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of report



DIVISION OF COMMUNITY CORRECTIONS

2020: A Year in Review

Fiscal Year 2020

The Division of Community Corrections (DCC) enhances public safety through the management and reduction of client risk. DCC provides supervision and collaboration with community partners to assist clients to change their behavior and repair the harm they have done.

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State of Wisconsin
Department of Corrections

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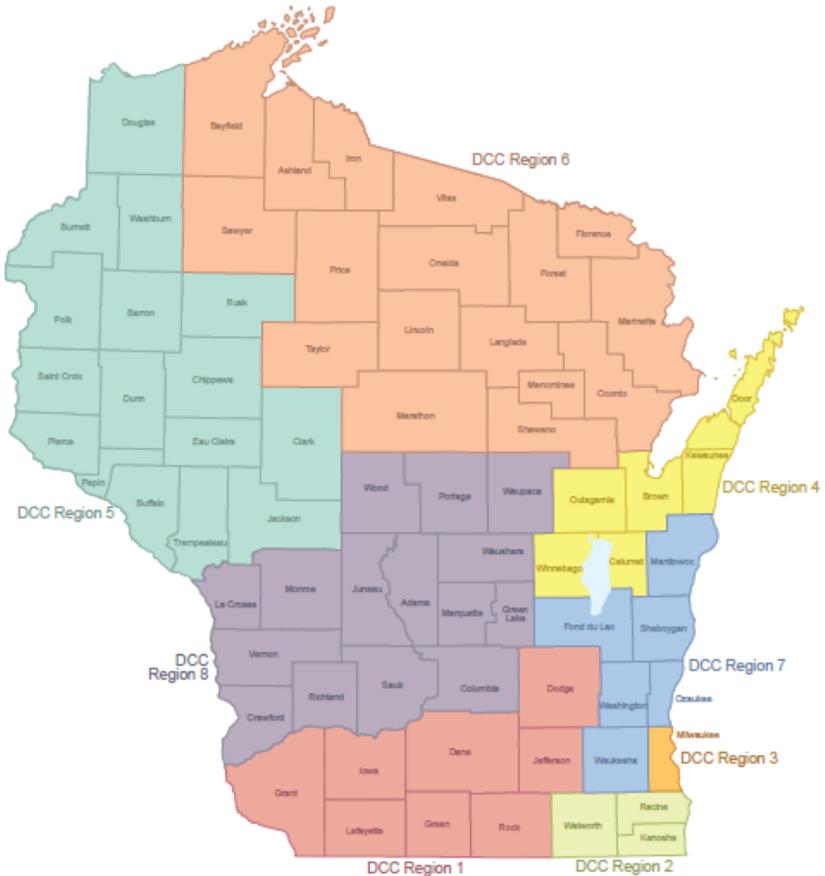
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Community Supervision

The Wisconsin Department of Corrections (DOC), Division of Community Corrections (DCC) supervises clients placed on probation, or released from prison on parole or extended supervision. Supervision is community-based to strengthen the family unit, encourage lawful behavior, and provide local treatment programs.

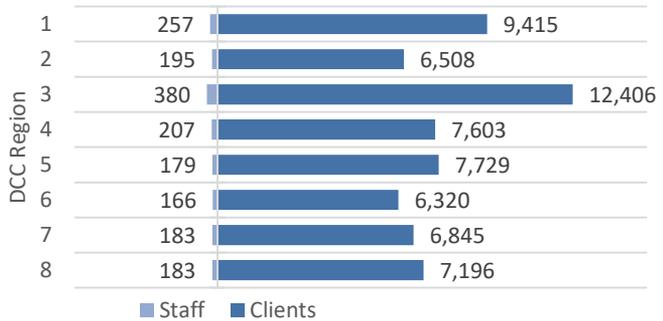
The probation and parole agents of DCC supervise clients in the community; aid in sentencing and reentry planning; and provide investigative services to the courts, to DOC’s Division of Adult Institutions, and to the Parole Commission. Under limited circumstances, agents supervise both juveniles released to aftercare programs and clients conditionally released from mental health facilities.

