



# Council On Offender Reentry Annual Report

## Letter from the Council Chairperson:

The Council on Offender Reentry was created by Wisconsin Act 28 in 2009 for the purpose of coordinating reentry initiatives across state agencies and local service providers.

Our mission is to identify and review existing reentry policies, programs, and procedures to ensure that these are aligned with evidence-based practices. Implementing these practices allow success for offenders reentering the community.

Bringing together multiple state agencies and interested community stakeholders to review current WI-DOC programming initiatives aids in creating a cohesive continuum of care for men and women returning to our communities. Successful offender reentry promotes public safety, and reduces recidivism.

Membership of the Council is comprised of Secretaries, or a designee of the Secretary, from various state agencies and community stakeholders. The Chairperson is the Department of Corrections (DOC) Reentry Director, Silvia Jackson, as designated by the DOC Secretary, Edward Wall.

The Council activities in Fiscal Year 2015 focused on: mental health services, the Affordable Care Act, employment programs, training initiatives, Trauma-Informed Care (TIC), and review of current recidivism rates and other outcome measures.

The enclosed report highlights detailed information on these efforts, as well as several other interdepartmental projects aimed at improving Wisconsin's alignment with evidence-based practice. The

Council on Offender Reentry is expected to file an annual report to the governor and to the chief clerk of each house of the legislature for distribution to the legislature.

On behalf of the Council on Offender Reentry, it is a pleasure to share with you this comprehensive report of our 2015 activities.

Silvia R. Jackson, Ph.D.  
Chairperson,  
Council on Offender Reentry



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## Statutory Authority for Council on Offender Reentry

The Council on Offender Reentry is dedicated to coordinating reentry initiatives across the State of Wisconsin and providing a public forum for the various stakeholders of the Criminal Justice System. The Council was created by Wisconsin Act 28, in 2009. The statute articulates the purpose of the Council, as well as its membership. It also illustrates the meaning and content of the Annual Report, which is distributed to the legislature.

Wis. Stat. 15.145 (5)  
Creation of Council on Offender Reentry

Wis. Stat. 301.095  
Purpose of Council on Offender Reentry

Wis. Stat. 15.145(5)  
Membership to the Council on Offender Reentry

## Statutory Authority for Council on Offender Reentry

### Purpose: Wis. Stat. 301.095

**Purpose:** Wis. Stat 301.095, "Council on Offender Reentry," delineates the Council's purpose as follows:

1. Inform the public as to the time and place of council meetings and, for at least one meeting per year, encourage public participation and receive public input in a means determined by the chairperson.
2. Coordinate reentry initiatives across the state and research federal grant opportunities to ensure initiatives comply with eligibility requirements for federal grants.
3. Identify methods to improve collaboration and coordination of offender transition services, including training across agencies and sharing information that will improve the lives of the offenders and the families of offenders.
4. Establish a means to share data, research, and measurement resources that relate to reentry initiatives.
5. Identify funding opportunities that should be coordinated across agencies to maximize the use of state and community based services as the services relate to reentry.
6. Identify areas in which improved collaboration and coordination of activities and programs would increase effectiveness or efficiency of services.
7. Promote research and program evaluation that can be coordinated across agencies with an emphasis on research and evaluation practices that are based on evidence of success in treatment and intervention programs.
8. Identify and review existing reentry policies, programs, and procedures to ensure that each policy, program, and procedure is based on evidence of success in allowing an offender to reenter the community, improves the chances of successful offender reentry into the community, promotes public safety, and reduces recidivism.
9. Promote collaboration and communication between the department and community organizations that work in offender reentry.
10. Work to include victims in the reentry process and promote services for victims, including payments of any restitution and fines by the offenders, safety training, and support and counseling, while the offenders are incarcerated and after the offenders re-released.
11. Annually submit a report to the governor, any relevant state agencies, as identified by the council, and to the chief clerk of each house of the legislature for distribution to the legislature under s. 13.172 (2) that provides information on all of the following:
  - a. The progress of the council's work.
  - b. Any impact the council's work has had on recidivism.
  - c. The effectiveness of agency coordination and communication.
  - d. The implementation of a reentry strategic plan.
  - e. Recommendations on legislative initiatives and policy initiatives that are consistent with the duties of the council.

