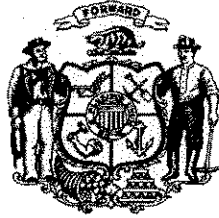


THE STATE OF WISCONSIN

B

SENATE CHAIR
BRIAN BURKE

316-S Capitol
P.O. Box 7882
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Phone: (608) 266-8535



ASSEMBLY CHAIR
JOHN GARD

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JOINT COMMITTEE ON FINANCE

MEMORANDUM

To: Members
Joint Committee on Finance

From: Senator Brian Burke
Representative John Gard

Date: February 9, 1999

Attached is a copy of a report from the Department of Corrections, pursuant to s. 303.019, Stats. The report provides information on prison industries.

The report is being provided for your information only. No formal action is required by the Committee. Please feel free to contact us if you have any questions.

Attachment

BB:JG:dh

Tommy G. Thompson
Governor

Jon E. Litscher
Secretary



**State of Wisconsin
Department of Corrections**

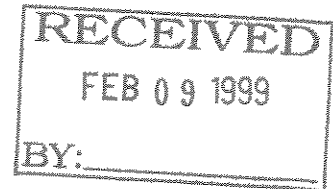
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January 29, 1999

Senator Brian Burke, Co-Chair
Joint Committee on Finance
1 East Main, Room 203
Madison, WI INTER-D

Representative John Gard, Co-Chair
Joint Committee on Finance
Room 315, North Capitol
Madison, WI INTER-D



Dear Senator Burke and Representative Gard:

Attached is the second quarter report on Prison Industries for the fiscal year ending June 30, 1999, as required by Section 303.019 of the Wisconsin Statutes. This report includes the year-to-date cash balance of each industry. This report reflects private sector joint venture balances separately from the remainder of Prison Industries.

Traditional Prison Industries

Traditional Industries cash receipts for the period July 1, 1998 through December 31, 1998 were \$10,648,394. Cash expenditures for the same time period were \$10,183,204. Through the 2nd quarter of this fiscal year, revenues exceeded expenditures by \$465,190.

Traditional Industries are projecting a \$330,000 profit on a cash basis for the fiscal year. On an accrual basis, a \$580,000 profit is projected for the period ending June 30, 1999. Traditional Industries ended fiscal 1998 with a cash balance of \$464,058, becoming debt free for the first time in 20 years.

Private Sector Ventures

Private Sector Venture receipts for the period July 1, 1998 through December 31, 1998 were \$144,724. Cash expenditures for the same time period were \$361,262. Through the 2nd quarter of this fiscal year, expenditures exceeded revenues by \$216,538. This is partially offset by accounts receivables of \$36,414.

Senator Brian Burke and Representative John Gard

January 29, 1999

Page 2

In fiscal 1998, the Department of Corrections identified program changes to the Private Sector Program to reduce the cash deficit. These changes have been implemented and include the elimination of the second shift at Jackson Correctional Institution and renegotiation of rates paid by the private sector company. The Department is confident that these and other changes identified in the ongoing assessment of this program will result in the program breaking even and recovering its one-time start-up costs by June 30, 2000. With the significant reduction in work orders from one the two private businesses, additional actions will need to be taken so that this goal can be met.


In viewing the cash deficit, it should also be noted that these numbers do not reflect the financial benefits realized by the State in the form of room and board payments, state and federal taxes, crime victim restitution and child support payments. For the last two pay periods of FY-96 and fiscal years of FY-97 and FY-98, this amount was in excess of \$933,000. During the first two quarters of FY 99, \$158,304 was collected and it is estimated that the total collected for FY 99 will be approximately \$300,000.

The Department would be happy to respond to any questions you may have on this matter.

Sincerely,



Jon E. Litscher, Secretary
Department of Corrections



Mark D. Bugher, Secretary
Department of Administration

Attachments

Cc: Cindy O'Donnell, DOC
Dick Verhagen, DAI
Doug Percy, DOA
Mary Cassidy, BoB
Mary Rondou, BCE
Bev Balakhovsky, BFAS

Jessica O'Donnell, DOC
Cynthia Schoenike, DAI
Steve Kronzer, BCE
Colleen Godfriaux, BoB
Bill Clausius, Sec. Off
Sue Johnson, BFAS

BADGER STATE INDUSTRIES

YEAR TO DATE CASH BALANCE SUMMARY BY INDUSTRY

AS OF DECEMBER 31, 1998

TRADITIONAL INDUSTRIES				
INDUSTRY	CASH BALANCE 07/01/98 (AFTER RE- CLASSIFICATION)	REVENUE (CASH BASIS)	EXPENDITURE (CASH BASIS)	CASH BALANCE 12/31/98
MANAGEMENT & SUPPORT	0.00	323.06	1,426,070.18	(1,425,747.12)
SOLID WASTE REDUCT&RECYCL	(75,577.82)	23,621.30	8,411.17	(60,367.69)
DISCONT. INDUSTRIES	(2,082,226.53)	0.00	0.00	(2,082,226.53)
METAL STAMPING	10,220,138.16	1,604,253.72	924,068.43	10,900,323.45
OSHKOSH LAUNDRY	492,352.72	609,579.27	218,206.22	883,725.77
GREEN BAY LAUNDRY	341,160.01	213,019.92	78,489.85	475,690.08
DISTRIBUTION CENTER	0.00	3,365.00	429,457.43	(426,092.43)
TEXTILES	(1,828,766.32)	527,390.60	274,874.21	(1,576,249.93)
JCI TEXTILES	(50,854.59)	89,497.35	121,678.51	(83,035.75)
REECC DATA ENTRY	(5,597.92)	19,873.56	27,867.29	(13,591.65)
RCI DATA ENTRY	(1,232,506.17)	85,402.53	102,033.58	(1,249,137.22)
SIGNS	(215,045.07)	1,186,735.64	829,420.55	142,270.02
SILKSCREENING SVCS	(1,012,744.44)	218,984.07	126,158.66	(919,919.03)
COLUMBIA PRINTING	10,461.46	634,764.24	414,699.68	230,526.02
WOOD & LAMINATING	(10,290,918.84)	812,877.20	1,164,578.43	(10,642,620.07)
METAL/SYSTEM FURNITURE	5,397,591.40	3,318,582.64	3,074,919.67	5,641,254.37
UPHOLSTERY	796,591.95	1,300,123.81	988,270.01	1,108,445.75
TOTAL	464,058.00	10,648,393.91	10,209,203.87	903,248.04
Salary & Fringe Transfer to 189 for 1st & 2nd Qtrs.			(26,000.00)	26,000.00
TOTAL	464,058.00	10,648,393.91	10,183,203.87	929,248.04

PRIVATE SECTOR VENTURES				
INDUSTRY	CASH BALANCE 07/01/98 (AFTER RE- CLASSIFICATION)	REVENUE (CASH BASIS)	EXPENDITURE (CASH BASIS)	CASH BALANCE 12/31/98
PRIV-PARTNER-GLOVES	(948,986.65)	54,416.99	118,962.81	(1,013,532.47)
PRIV-PARTNER-CONVEYORS	46,841.68	29,920.00	8,969.02	67,792.66
PRIV-PARTNER-GLOVE-JCI	(377,912.03)	60,386.98	207,330.28	(524,855.33)
TOTAL	(1,280,057.00)	144,723.97	335,262.11	(1,470,595.14)
Salary & Fringe Transfer from 134 for 1st & 2nd Qtrs.			26,000.00	(26,000.00)
TOTAL	(1,280,057.00)	144,723.97	361,262.11	(1,496,595.14)

BADGER STATE INDUSTRIES
 FISCAL 1999
 TRADITIONAL INDUSTRIES
 APPROPRIATION 134

	ACTUAL STATUTORY BASIS AS OF 12/31/98	PROJECTED STATUTORY BASIS AS OF 6/30/99	ACCRUAL BASIS ADJUSTMENTS	PROJECTED ACCRUAL BASIS AS OF 6/30/99
REVENUE-CASH A/R INCR/(DECR) REVENUE-ACCRUAL	10,648,394	19,660,000	0 *	19,660,000
COST OF GOODS INVENTORY CHANGE DEPRECIATION	8,990,099	16,830,000	0 * (250,000) **	16,580,000
SELLING EXPENSE ADMIN EXPENSE	206,485 986,620	400,000 2,100,000		400,000 2,100,000
PROFIT(LOSS)	465,190	330,000	(250,000)	580,000
BEG CASH BAL	464,058	464,058		
CASH PROFIT(LOSS)	465,190	330,000		
END CASH BAL	929,248	794,058		

* - Assumes no change in year-end balance at this time.

** - It is estimated that depreciation expenses will be approximately \$250,000 lower than capital spending on cash basis

BADGER STATE INDUSTRIES
 FISCAL 1999
 PRIVATE SECTOR VENTURES
 APPROPRIATION 189

	ACTUAL STATUTORY BASIS AS OF 12/31/98	PROJECTED STATUTORY BASIS AS OF 6/30/99	ACCRUAL BASIS ADJUSTMENTS	PROJECTED ACCRUAL BASIS AS OF 6/30/99
REVENUE-CASH A/R INCR/(DECR) REVENUE-ACCRUAL	144,724	400,000	0 *	400,000
COST OF GOODS INVENTORY CHANGE DEPRECIATION MASTER LEASE	357,102	592,400	3,500 (29,500)	566,400
SELLING EXPENSE ADMIN EXPENSE	0 4,160	0 7,400		0 7,400
PROFIT(LOSS)	(216,538)	(199,800)	(26,000)	(173,800)
BEG CASH BAL	(1,280,057)	(1,280,057)		
CASH PROFIT(LOSS)	(216,538)	(199,800)		
END CASH BAL	(1,496,595)	(1,479,857)		

* - Assumes no change in year-end balance at this time.

Prison Industries
Projected Accrual Profit and Loss Statement
As of 12/31/98

Traditional Prison Industries

Projected Revenue		\$19,660,000
Projected Cost of Goods Sold	\$16,580,000	
Projected Selling Expense	400,000	
Projected Administrative Expense	2,100,000	
		<u>19,080,000</u>
Projected Accrual Basis Profit 6/30/99		<u>\$ 580,000</u>

Private Sector Ventures

Projected Revenue		\$400,000
Projected Cost of Goods Sold	\$566,400	
Projected Selling Expense	0	
Projected Administrative Expense	7,400	
		<u>573,800</u>
Projected Accrual Basis Profit 6/30/99		<u>(173,800)</u>

Prison Industries
Projected Cash Profit and Loss Statement
As of 12/31/98

Traditional Prison Industries

Projected Revenue		\$19,660,000
Projected Cost of Goods Sold	\$16,830,000	
Projected Selling Expense	400,000	
Projected Administrative Expense	2,100,000	
		<u>19,330,000</u>
Projected Cash Profit – June 30, 1999		\$ 330,000
Plus Beginning Cash Balance		<u>464,058</u>
Ending Cash Balance – June 30, 1999		<u>\$ 794,058</u>

Assumes inventory and accounts receivables remain at FY-98 year-end levels. Also assumes additional revenues and expenses over the original biennial budget based on current projections.

Private Sector Ventures

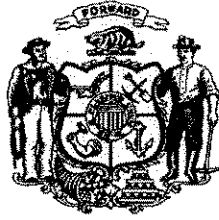
Projected Revenue		\$400,000
Projected Cost of Goods Sold	\$592,400	
Projected Selling Expense	0	
Projected Administrative Expense	7,400	
		<u>599,800</u>
Projected Cash Deficit – June 30, 1999		(\$199,800)
Plus Beginning Cash Balance		<u>(1,280,057)</u>
Ending Cash Balance – June 30, 1999		<u>(\$1,479,857)</u>

Assumes accounts receivables remain at FY-98 year-end levels.

THE STATE OF WISCONSIN

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BRIAN BURKE

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ASSEMBLY CHAIR
JOHN GARD

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JOINT COMMITTEE ON FINANCE

MEMORANDUM

To: Members
Joint Committee on Finance

From: Senator Brian Burke
Representative John Gard

Date: February 22, 1999

Attached is a copy of a report from the Department of Corrections, pursuant to s. 301.03 (6r), Stats. The report provides information on the total number of prisoners and the number the department considers to be violent.

The report is being provided for your information only. No formal action is required by the Committee. Please feel free to contact us if you have any questions.

Attachment

BB:JG:dh

Tommy G. Thompson
Governor

Jon E. Litscher
Secretary



State of Wisconsin
Department of Corrections

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February 17, 1999

Senator Brian B. Burke
Co-Chair, Joint Committee on Finance
316 North State Capitol
Madison, WI 53707

Donald J. Schneider
Senate Chief Clerk
1 East Main Street
Madison, WI 53707

Representative John Gard
Co-Chair, Joint Committee on Finance
316 North State Capitol
Madison, WI 53707

Charles Sanders
Assembly Chief Clerk
1 East Main Street
Madison, WI 53707

RE: Violent Prisoners under Section 301.03 (6r) Wisconsin Statutes

Dear Messrs. Burke, Gard, Schneider, and Sanders:

As required under Section 301.03 (6r) of the Wisconsin Statutes, I am submitting information relative to the number of prisoners of the Department of Corrections considered violent and the total number of prisoners.

On December 31, 1998 the Department had 17,837 adult inmates assigned to Type "1" prisons in state and in contract facilities out of state. Out of the 17,837 inmates, 11,557 or 64.7% percent had assaultive offenses.

Sincerely,

A handwritten signature in cursive script that reads "Jon E. Litscher".

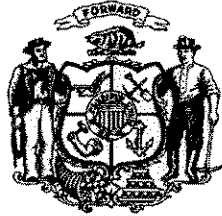
Jon E. Litscher
Secretary

Cc: Cindy O'Donnell
Jessica O'Donnell
Cindy Archer
Dick Verhagen

THE STATE OF WISCONSIN

SENATE CHAIR
BRIAN BURKE

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JOINT COMMITTEE ON FINANCE

MEMORANDUM

To: Members
Joint Committee on Finance

From: Senator Brian Burke
Representative John Gard

Date: February 24, 1999

Attached is a copy of a report from the Department of Corrections, pursuant to a December 2, 1998 authorization by the Joint Finance Committee, which allows the department to modify the number of inmates at currently approved sites, not to exceed the total number of out-of-state beds approved by the Committee. The department was also required to report any modification to site-specific caps to the Committee within 5 working days.

This report provides information on increasing the number of out-of-state male beds in Texas to 740.

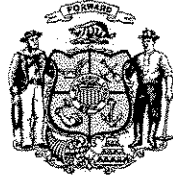
The report is being provided for your information only. No formal action is required by the Committee. Please feel free to contact us if you have any questions.