Regional Population

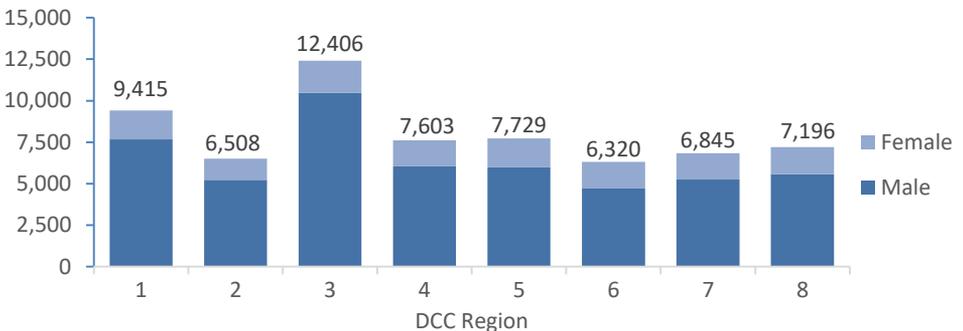
DCC is made up of eight regions, each led by a Regional Chief located at a regional office within that region. The overall client population, as of June 30, 2020, was **64,022**.

Total Number of Staff and Clients by Region

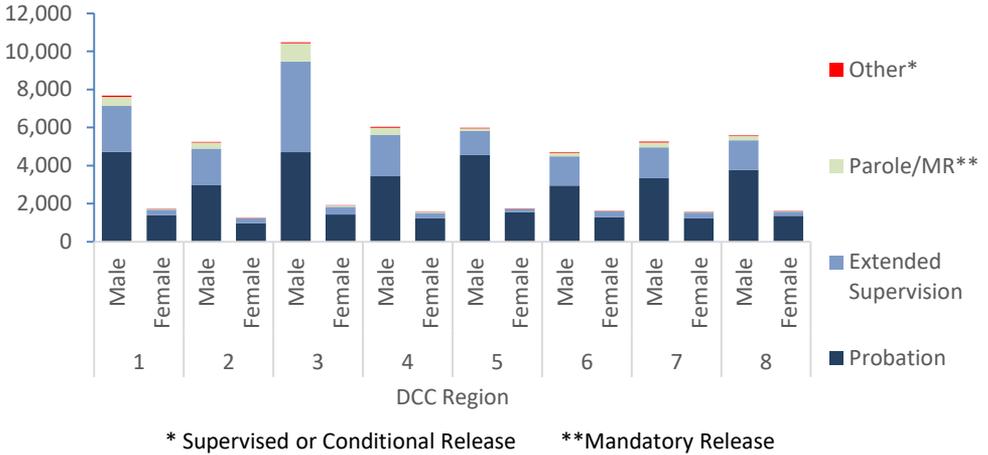
The DCC staff count includes **all** staff classifications, including supervisory and support staff. These numbers should not be used to infer client to staff ratios or to make other comparisons.



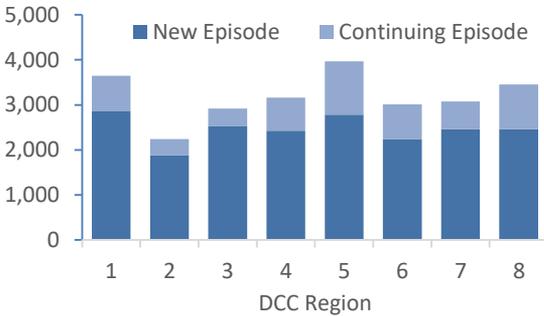
Client Population by Gender and Region



Client Population by Region, Case Type, and Gender



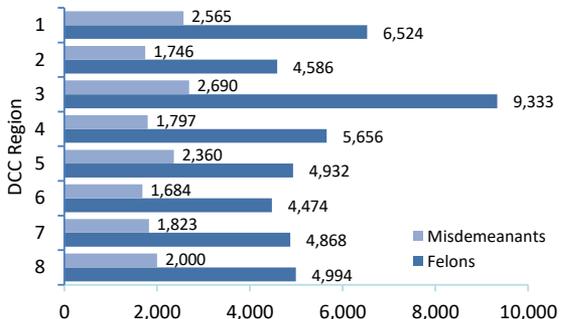
New Probation Case Count by Region



The total number of clients with probation cases that were ordered in fiscal year 2020 was 19,173, encompassing 25,480 probation cases. Of these, 15,684 clients started new episodes of supervision with DCC. Of these, 8,157 clients were new intakes (first time) with DOC.