### FY 15 Meeting Dates

The Council is directed to hold meetings at least four times a year. All meeting notices are posted via the WIDOC public website and in the Wisconsin State Journal. Members of the public are invited to attend all meetings. In FY15 the Council met on the following dates:

October 23, 2014

January 15, 2015

April 23, 2015

June 24, 2015



The Council shall consist of 21 members, and the appointed members shall serve for 2-year terms and may be appointed for a maximum of two consecutive terms. The Chairperson of the council shall be the Secretary of Corrections or the Reentry Director, as decided by the Secretary of Corrections. The Chairperson may appoint subcommittees and the Council shall meet no less frequently than four times per year at a date and location to be determined by the Chairperson. Members of the Council shall include the Secretary of Corrections, or his or her designee; the Secretary of Workforce Development, or his or her designee; the Secretary of Health Services, or his or her designee; the Secretary of Children and Families, or his or her designee; the Secretary of Transportation, or his or her Designee; the Attorney General, or his or her designee; the Chairperson of the Parole Commission, or his or her designee; the State Superintendent of Public Instruction; the Reentry Director as appointed by the Secretary of Corrections; current or former judge, as appointed by the Director of State Courts; an individual who has been previously convicted of, and incarcerated for, a crime in Wisconsin, as appointed by the Secretary of Corrections; and the following persons, as appointed by the governor:

- (a) A law enforcement officer.
- (b) A representative of a crime victim rights or crime victim services organization.
- (c) A representative of a faith-based organization that is involved with the reintegration of offenders into the community.
- (d) A representative of a county department of human services.
- (e) A representative of a federally recognized American Indian tribe or band in this state.
- (f) A representative of a nonprofit organization that is involved with the reintegration of offenders into the community and that is not a faith-based organization.
- (g) A district attorney.
- (h) A representative of the office of the state public defender.
- (i) An academic professional in the field of criminal justice.
- (j) A representative of the Wisconsin Technical College System.

**Council Members**

Bove, Fredi-Ellen	Department of Children & Families
Brendel, Chuck	Moraine Park Technical College
Chisholm, John	Milwaukee Co. District Attorney
Connell, Paul	Department of Justice
Dillard, Jerome	Formerly Incarcerated Person
Jackson, Silvia	Reentry Director
Jansen, Scott	Department of Workforce Development
Larson, Glenn	Department of Health Services

Legwold, Scott	Department of Corrections
Perry, Ann	Department of Transportation
Podoll, Mark	Green Lake Co. Sheriff
Standford-Taylor, Carolyn	Department of Public Instruction
Stark, Lisa (Honorable)	Judiciary
Stensberg, Dean	Parole Board Chairperson
Tobin, Michael	Office of State Public Defender
Witt, Jason	Human Services Director, La Crosse

## Topics Presented in FY15

Meeting 1

October 23, 2014

### Dept. of Health Services & Dept. of Corrections Collaboration

#### Plans for Inmate Pre-Application for BadgerCare Plus

BadgerCare Plus, part of Wisconsin's Medicaid program, is managed by the Department of Health Services, Division of Health Care Access and Accountability. Wisconsin adults ages 19-64 without dependent children – including offenders in the community – are eligible for BadgerCare Plus if their household income is below the Federal Poverty Level. The Federal Poverty Level for 2014 is \$972.50 per month for a single adult.

Several BadgerCare Plus plans changed on April 1, 2014. These changes shifted some former Badger Care Plus plan members to the health care marketplace while providing coverage to more low-income adults without dependents. Individuals with a household income less than the Federal Poverty Level may now be eligible for

BadgerCare Plus. Income limits have changed for parents and caretakers and children, and more adults without are covered. The Modified Adjusted Gross Income is the calculation used to compare to the Federal Poverty Level and determine BadgerCare Plus eligibility.

Many offenders were referred to the former wait list, which limited the number of childless adults that could be considered for the program. The wait list for BadgerCare Plus no longer exists. BadgerCare Plus benefits for eligible childless adults, parents and caregivers include coverage for many different services, such as case management services, mental health treatment, outpatient hospital services, prescription and over-the-counter drugs, substance abuse treatment, and transportation

to obtain medical care. WI-DOC provides the application, instructions, and information about eligibility for BadgerCare Plus and the Marketplace through the WI-DOC Pre-Release Curriculum Modules. Staff training is available on the Cornerstone Learning Management Software. The pre-release application process is conducted telephonically.

