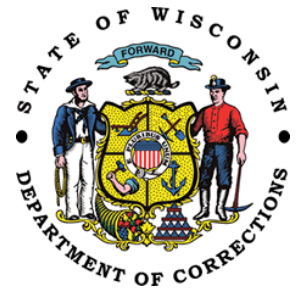


REENTRY  
A BRIDGE TO SUCCESS!

# Wisconsin Department of Corrections



## Becky Young Community Corrections Recidivism Reduction Fiscal Year 2014 Report

October 2014

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### Message from Secretary Ed Wall



As Secretary of the Wisconsin Department of Corrections (WIDOC), I am pleased to share the fourth annual status report on the Becky Young Community Corrections Recidivism Reduction Plan.

The WIDOC remains committed to the safety of Wisconsin residents, while providing supervision to the offender population in the community and within our institutions. We continue to engage in collaborative partnerships with community agencies. Our community partners deliver programming and related intervention services to offenders, in order to enact long term change by targeting criminogenic needs and ultimately reducing recidivism.

This year, our Department generated an update to the Department's Mission/Vision/Core Values Statement. Our Vision Statement, "To achieve excellence in correctional practices while fostering safety for victim and communities." relates directly to our use of the Becky Young funds. A central component of our efforts is the commitment to evidence-based practices (EBP) defined as: "a progressive, organizational use of direct, current scientific evidence to guide and inform efficient and effective correctional services." (Carey Group, 2008). Through the use of EBP, the WIDOC supports successful transition from incarceration to the community with the use of COMPAS, motivational interviewing skills, targeting our interventions to the appropriate population, role playing new skills, use of positive reinforcements when appropriate, engaging community support, and providing feedback to those delivering interventions.

This report details the WIDOC's efforts to address the needs of our offender population through the use of the Becky Young funds. Within the report, the statutory language setting the expectations and parameters for the funds are outlined and specific programs are featured with preliminary outcomes. It is important to note that recidivism data is collected on an ongoing basis, but only reported for the three years after an offender's release. Our capacity for data collection continues to grow. A new system for collection of information is currently in the early development stages with anticipated implementation in early 2015.

The WIDOC is proud of the innovative strategies implemented through the use of the Becky Young funds and continues to look forward to future evidence-based programs.

In my role as Co-Chair of the Wisconsin Criminal Justice Coordinating Council (CJCC), efforts are underway to improve the effectiveness of our entire criminal justice system. Continued implementation of the Becky Young funds is consistent with the priorities of the Wisconsin Statewide CJCC objectives of implementing the Pew/MacArthur Results First and the National Institute of Corrections (NIC) Evidence-Based Decision Making Initiative. These initiatives promote EBP programs which can demonstrate a return on investment and are cost-effective. Implementation of these programs will continue to build a climate for decision-making based on research and evidence allowing policymakers to identify options that yield the greatest return on investment for taxpayers. All of these initiatives together will make Wisconsin a safer state to live and work in.

Respectfully,  
Secretary Edward F. Wall

## Message from Silvia Jackson, Reentry Director

As the Reentry Director for the WIDOC, I am very pleased to present the Becky Young Community Corrections Recidivism Report for Fiscal Year 2014 (FY14). The Reentry Unit has earnestly overseen the allocation of these funds since FY11. Our goal remains the reduction of recidivism; thereby making our communities safer. In past years, our report detailed WIDOC's adherence to the NIC Eight Principles of Effective Intervention. Page 13 of this report provides more information about this growing trend of evidence-based practice. Throughout the report, you will find references to these principles and the identification of criminogenic needs. Funding and supporting programs that align with evidence-based practices by addressing the top criminogenic needs remains our highest priority and overarching goal.



Since 2011, the work of the WIDOC Reentry Unit has been guided by a Reentry Business Plan. This strategic plan provided the Department with a roadmap to implement evidence-based strategies for reducing recidivism. The Reentry Business Plan has received continual updates, the latest being a major revision for FY15 prepared by the Reentry Unit in conjunction with the Reentry Executive Team (RET). As a result of this process, six objectives were identified for completion in the upcoming year:

- Improved internal and external communication around reentry and evidence-based practices.
- Development of program standards for Alcohol and Other Drug Abuse (AODA), cognitive behavioral, and sex offender programming.
- Creation of protocols for reporting on Key Performance Indicators (KPIs).
- Norming of COMPAS risk and needs assessment on a Wisconsin population.
- Development and implementation of a case management manual.
- Delivery of Computer Numerical Control (CNC) operator training in the DOC Mobile Lab.

As a part of the greater WIDOC Strategic Plan, the Reentry Business Plan calls for action and a commitment to improved outcomes on the part of the entire Department. Many of the goals and objectives listed in the plan are measurable and have been completed. Others represent an incremental and continual process of systemic change. Complexity notwithstanding, many of the tasks have become part of the day-to-day fabric of WIDOC. The Reentry Business Plan is currently available on the WIDOC website (<http://doc.wi.gov/Home>).

The programs and expenditures highlighted in this report reflect the spirit of the Reentry Business Plan. We have provided a description of all programs and initiatives funded in FY14. While many programs were funded, I would like to draw attention to several initiatives in particular. Of participants served in the Windows to Work employment program (pg. 6-7), 354 participants engaged in 513 episodes of employment with the average beginning wage earned of \$9.92 per hour. The CNC Mobile Lab (pg. 8) was fully equipped and a ribbon cutting ceremony was presided over by the Lieutenant Governor and the Secretaries for the Department of Workforce Development and the Department of Corrections. In collaboration with the University of Cincinnati Corrections Institute (UCCI), the Drug Abuse Correctional Center (DACC) Model Program (pg. 14) was initiated. UCCI also assisted the Department with staff training and technical assistance to further the advancement of WIDOC's efforts to be an evidence-based agency. The Opening Avenues to Reentry Success (OARS) program (pg. 15-16) served 162 participants, who received mental health treatment, housing, transportation, employment, and other related services. Quite noteworthy is the 45.6% recidivism rate reduction for OARS participants compared to similar medium and high-risk mentally ill offenders not enrolled in the OARS program. Disabled Offender Economic Security (DOES) Project attorneys (pg. 17) submitted 737 Social Security benefits applications for 484 offenders. These are just a few of the programs that are detailed in the following pages.

WIDOC has made strides in identifying and measuring outcomes of funded programs. Work has begun to prepare program-specific logic models to identify performance measures and outcomes. During FY14, logic models have been applied to the Windows to Work and OARS programs. This work will improve reporting mechanisms and our collection of recidivism data. In the coming year, WIDOC will continue to define logic models for the remainder of the programs funded by this appropriation. Great strides were made during FY14. Nonetheless, we have a great deal of work in front of us and I'm excited about what lies ahead for FY15 as our capacity to collect data and measure the efficacy of these programs continues to grow.

In planning for FY15, we will build upon our accomplishments of the last four years. To address ongoing evaluation of our programs and provide feedback to our providers and community stakeholders, a new standardized system for data collection and reporting is currently in development. As a partnership between WIDOC and our vendors, this system will enhance our reporting capabilities and support evidence-based decision-making. We anticipate rolling out this web-based system in early 2015.

I am pleased with the progress we have made in FY14 and look forward to our work in FY15. I want to thank you for the opportunity to report on our use of the Becky Young Community Corrections Recidivism Reduction funds. The CJCC, detailed in the Secretary's message, has put an emphasis on best practice throughout the entire criminal justice community. Through the dedication of our staff and our partners in the community, we continue to strive for the most effective intervention strategies to engage long term change in our offender population.

Sincerely,  
Silvia Jackson, Ph.D., Reentry Director

## Becky Young Community Corrections: Recidivism Reduction Community Services

In 2009, Act 28 created the Becky Young Community Corrections: Recidivism Reduction Community Services appropriation (Appropriation 112). The statutory language is outlined below to assist the reader in assessing the Department's efforts to provide programming to improve successful offender reentry.

### 20.410(1)(ds)

Becky Young Community Corrections: recidivism reduction community services. The amounts in the schedule to provide services under s. 301.068 to persons who are on probation, or who are soon to be or are currently on parole or extended supervision, following a felony conviction, in an effort to reduce recidivism.

### 301.068(1)

The Department shall establish community services that have the goals of increasing public safety, reducing the risk that offenders on community supervision will reoffend, and reducing by 2010-11 the recidivism rate of persons who are on probation, parole, or extended supervision following a felony conviction. In establishing community services under this section, the Department shall consider the capacity of existing services and any needs that are not met by existing services.

### 301.068(2)

The community services to reduce recidivism under sub. (1) shall include all of the following:

#### 301.068(2)(a)

Alcohol and other drug treatment, including residential treatment, outpatient treatment, and aftercare.

#### 301.068(2)(b)

Cognitive group intervention.

#### 301.068(2)(c)

Day reporting centers.

#### 301.068(2)(d)

Treatment and services that evidence has shown to be successful and to reduce recidivism.

### 301.068(3)

The Department shall ensure that community services established under sub. (1) meet all of the following conditions

#### 301.068(3)(a)

The community services target offenders at a medium or high risk for revocation or recidivism as determined by valid, reliable, and objective risk assessment instruments that the Department has approved.

#### 301.068(3)(b)

The community services provide offenders with necessary supervision and services that improve their opportunity to complete their terms of probation, parole, or extended supervision. The community services may include employment training and placement, educational assistance, transportation, and housing. The community services shall focus on mitigating offender attributes and factors that are likely to lead to criminal behavior.

#### 301.068(3)(c)

The community services use a system of intermediate sanctions on offenders for violations.

#### 301.068(3)(d)

The community services are based upon assessments of offenders using valid, reliable, and objective instruments that the Department has approved.

### 301.068(4)

The Department shall develop a system for monitoring offenders receiving community services under this section that evaluates how effective the services are in decreasing the rates of arrest, conviction, and imprisonment of the offenders receiving the services.

