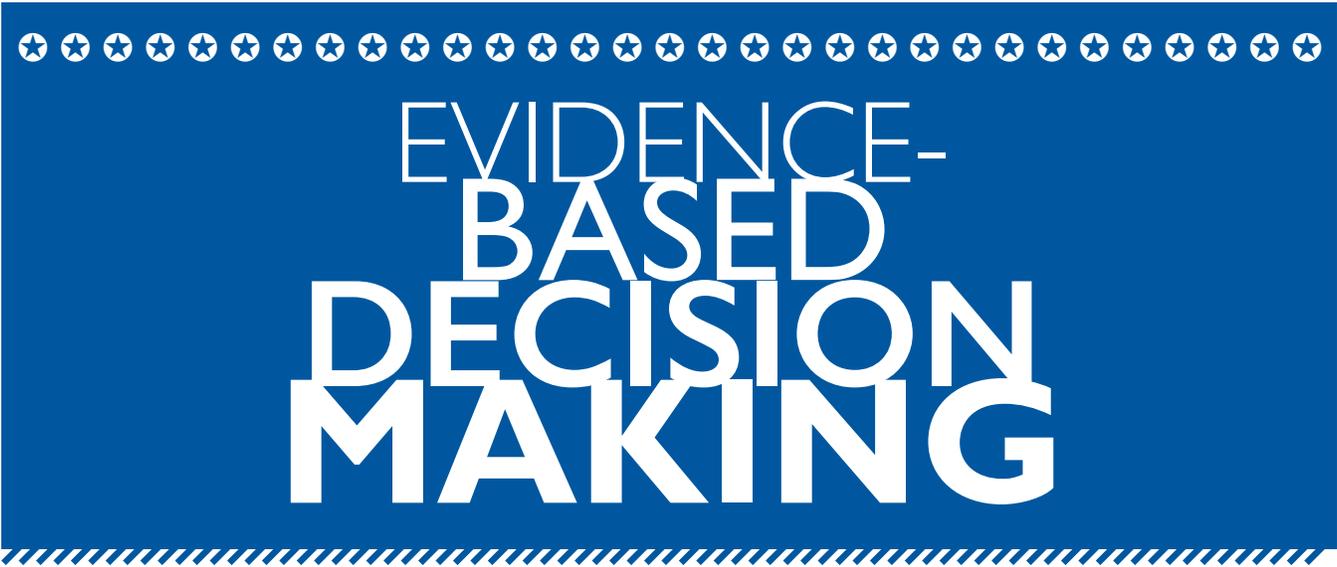


# WISCONSIN COUNTIES

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ALSO INSIDE:  
**EVIDENCE-BASED DECISION MAKING  
IN WISCONSIN**



# EVIDENCE- BASED DECISION MAKING



## EBDM in Wisconsin: A Primer

—Judge Elliott M. Levine, La Crosse County Circuit Court, Branch 2

**E**vidence-Based Decision Making (EBDM) is a disciplined approach to using data and research to inform and guide decision making across the criminal justice system. State and local criminal justice partners are working together to systematically use research to positively change criminal behavior.

There is a growing body of research that informs criminal justice agencies how to increase performance and be more effective. Historically, systems lacked collaboration around a common set of goals and outcomes.

### **BACKGROUND OF EBDM**

In 2008, the National Institute of Corrections (NIC) launched the EBDM Initiative with local criminal justice systems across the nation. The initiative included five phases of EBDM implementation that are outlined in the sidebar on the facing page. In Phase II, seven sites were selected in the country; Wisconsin was the only state in the nation to have two of the seven sites – Milwaukee and Eau Claire Counties.

After completion of Phase III, Milwaukee and Eau Claire Counties have become national models

of how EBDM strategies can be successfully implemented in the community. Articles outlining both Eau Claire and Milwaukee Counties' implementation success are included on pages 24 and 25 of this edition of *Wisconsin Counties*.