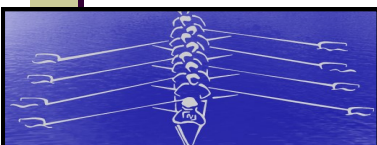
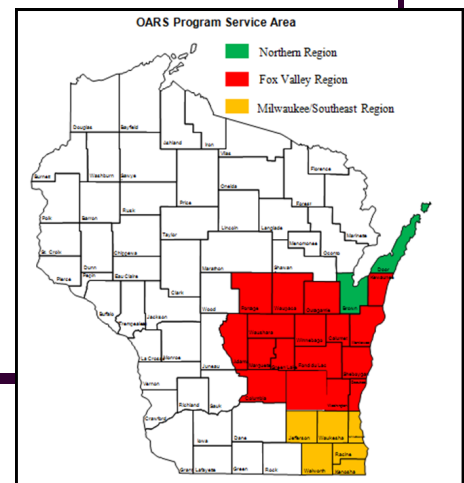
Inmates will be able to apply no earlier than the 20th of the month prior to release. Post-release assistance is focused on referring offenders to points of contact in the community who can aid in applying or process applications. Providing mental health services and medical treatment during this period could reduce the rate of preventable deaths among releasing offenders.

*Within the first two weeks after release, offenders were 12.7 times more likely to die compared to their counterparts in the community. During a 1.9 year follow period, offenders were still 3.5 times more likely to die than the community sample. The leading causes of death were drug overdose, cardiac disease, homicide, suicide, and cancer.*

*New England Journal of Medicine 2007 (N= 30,000)*

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

The OARS program is a collaboration between the Department of Health Services (DHS) and the Department of Corrections. OARS serves offenders with a moderate to high risk to reoffend on the COMPAS risk assessment tool who have serious mental health and other treatment needs (DOC MH-2) and have a minimum of six months of supervision upon release. The Reentry Disability Coordinator works closely with the Department of Health Services (DHS) Behavioral Health Director and the OARS Program Specialists. DHS then contracts with Lutheran Social Services, Adult Care Consultants, and Wisconsin Community Services for case management services in the community. These case managers oversee three OARS regions within a 25-county coverage area. OARS program goals include: enhancing public safety by reducing reconviction and revocation rates, improving the continuity of care as offenders reenter the community and promoting offender self-sufficiency. Participation is voluntary, and informed consent is required in order to participate in the program. (Continued onto page 5)



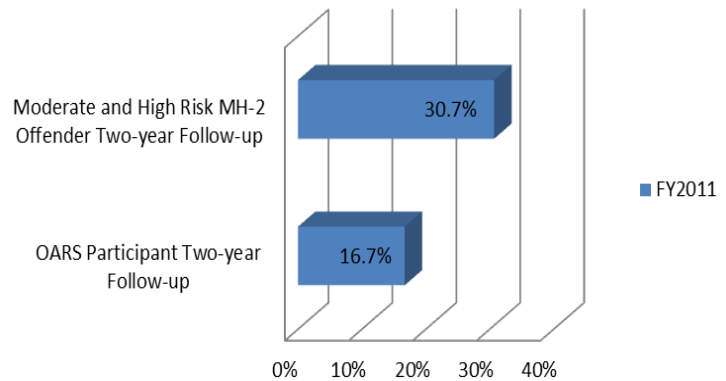
## Opening Avenues to Reentry Success Program (OARS)

(Continued)

Offenders must agree to adhere to program responsibilities: including attending and participating in mental health services, taking medication as prescribed, and meeting with the assigned OARS case manager and community corrections agent. After program completion, which could occur six months to two years after release, the ultimate goal is that treatment, housing, and basic needs will continue to be maintained without assistance from the OARS program. Post-release services are delivered based on the needs of the participant with a plan for tapering the services as independence develops. Completion is achieved when the participant has stable housing, does not rely on alcohol or illegal drugs, is engaged in treatment, has learned how to use local resources, and is making healthy decisions about recovery.

Data gathered for the two-year follow up of OARS participants served in 2011 indicates that of the 48 program participants, there were eight recidivists, yielding a recidivism rate of 16.7%. 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%. This indicates a recidivism rate reduction of 45.6% for program participants. While sample size is fairly low for the first year of the program, these results are very encouraging. The program is having a significant impact on participants and re-incarceration rates. We anticipate a continued drop in the recidivism rates for future follow-up years as the program continues to focus on the population most likely to respond to treatment, case management, and supervision.

