



Council On Offender Reentry 2018 Annual Report

Inside this issue:

Message from the Council Chairperson	1
Council Statutory Authority	1
Council Purpose	2
FY2018 Meeting Dates	2
Members	3
Meeting 1: Principle #3: Target Intervention & Principle #4: Skill Train with Directed Practice	4
Meeting 2: Principle #5: Increase Positive Reinforcement	6
Meeting 3: Principle #6: Engage On-going Support in Communities	8
Meeting 4: Principle #7: Measurement Feedback and Principle #8: Measuring Relevant Practices	10

Message from the Council Chairperson Silvia R. Jackson, Ph.D., Wisconsin Department of Corrections Reentry Director:

The Council on Offender Reentry was formed in 2009 to bring together diverse perspectives from throughout the state to collaborate on successful offender reentry and recidivism reduction. Collaborative efforts are facilitated by appointing leaders in a number of different topic areas to serve two-year terms as Council members.

The Council continues to be trained in the National Institute of Corrections' Eight Principles of Effective Intervention. In 2017, the Council was introduced to Principle #1: Risk/Need: Assess Actuarial Risk, and Principle #2: Enhance Intrinsic Motivation. This year the Council focused on the remaining six principles, which include Principle #3: Target Intervention; Principle #4: Skill Train with Directed Practice; Principle #5: Increase Positive Reinforcement; Principle #6: Engage Ongoing Support to Communities; Principle #7: Measurement Feedback; and Principle #8: Measuring Relevant Practices.

This annual report highlights the areas of focus covered at each quarterly meeting. Some of these topics included targeting programs and services to the appropriate offender population, incorporating positive reinforcement to influence positive behavior change, current programs and initiatives in Milwaukee County that provide positive support for returning citizens, and measuring the quality of these evidence-based strategies and programs to determine whether the programs are having the desired impact on crime reduction and community safety.



On behalf of the Council on Offender Reentry and the Wisconsin Department of Corrections, I am pleased to bring you the 2018 annual report highlighting the past year's accomplishments.

Statutory Authority for Council on Offender Reentry

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

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

Purpose of Council on Offender Reentry:
Wis. Stats. 301.095

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

Statutory Authority for Council on Offender Reentry

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

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



FY18 Meeting Dates

The Council is directed to hold meetings at least four times a year. All meeting notices are posted via the DOC public website and members of the public are encouraged to attend meetings. In FY18, the Council met on the following dates:

- September 07, 2017
- December 06, 2018
- March 08, 2018
- June 21, 2018

Membership: Wis. Stats. 15.145(5)

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

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

Council Members during Fiscal Year 2018

Chairperson	Silvia Jackson, Reentry Director, DOC	Formerly Incarcerated Ex-Offender	Jerome Dillard, Statewide Lead Organizer, Expo (Ex-Prisoners Organizing)
Department of Corrections	Karley Downing, Assistant Deputy Secretary	Law Enforcement Officer	Jon Nejedlo, Officer, Green Bay Police Department
Department of Workforce Development	Chytania Brown, Administrator, Division of Employment and Training	Victims Services	Angela Mancuso, Executive Director, The Women's Center
Department of Health Services	Beth Dodsworth, Director, Bureau of Community Forensic Services, Director, Division of Care and Treatment Services	Faith-Based-Organization	Robert Koebele, Group Vice President, Equity Enterprise, Inc.
Department of Children and Families	Dashal Young, Director of Urban Development	County Department of Human Services	Antwayne Robertson, Director, Waukesha County Department of Health and Human Services
Department of Transportation	Ann Perry, Director, Bureau of Driver Services	American Indian Tribe/Band	<i>(Pending Appointment)</i>
Attorney General	Constance Kostelac, Director, Bureau of Justice Information and Analysis, Department of Justice	Nonprofit Organization	Karen Cumblad, Professional Counselor, Family Service of Waukesha
Parole Commission	Daniel Gabler, Parole Board Chairperson	District Attorney	Susan Opper, District Attorney, Waukesha County
Department of Public Instruction	Carolyn Stanford-Taylor, Assistant State Superintendent, Division of Learning Support	State Public Defender	Paul Rifelj, Deputy State Public Defender
Judge	Honorable Stephanie Rothstein, Judge, Branch 25, Milwaukee County	Academic Professional, Criminal Justice	Michael Knetzger, Instructor, Northeast Wisconsin Technical College
		Wisconsin Technical College System	<i>(Pending Appointment)</i>

Topics Presented in FY18

Meeting I— September 07, 2017

Principles of Effective Intervention Principle #3: Target Intervention & #4: Skill Train with Directed Practice

The Council's first meeting focused on targeting interventions to the higher risk offender population, while using cognitive-based interventions to teach these individuals pro-social skills/behaviors. The meeting included a presentation from Dr. Autumn Lacy, Director, Office of Program Services, Division of Adult Institutions.

