



Wisconsin Department of Corrections



Becky Young Community Corrections Recidivism Reduction Fiscal Year 2016 Report

September 2016

Highlights Inside This Report:

COMPAS/ Northpointe Contract	4-5
Windows to Work Program	6-7
Offender Vocational Training/ Employment Programs	8-10
Opening Avenues to Reentry Success	11-12
Disabled Offender Economic Security (DOES) Project	13
University of Cincinnati Corrections Institute (UCCI) Contract	14-16
Staff Training and Development	17-18
Community Programs	19-21
Research & Policy	22-23

Message from Secretary Jon E. Litscher



As Secretary of the Wisconsin Department of Corrections (WIDOC), I am pleased to share the 2016 Annual Report on the Becky Young Community Corrections Recidivism Reduction Plan.

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

Our Department continues to strive for excellence in our commitment to become an evidence-based agency. Evidence-based practices (EBP) are defined as: "a progressive, organizational use of direct, current scientific evidence to guide and inform efficient and effective correctional services." (Carey Group, 2008). The WIDOC supports the successful transition from incarceration to the community through the use of COMPAS, motivational interviewing, targeting our interventions to the appropriate population, role playing new skills, use of positive reinforcements when appropriate, engaging community support, and providing feedback to those delivering interventions.

This report details the WIDOC's efforts to address the needs of our offender population through the use of the Becky Young funds. The statutory language setting the expectations for the use of funds are outlined within this report. All programs expending Becky Young funds are highlighted along with outcome data collected through the WIDOC Program Data Collection System (PDCS) from community agencies. In addition, it is important to note that recidivism data is collected on an ongoing basis, but only reported for the three year period after an offender's release. In this year's report, the most recent "Recidivism after Release from Prison" report is featured with updated recidivism trends for more than 156,000 offenders who were released from the Wisconsin correctional system between 1990 and 2013.

The WIDOC is proud of the innovative strategies implemented through the use of the Becky Young funds and we will continue to expand the use of evidence-based programs at the state and local levels. The ongoing employment initiatives of Windows to Work and vocational training opportunities such as the Computer Numerical Control (CNC) Mobile Lab, Milwaukee Area Technical College (MATC) CNC Training, and the Madison College Industrial Maintenance Essentials Pilot Project are excellent examples of new opportunities for our offenders to gain skills in highly sought after employment areas. Such work will continue to be prioritized in the next fiscal year. Overall, all of these initiatives will make Wisconsin a safer state in which to live and work.

Respectfully,
Secretary Jon E. Litscher

Message from Silvia Jackson, Reentry Director

As the WIDOC Reentry Director, I am very pleased to present the Becky Young Community Corrections Recidivism Reduction Report for Fiscal Year 2016 (FY16). The Reentry Unit has administered these funds since FY11 with the goal of recidivism reduction; which makes our communities safer. This report details WIDOC's adherence to the National Institute of Corrections (NIC) Eight Principles of Effective Intervention. Our highest priority for use of Becky Young funding continues to be supporting programs that are evidence-based and target offender criminogenic needs.

The work of the WIDOC Reentry Unit has been guided by a Reentry Business Plan, our roadmap to implement evidence-based strategies for reducing recidivism. Goals and objectives are identified by the Reentry Executive Team (RET) on an annual basis.

Thanks to the dedication and hard work of employees throughout the WIDOC, we were able to accomplish the following tasks under the Reentry Business Plan 2016 objectives:

- WIDOC completed a norming study of the COMPAS risk and needs assessment tool based on a Wisconsin population rather than a national sample.
- An inventory of Division of Adult Institutions (DAI) and Division of Community Corrections (DCC) evidence-based programs was completed including criminogenic targets and dosage levels.
- Implementation teams for the areas of Sex Offender Treatment (SOT) and Cognitive-Behavioral Programming (CBP) were formed to begin implementation of the Evidence-Based (EBP) Program Standards.
- The Reentry Executive Team (RET) finalized Earned Release Program (ERP) metrics as the first DAI Primary Program indicator. This is one of several Key Performance Indicators (KPIs) used by the Department to track and measure progress over time.
- COMPAS Workload Manager Module was implemented and the Evidence-Based Response to Violations (EBRV) Module was completed with implementation scheduled in FY17.
- The Continuous Quality Improvement (CQI) Committee completed a Department-wide inter-rater reliability study with over 1,500 staff participating in DAI and DCC.
- Milwaukee Area Technical College (MATC) provided Computer Numerical Control (CNC) instruction for WIDOC offenders, as a coordinated effort between Department of Workforce Development (DWD), Milwaukee Area Technical College (MATC), several WIDOC correctional centers, DCC Region 3, and the WIDOC Reentry Unit.
- The Industrial Maintenance Essentials: Fluid Power & Metal Processes Specialized Training Academy concluded with fifteen inmates completing the program and gaining credits from Madison College.
- The Gender-Responsive Risk Assessment pilot program was initiated within DAI's women's facilities with results to be evaluated by the Research & Policy Unit and the Reentry Unit.
- The Impaired Driving Assessment (IDA) Training was completed in DCC and the WIDOC continues to work with the American Probation and Parole Association (APPA) on development of requirements for automation in COMPAS.

The programs and expenditures highlighted in this year's report reflect the spirit of the Reentry Business Plan. While many programs were funded, I would like to draw attention to several initiatives in particular. For participants served in the Windows to Work employment program (pg. 6-7), 405 participants engaged in 546 episodes of employment with the average beginning wage of \$10.54 per hour. The Opening Avenues to Reentry Success (OARS) program (pg. 11-12) served 261 participants receiving mental health treatment, housing, transportation, employment, and other related services. The combined one year recidivism rate from FY11-14 for all OARS participants enrolled was 11.21% compared to 18.96% for those not enrolled in OARS with similar risk level and mental health need. Disabled Offender Economic Security (DOES) Project attorneys (pg. 13) represented 364 offenders applying for Social Security benefits. A total of 210 offenders gained benefits (57.7% success rate). In collaboration with the University of Cincinnati Corrections Institute (UCCI) (pg. 14-16), WIDOC expanded the EBP Model Earned Release Program (ERP) in DAI and introduced the Cognitive-Behavioral Interventions for Offenders Seeking Employment (CBI-EMP) curriculum within the Windows to Work program. Additionally, UCCI assisted the Department with staff training and technical assistance to further the advancement of WIDOC's efforts to be an evidence-based agency. These are just a few of the programs that are detailed in the following pages.

I am pleased with the progress we have made in FY16 and look forward to our work in FY17 using the Becky Young Community Corrections Recidivism Reduction funds. Through the dedication of our staff and our partners in the community, we continue to strive for effective intervention strategies to engage long-term change in our offender population.



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

Becky Young Community Corrections: Recidivism Reduction Community Services

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

20.410(1)(ds)

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

301.068(1)

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

301.068(2)

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

301.068(2)(a)

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

301.068(2)(b)

Cognitive group intervention.

301.068(2)(c)

Day reporting centers.

301.068(2)(d)

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

301.068(3)

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

301.068(3)(a)

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

301.068(3)(b)

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

301.068(3)(c)

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

301.068(3)(d)

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

301.068(4)

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

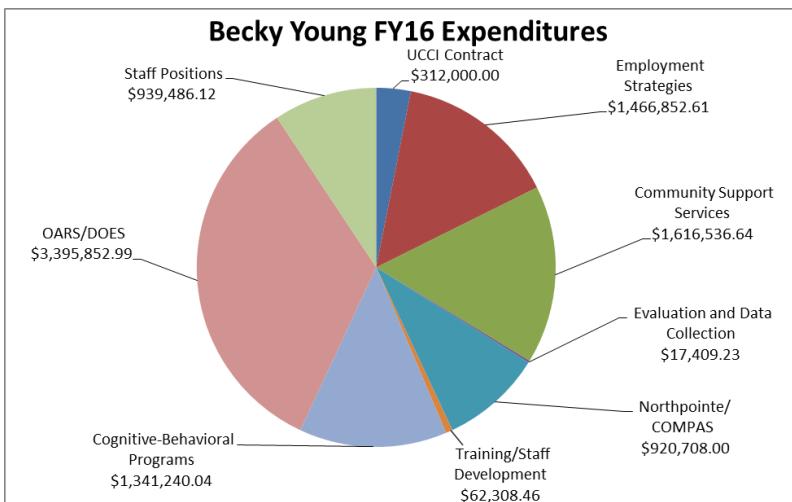
301.068(5)

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

301.068(6)

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

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



COMPAS/Northpointe Contract

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

WIDOC continues to partner with Northpointe Inc. for ongoing license and support of the COMPAS risk, needs, and case management system. The COMPAS system provides actuarial risk and need information that allows WIDOC staff to create more effective, evidence-based case plans and supervision strategies. COMPAS also provides a comprehensive case management module, which allows WIDOC to document and store social history information (education, employment, substance use history, etc.), violation disposition information, rewards and incentives, drug testing, rules of supervision, and monitor workload.

COMPAS is used in more than fifteen states across the country and has been validated both internally and externally. Despite being validated in other states and jurisdictions, the statewide COMPAS implementation in Wisconsin requires continuous validation. COMPAS was normed on a Wisconsin population in February of 2016, which means the assessment is now based on a geographically-representative offender population. Likewise, it has been exposed to significant inter-rater reliability testing and measurement under a Continuous Quality Improvement framework. Finally, independent validation is currently being conducted by the WIDOC Research & Policy Unit. The Wisconsin Department of Corrections is committed to replicating these studies over time.

“Clearly, actuarial risk assessment instruments hold considerable promise for criminal justice reform in that they are capable of better informing what were previously subjective and indefensible criminal justice decisions.”
Christopher Lowenkamp, Ph.D.

In addition to annual license and support costs, the FY16 WIDOC partnership with Northpointe Inc. generated enhancements and improvements both in terms of the application and business infrastructure supports. Approximately 400 hours of development time were invested in finalizing the Workload Manager module, implementing a gender-responsive assessment instrument, building better release planning tracking, refining the Evidence-Based Response to Violation (EBRV) decision support tool, and migrating the COMPAS database to a more robust hosting platform, resulting in enhanced interface capacity with other WIDOC systems and better reporting capabilities.