Attachment

BB:JG:dh

Tommy G. Thompson
Governor

Jon E. Litscher
Secretary

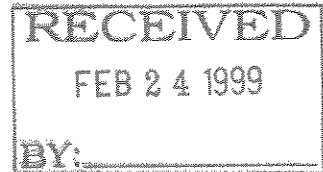


State of Wisconsin
Department of Corrections

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February 23, 1999



The Honorable Brian Burke, Co-Chair
The Honorable John Gard, Co-Chair
Joint Committee on Finance

On December 2, 1998, the Joint Committee on Finance authorized the Department of Corrections to modify the number of authorized inmates at currently approved sites, without certification by the Committee Co-chairs, as long as the number of out-of-state beds does not exceed the total number approved by the Committee, and with the requirement that the Department report any modification to the site-specific caps to the Committee within five working days. I am writing to report that the Department will be making such a modification, in compliance with this directive of the Committee.

The Department is currently authorized to occupy 200 female beds at the Federal Prison Camp in Alderson, West Virginia, and 700 male beds in Texas. At this time, Alderson cannot accept any more than 160 inmates. This leaves 40 available prison beds unused. Therefore, to best manage our burgeoning prison population, we intend to increase our capacity in Texas by 40, to a total of 740. This modification will occur effective Thursday, February 25, 1999.

Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,

A handwritten signature in cursive script that reads 'Jon E. Litscher'.
Jon Litscher, Secretary
Department of Corrections

Cc: C. O'Donnell
J. O'Donnell
D. Verhagen
J. Wydeven
B. Margolies
File

H:\cu\JFC.ltr

Tommy G. Thompson
Governor

Jon E. Litscher
Secretary



State of Wisconsin
Department of Corrections

Mailing Address

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April 30, 1999

TO: The Honorable Brian Burke
Co-Chair, Joint Committee on Finance

The Honorable John Gard
Co-Chair, Joint Committee on Finance

FROM: Jon E. Litscher, Secretary
Department of Corrections

SUBJECT: Report on the Effectiveness of the Milwaukee County Absconder Unit

The Joint Committee on Finance required a report on the effectiveness of the Milwaukee County Absconder Unit (Absconder Unit) to be submitted by May 1, 1999. The Department of Corrections submits the *Report of the Performance and Effectiveness of the Wisconsin Department of Corrections Milwaukee Absconder Unit, April 1, 1998 to March 31, 1999 (Report)* as that report.

The mission of the Department of Corrections is to protect the public through the constructive management of offenders in our charge. This includes holding offenders accountable for their actions.

The Absconder Unit was created to hold offenders accountable. The goals and objectives defined by the Department of Corrections were set high. While not all goals were fully obtained, I believe the unit did well in its first year of operation.

The *Report* shows that the Absconder Unit start-up was April 1, 1998 and it became fully operational July 1998. For this reporting period, two thousand three hundred thirteen (2,313) cases were referred to the Absconder Unit. Of the two thousand three hundred thirteen (2,313) cases, one thousand three hundred forty-eight (1,348) cases were closed. Of the one thousand three hundred forty-eight (1,348) closed cases the, Absconder Unit located six hundred sixty-five (665) or forty-nine percent (49%) of the absconders.

Seventeen Milwaukee County local law enforcement agencies responded to a survey. The Absconder Unit works with one of those agencies, the Milwaukee Police Department, ninety percent (90%) of the time. As the result of the collaboration with the Absconder Unit, the Milwaukee Police Department has submitted the Absconder Unit for the Attorney General's Law Enforcement Program of the Year recognition.

The partnership developed between the Milwaukee Police Department and the Absconder Unit helped to create another very positive partnership between our two agencies. The Re-Offender Prevention Enforcement program, or R.O.P.E., was begun in August 1998. Probation and Parole Agents team with officers from the Milwaukee Police Department to make unannounced home visits to identified high-risk offenders during non-traditional work hours, evenings and weekends. While the Absconder Unit assists in locating offenders who have violated the conditions of their community supervision, R.O.P.E. is designed to help prevent violations from occurring.

I fully endorse the recommendations identified at the end of this report.

Governor Tommy G. Thompson
Secretary Jon E. Litscher

STATE OF WISCONSIN
DEPARTMENT OF CORRECTIONS



**REPORT OF THE PERFORMANCE AND EFFECTIVENESS
OF THE WISCONSIN DEPARTMENT OF CORRECTIONS
MILWAUKEE COUNTY ABSCONDER UNIT
April 1, 1998 to March 31, 1999**

Prepared By: Gloria J. Thomas, Director
Office of Audits, Investigations and Evaluations

April 30, 1999

Wisconsin Department of Corrections
Office of Audits, Investigations and Evaluations

The Office of Audits, Investigations and Evaluations (Office) reports to the Office of the Secretary, Wisconsin Department of Corrections.

The Office conducts audits and evaluations of the Department's offender programs and oversees special investigations. The Office also provides technical assistance related to evaluations.

Acknowledgment

The Office would like to thank Donna Harris and Sara Shultis, Absconder Unit Supervisors, Terri Lee Danner, Chief, Region 3, Sector 1, and other Department staff who provided information for the preparation of the *Report of the Performance and Effectiveness of the Wisconsin Department of Corrections Milwaukee County Absconder Unit April 1, 1998 to March 31, 1999*.

A special thanks to Kathy Culbertson, Program Assistant, Office of Audits, Investigations and Evaluations, who reviewed the databases for errors, transferred them into Excel files, created demographic and performance graphs, and assisted with the Absconder Unit record review.

The Office, also, would like to thank all Milwaukee County law enforcement agencies that participated in the *Milwaukee County Absconder Unit Local Law Enforcement Agency Collaboration Survey*.

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Executive Summary

The *Report of the Performance and Effectiveness of the Wisconsin Department of Corrections Milwaukee County Absconder Unit April 1, 1998 to March 31, 1999 (Report)* is submitted in response to the Joint Committee on Finance's requirement that a report on the effectiveness of the Absconder Unit be submitted by May 1, 1999. The Office of Audits, Investigations and Evaluations worked with staff of the Absconder Unit and other staff of the Department to prepare this *Report*.

The *Report* shows that the Milwaukee County Absconder Unit (Absconder Unit) start-up was April 1, 1998, and it became fully operational July 1998. The *Report* shows that between April 1, 1998, and March 30, 1999, a total of two thousand three hundred thirteen (2,313) absconder cases were referred to the Absconder Unit. Of the two thousand three hundred thirteen (2,313) referred cases, one thousand three hundred forty-eight (1,348) or fifty-eight percent (58%) were closed. The Absconder Unit located¹ six hundred sixty-five (665) cases or forty-nine percent (49%) of the closed cases and twenty-nine percent (29%) of the referred cases.

The *Report* shows that one of the three goals and two objectives were not the responsibility of the staff of the Absconder Unit. The goal and objectives outside of the Absconder Unit staff's responsibility are:

Goal:

- improve the accountability of offenders

Objectives:

- revoke the supervision of offenders not amenable to supervision
- improve the accountability of offenders by making offenders report regularly, pay restitution, submit to urinalysis screens and participate in work, school, or community services

The *Report* shows the results of the four performance measures. Performance measures results are explained in the *Report*.

Performance Measures and Results:

- Reduce the number (3,800) and percent (19%) of the current population of absconders and escapees in Milwaukee by 380 or 10% in the first 6 months and 953 or 25% in the first 12 months.

¹ The term "located" includes, absconders located who were required to report to the agent of record, or taken to agent of record's office by the Absconder Unit agent, or taken into custody by the Absconder Unit agent.

Absconder Unit agents located two hundred sixty-four (264) absconders at six months and six hundred sixty-five (665) at one year. Of the current absconder population (3,800), the Absconder Unit agents located two hundred sixty-four (264) or seven percent (7%) of absconders at six months and six hundred sixty-five (665) or eighteen percent (18%) at one year. For reasons stated in the Report, the Absconder Unit began taking referrals directly from agents of records (probation and parole agents assigned to supervise the absconders) who could not locate the offenders assigned to them. The Absconder Unit performance improves if the Absconder Unit performance is viewed as a percent of referrals. Of the nine hundred forty-two (942) absconders referred to the Absconder Unit at six months, the Absconder Unit agents located two hundred sixty-four (264) or twenty-eight percent (28%). Of the two thousand three hundred thirteen (2,313) absconders referred at one year, the Absconder Unit agents located six hundred sixty-five (665) or twenty-nine percent (29%).

The current population of absconders was three thousand eight hundred (3,800) at start-up, three thousand seven hundred ninety-five (3,795) on September 30, 1998 (at six months), and three thousand six hundred eighty-five (3,685) on February 28, 1999 (at one year)². The probation and parole population increased by eight hundred nineteen (819) or four percent (4%) while the absconder population decreased by five (5) or point thirteen percent (.13%) at six months. The absconder population decreased by one hundred fifteen (115) or three percent (3%) at one year.

- Improve the accountability of offenders by increasing the number reporting to their probation/parole agent by 3% (from 81% to 84%) within the first 6 months and 6% (from 84% to 87%) within the first year.

This measure is outside the responsibility of the Absconder Unit. While the Absconder Unit staff attempted to obtain information related to the number of located absconders who were reporting to agents of record, they did not collect data related to the located absconders' payment of restitution, submission of urinalysis screens, and participation in work, school, or community service.³

- Identify absconders who are the most violent and high risk cases and provide Milwaukee County law enforcement with information on 100% of such cases.

The Absconder Unit identified assaultive and high risk absconder cases. The Absconder Unit included violent cases in the category of assaultive cases. Of the nine hundred forty-two (942) absconder cases referred at six months, sixteen percent were considered assaultive, and of the two thousand three hundred

² Absconder population taken from *Summary of DOC Offender Population – CACU & CIPIS*.

³ The objective from which the performance measure flows states: "Improve the accountability of offenders by making offenders report regularly, pay restitution, submit to urinalysis screens and participate in work, school, or community service."

thirteen (2,313) absconder cases referred at one year, fifty-five percent (55%) of these absconders cases were considered assaultive while another twenty-two percent (22%) were considered high risk. The Absconder Unit stated ways that they provided Milwaukee County law enforcement with information about violent and high risk absconder case. The Absconder Unit did not collect data to determine whether Milwaukee County law enforcement agencies were provided with information on 100% of the assaultive and high risk cases.

- Obtain written feedback or survey from law enforcement agencies in Milwaukee County.

The Milwaukee County Absconder Unit Local Law Enforcement Agency Collaboration Survey (Survey) was distributed to twenty-three (23) Milwaukee County law enforcement agencies. Of the twenty-three (23) Surveys, seventeen (17) or seventy-four percent (74%) of law enforcement agencies returned the Surveys. Survey responses were weighted to reflect the Absconder Unit staff's collaboration with the Milwaukee Police Department ninety percent (90%) of the time and their collaboration with the remaining sixteen (16) local law enforcement agencies ten percent (10%) of the time. The weighted responses of the Survey showed that the Absconder Unit staff collaborated and shared information with local law enforcement agencies, that collaboration was enhanced, and that local law enforcement agencies were satisfied with the way the Department collaborated with it.

As the result of the collaboration with the Absconder Unit, the Milwaukee Police Department has submitted the Absconder Unit for the Attorney General's Law Enforcement Program of the Year recognition.

The Report makes a number of recommendations including that the Absconder Unit staff should:

- Develop a performance measures plan for FY 2000 including goals that are directly related to the Absconder Unit's area of responsibility.
- Use current results as the baseline to establish measurable targets, compare expected performance with actual performance, and establish trends.
- Select a few performance measures, preferably output and outcome measures that adequately measure the Absconder Unit's performance and for which data is available or can readily be aggregated.

BACKGROUND

In the 1997-99 biennial budget, the Governor recommended \$890,100 GPR in 1997-98, \$1,341,600 GPR in 1998-99, and 35.25 GPR positions annually for the creation of a special probation and parole unit assigned to southeastern Wisconsin. The positions included 25.0 GPR probation and parole agent positions, 2.0 GPR field supervisor positions, 1.0 GPR program assistant-supervisor position, and 7.25 GPR program assistant positions. This special probation and parole unit would have responsibility for locating and returning probationers and parolees, who had absconded from supervision and for initiating revocation proceedings.

1997 Act 27 placed \$702,700 GPR in 1997-98 and \$1,025,600 GPR in 1998-99 in the Joint Committee on Finance's (Joint Finance) appropriation for a special probation and parole absconder unit in southeastern Wisconsin. The Joint Finance could release the funding after it approved a plan and budget for the special unit submitted by the Department of Corrections (Department).

On November 19, 1997, then Secretary Michael J. Sullivan made a s. 13.10 Request for reallocations to provide staff, training, and operating costs for the special probation and parole absconder unit to be located in southeastern Wisconsin. The s. 13.10 Request asked for: transfer of \$702,700 GPR in FY 98 and \$1,025,600 GPR in FY 99 from Joint Finance appropriation s. 20.865 (4) to the DOC appropriations; \$668,700 GPR in FY 98 and \$1,015,300 GPR in FY 99 to s. 20.410 (1) (b); \$34,000 GPR in FY 98 and \$10,300 GPR in FY 99 to s. 20.410 (1) (a); and, in s. 20.410 (1) (b), authorization for increase by 26.00 FTE in both years of the biennium in the DOC.

On December 18, 1997, Joint Finance voted 14-0 in favor of transferring funds to the DOC for the Milwaukee County Absconder Unit (Absconder Unit). Before transferring the funds, Joint Finance required the Department to submit performance measures for the Absconder Unit by March 1, 1998. Joint Finance approved the following performance indicators under its fourteen-day passive review process:

- Outcome Indicators:
 - Reduce the number (3,800) and percent (19%) of the current population of absconders and escapees in Milwaukee by 380 or 10% in the first 6 months and 953 or 25% in the first 12 months
 - Improve the accountability of offenders by increasing the number reporting to their probation/parole agent by 3% (from 81% to 84%) within the first 6 months and 6% (from 84% to 87%) within the first year.
 - Identify absconders who are the most violent and high risk cases and provide Milwaukee County law enforcement with information on 100% of such cases

- Obtain written feedback or survey from law enforcement agencies in Milwaukee County

Joint Finance required the Department to submit a report on the effectiveness of the Absconder Unit by May 1, 1999. The Department submits this *Report* to comply with that requirement.

METHODOLOGY

The Absconder Unit implementation and operations information was gathered by review of background documents, review of the Absconder Unit Manual, and through discussions with staff.