Client Population by Region and Offense Severity

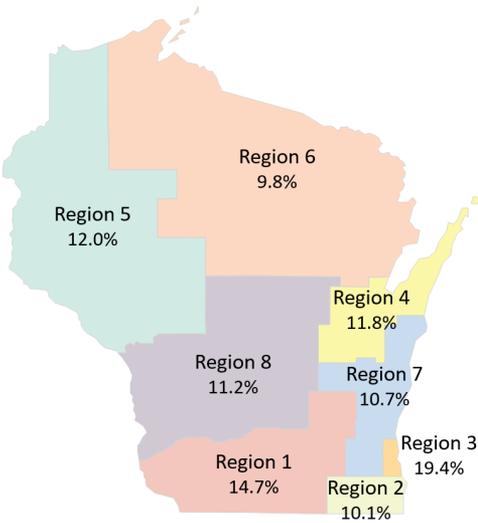
The total count of felons in fiscal year 2020 was 45,367. The total count of misdemeanants in fiscal year 2020 was 16,665. Not shown in this graph are 1,990 unknown offense severity cases (i.e. interstate compact, probation deferred, and supervised or conditional release type offenses).



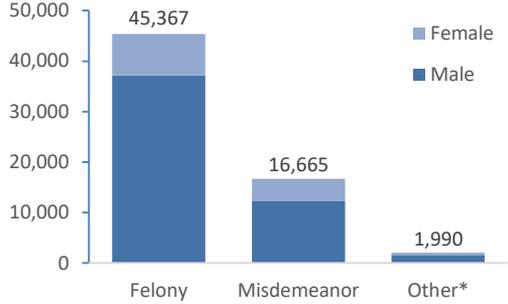
Statewide Population

On June 30, 2020, the overall population was **64,022** clients.

Population Breakdown in Percentages by Region

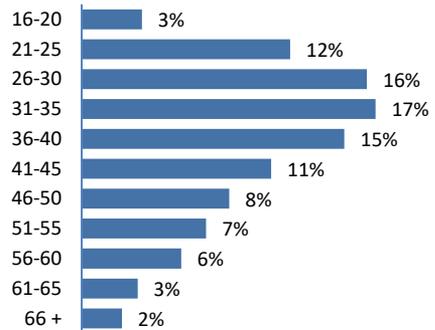


By Gender and Offense Severity

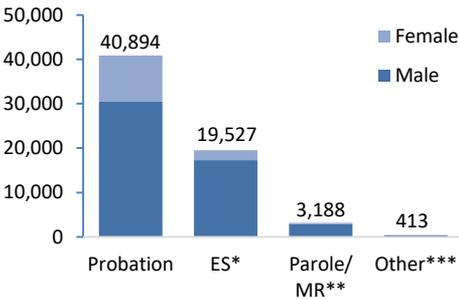


* Interstate compact, probation deferred, and supervised or conditional release

By Age



By Gender and Supervision Type



* Extended Supervision

** Mandatory Release

*** Supervised or conditional release

By Gender, Race, and Ethnicity

Category	Male	Female
Race		
White	67%	73%
Black	27%	18%
American Indian/Alaskan Native	4%	7%
Asian or Pacific Islander	2%	1%
No Data/Unknown	< 1%	< 1%
Ethnicity*		
Hispanic or Latino	7%	2%

* Clients in all race categories can identify themselves as Hispanic or Latino.

Statewide Special Populations

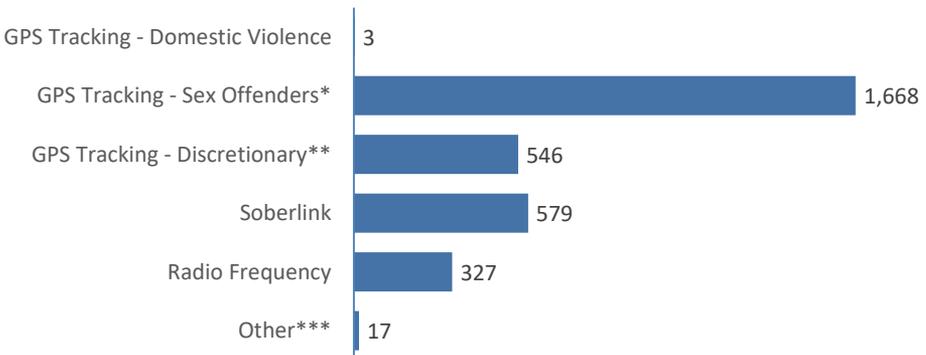
Sex Offender Registry Program

The Sex Offender Registry Program (SORP) is responsible for monitoring and tracking clients convicted of sex crimes. In addition, they provide information to promote community awareness and increase public safety. The table below describes the SORP population as of June 30, 2020.