Following a planning period and competitive application process, the state of Wisconsin has been chosen to be part of Phase V of the Initiative along with Indiana and Virginia. In this phase, six additional Wisconsin counties were selected to participate (Chippewa, La Crosse, Marathon, Outagamie, Rock and Waukesha), as well as the state of Wisconsin itself. On June 29-30, 2015, NIC held a kickoff workshop in Green Lake to officially begin Phase V.

### **WHY WISCONSIN?**

In Wisconsin, reform of the criminal justice system has historically originated with local innovation and implementation followed by state-level support and development. Counties have developed treatment courts, pre-trial programs and other evidence-based programs. At the state level, programs such as Treatment Alternatives and Diversion (TAD), Assess, Inform and Measure (AIM), the risk/needs



## EBDM Initiative Phases

assessment tool, COMPAS, as well as the Wisconsin Criminal Justice Coordinating Council have been successfully established. These are only a few of the statewide initiatives that make Wisconsin an innovative leader in the area of criminal justice.

### **EBP v. EBDM**

EBDM is different from Evidence-Based Practices (EBP). Evidence-Based Practice in the criminal justice system is the partnership between research and practice. Research is used to determine how effective a practice is at achieving positive measurable outcomes, including reduction of recidivism and increasing public safety. For example, research supports that if practitioners use an empirically based assessment tool (i.e. COMPAS) they will be more accurate in their prediction of the risk of an individual's propensity to commit a crime in the future than their professional judgment alone. The evidence-based practice is the use of a risk/needs tool to determine the appropriate amount of intervention, rather than the use of professional judgment alone.

EBDM represents a systemic approach that uses research to inform decisions at all levels throughout the criminal justice system.

### **★ EBP v. EBDM ★**

EBPs are policies, practices, and/or interventions supported by research

- ★ Research finding: empirically-based tools predict risk better than professional judgment alone
- ★ EB practice: use of a risk tool to determine appropriate amount of intervention

EBDM is a disciplined approach to using data and research to inform and guide decision making across the justice system

- ★ Who do we divert?
- ★ What do we want to achieve by diverting?
- ★ What does the research tell us about the most effective method of achieving our goal?

### **PHASE I : Framework Development**

Project partners worked with NIC and a multidisciplinary advisory committee to develop the framework, with the intent to define risk and harm reduction as fundamental goals of the justice system, summarize the strongest of the evidence-based research, and outline a structure and set of principles for achieving EBDM in local justice systems.

### **PHASE II : Planning Process**

The initiative competitively selected and worked with seven sites as they engaged in a planning process to prepare to implement their local interpretation of the framework. Their implementation plans were submitted to NIC in June 2011.

### **PHASE III : Implementation**

Since August 2011, NIC has provided technical support to all seven sites in Phase III.

### **PHASE IV : Expansion to Statewide Structure**

In September 2013, NIC entered into a cooperative agreement with the Center for Effective Public Policy (CEPP) to expand EBDM to the state level. Work under this phase of the initiative included the provision of technical assistance and the development of tools and protocols to expand EBDM to additional local counties and to state level policy groups within those states with existing EBDM local sites. In support of this work, NIC and CEPP partnered with officials in the state of Wisconsin to develop and pilot a statewide summit on EBDM in January 2014. The purpose of the EBDM summit was to pilot test the initiative's state-level protocols.

### **PHASE V: Expansion of EBDM Initiative**

A year-long planning effort that will expand EBDM to six additional Wisconsin counties in tandem with a state-level team.

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# EBDM: EAU CLAIRE COUNTY

—Compiled from Eau Claire County’s EBDM materials provided by Tiana Glenna, Coordinator, Eau Claire County Criminal Justice Collaborating Council



In 2011, Eau Claire County applied for and was accepted as one of seven jurisdictions in the United States to participate in the National Institute of Correction’s (NIC) Evidence-Based Decision Making (EBDM) Initiative. The Eau Claire County EBDM team is comprised of representatives from the courts, district attorney’s office, public defender’s office, Wisconsin Department of Corrections, county elected and non-elected officials, as well as area law enforcement agencies.

