



Wisconsin Department of Corrections

Reentry Business Plan

2011-2015 (Updated October 2012)

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MESSAGE FROM THE SECRETARY

Dear Colleagues:

It is with pride that I share with you the Wisconsin Department of Corrections (WIDOC) Reentry Business Plan. This Business Plan represents our vision as an agency, and our goals and objectives for ensuring we achieve it. Our vision is to promote public safety by ensuring offender success from admission to custody through reentry and supervision in the community. This means that for every offender with whom we work—whether youthful or adult, incarcerated or not—we begin immediately to identify the conditions that have led to delinquent or criminal behavior and work to reduce or eliminate those conditions, in order to increase the likelihood that these individuals will adopt prosocial, law abiding lifestyles. Successful reentry and offender behavior change is good for victims, communities, taxpayers, and public safety.

Our reentry efforts date back a number of years. In October of 2005, with support from the U.S. Department of Justice, Bureau of Justice Assistance, the Center for Effective Public Policy convened a three-day department-wide conference entitled Community Safety through Successful Offender Reentry. This conference served as our department's strategic launch to a new way of approaching our business: it was then that we clearly defined our public safety role as providing those management strategies and services that research has proven effective ("evidence based practices") in reducing recidivism among youthful and adult offenders.

In 2008, WIDOC developed its initial Reentry Business Plan. That five-year plan served as our first roadmap for redesigning our business practices to align with evidence-based practices, and focused our department's strategic efforts on enhancing community safety through successful offender reentry. The plan outlined our strategic planning principles and a measurement plan of action; defined the elements of reentry we intended to put into place; and defined our priorities, goals and key tasks. That plan has remained alive and dynamic since 2008, and has guided us through a series of important changes that have led to greater success toward achieving our department's vision and mission.

In 2011, as a Second Chance Act Grant-Adult Demonstration Program recipient, WIDOC applied for and received a technical assistance grant from the Public Welfare Foundation (PWF). The technical assistance was provided by Ms. Madeline (Mimi) Carter of the Center for Effective Public Policy (CEPP). Through the very hard work of the WIDOC Executive Reentry Business Plan Workgroup, and with the technical assistance of the PWF, the Reentry Business Plan has been updated to reflect our direction for the next five years. The Reentry Business Plan that follows builds upon our achievements to date, reflects recent research findings in our field ("evidence based practices"), and lays a path for our department to follow in the coming years as we strive to increase the likelihood that the offenders who are served by our department will lead prosocial, productive lives, free from future criminal behavior.

I want to personally thank the WIDOC Executive Reentry Business Plan Workgroup—and all the members of our department—for their tireless efforts over these past three years, carrying out our initial plan and, more recently, for revising that plan to carry us into the future. I look forward with confidence to our achievement of our goal of enhancing public safety through successful offender reentry.

Sincerely,



Gary Hamblin

Executive Reentry Business Plan Work Group

Name	Position	Representing
Audley, Holly	Evidence Based Program Manager	Office of the Secretary
Baskin, Dennis	Office of Program Services Director	Division of Adult Institutions
Cavanaugh, Jule	Corrections Services Supervisor	Division of Community Correction
Cole, Chuck	Deputy Secretary	Office of the Secretary
Dietz, Kristi	Office of Detention Facilities Director	Office of the Secretary
Hepp, Randy	Assistant Administrator	Division of Juvenile Corrections
Hoy, Jared	Reentry Project Manager	Office of the Secretary
Humphreys, Robert	Assistant Administrator	Division of Adult Institutions
Jenkins, Larry	Assistant Administrator	Division of Adult Institutions
Jess, Cathy	Division Administrator	Division of Adult Institutions
LeFave, Tim	Assistant Administrator	Division of Management Services

Name	Position	Representing
Millichap, Patricia	Staff Coordinator	Office of the Secretary
Nagle, Kathy	Parole Board Chairperson	Parole Commission
Rolston, Stacey	Division Administrator	Division of Management Services
Sergo, Mary Kay	Reentry Director	Office of the Secretary
Streveler, Tony	Policy Initiatives Advisor	Office of the Secretary
Symdon, Denise	Division Administrator	Division of Community Corrections
Taylor, Cari	Administrator	Division of Juvenile Corrections
Winston, Jo	Office of Victim Services and Programs	Office of the Secretary

DEPARTMENT OF CORRECTIONS MISSION STATEMENT

The Department of Corrections will protect the public through the constructive management of offenders placed in its charge.

This mission will be accomplished in the following ways:

Providing levels of supervision and control consistent with the risk posed by the offender.

Assuring that staff and offenders are safe.

Assuring that staff function professionally, honestly and with integrity.

Being responsive and sensitive to victims, victims' families and a diverse community.

Providing for the humane and respectful treatment of offenders.

Providing opportunities for the development of constructive offender skills and the modification of thought processes related to criminal behavior and victimization.

Treating a diverse workforce as valued partners by fostering staff development and effectiveness.

Providing and managing resources to promote successful offender integration within the community.

Holding offenders accountable for their actions through sanctions, restitution, and restoration.

Developing individualized correctional strategies based on the uniqueness of each offender.

Being accountable to taxpayers through efficient, effective and innovative management of resources.

Actively responding to staff victimization and promoting wellness.

Educating the public about what we do and how we do it.

REENTRY VISION STATEMENT

Promote public safety and offender success from admission to custody through reentry and supervision in the community.

EVIDENCE-BASED

Implementing evidence-based practices is a priority for the Department of Corrections. The principles of evidence-based practice meet our and the public's expectations for quality, efficiency, effectiveness and fairness. Research demonstrates that these principles will result in increased public safety through improved offender outcomes, while holding offenders accountable. Accordingly, all staff—from those in Food Service and Maintenance professionals to Correctional Officers and Probation/Parole Agents, Social Workers, to Wardens, Regional Chiefs and all others are part of the corrections team share a common approach and commitment to enhancing public safety through evidence based practices.