Furthermore, Northpointe Inc. continued to provide technical assistance and software support as WIDOC constructed and implemented the baseline Inter-Rater Reliability (IRR) study. The Continuous Quality Improvement (CQI) Committee conducted the baseline IRR study in February 2016 with over 1,500 DAI and DCC staff completing the study. Overall, results showed positive consistency and will be used to improve and target training resources.

WIDOC is pleased to continue cultivating our relationship with Northpointe Inc. moving into the seventh year of our contract. Our vision is to partner on enhancements in the application along with additional training and continuous quality improvement by capitalizing on our recently-created research environment and accompanying database. In addition to quality assurance initiatives, we will also continue to collaborate with Northpointe Inc. to refine the Evidence-Based Response to Violation (EBRV) module by adding additional revocation documentation and tracking functionality to more effectively understand the entire lifecycle of a violation event from arrest through disposition. Lastly, WIDOC is excited to partner with Northpointe Inc. to deliver the first regional training seminar in FY17 to cover many topics including the use of risk/need assessment in sentencing, racial disparity, research protocols, and advanced interpretation.

Risk Level by Division

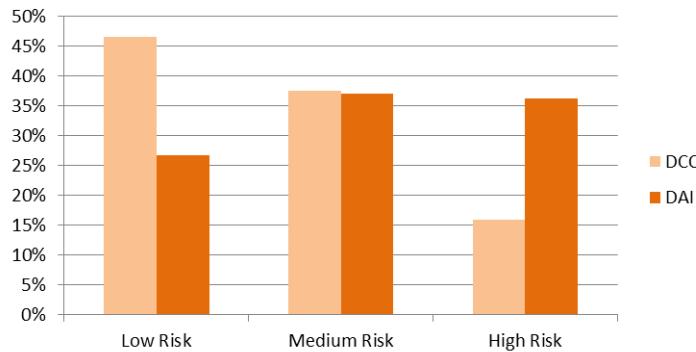


Chart A

Chart A takes a closer look at WIDOC's intake assessments in FY16. COMPAS identifies both the risk and criminogenic needs of the assessed offender. Risk ratings demonstrate the likelihood that the offender will recidivate within the next three years in the community. Risk is separated by Low, Medium, High and is identified by a decile score within the COMPAS software. For example, if an offender scores a four on the scale then this indicates that 60 percent of a similar population is more risky than him or her. As indicated on Chart A, a significant portion of the Division of Community Corrections (DCC) offender population scores Low Risk, while a significant portion of the Division of Adult Institutions (DAI) offender population scores High Risk.

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COMPAS/Northpointe Contract (continued)

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

Criminogenic Needs by Division

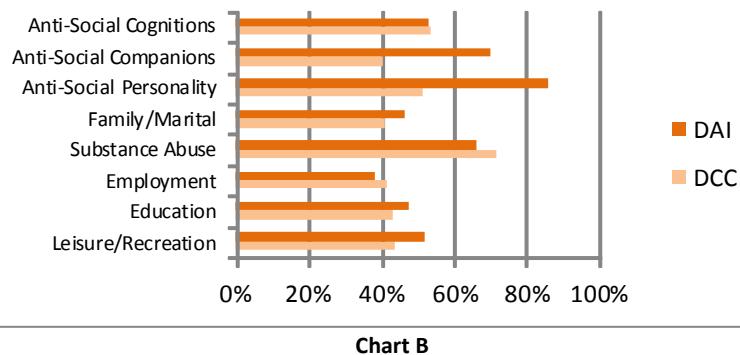


Chart B

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

Just as COMPAS provides risk level, the criminogenic needs of the offender are also rated on a decile score. In Chart B, the top eight criminogenic needs are broken out by Division according to COMPAS assessments conducted in FY16. As the chart shows, substance abuse continues to challenge a majority of offenders under the custody of WIDOC. We see a general trend of more pervasive criminogenic need in DAI, as higher risk offenders are sentenced to prison. As DOC staff analyze the results of the assessment, the most

driving criminogenic needs are addressed in the offender's case plan. Development of the case plan is a collaborative process between the offender and the Agent or Social Worker, to ensure ownership by the offender of the goals/objectives outlined in his or her plan.

Total Assessments by Fiscal Year (Cumulative)

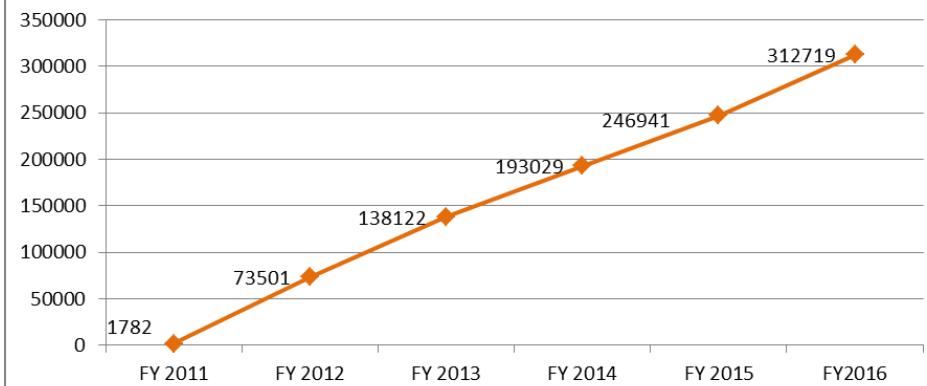


Chart C

It is important to note the work completed by the WIDOC staff and the progress made in conducting assessments with our offender population. WIDOC completed 65,778 COMPAS assessments during FY16 (multiple assessments may have been completed for one offender). This number includes all COMPAS assessments, specifically, the Wisconsin Primary Needs (WPN), Core, Legacy, and Reentry assessments. The offender's position in the lifecycle (i.e. Intake, Supervision, Discharge) dictates the type of assessment used. Chart C depicts the cumulative increase over time in adult assessments completed since COMPAS went live. Likewise, at the end of FY16, WIDOC has trained approximately 7,930 COMPAS users and started 194,484 case plans.

Total Offenders with at least One Assessment in FY16 by Division	
DCC	29,668
DAI	7,539
Total Count of Offenders	37,207

Table A

Table A indicates the total number of offenders with at least one COMPAS assessment completed in FY16. As Divisional business process dictates the frequency and type of assessment, some offenders may have more than one assessment completed within the Fiscal Year. Only offenders within DCC and DAI are tabulated in the Total Offenders number.

Windows to Work

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

Windows to Work is a pre- and post-release program designed to address criminogenic needs that can lead to recidivism. WIDOC contracts with each of Wisconsin's eleven Workforce Development Boards (WDB) to provide, or subcontract to provide, a Windows to Work Program at selected state correctional institutions or county jail facilities in each workforce development area. Becky Young funds assist four county jail programs and sixteen DAI programs (in twelve DAI institutions) throughout the state.

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

"My Windows to Work Coach was always there for me, treated me respectfully, and went above and beyond the call of duty for me."

Tom K.

to high-risk on a validated assessment (COMPAS) in order to enroll in the program. The Windows to Work Coach provides participants with classroom training in core curriculum content areas, such as Cognitive Intervention, General Work Skills and Expectations, Financial Literacy, Community Resources, Job Seeking, Applications, and Resumes. In coordination with the institution social worker and/or community corrections agent, individual release/case planning takes place.

Post-Release Services: In coordination with the DCC agent, coaches assist participants with job search and job retention

activities for approximately twelve months after release from incarceration. Participants receive assistance in accessing available community resources, and programs sometimes have limited funds to assist participants in addressing barriers to employment, such as transportation, education, identification, and work supplies.

During FY16, there were 288 new enrollments in the Windows to Work program throughout the state. The total number of participants enrolled at any given time is approximately 400 – 450. As noted in Chart A, 174 participants completed the curriculum portion of the program, or the classroom training. This occurs prior to release and takes approximately twelve weeks. Many individuals may enroll in a particular fiscal year, but might not complete the curriculum (and/or the full program) until the next fiscal year. There were 106 full program completions during FY16. Successful completion of the full program is determined through a joint meeting between the participant, DCC agent, and Windows to Work Coach when the participant has shown stability in the community and in their employment, accomplishing their individual employment goals. The program completions noted in Chart A are those who completed successfully or those who were administratively terminated (no fault). If an individual was still enrolled in the program at the end of the fiscal year, they are not counted here. Participants who enrolled in the program after July 1, 2013 and who completed the program prior to June 30, 2016 (either successfully or through administrative removal) spent an average of 399.7 days engaged in the program.

"This program has helped me so much and I am truly grateful for all that was provided for me."

Lena R.

Program Enrollment Data - FY16

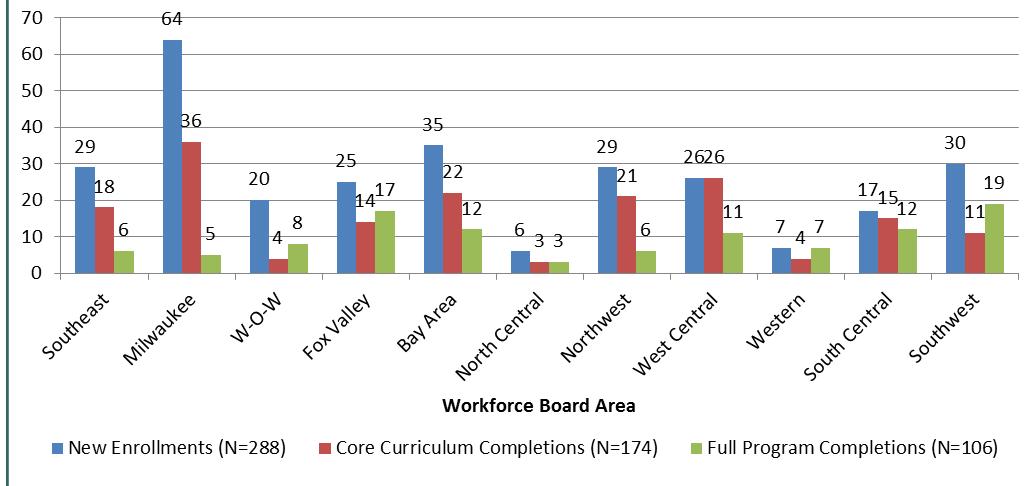


Chart A

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Windows to Work (continued)