### Two-year Recidivism Rates

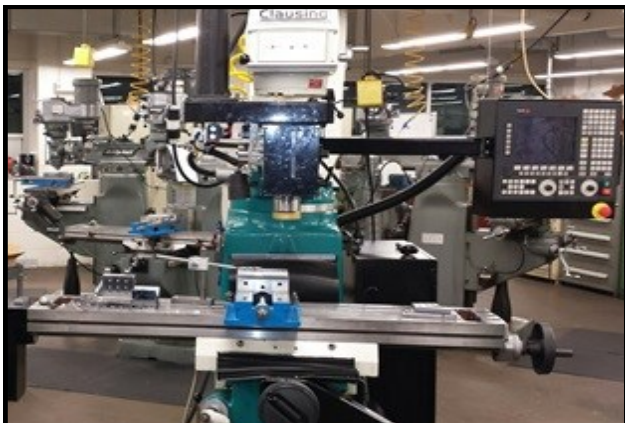


## Employment Readiness Partnerships

### MATC Computer Numerical Control (CNC) Vocational Training Program

Through Wisconsin Fast Forward, the Department of Workforce Development (DWD) has invested state funds in employer-driven training programs. In FY 14, DWD awarded a Fast Forward grant to Milwaukee Area Technical College to provide Computer Numerical Control (CNC) programming for offenders in the Milwaukee Correctional Centers and individuals on Community Corrections supervision. The employer selects the training program, program provider, and curriculum to train participants to meet their labor needs.

This 18-week course is being provided at the MATC downtown Campus during 3rd shift. MATC is planning on delivering four cycles of this program to approximately 50 participants over the course of two years. Individuals that complete the program will earn fourteen credits and a certificate of completion. The first cycle began the week of January 12, 2015. Participants from the institutions are required to be within 18 months of release from incarceration and have a minimum of 12 months of Division of Community Corrections supervision after release. Graduates will be linked with employers, as well as the Milwaukee Area Workforce Investment Board (and other community agencies) to obtain permanent employment or enrollment in the MATC Technical Diploma program. This vocational training program provides offenders with skills that can increase chances of success and reduce the likelihood to recidivate.



## DOC Computer Numerical Control (CNC) Mobile Lab

Over the past two fiscal years, DOC invested in the purchase of a CNC Mobile Lab. This 44-foot mobile classroom is equipped with a CNC Mill, a CNC lathe, control simulators, tools, safety equipment, participant laptops, instructional materials, instructor computers, and audio visual equipment necessary to provide industry standard 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.



Through a Fast Forward grant, the Department of Workforce Development (DWD) and the Wisconsin Technical College system sponsored instructional activities in collaboration with WI-DOC correctional institutions. Remedial math and blue print reading classes are offered through the WI-DOC Education Departments to prepare students for the fourteen week instructional lab experience. Six students can participate in the lab-based course work simultaneously. Students completing the course earn up to 16 Wisconsin Technical College System credits. DOC is on target to have four cohorts complete the program by the end of June 2016. Aligning with the goals of this Council, the creation of the DOC CNC Mobile Lab was one of six priority objectives for FY15 in the Reentry Strategic Business Plan.

*“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**

Meeting 2

January 15, 2015

**Windows to Work**

Windows to Work is a pre- and post-release program designed to address criminogenic needs, such as anti-social cognition, anti-social personality, and anti-social companions, resulting in a reduction in recidivism and an increase in education and employment.

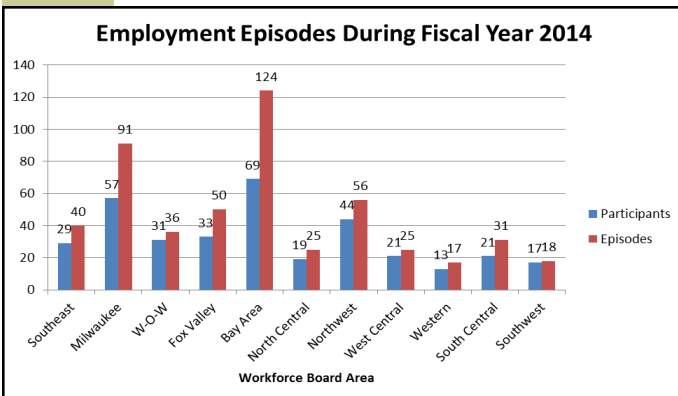
The DOC holds a contract with each of Wisconsin’s eleven Workforce Development Boards (WDB) to provide, or subcontract to provide, a program at selected state correctional institutions or county jail facilities in each workforce development area. A goal of the program is to promote self-sufficiency for individuals returning to the community through the development of constructive skills and the modification of thought processes related to criminal behavior.

The program begins three to nine months prior to release and continues approximately 12 months after release. During the pre-release segment, the coach provides classroom training in core curriculum content areas: cognitive interventions, general work skills and expectations, financial literacy, community resources, job seeking, applications, resume writing and interviewing. The case manager works with the offender post-release, focusing on release activities/

needs that include job training/education and job search as appropriate for each individual. In coordination with the Department of Community Corrections 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. Participants have been employed in various fields including manufacturing, retail, food service, auto repair, and landscaping.