To effectively target interventions to the appropriate offender population, each individual's risk to recidivate (risk principle), their greatest criminogenic needs (needs principle), and factors that impede their ability to succeed in programming (responsivity principle) must be determined, which is generally known as the Risk, Needs, Responsivity Principle. As research encourages, DOC prioritizes treatment and programming resources for higher risk offenders. These services are aimed at addressing needs which are directly linked to criminal behavior (i.e. anti-social cognition, anti-social peers, etc.). To match the appropriate treatment with the offender, we must consider individual characteristics, including gender, culture, motivation, developmental abilities, and learning styles with factors could influence an offender's responsiveness to different types of programming.

Skill Train with Directed Practice requires the provision of evidence-based programming that emphasizes cognitive-behavioral strategies delivered by well-trained staff. DOC utilizes Cognitive Behavioral Therapy (CBT) programming in most Primary Programs, which is scientifically proven to reduce recidivism. CBT curricula provide tools to correct flawed cognitive-behavior processes (thoughts-feelings-attitudes and behaviors). It is action-oriented programming, which requires participants to practice and role-play the new skill, with positive behaviors positively reinforced by staff. A key goal of CBT is to help people make better behavioral choices by understanding how they think.

DOC continues to make advancements towards aligning each Primary Program with evidence-based Program Treatment Standards. These Primary Programs are Sex Offender Treatment, Anger Management, Substance Use Disorder, Cognitive Behavioral Programming, Domestic Violence, and Employability. Program Treatment Standards are necessary to achieve the following objectives:

- * Increase the effectiveness and consistency of service delivery throughout DOC
- * Carefully consider fiscal and human resources
- * Identify subordinate goals, objectives, and outcomes to form the basis of a policy and procedure guide
- * Guide curriculum development and implementation
- * Identify offender risk, needs and responsivity factors
- * Maximize service benefit by ensuring a continuum of care
- * Utilize evidence-based practices to continually improve program quality and effectiveness.



Above NIC's 8 Principles of Effective Intervention. Principle #3: Target Intervention and Principle #4: Skill Train with Directed Practice.

2017 Wisconsin Act 59

The Council on Offender Reentry reviewed budget initiatives signed into law as 2017 Wisconsin Act 59.

Expansion of DOC Vocational Training and Academies

The DOC Reentry Unit received \$750,000 in Becky Young Funds to expand inmate short term vocational training academies in high-demand fields that have projected job growth over the next 10 years.

Based on the Department's successful experiences in providing Computer Numerical Control (CNC) Machine Operator Training to inmates at Felmers Chaney Correctional Center and Marshall Scherrer Correctional Center, the Reentry Unit has been expanding this model with other DOC work release centers in partnership with local technical colleges.

During this past fiscal year, the following academies were delivered through a collaboration between the Wisconsin Technical College System (WTCS), State Workforce Development Boards, and DOC work release centers. The completed academies include: the Maintenance Technician program (13-credit Technical Diploma) at Nicolet College for 5 McNaughton Correctional Center inmates; the Industrial Maintenance program (14-credit Certificate) at Northeast Wisconsin Technical College for 11 Sanger Powers Correctional Center inmates; the Gas Metal Arc Welding program (8-credit Technical Diploma) at Wisconsin Indianhead Technical College for Gordon Correctional Center inmates; the CNC Operator program (16-credit Technical Diploma) at Gateway Technical College for 21 Robert E. Ellsworth Correctional Center inmates; Welding Mobile Lab training for 7 inmates at Prairie du Chien Correctional Institution with Southwest Wisconsin Technical College; Occupational Safety and Health Administration (OSHA-30) training for 14 inmates at Oakhill Correctional Institution with Madison College; and a Construction Essentials program (11-credit Certificate) at Madison College for 11 inmates from Thompson Correctional Center and Oregon Correctional Center.

