Times
Treatment Sessions	Screening & Assessment
Medication Provision	Discharge Type
Community Supervision	Average Length of Stay
Drug / Alcohol Testing	Incentives and Sanctions
Program Completion	Treatment Services
Attendance Rate	Frequency of Status Hearings
Length of Stay	Frequency of Supervision Contacts
Substance Use	Perceived Procedural Fairness
Housing	Improvement in Employment Status
Employment	Improvement in Education Status
Education	Improvement in Residential Status
Recidivism	

# Data Access

- Where is your data housed?
- Platforms typically have the ability to extract most KPI-aligned data points
- Example – CORE can be used to extract all these data points:
  - Referrals
  - Admissions
  - Discharges
  - Treatment dosage
  - Incentives to Sanctions
  - Supervision and testing metrics
  - Improvement in employment, education, housing

# Annual Program Review Template

- Use template document for annual program review
- Include sections like:
  - KPI performance
  - Benchmark comparison
  - Program's performance
- Year 2's template document
  - Revisit past measures,
  - Strategic goals
  - Impact year 1 activities on the underperformed measures

Performance Measure	Target	Data Source	PROGRAM Data
Average % + Drug Tests	≤10%	CORE Case Summary, Data Extract	9%
Average % + Drug Tests – Continuous Monitoring	≤10%	CORE Case Summary, Data Extract	10%
Average Time from Last + Drug Test to Discharge	≥90 days	CORE Data Extract	103 days
In-program Recidivism	<15%	CORE Case Summary, Data Extract	20%
Post-program Recidivism (3 yr)	≤25%	DERR Co. DHS internal; CCAP	28%
Restitution	100%	CORE Discharge Summary, Data Extract	90% of participants paid
Processing Times	≤50 days	CORE Data Extract	110 days from arrest to admission
Screening and Assessment	HR/HN: 100% LR/LN: 0%	CORE Data Extract	70% are HR/HN; 30% are MR/HN or MN
Discharge Type (Performance target is for the Processing Report)	≥60%	CORE Discharge Summary, Data Extract	55% grads/complete
Average Length of Stay	≥12 months	CORE Data Extract	16 months
Incentives and Sanctions	≥4 to 1	CORE Case Summary, Data Extract	2.5 to 1
Treatment Services	Low Risk: 100 hrs Mod Risk: 100–200 High Risk: ≥200	CORE Case Summary, Data Extract	180 hrs. for HR 150 hrs. for MR
Frequency of Status Hearings (monthly)	≥2	CORE Case Summary, Data Extract	4 hearings for Phase 1-2; 2 hearings for Phase 3-5
Frequency of Supervision Contacts (monthly)	≥4	CORE Case Summary, Data Extract	4 contacts per month
Frequency of Drug Testing (weekly)	≥2	CORE Case Summary, Data Extract	1.5 tests per week (no weekends)
Perceived Procedural Fairness	All Responses: >4	Completed yearly by DOJ	Score = 4.5
Improvement in Employment Status	100%	CORE Discharge Summary, Data Extract	100% improved employ
Improvement in Educational Status	80%	CORE Discharge Summary, Data Extract	75% improved educational
Improvement in Residency Status	100%	CORE Case Summary, Data Extract	50% improved residency

# Performance Indicators Needing Attention

- Select 3–5 KPIs not meeting benchmarks or standards:
  - In-program Recidivism
  - Processing Time
  - Incentives to Sanctions Ratio
  - Frequency of Drug Tests
  - Improvement in Residency Status

# Strategic Planning

- Share this information at your oversight committee meeting (annually)
- Celebrate those performance measures that are met!!
- Pick out the 3-5 indicators that are underperforming and provide some community context with those indicators
- Suggest realistic goals for the next year:
  - “Low hanging fruit” vs more complex

**Treatment Alternatives and Diversion (2026)**  
**Goals and Objectives**

County/Tribe: Click or tap here to enter text.

Program Name/Type: Click or tap here to enter text.



<b>Goals</b>	<b>Objectives</b>	<b>Activities</b>	<b>Measures of Impact/Outcome</b>
<i>What are the long-term goals of the program/court?</i>	<i>What are the steps or intermediate goals that will support achievement of the long-term goals? Remember to use SMART objectives.</i>	<i>What is the program doing or what services are being delivered to help meet the program goals and objectives?</i>	<i>What measures will be used to determine whether or not the program is meeting the goals and objectives?</i>
1. Reduce recidivism rates for nonviolent offenders in the program and increase public safety.	A. Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
	B. Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
2. Reduce prison and jail populations by diverting nonviolent offenders to community-based interventions.	A. Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
	B. Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

# Goals, Objectives & Measures, Oh My!

- Develop program goals and objectives that aligned with CJCC strategic plans
- Include:
  - Goals
  - Objectives
  - Activities
  - Measures
- Be sure Objectives and Measures are SMART

Goals	Objectives	Activities	Measures
<p>1. Reduce recidivism rates for non-violent offenders in the program and increase public safety.</p>	<p>A. By December 2027, reduce the in-program recidivism rate for non-violent offenders to below 15% by identifying offense trends and addressing service gaps.</p>	<ul style="list-style-type: none"> <li>Review Circuit Court Access Records</li> <li>Evaluate trends</li> <li>Develop a list of resources to address service gaps</li> </ul>	<p>Decrease in-program recidivism to &lt;15% in 2027</p>
	<p>B. By June 2027, establish and convene a housing subcommittee that meets at least four times to identify barriers and potential solutions for long-term affordable housing for program participants.</p>	<ul style="list-style-type: none"> <li>Develop a subcommittee to investigate the issue</li> </ul>	<p>Hold four housing subcommittee meetings in 2027</p>
<p>2. Reduce prison and jail populations by diverting nonviolent offenders to community-based interventions</p>	<p>A. By December 2027, increase participant motivation by revising the incentive policy and implementing new participant-identified incentives to achieve an incentives-to-sanctions ratio of at least 4:1.</p>	<ul style="list-style-type: none"> <li>Review incentive policy</li> <li>Research non-monetary incentives</li> <li>Ask participants what motivates them</li> </ul>	<p>Increase incentives-to-sanctions ratio to 4:1 in 2027</p>

# Conclusion & Next Steps

1

Data-driven planning and goal setting is measurable so you can show the program's value

2

Participate in ongoing KPI monitoring at least annually

- Consider quarterly updates to CJCC stakeholder engagement

3

Adjust goals for each year based on findings from program evaluation and strategic planning

# Questions?

## Contact Information

### **Kaley Horvath**

TAD/CORE Program & Policy Analyst  
WI Department of Justice  
Bureau of Justice Information & Analysis

[Kaley.Horvath@wisdoj.gov](mailto:Kaley.Horvath@wisdoj.gov)

Phone: (608)-267-8943

### **Michael Derr**

TAD Program Specialist  
WI Department of Justice  
Bureau of Justice Programs

[Michael.Derr@wisdoj.gov](mailto:Michael.Derr@wisdoj.gov)

Phone: (608)-598-9876

### **Marsha Schiszik**

TAD Program Specialist  
WI Department of Justice  
Bureau of Justice Programs

[Marsha.Schiszik@wisdoj.gov](mailto:Marsha.Schiszik@wisdoj.gov)

Phone: (608)-609-6741



Thank You!