

# STAKEHOLDER CONNECTIONS

A BIENNIAL NEWSLETTER FROM THE  
WISCONSIN DEPARTMENT OF CORRECTIONS

SPRING 2022

# SECRETARY'S MESSAGE



## STAKEHOLDERS AND COLLEAGUES,

I want to take this opportunity to invite you to look over the Department of Corrections' Spring 2022 Stakeholder Newsletter. I am proud of both the accomplishments and ongoing work being done within this agency, work that continues to assist those in our care and our clients in becoming productive members of our surrounding communities. We have been working hard over the last six months and have much to share since our inaugural stakeholder newsletter. You'll find that we are gradually and safely returning to normal operations within our correctional facilities, and that we continue to engage in effective practices that promote the safety of those in our care, our staff and those throughout the state.

Again, I would like to thank you all for your continued cooperation and patience while our agency and many others in the State of Wisconsin continue to navigate the pandemic. As I've noted in the past, this biannual newsletter goes beyond what is happening related to COVID-19 and is being shared to highlight DOC's accomplishments and goals. I hope it is a useful tool to help keep friends, families and community members in the know on what's happening throughout the agency.

I appreciate your attention and willingness to learn more about our work and as always, I invite your feedback and suggestions on how to improve this publication in the future by contacting us at [DOCGeneral@wisconsin.gov](mailto:DOCGeneral@wisconsin.gov). Thank you and I wish you all continued health.

**KEVIN CARR, WISCONSIN DOC SECRETARY**

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## OFFICE OF PUBLIC AFFAIRS (OPA)

OPA is responsible for DOC's strategic communication. OPA assists in keeping the public informed of relevant agency activities, serving as the main point of contact for stakeholders and the media.

### Accomplishments

- Held a [virtual town hall](#) with Secretary Carr, DHS and a community partner on the Opioid Epidemic to discuss the steps being taken to combat this epidemic
- Completed updates to report COVID cases, deaths and vaccinations on [PIOC dashboard](#)
- Built and designed a [News page](#) on the public website to share agency news and highlights

### Goals and Ongoing Initiatives

OPA continues to strengthen the agency's social media presence on [Twitter](#), [LinkedIn](#) and [Facebook](#), with plans to explore additional platforms. OPA will continue working on updates to the public website to promote transparency and clarify resources. Additionally, OPA will implement Brand Guidelines throughout the agency to standardize and clearly articulate DOC's identity.

## RESEARCH AND POLICY UNIT

The Research and Policy Unit leads the Department's research and evaluation efforts by working with cross-divisional data analysts to report on client population statistics, developing standards for data measurement and reporting, conducting research on recidivism and other key performance indicators and creating interactive dashboards to make data more easily accessible to the public.

### Accomplishments

- Released [Revocations and Other Responses to Violations](#) interactive dashboards: displays data related to all revocations, the primary reasons for revocations and other responses to violations, such as short-term sanctions and alternatives to revocation
- Released [Month-End Community Corrections Supervision](#) interactive dashboards: displays point-in-time data related to the population on community supervision
- Released [Earned Release and Challenge Incarceration Programming](#) interactive dashboards: displays current and historical snapshots of enrollment numbers, waitlist numbers, new enrollments and completions. The "Bed Days Saved" tab presents data on the number of bed days saved overall, and per PIOC, and the corresponding cost avoidance
- Updated DAI population dashboards with 2021 data: [Admissions](#), [Point-in-Time](#) and [Releases](#)
- Published the [DAI Primary Programs Report](#), showing the impact of primary treatment and education programs on rearrest, reconviction and reincarceration rates

### Goals and Ongoing Initiatives

The Research and Policy Unit intends to develop interactive data dashboards for all DAI primary programs moving forward and for additional community corrections population data.

**PRISON RAPE ELIMINATION ACT OFFICE (PREA)**

The PREA Office is charged with leading the agency's efforts to prevent, detect and respond to sexual abuse and sexual harassment in confinement. PREA investigates all allegations of sexual abuse and sexual harassment of persons in our care and youth, past and present.

**Accomplishments**

- Trained a new group of investigators at CCI in December
- Continued auditing correctional facilities in accordance with federal law
- Developed and circulated biennial sexual abuse/sexual harassment refresher training to staff

**Goals and Ongoing Initiatives**

- Piloting regional PREA compliance manager model in Dodge County with hopes of replicating in other areas of high need and limited resources
- Partnering with stakeholders to plan annual National PREA Coordinator Conference
- Working alongside contracted partners to include county jails and community confinement facilities to achieve PREA compliance in their respective facilities

**OFFICE OF VICTIM SERVICES AND PROGRAMS (OVSP)**

OVSP is committed to addressing the effects of crime and restoring a sense of safety to victims, survivors and communities through various services including information, support and advocacy.

