



Waukesha County  
Criminal Justice Collaborating Council  
Evidence-Based Decision Making Policy Team  
Tuesday, May 19, 2015

**Team Members Present:**

Hon. Jennifer Dorow, Presiding Judge & Policy Team Chair  
County Board Chair Paul Decker  
State Public Defender Regional Attorney Manager Sam Benedict  
DOC Community Corrections Field Supervisor Marla Bell  
Victim Witness Coordinator Jen Dunn  
WCS Administrator Sara Carpenter  
District Court Administrator Michael Neimon

County Executive Paul Farrow  
District Attorney Sue Opper  
HHS Director Antwayne Robertson  
Clerk of Circuit Court Kathy Madden  
Sheriff Eric Severson  
Captain Dan Baumann

**Team Members Absent:**

Menomonee Falls Police Chief Anna Ruzinski

**Others Present:**

Deputy Inspector Torin Misko  
Programs & Projects Analyst Windy Jicha  
State Special Projects Coordinator Tommy Gubbin

CJCC Coordinator Rebecca Luczaj  
NIC Consultant Mimi Carter  
Jail Administrator Mike Giese

**Review of Goals and Agenda for the Meeting**

The goals of this meeting are to:

- Reflect on the team's *Working Together* survey results and discuss how to enhance working relationships among team members
- Agree on a set of shared values for the EBDM effort
- Begin discussions on the team's vision of the criminal justice system
- Prepare to develop a team charter
- Discuss the results of members' review of the data collection template and agree on the data to be collected for the June workshop
- Discuss the state's kickoff meeting and tend to logistics as needed
- Determine next steps

**Review of the *Working Together* Collaboration Survey Results**

A handout titled *Working Together: A Profile of Collaboration, Survey Results* was distributed and discussed including areas of strengths and possible improvements were discussed. Carter explained that the results provide baseline data showing where the group started. She indicated that the survey will be re-administered throughout the process, results evaluated and changes made as necessary.

The following survey questions received mean scores of two or less indicating the answers to be more true than false:

- Now is a good time to address the issue about which we are collaborating.
- Our collaborative effort was started because certain individuals wanted to do something about this issue.
- Our collaboration has access to credible information that supports problem solving and decision making.

- Our group has access to the expertise necessary for effective meetings.
- We have adequate physical facilities to support the collaborative efforts of the group and its subcommittees.
- We have adequate staff assistance to plan and administer the collaborative effort.
- The membership of our group includes those stakeholders affected by the issue.
- Our membership is not dominated by any one group or sector. Stakeholders have agreed to work together on this issues.
- We have a method for communicating the activities and decisions of the group to all members.
- Members are willing to let go of an idea for one that appears to have more merit.
- Members have the communication skills necessary to help the group process.
- Members of the collaboration balance task and social needs so that the group can work comfortably and productively.
- Members are effective liaisons between their home organizations and the group.
- Members are willing to devote whatever effort is necessary to achieve the goals.
- Members monitor the effectiveness of the process.
- Members trust one another sufficiently to honestly and accurately share information, perceptions and feedback.
- Divergent opinions are expressed and listened to.
- The process we are engaged in is likely to have a real impact on the problem.
- We have an effective decision making process.
- The openness and credibility of the process help members set aside doubts or skepticism.
- There are strong, recognized leaders who support this collaborative effort.
- Those who are in positions of power and authority are willing to go along with our decisions or recommendations.
- We set aside vested interests to achieve our common goal.
- We have a strong concern for preserving a credible, open process.
- We are inspired to be action oriented.
- We celebrate our group's successes as we move forward achieving the final goal.
- Our group is effective in obtaining the resources it needs to accomplish its objectives.
- The time and effort of the collaboration is directed at obtaining the goals rather than keeping itself in business.

The following survey questions received mean scores of two or more indicating the answers to be more false than true:

- The situation is so critical, we must act now.
- Stakeholders have agreed on what decisions will be made by the group.
- Our group has set ground rules and norms about how we will work together.
- Our collaboration is organized in working subgroups when necessary to attend to key performance areas.
- There are clearly defined roles for group members.
- Members are more interested in getting a good group decision than improving the position of their home organization.
- We frequently discuss how we are working together.
- We have concrete measurable goals to judge the success of our collaboration.
- We have identified interim goals to maintain the group's momentum.
- There is an established method for monitoring performance and providing feedback on goal attainment.

The committee discussed strategies to enhance collaboration and working relationships among team members. One member commented that the results affirmed the various strengths of the group and process integrity. In an effort to simplify the team's efforts, the group agreed to focus on the adult system at this time.