Description	Number of Registrants
<u>Type of Conviction</u>	
Adult	25,102
Juvenile Adjudication or Minor	692
Total	25,794
<u>Supervision Status</u>	
Incarcerated	6,004
Not Incarcerated (Total)	19,790
<i>Active Community Supervision</i>	6,201
<i>Terminated from Community Supervision</i>	13,589
Total	25,794

Client Monitoring Population

The DOC Electronic Monitoring Center provides centralized electronic monitoring for clients as an alternative to incarceration. The data below is current as of June 30, 2020.



* Includes juveniles

** Includes sex offenders and non-sex offenders

*** Includes Sobrieter, Radio Frequency paired with Sobrieter, and transdermal alcohol monitoring. Some older alcohol monitoring devices are being phased out and replaced by Soberlink, which uses facial recognition technology to confirm the identity of the client in each breath test and submit results in real-time.

Population Table by County of Supervision

DCC Region	County of Supervision Based on Assigned Agent	Probation		Extended Supervision		Parole/MR		Other*		Total by County
		Gender		Gender		Gender		Gender		
		Female	Male	Female	Male	Female	Male	Female	Male	
1	Dane	500	2,040	122	1,138	19	259	3	37	4,118
	Dodge	145	422	43	204	6	37	1	1	859
	Grant	105	235	14	76	2	17	1	4	454
	Green	54	200	8	97	0	11	1	3	374
	Iowa	35	109	1	40	1	11	0	1	198
	Jefferson	157	433	23	194	5	41	2	13	868
	Lafayette	18	53	2	23	0	3	0	0	99
	Rock	381	1,237	80	639	11	85	0	11	2,444
	Washington	0	0	0	1	0	0	0	0	1
Total	1,395	4,729	293	2,412	44	464	8	70	9,415	
2	Kenosha	350	1,107	87	707	11	111	1	6	2,380
	Milwaukee	1	0	0	0	0	0	0	0	1
	Racine	435	1,194	129	923	18	173	7	12	2,891
	Walworth	189	667	34	288	9	41	1	7	1,236
	Total	975	2,968	250	1,918	38	325	9	25	6,508
3	Milwaukee	1,432	4,710	410	4,758	63	951	16	66	12,406
4	Brown	532	1,316	135	920	17	165	1	25	3,111
	Calumet	22	85	3	41	2	8	0	0	161
	Door	43	125	13	75	2	9	0	0	267
	Kewaunee	28	97	3	47	1	3	0	0	179
	Outagamie	311	1,009	66	602	13	97	1	11	2,110
	Winnebago	283	804	74	499	16	86	1	12	1,775
Total	1,219	3,436	294	2,184	51	368	3	48	7,603	
5	Barron	117	330	13	114	0	15	0	4	593
	Buffalo	30	60	2	19	0	1	0	0	112
	Burnett	69	171	5	40	0	2	0	0	287
	Chippewa	147	422	14	124	0	14	1	3	725
	Clark	42	133	6	39	1	4	0	0	225
	Douglas	163	476	23	142	1	21	0	1	827
	Dunn	104	283	10	78	1	11	0	3	490
	Eau Claire	271	830	51	238	4	25	2	8	1,429
	Jackson	74	156	10	83	0	10	0	0	333
	Pepin	7	39	0	4	0	2	0	0	52
	Pierce	60	245	3	45	0	5	0	0	358
	Polk	133	368	12	86	1	10	0	1	611
	Rusk	37	102	5	35	2	8	0	3	192
	St. Croix	197	607	17	125	0	9	0	2	957
	Trempealeau	32	197	4	39	0	5	0	3	280
Washburn	60	135	9	47	0	4	1	2	258	
Total	1,543	4,554	184	1,258	10	146	4	30	7,729	