One of the goals of Windows to Work is to increase employment placement opportunities for participants. The data in the following graph 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 full and part time employment. In all, 354 program participants obtained 513 episodes of employment during FY14. Pre- and post-release employment activities support the Council’s goal of providing a continuum of care upon reentry.



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

**Council of State Governments-Justice Center Integrated Reentry and Employment Strategies Pilot**

The National Reentry Resource Center, a project of the Council of State Governments (CSG) Justice Center, will provide intensive technical assistance to support the design and implementation of strategies that unite corrections and workforce development partners in Philadelphia and Milwaukee counties. The project will assess the offenders risk to reoffend and match them to community-based employment programs/services based on their readiness for employment. The goal is to provide sustainable support and establish clear plans that are based on the needs of the individuals reentering society. The Department of Corrections (DOC) is the lead applicant on this three year project in Wisconsin, and will be working with the Milwaukee Area Workforce Investment Board (MAWIB) to develop comprehensive strategies for serving individuals who are returning to Milwaukee County from DOC institutions/facilities. The first year will involve mapping of the services/programs in Milwaukee and surveying any job readiness assessment tools currently in use. The second year will be dedicated to the adoption of a standardized job readiness tool to assist in placing offenders into programs based on their needs/readiness. The third and final year will focus on evaluation of the program. Lt. Governor Rebecca Kleefisch is the Project Champion for Wisconsin. The project steering committee will report progress on this initiative through the Governor’s Task Force on Minority Unemployment.

## Department of Corrections Recidivism Report

### Recidivism Rates: Release from Prison

WI-DOC recidivism rates represent the number of persons who have recidivated divided by the total number of persons in a defined population. Recidivism is defined by DOC as committing a criminal offense resulting in a new conviction and sentence to WI-DOC. All recidivism rates are based on only Wisconsin offenses that have resulted in court dispositions, including custody or supervision under the WI-DOC. One, two, and three-year follow-up periods were calculated beginning on the day the offender is released from prison. This report looks at general recidivism trends for release cohorts from 1990–2011 for a total of 140,911 offenders. Gender, age at release, time to recidivism event, race, release type, prior episodes of incarceration, length of prison stay, offense and sentence types were all analyzed.

### 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 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.

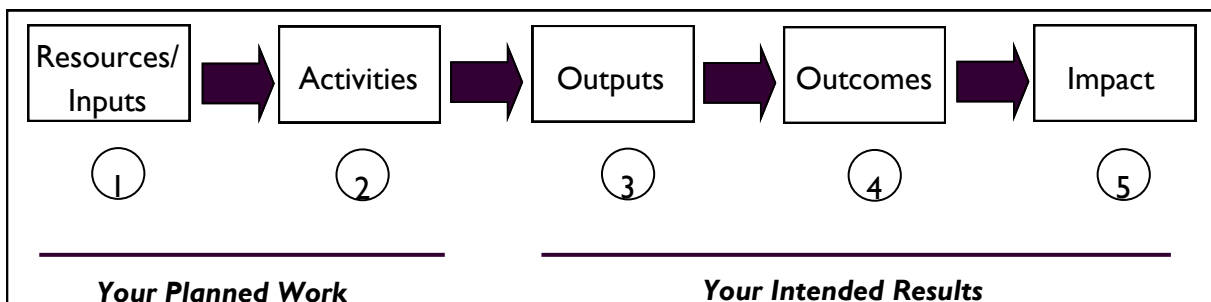
**Length of Prison Stay:** Recidivism increased with shorter lengths of stay. The lowest recidivism rates were found among offenders released from a period of incarceration that was five years or longer.

Overall, recidivism rates are generally decreasing. 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). By identifying and reviewing reentry programs that align with evidence-based practices, chances of successful reentry are improved, and there can continue to be a reduction in recidivism. The goal of the Council on Offender Reentry is to continue to collaborate towards improved offender services with the goal of reducing recidivism through evidence-based practices.

## Department of Corrections Logic Models

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. Logic models serve as a communication tool and reference point. There has been an emphasis on creating logic models for programs delivered throughout the Department of Corrections (DOC). These models begin with determining the program inputs (resources) and the activities the program requires. Models then define outputs that are closely correlated to outcomes. A basic logic model is designed around the situation—the circumstances that the program is connected to or designed to address; the assumptions—beliefs about the program, participants, and the way the program is designed to work; and the external factors—the environment in which the program exists and factors that interact with or influence the program.

Ideally, upon careful review of outcome data, the programs that are implemented with fidelity are having the desired impact. These logic models aid in converting and interpreting data into usable information. DOC is creating logic models for all programs funded with Becky Young funds. DOC has created a web-based program data collection system to increase the information that is collected. Eventually, DOC will report specific program outcome measures in the annual Becky Young Report to the Legislature. Ultimately, these logic model form the basis of performance measures for evaluation of program effectiveness. WI-DOC is able to allocate funds and resources in the most efficient ways, having the largest impact on the clients we serve.