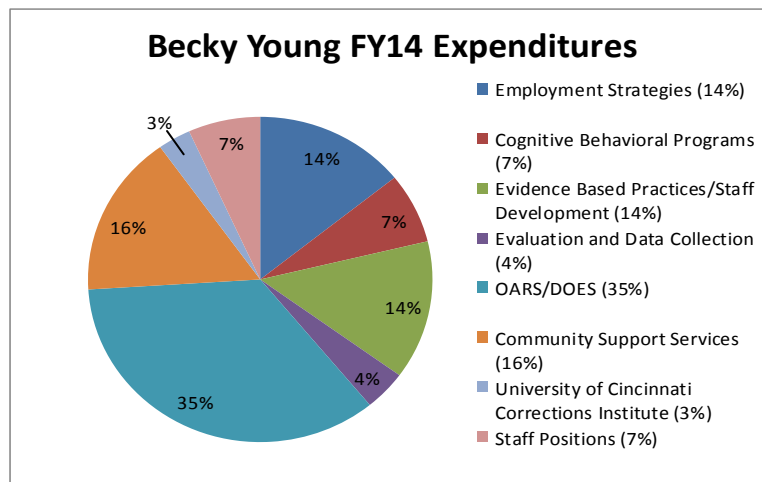
### 301.068(5)

The Department shall provide to probation, extended supervision, and parole agents training and skill development in reducing offenders' risk of re-offending and intervention techniques and shall by rule set forth requirements for the training and skill development. The Department shall develop policies to guide probation, extended supervision, and parole agents in the supervision and revocation of offenders on probation, extended supervision, and parole and develop practices regarding alternatives to revocation of probation, extended supervision, or parole.

### 301.068(6)

The Department shall annually submit a report to the governor, the chief clerk of each house of the legislature for distribution to the appropriate standing committees under s. 13.172(3), and the director of state courts.

The report shall set forth the scope of the community services established under sub. (1); the number of arrests of, convictions of, and prison sentences imposed on offenders receiving the community services under this section; and the progress toward recidivism reduction.



## COMPAS/Northpointe Contract

301.068(3)(a); 301.068(3)(d)

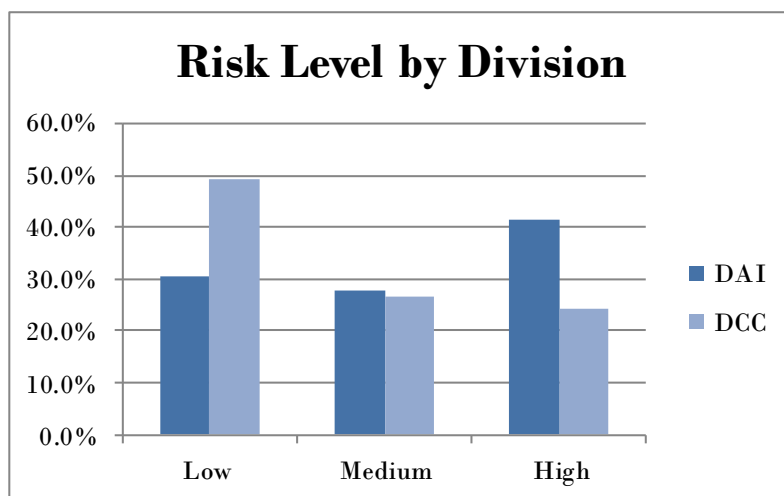
WIDOC continues to partner with Northpointe Inc. for ongoing license and support of the COMPAS risk, needs, and case management system. The COMPAS system provides actuarial risk and need information that allows WIDOC staff to create more effective, evidence-based case plans and supervision strategies. Risk of general and violent offending is estimated to account for the risk principle, targeting medium and high risk offenders for service. Likewise, criminogenic need profiles allow staff to prioritize and focus on the driving need factors behind criminal behavior. COMPAS also provides a comprehensive case management module, which allows WIDOC to document and store social history information (education, employment, substance use history, etc.), violation disposition information, rewards and incentives, drug testing, and rules of supervision. COMPAS is used in more than fifteen states across the country and has been validated both internally and externally. Most recently, Michigan and New York conducted independent validation studies. WIDOC is currently in the process of norming COMPAS on a Wisconsin population and will conduct an independent validation study once a sufficient follow-up time period has been reached.

In addition to annual license and support costs, the FY14 WIDOC partnership with Northpointe generated enhancements and improvements both in terms of the application and business infrastructure to support it. Approximately 400 hours of development time were invested in enhancing assessments, positive reinforcement modules, confidentiality safeguards, an education plan module, automating the Pre-Sentence Investigation (PSI), and usability for the chronological notes so as to better share case management information across jurisdictions. It should be noted that 40 Juvenile and Adult County systems also share access in COMPAS. In addition to these enhancements, Northpointe Inc. provided technical assistance and project management as WIDOC moved into a quality assurance phase. Lastly, WIDOC partnered with Northpointe Inc. on training key stakeholders including the judiciary, prosecutors, and the defense bar. Training targeted building internal “train-the-trainer” capacity, as well as advanced assessment interpretation.

WIDOC is pleased to continue cultivating our relationship with Northpointe Inc. moving into the fifth year of our contract. Our vision is to continue partnering on enhancements in the application along with additional training and continuous quality improvement. Last Fiscal Year’s foundation for the automated COMPAS PSI will now allow us to enhance the functionality and tailor evidence-based topic areas so the Court can apply data to decision making for better community outcomes. Functionality will also be developed that will allow us to deliver the PSI electronically to the Court through the Justice Gateway Exchange, maximizing efficiency, and reducing the system’s reliance on paper. In addition to the PSI, we will also continue to collaborate with Northpointe Inc. at no cost on a workload management module, which will allow field agents to manage, schedule, and track their field assignments based on risk and supervision level.

*“This [COMPAS] PSI is one of the most well-written I’ve seen in a long time and one of the best ones I’ve ever read.”*

*-Judicial District 7 Judge*



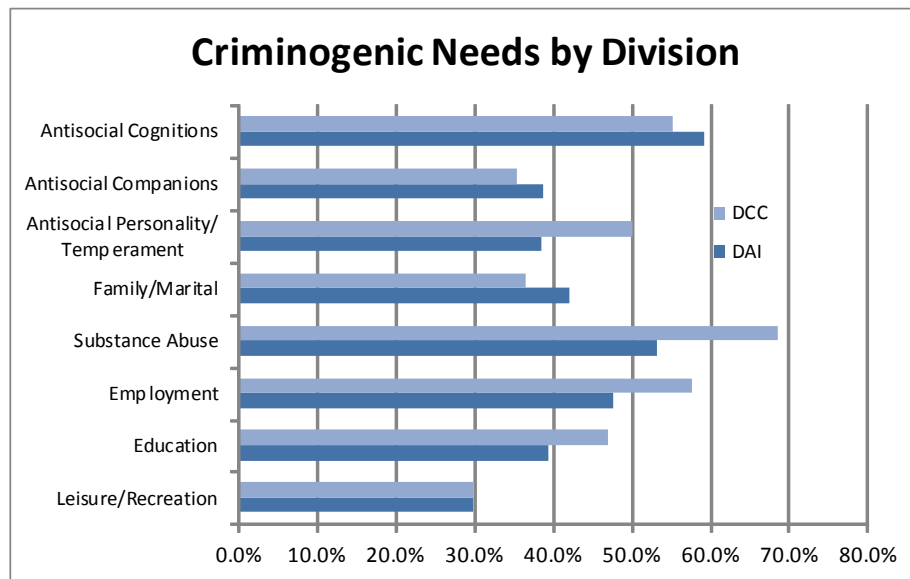
The chart to the left takes a closer look at WIDOC’s offender population in FY14. COMPAS identifies both the risk and criminogenic needs of the assessed offender. Risk pertains to the likelihood that the offender will recidivate within the next two years in the community. Risk is separated by Low, Medium, High and is identified by a decile score within the COMPAS software. For example, if an offender scores a four on the scale then this indicates that 60 percent of the like population is more risky than him or her. As indicated on the bar chart, a significant portion of the Division of Community Corrections (DCC) offender population scores Low Risk, while a significant portion of the Division of Adult Institutions (DAI) offender population scores High Risk.

## COMPAS/Northpointe Contract (continued)

301.068(3)(a); 301.068(3)(d)

We would expect to see a higher level of Low Risk offenders in the community due to the less intensive sanction that community supervision provides. In comparison, the higher level of High Risk offenders incarcerated indicates those offenders in need of a higher intensity sanction and supervision in a confined setting.

Just as COMPAS scores risk level, the criminogenic needs of the offender are also rated on a decile score. In the chart below, the top eight criminogenic needs are broken out by Division according to COMPAS assessments conducted in FY14. As the chart shows, the largest percentage of offenders within DCC were identified with a Substance Abuse need, while DAI had the highest need in Antisocial Cognitions. As DOC staff analyze the results of the assessment, the highest criminogenic needs should then be addressed in the offender’s case plan. Development of the case plan is a collaborative process between the offender and the Agent or Social Worker to ensure ownership by the offender of the goals/objectives outlined in his or her plan.



It is important to note the work completed by the WIDOC staff and the progress completed in conducting assessments with our offender population. DCC and DAI completed 53,117 COMPAS assessments during FY14. This number includes all COMPAS assessments, specifically, the Wisconsin Primary Needs (WPN), Core, Legacy, and Reentry assessments. The offender’s place in the lifecycle (i.e. Intake, Supervision, Discharge) dictates the type of assessment. The assessments in FY14 do not include assessments completed in other divisions or agencies including the Division of Juvenile Corrections (DJC), County Adult system, or County Juvenile system because they do not receive Becky Young funding. At the end of FY14, the WIDOC had approximately 5,000 COMPAS users, 200,000 assessments, and 119,000 case plans. Also in FY14, the initial phase of the Electronic Case Reference Manual (ECRM) rolled out to assist in the case management of our offender population. The ECRM is anticipated to be completed in FY15 and will be maintained as WIDOC policies/procedures are updated in the future.

The table to the right indicates the total number of offenders with at least one COMPAS assessment completed in FY14. As Division Business Process dictates when and type of assessment, some offenders may have more than one assessment completed within the Fiscal Year. Only offenders within DCC and DAI are tabulated in the Total Offenders number. Assessments completed in DJC, County Adult, and County Juvenile are excluded for the same reason noted earlier.

Total Assessments in FY14 by Division	
DCC	43,088
DAI	10,029
<b>Total</b>	<b>53,117</b>

Total Offenders with at least One Assessment in FY14 by Division	
DCC	28,435
DAI	8,153
<b>Total</b>	<b>36,588</b>



## Windows to Work

301.068(2)(d); 301.068(3)(b)

Windows to Work is a pre- and post-release program designed to address criminogenic needs that can lead to recidivism including employment, education, antisocial cognition, antisocial personality, and antisocial companions. WIDOC holds a contract with each of Wisconsin's eleven Workforce Development Boards (WDB) to provide, or subcontract to provide, a W2W Program at selected state correctional institutions or county jail facilities in each workforce development area. Becky Young funds assist five county jail programs and fifteen DAI programs throughout the state, as well as funding for centralized staff oversight.

*“Windows to Work gave me an opportunity to try different things until I found what was right for me. I didn't expect it to be in retail, but I love the job I have with Goodwill. I am a happier, more secure person now. I learned to believe in myself and my abilities. Windows to Work was a great opportunity for me!”*

*-Stephanie B.*

The mission of the Windows to Work Program is to promote self-sufficiency for individuals returning to the community through the development of constructive skills and the modification of thought processes related to criminal behavior.