Broadly speaking, the goals of Eau Claire County’s EBDM system are to reduce recidivism and to more effectively allocate and use criminal justice resources. These goals were chosen because the benchmark of any criminal justice system should be how well it protects the public, which is logically measured by the level of criminal activity. Equally as important, given increasing funding limitations, a criminal justice system can and should be measured by how well it allocates and uses resources.

Eau Claire County’s EBDM initiative literally revamps and improves every aspect of the county justice system. Eau Claire County’s EBDM team has intentionally and thoughtfully designed the initiative to be broad both because it will more profoundly impact the system and because Eau

Claire County is uniquely poised for such a broad, ambitious undertaking. Eau Claire County’s EBDM initiative is premised upon the fact that each area of the county’s criminal justice system is linked together. Thus, a truly impactful EBDM initiative must address each area of Eau Claire County’s criminal justice system.

## UNIVERSAL UTILIZATION OF ASSESSMENT TOOLS

The ultimate goal of Eau Claire County’s EBDM initiative, which calls for the universal utilization of assessment tools, is that decisions within the criminal justice system are best made if they are based upon research. To that end, a proxy (a three question screening tool designed to do a quick assessment of an offender’s risk level) will be completed by law enforcement for all arrested individuals in order to provide early information as to risk. Subsequent decisions as to sentencing and probation supervision will be guided by COMPAS, which provides crucial information as to the existence of criminogenic factors and how best to address those factors.

## RESEARCH-BASED CHARGING PROCESS

A crucial aspect of Eau Claire County’s process, which calls for research-based charging decisions, is a diversion program for low-risk offenders. The county uses pre-charging conferences for select low-risk individuals who do not qualify for the diversion program. The point of this process is to minimize formal criminal justice system

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—Tom Reed, First Assistant State Public Defender & Holly Szablewski,  
District Court Administrator, 1st Judicial District of Wisconsin

## EBDM: MILWAUKEE COUNTY

**M**ilwaukee County formed its Community Justice Council (CJC) in 2007. The goals of the CJC are to:

- Enhance public safety;
- Foster collaboration among agencies;
- Create efficiencies in the use of limited resources;
- Implement sustainable evidence-based practices;
- Educate the community about justice-related issues; and
- Engage neighborhoods in productive responses to crime and social disorder.

In pursuit of these goals, in 2011 the CJC submitted an application and was selected as one of seven jurisdictions to participate in the National Institute of Correction's (NIC) Evidence-Based Decision Making (EBDM) in Local Criminal Justice Systems Initiative. Milwaukee formed its EBDM policy team to guide development and implementation of evidence-based criminal justice initiatives.

Through the process of extensive mapping and analysis of the local justice system, 42 possible change targets were identified. A change target represents a point in the system where opportunity exists to reduce offender recidivism by aligning policies and practices with evidence-based prin-

ciples. Milwaukee's EBDM policy team considered the potential impact and feasibility of each identified change target and decided by consensus to focus efforts on developing and implementing the following initiatives. Each initiative is based on the principles indicated in NIC's *Framework for Evidence-Based Decision Making in Local Criminal Justice Systems*.

### UNIVERSAL SCREENING

To ensure the most appropriate use of very limited and expensive jail beds and limited pretrial supervision resources, Milwaukee County implemented the use of a validated pretrial risk assessment instrument (MCPRAI-R) and pretrial decision-making framework (Praxis). Pretrial investigators staff the booking room of the county jail on a 24/7/365 basis. The target population for screening is individuals who are booked into the jail who are subject to bail on criminal charges. Staff uses the MCPRAI-R to assess an individual's risk for pretrial failure, or failure to appear in court or new criminal activity during the pretrial period. The nature of the alleged offense and the individual's risk level are then entered into Praxis. Praxis prescribes a set of bail and release conditions designed to reduce the risk for pretrial failure. Since inception, over 57,000 individuals have been screened.