Performance measures and Absconder Unit activity information were gathered from databases (Open Case and Closed Case⁴) created by the Absconder Unit staff and reports submitted by the Absconder Unit staff. A Program Assistant in the Office of Audits, Investigations and Evaluations reviewed the databases for errors, transferred the databases into Excel files, and created the program activity graphs.

A non-random sample of fifty-three (53) closed case files were reviewed to determine the accuracy of the submitted data. This review showed a number of data entry errors and inconsistencies in the manner of recording dates. Although assaultive information was collected on the Absconder Locator Form (Form) and the Closed Case Database Information Sheet (Sheet), no violent or high risk information was collected on the Form or Sheet.

Local law enforcement information was gathered by the *Milwaukee County Local Law Enforcement Agency Collaboration Survey (Survey)*. *Surveys* were distributed by mail to twenty-three (23)⁵ local law enforcement agencies the week of March 1, 1999 and were to be returned to the Office of Audits, Investigations and Evaluations. Seventeen (17) or seventy-four percent (74%) of the *Surveys* were completed and returned.

Drafts of this *Report* were distributed to the Administrator, Assistant Administrator, Chief, Region 3, Sector 1, and Supervisors of the Absconder Unit, Division of Community Corrections, the Bureau of Budget, and others for review and comment.

⁴ Open Cases are cases in which the absconder has not been located. Closed Cases include cases in which the offender:

- reported after being located by the Absconder Unit
- was taken into custody by the Absconder Unit with or without assistance of the police
- was taken into custody by police due to information from Absconder Unit agents
- was located in another state, in prison, or not extraditable
- was found to be deceased

⁵ Thirty (30) *Surveys* were mailed to law enforcement agencies. Seven of those law enforcement agencies were not in Milwaukee County jurisdictions and therefore were dropped from the analysis.

WISCONSIN DEPARTMENT OF CORRECTIONS MISSION STATEMENT AND GOALS

The Department adopted its current mission statement on April 20, 1998 and its current goals in August 1998.

Mission Statement:

The Department of Corrections will protect the public through the constructive management of offenders placed in its charge. This mission will be accomplished in the following ways:

- Providing levels of supervision and control consistent with the risk posed by the offender.
- Assuring that staff and offenders are safe.
- Assuring that staff function professionally, honestly and with integrity.
- Being responsive and sensitive to victims, victim's families and a diverse community.
- Providing for the humane and respectful treatment of offenders.
- Providing opportunities for the development of constructive offender skills and the modification of thought processes related to criminal behavior and victimization.
- Treating a diverse workforce as valued partners by fostering staff development and effectiveness.
- Providing and managing resources to promote successful offender integration within the community.
- Holding offenders accountable for their actions through sanctions, restitution, and restoration.
- Developing individualized correctional strategies based on the uniqueness of each offender.
- Being accountable to taxpayers through efficient, effective and innovative management of resources.
- Actively responding to staff victimization and promoting wellness.
- Educating the public on what we do and how we do it.

Goals:

- A. Promote community safety through effective, humane custody and supervision of offenders.
- B. Provide for a continuous investment in quality leadership.
- C. Provide opportunities for offender participation in program and work, to promote positive lifestyle changes and law abiding behaviors.
- D. Develop meaningful evaluation and accountability processes for effective management of resources.
- E. Assist in the recovery of victims of crime by providing information and opportunities to participate in the correctional system.
- F. Build, maintain and empower a diverse, competent and professional workforce.

- G. Promote Department of Corrections relationships, credibility, understanding and involvement with the community.
- H. Research, develop and utilize technological innovations to insure effective and efficient decision making by the Department.
- I. Build a mutually supported criminal justice relationship among federal, state, county, and community law enforcement and corrections agencies.

MILWAUKEE COUNTY ABSCONDER UNIT

Goals, Objectives, and Activities

The Absconder Unit was created to track, locate, and apprehend probationers, parolees, and offenders in the community under the intensive sanctions program who failed to report to their agents under conditions of their community release.

The goals of the Absconder Unit are to:

- (a) increase public safety
- (b) improve the accountability of offenders
- (c) enhance collaboration between the DOC and local law enforcement in the apprehension of absconders

The objectives of the Absconder Unit are to:

- (a) increase public safety by reducing the number of absconders and revoking the supervision of offenders not amenable to supervision
- (b) improve the accountability of offenders by making offenders report regularly, pay restitution, submit to urinalysis screens and participate in work, school, or community services
- (c) enhance collaboration between the DOC and local law enforcement by sharing information and jointly participating in neighborhood and community policing

The activities of the Absconder Unit include:

- (a) gathering information from various sources on offenders who are not reporting
- (b) searching for absconders,
- (c) developing and distributing "wanted" posters to local law enforcement agencies
- (d) making face-to-face visits with offenders' family and friends
- (e) contacting current or former employers
- (f) working with local law enforcement to locate absconders by participating in community policing efforts and riding along with local law enforcement officers
- (g) contacting local jails and law enforcement for information on absconders
- (h) apprehending the absconder and follow through on case dispositions⁶

⁶ Case disposition occurs when the Absconder Unit agent does one of the following:

- notifies the agent of record that the absconder is to report to his or her office
- takes the absconder to the agent of record's office

Operations⁷

Start-up: The Absconder Unit, located at 4200 Holton Street, Milwaukee, began operating April 1, 1998, and became fully operational July 1998.

Staffing: The Absconder Unit includes two ten-agent units (Unit 331 and Unit 332). It is staffed with twenty (20) probation and parole agents, two (2) supervisors, three (3) program assistants, and one (1) program assistant supervisor. Except for holidays, the Absconder Unit operates two shifts from 7:00 a.m. to 11:30 p.m. seven (7) days per week. A supervisor oversees each unit.

Safety: The Absconder Unit agents have special safety equipment, such as protective vests, oleoresin capsicum aerosol (pepper spray), restraints, flashlights, radios, and cell phones available for their use.

Absconder Unit agents work in teams of two (2). Although Absconder Unit agents work with law enforcement agencies throughout Milwaukee County, ninety percent (90%) of the time they work with the Milwaukee Police Department. Milwaukee Police Officers also have been assigned to the Absconder Unit day shift.

Referrals: At start up, the Absconder Unit staff used a warrant list to identify absconders. After working with the warrant list, the Absconder Unit staff found that the warrant list did not contain enough information. Some absconder cases had been disposed of. Some absconders could not be located on inquiry of the Crime Information Bureau (CIB) system. Some absconders were traffic offenders, and the three thousand eight hundred (3,800) files were too much to start absconder searches. Thus, the Absconder Unit staff found the referral method to be more efficient. With the approval of the Milwaukee Management team, the Absconder Unit staff began with referrals. To begin their work, Absconder Unit staff focused on highest risk cases rather than sorting through the three hundred eight hundred (3,800) general cases.

The agents of record refer absconders whom they had been unsuccessful in locating and for whom they had issued an Apprehension Request. The Apprehension Request acts as a warrant to all law enforcement agencies.

Prior to any referral, the agents of record review the case with their supervisor. In the referral, agents of record direct the disposition of the case. The Absconder Unit agents may dispose of the case by having absconders report to agents of record, delivering absconders to agents of record office, or taking absconders into custody.

Assignment/Review: After obtaining a referral, the Absconder Unit supervisor assigns the case to an Absconder Unit agent. An Absconder Unit program assistant runs a CIB on the offender. The Absconder Unit agent reviews the file and determines whether there are

▪ takes the absconder into custody

⁷ Operations information taken from Absconder Unit Manual and discussions with Absconder Unit staff.

active warrants on the absconder, what the prior record is, and whether the absconder is likely to be violent or assaultive behavior. A photograph of the absconder is ordered from the Milwaukee County Sheriff's Department Jail Unit.

Prioritization: On a daily basis, Absconder Unit agents prioritize cases based on assaultive history, allegations, and overall risk to the community. If police assistance is needed for taking the absconder into custody, law enforcement is contacted to assist the Absconder Unit agents.

Apprehension: The Absconder Unit supervisor must give approval before an absconder is taken into custody. If the absconder is to be taken into custody, an Absconder Unit agent orders a photograph of the absconder. The Absconder Unit agent coordinates efforts with local law enforcement when the absconder is violent or high risk.

The Milwaukee County Sheriff's Department determines the availability of photographs provided to the Absconder Unit. Generally, photographs are not available immediately. The availability of photographs affects the start of search activities for absconders. Because of the delay in getting photographs, the Absconder Unit has obtained its own equipment that will allow it to receive photographs immediately from the Milwaukee Probation and Parole Intake Unit.

Searches: Absconder Unit agents individualize searches by shift and based on the absconder's criminal history. Absconder Unit agents attempt to follow new leads.

Communication with Local Law Enforcement: Under Case Assignment/Prioritization & Operating Procedures, Absconder Unit agents are expected to maintain effective communication with local law enforcement personnel and exchange information relative to the offender's whereabouts and activities throughout the search.

Termination of Activities: Absconder Unit agents' search activities terminate when the absconder is located. The Absconder Unit agent requires the absconder to report to the agent of record, or delivers the absconder to agent of record's office, or takes the absconder into custody. The Absconder Unit agent then notifies the agent of record by fax of the results of the absconder contact. Unless the absconder re-absconds, the Absconder Unit agent's notification of absconder contact terminates the Absconder Unit's involvement with the case.

Revocations: The agent of record, or the agent currently in the position, handles revocations.

Goals, Objectives, Activities, and Performance Measures Outside of Absconder Unit's Responsibility

The Absconder Unit goals and objectives include one goal and two objectives that fall outside its direct scope of responsibility. They are the following:

Goal

- improve the accountability of offenders

Objectives

- revoke the supervision of offenders not amenable to supervision
- improve the accountability of offenders by making offenders report regularly, pay restitution, submit to urinalysis screens and participate in work, school or community services

ABSCONDER UNIT PERFORMANCE⁸

Reduction in the Number and Percent of Absconders

Performance Measure: Reduce the number (3,800) and percent (19%) of the current population of absconders and escapees in Milwaukee by 380 or 10% in the first 6 months and 953 or 25% in the first 12 months.

Results of Absconder Unit Performance: See Tables 1-3. Of the current absconder population (3,800), the Absconder Unit agents located two hundred sixty-four (264) or seven percent (7%) of absconders at six months and six hundred sixty-five (665) or eighteen percent (18%) at one year. The Absconder Unit performance improves if the Absconder Unit performance is viewed as a percent of referrals. Of the nine hundred forty-two (942) absconders referred to the Absconder Unit at six months, the Absconder Unit agents located two hundred sixty-four (264) or twenty-eight percent (28%). Of the two thousand three hundred thirteen (2,313) absconders referred at one year, the Absconder Unit agents located six hundred sixty-five (665) or twenty-nine percent (29%).⁹

The Milwaukee County absconder population was three thousand eight hundred (3,800) on April 1, 1998, three thousand seven hundred ninety-five (3,795) on September 30, 1998, and three thousand six hundred eighty-five (3,685) on March 1, 1999. The absconder population decreased by five (5) or point thirteen percent (.13%) at six months and one hundred fifteen (115) or three percent (3%) at one year.

According to Absconder Unit staff, they provided information to local law enforcement agencies that led to at least seventy-four (74) absconders being located.

Explanatory Information: The degree to which the Absconder Unit can influence the size of the absconder population is questionable at this time. The probation and parole

⁸ Absconder Demographics and Absconder Unit Activity Graphs are in the Appendix.

⁹ As of March 30, 1999, 965 cases remained active.

population increased by four percent (4%) at six months while the absconder population decreased by point thirteen percent (.13%). The probation and parole population increased by point two percent (.2%) while the absconder population decreased by three percent (3%) at one year.

Table 1: Milwaukee County Probation, Parole and Absconder Population

Milwaukee County Probation, Parole and Absconder Population							
Population	April 1, 1998	September 30, 1998	6 Month (Decrease)/ Increase	6 Month % Change (Decrease)/ Increase	March 1, 1999	1 Year (Decrease)/ Increase	1 Year % Change (Decrease)/ Increase
Total Probation and Parole Population	20,000	20,819	+819	+4%	20,038	+38	+.2%
Total Absconders	3,800	3,795	(5)	(.13%)	3,685	(115)	(3%)

Table 2: Number of Absconders Located at Six Months and One Year

Number and Percent of Absconders Located by the Absconder Unit at Six Months and One Year¹⁰		
Date of Analysis	Number of Absconders Located	Percent of Current Population (3,800)
September 30, 1998 (6-Month)	264	7%
March 30, 1999 (1-Year)	665	18%

Table 3: Referrals and Absconders Located at Six Months and One Year

Referrals and Absconders Located by the Absconder Unit at Six Months and One Year			
Date of Analysis	Number of Referrals	Number of Absconders Located	Percent of Referred Absconders Located
September 30, 1998 (6-Month)	942	264	28%
March 30, 1999 (1-Year)	2,313	665	29%

¹⁰ A total of 1,348 cases were closed between April 1, 1998 and March 30, 1999, the Absconder Unit provided no assistance in 683 closed cases. Closing of these cases included absconders self reporting to the agent of record and absconders being located by local law enforcement agencies.

Improved Accountability of Offenders Reporting to Probation and Parole Agents

Performance Measure: Improve accountability of offenders by increasing the number of absconders reporting to their agent by 3% (from 81% to 84%) within the first 6 months and 6% (84 to 87%) within the first year.

Results of Absconder Unit Performance: This measure lacked data necessary to determine results.

Explanatory Information: Absconder Unit's staff responsibility terminates at locating the absconder. Data related to offender accountability was not tracked or collected from start-up. While the Absconder Unit staff did attempt to get follow-up information by telephone from agents of record, they did not collect data related to the located absconders' payment of restitution, submission of urinalysis screens, and participation in work, school or community services.

Identify Violent and High Risk Absconders and Provide Information to Milwaukee County Law Enforcement

Performance Measure: Identify absconders who are the most violent and high risk cases and provide Milwaukee County law enforcement with information on 100% of such cases.

Results of Absconder Unit Performance: This measure lacked data necessary to determine results. See Table 4. The Absconder Unit identified assaultive and high risk absconders. The Absconder Unit included violent cases in the category of assaultive cases. Of the nine hundred forty-two (942) absconders referred at six months, seventeen percent (17%) were considered assaultive, and of the two thousand three hundred thirteen (2,313) absconders referred at one year, fifty-five point six percent (55%) were considered assaultive while another twenty-two percent (22%) were considered high risk.