### Pre-Release Services

Both individual and group participation begins three to nine months prior to release from incarceration. The Windows to Work Coach provides participants with classroom training in core curriculum content areas such as Cognitive Intervention, General Work Skills and Expectations, Financial Literacy, Community Resources, Job Seeking, Applications, and Resumes. Individual release/case planning occurs between the participant and his/her Institution Social Worker and/or

DCC Agent and the Coach. Coaches use a variety of assessment tools to help determine skill level and career path choices.

### Post-Release Services

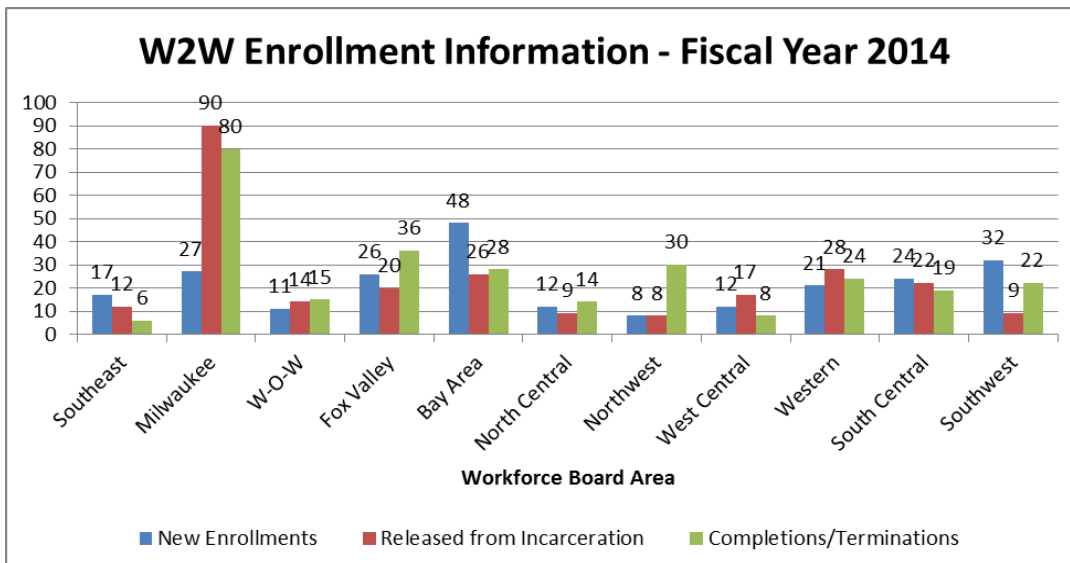
In coordination with the DCC Agent, Coaches assist participants with job search and job retention activities for approximately twelve months after release from incarceration. Participants receive assistance in accessing available community resources to address needs for food, shelter, clothing, transportation, and other services. In some instances, Windows to Work programs have limited funds to assist participants in addressing barriers to employment such as transportation, education, identification, and work supplies.

### Employment

One of the goals of Windows to Work is to increase employment placement opportunities for participants. The data on the following page provides information for employment episodes occurring during FY14. An employment episode is an instance of employment including temporary placements, On-the-Job Training, work experience, seasonal employment, and all full and part time employment. In all, 354 program participants obtained 513 episodes of employment during FY14. Program participants were employed in various fields including, but not limited to, manufacturing, retail, food service, construction, hospitality services, automotive repair, and landscaping.

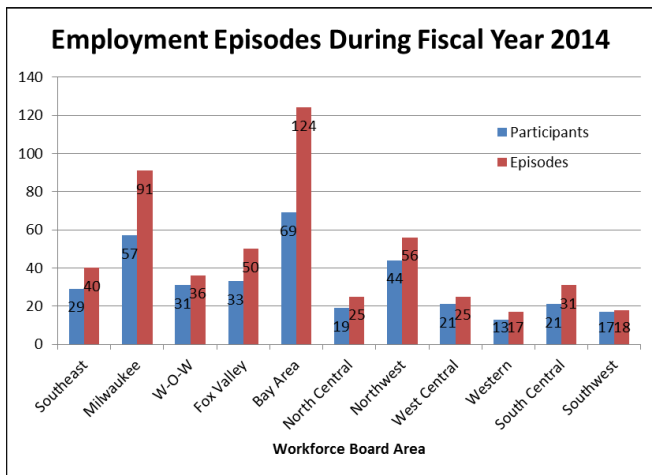
*“Without help from this program I would not have the job I have now.”*  
*-Robert P.*

**W2W Enrollment Information - Fiscal Year 2014**



## Windows to Work (continued)

301.068(2)(d); 301.068(3)(b)



Hours at Start Date	Number of Employment Episodes	Percentage
Full Time (35+ hours)	363	70.8%
20-34 hours	105	20.5%
Less than 20 hours	29	5.7%
No hours data available	16	3.1%
<b>Totals</b>	<b>513</b>	<b>100%</b>

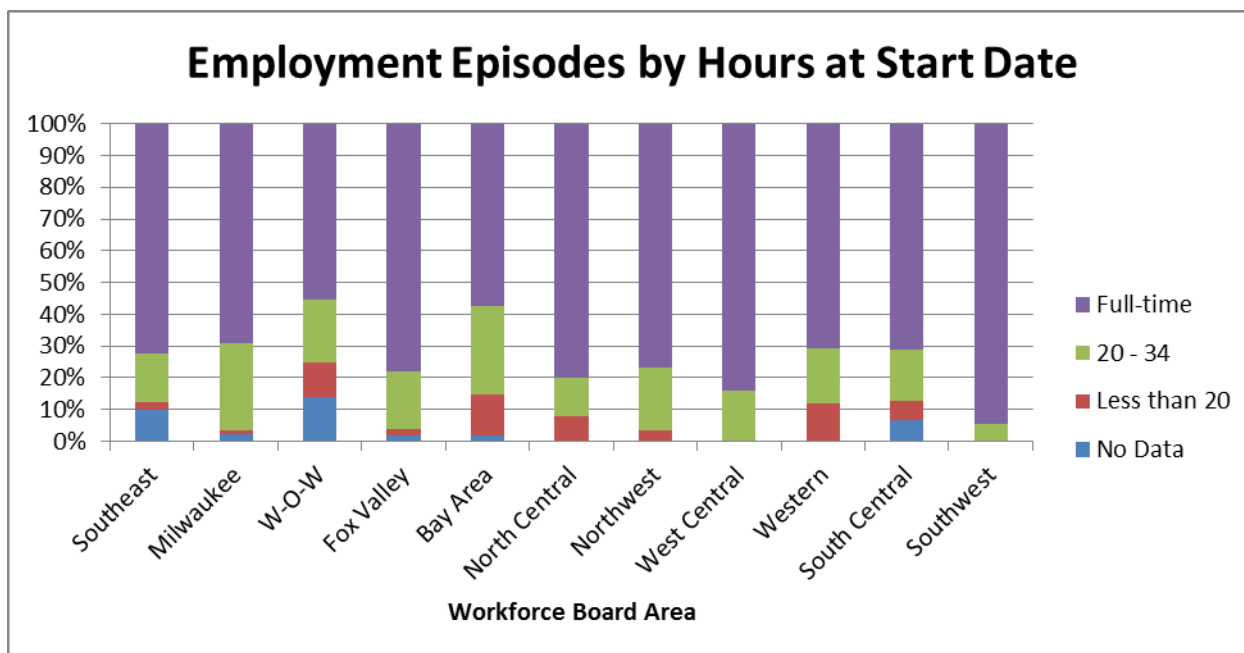
Program participants earned an average wage of \$9.92 per hour at hire. Of those employment episodes which began and ended during the program year (N=202), the average length of employment was 106.5 days.

An additional focus of the program is to provide assistance to participants so that they may obtain full time employment after incarceration. The chart below and to the right provides data indicating the type of employment (Hours at Start Date) for program participants.

### Recidivism

The Windows to Work program has only been widely implemented throughout the state since 2011. Thus, the data presented below incorporates participants who were enrolled in the Windows to Work program and were released from DOC incarceration between January 1, 2011 and June 30, 2012. This data does not include participants in jail programs or who may have enrolled in the program while in the community.

Timeframe of Release from Incarceration	Total Number of Eligible Participants	Recidivism Rate
1/1/2011 – 6/30/2012	133	12.8%



## Computer Numerical Control (CNC) Mobile Lab

301.068(2)(d); 301.068(3)(b)

The Wisconsin Department of Corrections in an effort to expand educational and vocational opportunities for incarcerated offenders, invested in a Computer Numerical Control (CNC) Mobile Lab to provide instruction to participants at various institutions throughout Wisconsin. This 44-foot trailer is equipped with a CNC Lathe, CNC Mill, Control Simulators, tools and safety equipment, laptops, computers, and audio-visual equipment necessary to provide current technical instruction to the offender population.

*“The public is best served if offenders are not only held accountable for their actions, but also have the opportunity to become law abiding and successful members of society. We hope that the CNC Mobile Lab will provide offenders with that opportunity. Our ultimate goal is crime reduction, fewer victims, reduced state and local criminal justice costs, and most importantly, safer families and communities.”*

*DOC Secretary Ed Wall*



CNC operators are employed in manufacturing environments where machines are responsible for much of the work. These machines can manufacture tools, parts, and custom fabricated pieces in a variety of settings. CNC machinists and operators are in high demand throughout the state (machine shops, metal fabrication, tool and die shops, furniture and wood product manufacturers, and plastics manufacturers) and this lab will provide participants with the skills and knowledge to fill some of these vacant positions. CNC operators/machinists, depending on experience and education, can expect to earn an entry-level wage of \$17-\$22 per hour.

In collaboration with the Department of Workforce Development (DWD) and the Wisconsin Technical College System (WTCS), DOC plans to provide an accelerated, 14-week curriculum to offenders at various correctional institutions.

On May 13, 2014, Lt. Governor Rebecca Kleefisch, DWD Secretary Reggie Newson, and DOC Secretary Ed Wall attended a ribbon-cutting ceremony for the CNC Mobile Lab at Racine Correctional Institution.

*“We are pleased to be a partner in this effort to help individuals who are incarcerated gain necessary skills to find jobs following their return from prison, which not only supports our economy, but also helps to reduce recidivism as a good-paying job is an important success factor to reentry. The Mobile Lab project is a win for the individual, a win for employers looking for skilled workers and, in the long run, a win for community safety.”*

*DWD Secretary Reggie Newson*





## Community Corrections Employment Program (CCEP)

301.068(2)(d); 301.068(3)(b)(c)

The Community Corrections Employment Program (CCEP) is a statewide program designed to assist offenders in obtaining the skills necessary to obtain and maintain employment in a competitive work environment. Priority is given to offenders that have been released from the institution within the last 90 days, but offenders on probation are considered for the program as resources allow. CCEP is currently developing a reach-in component to begin to work with soon to be released offenders in an effort to connect them to services and employment prior to or immediately upon release.