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

Hours at Start Date	Number of Employment Episodes	Percentage
Full-time (35+ hours)	389	71.2%
20-34 hours	108	19.8%
Less than 20 hours	26	4.8%
Hours data unavailable	23	4.2%
Total	546	100%

Table A

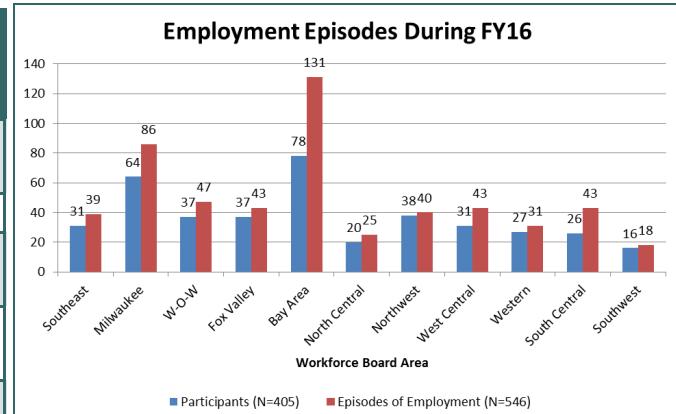


Chart B

Employment: As referenced in Chart B, 405 different program participants obtained 546 episodes of employment during FY16. An employment episode is an instance of employment, including temporary placements, On-the-Job Training (OJT), Work Experience, Seasonal Employment, and all full- and part-time employment. Program participants earned an average wage of \$10.54 per hour at hire.

An additional focus of the program is to provide assistance to participants so that they may progress on a career pathway and obtain full-time employment after incarceration. Table A provides data indicating the type of employment (hours at start date) for program participants.

Release Year	Eligible Participants	One-Year Recidivism Rate	Two-Year Recidivism Rate	Three-Year Recidivism Rate
2011	64	10.9%	23.4%	34.4%
2012	121	19.0%	33.9%	----
2013	133	18.0%	----	----

Table B

Recidivism: WIDOC defines recidivism as: following an episode of incarceration with the WIDOC, to commit a criminal offense that results in a new conviction and sentence to WIDOC custody or supervision. The data contained in Table B is purely informational, and is not intended to define a causal relationship. Due to the relatively small size of each cohort, it is important to recognize that even one or two recidivists can drastically alter an overall recidivism rate. Likewise, the rates above should not be compared to a recidivism rate for a general cohort, as only medium- to high-risk individuals are eligible to participate in Windows to Work. It is well established that medium- to high-risk groups recidivate at a higher rate than a general cohort. Eligible participants above are those who released from WIDOC incarceration during the identified year and who completed the core curriculum for Windows to Work. This data does not include participants in jail programs or who may have enrolled in the program while in the community.

The combined one-year recidivism rate for all 318 Windows to Work participants who completed the core curriculum and were released from incarceration during calendar years 2011-2013 is 16.9% percent. The combined two-year recidivism rate for all 185 Windows to Work participants who completed the core curriculum and were released from incarceration during calendar years 2011-2012 is 30.8% percent.

Vocational Training Initiatives

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

CNC Mobile Lab

WIDOC has explored several training opportunities to better prepare releasing inmates (and offenders on DCC supervision) for employment in several high-demand fields. WIDOC partners with Gateway Technical College and the Department of Workforce Development (DWD) to provide training in Computer Numerical Control (CNC) machining and operation through the CNC Mobile Lab. The CNC Mobile Lab is a self-contained classroom and is equipped with a CNC Lathe, CNC Mill, Control Simulators, tools and safety equipment, laptops, computers, and audio-visual equipment necessary to provide current technical instruction to participants throughout the state. CNC machinists and operators are in high demand, and trained individuals can expect to earn an entry-level wage of \$17 - \$22 per hour.



In late July 2014, Gateway Technical College was awarded a Wisconsin Fast Forward grant from the Department of Workforce Development (DWD) to offer an accelerated 13-credit CNC technical education certificate program for DOC inmates in the CNC Mobile Lab. After a planning period with Gateway and DWD, instruction began at Racine Correctional Institution (RCI) in early 2015. Twenty-six inmates have completed training, as of June 30, 2016.

"Today, these graduates get a second start in life thanks to this creative partnership between corrections and technical colleges. This program is a win-win as it addresses the workforce needs of Wisconsin job creators and the employment opportunities of these graduates. I am encouraged by the positive decisions made by these inmates to make the most of their second chance and look forward to them returning to better their communities."

Lt. Governor Rebecca Kleefisch

Milwaukee Interagency CNC Project

Milwaukee Area Technical College (MATC) was awarded a Wisconsin Fast Forward grant from DWD to offer an approximately 14-week, 14-credit CNC technical education certificate program for WIDOC inmates who were incarcerated at Marshall E. Sherrill Correctional Center (MSCC), Felmers O. Chaney Correctional Center (FCCC), and the Milwaukee Women's Correctional Center (MWCC), as well as offenders who were under DCC supervision in Region 3 (Milwaukee).

After a planning period with MATC and DWD, instruction began at the MATC Downtown Campus in early 2015 with participants from FCCC and MSCC. Additional cohorts have included participants from MWCC, as well as those on community supervision. Forty-seven participants have completed training as of June 30, 2016.



"I could move anywhere in this world. But if I don't change my thinking, I'll get the same results. But if I change my thinking, better things will happen. It's not where I'm at. It's who I am."

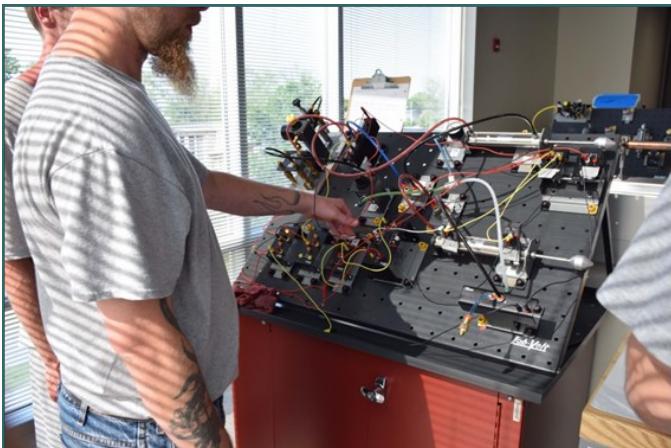
Antoine C.

Vocational Training Initiatives (continued)

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

"Part of DOC's mission is to reduce recidivism by providing opportunities for inmates to receive educational and vocational programming while incarcerated, including training in high-demand occupational fields. The CNC training program is part of DOC's reentry efforts and one example of how DOC, DWD, and technical colleges can work collaboratively to prepare inmates for employment and reintegrate them into the community."

Jon Litscher, DOC Secretary



Industrial Maintenance Essentials Pilot Project

Based on the success of the previously referenced CNC projects, WIDOC approached Madison College and the Workforce Development Board of South Central Wisconsin (WDBSCW) to pilot a training opportunity for inmates in south central Wisconsin. In early 2016, WI DOC developed an Industrial Maintenance Essentials: Fluid Power & Metal Processes Specialized Training Academy for inmates from Thompson Correctional Center (TCC) and Oregon Correctional Center (OCC). This project utilized Becky Young funding to support an 11-credit accelerated training for fifteen inmates from TCC and OCC, culminating in a graduation ceremony in June 2016. Training occurred at the Madison College Truax Campus on second shift and Saturdays, and included the following courses: Interpreting Engineering Drawings, Math-Employability Skills & Support, Workplace Communications, Machine Tool Math 1, Safety for Industry (OSHA-30), Metal Processes 1, Industrial Fluid Power 1, and Industrial Fluid Power 2.

The local median wage for industrial maintenance mechanics in south central Wisconsin is \$18.80 per hour. Industrial maintenance is a rapidly-growing field, with the Bureau of Labor Statistics estimating sixteen percent annual growth. All of the credits earned in the program can be applied to the Madison College Industrial Mechanic one-year technical diploma or the Industrial Maintenance Technician two-year technical diploma.

"This is a prime example of a strong workforce development partnership that is yielding incredible results. We're proud of this collaboration with DOC and Madison College to help build, sustain, and expand training opportunities for such skilled and dedicated individuals and we hope to continue this momentum in our work together."

Seth Lentz, Deputy Director, WDBSCW



Community Corrections Employment Program (CCEP)

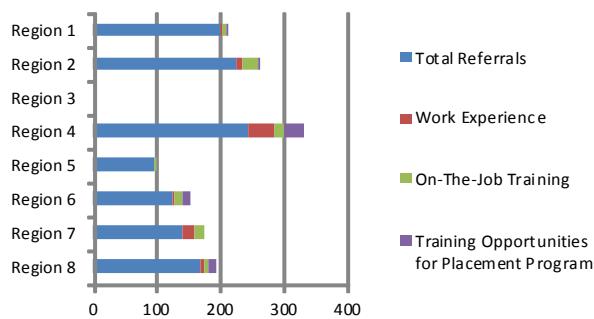
301.068(2)(d); 301.068(3)(b)(c)

The Community Corrections Employment Program (CCEP) is a statewide program designed to assist medium to high risk offenders with an identified employment need per COMPAS, in obtaining the skills necessary to obtain and maintain employment in a competitive work environment. Priority is given to offenders who are within six months of release to 90 days post-release from an institution. However, offenders on probation are considered for the program as resources allow.

In recent fiscal years, CCEP implemented a reach-in component with eligible incarcerated offenders nearing release to connect them with services and employment prior to or immediately upon release. Participants are assessed and placed into services based on their level of skill and work readiness. In addition, Employment Program Coordinators conduct a variety of activities including employer engagement and employment readiness groups that assist participants in areas such as resume building and interviewing skills, while working directly with employers for job placement. Staff also provide presentations to community stakeholders and institution staff/offenders, attend job and resource fairs, and coordinate and refer participants to training opportunities with technical colleges and other community providers. Finally, these employment coordinators work closely with Workforce Development Boards and the Department of Workforce Development in the coordination of employment related opportunities and activities. In addition to the above services, the program funds work experience, on-the-job training, and educational and training assistance opportunities. CCEP also offers assistance to employers regarding work opportunity tax credits and bonding.