Evidence-Based Principles for Effective Correctional Interventions

1. **Assess Actuarial Risk**
2. **Enhance Intrinsic Motivation**
3. **Target Interventions**
 - Risk Principle
 - Need Principle
 - Responsivity Principle
4. **Skill Train with Directed Practice (use Cognitive Behavioral treatment methods)**
5. **Increase Positive Reinforcement**
6. **Engage Ongoing Support in Natural Communities**
7. **Measure Relevant Processes/Practices**
8. **Provide Measurement Feedback**

In corrections, Evidence-Based Practice is the breadth of research and knowledge around processes and tools which can improve correctional outcomes, such as reduced recidivism. (<http://nicic.gov/EvidenceBasedPractices>)

CRIMINOGENIC NEEDS

Much research over the past couple of decades demonstrates that certain types of correctional programs are shown to be more effective in reducing recidivism. In predicting recidivism, there are a number of static factors to include age and criminal

history that cannot change. But, treatment and programs can address other factors that influence values, attitudes and actions. These areas which have been shown to be associated with recidivism and can be changed are called criminogenic needs. Which dynamic factors are actually criminogenic needs and which are not may not always match some commonly held perceptions and beliefs of corrections staff and stakeholders.

Criminogenic Needs
<p>Criminogenic Needs are based on individual and environmental conditions. They:</p> <ul style="list-style-type: none"> Are dynamic as opposed to static; Provide the ingredients for a smarter alignment of intervention; Can be measured over time to determine effectiveness of intervention; Can drive major sentencing and correctional policy, if assessed and aligned with proper interventions correctly.

The Top Eight Criminogenic Needs and Responses

Criminogenic Need	Response
Anti-social cognition	Reduce anti-social cognition, recognize risky thinking and feelings, adopt an alternative identity
Anti-social companions	Reduce association with offenders, enhance contact with pro-social
Anti-social personality or temperament	Build problem solving, self management, anger management, and coping skills
Family and/or marital	Reduce conflict, build positive relationships and communication, enhance monitoring/supervision
Substance abuse	Reduce usage, reduce the supports for abuse behavior, enhance alternatives to abuse
Employment	Provide employment seeking and keeping skills
School	Enhance performance rewards and satisfaction
Leisure and/or recreation	Enhance involvement and satisfaction in pro-social activities
<small>Source: Andrews, Donald A (2007), "Principles of Effective Correctional Programs" in Motiuk, Laurence L. and Stein, Ralph C. (2007) Compendium 2000 on Effective Correctional Programming Correctional Service Canada</small>	

The Department will design and implement tracking and reporting of the following performance measures at various intervals

*For simplicity throughout this section of the document the language “offender” includes persons in WIDOC juvenile facilities and adult facilities as well as WIDOC adult and juvenile supervision

Residence

Number of offenders who live independently
Number of offenders who are homeless
Number of offenders who had WIDOC purchase of service funded emergency housing and who have subsequently maintained a stable residence for 3 months, 6 months, 12 months, 18 months and greater than 18 months:
Number of offenders who had a WIDOC half-way house placement and who have subsequently maintained a stable residence for 3 months, 6 months, 12 months, 18 months and greater than 18 months:
Number of inmates who had WIDOC purchase of service transitional housing and supervised independent living and who have subsequently maintained a stable residence for 3 months, 6 months, 12 months, 18 months and greater than 18 months

Employment

Number of offenders who are employed
Length of time employed:
Wage-hourly
Full time/Part time
Number of offenders enrolled in Social Security Insurance
Number of offenders who have other income, e.g., child support, alimony

Education

Number of offenders with: High School Diploma HSED GED
Number of offenders who are enrolled in High School/GED/HSED
Number of offenders with post-secondary education
Number of offenders enrolled in post-secondary education
Number of offenders completing vocational education
Number of offenders completing a certificate program

Treatment

Number of offenders who complete a program identified in their case plan
Percent of offenders who tested positive for drugs during a specified time period
Number of offenders with a mental health diagnosis
Number of offenders provided formal Alternatives to Revocation
Institution
Community-based
Number of offenders who discharged with unmet program needs as identified in their case plan and reason, i.e. program capacity, inmate lack of desire to complete, etc.

Pro-Social Support

Number of offenders with an identified positive support system as identified in their unified case plan
Family
Friend
Co-worker
Mentor
Number of offenders participating in community support groups

Financial Support

Number of offenders who are ordered to pay restitution and who are paying (include amounts/percentage)
Number of offenders who owe and are paying child support
Number of offenders who are paying:
Court Ordered fines
DNA Surcharge
Crime Victim and Witness Assistance Surcharge
Supervision Fees-revenue generating fees and fines that the Department relies upon
Number of offenders receiving:
Medical Assistance
Badger Care
General Assistance
FoodShare
Number of offenders who are discharged who still owe restitution

Number of adult offenders who are convicted of a new crime within a 12, 24, and 36 month period
Number of offenders who return to prison for violation of rules of community supervision
Inmate complaints

Indicators Reducing the Risk of Future Criminal Behavior

Number of COMPAS assessments and case plans completed
Risk factors addressed
Risk assessments reflecting reductions in criminogenic needs
Number of high, medium and low risk offenders
Number of offender revocations
Number of probation offenders who were revoked and sentenced to prison
Number of offenders discharged early from supervision
Number of assaults on individual staff
Number of inmates sanctioned for major misconduct
Number of inmates sanctioned for minor misconduct
Number of juveniles who return to Juvenile corrections or prison for a conviction of a new crime within a 12, 24 and 36 month period

ELEMENTS OF REENTRY

The Department's Reentry Business Plan brings together a number of initiatives within the Department, each with a common goal of reducing the likelihood of future criminal behavior by offenders convicted of crimes who are supervised by WIDOC staff. These initiatives share a common philosophy and approach to risk reduction among the juvenile and adult offenders served by WIDOC. These are characterized by the following elements:

Transition begins at intake to any WIDOC Division, when a comprehensive case plan is developed for moderate and high risk offenders that addresses the criminal risk factors that, if addressed effectively, will enhance the likelihood of successful integration in the community and reduce recidivism.