Division of Community Corrections—Fiscal Year 2020 in Review

DCC Region	County of Supervision Based on Assigned Agent	Probation		Extended Supervision		Parole/MR		Other*		Total by County
		Gender		Gender		Gender		Gender		
		Female	Male	Female	Male	Female	Male	Female	Male	
6	Ashland	145	348	21	108	1	29	0	5	657
	Bayfield	0	1	0	3	1	2	0	0	7
	Florence	0	4	0	0	0	1	0	0	5
	Forest	56	83	8	37	1	4	0	0	189
	Langlade	93	184	16	81	0	18	0	1	393
	Lincoln	45	153	10	91	0	7	0	1	307
	Marathon	275	733	94	478	1	30	2	11	1,624
	Marinette	96	263	48	204	3	26	0	4	644
	Menominee	30	41	8	35	1	7	0	1	123
	Oconto	54	165	24	99	2	12	0	2	358
	Oneida	69	204	5	87	1	11	0	0	377
	Portage	0	2	0	0	0	0	0	0	2
	Price	27	75	4	21	0	7	0	0	134
	Sawyer	153	227	17	83	0	6	0	1	487
	Shawano	95	200	19	97	5	17	0	1	434
Taylor	36	79	4	41	1	4	0	0	165	
Vilas	125	179	17	80	1	9	0	3	414	
Total	1,299	2,941	295	1,545	18	190	2	30	6,320	
7	Fond du lac	210	502	54	257	12	53	4	8	1,100
	Kewaunee	4	20	1	2	0	3	0	0	30
	Manitowoc	181	445	38	203	2	40	2	8	919
	Ozaukee	71	221	16	79	0	19	0	3	409
	Sheboygan	271	737	51	310	6	46	4	3	1,428
	Washington	153	403	53	232	6	29	1	8	885
	Waukesha	332	1,014	98	538	7	61	9	15	2,074
Total	1,222	3,342	311	1,621	33	251	20	45	6,845	
8	Adams	70	144	9	70	1	4	0	0	298
	Columbia	122	401	28	135	3	22	2	2	715
	Crawford	36	88	4	34	2	7	0	0	171
	Green Lake	62	151	8	71	0	12	0	1	305
	Juneau	69	190	8	87	1	11	0	3	369
	La Crosse	175	467	33	247	0	27	3	5	957
	Marquette	7	48	6	23	0	10	0	0	94
	Monroe	117	312	21	127	1	31	0	2	611
	Portage	108	296	20	139	1	13	2	5	584
	Richland	32	114	4	35	1	0	0	0	186
	Sauk	128	398	16	141	8	24	0	5	720
	Vernon	30	78	5	33	1	9	0	0	156
	Waupaca	91	230	21	89	3	8	2	2	446
Waushara	70	218	8	81	0	13	0	2	392	
Wood	242	635	37	254	2	21	0	1	1,192	
Total	1,359	3,770	228	1,566	24	212	9	28	7,196	
Statewide Totals		10,444	30,450	2,265	17,262	281	2,907	71	342	64,022

* Supervised or conditional release

Programs and Education

Also known as Purchase of Offender Goods and Services (POGS), these funds are used to purchase products or services for the benefit of clients. This table gives, for each program type, its total cost in fiscal year 2020, and its proportion of the total POGS budget.

Description	Amount	%
Residential Services Programs*	\$ 15,112,007	50.2%
Transitional Housing	\$ 4,818,814	16.0%
Sex Offender Program Services	\$ 1,924,691	4.4%
Day Report Centers	\$ 1,333,844	4.4%
Alcohol & Other Drug Abuse Services	\$ 1,330,296	6.4%
Cognitive Behavioral Therapy	\$ 1,083,641	3.6%
Employment/Community Service & Vocational Programs	\$ 998,980	3.3%
OWI Courts	\$ 751,183	2.5%
Miscellaneous Client Goods & Services	\$ 583,259	1.9%
Domestic Violence Services	\$ 507,527	1.7%
Vivitrol	\$ 479,354	1.6%
Emergency Housing	\$ 462,286	1.5%
County Jail Alternative to Revocation Programs	\$ 311,275	1.0%
Urinalysis Screening	\$ 298,607	1.0%
Wisconsin Tribal Community Reintegration Program	\$ 50,000	0.2%
Anger Management Services	\$ 36,926	0.1%
Community Reintegration Services	\$ 12,130	< 0.1%
Total	\$ 30,094,820	100.0%

* Also includes Community and Residential Programs (CRPs) and Half Way Housing

Program Standards

The DOC has finalized and published Evidence-Based Practices (EBP) Program Standards. This can be found at <https://doc.wi.gov/Pages/AboutDOC/ReentryUnit.aspx>. As part of these standards, an Alternative to Revocation (ATR) Steering Committee developed decision trees to guide referrals to the appropriate institution program. The Committee realigned beds in an effort to reduce waiting lists and provide more mental health services. Future goals include the development of an electronic referral process, as well as improved data collection to analyze the impact of programming on client recidivism.