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## EBDM Phase V: Statewide Efforts

—Co-Chairs, Wisconsin Criminal Justice Coordinating Council, Brad D. Schimel, Wisconsin Attorney General & Edward F. Wall, Secretary, Wisconsin Department of Corrections

**A**s a state, Wisconsin is working to further implement evidence-based practices to support decision making in a variety of areas, with a specific focus on improving the efficiency and effectiveness of the criminal justice system, while reducing harm and enhancing public safety.

Involvement in the National Institute of Corrections’ (NIC) Evidence-Based Decision Making (EBDM) Initiative is a critical part of this effort and as Co-Chairs of the Wisconsin Criminal Justice Coordinating Council (CJCC), we are proud to support the expansion of six additional counties into Phase V of this initiative. This project will provide the foundation to strategically bring evidence-based decision making to additional sites in Wisconsin and support the statewide effort to align various projects intended to reduce recidivism and promote public safety.

In Wisconsin, local CJCCs have provided a vehicle for counties to bring key decision makers together, establish a clear mission, adopt policies and programs that make more effective use of limited resources, implement documented evidence-based practices, and evaluate their practices to demonstrate effectiveness.

Currently, approximately 40 of Wisconsin’s 72 counties have a formalized CJCC, with more in the planning stages. Perhaps nowhere is the importance of these local CJCCs more evident than in the experiences of Milwaukee and Eau Claire Counties in the earlier phases of the EBDM Initiative. Wisconsin is unique among the EBDM states, having two local sites initially selected to participate in the earlier phases of the initiative.

These counties’ local CJCCs have been central to the advancement of EBDM in their jurisdictions, and were instrumental in spreading the interest in EBDM to neighboring counties and throughout the state.

The Wisconsin CJCC, established through Executive Order #65 in April, 2012, utilized this model to bring together key state and local decision-makers as a collaborative body to assess the criminal justice system and improve system outcomes at the state level. The mission of the Wisconsin CJCC is to *promote and facilitate the implementation of effective criminal justice policies and practices that maximize justice and the safety of the public*. Since its inception, a focus of the Wisconsin CJCC has been to facilitate communication and coordination between the state and local CJCCs in Wisconsin.

### **STATEWIDE EBDM PARTICIPATION**

Building on the success of the local sites, including Eau Claire and Milwaukee Counties, NIC held a national EBDM Summit in Middleton in January 2014. This summit signified the beginning of the next phase of the EBDM Initiative, which is envisioned to link county level efforts to state level protocols and initiatives.



*Above: Brad D. Schimel, Wisconsin Attorney General.  
Below: Edward F. Wall, Secretary, Wisconsin Department of Corrections*



The purpose of the summit was to share information with a broad group of state and local officials about the EBDM framework. The summit addressed the importance of statewide evidence-based decision making to achieving improved criminal justice outcomes and reducing the harm that crime causes Wisconsin's communities. The summit provided state and local officials with the foundational information needed to consider engaging in a statewide EBDM effort.

Following the summit, in February 2014, the Wisconsin CJCC formally applied to NIC for Phase IV of the initiative, which was focused on preparation work to gauge capacity and readiness to expand EBDM to additional local jurisdictions and on a statewide level. Wisconsin was one of five states awarded inclusion in Phase IV, along with Virginia, Indiana, Colorado and Oregon