### CCEP Objectives:

1. Assist in the reduction of recidivism by addressing the criminogenic needs of employment and education
2. Identify/engage potentially eligible CCEP participants while still incarcerated to eliminate any delay in ability to participate in CCEP program upon release to community.
3. Match eligible CCEP participants to most appropriate programs/resources.
4. Work with community employers/agencies to develop sites for Work Experience, On-the-Job Training Programs, and technical training opportunities.



In FY14, 1,202 offenders were referred to CCEP with 392 obtaining successful completion with employment. Through CCEP in FY14, offenders were able to obtain employment in the areas of auto body maintenance, professional cleaning services, food service and manufacturing, home product manufacturing, HVAC/Refrigeration, and welding. It is also important to note that 147 offenders continued CCEP services into FY15.

CCEP has three main components: work experience, on-the-job training, and educational and training assistance. Participants are assessed and placed into services based on their level of skill and work readiness.

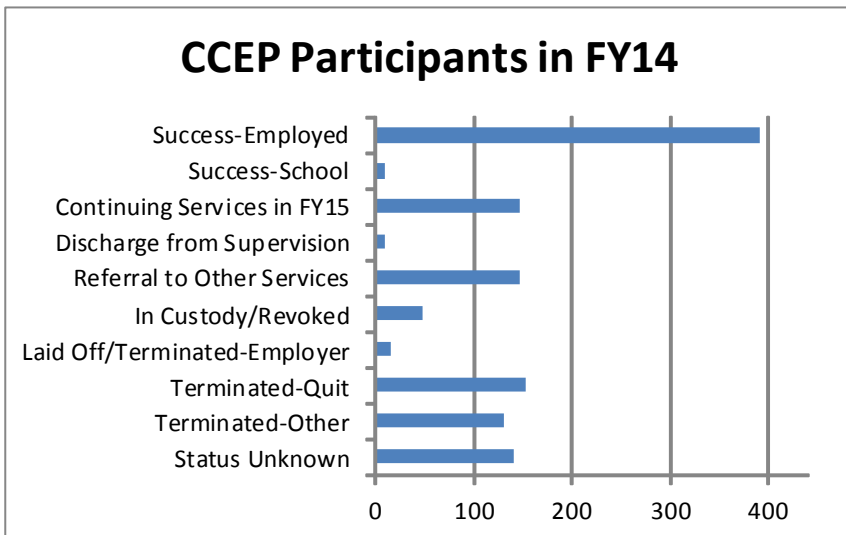
Becky Young Funds supports three CCEP Coordinator positions, who work closely with employers and other community agencies to provide employment opportunities and additional employment related assistance as needed. Coordinator coverage areas are aligned with the eight DCC regions.

In FY14, CCEP underwent a program reorganization which included:

- CCEP Coordinator coverage areas re-aligned to correspond with the DCC Regions.
- Shift of supervision of CCEP Coordinators to the Assistant Regional Chief in their respective region.
- Development of evidence-based referral criteria/checklist to increase appropriate referrals to program (medium/high risk and probable/highly probable employment need).
  - Creation of a program reference manual for CCEP Coordinators and their supervisors.
  - Created new data spreadsheet for data collection purposes.

CCEP is a vital employment program for WIDOC. The restructure of the program creates a reach-in component with inmates prior to release. This will create a smoother transition from the institution to the community.

### CCEP Participants in FY14



## DAI Employment Specialists

301.068(3)(b)

DAI Correctional Centers have placed an emphasis on employment with the addition of Employment Specialists staff positions. The Becky Young Funds have allowed DAI to contract for two additional Employment Specialist positions at Winnebago Correctional Center (WCC) and Marshall C. Sherrer Correctional Center (MSCC). These Employment Specialists assist in work release and other employment opportunities for offenders currently incarcerated at the minimum custody correctional centers. The Employment Specialist, in coordination with the Center Work Release Sergeant assists offenders in the completion of Pre-Release modules, development of pre-release plans, obtaining identification documentation, developing resumes, and exploring employment opportunities. In addition, Employment Specialists and Work Release Sergeants locate new employers and send resumes to prospective employers for offenders eligible for employment. During FY14, offenders were employed in several areas of work including but not limited to manufacturing, retail, packaging, construction, material handling, and mechanical work.

### Offenders Employed in FY14 (N=120)

Continuing Employment in FY15	75.0%
Transferred to another Facility	19.2%
Released to Community	4.2%
Disciplinary Termination	1.7%

In FY14, 206 offenders received services from Employment Specialists. Of those served, 120 offenders were employed at some point during FY14. The outcomes of those 120 offenders are noted in the above table. The largest percentage of those employed in FY14 are continuing services into the next Fiscal Year. Data included in the table above does not reflect offenders receiving pre-employment and employment preparation services, who were unable to secure employment during FY14.

## Cognitive Behavioral Programs (CBP)

301.068(2)(b); 301.068(2)(d); 301.068(3)(a-d)

The WIDOC contracts Cognitive Behavioral Program (CBP) services within both DAI and DCC. Offenders are screened and assigned the program need upon completion of a COMPAS assessment. The importance of such a program cannot be understated, as antisocial cognition is identified as one of the top four criminogenic needs along with antisocial companions, antisocial personality/temperament, and family/marital. In FY14, 59.3% of offenders assessed in DAI had an Antisocial Cognition need, while 55.2% of offenders assessed in DCC had the need. For this reason, the program is offered in both the institution and in the community, in order to address the need at every stage of the lifecycle increasing the offender's chance for success.



Total Offenders Served in CBP	
DAI	420
DCC	696
<b>Total</b>	<b>1,116</b>

The objectives of the CBP are to complete programming with a clear understanding of problem-solving skills, particularly when interacting with others, in order to increase rational thinking.

As a result of this course, participants can apply these skills in pro-social interactions and behaviors. In addition, through self-change, these new thought processes are modified to reduce thinking patterns that are conducive to criminal behavior, (i.e. antisocial attitudes). The program is targeted for medium and high risk offenders, in alignment with the Risk-Need-Responsivity (RNR) Model. Specific programming objectives include learning key concepts through instruction, role play, and assignments.

In FY14, several DCC groups became open ended to be responsive to offenders' risk and needs. Facilitators continue to work with DCC staff troubleshooting attendance issues on a consistent basis. Also, sessions were offered twice per week rather than once per week to better align with evidence-based practices.

In FY14, DAI continued contracting for services from Horizon Healthcare Inc. to provide 30 lessons over a 16 week period serving 12-15 offenders at a time in two distinct phases. In Phase One, offenders are encouraged to step back and make objective observations of past behaviors. In Phase Two, offenders learn how to develop and use self-statements that help them control impulses. They are also introduced to counter-thinking techniques that challenge their thinking and attitudes which supported past behaviors.

Of the 420 served under Becky Young CBP services in FY14, 72.6% of the DAI participants completed the program. Additionally, 45.8% of the 696 DCC participants completed or were continuing CBP services in FY15.

For FY15, CBP services offered for offenders will be expanded by approximately 50 percent targeting medium to high risk offenders.

## Staff Development Training and Skill Building

301.068(5)

In FY14, the Becky Young appropriation provided multiple staff development and skill building opportunities for both DAI and DCC line staff and supervisors. The Carey Group, Inc. delivered twenty-two sessions with 12-30 participants per session for a total of 504 WIDOC staff trained in FY14. Sessions were built around five training programs:

1. Four Core Competencies for Supervisors—"skills-based training on how supervisors can coach and support their staff around the four core competencies required for risk reduction" (The Carey Group).
2. Four Core Competencies for Line Staff—"skills-based training on applying the four core competencies required for risk reduction in the daily work of corrections staff" (The Carey Group).
3. Supervisor's EBP BriefCASE—"skills-based training for supervisors to guide them through facilitating the 18-module Supervisors' EBP BriefCASE...includes an introduction to the BriefCASE series, 'real-time' skill practice in delivery of the modules, and tips and strategies for conducting effective meetings." (The Carey Group)
4. Four Core Competencies for Supervisors-Train the Trainer—training for WIDOC trainers of the above described Four Core Competencies for Supervisors.
5. Four Core Competencies for Line Staff-Train the Trainer—training for WIDOC trainers of the above described Four Core Competencies for Line Staff.

### Four Core Competencies

- Professional Alliance
- Skill Practice
- Case Planning and Management
- Effective Use of Rewards and Violation Responses

The Carey Group



Four Core Competencies Trainers in DCC-Region 6

Within the training sessions, staff gained new techniques and interventions to use in one-on-one interactions with offenders. Staff further sharpened their skills on several of the NIC Eight Principles for Effective Interventions including role modeling, motivational interviewing, and the use of appropriate positive reinforcements.

Per The Carey Group, it is most beneficial for supervisors to first master the four core competencies and then participate in training sessions with their staff including periodic "booster" sessions throughout the year. This allows for both the supervisor and line staff to be fully engaged in the process, while also developing consistent responses for engagement in their interactions. As evidenced by staff evaluations, this technique proved to be beneficial and allowed for open communication pertaining to future expectations and implementation. In FY15, it is anticipated that the WIDOC will continue to build on the skills gained through the training sessions.

### Carey Guides and Brief Intervention Tools (BITS)

Carey Guides and Brief Intervention Tools (BITS) were purchased as supporting materials for the continued implementation of evidence-based practices. These tools are being used in the community and institutions by WIDOC staff. Carey Guides address both an offender's criminogenic needs identified by COMPAS and the common issues that arise during case management. Case managers can use the brief tools to emphasize positive, long-term change and allow offenders to recognize their criminogenic factors.

BITS are short intervention tools that WIDOC staff can utilize to address behaviors or actions in a structured and brief time period. BITS are divided into six categories including Decision Making, Overcoming Automatic Responses, Overcoming Thinking Traps, Problem Solving, Thinking Traps, and Who I Spend Time With. Staff use BITS in case management and in non-traditional settings such as general population and restrictive housing units within DAI. Use of the tools in an institution setting will assist the offender in addressing areas that will benefit him or her in the long term once released back to the community. Additionally, DCC uses the Carey Guides and BITS to assist offenders in working through specific issues they are facing and to assist in the decision-making and problem solving process. BITS are available in both English and Spanish.