### **Individual and Shared Values for EBDM**

Committee members shared their values for the criminal justice system which include:

- Safe county
- Humane treatment
- Efficiency
- Due process and rule of law
- Transparency
- Education
- Respect for victims
- Respect
- Effective outcomes
- Constitutional balance
- Effective investments
- Promoting opportunities for change
- Informed decision making
- Data driven
- Pursuit of excellence
- Good metrics
- Value added processes
- Public communications
- Competent professionals with integrity
- Collaboration
- Fiscal responsibility
- Swift and fair justice
- Positive public perception of the justice system
- Communication between professionals
- Respect for justice involved individuals
- Innocent until proven guilty versus guilty until proven innocent
- Guided interventions
- Respect of constitutional values for all
- Timeliness with no delays
- Strength-based approach
- Understanding values
- Best practices
- Openness to change
- Measurable outcomes
- Fairness to all litigants and procedural due process
- Strategy of trial and error
- Message and practice consistency between organizations

Dorow and Madden will work together to refine the list for the next meeting.

### **Vision for EBDM**

The group discussed ideas for the county's criminal justice system vision statement. The group began by examining the following statement:

*We envision a safer Waukesha County community, where professionals work together utilizing data, research and evidenced-based practices in the criminal justice system. Waukesha County will experience enhanced public safety, a reduction in the number of victims, greater offender accountability and a reduced threat of harm through appropriate application of proven practices at all phases of the criminal justice process.*

Some of the other concepts for a vision statement discussed include:

- Safe County
- Clarity
- Public perception (trust, confidence)
- Effectiveness
- Transparency
- Openness
- Integrity
- Enhanced change

### **ASSIGNMENT**

Each member was asked to write a vision statement and bring it to share with the team at the June kick-off.

### **Data Collection Template**

The team began discussing the first four decision point/questions of the data collection template.

1. How many police departments are there in the jurisdiction?
  - Twenty-six departments with different and overlapping processes and procedures
  - Many different personal identifiers are used throughout Waukesha County’s criminal justice system including those issued by the state, NCIC, county, municipality, district attorney’s office, courts, etc.
  - No one was assigned the task of collecting this data.
  
2. In CY 2014, how many arrests did each department make?
  - The committee discussed definitions of “arrest” and “charges” at great length but could not reach a consensus though they did agree that such consensus was important. They agreed that this term would indicate a person’s entry point into the criminal justice system. The group considered and dismissed this formal definition of “arrest”: *Restriction of liberty resulting in governmental sanction*. They conceded that a thorough understanding of what is going on in the criminal justice system is important.
  - No one was assigned the task of collecting this data.
  
3. Of the arrests made, what was the percentage breakdown of bookings versus citation releases?
 

The committee discussed what data could be collected, where to collect it from, the ease of collection and who could collect it. The group agreed to begin collecting meaningful data that is “easy” to gather at this time.

Data to Collect	Assignment	Perceived Ease of Accessing Data
Number of citations and referrals to the DAs office for 2013 and 2014	Opper	Unknown
Number of citations and referrals to the DAs office that resulted in charges for 2013 and 2014 (numbers broken down by charges)	Opper	Unknown
Number of citations issued (traffic & ordinance) broken down by type and number of referrals to the DA’s Office for 2013 and 2014	Baumann-City of Waukesha Misko-Sheriff’s Department Ruzinski- Menomonee Falls Other Police Departments	Easy Easy Easy Not easy
Number of contacts with police that did not result in charges, referrals or citations (aka no action taken)	Not assigned	Not easy
Number of contacts with police with a mental health component	Not assigned	Not easy
Number of emergency detentions	Not assigned	Easy
Number of emergency detentions with law enforcement involvement	Not assigned	Not easy
Number of people with mental health issues transported	Not assigned	Not easy
Number of people with mental health issues transported and involving contact with law enforcement	Not assigned	Not easy
Number of people with mental health issues in Waukesha County’s criminal justice system	Not assigned	Not easy
Number of people at the MHC with police holds	Not assigned	Easy

4. In CY 2014, what percent of call for service related to specific areas of concern? Provide comparative data if available.

— No one was assigned to collect this data.

### **Next Steps**

The team discussed the need to make the process relevant, consistent and impactful. The goals of the EBDM initiative and the phase V process were reviewed. One member stressed the need to consider the process from a legislative point of view while another wanted emphasis placed on jail bed days saved. The team discussed the relevancy, need and desire to continue participation in the EBDM process. Carter suggested the group consider whether or not to continue involvement in the process before the statewide workshop in June. Dorow agreed to consult with members to determine the group's interest in continuing with the EBDM process.

### **June Workshop Logistics**

Luczaj will forward logistical information and the agenda as soon as the items are finalized including homework assignments.

### **The following agenda items will be discussed at the next meeting:**

- Developing a Vision Statement
- Developing a Team Charter
- Review and Discuss Suggested Timetable for EBDM Phase V

The meeting adjourned at 3:15 p.m.