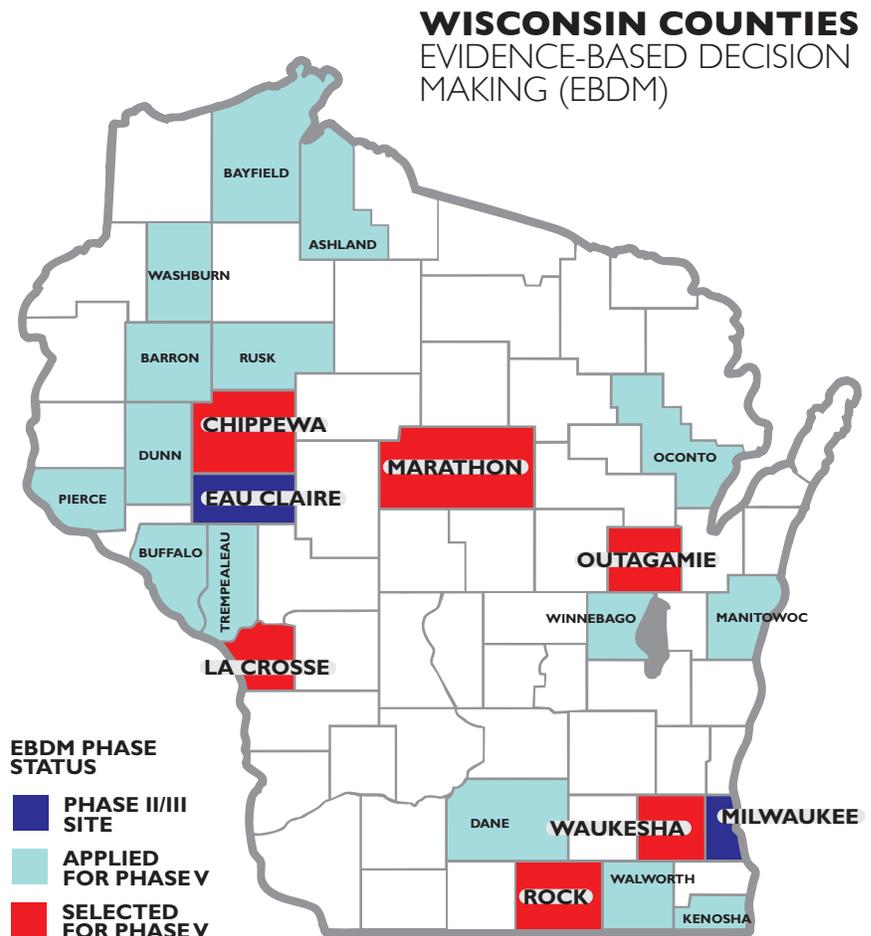
In May 2014, work began in Phase IV. This phase included a series of activities designed to help Wisconsin prepare to competitively apply for Phase V. To complete these activities, a planning team was assembled that included more than a dozen state and county

leaders from a broad spectrum of criminal justice system agencies, as well as the Wisconsin Counties Association. At the close of Phase IV, the state of Wisconsin formally applied to participate in Phase V of the EBDM Initiative. This phase will be a year-long planning effort that will expand EBDM to six additional counties in tandem with a state-level team. On February 25, 2015, Wisconsin was officially selected as one of three states, including Indiana and Virginia, to advance to Phase V of the EBDM Initiative.

### **PHASE V LOCAL SITES**

A total of 21 Wisconsin counties applied for inclusion in Phase V. Through a competitive process, Chippewa, La Crosse, Marathon, Outagamie, Rock and Waukesha counties were selected as the local jurisdictions for Wisconsin. Some of the factors leading to the selection of these counties included: having a strong local CJCC, providing

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# A Primer - cont. from p. 23

## EBDM PRINCIPLES

Based upon empirical research, there are four principles outlined in the NIC's *A Framework for Evidence-Based Decision Making in Local Criminal Justice Systems*. In broad terms, the report defines the way criminal justice professionals work together, make decisions, and operate their agencies with the following principles:

- **Principle 1:** The professional judgment of criminal justice system decision makers is enhanced when informed by evidence-based knowledge.
- **Principle 2:** Every interaction within the criminal justice system offers an opportunity to contribute to harm reduction.
- **Principle 3:** Systems achieve better outcomes when they operate collaboratively.
- **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.

### **THE FRAMEWORK**

*A Framework for Evidence-Based Decision Making in Local Criminal Justice Systems* is available at <http://ebdmoneless.org/framework>

Some examples of how these principles are put into practice include:

1. Law enforcement uses objective data to inform the cite/release decision.
2. Prosecutors, defense counsel, and judges use defendant risk information to determine if pretrial release supervision is appropriate and use offender needs assessment data to establish post-conviction release conditions.
3. Jailers assign offenders to skills-building programs and community corrections officials assign offenders to supervision levels based upon risk and needs assessments.