Expansion of Mobile Labs

Based on the prior success of the Department's mobile lab for CNC operator training, the 2017-2019 Biennial Budget included funding for two additional mobile labs. The Reentry Unit is working with the Department of Workforce Development's (DWD) Division of Employment and Training to purchase the mobile labs to train inmates in welding and industrial maintenance. Presently, the welding mobile lab is scheduled to be delivered to Taycheedah Correctional Institution in December 2018 and the industrial maintenance mobile lab is scheduled to be delivered to Jackson Correctional Institution in early Spring 2019, with the first training cohorts beginning soon after delivery.

Expansion of Windows to Work

The Windows to Work program received an additional \$250,000 to expand to two additional DOC institutions and an additional county jail: Kettle Moraine Correctional Institution, Redgranite Correctional Institution, and Adams County Jail. Additionally, substantial programmatic changes occurred using the increased funding to bring most positions to full-time, and increase transfers that occur from one Workforce Development Board area to another. Through these efforts, the Windows to Work program was able to increase new program enrollments in FY18 by approximately 216 inmates.

DWD and DOC jointly funded the creation of an Industrial Maintenance Mechanic Technical Diploma program for incarcerated inmates at Redgranite Correctional Institution. The equipment has been purchased, the instructor has been hired, and renovation of existing space is in process. This program will include a 16-credit Industrial Maintenance Certificate, which will be certified through Fox Valley Technical College.

Expansion of Opening Avenues to Reentry Success (OARS)

The \$330,400 OARS Program expansion was implemented in FY18, which enabled the Department to hire an additional case manager for Dane County participants and a case manager was also added to cover Eau Claire, Langlade, Lincoln, Marathon, Menominee, Shawano, and Wood counties. The OARS Program was able to serve 52 additional individuals in FY18 and increase the average daily population by 12 participants with the new funding.

Department of Children and Families (DCF): DCF is creating a five-year Reentry Demonstration Project that incorporates a trauma-informed approach with traditional reentry programming to address underlying trauma that can affect antisocial and criminal behavior. This program will be targeted to formerly incarcerated men who are noncustodial parents over age 18 and returning to certain neighborhoods in Milwaukee.

Department of Justice (DOJ): The biennial budget funded an expansion of Treatment Alternatives and Diversion programs across Wisconsin. As a result of the new funding, five counties have been added, bringing statewide totals to 50 counties and two tribes. DOJ is also funding three sites for a pre-booking diversion pilot program.

Meeting 2— December 06, 2017

Principles of Effective Intervention #5: Increase Positive Reinforcement. The Council's second meeting focused on increasing positive reinforcements in order to better achieve sustained behavioral change. The meeting included presentations from the Department of Corrections' Reentry Unit, Division of Community Corrections, Division of Adult Institutions, and the Rock County Drug Court.

Overview of Positive Reinforcement & Rewards

Erin Thorvaldson, Reentry Unit, Evidence Based Program Manager, Department of Corrections

Research reflects that when human beings learn new skills and make behavioral changes, they respond best and maintain learned behaviors when approached with rewards instead of sanctions. While accountability is necessary, research shows that increasing rewards for positive behavior is more effective for behavior change. Behaviorists recommend applying a much higher ratio of positive reinforcements to negative reinforcements to achieve sustained behavioral change. While rewards are most effective when delivered immediately after positive behavior occurs, rewards do not have to be applied consistently to be effective (as negative reinforcement does), but can be applied randomly. Research indicates that a ratio of *four positive to one negative* reinforcement is optimal for promoting behavioral change.



Research suggests using a graduated system of rewards and sanctions. For rewards to be most effective and meaningful, they should be varied and personalized to the individual. DOC has encouraged community providers to use token or point systems so offenders can see they are earning rewards, which serves to reinforce positive progress.

Evidence-Based Response to Violations and How it Includes Rewards

Genia Jarr, Regional Chief, DCC Region 5, Department of Corrections

Responding to violations in an effective manner is crucial to the overall success of an individual on supervision and can have a significant impact on reducing the risk of reoffending. The purpose behind responding to violations is to increase public safety by appropriately equipping offenders to be successful in the community.