*"This is the training I've been waiting for. I cannot wait to get back to the office to start sharing the information and training with my staff. I feel fortunate to be given the opportunity to spend a week with Mark Carey. I am already a better supervisor!"*

*-Participant*

## June 2014 Recidivism After Release from Prison Report

Megan Jones, Ph.D. and Jenna Rogers

In June 2014, the WIDOC Research and Policy Unit published their second study on recidivism rates in WI. The WIDOC defines recidivism as a new offense resulting in a conviction and sentence to the WIDOC. One, two, and three-year follow-up periods were calculated beginning on the day the offender is released from prison. Recidivism rates represent the number of persons who have recidivated divided by the total number of persons in a defined population. All recidivism rates are based on only Wisconsin offenses that have resulted in court dispositions that include custody or supervision under the WIDOC. The report summarized recidivism rates for a total of 140,911 offenders released from the Wisconsin prison system between 1990 and 2011.

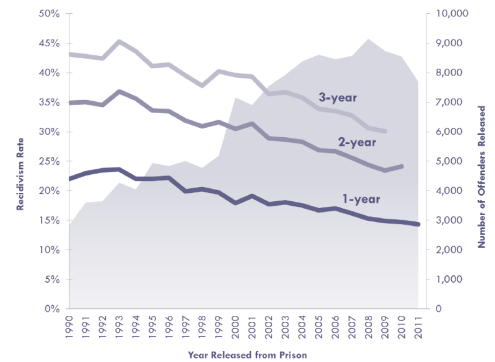
### Recidivism Rates by Follow-up Period

Release Year	Follow-up Period	Recidivism Rate
2011	1-year	14.3%
2010	2-year	24.1%
2009	3-year	30.1%

Recidivism rates in the current release years are lower than those reported for releases even a few years ago. There was a slight uptick in the two-year follow-up rate between 2009 and 2010. From 2007 to 2009, the three-year follow-up recidivism rate decreased by 7.1% (or 2.3 percentage points). This continues a long-term trend of decreasing recidivism rates since 1993; between 1993 and 2009 the three-year recidivism rate decreased by 33.6% (or 15.2 percentage points).

#### Recidivism Trends from 2000-2011:

- **Gender:** Males recidivated at a consistently higher rate than females for all release years and follow-up periods.
- **Age at Release:** Recidivism rates decreased as offender age increased. Offenders aged 20 to 29 made up the largest group of recidivists.
- **Time to Recidivism Event:** Of the offenders who recidivated within the three-year follow-up period, 50 percent did so within the first year following release from prison.
- **Race:** Black offenders had slightly higher recidivism rates than White offenders, but rates for both groups showed a consistent decreasing trend over the report period.
- **Release Type:** Offenders discharged directly from prison without supervision exhibited higher recidivism rates than those released to supervision. Those who had discretionary releases to parole supervision demonstrated lower recidivism rates than those who had non-discretionary releases to supervision.
- **Number of Prior Periods of Confinement:** Recidivism rates were highest for offenders with three or more prior periods of confinement. Rates decreased as the number of prior periods of confinement decreased.
- **Length of Prison Stay:** Recidivism increased with shorter lengths of stay. The lowest recidivism rates were found among offenders released from a period of incarceration that was five years or longer.
- **Recidivist Offense and Sentence Type:** The offenses that recidivists committed were categorized into four offense types, with the largest number of recidivists committing public order offenses, followed by property offenses, violent offenses, and then drug offenses. For each of the offense categories, recidivists were more likely to be sentenced to prison than to probation.



## Research and Policy

301.068(4)

The Research and Policy Unit provides statistical information on a cross divisional basis that is used in policy decision-making to support evidence-based practices. With the assistance of Becky Young Funds in FY14, the Unit was able to expand due to a contract with University of Wisconsin (UW) Population Health to act as an agency resource and meet the growing need for data-driven policy development and research. Due to the expansion, the Research and Policy Unit was able to achieve several accomplishments including, but not limited to, publishing an updated Recidivism Report (detailed above), developing the five Key Performance Indicators (KPIs), completing Logic Models on several DOC programs, and beginning to norm the COMPAS assessment on the Wisconsin population with anticipated completion in FY15.

Similarly in FY14, the WIDOC contracted with the JFA Institute for ongoing population projection research to continue to be implemented in FY15. This partnership supports WIDOC's commitment to evidence-based practices and the results will be beneficial for future policy development and implementation.



## UCCI Contract

301.068(1); 301.068(2)(a); 301.068(2)(b); 301.068(2)(d); 301.068(3)(a-d); 301.068(4); 301.068(5)

### Program Effectiveness and Evaluation:

The Wisconsin Department of Corrections continues to develop and evolve as an evidence-based agency. Strong commitment to the design, implementation, and monitoring of offender-based programs and services aligned with the principles of effective intervention remains central to our public safety vision and mission.

As we redefine and retool our program delivery approaches, we have drawn upon the expertise of the University of Cincinnati Corrections Institute (UCCI). Contracted UCCI Research Associates and Consultants well-versed in the most recent and scientifically-sound methodologies have facilitated the following activities throughout FY14:

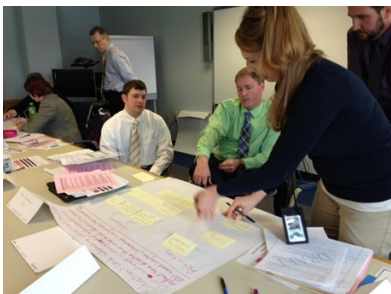
### Evidence-Based Corrections Program Checklist (CPC) Action Planning Workshop:

This collaborative workshop engaged WIDOC CPC Evaluators and DCC Contracted Service Providers in the design of site-specific blueprints for program improvement. Following a foundation-building orientation to the principles of effective intervention, UCCI Consultants guided participants through an action planning process. This systematic process utilized each program's Evidence-Based CPC Evaluation Report as the starting point for a prioritized plan for incremental improvement. Regionally assigned CPC Evaluators/Program and Policy Analysts continue to support and monitor progress toward the goals and objectives delineated within these plans on a quarterly basis. UCCI-sponsored technical assistance, training, and guidance have been and will continue to be provided as necessary.



### Evidence-Based Corrections Program Checklist-Group Assessment (CPC-GA) Training:

During FY14, WIDOC Program and Policy Analysts previously certified as Evidence-Based CPC Evaluators added the CPC-GA tool to their quality assurance repertoire. The CPC-GA is designed to examine the degree to which group facilitation aligns with the principles of effective intervention and can be utilized within a variety of correctional settings. The CPC-GA narrows the unit of analysis to a particular group-based intervention, rather than a broader program approach. This should make the tool particularly helpful to DCC work with group service providers. The CPC-GA also allows for the development of action planning steps for improvement.



### UCCI-Facilitated Evidence-Based Corrections Program Checklist Evaluations—Complementing the Evidence-Based Decision-Making Process in WI:

NIC and the Center for Effective Public Policy have sponsored two Evidence-Based Decision-Making (EBDM) pilot sites in Wisconsin since 2008. Milwaukee (Region 3) and Eau Claire (Region 5) have been front runners in this multi-year project which establishes and tests the application of research findings to key decisions across the justice system—seeking to achieve measurable reductions in pretrial misconduct and post-conviction risk of re-offending. As a complement to these ground-breaking efforts, UCCI has conducted Evidence-Based CPC Evaluations with select providers and specialty courts within these regions. Results have allowed for improved quality assurance and program fidelity monitoring—ultimately enhancing the success of the pilot projects.

### UCCI Technical Assistance to Cross Divisional Teams (CDTs) and Curriculum Review:

WIDOC Cross Divisional Teams representing Cognitive/Behavioral Programs, Substance Abuse Treatment Programs, and Sex Offender Treatment Programs have been charged with the realignment of current offerings and interventions with the principles of effective intervention. Over the past eighteen months, these CDTs have drafted program delivery standards, which include service standards, treatment modalities, program documentation, staff credentialing standards, and quality assurance standards. UCCI has provided technical assistance, curriculum review, literature reviews, and research support to the WIDOC CDTs, as necessary.

### Thinking for a Change (T4C) Facilitator Training and Plans for Sustainability:

UCCI has played a central role in training WIDOC service providers in the NIC Thinking for a Change (T4C) curriculum. This program targets our most prevalent criminogenic need area—antisocial cognition. T4C combines cognitive restructuring theory with cognitive skills theory—creating an innovative and integrated curriculum designed to help justice-involved individuals take control of their lives by addressing their criminal thinking. The three instructional components of T4C are cognitive self-change, social skills, and problem-solving skills. Cognitive self-change teaches a concrete process for self-reflection aimed at uncovering antisocial thoughts, feelings, attitudes, and beliefs. Social skills instruction prepares group members to engage in pro-social interactions based on self-understanding and consideration of the impact of their actions on others. Problem-solving skills instruction integrates the two previous interventions to provide group members with an explicit step-by-step process for addressing challenging and stressful real-life situations. UCCI Consultants have trained 92 staff members as T4C facilitators (including institution-based contractors and Window to Work Coaches). Additionally, fourteen T4C facilitators have been trained as T4C trainers—allowing for sustainability of the program within the WIDOC.



## UCCI DACC Model Program Project

301.068(1); 301.068(2)(a); 301.068(2)(b); 301.068(2)(d); 301.068(3)(a-d); 301.068(4); 301.068(5)

Staff members at WIDOC Drug Abuse Correctional Center (DACC) have engaged in an evidence-based program redesign process since March 2013 and have made great strides toward alignment with the principles of effective intervention. The project has been a collaborative effort involving DACC staff teams, the Division of Adult Institutions (DAI), the Wisconsin Correctional Center System (WCCS), the University of Cincinnati Corrections Institute (UCCI), and the Reentry Unit.

*“I speak for myself and all DACC staff members when I share that we are honored to have been chosen as the pilot site for evidence-based practices as applied to treatment programming. We are very excited that our work in this project will become the future treatment model for the Wisconsin Department of Corrections. Project results thus far have exceeded all expectations! These accomplishments would not have been realized without the hard work, dedication, and initiative of all DACC staff.”*

*-Jeff Jaeger,  
DACC Superintendent*

This ground-breaking initiative reflects the WIDOC’s commitment to the design and implementation of programs and strategies grounded in the principles of effective intervention. The WIDOC Mission, Vision, and Core Values statements, as well as the Reentry Business Plan reflect this prioritized focus on implementation of evidence-based practice.