Budget, Revenue, and Expenses

Fiscal Year Budget

This table includes total General Purpose (GP) Revenue (i.e. tax dollars) allocated to DCC, as well as Program Revenue (such as client supervision fees) to support operations.

Description	GP Revenue*	Program Revenue*	Total
Total Budget	\$ 211.7 M	\$ 12.9 M	\$ 224.6 M
Client Daily Cost	\$ 8.67	\$ 0.21	\$ 8.88
Full Time Equivalency (Positions)	1,904.38	11.70	1,916.08

* Individual amounts may not add up to totals, due to rounding.

Payments Collected from Clients

Court Obligations

Any payment ordered by a court in connection with a criminal case is collected by either the court itself or by the DOC, and reissued as statutorily required. Some payments are held until a payee can be identified; other payments are used to cover administrative costs.

Type of Court Obligation	Amount Collected
Restitution	\$ 5,725,843
Court, Attorney Fees, Fines & Other Court Costs	\$ 2,990,898
Victim/Witness & DNA	\$ 2,092,903
Surcharge & General Funds	\$ 202,783
Total	\$ 11,012,427

Supervision Fee Payments

Clients are required to make regular monthly payments while under supervision. These funds are used (in lieu of tax dollars) to partially fund DCC operations.

Type of Payment	Amount Collected
Regular Monthly Payment	\$ 3,643,035
Tax Refund Intercept*	\$ 2,399,593
Total	\$ 6,042,628

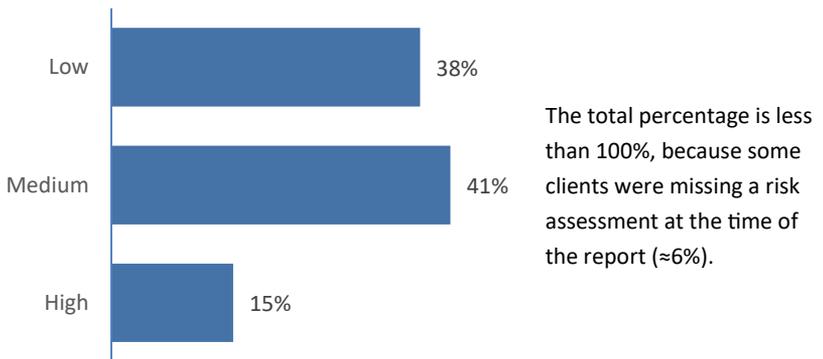
* Wisconsin tax refund and state lottery winnings intercepted from clients who did not make their regular payment. 2019 tax submission date was extended to July 15, 2020, due to COVID-19.

Client Risk Level and Criminogenic Needs

The following graphs reflect the risk level and needs of those 64,022 clients that, as of June 30, 2020, had completed a risk-needs assessment. The DOC utilizes the COMPAS assessment, which is a research-based risk assessment tool that identifies clients' risk level and criminogenic needs to provide effective supervision and treatment.