4. County board members and other leaders fund programs that research demonstrates to be effective in reducing offender risk and eliminate programs that research has proven to be ineffective.

In general, the EBDM implementation process includes four stages:

1. Developing a system-wide vision and process for evidence-based decision making.
2. Developing a plan to implement the policy and procedural changes necessary to support the implementation of evidence-based decision making.
3. Implementing evidence-based decision making.
4. Institutionalizing and refining evidence-based decision making through an ongoing process of review and refinement.

## MAKING “WHAT WORKS” WORK

An enormous investment of public funds is made each year in the name of public safety. The strategic use of those funds can produce a profoundly positive impact, as measured by fewer new victims and fewer new crimes committed by offenders under criminal justice control.

However, changing policy and practice at the system, agency, or case level is no simple task, particularly when these changes challenge current philosophies, understandings of the research, and the day-to-day practice routines of agencies and staff.

To reach their full potential, evidence-based practices cannot simply be placed alongside past practice or through the piecemeal exchange of one past practice for a new one. Instead, an evidence-based decision making process – a systemic approach that uses research to inform decisions at all levels – offers the greatest promise for recidivism reduction and the potential for a tremendous return.

*With permission, portions of the NIC's “A Framework for Evidence-Based Decision Making in Local Criminal Justice Systems,” were used in this article.*

# Eau Claire County - cont. from p. 24

involvement for low risk individuals. Research indicates that low-risk individuals, due to internal controls, family or social influences, are likely to self-correct in response to mistaken choices that lead to criminal activity. Moreover, unnecessary criminal justice involvement or significant exposure to medium/high risk individuals actually interferes with that tendency for self-correction.

In addition to establishing a pre-charge diversion program and a system for pre-charging conferences for low-risk individuals, the county makes greater use of non-criminal charges as part of a research-based charging process. The purpose of increasing the use of non-criminal charges for minor criminal behavior engaged in by a select number of medium and high-risk individuals is to preserve scarce resources and allow those resources to be allocated to more serious matters.

## **RISK-BASED CUSTODIAL ARREST & PRETRIAL RELEASE PROCESS**

The first step in Eau Claire County's process is law enforcement officers completing a proxy for any suspect for whom a felony custodial arrest is being considered. Individuals who score low risk on the proxy will not be subject to a felony custodial arrest unless one or more of the Wisconsin Supreme Court recognized bond factors are present, such as that the suspect appears to represent a danger of harm to themselves or others.

The research basis for this custodial arrest process is that the unnecessary incarceration of low risk individuals is counter-productive both in the sense that it formalizes their involvement in the criminal justice system and significantly exposes them to medium and high-risk individuals.

The second step of the process involves a review of pretrial cash bond decisions after completion of the COMPAS (DOC's risk/assessment tool) pretrial. This will ensure that pretrial custody decisions are based upon factors that research has established are relevant as to the likelihood of appearance.

## **EVIDENCE-BASED SENTENCING PRACTICES**

In many respects, the most significant step in the county's process provides for the establishment of evidence-based sentencing practices. Those evidence-based practices will be:

1. Reserving probation supervision for medium and high-risk individuals.
2. Placing medium and high-risk individuals on probation based upon the COMPAS-identified presence of one or more of the eight recognized criminogenic factors and identification of a program to address the factors.
3. Allowing defendants serving straight jail sentences to earn time reductions by participating in targeted programming.
4. Imposing jail as a condition of probation only as minimally necessary and in such a fashion as to allow defendants to earn their way to reduced incarceration.
5. Reserving prison sentences for situations in which there is a compelling public safety need or a COMPAS-identified need for programming that is best provided in a confined setting.

The research basis for this aspect of the county's EBDM initiative is multifold. First, it is based upon a recognition that risk assessment tools, as opposed to the individual and variable judgment of prosecutors, defense attorneys and judges, best identify risk to re-offend, the presence of criminogenic factors, and the appropriate programming to address those factors.