In FY16, there were approximately 1,200 referrals to CCEP. Participants may be deemed ineligible at a later date, turn down services, or fail to participate in services after referral/determination. In addition to direct employment placement and referrals to other community based employment services, WIDOC funded work experience for 83 participants, on-the-job training for 81 participants, and employment related training programs for 60 participants.

CCEP Participants by Region



Becky Young Funds supports three Employment Program Coordinator positions, in addition to five Division of Community Corrections-funded positions from other sources. The eight Employment Program Coordinator positions are aligned with the eight DCC regions. It is noted in FY16, DCC experienced several vacancies in the Employment Program Coordinator positions, including Milwaukee County. Those vacancies are in the process of being filled for FY17.

DAI Employment Specialists

301.068(3)(b)

DAI Correctional Centers are committed to providing employment support for offenders to assist in the successful transition from prison to the community. Similar to past years, the Becky Young Funds have allowed DAI to contract for two Employment Specialist positions at Winnebago Correctional Center (WCC) and Marshall C. Sherrer Correctional Center (MSCC). These Employment Specialists assist in work release and other employment opportunities for offenders currently incarcerated at the minimum custody correctional centers. The Employment Specialist, in coordination with the Center Work Release Sergeant, assists offenders in the completion of Pre-Release modules, development of pre-release plans, obtaining identification documentation, developing resumes, and exploring employment opportunities. In addition, Employment Specialists and Work Release Sergeants locate new employers and send resumes to prospective employers for offenders eligible for employment. During FY16, offenders were employed in several areas of work including but not limited to manufacturing,

Offender Outcomes in FY16 (N=416)

Continuing Employment in FY17	214
Successful Completion	96
Administrative Termination	83
Disciplinary Termination	23

packaging, construction, material handling, and mechanical work.

In FY16, 416 offenders received services at WCC and MSCC. Outcome data collected by each site is shown above. Moving forward in FY17, services will continue to be offered for those identified for services, as WIDOC continues to move towards an evidence-based approach.

Opening Avenues to Reentry Success (OARS)

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

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

The OARS program provides participating mentally ill offenders releasing from prison:

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

The OARS program provides these services to eligible inmates releasing to 37 of the 72 Wisconsin counties. The goals of the OARS program are to increase public safety by increasing participants' success on supervision and reducing revocation and recidivism. The OARS program is also designed to aid in participants' recovery and help establish their self-sufficiency in the community. Research indicates that providing case management and psychiatric treatment in the community can reduce the rate of recidivism among mentally ill offenders. The OARS program uses a person-centered approach, individualized service planning, and motivational interviewing to encourage participants' intrinsic motivation and participation in treatment plans. The frequent interactions between OARS team members, which includes participants, can help bridge the transition from the institution to community life.

OARS Participants must:

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

Enrollment in the OARS program begins approximately six months prior to institution release. Contracted case managers enter facilities and work closely with DHS OARS Program Specialists, WIDOC facility Social Workers, and Division of Community Corrections (DCC) Agents to determine clinical needs, risk factors, and to develop therapeutic rapport with the participant. The team develops Individualized Service Plans (ISPs) and encourages participants to stay engaged with pre-release and treatment programming during the pre-release phase.

While participating in the post-release phase, participants can remain in the program for up to two years. Case planning focuses on orienting participants toward psychiatric stability and promotes decisions that enhance mental health and recovery from addiction. This process involves creative, intensive case planning, monitoring, and treatment immediately following release to the community. As the participant positively adjusts, the level of monitoring and services may gradually decrease in intensity. The OARS team then works toward transition to independence through education, employment, or needed county-based services and eventually, successful discharge from the OARS program. The team establishes services and supports for the long-term stability and well-being of the participant.

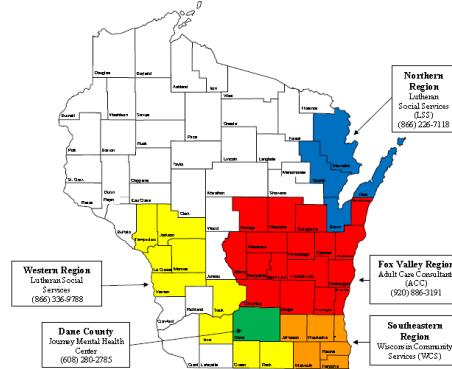
In FY16, the OARS program has experienced positive programmatic changes. Modifications to Wisconsin's BadgerCare Plus Medicaid program have allowed more OARS Program participants to become eligible for public Medical Assistance. These increased OARS participant enrollments in BadgerCare Plus reduce OARS program expenditures on medications and psychiatric and medical care, and have allowed the program to expand to Dane County and increase the overall participant population, even significantly exceeding third quarter projections of 133 participants for the fiscal year.

During FY16, the OARS program:

- Served 261 participants.
- Increased the Average Daily Population (ADP) to 149 participants.
- Calculated a cost of \$16,877 per participant, a five percent reduction compared to last year's cost.

In FY16, the OARS Program has increased the ADP by 50 percent. Because of the increased Medicaid eligibility and reduced program costs mentioned above, the OARS Program has been able to significantly expand enrollment during the fiscal year. To maintain consistent intensive case management and monitoring, the program has used savings to add required case managers to facilitate services for the additional participants.

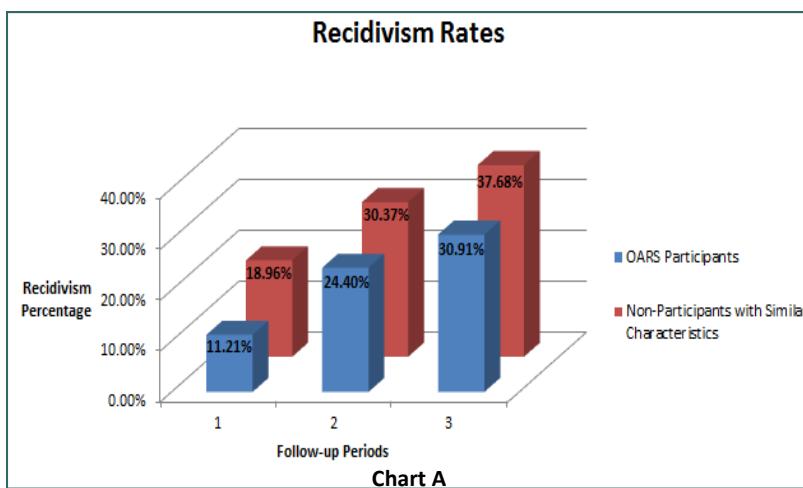
The OARS Program serves a diverse population. While this data may change as the Department of Health Services collects additional provider information, preliminary results for FY16 show that 73 percent of participants are male and 27 percent are female. Participants range in age from 20-69 years of age.



(cont. next page)

Opening Avenues to Reentry Success (OARS) (continued)

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



OARS shows a breakdown of program enrollment by race/ethnicity: 47 percent African-American, 46 percent Caucasian, 4 percent Native American/Alaskan Native, 2 percent Hispanic, and 1 percent Asian/Pacific Islander. Each individual in the OARS Program presents with a range of needs and requires varied services. For instance, 145 participants live independently, eleven live in Community-Based Residential Facilities, nine reside with family, five participate in substance abuse in-patient programming, two are housed in supported apartments, and others are placed in Adult Foster Care, DOC halfway houses, and DOC Temporary Living Placements (TLPs). Many participants are able to find employment or volunteer opportunities in the community, while others are unable to work. In FY16, 75 participants were hired in competitive paid positions, two volunteered, and many others relied on public benefits to maintain financial stability.

One of the primary OARS Program goals is to reduce recidivism among participants, and each fiscal year, recidivism data is evaluated. The combined one-year recidivism rate for FY11-14 for all OARS participants enrolled in the program is 11.21 percent. As indicated in the table, the risk computations for non-participants were not available after December 31, 2013 for this analysis due to the conversion of historic DOC data systems. To match the two groups as closely as possible, the OARS participants released between January 1, 2014 and June 30, 2014 have been removed from the participant data. The group of all medium and high risk offenders releasing with a serious mental illness not enrolled in the OARS program in FY11-14 have a one-year recidivism rate of 18.96 percent. The two-year follow-up rate for OARS participants is 24.4 percent, while the non-participant group with similar characteristics has a two-year recidivism rate of 30.37 percent. The three-year follow-up recidivism rate for OARS participants is 30.91 percent, while the group with similar characteristics has a three-year recidivism rate of 37.68 percent. While a causal relationship cannot be drawn without further study, it is important to note that the OARS participant group shows a lower recidivism rate than the non-participant group during the three-year follow-up period. This continues to be a positive sign that OARS participants are succeeding in the community, even after being separated from the OARS Program for a one-year period.

Table A

OARS PARTICIPANT RECIDIVISM FY2011-2014

FY	Sample Size	Recidivists	One-Year	Sample Size	Recidivists	Two-Year	Sample Size	Recidivists	Three-Year
FY2011	54	7	12.96%	51	10	19.61%	51	14	27.45%
FY2012	60	6	10.00%	59	17	28.81%	59	20	33.90%
FY2013	60	5	8.33%	58	14	24.14%
*FY2014	40	6	15.00%
Total	214	24	11.21%	168	41	24.40%	110	34	30.91%

*OARS participant data is only shown through 12/31/13 to match the available non-participant group.

Table B

MENTALLY ILL, MEDIUM AND HIGH RISK OFFENDER RECIDIVISM FY2011-2014

FY	Sample Size	Recidivists	One-Year	Sample Size	Recidivists	Two-Year	Sample Size	Recidivists	Three-Year
FY2011	256	44	17.19%	252	76	30.16%	251	92	36.65%
FY2012	382	84	21.99%	379	121	31.93%	378	145	38.36%
FY2013	314	53	16.88%	314	90	28.66%
*FY2014	161	30	18.63%
Total	1113	211	18.96%	945	287	30.37%	629	237	37.68%

*Risk computations for non-participants were not available for this analysis after 12/31/13 due to a system conversion. FY2014 data for non-participants includes individuals releasing between 07/01/13 and 12/31/13.