The following points should be taken into consideration when following best practice in responding to violations:

- 1) Utilize a violation decision-making guideline (violation response matrix) that takes into account the risk of the offender and the severity of the violation behavior.
- 2) Utilize accountability responses and intervention services when responding to violations.
- 3) Sanctions should be swift, certain, and proportionate for all violations.
- 4) For offenders assessed at low risk, violation responses need to be minimally intrusive, so as not to disrupt the protective factors they already possess that make them low risk.
- 5) Research suggests programs that are able to incorporate sanctions combined with the use of rewards to reinforce conforming behavior will be more effective than those that rely on sanctions alone.
- 6) Utilize incentives and rewards for compliance and positive behavior (at least 4 rewards for every sanction).

Program Highlight: Drug Abuse Correctional Center (DACC), Behavior Modification Program

Alison Nebl, Corrections Program Supervisor, DACC

In 2013, DACC's Behavior Modification Program was evaluated by the Corrections Program Checklist process to determine the level at which the program was aligned with evidence-based standards. Staff updated the program to incorporate rewards. The program's purpose is the management of inmate behavior in programming with the goal of increasing wanted behavior, shaping positive behavior, and decreasing anti-social behaviors and other behaviors that interfere with treatment.

With inmate and staff input, the program created a detailed handbook outlining the definition of each type of reinforcement (i.e. praise, incentive points, etc.), the definition of each type of consequence (i.e. verbal redirection, building confinement, termination, etc.) and when each should be used. The treatment team uses Behavior Contracts to address negative behaviors, Incentive Logs to document positive behavior, and Violation Logs to document negative behavior. All program staff, including security staff, are responsible for monitoring and addressing observed behavior and they work collaboratively to ensure these methods are consistently applied.



Members of the Council on Offender Reentry are shown listening to the presentation.

their framed completion certificate, a gift card, and takes a picture with the graduate. Other innovative incentives include rewarding those who are violation-free by allowing them to appear in court first and leave early, having lunch or coffee with staff, and granting permission to attend special events.

Program Highlight: Community Application of Positive Reinforcement

Tiffany Minguey and Amanda Nelson, Rock County Drug Court

The Rock County Drug Court has prioritized the use of positive reinforcements and rewards during court sessions and in treatment to recognize pro-social behaviors and attitudes and encourage and motivate the participants through each phase. Critically important is the judge's investment in this process. To promote optimal behavior change, the judge's goal is to incorporate positive reinforcement using the 4:1 ratio with each participant. Graduation ceremonies are celebrated by decorating the court, providing treats, and inviting friends and family. During the ceremony, the treatment staff and the judge give speeches about the graduate's progress and the judge gives the graduate

Right: Council on Offender Reentry Members: (Front Row): Stephanie Rothstein, Silvia Jackson, Beth Dodsworth (Back Row): Antwayne Robertson, Dshal Young, Daniel Gabler, Karley Downing, Constance Kostelac, Angela Mancuso, Mary Davies (pending appointment), Jerome Dillard, Jon Nejedlo

Council Members not present in this photo: Chytania Brown, Karen Cumblad, Michael Knetzger, Robert Koebele, Sue Oppen, Ann Perry, Paul Rifelj, Carolyn Stanford-Taylor.



Meeting 3 — March 8, 2018

Principle of Effective Intervention # 6: Engaging On-Going Support in Community. The Council's third meeting focused on engaging on-going support in the community for returning citizens. The discussion centered around various programs and initiatives, primarily in Milwaukee County, including residential services, Community Building Workshops, and cognitive-behavioral programming that are offered to inmates returning to their communities. The meeting included presentations from the Department of Corrections, the Alma Center, JusticePoint, and Wisconsin Community Services.

Overview and Benefits of DOC Programs and Partnerships in Milwaukee County

Niel Thoreson, Region 3 Regional Chief, DOC, Joy Neilson, Program & Policy Analyst, DOC, and Holly Akinsanya, Program & Policy Analyst, DOC

Region 3 of DOC's Division of Community Corrections, which includes Milwaukee County, supervises approximately 14,000 individuals. As a Region, they are closely involved in several community initiatives including Fostering Futures/Trauma Informed-Care, Crime Victims Committee, and partnering with a number of public and private organizations. To address the criminogenic needs of the offender population, DOC allocates funds to purchase services. The services must be secular, evidence-based, and address one or more of the top eight (8) criminogenic needs.

In addition to contracted services, Milwaukee DCC has been actively involved with the Integrated Reentry Employment Strategies (IRES) pilot project in partnership with Employ Milwaukee. IRES provides vocational planning services at four institutions throughout the state, targeting medium and high-risk offenders.