Staff hold offenders accountable by providing both positive and corrective responses to offender behavior, by serving as pro-social role models, affirming pro-social behavior and teaching offenders pro-social skills and by addressing in firm, fair, and appropriate ways anti-social attitudes, beliefs and behaviors.

Offenders are prepared for community living through specific interventions related to their case plan, such as work, education, and focused treatment programs and release planning.

Offenders have the opportunity to develop healthy relationships with their family and children, when appropriate, in order to build pro-social community support and break the intergenerational cycle of crime.

Transition from incarceration to community is carefully planned collaboratively by both institution and community corrections staff, coordinated with inmates and community stakeholders and developed in full consideration of the concerns of victims.

Supervision in the community, consistent with the corrections case plan and these principles, is key to reducing recidivism for those released from prison and those placed on community supervision.

Programs and services provided to offenders are outcome, research and evidence-based.

Staff support and reflect the Department's values in all aspects of their work.

Performance measures will provide Department management, employees, and stakeholders with an objective assessment of the extent to which the strategies contained within the Reentry Business Plan are effectively implemented.

PRIORITIES, GOALS AND KEY TASKS

The dates below are tentative and dynamic based upon interdependence of goals and availability of resources.

PRIORITY: Organizational Philosophy

Goal: Integrate Wisconsin Department of Corrections mission of promoting public safety through crime prevention, youth, inmate and offender rehabilitation, and successful community reentry into all key departmental activities.

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
Objective	Task				
1. Strengthen, expand and enhance Wisconsin Department of Corrections (WIDOC) partnerships with local, state, and national agencies to maximize available services for WIDOC youth, inmates, offenders and communities.					
	1a. Design and implement strategies to promote WIDOC’s overall achievements and collaborations. Design and implementation strategies as approved by the Secretary	Reentry Director and Public Information Director	Reentry Executive Team	ongoing	
2. Educate key stakeholders—including but not limited to DOC staff, legislators, community members, crime victims, criminal justice partners, youth, inmates, and offenders-- through various efforts, on the benefits and accomplishments of the WIDOC Reentry Business Plan and engage them in its successful achievement.					

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct.2012)
	2a. Develop a comprehensive WIDOC Reentry Communication Plan.	Public Information Director	Reentry Executive Team	01/2012 to 09/2012	LTE hired; strategy for targeted communication being developed; building brand identify Aaron Swanum working with UCC Communication Sub Committee to finalize Communication Charter. Strategies for internal communication continue to be discussed. Focus group will be held 10/12/12. Plan to be presented in Nov. 2012.

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	2b. Create and maintain current policies, administrative codes and procedures to ensure that current business practices are redesigned to support unified case plan and continuity of services.	Reentry Director	Reentry Executive Team/Office of Legal Counsel	01/2012 to 1/2013	In process; currently on target RET will discuss this area and facilitate changes needed Business process for risk assessment and case planning has been written. DAI recently issued memo on use of legacy tool to determine program need. Integrating Evidence based practice is looking at existing business practices or need for new policy.
	2c. Implement new intranet system to improve internal communications regarding ongoing efforts to implement reentry initiatives. Create and maintain index of existing resources from within WI DOC and other State Agencies to guide, direct, and support staff.	Asst Division of Management Services Admin. (tech) & Public Information Director (content)	Reentry Executive Team/Division of Management Services Support/Public Information Director	09/2012	MYDoc Complete; each division and OOS to ID content managers Complete
	2d. Implement new internet system to educate stakeholders on WIDOC reentry vision. Highlight WIDOC reentry achievements and overall progress.	Asst Division of Management Services Admin. (tech) & Public Information Director (content)	Reentry Executive Team/Division of Management Services Support/Public Information Director	1/2013	New projected date for completion of project.
3. Refine the procedures for recruiting and retaining staff to ensure that knowledge, skills, and attitudes of new hires align with the WIDOC's Mission and Reentry Philosophy.					

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	3a. Review and revise all Position Descriptions to incorporate WI DOC Reentry Philosophy and the Department's Mission.	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services BPHR	12/2012-On-going process	Position Descriptions will be reviewed, on individual basis. As PDs are rewritten a sentence will be added to PD Summary that will note position will be responsible for carrying out the Department's Reentry philosophy.
	3b. Create Reentry Performance Planning and Development (PPD) Statement to insert into all PPDs for all staff. Final statement to be approved by the Secretary	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services BPHR	12/2012	Workgroup established. The workgroup is looking at the entire PPD process. A single line added to PPD is not enough to set up evaluation criteria; evaluation must be tied to measureable tasks within the PD. Will need to look at what tools are used to ensure staff understand their role in our agency and how to carry out Dept. Reentry philosophy and the 8 evidence based principles.

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	3c. Review and revise DOC training curriculums to further incorporate the Reentry Philosophy and the principles of evidence-based practices.	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services BPHR	01/2012 to 06/2013	Charter approved by RET; work group yet to meet Staff Development Workgroup met w/ UCCI contract staff in July to discuss implementation of Staff Development Charter approved in Feb. 2012 Staff development team is working on training plan. They will be ready to present their work to RET Jan. 2013.
	3d. Review and revise Core interview Questions and selection process to include Reentry focus.	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services BPHR/Office of Legal Counsel	01/2012 to 12/20 On-going	On-going Reentry philosophy to be incorporated into questions; will not have a mandatory question.
4. Ensure WIDOC vendor contracts define and require that the principles of evidence-based practices are operationalized.					