EBP is defined as the progressive, organizational use of direct, current scientific evidence to guide and inform efficient and effective correctional program service provision. Validated assessment of criminogenic risk and need, followed by application of research-driven intervention strategies will ultimately result in reduced recidivism and improved public safety for all citizens of Wisconsin. The redesign project at DACC represents a unique opportunity to take a phased approach to realignment with the research on effective correctional interventions. Redesigned program delivery reflects an over-arching cognitive-behavioral approach. Substance abuse treatment interventions, anti-social cognitive restructuring, emotion regulation treatment, engagement of family/community supports, and employment readiness activities incorporate cognitive-behavioral, structured skill building strategies. Such strategies are strongly supported by the “What Works” recidivism reduction literature.

UCCI Consultants introduced the redesign project during a “kick-off” meeting in March 2013. Following this session, subcommittees dedicated to the areas of Assessment and Programming, Scheduling, Behavior Management Systems, and Quality Assurance were convened. A Multidisciplinary Implementation Team was also created involving representatives from all subcommittees, UCCI consultants, and local and central office administrative staff members. These committees have actively examined existing programming and

operations and have worked towards implementing the redesign deliverables as outlined by UCCI. UCCI consultants have provided technical assistance, training, and support throughout this process. DACC personnel have been open, honest, innovative, passionate, and incredibly creative in their approaches to program redesign activities.



Training and professional development opportunities have been central to project successes. All DACC staff members have been involved in the following in-service sessions to date: Core Correctional Practices/Cognitive Behavioral Interventions, Thinking for a Change, Cognitive Behavioral Interventions for Substance Abuse, Impaired Driving Assessment Administration, and COMPAS Advanced Interpretation Training. Training for Trainers has also been provided in a number of the aforementioned content areas to allow for sustainability of program redesign efforts. Additionally, a number of clarifying responsibility assessments, pre- and post- measures, and progress reporting mechanisms have been added to the assessment protocols at DACC—allowing staff to design effective case plans and to deliver responsive group interventions.

Facilitator observation and coaching sessions have been introduced into the redesign framework. Direct feedback to group facilitators and process enhancement through goal-setting and support services will allow for continuous quality improvement. DACC staff have been trained on the effective use of group facilitator observation tools and these have been piloted in recent weeks with very positive results. Kelly Pitocco, UCCI consultant/coach observed, “The staff at DACC are incredibly talented—highly skilled in their effective use of group facilitation strategies and sensitive to diverse learning needs of group participants—a pleasure to work with!”



Quala Champagne, WCCS Warden and Chris Krueger, former WCCS Deputy Warden recently shared their impressions of the DACC redesign process, “We knew that if given the opportunity and the necessary supports, the staff at the WIDOC Drug Abuse Correctional Center could meet this daunting redesign challenge and set an incredibly positive example for their peers across the agency. We are so proud of their outstanding accomplishments!”

Lessons learned through the DACC EBP Redesign Project will be generalized to other programs across the agency.

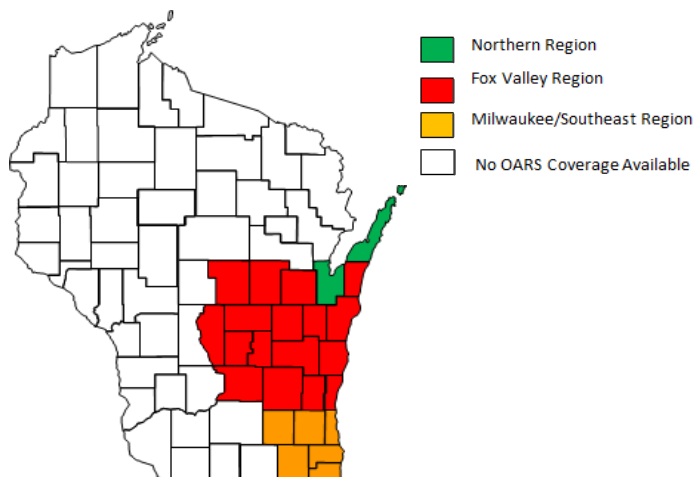
## Opening Avenues to Reentry Success (OARS)

301.068(2)(a-d); 301.068(3)(a-c); 301.068(5)

The WIDOC maintains a partnership with the Department of Health Services (DHS) to provide the Opening Avenues to Reentry Success Program.

The OARS program provides:

- Intensive case management and supervision;
- Assistance with obtaining and maintaining safe, affordable housing;
- Resources for medication and access to quality psychiatric care;
- Treatment options to address individualized needs;
- Access to local transportation, budgeting, and financial resources;
- Access to structured activities including employment and education.



### OARS Participants must:

- Volunteer;
- Be referred by a staff member;
- Be medium or high risk based on COMPAS risk assessment;
- Have a diagnosed serious mental illness;
- Have at least six months of post-release DOC supervision remaining on their sentences.

The OARS program provides these services to the most seriously mentally ill inmates releasing to twenty-five Wisconsin Counties.

The goals of the OARS program are to increase public safety by increasing participants' success on supervision and reduce revocation and recidivism. The OARS program is also designed to aid in participants' recovery and help establish their self-sufficiency in the community. Research indicates that providing case management and psychiatric treatment in the community can reduce the rate of recidivism

in mentally ill offender populations. The program uses a person-centered approach, individualized case planning, and motivational interviewing to encourage participants' intrinsic motivation and their participation in their treatment plans. The frequent interactions between members of the OARS team, which includes participants, can help bridge the transition from the institution to community life.

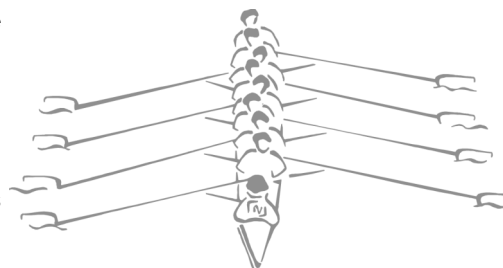
Enrollment in the OARS program begins approximately six months prior to institution release. Contracted case managers are assigned and work with the DHS OARS Program Specialists, institution Social Workers, and DCC Agents to determine clinical needs, risk factors, and to develop therapeutic rapport with the participant. The team develops Individualized Case Plans (ICP) and encourages participants to stay engaged with pre-release and treatment programming during the pre-release phase.

During the post-release phase, participants can remain in the program for up to two years. Case planning focuses on orienting participants toward psychiatric stability and promotes decisions that enhance mental health and recovery from addiction. This process involves creative, intensive case planning and provides high levels of monitoring and treatment immediately following release to the community. As the participant positively adjusts to the community, the level of monitoring and services may gradually decrease in intensity. The OARS team then works toward gradual transition to independence and eventual successful discharge from the OARS program.

The team makes every effort to establish county-based support for the long term stability and well-being of the participant.

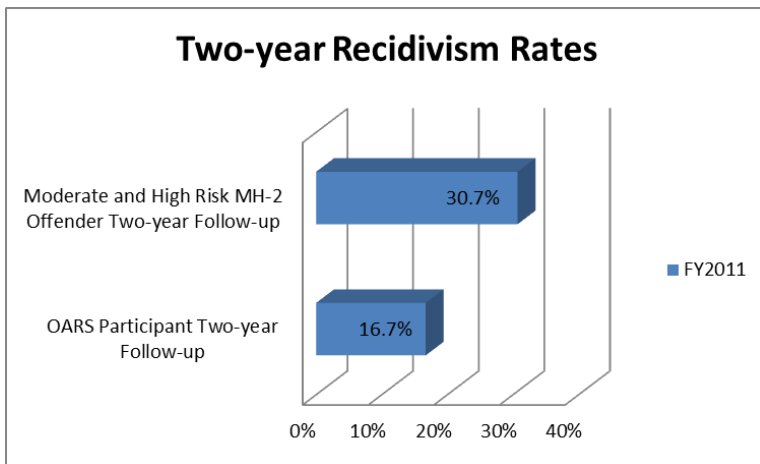
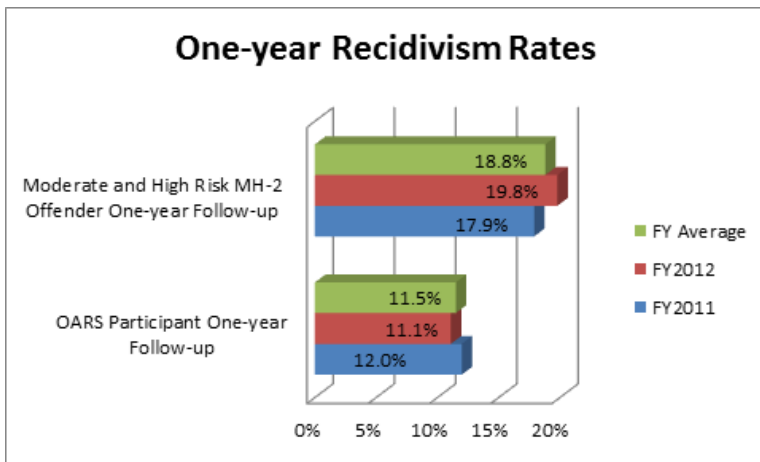
During FY14, the OARS program:

- Served 162 participants; 117 male and 45 female.
- Maintained an average daily population of 97 participants.
- Recorded 25 successful offender completions out of 62 participants leaving the program.
- Successful completion rate of approximately 40 percent.



## Opening Avenues to Reentry Success (OARS) (continued)

301.068(2)(a-d); 301.068(3)(a-c); 301.068(5)



In FY14, participants receiving treatment for mental health and substance abuse concerns included:

- 98 percent of participants diagnosed with an Axis I primary major mental health diagnosis.
- 72 percent of participants diagnosed with a co-occurring substance use disorder.
- 54 percent of participants diagnosed with both an Axis I major mental illness and an Axis II personality disorder.

The combined recidivism rate calculated for all OARS Participants for FY11 and FY12 is 11.5 percent. This represents a one-year follow-up period with a sample size of 104 participants. As a comparison, all medium and high risk offenders releasing with a serious mental illness not enrolled in the OARS program in FY11 and FY12 have a one-year recidivism rate of 18.8 percent. Recidivism measures for participants in the first two Fiscal Years of the program indicate a 38.8 percent reduction in recidivism rates compared to non-participants with similar characteristics. In addition, the two-year follow up rate is available for the first Fiscal Year of the program. There were eight recidivists in a sample size of 48 participants, yielding a recidivism rate of 16.7 percent. By comparison, all medium and high risk mentally ill inmates not in the program releasing in Fiscal Year 2011 had a two-year recidivism rate of 30.7 percent. This indicates a recidivism rate reduction of 45.6 percent for program participants.

## Department of Transportation (DOT) State IDs

301.068(3)(b)

An official form of identification is critical when an offender is preparing for release back to the community. Many offenders entering our institutions have never had proper identification or have lost their identification cards due to their unstable life situations. State identification is required for residence search, employment applications, educational services, and state/federal benefit applications.