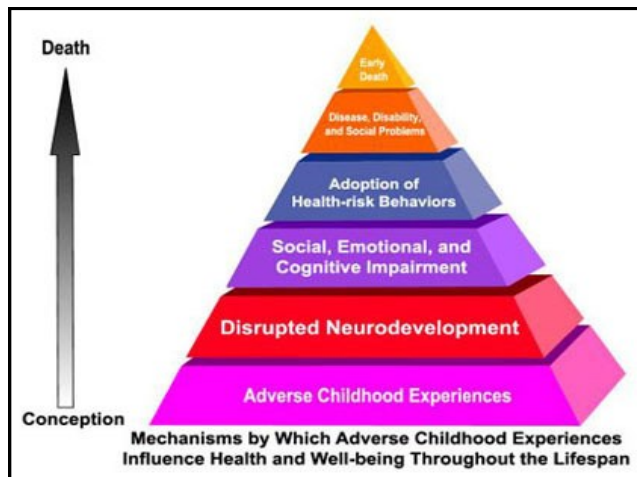


## Meeting 3

April 23, 2015

**Trauma Informed Care by State Agencies****Overview**

After an overview of Trauma Informed Care (TIC), Council Members were briefed on current initiatives. Numerous projects are underway involving several state agencies—the Division of Children and Families (DCF), the Department of Health Services (DHS), the Department of Public Instruction (DPI), and the Department of Corrections (DOC). Trauma refers to *extreme stress that overwhelms a person's ability to cope that often results in feeling vulnerable, helpless, and afraid*. This can be acute, such as a natural disaster or a serious accident, or chronic, such as sexual abuse or multiple medical hospitalizations. The philosophy of Trauma Informed Care is to create an environment in which trauma histories are acknowledged and respected. TIC aims to prevent re-traumatization and recognize when triggers occur.

**Effects of Trauma**

Presented By: Kim Eithun, Office of Children's Mental Health

Trauma often interferes with relationships and is also subjective, meaning it varies from person to person. The Office of Children's Mental Health highlighted that, particularly in childhood, being exposed to traumatic environments can result in disrupted neurodevelopment, social, emotional, and cognitive impairment, and the adoption of health-risk behaviors. The Adverse Childhood Experience (ACE) Study, initially conducted between 1995-1997, assessed how negative childhood experiences impacted people later in life. The more ACEs individuals have, the greater likelihood that medical and mental health problems will occur.

As previously noted, a TIC approach is being implemented and/or expanded across state agencies:

*95.5% of women and 88.6% of men in a recent study reported a history of significant traumatic experiences prior to incarceration.*

*75% to 93% of youth entering the juvenile justice system are estimated to have experienced some degree of traumatic victimization.*

**Examples of TIC****DHS: Child Psychiatry Consultation Program**

- Provide consultation & education to primary care clinicians on children's mental health needs.
- Awarded to the Medical College & Children's Hospital.

**DOC Division of Juvenile Corrections (DJC):**

- Adopted the Seeking Safety curriculum through the Transformation Transfer Initiative grant.
- Cognitive-behavioral program designed to treat substance abuse & post-traumatic stress disorder (PTSD) symptoms.
- Changes to the physical space: walls painted, padlocks removed from restraints, no leg shackles used, rules modified, and calm room created.

**DOC Taycheedah Correctional Institution:**

- Funded by AODA Block Grant for AODA residential programs.
- Focus for FY15 has been on training & technical assistance through DHS.
- Changes to the physical plant (paint, beautification projects, signage, and a calm sensory room) are in development.

**DPI: School Climate Transformation**

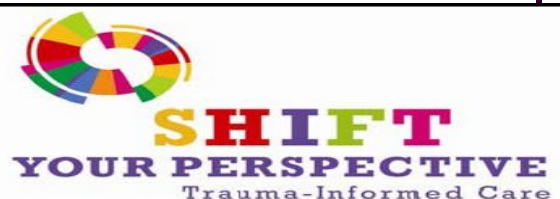
- Support for Positive Behavioral Intervention & Supports (PBIS) to approximately 1200 schools.
- Develop a school-based mental health training to enhance support & emotional development.

**DCF: Brighter Futures**

- Supports evidence-based, positive youth development and prevention strategies.
- Services began in March 2015 in 7 county sites.