Explanatory Information: The Absconder Unit staff report that a number of activities show that they inform Milwaukee County law enforcement agencies of violent and high risk absconders. These activities include asking law enforcement agencies to work with them to apprehend violent or assaultive offenders and having law enforcement accompany them to every residence visit when seeking those offenders, providing law enforcement agencies with Apprehension Requests, taking pictures and description sheets to police districts where violent and assaultive absconders might be living. The Absconder Unit reports that at least seventy-four (74) absconders were located because of this activity. In addition, the Absconder Unit staff report that Milwaukee Police Department command staff meets regularly with Region 3 Administrators to enhance communication and notice. The Absconder Unit believes these activities are sufficient to meet this performance measure.

Absconder Unit staff collected data on assaultive cases and at risk (high risk) cases. The Absconder Unit used the Division of Community Corrections' "Criteria for Referral to High Risk Offender Unit" to identify high risk cases.¹¹ High-risk supervision cases include anyone in Unit 320 (specialized unit for mentally ill offenders) or whom an agent sees as being particularly dangerous (e.g., certain mental health cases). Assaultive cases include any case where the offender has been prosecuted for battery or has a history of frequent arrests for battery that were not prosecuted. Anyone convicted of dealing drugs, resisting arrest, or causing criminal damage to property also may be considered potentially assaultive. "Violent" cases are included in assaultive cases. Local law enforcement agencies were not provided special notification in these cases.

Absconder Unit staff did not collect data to determine whether they provided Milwaukee County local law enforcement agencies information on 100% of the violent and high risk absconder cases.

Table 4: Number of Identified Violent, High risk, and Assaultive Absconders Located by the Absconder Unit, and Number Reported to Milwaukee County Local Law Enforcement

Number of Identified Violent, High risk, and Assaultive and Number Reported to Milwaukee County Local Law Enforcement (LLE)						
Date of Analysis	Number of Violent Cases Identified (included in assaultive cases)	Number of Violent Cases Reported to LLE	Number of High Risk Cases Identified	Number of High Risk Cases Reported to LLE	Number of Assaultive Cases Identified	Number of Assaultive Cases Reported to LLE
September 30, 1998 (6-Month)	0	0	0	0	156 (includes only those located by the Absconder Unit)	0
March 26, 1999 (1-Year)	0	0	515	0	1,275	0

¹¹ Criteria For Referral to High Risk Offender Unit:

Category 1: High Profile Cases, as determined by the Regional Management Team.

Category 2: Assaultive offenders currently supervised at high risk within the Milwaukee Region. (Does not include sex offenders and mental health cases.)

Category 3: Offenders to be released from the institution system on mandatory release (MR and MRR) that are serving sentences for assaultive offenses as indicated in Administrative Directive 95-02, Category 2.

Category 4: Offenders to be released on mandatory release (MR) or mandatory release reconsideration (MRR) grants who have a criminal history of assaultive behavior.

Category 5: Any offender receiving a parole grant having been assessed by his agent and agents' supervisor as having significant potential for assaultive behavior.

Category 6: Any offender receiving probation for an assaultive offense who has been assessed by his agent or Intake Supervisor as having significant potential for assaultive behavior (No misdemeanors).

Milwaukee County Local Law Enforcement Survey

Performance Measure: Obtain written feedback or survey from law enforcement agencies in Milwaukee County.

Results of Absconder Unit Performance: The Milwaukee County Absconder Unit Local Law Enforcement Agency Collaboration Survey (*Survey*) was distributed to twenty-three (23) Milwaukee County law enforcement agencies. Of the twenty-three (23) *Surveys*, seventeen (17) or seventy-four percent (74%) of the Milwaukee County law enforcement agencies returned the *Survey*. The law enforcement agencies responding included one Sheriff's Department, nine City Police Departments, and seven Village Police Departments.

Survey Results/Explanatory Information: The Absconder Unit Staff reported that it collaborates with the Milwaukee Police Department ninety percent (90%) of the time while it collaborates with the remaining sixteen (16) local law enforcement agencies ten percent (10%) of the time. Survey responses are weighted to reflect the Absconder Unit's ninety percent (90%) collaboration with the Milwaukee Police Department and ten percent (10%) collaboration with the remaining sixteen (16) local law enforcement agencies. *Survey* weighted responses¹² from seventy-four percent (74%) of all surveys (N=17) showed the following:

Before April 1, 1998:

- *How would you describe your relationship with the Department, Division of Community Corrections?*

poor	good	excellent	comment	no response
0.0%	8 (5%)	3 (91.3%)*	6 (3.8%)	0.0%

Between April 1, 1998, and March 7, 1999:

- *Was your agency informed that offenders supervised by the Department and residing in your jurisdiction were absconders?*

No	yes	comment	no response
15 (9.4%)	2 (90.6%)*	0.0%	0.0%

- *Has your agency been made aware of any violent or high risk absconder from the Department in your jurisdiction?*

No	yes	comment	no response
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¹² *Responses includes Milwaukee Police Department responses.

2 (1.3%) 2 (90.6%)* 1 (.6%) 12 (7.5%)

- How has your agency become aware of absconders of the Department? Circle all that apply.

through agency's own activity	informed by agency other the Department	became aware by activity of the Department	informed by Department	other	no response
9 (5.6%)*	2 (90.6%) *	2 (1.3%)	5 (92.5%)*	5 (3.1%)	0.0%

- Which best describes your agency's level of satisfaction with the way the Department makes your agency aware of absconders?

unsatisfied	somewhat unsatisfied	somewhat satisfied	very satisfied	no response
1 (.6%)	0.0%	6 (3.8%)	3 (91.3%)*	7 (4.4%)

- How has the Department collaborated with your agency during this period? Circle all that apply.

no collaboration	worked with agency	participated in "ride-alongs"	participated in community policing	exchanged information	other	no response
10 (6.3%)	3 (91.3%)*	2 (90.6%)*	2 (90.6%)*	5 (93.1%)*	4 (91.9%)*	1 (.6%)

- Select the number of absconders for which apprehensions your agency has provided assistance to the Department.

None	1-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90-99	>100	no response
11 (6.9%)	2 (1.3%)	0.0%	1 (.6%)	0%	0%	0%	0%	1 (.6%)	0%	0%	1 (90%)*	1 (.6%)

- Which best describes your agency's role in the apprehension of violent or high risk absconders? Check only one.

solely responsible	collaborates and works with Department	not responsible Department solely responsible	comment	no response
8 (5%)	4 (91.9%)*	0.0%	2 (1.3%)	3 (1.9%)

- Describe your agency's view concerning the Department's collaboration with your agency concerning absconders.

much worse	somewhat worse	about the same as before	somewhat better	much better	comment	no response
0.0%	0.0%	8 (5%)	1 (.6%)	2 (90.6%)*	5 (3.1%)	1 (.6%)

- *Do you think that the Department is collaborating enough with your agency concerning absconders?*

no	yes	comment	no response
5 (3.1%)	7 (93.8%)*	3 (1.9%)	2 (1.3%)

- *How would you describe your agency's view of whether there has been improved or enhanced collaboration with the Department concerning absconders?*

no enhancement	some enhancement	lot of enhancement	comment	no response
8 (5%)	3 (1.9%)	1 (90%)*	2 (1.3%)	3 (1.9%)

- *Which best describes your agency's view concerning information sharing by the Department?*

no improvement	some improvement	a lot of improvement	comment	no response
7 (4.4%)	4 (2.5%)	2 (90.6%)*	2 (1.3%)	2 (1.3%)

- *Which describes your agency's satisfaction with information sharing by the Department?*

very unsatisfied	somewhat unsatisfied	somewhat satisfied	very satisfied	no response
2 (1.3%)	1 (.6%)	7 (93.8%)*	1 (.6%)	6 (3.8%)

As the result of the collaboration with the Absconder Unit, the Milwaukee Police Department has submitted the Absconder Unit for the Attorney General's Law Enforcement Program of the Year recognition.

PERFORMANCE PLAN FOR CURRENT YEAR

The Absconder Unit plans to review its program, goals, objectives, activities, performance measures, data collection, and performance results, and make needed changes.

CONCLUSION

The Absconder Unit has operated since April 1, 1998. Implementation and practice of the Absconder Unit differed in some aspects from the manner in which the program was initially conceived. The initial planners conceived of starting absconder searches with the absconders population list, instead it began searches with new referrals. The initial planners conceived that Absconder Unit agents would be responsible for revocations, instead agents of record were responsible for revocations

The performance measure "Obtain written feedback or survey from law enforcement agencies in Milwaukee County." was achieved. The performance measures "Improve the accountability of offenders by increasing the number of absconders reporting to their probation/parole agent by 3% (from 81% to 84%) within the first 6 months and 6% (from 84% to 87%) within the first year" and "Identify absconders who are the most violent and high risk absconders and provide Milwaukee County law enforcement with information in 100% of such cases." lacked sufficient data to measure performance. The performance measure "Reduce the number (3,800) and percent ([19%]) of the current population of absconders ... by 380 or 10% in the first 6 months and 953 or 25% in the first 12 months." was not fully achieved.

The probation and parole population increased from 20,000 to 20,819 or four percent (4%) at six months and from 20,000 to 20,038 or point two percent (.2%) at one year while the number of absconders decreased by five (5) or point thirteen percent (.13%) at six months and one hundred fifteen (115) or three percent (3%) at one year.

Of the current absconder population three thousand eight hundred (3,800), two hundred sixty-four (264) or seven percent (7%) of absconders were located at six months and six hundred sixty-five (665) or eighteen percent (18%) were located at one year.

Of the nine hundred forty-two (942) absconders referred to the Absconder Unit at six months, two hundred sixty-four (264) or twenty-eight percent (28%) were located by the Absconder Unit. Of the two thousand three hundred thirteen (2,313) absconders referred at one year, six hundred sixty-five (665) or twenty-nine percent (29%) were located by the Absconder Unit.

Of the nine hundred forty-two (942) absconder cases referred to the Absconder Unit at six months, seventeen percent (17%) were considered assaultive. Of the two thousand three hundred thirteen (2,313) absconder cases referred at one year, fifty-five percent (55%) of the absconders were considered assaultive while another twenty-two percent (22%) were considered high risk.

RECOMMENDATIONS

The Absconder Unit should:

- Evaluate its performance results relative to achievement of performance measures goals.
- Develop a performance measures plan for meeting its goals for FY 2000. The goals should directly relate to its area of responsibility.
- Link performance measures directly to the Absconder Unit's goals, objectives, and activities that are based on the mission and goals of the Department.

- Use current results as the baseline for establishing measurable targets, comparing expected performance with actual performance, and establishing trends.
- Select a few performance measures, preferably, output and outcome measures that adequately measure the Absonder Unit's performance and for which data is or can be made available.

APPENDIX
ABSCONDER DEMOGRAPHICS AND
ABSCONDER UNIT ACTIVITY GRAPHS

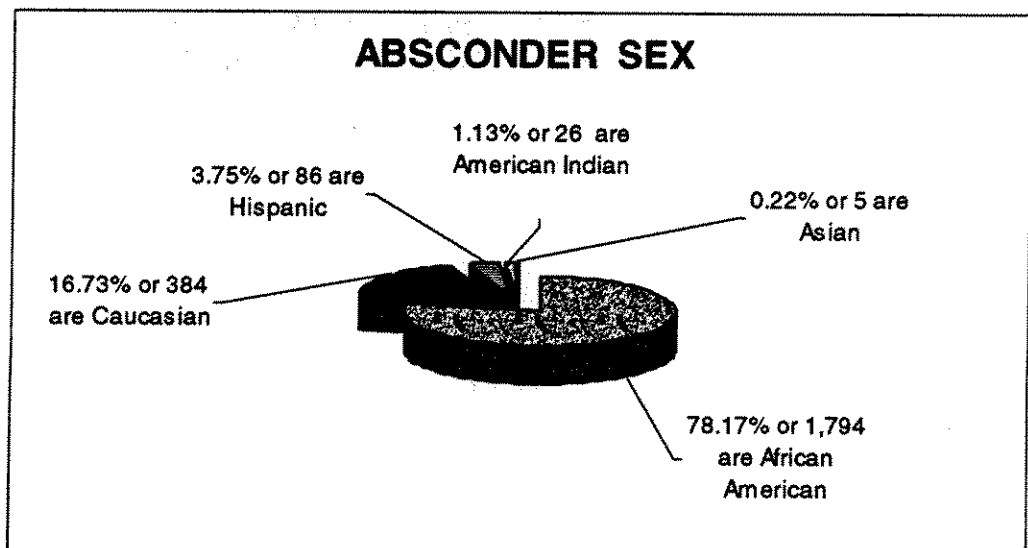
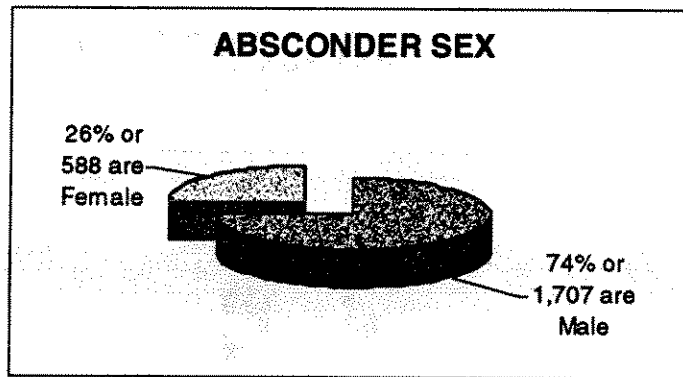
**MILWAUKEE ABSCONDER UNIT
OFFENDER DEMOGRAPHICS**

**SEX
RACE
AGE
EMPLOYMENT**

**MILWAUKEE ABSCONDER UNIT
OFFENDER DEMOGRAPHICS
AS OF MARCH 26, 1999**

The total population of absconders described is 2,295. This includes active and closed cases. The following tables and charts show a composite picture of the absconder population by sex and race:

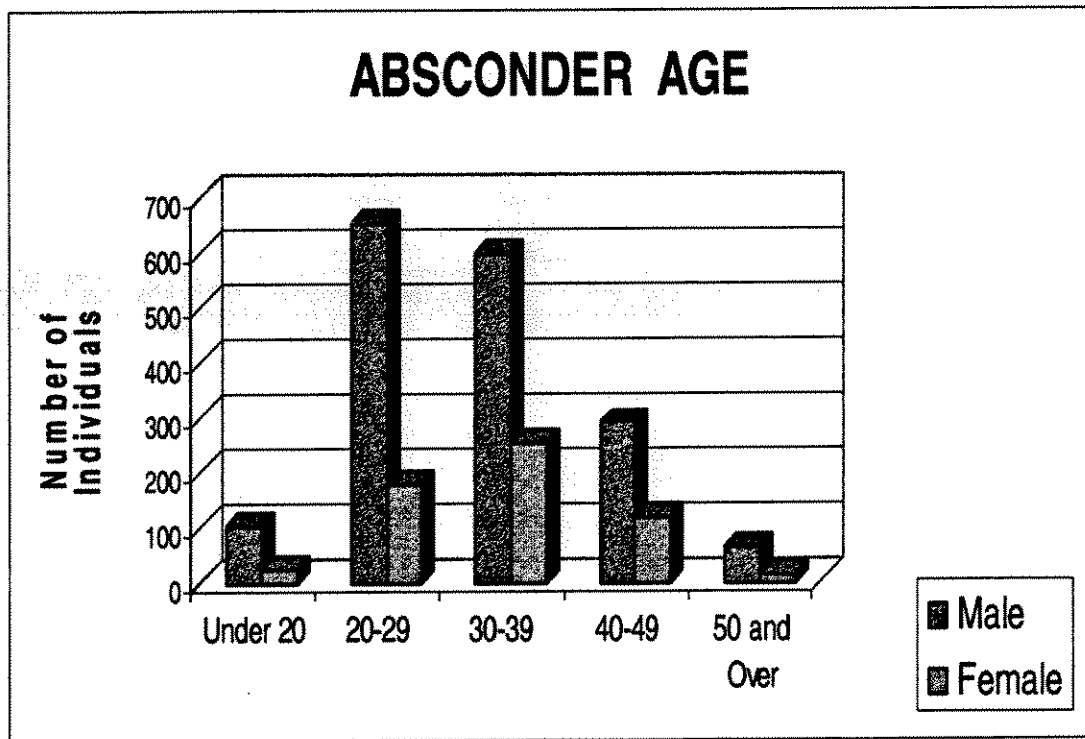
RACE	NUMBER OF MALES	NUMBER OF FEMALES	TOTAL
African American	1,312	482	1,794
Caucasian	301	83	384
Hispanic	73	13	86
American Indian	19	7	26
Asian	2	3	5
Total	1,707	588	2,295



**MILWAUKEE ABSCONDER UNIT
OFFENDER DEMOGRAPHICS
AS OF MARCH 26, 1999**

The total population of absconders described is 2,295. This includes active and closed cases. Shown below is a chart and table with the age and sex of absconders:

AGE	NUMBER OF FEMALE	NUMBER OF MALE	TOTAL
Less than 20	23	104	127
20-29	178	653	831
30-39	253	597	850
40-49	119	291	410
50 and over	15	62	77
Total	588	1,707	2,295

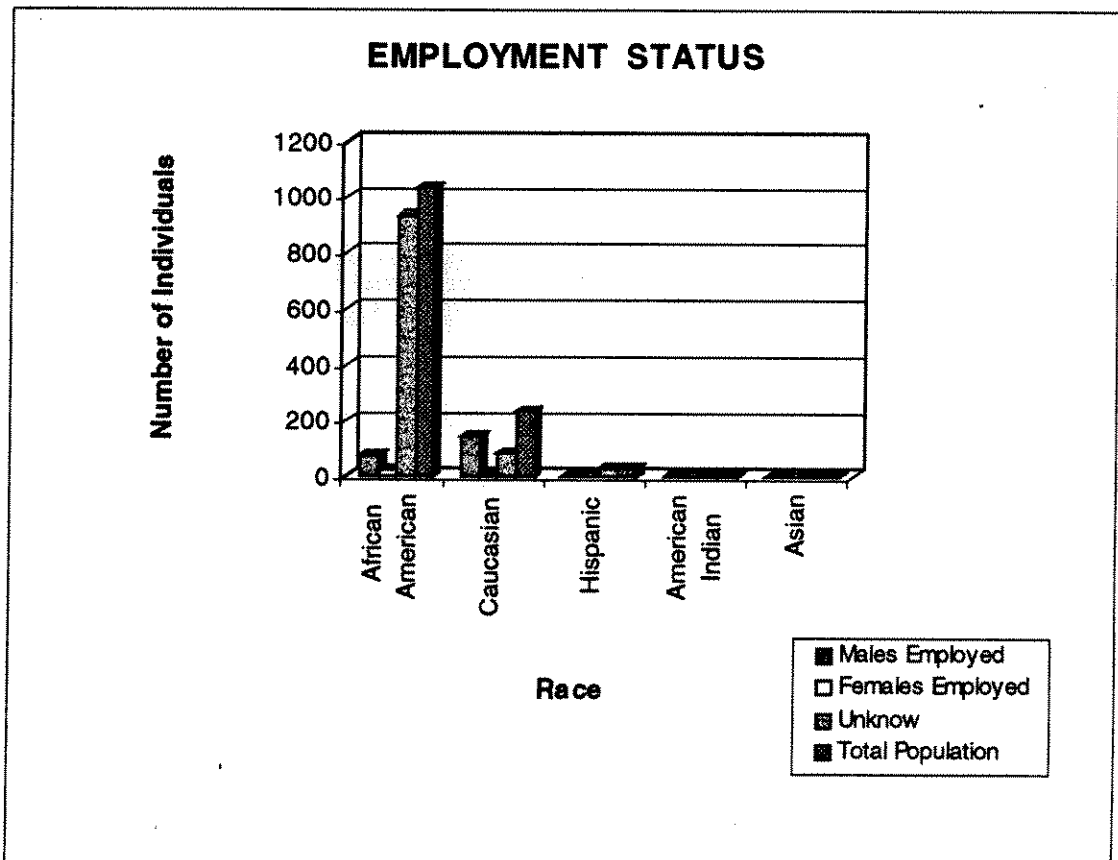


Average age is 32.45 years

**MILWAUKEE ABSCONDER UNIT
OFFENDER EMPLOYMENT STATISTICS
AS OF MARCH 26, 1999**

The total population of absconders is 2,295. This includes active and closed cases. Employment data is available only for the closed cases (n=1,319). Shown below is the breakdown of employment by sex and race:

RACE	EMPLOYMENT UNKNOWN	MALE POPULATION	MALES EMPLOYED	FEMALE POPULATION	FEMALES EMPLOYED	TOTAL POPULATION
African American	933	778	77	258	26	1,036
Caucasian	82	177	142	57	10	234
Hispanic	31	29	3	5	0	34
American Indian	12	6	0	6	0	12
Asian	3	1	0	2	0	3
Total	1,061	991	222	328	36	1,319



NOTE: Unknown indicates the offender is either unemployed or employment was not known when apprehended.

**MILWAUKEE ABSCONDER UNIT
OFFENDER EMPLOYMENT STATISTICS
AS OF MARCH 26, 1999 (Continued)**

Shown below is a table with the percentage breakdown by race and sex of employed and those absconders whose employment is unknown.

RACE	TOTAL MALE PERCENTAGE	PERCENTAGE OF MALES EMPLOYED	TOTAL FEMALE PERCENTAGE	PERCENTAGE OF FEMALES EMPLOYED	TOTAL PERCENTAGE
African American	75.1%	9.9%	24.9%	10.1%	100
Caucasian	75.6%	80.2%	24.4%	17.5%	100
Hispanic	85.3%	10.3%	14.7%	0	100
American Indian	50.0%	0	50.0%	0	100
Asian	33.3%	0	66.7%	0	100

**MILWAUKEE ABSCONDER UNIT
OFFENDER HISTORY**

**ASSAULTIVE HISTORY
HIGH RISK SUPERVISION**

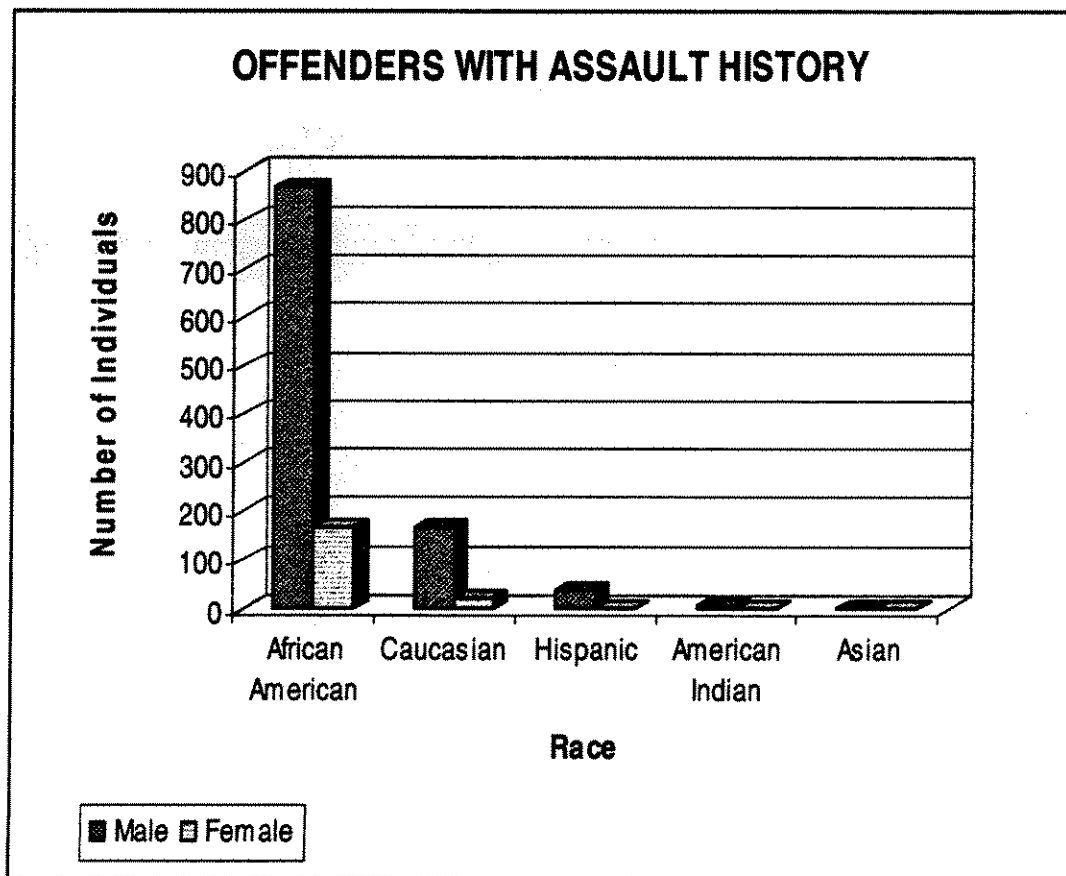
**CRIME CLASSIFICATION TYPE FOR FEMALES
SUPERVISION CLASSIFICATION FOR FEMALES**

**CRIME CLASSIFICATION FOR MALES
SUPERVISION CLASSIFICATION FOR MALES**

**MILWAUKEE ABSCONDER UNIT
ASSAULT HISTORY OF ABSCONDERS
AS OF MARCH 26, 1999**

The total population of absconders described is 2,295. This includes active and closed cases. A total of 1,275 (55.6%) have an assaultive history. Shown below is a table and chart shows the race and sex of all individuals who have an assaultive history:

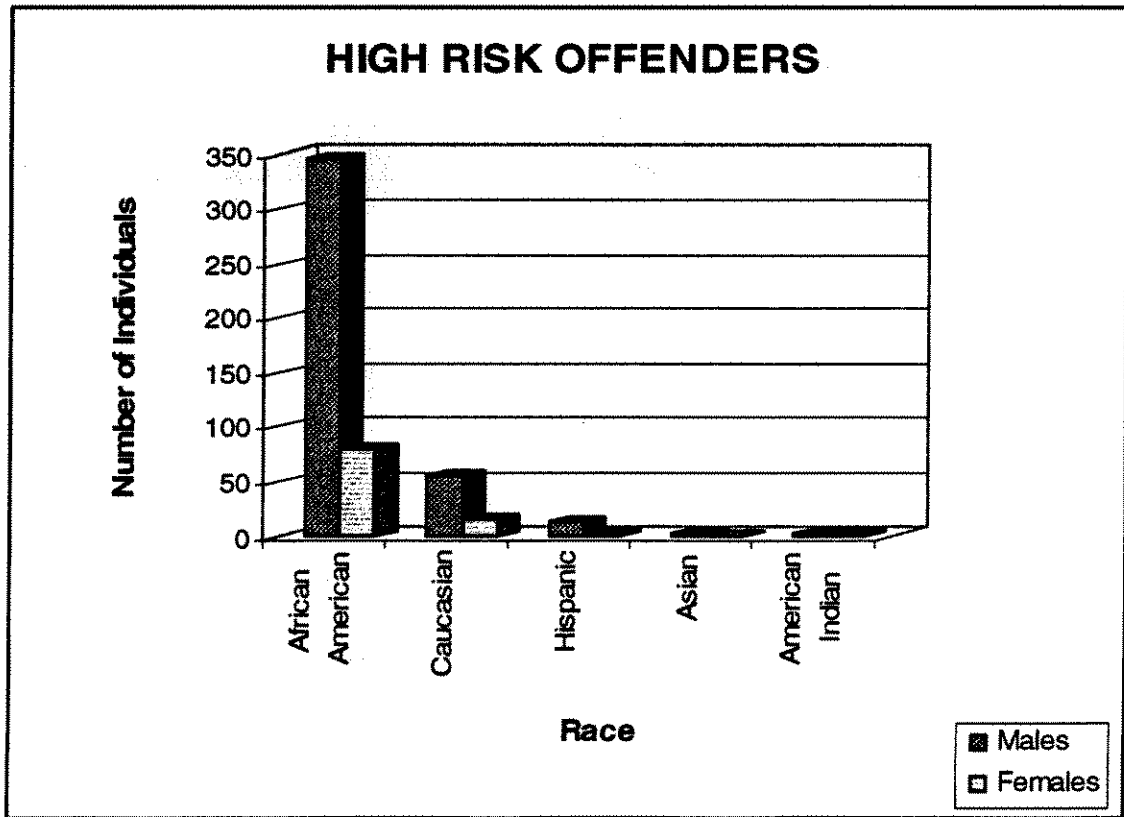
Race	Male	Female	Total	Percent
African American	867	166	1,033	81%
Caucasian	168	24	192	15%
Hispanic	38	1	39	3%
American Indian	7	1	8	.7%
Asian	1	2	3	.3%
Total	1,081	194	1,275	100%