**Accomplishments**

From October to December 2021, OVSP issued 11,098 notifications to keep enrolled victims across the state informed of client and PIOC status changes; notified 389 victims of parole hearings and decisions; assisted 125 victims with attending and preparing for revocation hearings and provided information and support to 7,390 unique victims.

In December 2021, OVSP successfully completed first site visit conducted by the Wisconsin Department of Justice with no requirements or recommendations for improvements.

**OFFICE OF DETENTION FACILITIES (ODF)**

The DOC has statutory responsibility for the regulation and oversight of local detention facilities, including county jails, houses of correction, secure juvenile detention centers, unlocked Huber facilities, and municipal lockups. Through ODF, the DOC establishes reasonable standards for the design, construction, repair, maintenance, operation and management of these facilities. Regionally located staff conduct annual inspections of each facility, provide technical assistance to local jurisdictions, training to jail staff, and coordinate a variety of efforts to assist sheriffs, administrators, police chiefs and other local officials in the operation and management of their facilities.

**Accomplishments**

- Completed writing Wisconsin Administrative Rule, Chapter DOC 347, Secured Residential Care Centers for Children and Youth (SRCCCY) that promulgated and took effect on November 1, 2021
- Assisted in planning of the annual jail administrators conference in October 2021
- Completed inspection of every county jail, county-operated juvenile detention facility, unlocked Huber facility and municipal lockup in 2021
- Continues to take the lead in tracking county jail admissions to Dodge Correctional Institution on a monthly basis to assist OOS with data-driven information for policy decisions

**Goals and Ongoing Initiatives**

- In the process of developing a “Statement of Scope” to revise the current administrative rule, Chapter DOC 346, Secure Detention for Juveniles.
- Continuing responsibilities with the provision of training for county partners with staff participating in the planning and presentation of materials at three currently scheduled trainings in 2022: Juvenile Superintendents Conference (May), New Jail Administrator Orientation (September), and Jail Administrator Conference (October).

**INTERNAL AFFAIRS OFFICE (IAO)**

IAO is charged with conducting fair, impartial and thorough administrative investigations into allegations of misconduct so DOC can provide swift accountability for those who deserve it and quick relief for those who are found to be innocent. IAO investigates all allegations of serious staff misconduct, all allegations of supervisory misconduct and others as assigned.

**Accomplishments**

In 2021, IAO expanded from six to ten Corrections Investigators to further its efforts. At this time, IAO also expanded their case types and conducts all sexual abuse or sexual harassment allegations where a staff member is named as the subject. In 2022, IAO added a supervisory position to assist the IAO Director in supervision of staff and data collection and analysis efforts. In addition to investigations, IAO also processes all appeals to the Office of the Secretary from PIOC complaints.

**REENTRY UNIT**

The Reentry Unit's ultimate goal is crime reduction, fewer victims, reduced state and local criminal justice costs and, most importantly, safer families and communities.

**Accomplishments**

- Increased enrollment into OARS2 program for those supervised in the community with serious mental illness by 73% from October 2021, the largest increase since its inception in July 2021
- Published the FY21 Medicaid Report, which indicated that 74.6% of individuals releasing from DOC custody were determined eligible for Medicaid at release
- Opened 3 new correctional job centers at Racine, Kettle Moraine and Jackson Correctional Institutions to help individuals prepare for careers upon reentering the community
- Mobile lab students completed the first cohort at the Electro-Mechanical Lab at NLCI, Computer Numerical Control Lab at JCI and Mechatronics Lab at RYOCF
- Expanded Windows to Work to three maximum-security institutions: Columbia and Waupun Correctional Institutions and Wisconsin Secure Program Facility; staff have observed and given feedback to 81% of Windows to Work coaches to ensure program effectiveness and fidelity.
- Conducted 18 correctional practices trainings in collaboration with the University of Cincinnati Corrections Institute for DAI, DCC and community and technical college partners with expansion of curricula offerings to a new open enrollment substance abuse curriculum and an interpersonal violence curriculum
- Using Substance Abuse Block Grant funds, expanded Certified Peer Specialists statewide with DCC; supported DJC's training and consultation for Dialectical Behavior Therapy; supported quality assurance position at TCI to track progress of participants after release to the community
- Initiated modification of pre-release modules for those releasing to our communities, in collaboration with DAI's Office of Program Services to better align with the latest research