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	4a. Identify specific performance measures and outcomes that are expected of WI DOC Reentry contractors.	Evidence Based Program Manager	Reentry Executive Team Research and Policy Unit	12/2012	On-going process; as new contracts are written will need to ensure EBP are built into contract language. DCC has done this with their most recent contract. DJC does have contract language as it relates to evaluations. Setting KPI as it relates to App. 112 funded program. Will develop a schedule of which programs are done first—W2W, OARS
	4b. Review all existing WI DOC contracts related to treatment programming to determine if performance measures and outcomes as identified in 4a. are included.	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services Procurement/Office of Legal Counsel/Research and Policy Unit	06/2013	
	4c. Revise all WI DOC Reentry contracts to include performance outcomes and measures.	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services Procurement/Office of Legal Counsel/Research and Policy Unit	12/2013 On-going	Time frame for completion should indicate that this is on-going process to be completed as new contracts are written.

PRIORITY: Data/Information/Measurement

Goal: Develop a performance-based management system to include the identification of process and outcome measures, data collections, and analysis methods, and regular reporting of key performance indicators in order to assess Wisconsin Department of Corrections’ progress toward achieving DOC’s reentry goals and objectives.

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
Objective	Task				
1. Gather information that will guide and shape the DOC’s data collection and analysis strategy.					
	1a. Review source information from other states and relevant organizations (e.g. American Correctional Association (ACA), Association of State Correctional Administrators (ASCA), Bureau of Justice Statistics (BJS), etc.) to identify key performance indicators, counting rules, process and outcome measures, reporting and publishing practices.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	04/2012	Research complete
	1b. Compile key performance Indicators, including an analysis of the availability of data to support each indicator.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	04/2012	On-target Completed
	1c. Report findings to Reentry Executive Team (RET).	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	06/2012	On-target Presented to RET on 6/12/12
2. Prioritize key performance measures					

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	2a. Prioritize DOC Reentry key performance indicators for Office of Research and Policy (ORP) based on relevance, importance, organizational need, and availability of required data. Prioritization to be approved by the Secretary.	Reentry Director	Reentry Executive Team	07/2012	Contingent upon RET decisions on performance measures RET has decided to begin w/5 identified Key Performance Indicators
	2b. Identify the key performance indicators for the Reentry Data Dashboard to include those data that require frequent reporting to monitor progress toward meeting specific goals and objectives.	Reentry Director	Reentry Executive Team	07/2012	A documentation format has been adopted.
3. Report on top priority performance indicators					
	3a. Establish counting rules and definitions for selected data elements	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	01/2012 to 12/2012	In Progress
	3b. Clearly define and document the source of all data collected in order for data to be validated and for on-going quality assurance.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	01/2012 to 12/2012	Workgroup has been established to determine how to accurately count DCC population
	3c. Develop means and methods to obtain the identified data.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	01/2012 to 12/2012	In progress
	3d. Develop and document data analysis methodology.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	01/2012 to 12/2012	In progress

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	3e. RET determines reporting strategy to include frequency of reporting, distribution, audience, report format, etc.	Reentry Director	Reentry Executive Team	12/2012	In progress
	3f. Conduct data analysis.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	12/2012	This will be done for each KPI determined; in priority order decided by RET.
	3g. Finalize a format for providing results of data analysis for review by RET.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	12/2012	Completed for the first KPI-Recidivism for those leaving DAI.
	3h. Repeat tasks 3a – 3g for other prioritized key performance indicators (i.e. those identified 2a but not included in the top priority list).	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	01/2013 to 06/2013	Priority and timetable for publishing to be determined by RET.
4. Develop a Reentry Data Dashboard					
	4a. Develop a draft Reentry Data Dashboard for the RET that visually represents key performance indicators that require frequent reporting to monitor progress toward meeting specific reentry goals and objectives.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	12/2012	Work On-going
	4b. Select the initial key performance indicators to be included on the dashboard; determine the frequency with which the data will be updated and determine who will have access to the dashboard and how the dashboard will be shared	Reentry Director	Reentry Executive Team	12/2012	Work is on-going
	4c. Establish baseline information for identified key performance indicators.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	12/2012 to 06/2013	Work is on-going

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	4d. Update the dashboard based on specified timelines.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	on-going	Work is on-going
	4e. Repeat tasks 4b-4d for other prioritized key performance indicators to be included on the dashboard.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	06/2013-12/2013	Work is on-going
5. Establish a more comprehensive Data Warehouse.					
	5a. Establish governance model for data warehouse	Division of Management Services Assist. Administrator	Bureau of Technology Management	06/2013	
	5b. Establish architectural structure to ensure ORP delivery of key performance indicators.	Division of Management Services Assist. Administrator	Bureau of Technology Management	06/2013	

PRIORITY: Assessment

Goal: Implement a comprehensive process for administering validated risk and needs assessments throughout all of Wisconsin Department of Corrections’ divisions in order to guide agency staff and partners in effectively applying evidence-based principles and practices to key decisions.

ASSESSMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
Objective	Task				
1. Implement the use of the Northpointe COMPAS risk and needs assessment, and case planning, system, integrating evidence-based practices with new business processes.		Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager-Unified Corrections Coalition Project Manager	Details documented in UCC Charter	Each Division has written their business practice as it relates to

ASSESSMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	1a. Design a system and accompanying business processes to implement COMPAS risk/needs assessment; alternative screening tools, and case planning components of the Northpointe COMPAS.				case management. In preparing the Case Management Manual, tasks/policies that intersect with other divisions are being looked at closely to ensure there will be common language. Determining the need for alternate screens will be an on-going process as the science and need evolves.
	1b. Re-design business processes for conducting risk and needs assessments, including the use of alternative screening tools to ensure that the results of assessments are incorporated into meaningful case plans.				
	1c. Systematically integrate evidence based practices, by evolving and where necessary replacing current business processes;				
	1d. Identify the appropriate youth, inmates and offenders to receive case planning services; and clearly define the roles and responsibilities of all staff as they relate to components of the offender life cycle and case plan				

ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
2. Develop a single department-wide electronic Case Management Manual.	Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager-Unified Corrections Coalition Project Manager	Details documented in UCC Charter 12/2013	The Case Management Manual work continues. The starting point of the manual follow the offender life cycle—intake. Projected date for completion is Dec. 2013. The Quality Assurance Sub group and the Quality Control sub group continue to meet.
3. Develop a protocol, business process, for the ongoing review of the state of the science in risk/needs assessment to ensure that, to the extent that fiscal and human resources permit, the Department’s practices remain current with research to review assessment and screening instruments.	Sub Group Chair	Unified Corrections Coalition Decision Makers	06/2012 Update due 1/2013	UCC COMPAS Case Manager Workgroup has been established Rose Kleman, chair will keep UCC informed on what process will be used to DOC current.
4. Develop an assessment/screening tool change/approval process to help the department’s practices remain current with the emerging research to the extent that fiscal and human resources permit.	Sub Group Chair	Unified Corrections Coalition Decision Makers	06/2012	Complete
5. Develop quality control business processes that address inter and intra-rater reliability.	Reentry Project Manager	Unified Corrections Coalition Decision Makers	09/2012 Report due to UCC 1/2013	UCC Quality Assurance Workgroup has been formed and a Charter has been adopted.
6. Norm assessment instrument on WIDOC population	Reentry Project Manager	Unified Corrections Coalition Decision Makers	06/2013-6/2014	

ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
7. Determine how the assessment case planning process will incorporate victim input.	Office of Victim Services and Programs Director	Unified Corrections Coalition Decision Makers	09/2012 12/2013	Discussions continue in the UCC COMPAS Case Manager Workgroup Note wording of task has been changed from victim information to victim input. This will be completed prior to completion of Case Management Manual.

PRIORITY: Case Management System

Goal: Implement a case planning and management system that targets risk reduction services, based upon empirically assessed risk factors, to moderate and high-risk youth, inmates and offenders under community supervision. The case management system will result in a single, seamless case plan that transitions with the individual youth/adult through the correctional system; clearly delineates those strategies designed to reduce the individual’s likelihood for future delinquent/criminal behavior; defines staff roles and responsibilities in the management of the individualized plan; and establishes clear measures for the individual youth/offenders progress in accomplishing the goals of the plan.

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
Objective	Task				
1. Create a case management system by all Divisions to include all aspects of Evidence Based Practices.		Reentry Executive Team	Unified Corrections Coalition		

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	1a. Collaboratively develop across all Departmental Divisions the blueprint for a seamless case management system.	Reentry Executive Team	Unified Corrections Coalition Decision Makers	09/2012 March 2013	Extended date from 6/2012 UCC COMPAS Case Manager Workgroup will complete their process review in August 2012. New date for Workgroup to report out on their progress. Currently DOC is in negotiations with Northpointe for 12 enhancements.
	1b. Define and chart the Offender Life Cycle among the program divisions.	Unified Corrections Coalition		Complete	Complete
	1c. Implement a research based risk and needs assessment tool to guide the case planning process.	Unified Corrections Coalition Decision Makers	Reentry Executive Team	06/2012	DJC staff training scheduled for May, 2012; Schedule for “legacy cases” to help guide program placement being developed. Complete
	1d. Reach consensus among the program Divisions and implement a standardized case plan to include broad goals, objectives, tasks, responsibilities of staff, offenders and collaborative partners.	Unified Corrections Coalition	Unified Corrections Coalition Decision Makers/Reentry Executive Team	complete	Complete

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	1e. (1) Identify all risk reduction programs and services available within each division. (2) Determine which risk factors (criminogenic needs) each program/service is equipped to address. (3) Determine the dosage each program/service is equipped to provide. (4) Determine if/when each risk reduction program has been evaluated for adherence to the principles of EBP. (5) Identify needs and gaps in the array of program/services available. (6) Develop core program standards for primary treatment and education programs.	Evidence Based Program Manager	Divisional Program Reps	04/2013	Date extended from 01/2013
	1f. Write Wisconsin Department of Corrections policies and procedures to assure that risk and needs data drive the assignment of individuals to the available programs/services.	Evidence Based Program Manager	Reentry Executive Team	09/2012	Date extended from 06/2012 Work has begun to re-establish CDT's. UCC Integrating EBP Workgroup has been established and Charter has been adopted. 84 staff have submitted applications for CDT membership. Work continues to re-establish the first three CDTs.
	1g. Define by primary programs, specific outcomes and definitions of successful outcomes.	Evidence Based Program Manager	Policy Initiatives Advisor	12/2012 03/2013	Date extended from 08/2012 CDTs will receive training in setting and using KPI.

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	lg (a). Define a consistent agency process for performance evaluation of evidence-based programs.	Policy Initiatives Advisor	Evidence Based Program Manager	12/2012 03/2013	Date extended from 07/2012 Workgroup asked RET to explore this task and come back to next update with recommendations.
	lh. Develop division specific supervisory audit tools to monitor staff performance to assure continuous quality improvement with regard to the conduct and facilitation of risk reduction programs and services.	Evidence Based Program Manager	Reentry Executive Team	03/2013	Date extended from 03/2012
	li. Automate the case management system; develop an online manual to insure consistent use of the case management system throughout the DOC.	Reentry Project Manager	Reentry Executive Team/Division of Management Services Bureau of Technology Management	12/2013	
	lj. Issue a series of written communications to staff from the Secretary to inform, educate and reinforce the importance of this case management system and the specific strategies underway to ensure its effectiveness.	Public Information Director	Reentry Executive Team	03/2012 10/2012	Public Information Office developing a communication strategy. UCC Communication Workgroup is working w/ Aaron Swanun to develop a communication charter. UCC Communication subgroup continues to explore methods of communication to keep staff updated.