Intense programming is reserved for medium and high-risk offenders since they are most in need of those services and will actually positively benefit from them, as opposed to low-risk offenders. There will, of course, be exceptions to that rule, such as a situation involving serious criminal behavior, i.e. child sexual assault engaged in by a low-risk individual.

Second, the county's evidence-based sentencing process is additionally premised on the proposition that services should target identified criminogenic factors. Third, this sentencing process recognizes that incentives must be a core portion of any successful response to illegal behavior and that sanctions without programming do not reduce recidivism.

Finally, it is premised upon the theory that programming provided in a natural setting is more likely to be successful than programming occurring in a confined setting.

### **EVIDENCE-BASED PROBATION SUPERVISION PROCESS**

The final step in the process that comprises the county's EBDM initiative provides for the establishment of evidence-based probation supervision. This final step will initially involve utilizing research to establish supervision terms. The county's probation process calls for minimizing the amount of incarceration imposed as a sanction for violations based upon the recognition that beyond some minimal amount necessary to provide a break in the chain of behavior leading to violations, incarceration is not likely to reduce recidivism. Probationers sentenced after revocation will be allowed to reduce incarceration by participating in programming that addresses needs previously identified through completion of a COMPAS.

### **CONCLUSION**

Eau Claire County's capacity to succeed in this endeavor largely arises from the collaborative process that exists in county. The county views the criminal justice system as the coordinated product of several key stakeholders, as opposed to the individual product of each of those stakeholder agencies. In many respects, this EBDM initiative flows naturally from that existing collaborative process.

Another point of significance is the fortuitous circumstance of parallel programming developed on a state level in Wisconsin. The Wisconsin Department of Corrections has demonstrated its commitment to implementing a system through which sentencing recommendations and probation supervision decisions will be guided by the results of a COMPAS evaluation. The positive benefit of this statewide program for our local EBDM initiative cannot be overstated.

Eau Claire County's capacity to effectively carry out an EBDM initiative is borne out by the current commitment of key stakeholders to this process. This demonstrated commitment to EBDM has been critical to the effective implementation of the initiative in Eau Claire County.

## Milwaukee County - cont. from p. 25

Milwaukee County was recently selected as an implementation site for the Laura and John Arnold Foundation (LJAF) Public Safety Assessment (PSA) pretrial risk assessment instrument. The LJAF Criminal Justice Initiative "aims to reduce crime, increase public safety, and ensure the criminal justice system operates as fairly and cost-effectively as possible." The foundation's research team analyzed pretrial

data from more than 750,000 cases from across the country to develop a highly predictive non-interview based, nationally scalable pretrial risk assessment instrument that quantifies a defendant's risk for new criminal activity, new violent criminal activity and failure to appear in court. The PSA and PSA Decision Making Framework will replace Milwaukee's MCPRAI-R and Praxis in early fall of 2015.

## **DOSAGE PROBATION**

To be better stewards of probation resources and improve outcomes for offenders on probation, Milwaukee County is implementing a pilot program in which the length of an offender's time on probation is determined by their identified risk level, criminogenic needs, and the amount of time and interventions necessary to reduce their risk. A growing body of research likens probation services to medicine and predicts that after a certain *dosage*, further services and intervention are unnecessary. There is also research that shows that behavior-change focused supervision is more effective in reducing recidivism than surveillance-oriented supervision.

Dosage probation requires the services and interventions provided to offenders to have been proven effective in reducing recidivism. Early termination incentivizes both the offender and the probation department to reach the prescribed dosage level as soon as possible.

## **EARLY INTERVENTIONS (EI) STRATEGY**

The goal of Milwaukee's Early Interventions Strategy is to reduce the long-term recidivism risk for individuals involved in the criminal justice system while ensuring public safety and the efficient and effective use of criminal justice resources. The Early Interventions Workgroup redesigned Milwaukee's diversion and deferred prosecution agreement programs by

- establishing clear and objective eligibility criteria,
- implementing the use of a risk assessment instrument to measure an individual's risk for recidivism and to identify their criminogenic needs,
- and implementing the use of evidence-based practices such as cognitive behavioral interventions and behavior response guidelines.