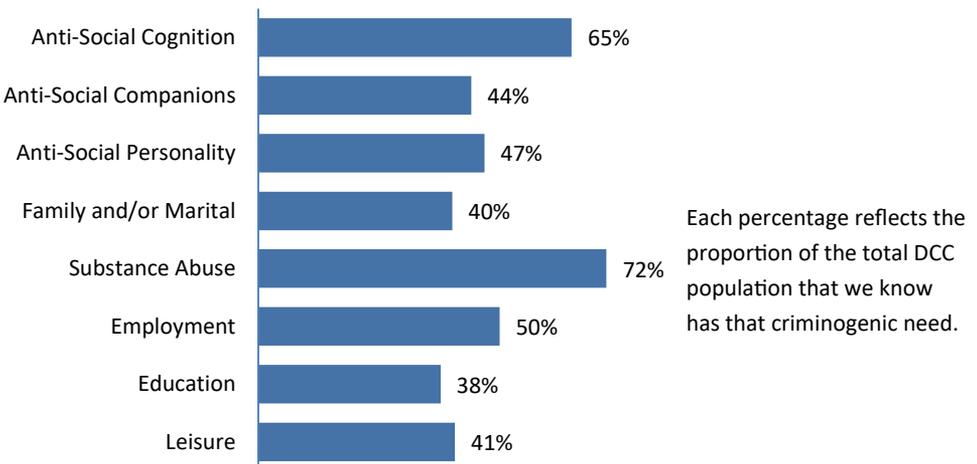
Client Risk Level

The client risk level represents a calculated risk to re-offend. It is used, in part, to determine how closely clients are supervised.



Criminogenic Needs

Criminogenic needs are attributes of clients that are linked to criminal behavior. Effective correctional treatment targets these dynamic criminogenic needs through interventions and case plans.



Initiatives in Community Corrections

Highlights of Initiatives

DCC strives to offer the best services for clients at the lowest cost for our tax payers. Here are a few highlights of our initiatives in fiscal year 2020.

Agent Basic Training

DCC recognizes the significance of preparing new agents to do the job effectively by offering a comprehensive training program. Importantly, this training must not only equip agents to complete the various tasks that the job requires, but also teach the skills needed to promote behavior change in others.

A thorough review of Agent Basic Training (ABT) was conducted to determine what skills new agents needed to learn to be successful, and to determine the best way to deliver training on those skills. Historically, agents attending ABT left their homes and families to commit to completing a seven week, in-person training. This time together was a good opportunity to forge relationships with coworkers, but it was also a cost to the DOC and a personal sacrifice for the new agents.

DCC worked with training staff and conducted focus groups with agents and their supervisors to solicit their feedback on how ABT could be improved. First, the ABT calendar was revamped to shorten the in-person training to five weeks; this was achieved by making online coursework available for agents to complete before entering ABT. Next, the sequence of the training in ABT was changed so that it more closely followed the lifecycle of a client's case. Finally, the two week Specialized Supervision Training that new agents completed six months after completing ABT was revamped to provide agents greater flexibility in completing their remaining training.

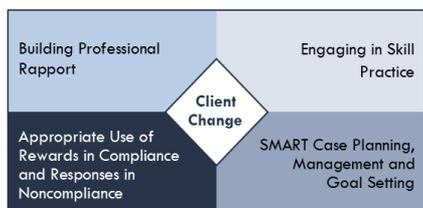


Before these changes could be fully implemented, DOC was challenged to find ways to deliver training during the COVID-19 pandemic. In-person training was replaced by virtual training, and for the first time, a new class of agents graduated after completing ABT exclusively through virtual learning.

Initiatives in Community Corrections

Department of Corrections - Smart Supervision

DCC continued their participation in fiscal year 2016's Smart Supervision: Reducing Prison Populations, Saving Money, and Creating Safer Communities competitive grant. With this funding, DCC partnered with the University of Cincinnati to develop a continuous quality improvement (CQI) plan with the aim of ensuring fidelity of evidence-based practices (EBP) during agent interactions with clients. The Implementation and Fidelity Coaches worked with sixteen new pilot sites to reinforce Core Correctional Practice concepts and the use of cognitive behavioral approaches when conducting office visits. The coaches and supervisors continued to listen to and score audio recordings submitted by each agent, and they also provided a coaching session which focused on agents' adherence to the trained model. Together, a skill development plan was developed to identify a step-by-step process for how each agent would continue to develop their skills in one specific area. Supervisors continued to coach their staff toward adhering to the model, as well as toward developing their skills together as a unit. Previously trained agents and supervisors continued to listen to and score recordings as they had been taught. The coaches also continued to work with the previously trained supervisors to ensure inter-rater reliability among the trained groups.