Thirty days prior to release, staff from Employ Milwaukee complete an Online Work Readiness Assessment (OWRA) to determine an offender's readiness level to obtain employment. Upon release, Employ Milwaukee staff pair the OWRA results and the offender's risk assessment scores to develop case management services specific to employment and obtaining appropriate job skills, coaching, and further education.

Milwaukee DCC also partners to provide access to naltrexone (Vivitrol) for offenders through a pilot effort involving the Milwaukee Secure Detention Facility and Milwaukee County's Behavioral Health Division. This partnership was brought together without additional funding and aims to curb and prevent opioid overdoses. The pilot ran for one year and ended in late 2017. The experimental group included roughly 50 offenders who voluntarily participated in the Vivitrol program and the control group included roughly 50 offenders who chose not to participate in the program. Offenders who elected to participate were given naltrexone prior to their release from the Milwaukee Secure Detention Facility and were expected to enter AODA treatment upon their return to the community. Of those who participated in the pilot, one individual had an overdose. Of those who didn't participate, seven individuals had an overdose.

Program Highlight: The Alma Center, Inc.

Terri Strodthoff, PhD, Founder & Executive Director

Milwaukee DCC contracts with The Alma Center for the Men Ending Violence (MEV) Battering Intervention Program. The Alma Center's mission is to heal, transform and evolve the unresolved pain of trauma that fuels the continuation of violence, abuse, and dysfunction in families and communities. The Alma Center uses a trauma-informed approach, asking the question of "What happened to you?" as opposed to "What is wrong with you?"

According to The Alma Center, over an 18-month period, the MEV program graduates show an 86% reduction in recidivism compared to those who do not complete a domestic violence program.



Program Highlight: JusticePoint

Patrick Roberts, Program Director,
Lane Miller, Cognitive Behavioral Program Coordinator



JusticePoint is one of DOC's contracted service providers delivering Thinking for a Change, a cognitive-behavioral program. The program is 25 sessions in length and each session is between 1-2 hours. Gender-specific groups are facilitated in various locations and Probation & Parole Offices around Milwaukee, with an annual program capacity of between 448-672 offenders. Of the 459 individuals who were initially enrolled, 173 successfully completed, 141 were terminated, and 128 are currently enrolled, which is a 55% success rate. The Thinking for a Change program was evaluated in 2017 through the Corrections Program Checklist (CPC) process and was found to be in complete alignment with evidence-based practices. The program scored very well in their use of positive reinforcement, role modeling, skill building and practice, cognitive restructuring, the use of homework, and following the cognitive-based curriculum. JusticePoint considers their organization to be a part of a pro-social network in the Milwaukee community.

Program Highlight: Wisconsin Community Services, Inc. (WCS)

Clarence Johnson, Executive Director
Jim Bartos, Community Building Milwaukee Project Manager
Artis Landon, Community Reintegration Services Administrator

WCS operates a 36-bed Residential Services Program (RSP) for Division of Community Corrections offenders in the Milwaukee area. Joshua Glover RSP incorporates evidence-based practices into its service delivery to address criminogenic risks and needs. This RSP provides an array of services including case management, substance abuse counseling, mental health counseling, cognitive intervention groups, employment counseling, fatherhood classes, and Community Building Workshops. Further, residents are taken to social and recreational events in the community to have fun while sober. Residents are encouraged to have family visits on the weekends to re-establish familial relationships and they are encouraged to obtain vocational training and employment. In 2017, Joshua Glover served 167 DCC offenders and 79 completed the program (57% success rate).



Above: The Joshua Glover Residential Services Program located in the City of Milwaukee.

Community Building Workshops (CBWs), is based on principles identified by Dr. Scott Peck. This concept began in 1980, was implemented in Milwaukee in 2006, and has since been a part of the Joshua Glover RSP. Milwaukee has the largest CBW in the nation and these workshops are also held at Felmers Chaney Correctional Center and Milwaukee Secure Detention Facility. The CBWs promote and develop skills and characteristics which improve communication and relationships with community supports such as family members, friends, and co-workers. Its mission is to encourage people and groups to connect and heal in true community, so communities can thrive and be at peace. Pre- and post-surveys show a 102% increase in "group belonging" after participation. CBWs contribute to required dosage hours as it addresses the criminogenic need of pro-social leisure and recreation.