**First Lady Tonette Walker: Fostering Futures**

- Integrate TIC principles into relationships, culture, policies and practices, promoting safe, stable & nurturing relationships.
- Three pilot sites focused on implementing TIC: Menominee Tribe, Douglas County, and Milwaukee's Harambee neighborhood.



Meeting 4

June 24, 2015

## Evidence-Based Programs (EBP) in Corrections

### Risk/Needs Assessment: COMPAS

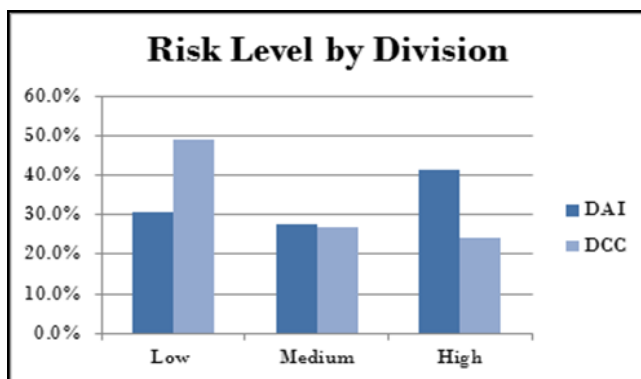
COMPAS, a Northpointe proprietary instrument, is the software tool implemented by the Department of Corrections (DOC) to assess actuarial risk to recidivate as well as criminogenic need. Assessment results generate a general risk score, a violent risk score, and a pre-trial risk score. Risk scores are defined as Low, Medium, and High. Risk/needs assessments are used in many contexts, such as pre-sentence investigations, intake, supervision reviews every 6 months, and in behavioral responses to violations.

COMPAS serves as the foundation for the application of the Risk, Need, and Responsivity (RNR) Principles. The Risk Principle accurately identifies the level of risk for the specific population; the Need Principle calls for targeting individual's assessed needs; and the Responsivity Principle calls for removing general and individualized barriers to accessing treatment.

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 WI-DOC 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. WI-DOC is currently in the process of re-norming the assessment.

Professional judgment exercised in conjunction with the COMPAS risk/needs assessment results will allow us a greater degree of accuracy in defining treatment interventions and program dosage. COMPAS is used in at least fifteen states across the country and has been validated both internally and externally. At the end of FY14, WI-DOC had approximately 5,000 COMPAS users, 200,000 completed assessments, and 119,000 case plans.



### Drug Abuse Correctional Center (DACC) Model EBP Program

Staff members at WI Department of Corrections (DOC) 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. This ground-breaking initiative reflects the WI-DOC's commitment to the design and implementation of programs and strategies grounded in the principles of effective intervention. The WI-DOC Mission, Vision, and Core Values statements, as well as the Reentry Business Plan reflect this prioritized focus on implementation of evidence-based practice.

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. (Continued onto page 11)

### Evidence-Based Practice:

*A progressive, organizational use of direct, current, scientific evidence to guide and inform efficient and effective correctional services.*

*(The Carey Group, 2008)*



**Drug Abuse Correctional Center (DACC) Model EBP Program**  
(Continued)

Following the initial session in March 2013, a Multidisciplinary Implementation Team was 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.

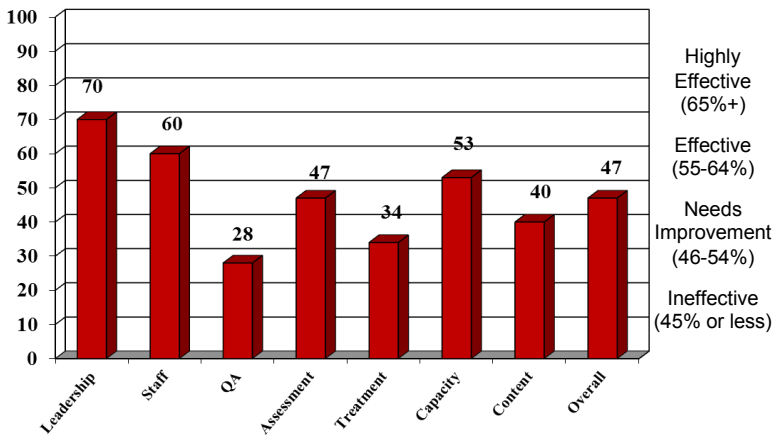
Training and professional development opportunities have been central to project successes. All DACC staff members have been involved in the following in-service sessions to date: Core Correctional Practices/ Cognitive Behavioral Interventions, Thinking for a Change, Cognitive Behavioral Interventions 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. Additional Earned Release Programs are currently undergoing redesign.