**Goals and Ongoing Initiatives**

- Supporting institution job center and mobile lab program development; continued observation and feedback of Windows to Work with group skill enhancement plans to support expansion
- Expanding Parenting Inside Out-90 Hour program by 11 new facilitators in March-April 2022
- Developing and finalizing program standards in areas of domestic/intimate partner violence
- Collaborating with DCC on the application of contingency management for participants of substance use disorder (SUD) programming provided by the Treatment Specialist Unit
- Offering specific motivational interview training on addressing sustain talk and discord
- Initiating the training and implementation of new case plan functionality in COMPAS to provide more individualized and effective case plans for persons in our care, clients, and youth

# DIVISION OF ADULT INSTITUTIONS

## DIVISION OF ADULT INSTITUTIONS (DAI)

DAI protects the public through the secure and humane treatment of Persons in our Care (PIOC).

### Accomplishments

- Reached 32 active registered apprenticeships with DWD Bureau of Apprenticeship Standards
- Offering Substance Use Disorder programming to PIOC classified as maximum custody at CCI
- Started first Substance Use Disorder/Earned Release Program at RGCI
- Expanded access to medication assisted treatment by offering Vivitrol to any individual with an opioid use disorder releasing from DAI to any region in Wisconsin
- [Resumed in-person visitation](#) and volunteer/contracted-provided programming on March 1
- Implemented recruitment and retention strategies: pay increase and add-on pay; referral and sign-on bonus; weekend academy pilot program; LTE abbreviated academy program; mobile recruitment trailer; increased scheduling flexibility; released a recruitment product catalog
- Introduced concept of Modified Operations Schedules to provide institutions ability to modify daily operations and absorb staff vacancies while providing PIOC services and leisure time.
- Continued COMPAS R Core implementation planning to establish business process and scheduling training for current trainers, subject matter experts and supervisors/assessors
- Office of Program Services developed a self-study program for PIOC in restrictive housing status
  - Treatment packet includes substance use risks handouts that ask thought-provoking questions about PIOC's recent involvement using substances to identify better coping skills and practice using breathing and relaxation skills instead

### Ongoing Goals and Initiatives

- Developing new Instrument for Custody Classification (IFCC) with efforts to implement this tool underway in collaboration with the Bureau of Technology Management
- Implementing re-designed Earned Release Program at CCI, FCC, JCI, KMCI, OSCI, REECC, RYOFC
- Implementing video visitation program on a permanent basis to increase opportunities for PIOC to connect with friends and family
- Exploring ways to detect presence of contraband and reduce its introduction into DOC facilities
- In planning phase of Integrated Education and Training program at RYOFC and RCI to allow PIOC to earn HSED while earning Basic Carpentry Skills Training Certificate and Pre-Apprentice status
- Collaborating with DCC to continue working to provide more comprehensive and effective opioid use disorder treatment to PIOC

# DIVISION OF COMMUNITY CORRECTIONS

## DIVISION OF COMMUNITY CORRECTIONS (DCC)

The mission of DCC is to enhance public safety through the supervision of more than 68,000 clients placed by the courts on probation, parole or extended supervision in the community.

### Accomplishments

- Formally adopted policy changes to revocation and violation response
- Expanded community-based ATR programs to ensure clients have opportunities to receive services outside carceral settings; goal is to increase program capacity with evidence and data that services are achieving desired outcomes
- Provided staff with clear direction on how best to refer clients to these interventions and promote buy-in through enhanced communication on program design and structure
- Increased number of total community ATR beds, with special attention to residential service programs and supportive housing initiatives and increased utilization of all aforementioned beds in the community to 85% capacity
- Utilized evaluation data to review efficacy of the residential programs and supportive housing and the extent to which correlation and causation to recidivism reduction can be demonstrated
- Provided staff with training on program criteria and utilization based on client needs
- Organized regional and statewide virtual events to educate field staff on available programs
- Developed Treatment Unit to provide evidence-based correctional programming in areas of substance abuse, cognitive behavioral, anger management and domestic violence to clients on supervision in response to discontinued institution-based ATR programming at MSDF