Milwaukee's EI strategy includes an array of programs and services ranging from diversion for low

risk offenders to intensive drug treatment court for offenders who are moderate to high risk. This array of programs allows intervention plans to be structured according to an offender's identified risk and needs.

Since February of 2014, 400 individuals have entered into diversion agreements and 200 have entered into deferred prosecution agreements. Milwaukee's EI strategy has a 79% successful completion rate for diversions and a 74% successful completion rate for deferred prosecution agreements.

## **SHARING & USING RICHER DATA ABOUT DETAINEES WITH MENTAL ILLNESS**

To improve outcomes for individuals in the criminal justice system with mental illness, Milwaukee set out to

- Expand existing Crisis Intervention Team (CIT) training with local law enforcement;
- Train dispatchers and booking officers to collect mental health information;
- Link CIT information to the booking process through specially trained Crisis Intervention Partners (CIP) staff;
- Strengthen the network of those with CIT training so that critical information is communicated to key decision-makers; and
- Identify individuals with mental illness who account for the majority of police calls for service through a Chronic Consumer Stabilization Initiative (CCSI).

To implement these efforts a cross-sectoral collaborative mental health team has been using data driven strategies and geo-coded data mapping to identify individuals most in need of care and to achieve measurably better outcomes for them. Non-traditional partners in this effort have been added to look at housing, municipal court practices and neighborhood assets and impacts. New procedural pathways for policing, behavioral health and the criminal

justice system have been studied and implemented when ready. These offer the hope of significant improvement for a very needy population.

Milwaukee County's justice system partners and stakeholders continue collaborative efforts to align policies and practices with evidence-based principles. Milwaukee was recently selected as one of 20

jurisdictions to participate in the MacArthur Foundation's Safety and Justice Challenge, which provides support to jurisdictions seeking to create more just and effective local justice systems that improve public safety, save taxpayer money and yield better outcomes.

## Statewide Efforts - cont. from p. 27

commitment to carrying out the goals of Phase V, and exhibiting proven success in implementing evidence-based practices or programs - including participation in state initiatives, such as the Assess, Inform, and Measure (AIM) and Treatment Alternatives and Diversion (TAD) programs.

In addition, the six new Phase V sites were selected to provide a geographic distribution of sites across the state of Wisconsin, including six separate judicial districts and Department of Corrections (DOC) regions, with the goal of moving towards true statewide implementation of EBDM. These sites will assist the state team during Phase V in working with neighboring counties to continue to advance the initiative across Wisconsin.

### **STATE/LOCAL PARTNERSHIP**

Phase V is envisioned as a collaborative and coordinated effort between the state and local teams, as they progress along the roadmap of planning activities developed by NIC.

As a first step in this process, a two-day kickoff meeting with NIC was held on June 29-30, 2015 in Green Lake, Wisconsin. At this meeting, over 150 attendees representing the original EBDM counties of Eau Claire and Milwaukee, the state team, and the six new local teams actively participated in exercises designed to enhance collaboration and prepare teams for Phase V.

The goals of the kickoff meeting were to:

- Support the development of a shared vision for an effective system of justice throughout the state of Wisconsin;
- Discuss the characteristics of highly effective teams and create opportunities to enhance collaboration;
- Build methods for cross-team, cross-state and discipline-specific partnership and collaboration;
- Begin the work of the Phase V Roadmap, including the identification of each team's vision and values, and beginning system mapping; and
- Create an action plan the team can carry forward upon returning home.

As a result of the kickoff meeting, Wisconsin's state and local teams have laid the foundation for a successful collaborative partnership to achieve the goals of Phase V. Through this state and local partnership, Wisconsin is at the forefront of fundamental criminal justice reform by facilitating development of EBDM at the county and state level. As a result of these efforts, we can achieve the Wisconsin EBDM vision that the criminal justice system will reduce harm, promote fairness and contribute to the quality of life in Wisconsin.