For this reason, the WIDOC, in partnership with the WI Department of Transportation (DOT), continues to provide state identification cards for those releasing to the community. In FY14, the WIDOC provided 1,008 state identification cards to our offender population. For the upcoming Fiscal Year, the WIDOC will begin to use the COMPAS software to track vital documents required to obtain a state identification card. This will ensure a more timely and efficient application process in the future.

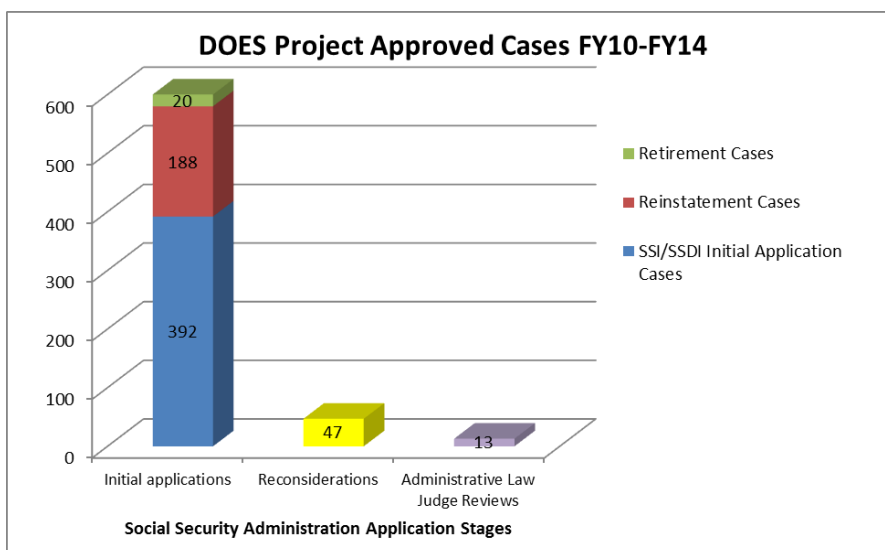


Courtesy of <http://www.dot.state.wi.us/>

## Disabled Offenders Economic Security (DOES)

301.068(2)(d); 301.068(3)(b); 301.068(5)

The WIDOC contracts with Legal Action of Wisconsin (LAW) to administer the Disabled Offender Economic Security Project. DOES attorneys provide civil legal services to eligible and screened offenders within nine months of their releases. The attorneys work in fourteen DAJ facilities representing disabled and mentally ill offenders applying for social security benefits, health insurance, housing assistance, employment training programs, and other services upon release. Securing these benefits at the time of release or as soon as possible after release can assist in the offender's successful transition to the community. Evidence suggests that financial security and access to health care reduces the likelihood of reoffending.



The Social Security Administration (SSA) benefit application process can be lengthy and confusing for applicants. Initial applications are often denied, requiring reconsideration requests, and many times, appeals. The entire process takes 18 to 24 months to complete for disabled or mentally ill offenders, this process and length of time can seem insurmountable.

Eligible offenders meet with DOES attorneys six to nine months prior to release. If the offender agrees to be represented, DOES attorneys act as their authorized representatives. DOES attorneys then submit offender applications, interact with SSA staff members on their behalf, and continue

to meet with and follow offender cases after release from prison. DOES attorneys continue to represent offenders until a disposition is reached or appeals are exhausted. In FY14, DOES attorneys submitted 737 benefits applications for 484 offenders and closed an additional 187 offender cases opened in previous Fiscal Years. The DOES project demonstrates rapid approval of benefits with 76.4 percent of participants approved at initial consideration, including reinstatements and retirements, receiving notice of approval within four weeks of release.

DOES project staff are expert benefits specialist attorneys. They have developed working relationships and procedural knowledge of the SSA, WIDOC, and Disability Determination Bureau (DDB). These skills contribute to an overall success rate of 57 percent. As shown on the DOES Project chart, 660 of 1159 closed cases resulted in supplemental security, disability income, or retirement pay during the three application stages. In comparison, the award rate for applicants nationally in 2010, the last year for which the SSA has published the data, was 38.5 percent. DOES attorneys have a higher comparative success rate, while dealing with challenging WIDOC cases. The DOES project also provides a valuable service to the WIDOC, successfully accomplishing a time-consuming reentry task and allowing reentry staff to focus on other aspects of release planning.

## Vocational/Technical College Tuition/Training

301.068(2)(d); 301.068(3)(b)

The WIDOC continues to support learning opportunities and skills to be applied in the community upon release. In FY14, eight female offenders completed the Moraine Park Technical College (MPTC)-certified Cosmetology program at Taycheedah Correctional Institution (TCI). All eight offenders also passed their state Cosmetology boards by the end of FY14. Two of the graduates currently work as barbers/tutors within an institution setting, while three graduates are at a minimum custody setting with the potential for work release. The remaining graduates will be considered for related job placement once eligible for work release or upon their return to the community. At this time, there are nine offenders continuing to meet the education standards into FY15. In FY15, the program will be adding a cognitive-based element to the instruction.

## AODA Relapse Programs

301.068(2)(a); 301.068(2)(d); 301.068(3)(a-d)

The AODA Relapse Program provides treatment to referred offenders exhibiting signs of relapse/destabilization. The goal of such a “booster” form of treatment is to re-stabilize and return the offender to community living following a structured re-exposure to program elements designed to address the issues the offender was having difficulty with in the community. Relapse prevention may be combined with outpatient substance abuse counseling as elements of an individual treatment plan or might occur through an Alternative to Revocation (ATR) process with the needed elements identified in the treatment plan.

The program serves male and female offenders who are under WIDOC supervision for the duration of services. The WIDOC and providers work together to accommodate any identified special needs such as learning disabilities or cognitive limitations prior to entry into programming.

Factors considered in referrals includes the Risk-Need-Responsivity (RNR) Principle. The COMPAS Assessment is used to pre-screen concerns to be addressed prior to entry into

### Program Goals:

- A. To provide a range of quality programs to meet offender's control, supervision and treatment needs;
- B. To provide a means to screen and assess the level of programming that would most effectively address substance abuse treatment needs;
- C. To provide group treatment for offenders that focuses on:
  - 1) Promoting abstinence from mood-altering chemicals and recovery from addiction.
  - 2) Promoting positive lifestyle changes to avoid further legal difficulties;
- D. To reduce jail and prison overcrowding by providing options/diversions to offenders who are experiencing problems as a result of their alcohol and other drug abuse; and
- E. To reduce crime/recidivism by targeting dynamic criminogenic risk factors.

programming. The target population is Probable to Highly Probable in the criminogenic need areas of antisocial cognitions, antisocial companions, antisocial personality/temperament, family/marital, and substance abuse. In FY14, 89 offenders participated in the Becky Young funded AODA Relapse Programs with 25 offenders successfully completing the program. It should be noted that additional AODA Relapse Programs were facilitated throughout the state using other funding sources.

In the upcoming Fiscal Year, all regions will continue to work towards the previously outlined goals, objectives, and tasks. Providers will continue to review entrance, exclusionary, completion, termination, and re-referral criteria for the program. In FY15, the WIDOC is committed to enhancing the AODA

Relapse programs. The Corrective Program Checklist process will be utilized to ensure programs are evidence-based. In order to assist providers, the WIDOC Reentry Unit and UCCI will provide vendor workshops to increase knowledge of evidence-based principles of effective intervention and the CPC process.

## County Jail Recidivism Reduction Programs

301.068(2)(a-d); 301.068(3)(b)

The WIDOC continues to initiate, foster, and enhance systemic collaboration within the statewide criminal justice community. The Green Lake Recidivism Reduction Project is a prime example of the positive impact of such joint efforts. WIDOC has partnered with Green Lake County Law Enforcement Center personnel and the Green Lake County Department of Health and Human Services via Memorandum of Understanding (MOU) since 2011. Program services are available to inmates housed in the county jail, as well as offenders on active community supervision. Individualized, validated risk and needs assessment results will be used to drive the assignment of program interventions and services within the project framework. Program components address substance abuse treatment, mental health services, education, housing stability, identification/drivers license reinstatement assistance, employability services, and transportation supports. The project collaborates with a number of local education and service agencies including the University of Wisconsin-Extension, Moraine Park Technical College, Ripon College, and the Green Lake County Department of Health and Human Services. During FY14, Green Lake County Jail served a total of 125 offenders. On average, ten offenders received AODA and/or mental health services per month. In addition, 71 offenders participated in educational services, with four offenders earning their GED in FY14.



The Bayfield County Jail Project offers multiple services including substance abuse and mental health services for Bayfield County, Ashland County, and members of the Red Cliff Tribe. The two primary services are facilitated by mental health providers in the Bayfield/Ashland County area and may continue after an offender's release to the community. During FY14, Bayfield County Jail served a total of 144 offenders, 73 of whom received AODA and mental health services. Bayfield County Jail was also able to successfully serve nine offenders solely through mental health services. Offenders served within the program completed a psychosocial assessment, cognitive behavioral interventions, and Dialectical Behavior Therapy (DBT) interventions. Four offenders completed the cognitive-based Relapse Prevention Treatment Group. These services will continue to be offered through the next Fiscal Year with the addition of a women's trauma group that will be completed in the community.



## Community Residential Programs (CRPs)

301.068(2)(a-d); 301.068(3)(a-d);

Since 2013, the WIDOC has provided a new model of residential treatment, Community Residential Program (CRP), for our offender population. Providers are encouraged to develop new and creative interventions to provide high dosage hours of treatment for medium and high risk offenders addressing evidence-based practices that reduce recidivism. Interventions include a step down service for offenders transitioning to off-site residential locations or their own housing. They may return to the facility for completion of dosage hours.

A CRP is expected to provide an environment that includes support and supervision assisting offenders in making the transition to independent living. Services provided include assessment, treatment planning, service coordination, evaluation, group and individual counseling, life skills, and daily living skills services. Housing assistance, if needed, shall be coordinated with the DCC Agent. It is the intent of the program that an offender not participating in the residential piece of CRP will be housed in existing WIDOC contracted housing or in the offender's own residence while completing the proposed program.

WIDOC's first CRP, Portage House, became operational in FY14. Portage House served 56 offenders during FY14 with 19 successfully completing the program. Fifteen offenders continue in the program during FY15. DCC sited another CRP location in Appleton and it is anticipated to be fully operational in FY15.

### Goals of Community Residential Programs

- Reduce recidivism by providing a behavioral program addressing criminogenic needs.
- Address treatment/employment/educational needs of offenders to prevent or lessen the likelihood of re-involvement in criminal behavior.
- Provide offender accountability and community protection.
- Assist offenders in establishing and maintaining an alcohol/drug free lifestyle.
- Provide appropriate options for community-based residential and non-residential services.
- Provide sufficient structure and supervision to assist offenders in successfully moving from more restrictive environments or unstable living situations toward independent living while protecting the personal safety and property rights of the public.
- Increase basic living skills to prepare offenders for self-sufficiency and independent living.