Disabled Offenders Economic Security (DOES) Project

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

The Disabled Offender Economic Security (DOES) Project provides mentally ill and disabled offenders access to civil legal services. These services primarily include application assistance and advocacy for Social Security benefits and public medical assistance. Please note that while some offenders are denied Social Security benefits, attorneys also advocate for clients' Medicaid and FoodShare benefits with success rates near 100 percent. Attorneys may also advocate for housing assistance, employment training programs, and other legal concerns that may impact a client's successful community reintegration. WIDOC contracts with Legal Action of Wisconsin (LAW), a Legal Services Corporation, for licensed attorney benefits specialists. WIDOC generates a list of potentially eligible inmates in one of three categories: mentally ill, intellectually disabled, and requiring access to medical care on-site. Attorneys meet with inmates interested in application assistance and begin working with clients approximately six months prior to release from prison, prepare public benefits applications, and submit the initial applications on the inmate's behalf. LAW attorneys continue to advocate for offenders through the latter stages of the application process, including reconsiderations and Administrative Law Judge (ALJ) appeals as necessary. Attorneys generally represent offenders after release from prison until they have attained benefits or appeals are exhausted, considering merit and project resources.

FY16 DOES Project Social Security Benefits Application Approval Timeframes

*Months represent 30-day increments

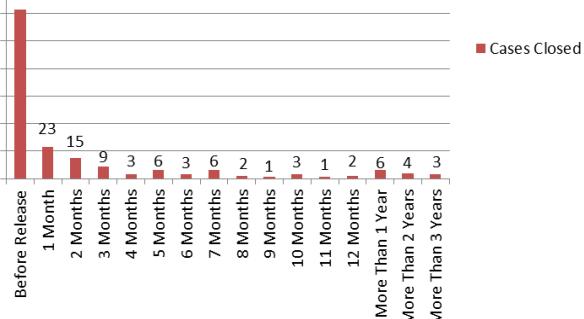


Chart A

DOES Project Open Cases at the End of FY16

Year Open	Cases Opened
2012	7
2013	18
2014	37
2015	182
2016	208
Total	452

Table A

FY2016 DOES Project Approvals by Stage

- Initial SSI Approved
- Intial SSDI
- Intial SSDI/SSI
- Reconsideration Approved
- ALJ Approval
- Reinstatement
- Retirement

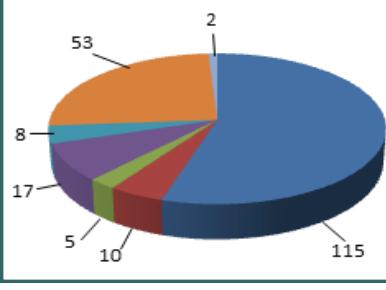


Chart B

DOES Project attorneys are expert benefits specialists. They develop working relationships and procedural knowledge about the Social Security Administration (SSA), WIDOC, and the Disability Determination Bureau (DDB). These skills and professional connections contribute to the ability to rapidly process and submit claims and advocate for disability determinations, a process that can be lengthy and confusing for offenders who face barriers to successful application. Chart A demonstrates how rapidly determinations are being made, with nearly 59 percent of approved applications being completed before or at release. The chart also demonstrates how important continued advocacy is after release, with the remaining 41 percent of DOES Project clients being served after their release from prison, some for up to three years. To further illustrate the importance of continued advocacy, 244 cases remain open from previous fiscal years (2012-2015), including seven cases opened in 2012 (Table A).

During FY16, DOES Project attorneys provided civil legal services and closed cases for 364 clients supervised by WIDOC. Chart B describes the number of offenders for whom LAW has submitted cases to the SSA. LAW attorneys represented 364 offenders applying for Social Security benefits, with 210 gaining benefits, representing a 57.7 percent success rate. The SSA provides success rates for all benefits applications. In comparison, the 2012 data published by the Social Security Administration indicates the final outcome success rate for all disabled beneficiaries awarded Social Security Disability Insurance (SSDI) was 31.4 percent and the rate for Supplemental Security Income (SSI) was 30.8 percent. DOES

Project applications nearly double the national success rate, while representing a complex and challenging population.

Since January 20, 2015, offenders have been applying for BadgerCare Plus prior to prison release using the inmate telephone system. Offenders with developmental disabilities, mental illnesses, reading difficulties, and Limited English Proficiency (LEP) are screened for additional assistance with the application phone call. In the five facilities releasing the highest numbers of these populations, offenders meeting one or more of the criteria are referred to one of three LAW benefits specialist paralegals who provide application assistance and advocacy. Since the inception of the program, the LAW paralegals have assisted 2,153 inmates with healthcare applications. Of those, 2,073 inmates were determined eligible prior to release, a 96.2 percent success rate. LAW staff members provide an indispensable service to facility staff, alleviating a time consuming task for a challenging population.

University of Cincinnati Corrections Institute (UCCI) Contract

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

Program Effectiveness and Evaluation:

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

As we redefine and retool our program delivery approaches, we continue to draw upon the expertise of the University of Cincinnati Corrections Institute (UCCI). Contracted UCCI Research Associates and Consultants well-versed in the most recent and scientifically-sound methodologies have facilitated the following activities throughout FY16:



Evidence-Based Corrections Program Checklist (CPC) Evaluator Training:

UCCI conducted Evidence-Based Corrections Program Checklist (CPC) Evaluator training with WIDOC staff members in November of 2015—increasing our pool of professional evaluators to twenty-six. The CPC is a tool developed to assess the extent to which correctional treatment programs align with the principles of effective intervention. Designed to assess program integrity rather than outcomes, the CPC process allows for a thorough examination of program capacity and content. CPC Evaluators engage in direct observation, structured interviews, and curriculum and file review prior to crafting a formal evaluation report which serves as a roadmap for program improvement efforts.

"All facilitators were very responsive to questions and concerns and provided very thoughtful, practical responses for implementation—knowledgeable and approachable!"

Workshop Participant

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

This collaborative workshop conducted in December of 2015 engaged WIDOC CPC Evaluators and DCC Contracted Service Providers in the design of site-specific blueprints for program improvement. Following a foundation-building orientation to the principles of effective intervention, UCCI Consultants guided participants through an action planning process.

This systematic process utilized each program's Evidence-Based CPC Evaluation Report as the starting point for a prioritized plan for incremental improvement. Regionally assigned CPC Evaluators/Program and Policy Analysts continue to support and monitor progress toward the goals and objectives delineated within these plans on a quarterly basis. UCCI-sponsored technical assistance, training, and guidance have been and will continue to be provided as necessary.



"Thank you for your insight and help today regarding the CPC Action Plan. This was an extremely positive experience for our program and I am very grateful for the opportunity to attend this session and receive this customized feedback on program improvement!"

Workshop Participant

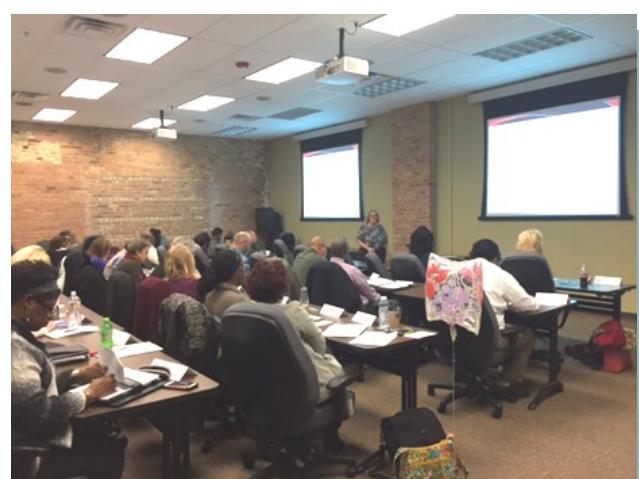
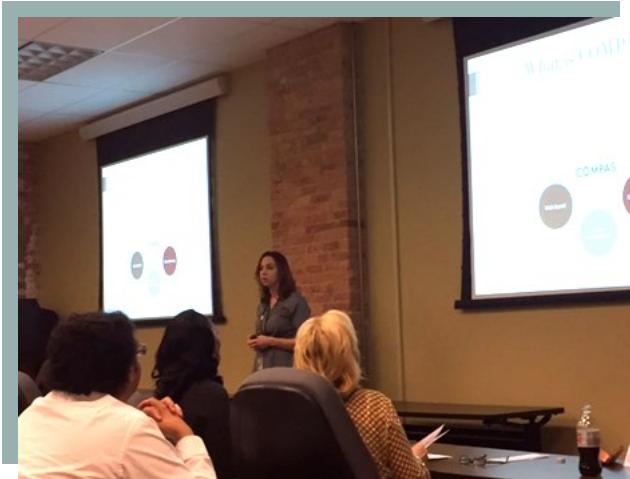


University of Cincinnati Corrections Institute (UCCI) Contract (continued)

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

Evidence-Based Practice 201 and Corrections Program Checklist Workshops for Contracted Service Providers:

Regional Program and Policy Analysts within the Division of Community Corrections worked collaboratively with the UCCI Consultants to deliver eight EBP 201 and CPC Overview workshops throughout FY16. The content of these sessions highlighted the foundational research supporting the principles of effective intervention and an introduction to the CPC Evaluation process. New in FY16, internal COMPAS trainers provided an overview of the validate risk and need assessment tool. Additionally, workshop activities included mock correctional case profiles and opportunities for the development of unified case plans reflective of assessed risk levels and criminogenic need targets. Audience members included current and potential contracted service providers and WIDOC field and institutional staff. One hundred and forty-two attendees rated the content and structure of these workshops as enlightening, practical, and helpful in demystifying the CPC Evaluation process and providing practical application of case planning skill sets.