### Ongoing Goals and Initiatives

- Efforts to combat the opioid epidemic through initiatives like Medication Assisted Treatment (MAT), Naloxone Boxes, Substance Use Disorder Treatment in Restrictive Housing, Prescription Drug Monitoring Program, opiate history flag, fentanyl education and naloxone distribution
- Building upon ongoing work in the area of gender responsive programming and exploring additional programming in community supervision strategies and treatment
- Continued implementation of policy, procedure and programming to build a motivated and skilled workforce reflective of the population we serve
- Launching a Low Risk Client Supervision project to provide recommendations for policy changes related to supervision standards for low to minimum risk clients to DCC administration
- Updating supervision practices regarding intimate partner violence, rescinding Domestic Violence handbook and inserting information into ECRM to align with best practices
- Planning agency-wide conference to offer training for staff with a primary focus on Medication Assisted Treatment and harm reduction strategies



# DIVISION OF JUVENILE CORRECTIONS

## DIVISION OF JUVENILE CORRECTIONS (DJC)

DJC works to reduce delinquent behavior and promote safety for victims and the community.

### Accomplishments

- Finalized the Behavior Intervention Protocol staff guide, oriented youth and staff on expectations and pilot and officially piloted the Behavioral Intervention Protocol
- Provided training and coaching for all supervisors on the use of Behavioral Chain Analysis
- Hired additional recreation staff to increase recreation hours during evenings and weekends; increased educational hours provided to youth and retained educational consultants to conduct a review of the education department
- Implemented a Critical Incident Response Team (CIRT) protocol and staff wellness program
- Developed partnerships with Madison College and Northcentral Technical College to provide vocational and program opportunities to youth
- Upgraded the electrical system in the welding shop allowing for welding be offered to youth
- Provided daily health education sessions to youth, preventively monitored and treated youth for COVID-19 symptoms as needed and administered vaccinations to both youth and staff
- Provided DBT individually and through groups meeting twice weekly for youth by PSU staff
- Increased treatment dosage with additional skill practice group and treatment case planning facilitated by Treatment Specialists and community resources via volunteer resources (GROW)
- Aftercare for continued programming as youth transition to community post-graduation; re-started farmers markets incorporating a credit card reader system and purchased new school classroom furniture more conducive to the learning environment (GROW)

### Ongoing Goals and Initiatives

- Fully developing and utilizing video equipment to produce music video recordings, finalizing arts equipment and software to enhance art therapy program, and exploring collaboration with Rural Virtual Academy to further enhance educational opportunities for youth at LHS/CLS
- Improving grounds through a number of building and maintenance projects such as removing silo, a new basketball court and asphalt driveway and other general groundwork (GROW)
- Implementing diary card format for new case plan; expanding skills group and revamping documentation standards
- Updating responses to violations with the incorporations of Treatment Specialist
- Enhancing field employment vocational skills/reviewing field practices to understand impact of implicit bias in decision making
- Establishing functional teams in each living unit to promote more effective team-based practices

# DIVISION OF MANAGEMENT SERVICES

## DIVISION OF MANAGEMENT SERVICES (DMS)

DMS provides the analytical and operational services that support all agency policies, programs and service delivery initiatives.

### Accomplishments

- Submitted over 175 Capital Projects for approval this Fiscal Year (450 active projects statewide)
- Deployed 210 GED machines over 29 testing sites, including a change of hardware
- Deployed updated inventory management system to improve tracking of tools used by PIOC
- Deployed 1,075 new surveillance cameras in DAI and DCC
- Deployed 100 CloudReady devices for law libraries at multiple sites, 175 Chromebooks used for education and 80 Chromebooks for video visitation for institutions and centers
- Activated reentry mobile trailers at NLCI and RYOCF using Rockwell Studio 5000 Pro and Amatrol software for Micrologic Controllers in coordination with LabMidwest
- Installed and configured 90 network switches and 60 Wireless Access Points for PIOC network
- Completed cross-divisional curriculum reviews for New Employee Training & Support and Supervisor Development & Support, formalizing blended learning structures for both programs
- 130 Correctional Officers graduated from the Correctional Officer Pre-Service Academy and 88 Probation and Parole Agents completed Agent Basic Training
- Office of Records Management received and processed 2,086 public records requests

### Ongoing Goals and Initiatives

- Conducting curriculum reviews for Youth Counselor Academy and Correctional Officer Pre-Service Academy and exploring blended learning with a focus on skill training balanced with field training
- Developing electronic medical records system enhancements including e-prescribe functionality, batch scanning to allow conversion of paper records to electronic format, e-signature and an online portal for PIOC/clients
- Upgrading technology in the Corrections Training Center to enhance staff professional development opportunities
- Working with the Reentry Unit to develop a system that allows for the sharing of specific case planning information with identified community providers