**MILWAUKEE ABSCONDER UNIT
OFFENDERS AT HIGH RISK
AS OF MARCH 26, 1999**

The total population of absconders is 2,295, which includes active and closed cases. The following table and chart shows a picture of the absconder population who is considered high risk:

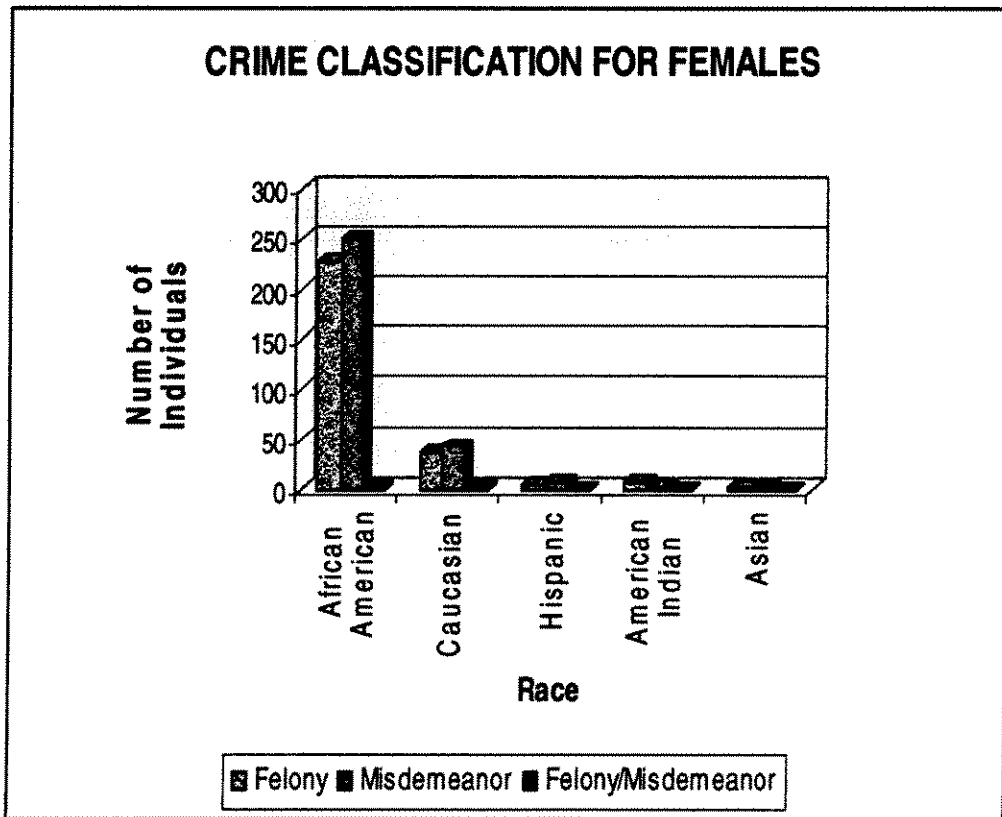
RACE	NUMBER OF MALES	NUMBER OF FEMALES	NUMBER OF HIGH RISK MALES	NUMBER OF HIGH RISK FEMALES	PERCENT OF HIGH RISK
African American	1,312	482	345	79	23.6%
Caucasian	301	83	56	16	18.8%
Hispanic	73	13	14	2	18.6%
Asian	2	3	1	0	20.0%
American Indian	19	7	1	1	7.7%
Total	1,707	588	417	98	



**MILWAUKEE ABSCONDER UNIT
OFFENDER CRIME CLASSIFICATION FOR FEMALES
AS OF MARCH 26, 1999**

The total population of absconders is 2,295, which includes active and closed cases. The following table and chart shows a composite picture of the 588 female absconders case type by race:

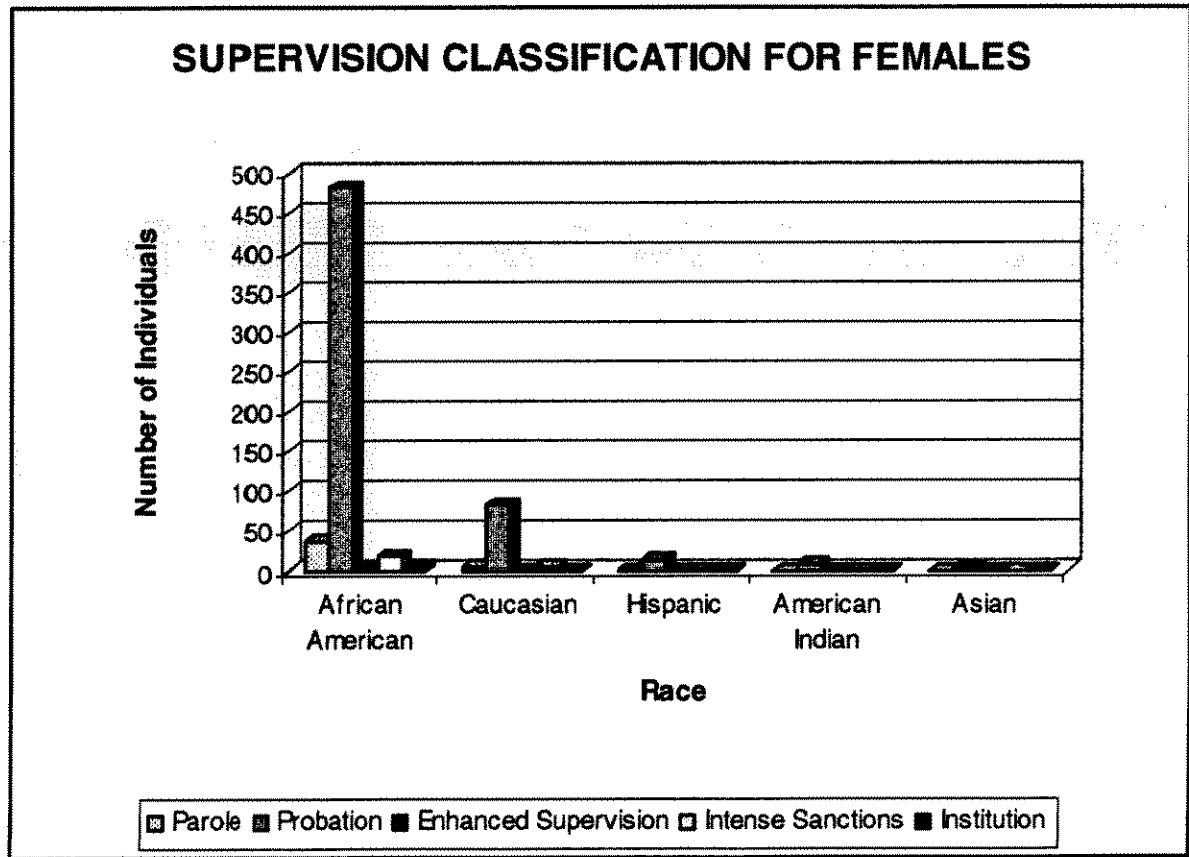
Race	Felony	Misdemeanor	Felony/Misdemeanor	Total	Percent
African American	228	251	3	482	81.97%
Caucasian	37	43	3	83	14.12%
Hispanic	5	8	0	13	2.21%
American Indian	6	1	0	7	1.19%
Asian	2	1	0	3	.51%
Total	278	304	6	588	100%



**MILWAUKEE ABSCONDER UNIT
OFFENDER CRIME CLASSIFICATION FOR FEMALES
AS OF MARCH 26, 1999**

The total population of absconders is 2,295, which includes active and closed cases. The following table and chart shows a composite picture of the 588 female absconders case type by race:

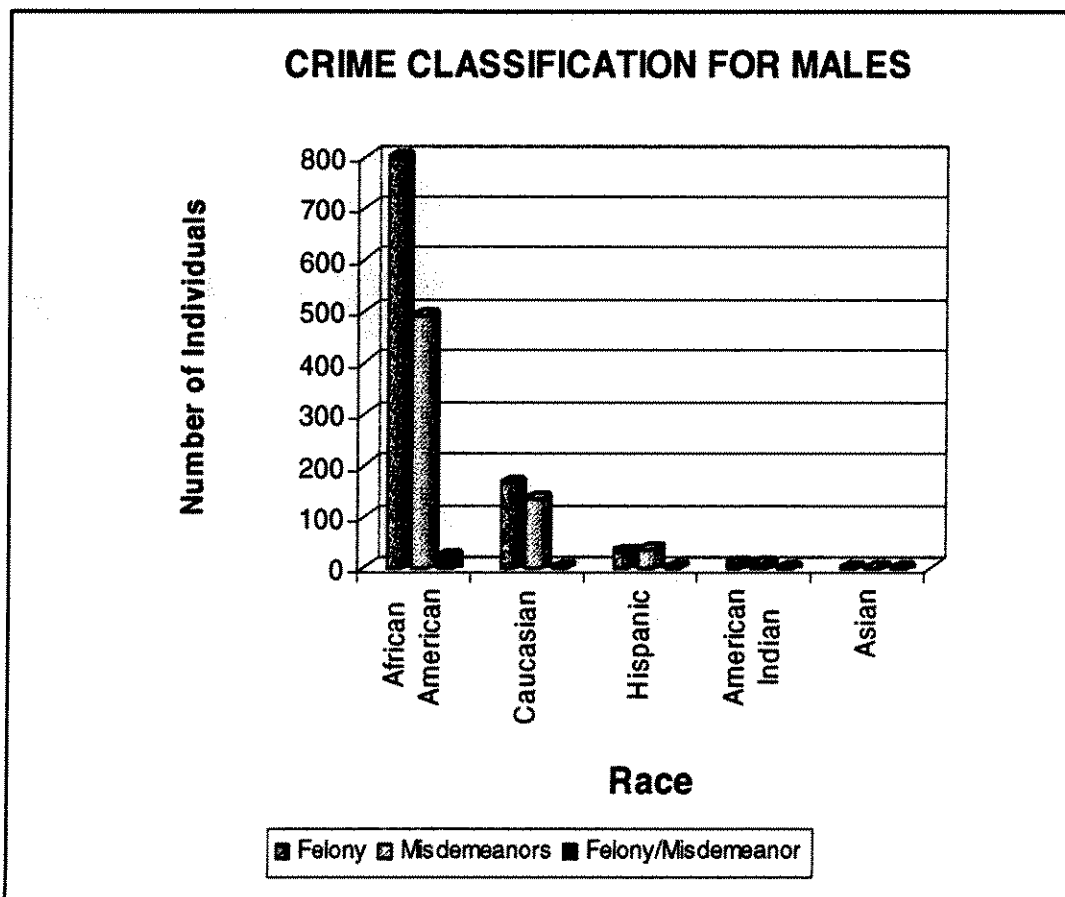
Race	Felony	Misdemeanor	Felony/Misdemeanor	Total	Percent
African American	228	251	3	482	81.97%
Caucasian	37	43	3	83	14.12%
Hispanic	5	8	0	13	2.21%
American Indian	6	1	0	7	1.19%
Asian	2	1	0	3	.51%
Total	278	304	6	588	100%



**MILWAUKEE ABSCONDER UNIT
OFFENDER CRIME CLASSIFICATION FOR MALES
AS OF MARCH 26, 1999**

The total population of absconders is 2,295, which includes active and closed cases. The following table and chart shows a composite picture of the 1,707 male absconders case type by race:

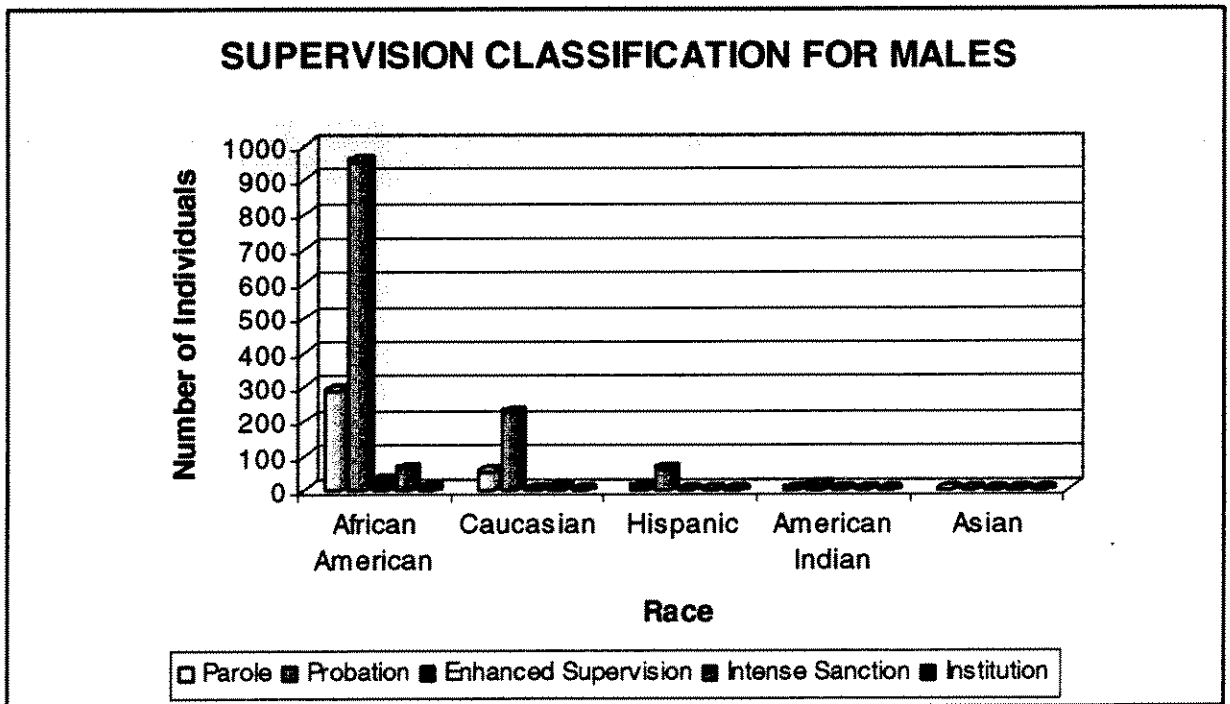
Race	Felony	Misdemeanor	Felony/Misdemeanor	Total	Percent
African American	798	491	23	1,312	76.9%
Caucasian	165	133	3	301	17.6%
Hispanic	34	37	2	73	4.3%
American Indian	9	10	0	19	1.1%
Asian	1	1	0	2	.1%
Total	1,007	672	28	1,707	100%



**MILWAUKEE ABSCONDER UNIT
OFFENDER SUPERVISION CLASSIFICATION FOR MALES
AS OF MARCH 26, 1999**

The total population of absconders is 2,295, of which 1,707 are males. This includes active and closed cases. The following table and chart shows an overall picture of absconders supervision classification for Females by race. Please note the 2 total columns are 25 individuals over because some individuals are listed under more than 1 category.