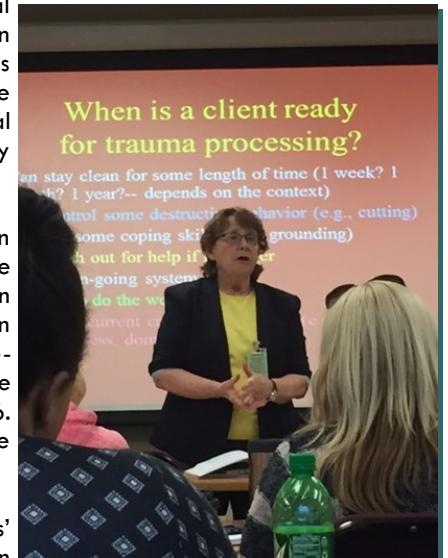


Evidence-Based Practice Model Earned Release Program Expansion

UCCI, the Reentry Unit, and the Division of Adult Institutions/Office of Program Services continue their efforts to replicate the evidence-based program model developed at the Drug Abuse Correctional Center (DACC) during 2013-2015. Great progress has been made during FY16 with five Earned Release Program sites across the state. Chippewa Valley Correctional Treatment Facility, Black River Correctional Center, Milwaukee Women's Correctional Center, Robert E. Ellsworth Correctional Center, and Racine Correctional Institution have been working with UCCI consultants and internal DOC Implementation Coaches toward alignment with evidence-based principles. Achievements during FY16 have included foundational training in Core Correctional Practices, Cognitive-Behavioral Interventions for Substance Abuse, and Thinking for a Change, as well as sustainability training in these core curricula.

The Wisconsin Women's Correctional System (WWCS) has also been involved in adapting the Earned Release Program Model to reflect more gender-responsive approaches. Training in Seeking Safety, a substance abuse treatment intervention designed for individuals challenged by Post Traumatic Stress Disorder, represents an initial move toward accommodating the responsivity needs of the female justice-involved population. A strategic plan for the implementation of gender-responsive programming was crafted through a UCCI-guided planning process in late FY16. Development of implementation plans will be prioritized activities funded through the UCCI contract during FY17.

The Earned Release Program Redesign reflects the Department of Corrections' commitment to the design and implementation of programs and strategies grounded in the principles of effective intervention. The DOC's Mission, Vision, and Core Values statements and the Reentry Business Plan reflect this focus on implementation of evidence-based practice. EBP is defined as the progressive, organizational use of direct, current scientific evidence to guide and inform efficient and effective correctional program service provision. Validated assessment of criminogenic risk and needs, followed by application of research-driven intervention strategies ultimately results



University of Cincinnati Corrections Institute (UCCI) Contract (continued)

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

in reduced recidivism and improved public safety. Generalization of the DACC Model to Earned Release Program sites statewide represents a strategic, phased approach to realignment with the research on effective correctional interventions.

Cognitive-Behavioral Interventions for Offenders Seeking Employment:

UCCI and Manpower Demonstration Research Corporation (MDRC) introduced the Cognitive-Behavioral Interventions for Offenders Seeking Employment (CBI-EMP) curriculum during FY16. WI Windows to Work Coaches and Integrated Employment and Reentry Strategies Pilot Sites were some of the first practitioners to engage in this exciting training opportunity outside of pilot testing. CBI-EMP is designed for criminal and justice-involved individuals who are moderate to high need in the area of employment. The curriculum integrates cognitive-behavioral interventions with more traditional employment approaches. The program teaches individuals how to identify and manage high risk situations related to obtaining and maintaining employment. Heavy emphasis is placed on skill-building activities to assist with cognitive, social, emotional, and coping skill development for the work environment. Using a modified closed group format with multiple entry points, the curriculum is designed to allow for flexibility across various service settings and intervention lengths.

Alternative to Revocation (ATR) Alignment with Evidence-Based Practices

The ATR Steering Committee was reconstituted during FY16 and has now been meeting monthly with representatives from the Research and Policy Unit and the Reentry Unit attending meetings by invitation. Data is being reviewed including the current programs offered, dosage levels, and curricula utilized. Additionally, reduced usage of ATR bed capacity has resulted in seventeen beds reallocated to serving DAI offenders. The committee has requested technical assistance via the UCCI contract in FY17 to assist in refining the assessment of the driver of the ATR referral and linkage to programs/interventions aligned with this driver.

Core Correctional Practices

Core Correctional Practices instructs criminal and juvenile justice workers on the core skills needed to support cognitive-behavioral programming. The training is relevant to direct care, security staff, and treatment staff. Specific topics discussed include: (a) a brief description of the principles of effective intervention, (b) an overview of the core correctional practices (relationships skills, effective use of reinforcement, effective use of disapproval, effective use of authority, prosocial modeling, cognitive restructuring, social skills training and problem solving skills), (c) practice of each of the core correctional practices occurs and implementation strategies are discussed, and (d) principles of an effective behavior management system are emphasized.



Thinking for a Change (T4C) Sustainability Training:

UCCI has played a central role in training WIDOC service providers in the NIC Thinking for a Change (T4C) curriculum. This program targets our most prevalent criminogenic need area—antisocial cognition. T4C combines cognitive restructuring theory with cognitive skills theory—creating an innovative and integrated curriculum designed to help justice-involved individuals take control of their lives by addressing their criminal thinking. The three instructional components of T4C are cognitive self-change, social skills, and problem-solving skills. Cognitive self-change teaches a concrete process for self-reflection aimed at uncovering antisocial thoughts, feelings, attitudes, and beliefs. Social skills instruction prepares group members to engage in pro-social interactions based on self-understanding and consideration of the impact of their actions on others. Problem-solving skills instruction integrates the two previous interventions to provide group members with an explicit step-by-step process for addressing challenging and stressful real-life situations. UCCI Consultants have trained over 500 staff members as T4C facilitators. Additionally, twenty-five T4C facilitators have been trained as T4C trainers—allowing for sustainability of the program within the WIDOC.

Cognitive-Behavioral Interventions for Substance Abuse (CBI-SA)

The Cognitive-Behavioral Interventions for Substance Abuse (CBI-SA) curriculum is designed for individuals that are moderate to high need in the area of substance abuse and is well-suited for criminal justice populations. The curriculum can be delivered as a stand-alone substance abuse intervention, or incorporated into a larger program, particularly those designed for clients in the corrections system. As the name of the curriculum suggests, this intervention relies on a cognitive-behavioral approach to teach participants strategies for avoiding substance abuse. The program places heavy emphasis on skill-building activities to assist with cognitive, social, emotional, and coping skill development. Such cognitive-behavioral strategies have routinely demonstrated high treatment effects when used with correctional clients.



Motivational Interviewing (MI) Training Initiative

301.068(5)

WIDOC adopted Motivational Interviewing (MI) as a key communication component for the department in August 2014. Motivational Interviewing first emerged over 30 years ago and supports one of NIC's eight principles of evidence-based practice: enhancing intrinsic motivation. Research has shown that the more we reflect change talk rather than sustain talk, the more likely it is that someone is going to move in the direction of change.

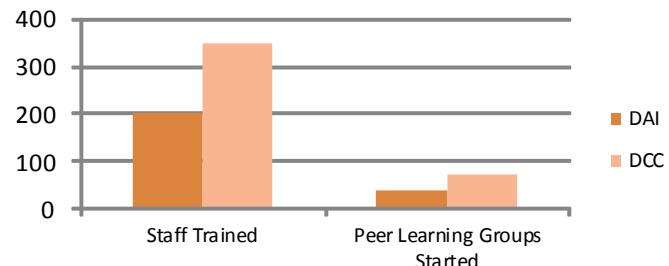
MI is a form of collaborative conversation for strengthening a person's own motivation and commitment to change. It is a well-established, evidence-based practice for addressing ambivalence about change by paying close attention to the language of change. MI is designed to strengthen an individual's motivation for and movement towards a specific goal by eliciting and exploring the person's own reasons for change within an atmosphere of acceptance and compassion. It is a way of arranging a conversation so that people talk themselves into change, based on their own values and interests. (Miller & Rollnick, 2013)

Just like learning an instrument, learning MI takes deliberate practice and time. Staff begin to learn MI in a basic initial two-day training, followed by a third day of training one month later. WIDOC understands the importance of learning this communication and is training staff who have the most direct contact with clientele. Staff, who previously had MI training, may attend a refresher course and then receive training in the Department's Peer Learning Group format. All identified future staff will receive a two-day basic MI, as well as a third day of training one month later and are also trained in the Peer Learning Group format.

Trained staff are then involved in monthly peer learning groups. These peer learning groups are communities of practice that allow staff to come together to work on their MI skills, review skill building tools, and grow in their MI skills together.

Additional staff will continue to be trained from each division over the next two years.

MI Training and Peer Learning Groups



"Motivational Interviewing is about evoking that which is already present, not installing what is missing."

*Motivational Interviewing, Helping People Change,
William R. Miller and Stephen Rollnick*



Division of Community Corrections staff practicing their coding skills in Peer Learning Groups

Trauma-Informed Care (TIC) Training

301.068(5)

In May 2016, over 50 Division of Community Corrections (DCC) staff participated in an introductory training by Kirsten Lewis, M. Ed. (see information below) on trauma-informed care and secondary trauma. In addition, Ms. Lewis presented information at two regional staff meetings. According to the WI Department of Health Services (DHS), trauma-informed care (TIC) is an intervention and organizational approach that focuses on how trauma may affect an individual's life and his or her response to behavioral health services from prevention through treatment. Trauma is unique to the individual, however trauma generally refers to extreme stress that overwhelms a person's ability to cope. It can be a single event, a series of events, or a chronic condition such as childhood neglect or domestic violence.

Five Primary Principles of Trauma-Informed Care (TIC)

- Safety
- Trustworthiness and Transparency
- Choice
- Collaboration and Mutuality
- Empowerment

Roger D. Fallot and Maxine Harries, 2006

A trauma-informed approach incorporates three key elements including:

- Realizing the prevalence of trauma.
- Recognizing how trauma affects individuals.
- Responding by putting this knowledge into practice.

The training is the foundation of understanding regarding the impact trauma has on our staff and offenders. Participating staff were introduced to information and skill development to utilize when working with individuals who have been exposed to traumatic events and toxic stress. In addition, staff learned how trauma significantly affects major life decisions and how it effects treatment, supervision, and daily behaviors/interactions.



Who is Kirsten Lewis, M. Ed.?