Above: A CBW group of graduates from the Joshua Glover Residential Services Program.

Meeting 4 — June 21, 2018

Principles of Effective Intervention #7: Measurement Feedback and #8: Measuring Relevant Practices

The fourth meeting focused on measurement feedback and measuring relevant practices. The discussion was aimed at evaluating and providing feedback on DOC programs to ensure fidelity and alignment with evidence-based practices, and assess programs' reincarceration and recidivism rates. This meeting included presentations from the Department of Corrections, Portage House Community Residential Services Program, and Rock Valley Community Programs.

Overview of the Corrections Program Checklist (CPC)

Erin Thorvaldson, Reentry Unit, Evidence-Based Program Manager, Department of Corrections

The Corrections Program Checklist (CPC) is a validated program evaluation tool that is aligned with evidence-based practices. The CPC process involves a team of evaluators who conduct an onsite visit. During the site visit the team interviews staff and offenders, observes groups, reviews the curriculum for each group, and reviews case files, case plans, assessments, and program manuals. Data is collected for the following five areas: Leadership and Development, Staff Characteristics, Offender Assessment, Treatment Characteristics and Quality Assurance.

The results of the CPC evaluation identify program strengths and areas in need of improvement. The program is provided with specific recommendations that can be implemented to bring that component into alignment with evidence-based practices.

Since 2010, DOC has completed 76 CPC evaluations, with 19 conducted in the last year and the DOC has hosted 10 CPC Action Planning sessions. These sessions provide an opportunity for DOC to bring together the programs that have been evaluated with the CPC evaluators and Regional Program & Policy Analysts (PPA) to work collaboratively on creating a Corrective Action Plan. Since the Regional PPA is responsible for oversight of the provider contract, each program works directly with their Regional PPA to identify and address the identified goals in the Corrective Action Plan.

Between 2010-2018, Wisconsin programs that have been assessed through the CPC process have shown improvement with an average overall score of 45%, which is in line with the national average CPC score.

Vendor Experience of CPC Process & Action Planning

Program Highlight: Portage House Community Residential Program

Zach Bishop, Program Director

Andrea Behnke, Portage County Justice Programs Director

The Department of Corrections contracts with the Portage House Community Residential Program, a 12-bed residential facility, to provide a 120-day program with the primary focus being on AODA, Anger Management, and Mentoring programming for moderate to high risk male correctional offenders.

Portage House had their first CPC evaluation in 2015 and a re-evaluation in 2017. The CPC process was described as a "humbling, scary, and rewarding" experience. Portage House staff attended two CPC Action Planning Sessions and worked to improve upon the areas of Offender Assessment and Treatment Characteristics. They improved from a score of 31.65% in 2015 to 65.43% in 2017.



Program Highlight: Rock Valley Community Programs

Travis Schueler, Assistant Program Director

The Department of Corrections contracts with Rock Valley Community Programs, Inc. for 30 residential placements. These placements are for individuals who need transitional housing upon release from prison, as well as for offenders who need more intensive programming and are serving Alternatives to Revocation (ATR) or other community-based community supervision sanctions.

RVCP had a CPC evaluation in 2015 and again in 2017. Their CPC score in 2015 was 30% and improved significantly in 2017 with an overall score of 53%. RVCP implemented 11 changes based on the CPC recommendations, such as implementing a 2-track system to ensure medium risk and high risk offenders are not in the same programs, and implementing enhanced accountability measures. RVCP has set their sights on achieving a 65% overall score by their next re-evaluation.



Above: Rock Valley Community Programs campus.

Continuous Quality Improvement (CQI) & Inter-Rater Reliability Testing (IRRT)

Michele Krueger, Reentry Cross-Divisional Coordinator, Department of Corrections

Erin Thorvaldson, Reentry Unit, Evidence-Based Program Manager, Department of Corrections