**Overview of Corrections Program Checklist**

As the Department of Corrections (DOC) redefines and retools our program delivery approaches, we have drawn upon the expertise of the University of Cincinnati Corrections Institute (UCCI). Contracted UCCI Research Associates and Consultants are well-versed in the most recent and scientifically-sound methodologies and have assisted WI-DOC in the implementation of the Corrections Program Checklist (CPC).



**Average Correctional Program Checklist Scores\***



\*The average scores are based on 512 results across a wide range of programs

one or two day site visit, which entails interviews with staff, interviews with clients, examinations of relevant program documentation, review of files, and direct observations (e.g., group observation). Based on this visit, a final report is compiled and recommendations are shared by crafting an action plan. This plan identifies both strengths and weaknesses of a program and is used to increase effectiveness.

The purpose of the CPC is to assess program adherence to evidence-based practices and to assist agencies with improving and developing the services that are provided to offender populations.

Allowing for continuous quality improvement, these CPC tools highlight programmatic strengths, as well as areas in need of improvement. Once programing is evaluated, we can develop and support action plans for program improvement. The CPC evaluation report serves as a blueprint for ongoing program improvement. This information is gathered through a

The Department of Corrections provides ongoing technical assistance and support as the action plan becomes implemented. The CPC has many advantages. It's applicable to a wide array of programs, empirically based, measures program quality, and can be used for benchmarking data.

This checklist allows us to objectively examine the effectiveness of programing and whether specific programs reduce recidivism. The WI-DOC continues to develop and evolve as an evidence-based agency.





## Mission

- **Protect** the public, our staff, and those in our charge.
- **Provide** opportunities for positive change and success.
- **Promote**, inform, and educate others about our programs and successes.
- **Partner** and collaborate with community service providers and other criminal justice entities.

## Core Values

**We are accountable to each other and the citizens of Wisconsin.**

- We manage our resources in an efficient, effective, sustainable, and innovative manner.
- We demonstrate competence and proficiency in the work necessary to accomplish our mission.
- We take individual responsibility for how we plan, perform, and manage our work.

**We do what's right – legally and morally – as demonstrated by our actions.**

- We value courage, candor, and conviction of purpose.
- We expect ethical behavior and integrity in all we do.
- We require honesty, adherence to the law, and the fair and equitable treatment of others.

**We recognize employees as the department's most important resource.**

- We work towards building a workforce of diverse individuals who achieve great things together.
- We recognize exemplary performance.
- We advocate in the best interest of our workforce.

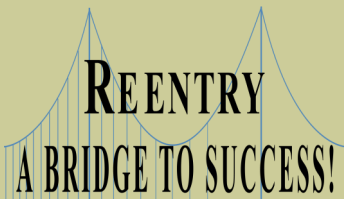
**We value safety for our employees, the people in our charge, and the citizens we serve.**

- We provide the resources and training necessary for employees to safely accomplish our mission.
- We operate safe and secure facilities.
- We offer opportunities for offenders to become productive members of their communities.

**We expect competence and professionalism in our communications, demeanor, and appearance.**

- We demonstrate knowledge and skills within our areas of responsibility.
- We respond effectively and appropriately in our interactions and communications.
- We treat all people with dignity and respect.
- We recognize that we have one opportunity to make a positive first impression.

**EVERY PERSON, EVERY FAMILY, EVERY COMMUNITY MATTERS**



### Message from Edward Wall, Secretary

#### Wisconsin Department Of Corrections:

It is a pleasure to share this annual report regarding the work of the Council on Offender Reentry during Fiscal Year 2015. This Council is a collaboration of state agencies and community stakeholders that come together to learn about and facilitate cross-agency initiatives that enhance Wisconsin's Reentry. These programs are designed to reduce recidivism and, thereby, make Wisconsin communities safer. Members learn about current initiatives and discuss opportunities to replicate and or expand efforts across our State. This communication allows agencies to learn from one another and to share best practices. As sponsor of this Council, we have included the Department of Correction's (DOC) Mission, Vision, and Core Values statements on this page.



The work of the Council is embodied in our Mission. The DOC has long understood that the great work we do must also be in conjunction with what is happening throughout the state. The men, women, and youth we supervise live in communities across the state, both urban and rural, and face the challenges of past traumas, mental health issues, poor employment skills, missed educational opportunities, housing issues, and, perhaps most importantly, a lack of positive support systems. The vast majority of incarcerated individuals will one day return to communities across Wisconsin. The public is best served if offenders are not only held accountable for their actions, but also have the opportunity and tools necessary to become law abiding and successful members of the community. This Council's dedication to continuously improving programming and policy can be clearly seen in their accomplishments throughout FY15.

Edward F. Wall