Kirsten R. Lewis, M. Ed. is a probation officer with the Maricopa County Adult Probation Department (MCADP) and an adjunct psychology instructor at Glendale Community College, co-owner of KSL Research, Training, & Consultation, LLC, and an approved instructor by the International Critical Incident Stress Foundation, Inc. Ms. Lewis spearheaded a groundbreaking research study examining secondary traumatic stress in probation officers as a result of working with criminal offenders. Her research has been published in the American Journal of Criminal Justice; featured in Perspectives (national journal of the American Probation and Parole Association); and received the 2013 Sam Houston State University Award for outstanding contributions to scholarship in Community Corrections. Ms. Lewis conducts a variety of trainings on the topic of traumatic stress and employee wellness with criminal justice agencies around the country and has presented her work on both a national and international level.

<http://www.neccd.org/pdf/2015%20NECCD%20Program%20Descriptions.pdf>

Cognitive-Behavioral Programs (CBP)

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

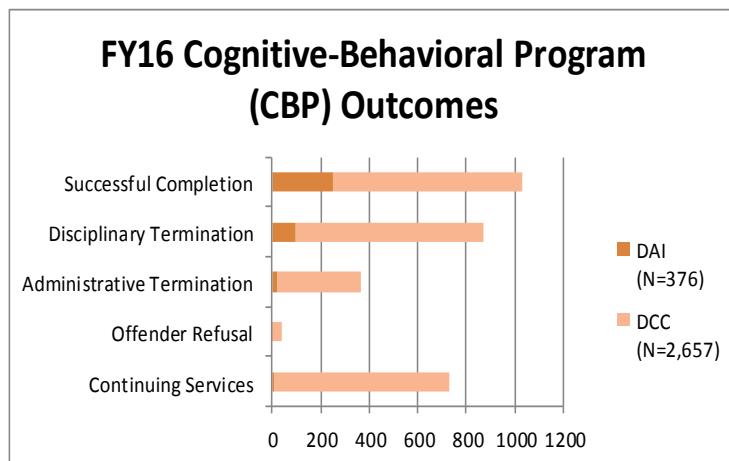
The WIDOC contracts for Cognitive-Behavioral Program (CBP) services within both DAI and DCC. Offenders are screened and assigned the program need upon completion of a COMPAS assessment. The importance of such a program cannot be understated, as antisocial cognition is identified as one of the top four criminogenic needs along with antisocial companions, antisocial personality/temperament, and family/marital. In FY16, 66.0% of offenders assessed in DAI had an antisocial cognition need, while 54.0% of offenders assessed in DCC had the need. The program is offered in both the institution and in the community, in order to address the need at every stage of the lifecycle and increasing the offender's opportunity for success.

The objectives of Cognitive-Behavioral Programs include teaching specific strategies or techniques to enable participants to (1) identify the specific thoughts that support criminal behavior (self-observation); (2) recognize the pattern and consequences of

thinking; (3) utilize reasoning, problem-solving, self-talk, and social interaction skills as a means of controlling and changing thinking; (4) recognize and evaluate potential choices and make a conscious decision to change or not to change a behavior. These programs combine two types of cognitive interventions: cognitive restructuring (changing the thinking patterns, attitudes, and beliefs that lead to offending) and cognitive skills training (learning and practicing reasoning, problem-solving, and social skills).

In FY16, DAI continued contracting services to provide 30 Thinking For a Change (T4C) lessons over a 16 week period serving 12-15 offenders per group in two distinct phases. In Phase One, offenders are encouraged to make objective observations of past behaviors. In Phase Two, offenders learn how to develop and use self-statements that help them control impulses. Lessons also teach counter-thinking techniques that challenge previous thinking patterns and attitudes.

Of the 3,096 served under Becky Young CBP services in FY16, 66.5% of the DAI participants completed the program. Additionally, 56.7% of the 2,657 DCC participants completed or were continuing CBP services in FY17.



Thinking
for a
Change



Courtesy of <http://info.nicic.gov/t4c40/node/112>

Community Residential Programs (CRPs)

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

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

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

WIDOC's first CRP, Portage House, became operational in FY14 and continues to offer services into FY16. In addition, Addams House, a second CRP in Appleton, is fully operational with ten beds. Between both CRPs, 69 DCC offenders received services with 32 (46.4%) successfully completing the program. It is noted that 14 (20.3%) offenders are continuing services into the next fiscal year.

Community Partnership and Outreach Program (CPOP)

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

The WIDOC contracts with Options Treatment Programs, Inc. located in Green Bay, WI to provide supportive services to men and women releasing from institutions into Brown County. The services provided include residence assistance, employment training and placement, family reunification, pro-social relationships, substance abuse services, and restorative justice opportunities. In FY16, the vendor added services to address anti-social thoughts and anti-social companions to strengthen the core services of the program and better align with evidence-based practices.

Offenders meet one to two times per week with vendor staff and community stakeholders, in an effort to increase successful reintegration after incarceration and reduce recidivism.

A second site is located in Milwaukee, WI and services are provided by the Center for Self-Sufficiency. The program is a wraparound service for medium to high risk offenders participating in the Alternative to Revocation (ATR) program through Milwaukee Secure Detention Facility (MSDF). The program provides pre-treatment to offenders enrolled in the ATR who are being released back to Milwaukee County. Upon release, the CPOP provides both the support and

services that each offender needs to sustain and build upon the progress made during their participation in the ATR program.

According to the most recent data collected from the Program Data Collection System (PDCS) and WIDOC-DCC:

- 344 offenders participated in the program during FY16.
- 34 (9.9%) successfully completed the program, while 179 (52.0%) are continuing into the next fiscal year. The remaining participants were terminated from the program for disciplinary, administrative, or offender refusal reasons.

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



Community Services Project (Circles of Support)

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

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

Circles of Support Services Provided:

- Prosocial Support
- Temporary Employment
- Concrete Resource Linkage
- Group and Individual Support
- Transportation, as determined by need
- Information and Referral to Services

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

"I got the opportunity to participate in COS and be exposed to positive individuals that were willing to help me."

Circles of Support Participant



AODA Relapse Programs

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

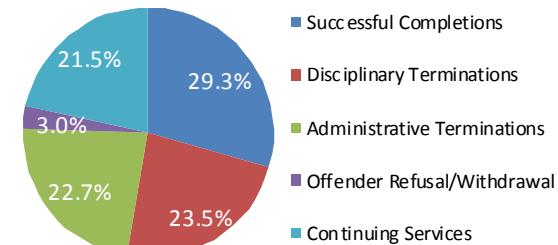
The AODA Relapse Program provides treatment to referred offenders exhibiting signs of relapse/destabilization. The goal of such a "booster" form of treatment is to re-stabilize the offender following a structured re-exposure to program elements designed to address the offender's specific substance abuse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

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

In FY16, 587 offenders participated in the Becky Young funded AODA Relapse Programs with 172 offenders successfully completing the program. It should be noted that additional AODA Relapse Programs were facilitated throughout the state using other funding sources.

In support of the use of evidence-based practices, factors considered in referrals include the results from a validated risk and needs assessment tool (COMPAS) and alignment with the Risk-Need-Responsivity (RNR) Principle. The results of the COMPAS Assessment are used to prioritize concerns to be addressed within programming. The target population is Probable to Highly Probable in the criminogenic need areas of antisocial cognitions, antisocial companions, antisocial personality/temperament, family/marital, and substance abuse.

FY16 AODA Relapse Program Outcomes



System Collaboration: County Jail-Based Recidivism Reduction Programs

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

The WIDOC continues to initiate, foster, and enhance systemic collaboration within the statewide criminal justice community. Partnerships with the Bayfield County Jail and the Green Lake County Law Enforcement Center demonstrate this commitment to cross-agency implementation of evidence-based practice.

The Bayfield County Jail Project facilitates multiple services including relapse prevention, cognitive-behavioral treatment, substance abuse assessment services, female dual diagnosis cognitive-behavioral/Dialectical Behavior Therapy (DBT), mental health assessment services, and individual mental health therapy. The project serves three counties (Bayfield, Ashland, Sawyer), as well as tribal members from three Native American Tribes (Red Cliff and Bad River Band of Lake Superior Chippewa and Lac Courte 'Orielles Band of Lake Superior Ojibwe). During FY16, Bayfield County Jail served a total of 146 offenders with thirty offenders continuing services into the next fiscal cycle. Outcomes are noted in Table A for the three types of programs offered at the Bayfield County Jail. It is noted that 78.1% offenders successfully completed the program or exited the program due to administrative reasons (release to the community, moved to another county, etc.).

In addition, WIDOC has partnered with Green Lake County Law Enforcement Center personnel and the Green Lake County Department of Health and Human Services via

Memorandum of Understanding (MOU) since 2011. Program services are available to inmates housed in the county jail, as well as offenders on active community supervision. Program components address substance abuse treatment, mental health services, education, employability services, literacy, and wellness. The project collaborates with a number of local education and service agencies including the University of Wisconsin-Extension, Moraine Park Technical College, Ripon College, and the Green Lake County Department of Health and Human Services. During FY16, Green Lake County Jail served a total of 192 offenders within all programming options. 89 of these individuals were enrolled in education programs and eight students successfully completed training receiving graduation certificates.

Bayfield County Program Outcomes

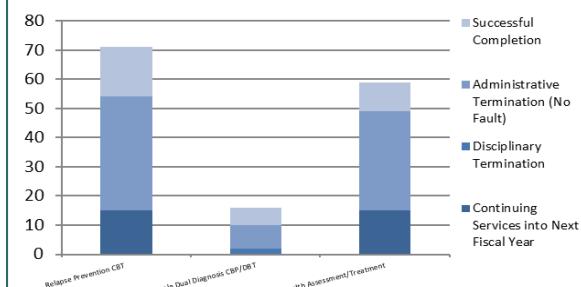


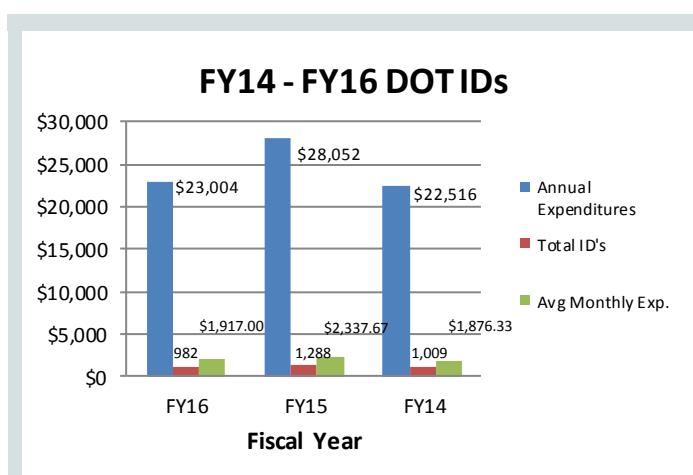
Table A

Department of Transportation (DOT) State IDs

301.068(3)(b)

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

For this reason, the WIDOC, in partnership with the WI Department of Transportation (DOT), continues to provide state identification cards for those releasing to the community. In FY16, the WIDOC provided 982 state identification cards to our offender population. The WIDOC continues to use the COMPAS software to track vital documents required to obtain a state identification card. This process ensures a more timely and efficient application process.