## Community Services Project (Circles of Support)

301.068(2)(d); 301.068(3)(b-c)

The WIDOC contracts with Goodwill Industries of Northeastern Wisconsin to provide supportive services to men and women releasing from institutions in the Fox Valley area. The services provided include residence assistance, employment training and placement, education, family reunification, W-2 eligibility, medical and health care, financial literacy, pro-social relationships, social/leisure plans, AODA services, and restorative justice opportunities. Offender support groups are overseen by trained community volunteers and delivered utilizing the "circles" model.

### Circles of Support Value Statements

- Foster an environment of acceptance for the individual's return to the community.
- Promote positive social interaction and responsibility.
- Focus on the future rather than the past.
- Focus on the individual's strengths and resources to address areas for improvement.
- Plan for success.
- Support and recognize individual accomplishments.
- Mobilize community resources.

According to the most recent data:

- 362 offenders were served in FY14 with 153 offenders successfully completing the program.
- 70 percent of active participants were employed at the end of each quarter.
- 90 percent of participants remained free from new arrest and/or revocation during FY14.
- 130 new offender hires in FY14.
- 110 community volunteers participated in FY14.

WIDOC will continue to work with providers to enhance program services to align with evidence-based principles of effective intervention, as needed.

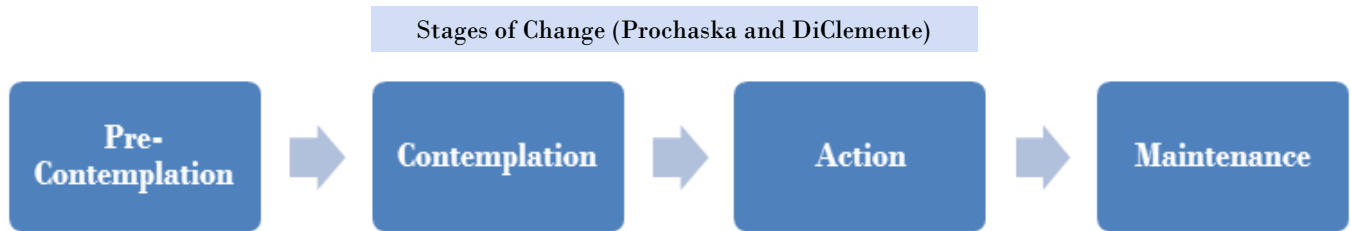
### Pre-Treatment Services

301.068(2)(a-d); 301.068(3)(a-d)

In FY13, the Pre-Treatment Curriculum was implemented with three goals:

1. Assist offenders in becoming motivated to change their behavior by fostering their advancement through the stages of change.
2. Ready offenders to be more successful in completing their primary treatment program.
3. Reduce recidivism rates.

In FY14, 110 offenders in the community received Pre-Treatment Services with 78 offenders successfully completing the program. It is noted that the completion rate for FY14 was positive. However, the program referrals were less than initially anticipated. Due to the low number of referrals, DCC reviewed the referral process and has made adjustments for FY15. With these adjustments in mind, a review will be made at the end of the Fiscal Year to evaluate the outcomes of the program.



### Community Partnership Outreach Program [previously Transitional Outreach Program (TOP)]/OSCI TOP

301.068(2)(b); 301.068(2)(d); 301.068(3)(b); 301.068(3)(c)

The Transitional Outreach Program (TOP) is a six month long intervention in DCC's Region 4 (Fox Valley area) consisting of two months pre-release and four months post-release services designed to assist participants with release planning and set the stage for a successful re-entry into our communities. Participants are able to address residence, employment/education needs, family reunification, relapse, mental health needs, and interpersonal skills. Neighborhood Support Teams (NSTs) are established to aid as a positive support network for offenders outside of WIDOC resources and to increase transparency of their community placement and activities. TOP served 44 offenders in FY14.

As this program has grown since its inception, the vendor has continued to work with community partners to form the NST's. Although a challenging process, the vendor has recently found success partnering with the local police department, job service, and local residents. The vendor also continues to work in partnership with DCC staff to increase referrals as they are at roughly 75 percent capacity. Under the new contract, the vendor recognized the need and capacity for this program and as a result, an additional part time staff was added for program growth. The results of offender surveys for this program have been very positive and DCC Agents recognize the value of the program for case management and community-based support. The program was re-named the Community Partnership Outreach Program (CPOP).

Oshkosh Correctional Institution (OSCI) continues to facilitate a Transitional Outreach Program as well. This program is a comprehensive, statewide, pre and post release program that offers services to offenders with chronic mental health issues who are returning to the community from OSCI. During FY14, 37 offenders received services via this program.

### Family Connections

301.068(2)(d); 301.068(3)(a); 301.068(3)(b); 301.068(3)(c)

Becky Young Funds began supporting Family Connections in FY11. Family/marital supports enhance offenders' transition to and success within the community. The Family Connections program focuses on reducing conflict, building positive relationships, communication, and enhancing support systems for offenders.

The Family Connections program operated in the Milwaukee area and served 61 families in FY14. WIDOC, in striving to enhance services based on the NIC Eight Principles of Effective Intervention, is in the process of reviewing this program and will make recommendations for future enhancements.

## Logic Models, Key Performance Indicators (KPIs), and Data Collection

A logic model is a visual representation of the way a program functions. It uses both words and images to map out the sequence of activities in the program and how these activities are linked to the results the program is expected to achieve.

Generally, logic models are created through a group process that involves many different people associated with a program, from administrators to frontline staff. Involving a variety of people ensures that the logic model reflects many different perspectives on the program. A logic model is useful for communication about a program's purposes and processes, and for reporting and evaluation. Since logic models specify the outcomes that should follow certain actions, they can serve as a foundation for judging how well a program is working.

In 2014, logic models were created for three programs that receive Becky Young funding: Opening Avenues to Reentry Success, Disabled Offender Economic Security project, and Windows to Work. Moving forward, logic models will continue to be created for Becky Young funded programs and used to examine program outcomes.

### Logic Models: Seven Major Aspects of a Program

**Inputs:** Resources, contributions, investments that go into the program

**Activities:** Actions undertaken by staff or participants

**Outputs:** Products of these activities or secondary activities

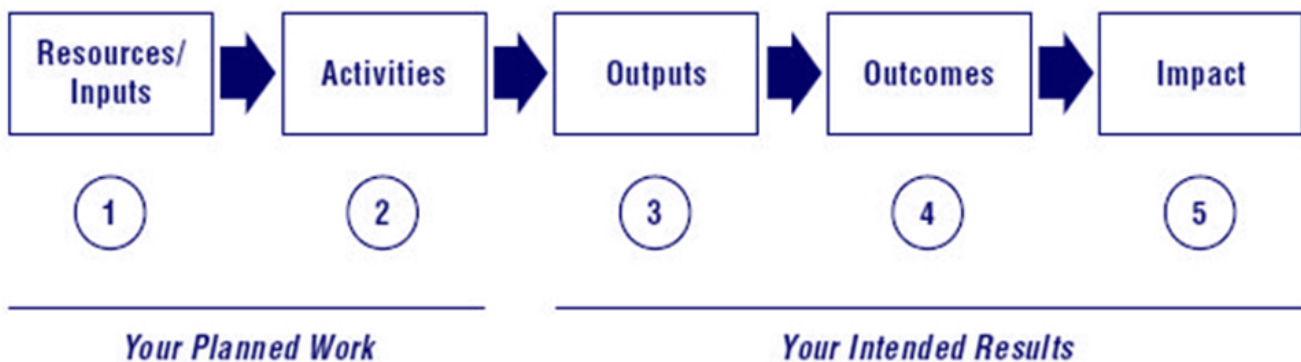
**Outcomes:** Results or changes for individuals, groups, communities, organizations, communities, or systems

**Impacts:** Long-term changes caused by the program

**Assumptions:** The beliefs we have about the program, the people involved, and the context and the way we think the program will work

**External Factors:** The environment in which the program exists includes a variety of external factors that interact with and influence the program action.

### Basic Logic Model



W.K. Kellogg Foundation, Logic Model Development Guide

The WIDOC identified five Key Performance Indicators to include Recidivism, Primary Program Completion, Victim Restitution, Risk Assessment, and Employment. The KPIs will establish a methodology for measurement and determination of data source(s). This will then be followed by frequency of reporting, format, and identification of tracking and reporting the data. In coordination with this effort, the development and implementation of an interrater reliability process has been built into a newly formed Continuous Quality Improvement (CQI) Committee with an anticipated completion date by June 30, 2015. It is anticipated that the Key Performance Indicators will be addressed in future Becky Young Reports.

Lastly, a new standardized system for offender data collection and reporting is in development with an anticipated roll out in early 2015. This web-based system will ensure that each provider is supplying accurate and timely reports for those offenders served by Becky Young funding. Generated reports from the system will be used to monitor funding progress and supply the data elements for the annual Becky Young Report. At the time of this report, the data elements have been selected and areas of the system are being considered for build-out and testing.

## Looking Ahead to Fiscal Year 2015

Fiscal Year 2014 has been a productive year with many key enhancements to WIDOC's evidence-based programs and initiatives. The WIDOC remains committed to implementing strategies and interventions that are research-driven and will ultimately reduce recidivism. Each Fiscal Year, we build upon the last year's achievements. This was best demonstrated in FY14 by the following achievements:

- 354 Windows to Work participants were engaged in 513 episodes of employment in FY14.
- A recidivism rate reduction of 45.6 percent for OARS participants compared to overall offender population with a severe mental health diagnosis.
- The Computer Numerical Control Mobile Lab was fully equipped and will be operational in FY15.
- Restructure of CCEP to better align with evidence-based practices.
- Ongoing implementation of the DACC Model Program.
- 53,117 COMPAS assessments completed creating the foundation for evidence-based practices

In FY15, the WIDOC will continue to strive towards implementing evidence-based practices by phasing out approaches unsuccessful at reducing recidivism and implementing more effective, research-driven approaches. By developing a standard data collection system and analyzing the defined outcomes for each of the Becky Young funded programs in FY15, we can gain a better understanding of our program's progress and address areas for improvement. Ultimately, we hope to instill long-term change in our offender population to ensure less victims, reduced recidivism, and a safer community.



CPC Action Planning Workshop (UCCI Contract)



DACC Model Program—Staff Development Training

**REENTRY**  
**A BRIDGE TO SUCCESS!**