Race	Parole	Probation	Enhanced Supervision	Intense Sanctions	Institution	Total	Percent
African American	286	954	27	63	8	1,338	77.3%
Caucasian	52	227	5	10	1	295	17.0%
Hispanic	12	61	1	2	0	76	4.4%
American Indian	4	15	0	2	0	21	1.2%
Asian	0	2	0	0	0	2	.1%
Total	354	1,259	33	77	9	1,732	100%



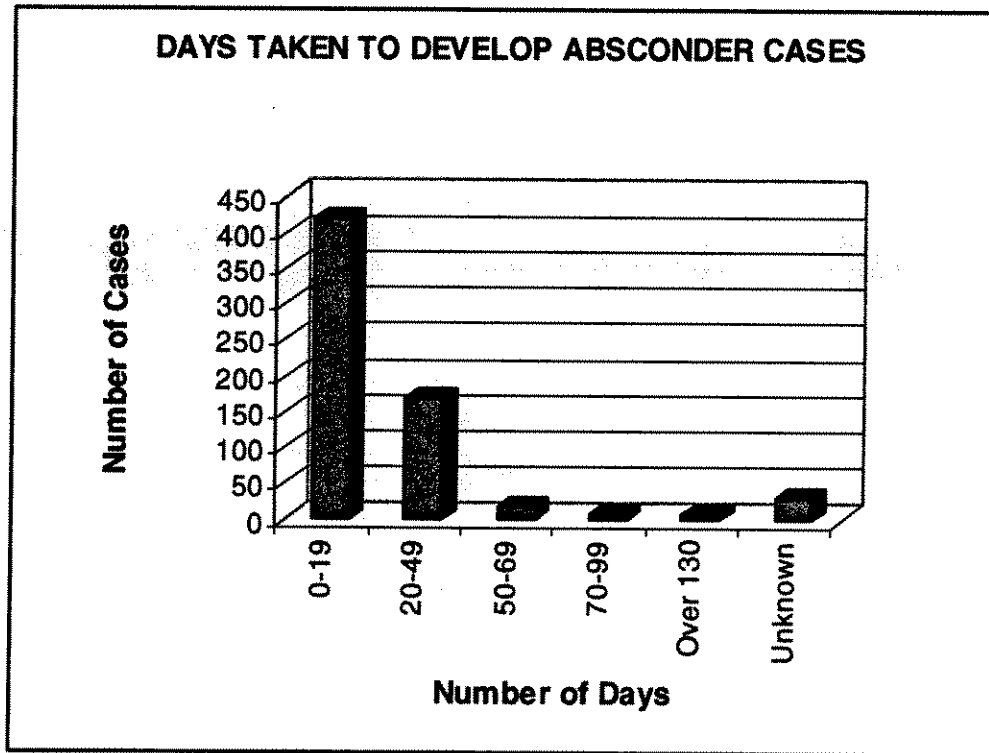
**MILWAUKEE ABSCONDER UNIT
ABSCONDER UNIT ACTIVITIES**

**NUMBER OF DAYS TAKEN TO DEVELOP ABSCONDER CASES
NUMBER OF DAYS TO LOCATE OFFENDER
OFFENDER LOCATION HOURS
OFFENDER LOCATION METHODS
NUMBER OF ATTEMPTS TO LOCATE OFFENDER
NEIGHBORHOOD WHERE OFFENDER WAS LOCATED**

**MILWAUKEE ABSCONDER UNIT
DAYS TAKEN TO DEVELOP ABSCONDER CASES
AS OF MARCH 26, 1999**

The total population of absconders described is 2,295, which includes active and closed cases. Offender location data is only available for the closed cases (n=1,319) of which the unit closed 650 cases. Of the 650 cases the unit located 448 males and 202 were females. Shown below in the table and chart is the number of days, number of cases and percent that the unit was developing the cases.

Number of Days	Number of Cases	Percent
0-19	419	64%
20-49	168	26%
50-69	17	3%
70-99	8	1%
Over 130	7	1%
Unknown	31	5%



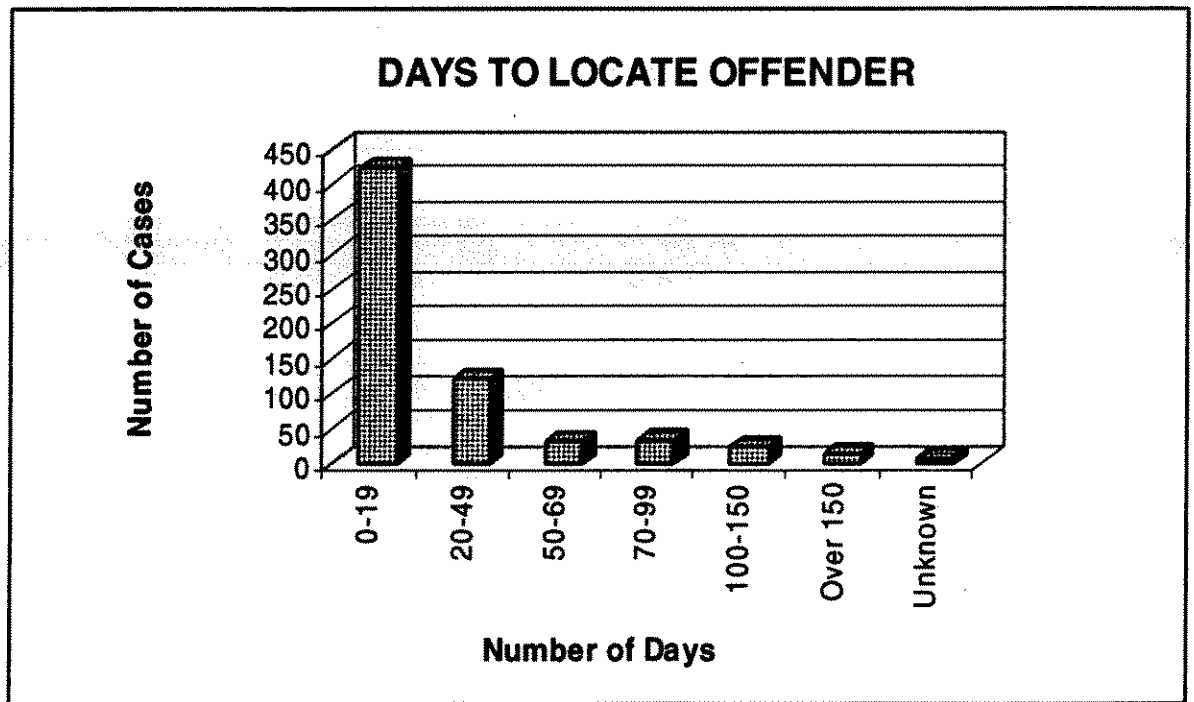
The average number of days is 17.57

Unknown = File was out in field because the individual re-absconded, question on date.

**MILWAUKEE ABSCONDER UNIT
NUMBER OF DAYS TO LOCATE OFFENDER
AS OF MARCH 26, 1999**

The total population of absconders described is 2,295, which includes active and closed cases. Offender location data is only available for the closed cases (n=1,319) of which the unit closed 650 cases. Of the 650 cases the unit located 448 males and 202 were females. Shown below in the table and chart is the number of days, number of cases and percent which the unit closed.

Number of Days	Number of Cases	Percent
0-19	422	65%
20-49	120	18%
50-69	31	5%
70-99	32	5%
100-150	25	4%
Over 150	14	2%
Unknown	6	1%



The average number of days is 36.99

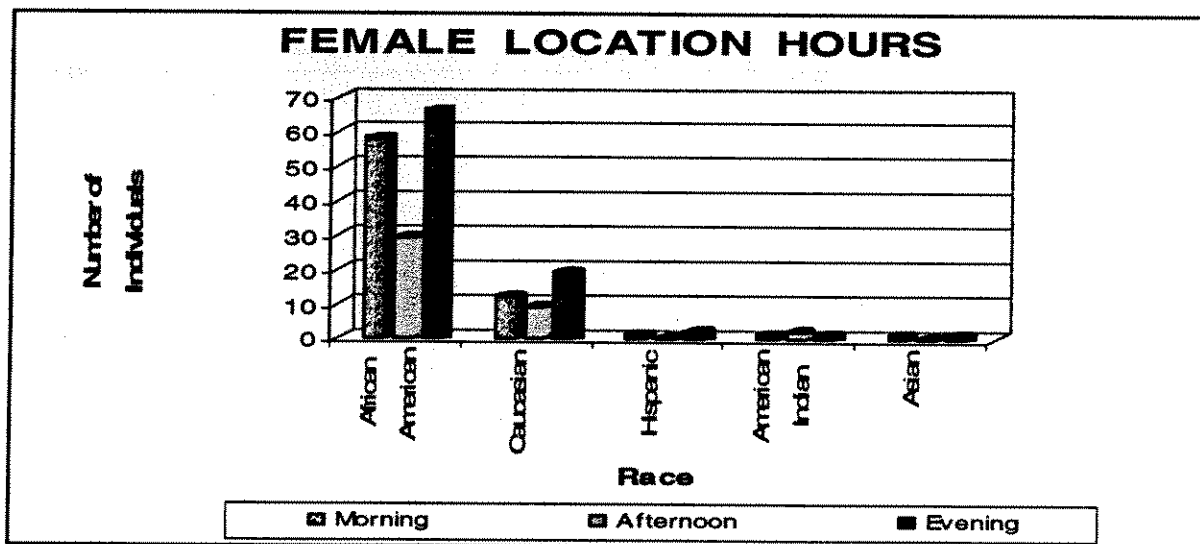
MILWAUKEE ABSCONDER UNIT OFFENDER LOCATION HOURS AS OF MARCH 26, 1999

The described total population is 1,319. Of the 1,319 closed cases the absconder unit located 650 individuals. Following are tables and charts that show the sex, race and time of location. The meaning of the time of location follows:

Morning = 7:00 AM to 12:00 PM
 Afternoon = 12:00 PM to 3:00 PM
 Evening = 3:00 PM to 10:00 PM

FEMALE LOCATION HOURS

Race	Morning	Afternoon	Evening	Total	Percent
African American	58	29	66	153	76%
Caucasian	12	9	19	40	20%
American Indian	1	2	1	4	2%
Hispanic	1	0	2	3	1%
Asian	1	0	1	2	1%
Total	73	40	89	201	100%



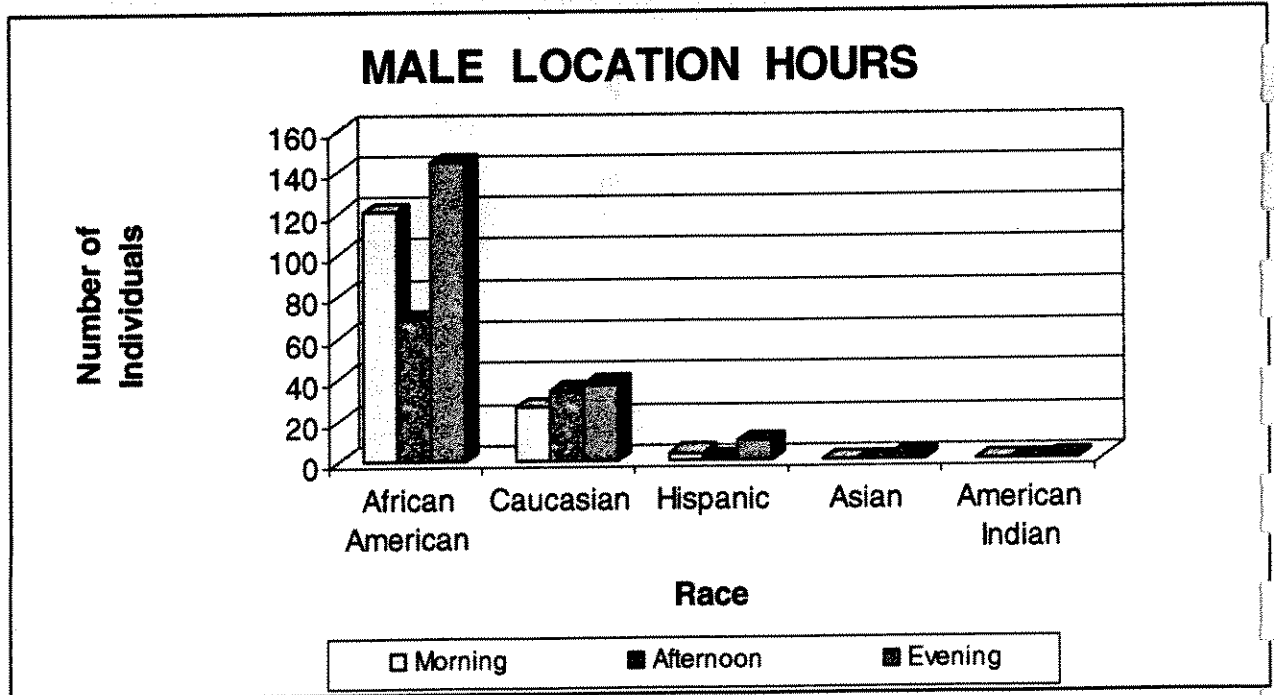
MILWAUKEE ABSCONDER UNIT OFFENDER LOCATION HOURS AS OF MARCH 26, 1999

The described total population is 1,319. Of the 1,319 closed cases the absconder unit located 650 individuals. Following are tables and charts that show the sex, race and time of location. The meaning of the time of location follows:

Morning = 7:00 AM to 12:00 PM
 Afternoon = 12:00 PM to 3:00 PM
 Evening = 3:00 PM to 10:00 PM

MALE LOCATION HOURS

Race	Morning	Afternoon	Evening	Total	Percent
African American	120	69	144	333	74.3%
Caucasian	26	34	37	97	21.8%
Hispanic	4	1	10	15	3.3%
Asian	0	0	2	2	.4%
American Indian	0	0	1	1	.2%
Total	150	104	194	448	100%

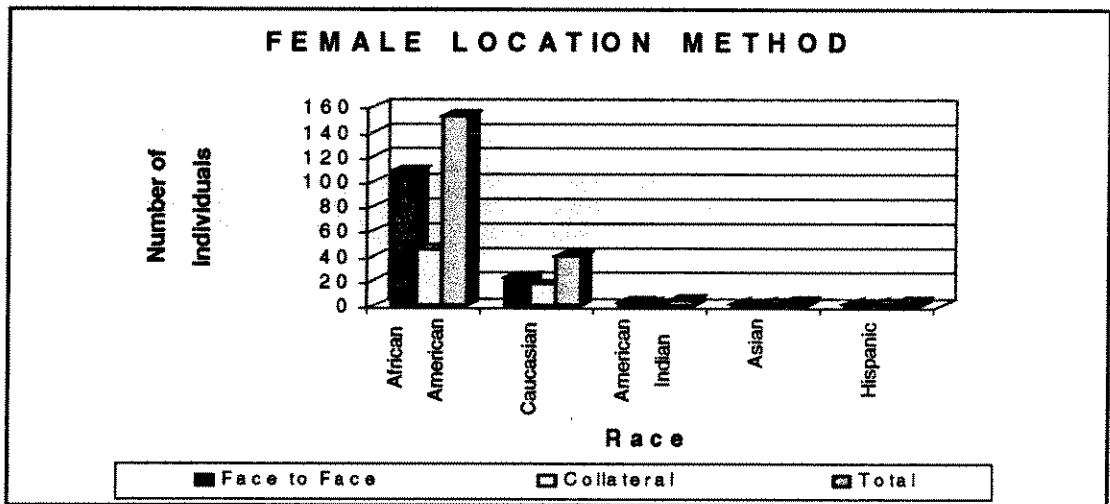


MILWAUKEE ABSCONDER UNIT OFFENDER LOCATION METHOD AS OF MARCH 26, 1999

The described closed population of absconders is 1,319. Of the 1,319 closed cases the unit made attempts on 963 individual. Of the 963 individuals the unit located 650. Shown below in the table and chart are the 203 females the unit located by race and method of location:

LOCATION METHOD OF FEMALES BY RACE

	Fact to Face	Collateral	Total	Percent
African American	108	45	153	75.0%
Caucasian	23	17	40	20.0%
American Indian	3	1	4	2.0%
Asian	1	2	3	1.5%
Hispanic	1	2	3	1.5%
Total	136	67	203	100%



NOTE: Collateral means the agent never spoke or saw the offender, but reached them through another person. (Family, employer, friend, neighbor, etc.)