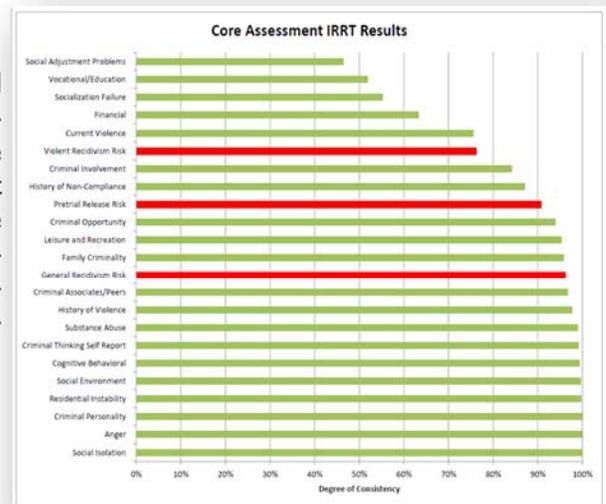
The main goal of the CQI Committee is to analyze the degree of consistency and reliability of the assessment results and whether assessors are interpreting questions as intended. Given there are nearly 400,000 assessments completed in COMPAS by various assessors within the DOC as well as many county and tribal agencies, this is a vital task.

The CQI Committee uses two modalities to evaluate assessment fidelity: Inter-Rater Reliability Testing & Assessment Fidelity. By measuring the degree of consistency and accuracy among all COMPAS assessors Inter-Rater Reliability Testing will answer the following questions:

- Are assessors interpreting the assessment questions consistently? And,
- Are assessors entering the correct data into the assessment?

IRRT Process

Since 2015, the CQI Committee developed and conducted two Inter-Rater Reliability Tests and a Staff Survey. All participants were given the same mock offender scenario and were required to *individually* complete a mock COMPAS assessment based on the scenario. The results of these efforts led to the modification of COMPAS Tool Tips, enhancements to the 2-day COMPAS training curriculum, and the creation of four e-learning modules focusing on interpretation of Criminal History Record Information.



Above: Results from the full-scale IRRT in 2016.

Recidivism, Reincarceration, and Program Effectiveness

Dr. Megan Jones, Director Research & Policy Unit, Department of Corrections

Recidivism

DOC recidivism rates represent the number of individuals who have recidivated divided by the total number of individuals in a defined population (rates presented reflect individuals released from prison).

The recidivism rates published by DOC include a minimum 1-year lag time to account for the time between apprehension for a new crime and court disposition. Overall, recidivism rates between 2000 and 2014 have decreased. Between 2000 and 2012 (for the 3-year follow-up group), recidivism dropped by seven percentage points from 39.6% to 32.6%.

Reincarceration

The reincarceration rates represent the number of individuals who have been reincarcerated divided by the total number of individuals released from prison in a given timeframe. Overall, reincarceration rates between 2000 and 2015 have decreased from 42.1% to 37.6%.

Using recidivism and reincarceration data, the Department has been able to learn about the effectiveness of our programs. By using a statistical technique called Propensity Score Matching, the Research & Policy Unit has compared individuals who have completed a program to offenders in a control group who were eligible for the program but were never enrolled, and who have otherwise similar characteristics. Using this technique, analysis was conducted for the following DOC programs:

Program Outcomes

- * Earned Release Program (ERP) - There is a statistically significant reduction in recidivism rates 1- year post release between those who completed ERP and those in the control group. Reincarceration figures reflect similar results, with both the 1- and 2 - year follow-up periods showing significant reductions in reincarceration.
- * Anger Management – Results show a statistically significant reduction in recidivism rates for all three follow-up periods. The reduction in reincarceration rates is statistically significant for those who completed Anger Management for the 1- and 2 - year follow-up periods.
- * CBT –The results show a reduction in recidivism rates for all three follow-up periods, although the reduction is not statistically significant. Those who completed CBT showed a statistically significant reduction in reincarceration rates for the 1- year follow-up group.
- * AODA – Overall there is a reduction in recidivism for those who completed AODA treatment compared to those who did not and a statistically significant difference for the 1- and 2 -year follow-up groups. Regarding reduction in reincarceration rates, there is a statistically significant difference for all three follow-up periods.

Another way to assess the effectiveness of a program is through a Cost-Benefit Analysis, which compares the cost of the program to the cost of recidivism. Using the Pew-MacArthur Results First Model, DOC completed a Cost-Benefit Analysis of ERP for individuals released between 2010 and 2013. The results showed a Benefit/Cost Ratio of \$1.96, which means that every dollar spent on ERP would result in an expected return of \$1.96 in avoided costs related to recidivism.

In 2013, an ERP program redesign began with the goal of aligning the program with evidence-based practices with the goal of further lowering recidivism rates and increasing the cost-benefit ratio.