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	1k. Develop and conduct a training plan, including the development of specific curricula to educate staff and build their skills and capacity to develop effective case plans and fully utilize the WIDOC case management system.	Division of Management Services Administrator	BPHR/Training Director/ Train the Trainers (21)/Divisions	01/2012-12/2013	Professional Development Charter written. Stacey Rolston and Bob Humphreys are co-chairs. No meeting has been held or scheduled, to date. Meeting was held w/ UCCI Contract staff and Staff Development Sub Committee in July and additional meetings are scheduled through September. Training Center staff have now taken the lead in preparing plan. Work plan will be presented to RET in Jan. 2013.
	1l. Develop a strategy to pilot test the various components of the case management system across all divisions prior to implementation; conduct pilot tests.	Reentry Executive Team	Unified Corrections Coalition Decision Makers	TBD	
	1m. Modify components of the case management system based on experiences from the pilot tests.	Reentry Executive Team	Unified Corrections Coalition Decision Makers	TBD	
2.	Identify staff by job classification that play a role in case management throughout the Department define in writing their roles and responsibilities.	Unified Corrections Coalition	Unified Corrections Coalition Decision Makers/Reentry Executive Team		

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	2a. Define the roles and responsibilities of staff when youth/offender transitions within divisions and/or between divisions, and when case supervision is shared across Divisions.	Unified Corrections Coalition	Unified Corrections Coalition Decision Makers/Reentry Executive Team	09/2012	Division of Juvenile Corrections has process. Institutions and Community Corrections are reviewing process and will have updated process documented in case management manual. UCC continue their work to review policies; group has been facilitating Cross divisional discussions as well as working closely w/ DM group.
	2b. Revise staff position description by job classification to reflect staff members' roles and responsibilities in case management.	Division of Management Services Administrator	Division Human Resources Reps	09/2013	
	2c. Implement in staff evaluations (Performance Planning Development document) specific job expectations related to the case management system.	Division of Management Services Administrator	Division Human Resources Reps	09/2013	

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	2d. Each division will work with the Office of the Secretary to identify job classifications responsible for maintaining the lifecycle sections of the case management manual.	Assistant Administrators	N/A	09/2012 On-going until the completion of the Case Management Manual in Dec. 2013	Further progress on this task has been paused awaiting a final decision on the case management application to be used. Each division has identified a point of contact for their division. HelpIQ will be the system platform for the Case Management Manual. Work on the manual progresses— completion date is Dec. 2013. Manual if following same format as offender life cycle.
	2e. Develop a system that allows for internal (DOC staff) and external (DOC partners, such as counties using the COMPAS) users to access the COMPAS, defining specific use and security protocols.	DMS Assistant Administrator	Reentry Executive Team	06/2013	Extended date from 06/2012.

PRIORITY: Interventions, Programs and Services

Goal: Assure that the risk reduction interventions, programs and services provided to youth, inmates, and offenders under community supervision are evidence-based and effectively address the criminogenic needs and level of risk of the individual.

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
Objective	Task				
I. Strive to meet the basic stability needs of offenders under the control of WIDOC (e.g. housing food, clothing, health care).		Reentry Director	Reentry Executive Team		
	Ia. Develop an inventory of Purchase Of Goods and Services (POGS) community based resources. Prepare a list of contacts in each county who are “go to people” for information about available community based resources.	Division of Community Corrections Asst. Administrator	Division of Community Corrections PPA’s/Bureau of Health Services Director	03/2012	Complete

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	Ib. Establish and/or review to make consistent practices in DAI and DJC to insure inmates receive a 1 month supply of medication upon release from confinement.	Bureau of Health Services Director	Division of Adult Institutions Mental Health Director	06/2012	Date will need to be adjusted based upon results of Division of Adult Institutions and Juvenile Corrections investigations into costs previous biennial budget appropriations and other collateral information. RET will study this issue. RET looked into current practice across all 3 program divisions. DAI will ensure all facilities provide a 14 day supply of meds and a 30 day prescription, if medically indicated. DCC will continue their enhanced release planning, working within the communities to set up resources for inmates as they transition back to the communities. Task is completed
	Ic. Through proper release planning, DCC and DJC will insure that releasing youth/offenders that are in need of medications will have access to appropriate services upon release.	Division of Community Corrections/Division of Juvenile Corrections Administrators	Division of Community Corrections PPA's/Division of Community Corrections Psychology Director	06/2012	RET will study this issue. Task is completed

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
2. Enhance offender opportunities for success through education and employment initiatives.		Reentry Director	Reentry Executive Team		
	2a. Develop an inventory of education and employment related programs, services, and assistance funded by DOC or through a community contract, that are available to youth, inmates, and offenders under community supervision.	Education Director	Division of Adult Institutions Education Director/Division of Community Corrections CCEP Director/PPA's/OOS Reentry Employment Coordinator/ BSI Director	06/2012 8/14/12	Extended date from 03/2012. Survey responses due 05/16/2012. Initial inventory data collection is complete.
	2b. Review education and employment program capacity and make recommendations to the Reentry Executive Team regarding changes that should be made related to 2a (wait lists).	Education Director	Office of Research and Policy	08/2012 01/2013	Extended date from 05/2012. OPS has submitted various options to RET for managing capacity issues. RET requested information on Capacity vs. Need. Once this is received there will be further discussion on recommendations made.
	2c. Evaluate education and employment programs and eliminate duplication of services for youth, inmates, and offenders.	Education Director	Division of Adult Institutions Education Director/Division of Community Corrections CCEP Director/PPA's/OOS Reentry Employment Coordinator	10/2012 12/2012	Extended date from 07/2012 Work is on-going

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	2d. Ensure that education, vocational and employment initiatives provide a continuum of services based on youth , inmate, and offender strengths and community employment forecasts. Educate and further develop relationships with employers to expand and fully utilize the continuum as appropriate.	Education Director	Division of Adult Institutions Education Director/Division of Community Corrections CCEP Director/PPA's/OOS Reentry Employment Coordinator	12/2012	Extended date from 09/2012. Work is on-going
	2e. Review the role of institutional work release coordinators; make modifications as needed to ensure that their role fully supports youth/offender educational and vocational needs; develop a new Position Description as necessary.	DAI Asst. Admin	Division of Management Services BHRP	06/2012	On target; removed DJC Asst. Admin as a Primary Responsible party for implementation. Work continues on refining proposed PD. Mtg w/ Asst DAI Adm. WCCS Warden and EBP Manager to finalize has been established. Position description has been submitted to HR. Task has been completed.
	3. Develop and strengthen relationships that provide youth, inmates, and offenders under community supervision with opportunities for positive social support.	Evidence Based Program Manager	Reentry Executive Team		

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	3a. Develop an inventory of social support related initiatives, services, and assistance available to youth, inmates and offenders (e.g. Circles of Support, etc).	Evidence Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator	07/2012 8/30/12	Extended date from 03/2012. Survey responses due 05/14/2012. OPS is completing their review of the data received. Survey Complete Awaiting the initiation of the pro-social supports CDT to be established.
	3b. Using the results of pilot programs--such as the grant funded Center for Self Sufficiency mentorship project, further develop opportunities for effective mentorship programs.	Evidence Based Program Manager	TBD	06/2014	
	3c. Review how DJC and DAI visiting policies and practices and DCC policies and local practices support or limit offender change and/or contribute to the development of healthy family/social environments (for instance, examine DJC and DCC field office practices).	Division of Adult Institutions Security Chief/Division of Community Corrections CSS/Division of Juvenile Corrections Policy Analyst	TBD	12/2014	
	3d. Develop an orientation guide for youth, inmate and offender families describing the interventions, programs and services within each division.	Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator	TBD	12/2013	

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
4. Ensure youth, inmates, and offenders under community supervision have access to a continuum of risk reducing interventions, programs and services based upon their level of risk, criminogenic needs and program readiness.		Reentry Director	Reentry Executive Team		
	4a. Develop an inventory of evidence based programs offered within each institution/region	Evidence Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator	04/2012	Inventories completed. The programs on the inventory may or may not be evidence based, but fall within what WIDOC has traditionally termed "primary program"
	4b. (1) Optimize youth, inmate and offender placements in program and services based upon their assessed level of risk, criminogenic needs and readiness for programs and services. (2) Eliminate unnecessary duplication of programs and services (3) Ensure that program assignment is prioritized based upon youth, inmate, and offender risk level.	Evidence Based Program Manager	Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator	09/2013	Extended date from 04/2012.

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	4c. Ensure the development and implementation of new and existing programs is risk, need and strength-based. Ensure program placement business processes align with risk/needs/responsivity principles.	Evidence Based Program Manager	Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator	04/2012-on-going 03/2013	Application for CDT membership was distributed via the Executive Planning Team distribution list. Will start with CGIP, AODA, SO, CDT's. As noted 84 applications received. In process of forming the CDTs. Will update at next quarterly on work to set up program standards.
	4d. Develop program standards and curriculum to address an offenders' motivation for change and program readiness. Through the use of an evidence based assessment tool (currently the URICA), program placement will be prioritized based upon the result of this assessment (as well as level of risk and needs).	Evidence Based Program Manager	Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator	09/2013	Extended date from 06/2012.
	4e. Define program standards that meet the needs of youth/inmates/offenders across DJC, DAI and DCC.	Evidence Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Asst. Administrator	09/2012 11/2012 03/2013	Extended date from 06/2012. Extend due Date As CDTs come together they will begin process of setting up program standards.

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	4f. Redefine a delivery plan in DAI for the pre-release curriculum that addresses offender risk/needs.	Evidence Based Program Manager	Division of Adult Institutions Education Coordinator	03/2013	Extended date from 12/2012. DAI Office of Program Services working with staff from UCCI to update curriculum.
	4g. Review and refresh the existing pre-release curriculum in DAI and determine the appropriateness of implementation of a pre-release curriculum in DCC.	Evidence Based Program Manager	TBD	03/2013	Extended date from 12/2012.
	4h. Ensure equal access to Limited English Proficiency (LEP) for youth, inmates and offenders.	LEP Committee Co-Chairs	LEP Executive Committee	On-going	
5. Address continuity of care across divisions for youths, inmates and offenders with serious mental health needs.		Reentry Director	Bureau of Health Services Director		
	5a. Develop and implement mental health discharge summary report.	Bureau of Health Services Director/Division of Adult Institutions Mental Health Director/Division of Juvenile Corrections Clinical Psychologist Supervisor/Division of Community Corrections Psychology Director		03/2013	Staff from BHS, DJC and DCC have been looking at the discharge summary. They will be ready to report on their recommendation by the next quarterly review.
	5b. Implement the mental health initiative, "conditional release model"	Reentry Disability Specialist	OARS Oversight Committee	Implemented FY11	Completed
	5c. Contract for benefits specialists to insure that inmates have applications for relevant benefits completed and approved prior to their release from prison (i.e. SSI)	Reentry Disability Specialist		Implemented FY11	Completed
6. Strengthen alternative to revocation (ATR) programming to ensure program addresses identified criminogenic need of offender and dosage of program is appropriate to reduce risk.					