During this second half of the fiscal year, the grant funded program ended, but DCC made a commitment to continue this work. DCC hired the Implementation and Fidelity Coaches to ensure continuous quality improvement during appointments with clients. Additionally, DCC began developing a statewide CQI plan to incorporate the practices learned and utilized during the two-year pilot project. One of these practices included the commitment to train all units in DCC with the Core Correctional Practice curriculum. This training was completed in September, 2020. During this initiative, the focus is on incorporating the risk, need, responsiveness, and fidelity principles into agents' office appointments. Further, the goal is to

Initiatives in Community Corrections

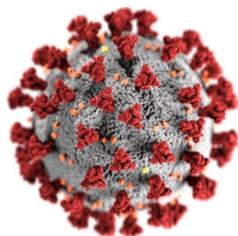
Electronic Case File

On August 13, 2020, DCC transitioned to use of the Electronic Case File (ECF) for all new intakes. This transition is the culmination of two years of preparation to replace paper case files. After reviewing the different options for an ECF, it was determined that DCC would use a product called OnBase. The ECF allows the documents to be stored in a central location, allows quick access to a client's case file from any location, and enables multiple employees to access the file at once. The ECF greatly reduces the cost and space of having to store the traditional hard copy file, and a termination file can be set to be purged automatically based on its Records Disposal Authorization. Further, mailing large client files throughout the state when a client transfers will no longer be necessary, as the ECF can be accessed anywhere. Finally, processing public record requests are streamlined, since documents can be easily accessed, allowing review and redaction without having to first scan them into an electronic document.

The ECF workgroup collaborated twice weekly in order to address the changes to the business processes that would be needed as a result of transitioning to the ECF. Workgroup members were also tasked with training their colleagues and serving as regional experts.

Pandemic Response

COVID-19 required a tremendous mobilization effort from DCC. In March, many staff were authorized to work remotely, a transition made possible because of previous initiatives to provide much of the workforce with mobile technology. Additional equipment was quickly deployed for those without such equipment. As a result, staff that had worked at onsite offices were exposed to significantly fewer people. Further, supervision was moved to a virtual format, and platforms such as Facetime, Duo, and Zoom were employed in order to ensure public safety, while still responding responsibly to the global pandemic. Finally, DCC substantially reduced the number of jail holds during this time. This mobilization and return to regular work required quick action, flexibility, and adaptability, and showcased the true dedication and professionalism of DCC staff.



Violation Response Workgroup

In January, 2019, DOC Secretary Kevin Carr tasked DCC with evaluating the policies and procedures related to responses to rule violations in order to recommend where changes were needed. This evaluation included reviewing the revocation process, particularly for technical violations and behaviors with no new criminal charges, and included reviewing the procedures for detaining clients prior to initiating a revocation. The objective of this project was to create a more effective and efficient violation response process that reduces prison admissions due to revocation. It achieved this reduction by increasing programming and positive interventions for individuals on supervision, while at the same time, maintaining public safety.

The initial evaluation revealed five main focus areas, and work groups were created to review existing practices and identify policies and procedures in need of updates or changes. These focus areas were (1) rules and after hours holds; (2) alternatives to revocation and programming; (3) response to violations; (4) short-term sanctions; and (5) the revocation process. Each of the work groups provided recommendations which were reviewed by the DCC Administrator and the DOC Secretary. The DCC Administrator held virtual town halls with field staff and external stakeholders. Implementation will occur in Calendar Year 2021.

Initiatives in Community Corrections

Workload Study

In July 2019, DCC contracted with the National Council on Crime and Delinquency (NCCD) to conduct a workload study involving probation and parole agents. In total, 950 agents (approximately 78% of agents) participated in the study, representing all eight regions of the state. Participants recorded time on a sample of their supervision cases or investigations that met or exceeded current agency standards. This data generated the amount of time it takes an agent to supervise a specific supervision level or complete an investigation. Time spent on general case support (assisting other agents) and non-case related administrative activity (training attendance, other administrative duties) was also recorded by the agents and integrated into caseload calculations.

Based on the conclusions of the workload study, DCC adopted several changes. First, all updated workload values were incorporated into caseloads effective September 1, 2020. Second, the workload for supervision of clients who participate in treatment courts was measured and incorporated into workload values. Third, clients on GPS tracking had similar workload values, allowing DOC to track those client populations with two GPS statuses instead of three different statuses. The workload study takes into account revised workload values resulting from several initiatives the DOC has implemented for evidence-based practices since the prior study was completed in 2014.



STATE OF WISCONSIN
**Department of
Corrections**

For further information, contact:

Wisconsin Department of Corrections
3099 East Washington Avenue
Post Office Box 7925
Madison, Wisconsin 53707-7925

Phone: (608) 240-5300
Fax: (608) 240-3850

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