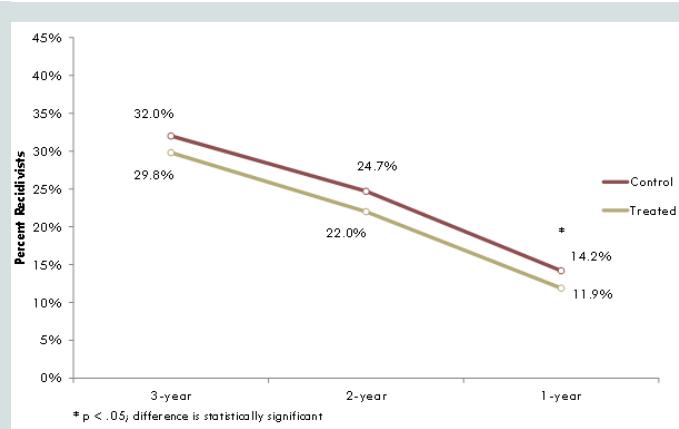
Earned Release Program Recidivism – Propensity Score Matching

301.068(4)

Joseph R. Tatar II, Ph.D.

The Wisconsin Department of Corrections' (WIDOC) Earned Release Program (ERP; also known as the Wisconsin Substance Abuse Program) is an intensive, residential alcohol or other drug abuse (AODA) program that allows for eligible prison inmates to "earn" an earlier prison release date for successful completion of the program. The program serves two important functions for WIDOC: 1) to provide a meaningful incentive to prison inmates with considerable AODA needs in order to reduce recidivism and 2) to allow eligible prison inmates the opportunity to serve a greater amount of their sentence in the community, thus reducing the active prison population. ERP serves individuals of all risk levels, with programming lasting 16 weeks for low risk inmates and 20 weeks for medium and high risk inmates.

In order to assess ERP's effectiveness in reducing recidivism, the WIDOC's Research and Policy Unit conducted an outcome evaluation using a statistical technique called propensity score matching (PSM). This technique allows for the comparison of outcomes for program participants and non-participants by controlling for variations in background characteristics that are associated with recidivism (e.g., gender, race, age, risk level, most serious offense, time served, release year, other program participation). The use of this technique produces recidivism outcomes for ERP participants and non-participants that can be more confidently attributed to participation in the program rather than other factors.



Results of the recidivism outcome comparison indicated that while ERP participants ("Treated" group) demonstrated lower recidivism rates than non-participants ("Control" group), these differences were only statistically significant (difference unlikely to occur by chance) for a one-year follow-up period. Given that the ERP program has gone through significant programmatic changes in more recent years (to more closely align with evidence-based treatment principles), the results of this analysis can serve as a meaningful baseline with which to compare future outcome analyses of the impact of ERP on recidivism.

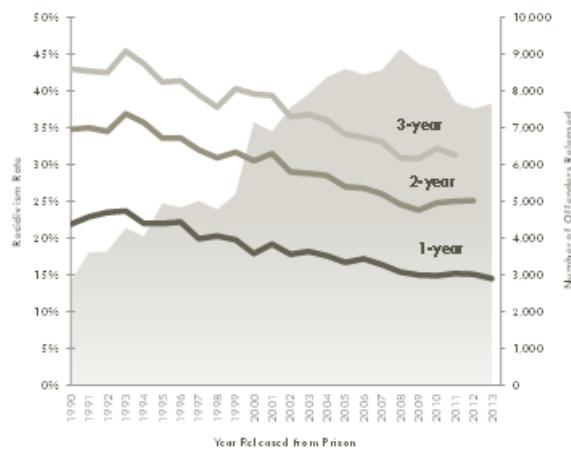
August 2016 Recidivism after Release from Prison Report

301.068(4)

Joseph R. Tatar II, Ph.D. and Megan Jones, Ph.D.

In August 2016, the WIDOC Research and Policy Unit published their third study on recidivism rates in WI. The WIDOC defines recidivism as a new offense resulting in a conviction and sentence to the WIDOC. One, two, and three-year follow-up periods were calculated beginning on the day the offender is released from prison. Recidivism rates represent the number of persons who have recidivated divided by the total number of persons in a defined population. All recidivism rates are based on only Wisconsin offenses that have resulted in court dispositions that include custody or supervision under the WIDOC. The report summarized recidivism rates for a total of 156,026 offenders released from the Wisconsin prison system between 1990 and 2013.

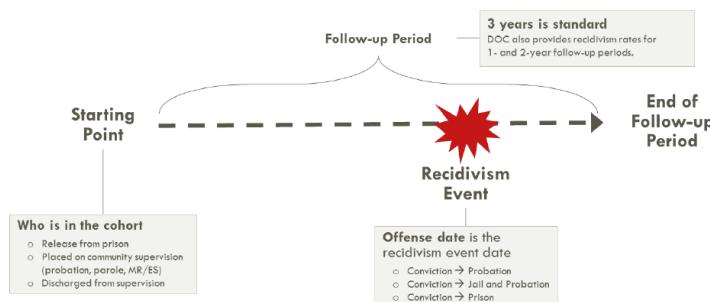
Recidivism rates over the most recent release years have remained relatively stable. There was a slight uptick in the two-year follow-up rate between 2009 and 2010. Offenders released in 2009 had the lowest three-year recidivism rate in 20 years at 30.8%. Since then, the three-year rate increased slightly for those released in 2011, to 31.3%. One- and two-year recidivism rates have also remained fairly constant over the last several release years, with the one-year rate decreasing by 0.7 percentage points from 2011 to 2013, and the two-year rate increasing by 0.3 percentage points from 2010 to 2012.



Recidivism Trends from 2000-2013:

- Gender: Males recidivated at a consistently higher rate than females for all release years and follow-up periods.
- Age at Release: Younger offenders were more likely to recidivate compared to older offenders. Offenders aged 20 to 29 made up the largest group of released offenders and recidivists.
- Race: Black offenders had slightly higher recidivism rates than White offenders, but the difference between the two groups was the smallest for the entire report period (one percentage point) for 2011 releases.
- Time to Recidivism Event: Half of the offenders who recidivated within the three-year follow-up period did so within the first year following their release from prison.
- Length of Prison Stay: Recidivism increased with shorter lengths of stay. The lowest recidivism rates were found among offenders released from a period of incarceration that was five years or longer.

- Risk Level: High risk offenders demonstrated the highest recidivism rates, followed by moderate risk offenders, with low risk offenders producing the lowest rates.
- Original Offense Type: Offenders originally incarcerated for property offenses had the highest recidivism rates and those originally incarcerated for violent offenses had the lowest.
- Offense Type Specialization: Recidivists whose original incarceration was for a violent offense were least likely to commit another violent offense, while public order recidivists were most likely to commit another public order offense.



Looking Ahead to Fiscal Year 2017

Fiscal Year 2016 has been a productive year with many key enhancements to WIDOC's evidence-based programs and initiatives. The WIDOC remains committed to implementing strategies and interventions that are research-driven and will ultimately reduce recidivism. Born out of input from Divisional leadership and the vision of the Office of the Secretary, the Reentry Business Plan continues to guide our priorities moving into Fiscal Year 2017. Outlined below are a few highlights:

- Expand case management, mental health treatment, and housing opportunities for acutely mentally ill offenders returning to Wisconsin communities through the Opening Avenues to Reentry Success (OARS) Program.
- Pursue expansion of the Reentry Unit's capacity to offer employment and vocational training programs and services in high demand fields.
- Continue the Computer Numerical Control (CNC) Mobile Lab technical training program.
- Investigate, and where possible, establish an agricultural science/dairy science certificate through Northcentral Technical College.
- Continue the implementation of an Industrial Maintenance Essentials accelerated training at Madison College.
- Develop and implement a Trauma-Informed Care (TIC) approach to WIDOC's programs, interventions, and interactions with our offender population.
- Provide support and technical assistance to implement a Fostering Futures Trauma-Informed Care (TIC) initiative with a focus on secondary trauma.
- Continue to improve the accuracy and fidelity of WIDOC's risk/need assessment process by conducting ongoing research and validation analysis.
- Research and implement additional screening instruments that augment WIDOC's general risk/need assessment process.
- Develop reporting capacity for additional Key Performance Indicators (KPIs) in the area of Victim Services and Employment outcomes.
- Implement the WIDOC Motivational Interviewing plan including staff training, monthly peer learning groups, and MI videos.
- Align Alternative to Revocation (ATR) programming with Evidence-Based Program Standards in Substance Abuse Treatment, Sex Offender Treatment, and Cognitive-Behavioral Programming.

In FY17, the WIDOC will continue to strive towards implementing evidence-based practices by phasing out approaches unsuccessful at reducing recidivism and implementing more effective, research-driven approaches. Ultimately, we hope to instill long-term change in our offender population to ensure fewer victims, reduced recidivism, and a safer community.

For further information, please contact:

Jon E. Litscher, Secretary
Wisconsin Department of Corrections
3099 E. Washington Avenue
Post Office Box 7925
Madison, Wisconsin 53707-7925

Phone: (608) 240-5055
<http://www.doc.wi.gov>

Silvia Jackson, Ph.D., Reentry Director
Wisconsin Department of Corrections
3099 E. Washington Avenue
Post Office Box 7925
Madison, Wisconsin 53707-7925

Phone: (608) 240-5015
<http://www.doc.wi.gov>



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