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	6a. Reestablish ATR CDT and establish team charter	EBP Manager	Reentry Executive Team	07/2012 TBD	New task Will continue current process until ATR CDT is re-established.
	6b. Review all current ATR programs to identify criminogenic needs addressed	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	08/2013	Extended date form 08/2012.
	6c. Revocation Matrix-agree to incentive and accountable based criteria for ATR placements	Division of Community Corrections Administrator	Reentry Executive Team	12/2012 03/2013	New task This task will be discussed at a future RET meeting. Information will be brought back to the next quarterly review.
	6d. Compile and analyze recidivism data for existing institution ATR programs.	Policy Initiatives Advisor	Research and Policy Unit staff	12/2013	New task
	6b. Strengthen, redesign, or eliminate ATR programs that do not address criminogenic needs.	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	06/2014	Extended date from 06/2013.
	6c. Review length of ATR programs and determine if length fits needed dosage.	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	06/2014	Extended date from 06/2013.
	6d. Review referral process for ATR programming, set standards for admission based on criminogenic needs being addressed.	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	06/2014	Extended date from 06/2013.

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Quarterly Review Status (Oct. 2012)
	6e. Review curriculum delivery of all ATR programs (DOC staff provided as well as contract provided) to ensure evidenced-based principles are met.	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	06/2014	Extended date from 06/2013.

CONCLUSION

The Wisconsin Department of Corrections strives to increase public safety, as measured by reduced recidivism, through the implementation of the strategies included in the Reentry Business Plan. To be successful in achieving these results, the Department has defined a set of specific goals, objectives, and tasks designed to ensure our public safety goals are realized. In addition to defining the strategies the Department intends to implement in order to meet these goals, and the methods that will guide evaluation of the Department's success in achieving them, this plan will also assist all staff within the department to understand the change strategies underway and each individual staff person's role in supporting the agency's vision, mission and goals. The Reentry Executive Team will regularly evaluate the extent to which the goals, objectives, tasks and timelines within the plan are being met, and take action to address performance gaps that may be identified through their assessment. In addition, the Executive Reentry Business Plan Workgroup will convene on a quarterly basis to monitor progress, assess areas that pose challenges, and develop plans of action to address these challenges. The plan will be regularly updated to reflect the Department's progress in achieving these change strategies; emerging research on offender success and risk reduction; and the needs of the agency and our state and local communities.

GLOSSARY

Alternative Screening Tools

Tool set for assessing level and dosage of programming needed to address offender's identified risk and need.

Ambassadors

COMPAS Ambassadors are subject matter experts in the COMPAS system and related business processes. They are comprised of multiple staff classifications from each operational division (DAI, DCC, DJC). They are generally the first staff trained in COMPAS, EBP, and MI, and their roles generally entail implementation guidance for their respective work areas, communication, technical assistance and support, quality assurance auditing, and user acceptance testing for new functionality.

Best Practices

Best Practices do not necessarily imply attention to outcomes, evidence, or measurable standards. Best practices are often based on the collective experience and wisdom of the field rather than scientifically tested knowledge.

Case Management as it pertains to WIDOC Risk/Needs/Case Planning and Manager and this Reentry Business Plan

Case management is a collaborative process of assessment, planning and facilitation of interventions and services to meet an individual's criminogenic needs through communication and available resources to promote quality cost effective outcomes in that will reduce recidivism and increase public safety.

Case Manager

A module within the COMPAS software that is the technology system to support case management and service delivery.

COMPAS

The COMPAS software suite is a seamless, integrated, and web-based software solution for offender assessment and case management.

Criminogenic Needs

Dynamic characteristics that a person presents that, if addressed, can reduce their likelihood of recidivism. Examples include: employment, housing, substance use, anti-social personality, anti-social attitudes, anti-social associates, family dysfunction, poor self-control, poor problem-solving skills.

Andrews, Bonta, and Hoge (1990: 31) define criminogenic needs as a subset of risk factors consisting of dynamic attributes of offenders and their circumstances that, when changed, are associated with changes in the chances of recidivism.

Evidence Based Policy

Evidence-Based Policy, as defined by UC Irvine Center, is an approach that helps people make well informed decisions about policies and programs by putting the best available evidence from research at the heart of policy development and implementation.

Evidence Based Practice

In corrections, Evidence-Based Practice is the breadth of research and knowledge around processes and tools which can improve correctional outcomes, such as reduced recidivism. (<http://nicic.gov/EvidenceBasedPractices>)

Evidence Based Program Manager (EBP Manager)

This position is within the Reentry Unit.

Limited English Proficiency (LEP) Executive Committee

Executive Committee to coordinate, oversee and ensure Department-wide compliance for Limited English Proficiency requirements.

Recidivate

To commit an offense subsequent to a prior court disposition, that results in a new criminal court disposition of custody or supervision under the WIDOC.

Recidivism Rates

The percentage of times that persons within a defined set have recidivated, compared with the entire population or persons in that set.

WIDOC recidivism rate calculations are not able to include: persons convicted in another state, persons convicted in Federal court, persons convicted in another country, persons admitted to jail without a new conviction, persons admitted to prison without a new conviction, persons arrested with no conviction, persons convicted of a crime that results in a court disposition that does not lead to custody or supervision under the WIDOC, persons with municipal ordinance violations, persons who have been wrongly convicted of a new crime, persons who have not been apprehended or convicted of a new crime.

Reentry Executive Team (RET)

A team designated by the Department Secretary that is comprised of the four Department Division Administrators, OVSP Director, Policy Initiatives Advisor in the Office of the Secretary and the Reentry Director. The team meets regularly to oversee the implementation of the Reentry Business Plan and other initiatives.

Responsivity

Refers to delivering an intervention that is appropriate and matches the abilities and styles of the offender.

WIDOC

Unified Corrections Coalition (UCC)

Personnel from the WIDOC, county and state courts and Northpointe committed to the successful statewide implementation of COMPAS Risk/Needs/Case Planning and Case Management system.

Unified Corrections Coalition Decision Makers (UCC DM's)

A team consisting of the Department's four Assistant Administrators, the Reentry Project Manager and the Reentry Director that is the first level of escalation for UCC decisions for the majority of the business processes and policy level decisions.