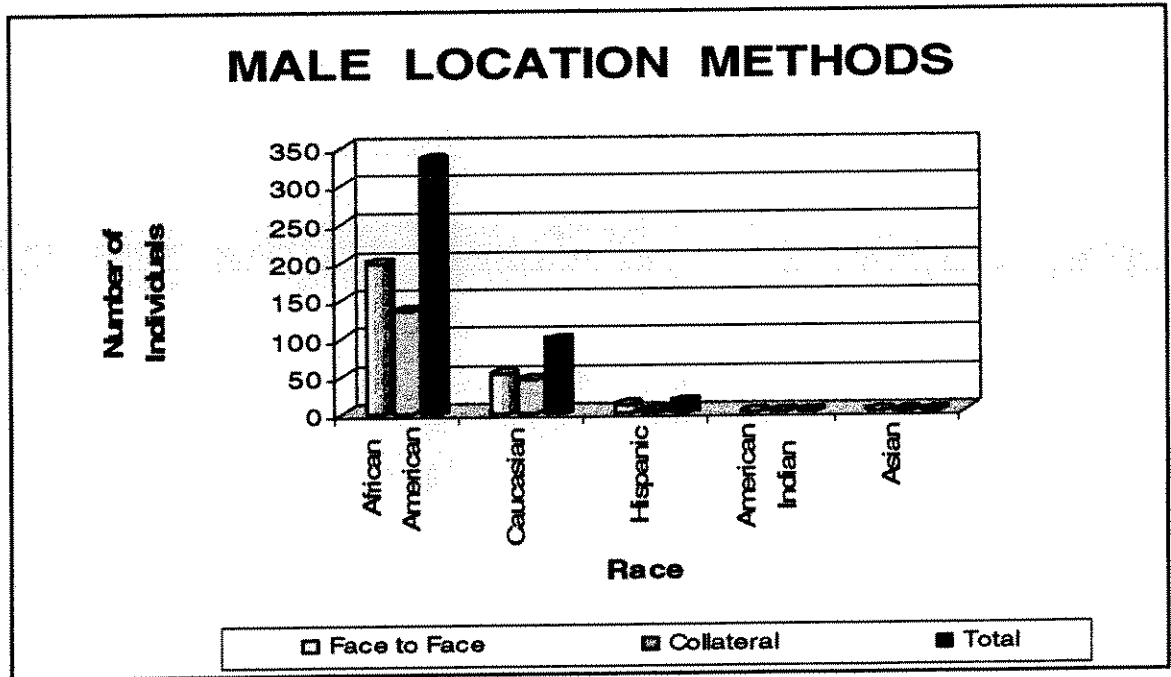
Face to Face means the agent contacted the offender personally, whether in person or by telephone.

**MILWAUKEE ABSCONDER UNIT
OFFENDER LOCATION METHOD (Continued)
AS OF MARCH 26, 1999**

The described closed population of absconders is 1,319. Of the 1,319 closed cases the unit made attempts on 963 individual. Of the 963 individuals the unit located 650. Shown below in the table and chart are the 448 males the unit located by race and method of location:

LOCATION METHOD OF MALES BY RACE

	Face to Face	Collateral	Total	Percent
African American	198	135	333	74.3%
Caucasian	52	45	97	21.7%
Hispanic	11	4	15	3.3%
American Indian	0	2	2	.4%
Asian	1	0	1	.2%
Total	262	186	448	100%



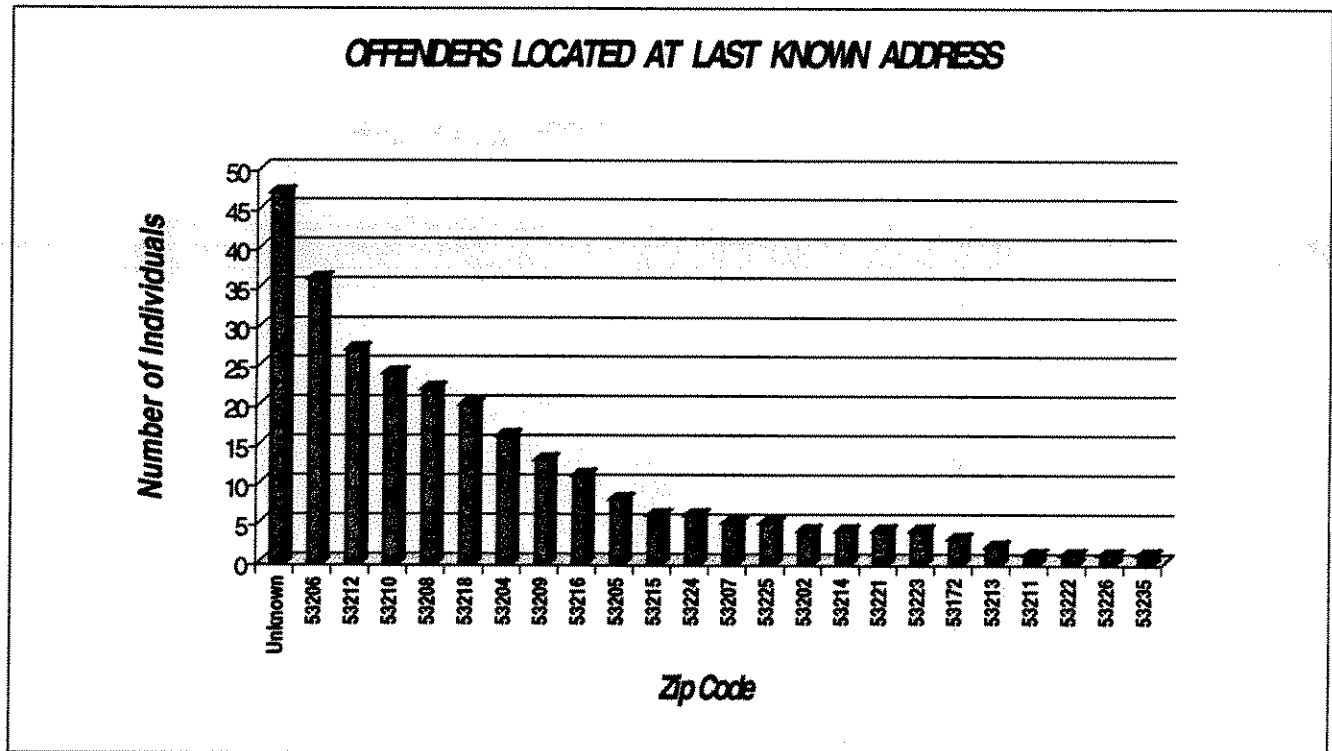
NOTE: Collateral means the agent never spoke or saw the offender, but reached them through another person. (Family, employer, friend, neighbor, etc.)

Face to Face means the agent contacted the offender personally, whether in person or by telephone.

**MILWAUKEE ABSCONDER UNIT
LOCATION OF ABSCONDERS BY ZIP CODE
AS OF MARCH 26, 1999**

The total population of absconders is 2,295, which includes active and closed cases. The table and chart shown below is for the closed cases only (1,319) of which 271 offenders were located at the last known address from the agent of record case files:

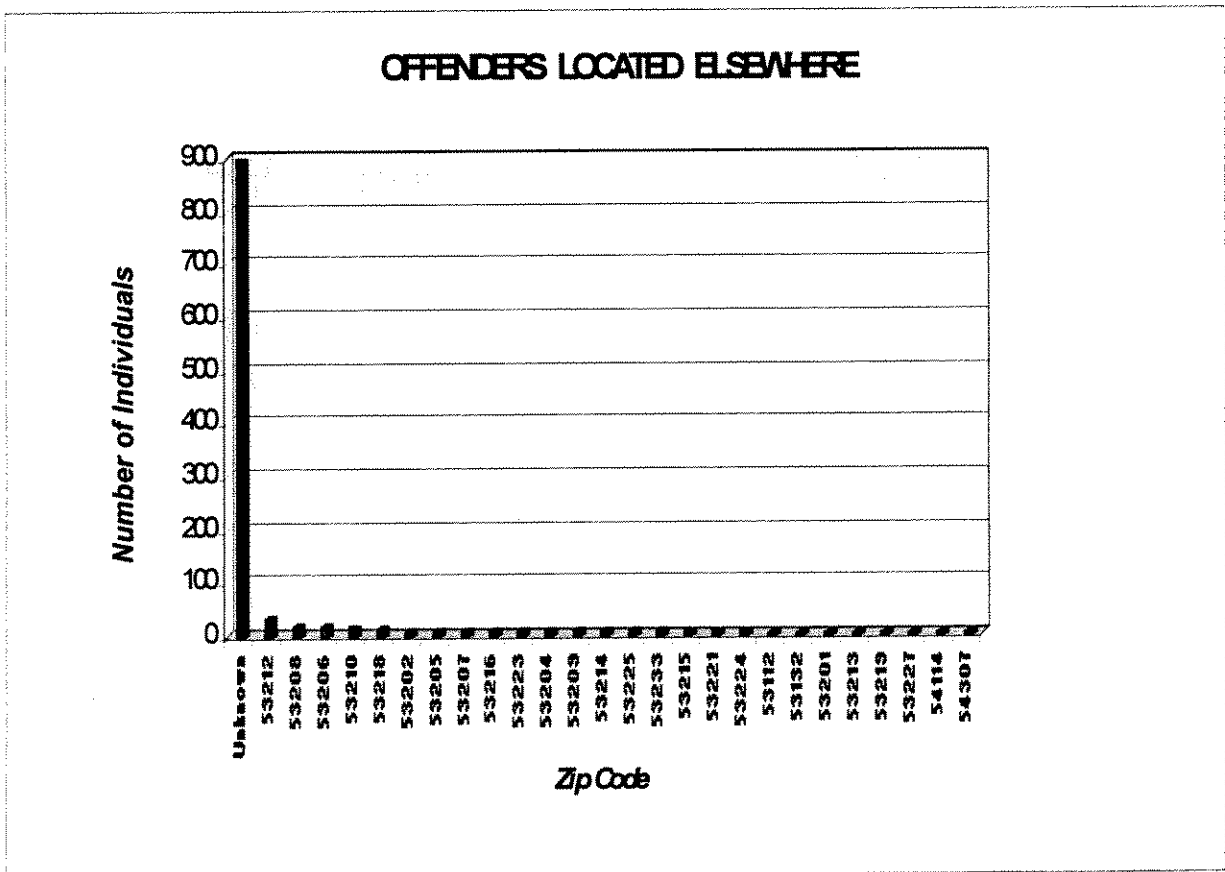
Zip Code and No. In Each Zip	Zip Code and No. In Each Zip	Zip Code and No. In Each Zip	Zip Code and No. In Each Zip
Unknown = 47	53204 = 16	53207 = 5	53172 = 3
53206 = 36	53209 = 13	53225 = 5	53213 = 2
53212 = 27	53216 = 11	53202 = 4	53211 = 1
53210 = 24	53205 = 8	53214 = 4	53222 = 1
53208 = 22	53215 = 6	53221 = 4	53226 = 1
53218 = 20	53224 = 6	53223 = 4	53235 = 1



**MILWAUKEE ABSCONDER UNIT
LOCATION OF ABSCONDERS ELSEWHERE
AS OF MARCH 26, 1999**

The total population of absconders is 2,295, which includes active and closed cases. Location is only known for the 1,319 closed cases. Shown below is a table of the breakdown of the remaining 1,048 individuals located at addresses other than last known address:

Zip Code and No. In Each Zip	Zip Code and No. In Each Zip	Zip Code and No. In Each Zip
Unknown = 893	53207 = 6	53224 = 3
53211 = 31	53216 = 6	53112 = 1
53208 = 16	53223 = 6	53132 = 1
53214 = 14	53204 = 4	53201 = 1
53210 = 13	53209 = 4	53213 = 1
53218 = 11	53225 = 4	53219 = 1
53202 = 7	53233 = 4	53227 = 1
53205 = 7	53215 = 3	54114 = 1
53205 = 7	53221 = 3	54307 = 1



**MILWAUKEE ABSCONDER UNIT
REPEAT ABSCONDERS**

**MILWAUKEE ABSCONDER UNIT
REPEAT ABSCONDERS
AS OF MARCH 26, 1999**

Of the total 2,295 absconder population, 116 (5.1%) re-absconded. Of the 116 re-absconders, 3 individuals or 2.6% re-absconded more than once. Shown below is the breakdown of repeat absconders by race and then by sex:

