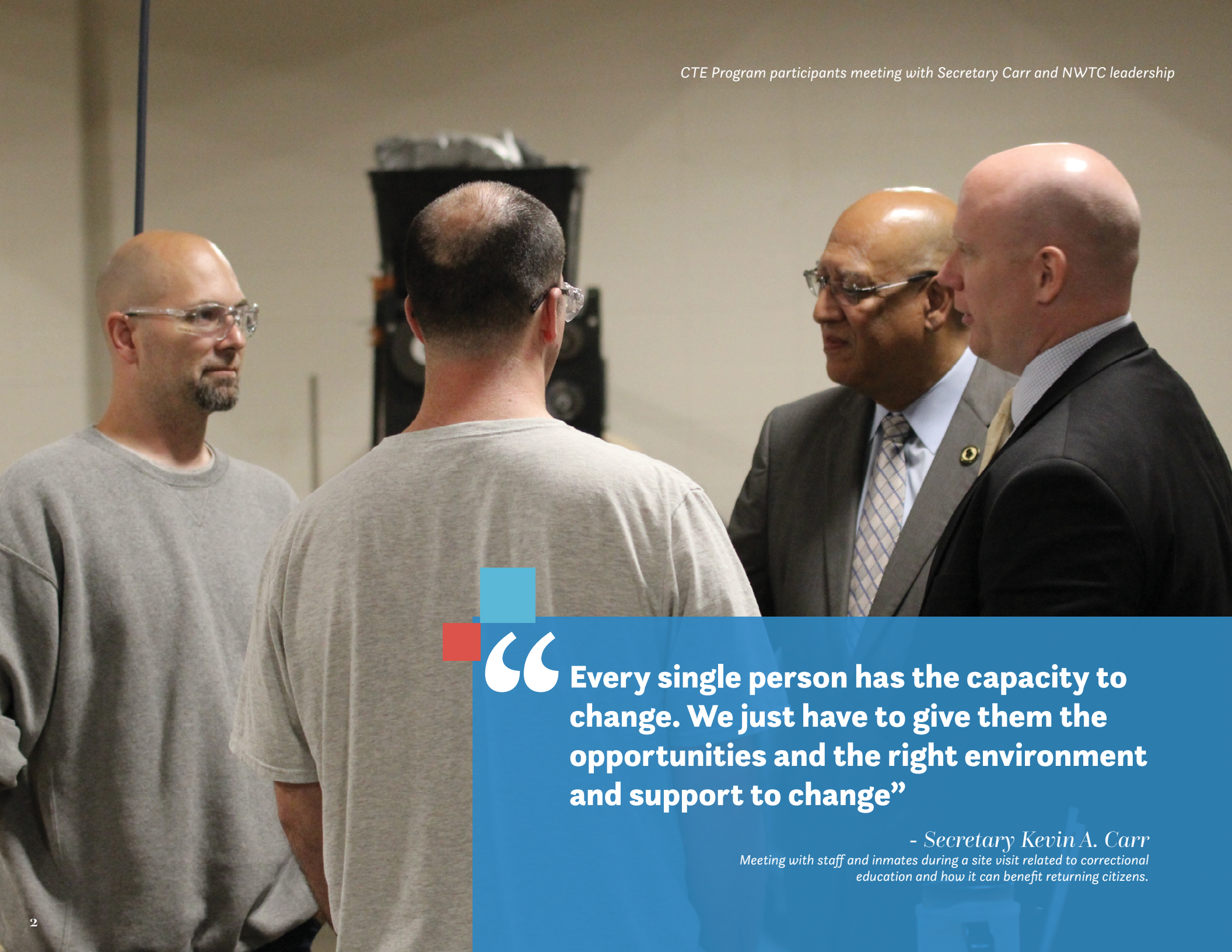


Becky Young Community Corrections Recidivism Reduction
Annual Report



REDUCING RECIDIVISM WITH **A WINNING LONG-TERM STRATEGY**



“

Every single person has the capacity to change. We just have to give them the opportunities and the right environment and support to change”

- Secretary Kevin A. Carr

Meeting with staff and inmates during a site visit related to correctional education and how it can benefit returning citizens.

TABLE OF CONTENTS

01

Introduction

Page 5

Becky Young Community Corrections: Recidivism Reduction Community Services

- Message from Wisconsin Department of Corrections' Secretary Kevin A. Carr
- Message from Reentry Unit Director Silvia R. Jackson
- Statutory language

02

Supporting Financial Stability

Page 9

A Path Forward for Returning Citizens and Their Families

- Educational access & innovation
- Employment strategies
- Economic mobility

03

Eliminating Obstacles to Success

Page 17

Igniting the Conversation on Mental Health & Obstacles to Success

- Supporting families & communities
- Ensuring Adequate support for mentally ill and disabled clients
- System collaboration
- Effective interventions to transition clients to independence

04

Harnessing Data for Improved Outcomes

Page 25

Advancing Risk Reduction through Assessments & Data Collection

- Improving our evaluations & data collection
- Recidivism & reincarceration after release from prison
- Employment after prison

05

Innovation Through Impact

Page 29

Leading the Charge with Evidence-Based Practices

- University of Cincinnati Corrections Institute (UCCI)
- Program improvement through evaluation

06

Breaking the Cycle & Changing Perceptions

Page 33

Motivating Change Through Identifying Thoughts & Behaviors

- Integrating cognitive behavior change
- Moving forward with Motivational Interviewing

07

Financial Summary & Collaborations

Page 37

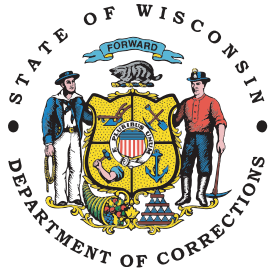
Working Together to Efficiently Leverage Resources for Client Success

- Financial dashboard
- Partnerships & collaborations

Introduction to Reentry

01





WISCONSIN DEPARTMENT OF CORRECTIONS

Governor Tony Evers / Secretary Kevin A. Carr

Message from Secretary Kevin A. Carr -

One of the reasons I was excited to join Governor Evers' Administration and the Wisconsin Department of Corrections (DOC), was because I strongly believe that investing in individuals who have the capacity for positive change is always the right thing to do. Individuals do not lose their value or human dignity just because they committed an offense. And, when we help folks do better, communities, families, and businesses thrive.

The 2019 Annual Report on the use of the Becky Young Community Corrections Recidivism Reduction appropriation captures the evidence-based activities that are occurring in all of our divisions to help individuals successfully reenter society. It also illustrates our commitment to regularly evaluating our work to ensure we are consistently meeting the unique and changing needs of the people in our care.

This report highlights key programs and initiatives that target reduction in recidivism such as; Opening Avenues to Reentry Success (OARS), Career and Technical Education (CTE) Academies, and evidence-based curriculums like Thinking for a Change. It is through these programs and initiatives that we provide resources for others to help them better themselves. We are committed to helping individuals find strong, long-lasting, family-supporting careers that can help them be successful and grow stronger communities.

I encourage our criminal justice partners, legislators, and the general public to read the report in its entirety to see the full breadth of our efforts to change people's lives while reducing recidivism.

Sincerely,
Kevin A. Carr
WI Department of Corrections Secretary



CTE Program participants meeting with Secretary Carr and NWTC leadership

Message from the Reentry Unit Director

As the Wisconsin Department of Corrections (DOC) Reentry Director, I want to share with you our Becky Young Community Corrections Recidivism Reduction Annual Report for Fiscal Year 2019. This report details the programs and services provided with Becky Young funding in accordance with state statutes. The cornerstone of DOC's reentry efforts and the Becky Young appropriation is to promote public safety and success among individuals in our care by implementing evidence based practices that reduce recidivism. Highlighted throughout this report are both institution and community based programs that are working toward achieving the goal of recidivism reduction.

The work of the DOC Reentry Unit has been guided by a Reentry Business Plan which can be found on the DOC public website. Examples of activities accomplished in 2019 under the Reentry Business Plan include the following:

- DOC expanded short-term vocational training academies in high demand fields for inmates at DOC Correctional Centers in collaboration with the local technical colleges. A total of 146 participants were trained with Becky Young funding in computer numerical control machine operation, industrial maintenance, welding and construction essentials and dairy worker training.
- The Windows to Work Job Readiness program served a total of 517 new enrollments during the year and 148 participants transferred to a program in a different workforce development board after release from incarceration. Also during FY2019, 531 active Windows to Work participants obtained 744 episodes of employment at an average wage of \$12.54 per hour.
- Opening Avenues to Reentry Success (OARS) provided services in 44 counties serving 216 participants and managing an average daily population of 158 people. The average cost per participant was \$17,413.55. The OARS participants continue to demonstrate lower

rates of recidivism than individuals with similar characteristics not in the program. The data shows statistical significance at the one year, two year and three year follow-up periods.

- DOC Staff completed 35,672 COMPAS Assessments during FY2019. By the end of this year, 280,370 case plans have been created in COMPAS.
- In FY2019, 68.3 percent of clients (6,545) releasing from incarceration applied for and were determined eligible for Medicaid, which is a slight increase over FY18 percentage.
- As of July 2019, DOC completed 100 Corrections Program Checklist evaluations in the areas of substance abuse, cognitive-behavioral domestic violence, anger management, sex offender treatment and residential programs with improvement shown over scores from 2018.
- In FY2019 the Division of Community Corrections offered two different Cognitive Behavioral Programs including Thinking for a Change and Moral Reconation Therapy to address antisocial cognition, one of the top four criminogenic needs that leads to recidivism with 4,824 participants served.
- DOC considers employment to be an important factor in successful reentry from prison to the community. Recent data shows that of the 7,867 people who were released in CY2017, 76.5% (6,021) obtained employment within one year of release. The percent employed increases over a longer release period.
- Finally, Recidivism and reincarceration trend data is reported by 1, 2, and 3 year follow-up periods as one measure of success.

These are just some of the investments made with Becky Young funding in 2019. For a complete summary of all initiatives, I encourage the reader to review the entire report. It is truly an honor to serve as the DOC Reentry Director and be able to report these accomplishments by



Silvia Jackson
Reentry Unit Director

both DOC staff and provider agencies.
Sincerely,

Silvia R. 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 client 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.

“

The studies have shown that the more re-entry training and opportunities that you can provide those that have served time in correctional facilities, the more likely it is that those folks will not re-offend and cost taxpayers in the long run.”

- Secretary-Designee Caleb Frostman

Meeting with staff and inmates during a site visit related to correctional education and how it can benefit returning citizens.

Supporting
Financial Stability

02



Students working in the Madison College Carpentry Techniques Technical Diploma program

A PATH FORWARD

for returning citizens and their families.

Career & Technical Education (CTE) Initiatives

During the course of the past four years, the Department of Corrections (DOC) has expanded on its existing programming to offer several short-term CTE training opportunities to better prepare releasing individuals (and clients on Division of Community Corrections (DCC) supervision) for employment in high-demand fields. DOC contracts with local Wisconsin Technical College System (WTCS) member colleges to provide these training academies, which often occur on campus and culminate in the individual earning a technical diploma or certificate within the span of approximately two to four months.

Industrial/Mechanical Maintenance

Machines are at the heart of the manufacturing industry. Technical training in this area teaches students to modify, repair, and troubleshoot machinery for a range of manufacturing environments. As the Industrial Machinery Mechanics occupation is projected for significant growth, DOC partnered with Madison College, Northeast Wisconsin Technical College, Gateway Technical College, and Nicolet Area Technical College to offer advanced technical training to incarcerated inmates in the field of industrial/mechanical maintenance. Fifty-seven individuals were served through the various industrial/mechanical maintenance programs during FY2019. Of these, 52 individuals either completed the program during FY2019 or were continuing in the program during FY2020.

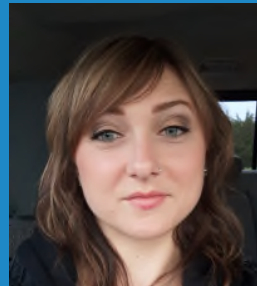
Carpentry/Construction

Training in the Carpentry Techniques Technical Diploma program at Madison College provides students with advanced skills required to enter the construction workforce, including an understanding of construction processes such as: floors, walls, ceiling, roof framing, and installation methods for roof shingles, windows and doors, soffits and fascia, and exterior trim and siding. DOC partnered with Madison College during FY2019 to train 13 incarcerated students (12 completed) in this high demand field.

Welding

Skilled welders and fabricators are essential team members in any manufacturing setting. Training in this area teaches students how to perform production, maintenance and repair welding in both manufacturing and construction settings. DOC partnered with Milwaukee Area Technical College, Wisconsin Indianhead Technical College, Moraine Park Technical College, and Southwest Wisconsin Technical College to offer advanced technical training to incarcerated inmates in the field of welding. Seventy-one individuals were served through the various welding programs during FY2019, with 64 individuals completing programming.

Hands-on access to a brighter future



Kirsten, Program Participant

Kirsten was incarcerated in Wisconsin for the first time at the age of 34. Despite being a mother of two and working as a makeup artist, she was addicted to heroin and was using on a regular basis. This addiction led to an event in 2014 in which a close friend overdosed and lost his life.

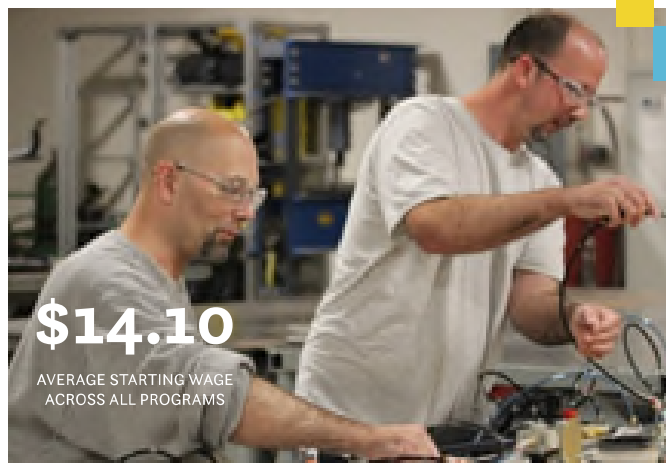
During her incarceration, Kirsten took advantage of several programming opportunities to address her addiction, and in 2017 she was offered the chance to participate in an innovative DOC-sponsored Computer Numerical Control (CNC) training program through Gateway Technical College. Kirsten, along with eight other students from Robert Ellsworth Correctional Center (REECC) completed the 13-credit CNC Operator program in March, 2018. Kirsten credits the program with changing how she thought about her future. "I had never considered work in manufacturing, and certainly not in machining or CNC," she said. "This program was really difficult but we all helped each other and we realized that we could do this work."

Though she was still incarcerated, Kirsten was hired as a CNC Operator at Senior Flexonics - GA Precision (GA Precision) shortly after completing the technical training at Gateway. In this role she was immediately able to put her training to use by working on set-up, production, and troubleshooting on various CNC machines. "Kirsten's enthusiasm to learn has advanced her career at GA Precision," said Janet Otte, Director of Human Resources at GA Precision. "According to her peers and supervisor, she is a delight to work with and a team player."

Kirsten was released from incarceration in January, 2019, and continued working for GA Precision. Since her release she has received multiple raises and additional paid training. "She recently was one of only six employees who were selected to complete a vendor-lead class in Swiss Machining," said Otte. "She is also assisting with training others on Swiss Machining. She continues to move her career forward and we are excited to provide her with the training and support to accomplish her goals."

Kirsten recently received another promotion at work and continues to be optimistic about her future. "You're already starting over when you get out of prison," said Kirsten. "To have a skill and a job when you get out makes a big difference. Without that, I can't imagine how difficult everything would be."

“You’re already starting over when you get out of prison,” said Kirsten, “To have a skill and a job when you get out makes a big difference. Without that, I can’t imagine how difficult everything would be.”



\$14.10

AVERAGE STARTING WAGE
ACROSS ALL PROGRAMS

Students working in the NWTC Industrial Maintenance program

Computer Numerical Control (CNC) Operator

CNC Operators are responsible for operating computer-controlled machines or robots in fast-paced manufacturing environments. DOC has partnered with Gateway Technical College over the past several years to provide accelerated CNC Operator training to incarcerated men and women. These trainings provide students with skills in blueprint reading, math, safety, and the ability to set-up, troubleshoot, and operate complex CNC machines and equipment. Forty-eight (48) individuals were involved in CNC Operator training during FY2019, with 41 of those individuals completing the training and/or continuing in FY2020.

Program Outcomes

There were 189 individuals served through the various CTE academies in FY2019 (146 served directly with Becky Young funding). Of these, 169 individuals completed programs during FY2019 (or were continuing programming in FY2020), while 20 were terminated or withdrew from programs. The additional data provided here covers the various programs since their inception, as this allows for sufficient time for individuals to earn a credential, release to the community, and obtain employment. Outcomes shown in Table 1 are based on available data in the Wisconsin Integrated Corrections System (WICS) and in the case management database, Correctional Client Management Profiling for Alternative Sanctions (COMPAS), as of August 30, 2019 (some data may be missing).

169*

INDIVIDUALS COMPLETED
CAREER & TECHNICAL
TRAINING



Students working in the Gateway CNC Operator program

Table 1: Outcomes by Program Type

FY15-FY2019

As of August, 2019

NUMBER OF COMPLETIONS	RELEASED & ELIGIBLE FOR WORK	EMPLOYED FOLLOWING RELEASE	AVERAGE DAYS TO FIRST EMPLOYMENT	FIRST AVERAGE STARTING WAGE
CNC Operator (Gateway Technical College, MATC-Milwaukee)				
250	168	161	57.4	\$13.71
Industrial/Mechanical Maintenance (Madison College, Nicolet Area Technical College, Gateway Technical College, NWTC)				
85	29	28	23.9	\$16.26
Welding (SWTC, Nicolet Area Technical College, WITC, MATC-Milwaukee, Moraine Park Technical College)				
92	34	28	34.2	\$13.88
Carpentry/Construction (Madison College)				
23	2	2	25	\$15.05
Dairy Worker Training (Moraine Park Technical College)				
16	10	9	42.4	\$14.57
All Programs				
466	243	228	50.9	\$14.10

Quality jobs allow former clients to earn a self-supporting, living wage. Jobs will allow them to pay their bills and their taxes, and invest in their housing, their health and their retirement.

- DWD Secretary-Designee Caleb Frostman

*189 individuals were served through the various CTE academies in FY2019 (146 served directly with Becky Young funding). Of these, 169 individuals completed programs during FY2019.

Expanding opportunities for job placement with one-on-one coaching

Community Corrections Employment Program (CCEP)

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

CCEP is a statewide program designed to assist clients in developing the skills necessary to secure and maintain employment in today's competitive work environment. CCEP has three main job readiness components: work experience, on-the-job training, and educational and training assistance.

The Employment Program Coordinators use evidence-based practices to assess individuals and match them with services based on their current level of skill and job readiness. Priority is given to clients who are within six months of release to go days post-release from an institution, however, individuals on probation are considered for the program as resources allow.

Employment Program Coordinators are responsible for building relationships with

employers to grow engagement, conduct employment readiness groups, and coordinate and refer participants to training opportunities and activities with technical colleges, Workforce Development Boards, the Department of Workforce Development, and other community providers.

CCEP also provides individualized support to participants in areas such as resume building, interviewing skills, obtaining a driver's license or renewal, and so much more. This program also offers information and guidance to employers regarding work opportunity tax credits and fidelity bonding. All of the services offered are prioritized and achieved based on the needs of the community served.

In FY2019, there were 778 clients served in CCEP. Of these, 439 (56.4%) clients either

successfully completed the program or are continuing services into the next fiscal year.



Guided support bring goals into reach

Employment Coordinator Andy Nicolet connected with Anthony prior to releasing from Stanley Correctional Institution early March 2019. Andy and Anthony discussed short and long-term goals and developed an employment plan. Together they determined Anthony was interested in construction work. Andy enrolled him in the Intro to Basic Welding Academy at the Eau Claire Job Center in April. After Anthony completed the 4 week course, Andy assisted him with his resume and job applications. Anthony was hired at Verita's Steel, a company that builds infrastructure for bridges in Eau Claire, WI. Anthony's basic knowledge of welding tools and techniques from taking that course was his ticket to get inside the company. **Anthony is currently working at Verita's Steel making \$17.00 an hour.**

439
SUCCESSFUL
COMPLETIONS

778
PARTICIPANTS
SERVED IN FY2019

Joining forces to connect workers with jobs

Institution-Based Job Centers

DOC partnered with the Department of Workforce Development (DWD) and the Workforce Development Board of South Central Wisconsin (WDBSCW) in 2018 to create the first institution-based job center in the state of Wisconsin at the Oakhill Correctional Institution (OCI). The OCI Job Center is located in the school building, and operates with staff from DWD and the WDBSCW. The goal of the partnership (and the creation of the space), is to provide inmates with access to a host of programs and services, including: career readiness programs, job search assistance, resume development, services for veterans, registered apprenticeships, and assistance for individuals with disabilities. Fundamental to this project is the ability for incarcerated inmates to create unique Job Center of Wisconsin (JCW) accounts, which can then be accessed when the individual is released to the community.

The OCI Job Center officially opened its doors in October, 2018, and more than 120 individuals have created JCW accounts and received workforce development services in the space since that time. Incarcerated men at OCI have created resumes, searched for active employment opportunities, completed mock interviews, applied for jobs, and interviewed for open positions in the community.

Due to the success of the OCI Job Center, DOC and DWD are currently in the process of establishing institution-based job centers in the Wisconsin Women's Correctional System (WWCS) at Taycheedah Correctional Institution (TCI), Robert Ellsworth Correctional Center (REECC), and the Milwaukee Women's Correctional Center (MWCC).



“Just having that employment out there, it makes a world of difference for someone like me coming home.”

- Frank S., OCI Job Center



Promoting self-sufficiency for individuals returning to the community

Windows to Work Program is a pre- and post-release program designed to address criminogenic needs that can lead to recidivism. DOC 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 (program sites below).

DAI Pre-Release Services

Windows to Work begins programming approximately three to nine months prior to release from incarceration. Participants must be identified as medium- 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 probation and parole agent, individual release/case planning takes place.

Post-Release Services

In coordination with the probation and parole agent, coaches assist participants with job search and job retention activities for approximately 12 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.

New Enrollments and Transfers by Fiscal Year:

In Fiscal Year 19, Windows to Work enrolled 517 participants, and transferred 148 participants, an increase of 128 percent (see Chart A). "Transfers" refer to participants who enroll in the program at a participating institution while incarcerated and transfer to the program in the WDB area where they are releasing after incarceration.

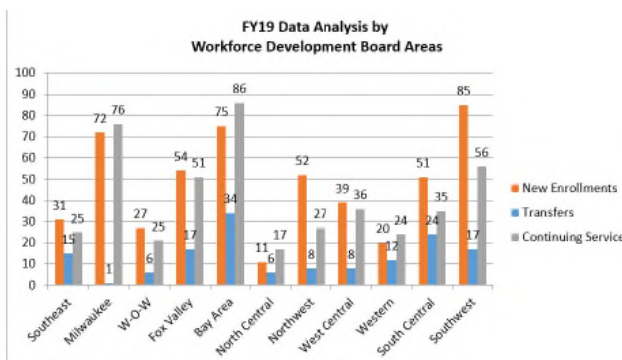


Chart B

Enrollment and Completion Data

Enrollment figures for FY2019 are shown in Chart B, New enrollments are those who began the program during the fiscal year, and those who are listed as continuing service were still enrolled in the program as of July 1, 2019. Of the new enrollments in FY2019, 83 percent were from a DAI based program and 17 percent were from a DCC and/or County Jail based program. FY2019 completion data is shown in Chart C.

Employment and Education

In FY2019, there were 531 active participants. Of the 531 active participants, there were 744 episodes of employment, at an average wage of \$12.84 per hour (see Chart E). Of these

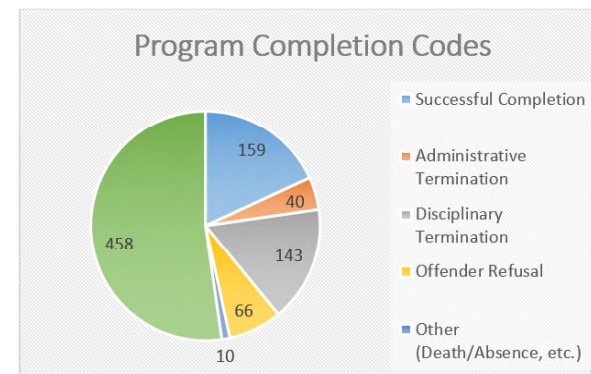


Chart C

744 episodes of employment, 50 percent were in Production Occupations (see Chart F), and 95 percent were unsubsidized employment (see Chart D). For occupational coding, DOC utilizes the Bureau of Labor Statistics 2010 Standard Occupational Classification (SOC) system. On average, in FY2019, it took participants approximately 31 days from their release from incarceration, to find employment.

Windows to Work also supports educational programming when appropriate. Of the active participants in FY2019, 23 enrolled in educational programming opportunities. Six of the participants were working on college coursework, while 17 of the participants were enrolled in a vocational/technical training program through the Technical College System.

Please see **W2W**, page 15

95%
UNSUBSIDIZED
EMPLOYMENT

744
EPISODES OF
EMPLOYMENT IN
FY2019

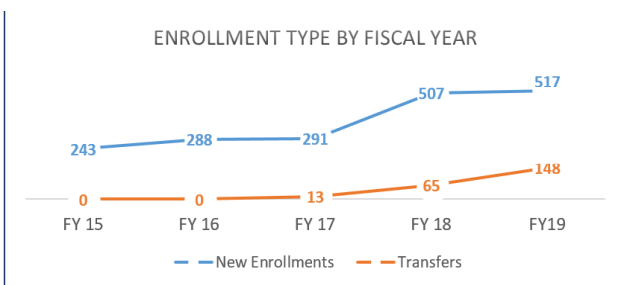


Chart A

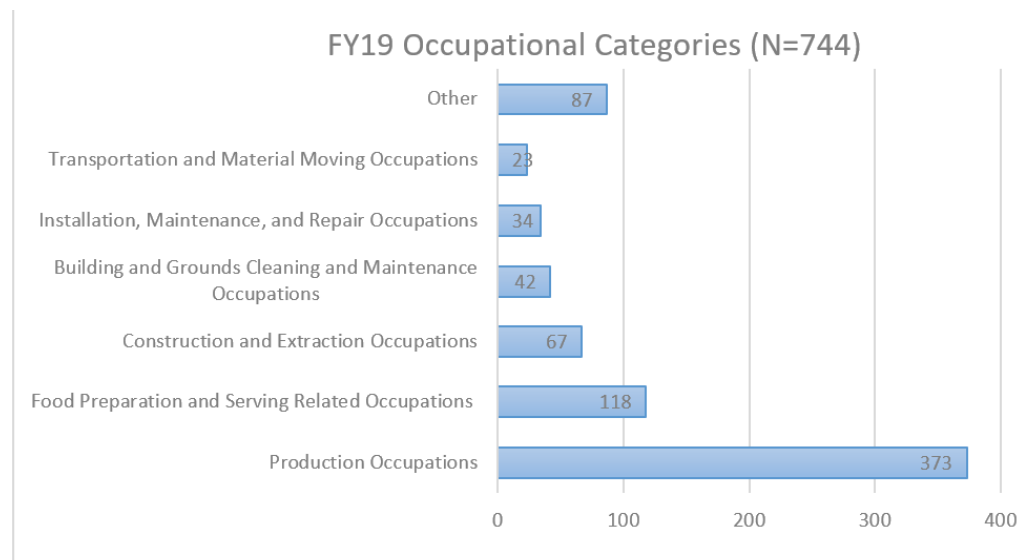
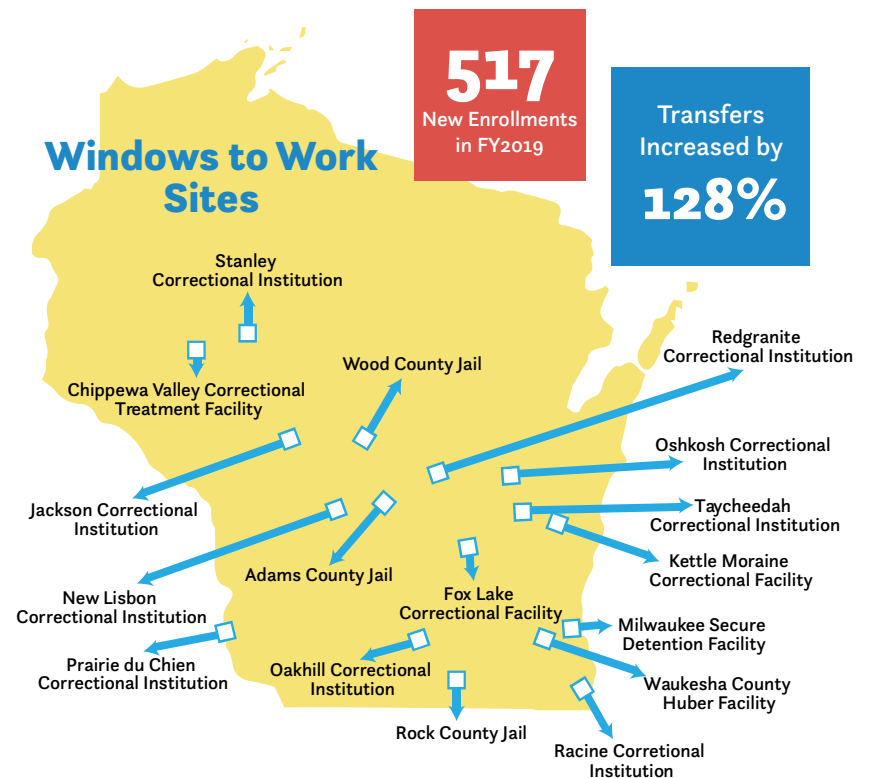


Chart D



“
[Windows to Work]
truly changed my life
for the better, and it
can do the same for
you with a little hard
work, dedication, and
desire to change your
life around.”



Providing opportunities to acquire skills needed for long-term success

Cody participated in the Windows to Work program at Oshkosh Correctional institution after hearing about the program from other inmates. Cody's personal goals were to return to college, obtain a living wage job, and maintain his sobriety. Cody successfully completed the program and released from incarceration in November 2018. Since that time, Cody has been able to maintain his sobriety, and enroll as a full-time student in the Automotive Technician program at Northcentral Technical College. He is expected to graduate in May 2020.

After his release, Cody drove past a tire and service station. He had learned in Windows to Work that a high percentage of companies don't advertise their openings, so decided to take a chance and stop in to speak with someone about his interest in applying at the company. Cody stated "the timing was just right" because a position had just recently become available. **He applied in person and was hired on part-time, earning \$18 per hour.** The company also contributed a \$500 scholarship towards his education, and plans to hire him on in a full-time position upon his graduation. Upon his release from incarceration, Windows to Work was able to assist Cody with many of the resources he needed to successfully obtain employment such as gas cards for transportation, work clothing and boots, and the necessary textbooks for school. This allowed him to start the position immediately, and have a reliable way to get to work until he obtained his first paycheck.

In addition to his goal of graduating and assuming a full-time Automotive Technician position, Cody hopes to someday get married and secure a home. When he was asked what he would tell others about the Windows to Work program, he stated, **"I would tell them that Windows to Work personally helped me get back on my feet. It's designed to help you prepare for future employment and provides you with the opportunities to learn tools for success. It truly changed my life for the better, and it can do the same for you with a little hard work, dedication, and desire to change your life around."**



Strategically teaming up to support client's aspirations

While incarcerated at Oshkosh Correctional Institution, Tommie completed the pre-release portion of the Windows to Work curriculum. In September 2018, as Tommie was preparing to release from incarceration, he was transferred to the Windows to Work program in the North Central Wisconsin Workforce Development Board Area, where he began working with Windows to Work and Reentry Coach, Rob Golla. Tommie utilized all of the resources available within the Windows to Work program, along with other resources within the Marathon County Job Center, to assist in finding employment. The Department of Corrections contracts with the Workforce Development Boards to deliver Windows to Work programming, and as a result participants are often able to leverage resources from various partner agencies and programs. Tommie was

able to take full advantage of this structure, and the strategic partnerships in place, as he transitioned back into the community after incarceration.

Tommie wanted to become a diesel technician, but did not feel a traditional education program was a good fit for him during this transitional period in his life. He worked closely with a large support team to determine his needs and barriers, while working toward his dream job. By November, Tommie found an opportunity to intern as an auto mechanic. Tommie proved to be dependable, and open to learning new skills. One month into the internship, the employer expressed interest in hiring Tommie as a full-time employee. Once again, various agencies and programs, including Windows to Work, WIOA, and FSET, worked together to

assist in funding the tools required to begin the position. Tommie started his new role in mid-December, with an increase of \$2 an hour pay.

Tommie's new position proved to be difficult at times, but through the provisions of the various supportive programs Tommie was enrolled in, he was able to work through issues as they happened. Tommie has been able to retain his employment, secure stable housing, obtain his driver's license, and purchase a vehicle. He received a significant raise, which has allowed him to purchase new tools for his toolbox. He hopes to continue working towards his dream of becoming a diesel mechanic, and his motivation and dedication to creating a better future for himself has been noted by his support team.

W2W
from page 13

Promising practices for the future: Continued standardization of curriculum

Each DAI institution delivering Windows to Work pre-release curriculum is now required to utilize Cognitive-Behavioral Interventions for Clients Seeking Employment (CBI-EMP) for the cognitive portion of the curriculum. By the end of FY2019, every DAI institution delivering W2W programming has implemented CBI-EMP into the curriculum. In FY2019, a W2W curriculum committee was formed to standardize and update the additional pre-release curriculum, including General Work Skills and Expectations, Financial Literacy, Community Resources, Job Seeking, Applications, and Resumes. The new curriculum is expected to be implemented statewide in FY2020. As a result of

the considerable transformation to the program in recent years, DOC cannot effectively conclude whether or not the Windows to Work program has a statistically significant effect on recidivism and reincarceration. Past data collected related to recidivism and reincarceration will be used as a baseline to compare future outcome analyses on the impact of Windows to Work, beginning with FY2020 data. Every programmatic change has been informed by evidence, and DOC will continue to look for ways to improve programming by more closely aligning with evidence based treatment principles, and ensuring each DAI facility delivers the curriculum with fidelity.



“I can certainly tell you that when a person has the opportunity for employment that provides for a family-supporting job and gives them a sense of self-worth, that is really important for personal growth. It's the best antidote to recidivism”

- DOC Secretary Kevin A. Carr
[*Wisconsin Women's Prison Tries To Fill Need For More Welders article by NPR*](#)

Employment support for clients in transition

Division of Adult Institutions (DAI) Employment Specialists

301.068 (3)(b)

DAI Correctional Centers are committed to providing employment support for clients 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 clients currently incarcerated at the minimum custody correctional centers. The Employment Specialist, in coordination with the Center Work Release Sergeant, assists clients 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 clients eligible for employment. During FY2019, clients were employed in several areas of work including but not limited to manufacturing, packaging, electrical, construction, material handling, mechanical, kitchen, food service, janitorial, and carpentry. The average wage per hour at MSCC was \$14.45 and at WCC was \$12.74. Moving forward in FY2020, resources will continue to be offered for those identified for services, as DOC continues to move towards an evidence-based approach.

\$12.74

AVERAGE WAGE
PER HOUR AT
WCC

\$14.45

AVERAGE WAGE
PER HOUR AT
MSCC

Continuing to expand gender-responsive practices

Gender Responsive Consultant

During FY2019, the Wisconsin Women's Correctional System (WWCS) continued their partnership with Bauman Consulting Group, LLC to continue to incorporate gender-responsive practices throughout WWCS. Important achievements during this fiscal year include collecting data to help establish a gender-responsive classification system and adding new goals to the WWCS Gender-Responsive Strategic Plan. Some of the goals that will be focused on in the future include organizing focus groups with incarcerated women to seek their feedback on improvements that can be made in WWCS, implementing the Parenting Inside Out program, expanding vocational opportunities for women, opening a job center at Taycheedah Correctional Institution (TCI) and incorporating Motivational Interviewing and Core Correctional Practices into annual training.



Ashley Bauman, Bauman Consulting, LLC

Electro-Mechanical & Welding Mobile Labs A DOC Reentry & DWD Partnership

The Department of Corrections (DOC) procured two mobile training labs in FY18. This project is part of a collaboration between DOC and Department of Workforce Development/Division of Employment & Training (DWD/DET) to improve pre-release workforce training opportunities for inmates releasing within Wisconsin. The Wisconsin Legislature approved the funding in the 2017-19 Biennial Budget for the Department of Workforce Development (DWD) to purchase two mobile training labs "to provide job skills training to individuals in underserved areas of this state, including inmates at correctional facilities who are preparing for reentry into the workforce." DOC worked with DWD to purchase these two labs to provide training in welding and electro-mechanical to inmates throughout Wisconsin. Diversitech was awarded the Mobile Welding Contract, and in March 2019, the lab was delivered to Taycheedah Correctional Institution (TCI). Nomad Nomad Global Communication Solutions was awarded the Mobile Electro-Mechanical Contract, and in March 2019, the lab was delivered to Jackson Correctional Institution (JCI).



DOC contracts with Moraine Park Technical College to provide instruction for the welding bootcamp program in the mobile lab at TCI, and Western Technical College for the electro-mechanical certification program at JCI. To ensure the success of the program, a small portion of Becky Young funding was utilized upon delivery of the welding lab, to ensure the lab was fully operational and the program had everything necessary within the lab environment to for vocational training. DOC utilized federal funding supplied through DWD to provide instruction in the lab through June 30, 2019. The first cohort graduated in September 2019, and the next cohort began in October 2019. TCI will provide three cohorts per fiscal year within the mobile lab. After completion of these cohorts, the lab will be moved to Kettle Moraine Correctional Institution for training three male cohorts. The electro-mechanical lab will run approximately three cohorts per year at JCI, and then be moved to New Lisbon Correctional Institution to deliver an additional three cohorts. Both labs will rotate yearly in this manner, ensuring resources are distributed appropriately throughout the state. Funding for instruction will continue to be provided through resources allocated by DWD.

“

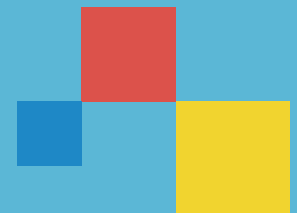
Ninety-seven percent of our population will at some point return to the community, and we can either provide them therapeutic interventions that will help them to be successful or not. And if we don't, they're coming out anyway.”

- Lars Brown, Reentry Disabilities Treatment Director

Interview with Dannika Lewis, Channel 3000

Eliminating
Obstacles to
Success

03



IGNITING THE CONVERSATION

on mental health & obstacles to success.



Opening Avenues to Reentry Success (OARS)

The Opening Avenues to Reentry Success (OARS) Program is managed by the Department of Corrections (DOC) in partnership with the Department of Health Services (DHS). The program provides intensive case management to individuals releasing from prison with serious mental illness and assessed at a moderate or high risk to commit new crimes. The OARS program also links individuals to psychiatric treatment and housing. Case managers work closely with participants to address individualized and criminogenic needs, interrupting the cycle of criminal behavior and incarceration. The vision of the OARS Program is to enhance public safety by supporting the successful transition, recovery, and self-sufficiency of clients with significant mental health needs as they reintegrate into the community.

OARS case managers utilize a person-centered approach, develop Individualized Service Plans (ISPs), and integrate motivational interviewing into participant contacts. Motivational interviewing encourages participants to develop intrinsic motivation to engage in their own recovery and identify personal risk factors that could lead to reoffending. Frequent case manager contacts are critical in helping participants transition from institutions to the community.

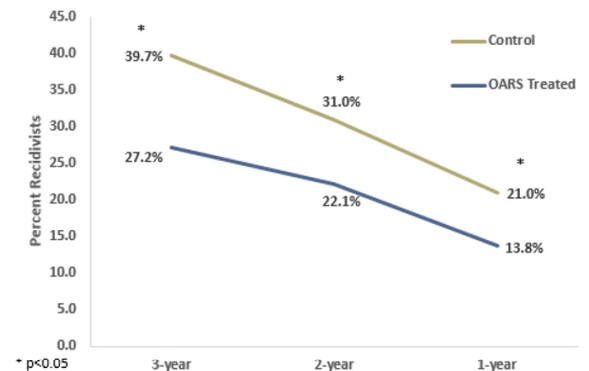
“Participants are maintaining lower recidivism rates, even after completion and separation from the program”

A DAI social worker refers potential participants to DHS OARS specialists approximately six months prior to release from prison. After an enrollment interview, contracted case managers enter facilities and work closely with the DHS OARS program specialists, DAI social workers, and Division of Community Corrections (DCC) agents to determine participant clinical needs and criminogenic risk factors. Case

managers also spend time in the institutions developing therapeutic rapport with participants. The team develops ISPs and encourages participants to stay engaged with treatment and programming during the pre-release phase.

After release from prison, participants can remain in the program for up to two years. Case managers work toward participants’ psychiatric stability and promote decisions that improve mental health and recovery from addiction. The OARS team provides creative, intensive case management, monitoring, and treatment during what can be a very tumultuous time immediately following release to the community. As the participant positively adjusts, supportive contacts can begin to taper and the focus begins to shift toward self-sufficiency. Case managers encourage participants to achieve financial independence through education,

Figure 1. OARS Participant Recidivism Comparison



employment, or other needed county-based services. When these supports are in place and participants meet criteria, individuals can be successfully discharged.

The OARS Program participants continue to demonstrate lower rates of recidivism than individuals with similar characteristics not participating in the program. For the first time in the program’s history, statistical significance has been established between recidivism rates for OARS participants and non-participants with similar characteristics for the one-year, two-year, and three-year follow-up periods.

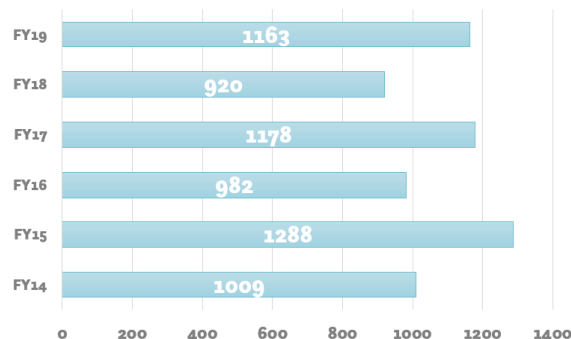
Please see OARS, page 19

Table 1. OARS Participant Recidivism Trends FY14-FY18

Release Year (Fiscal)	OARS Participants								
	1-Year Follow-Up			2-Year Follow-Up			3-Year Follow-Up		
	Total Releases	Recidivists		Total Releases	Recidivists		Total Releases	Recidivists	
FY14	52	5	9.60%	52	11	21.20%	52	18	34.60%
FY15	63	3	4.80%	62	7	11.30%	62	13	21.00%
FY16	121	21	17.40%	117	33	28.20%			
FY17	89	16	18.00%						
Total	325	45	13.8%	231	51	22.1%	114	31	27.2%
Release Year (Fiscal)	OARS Controls								
	1-Year Follow-Up			2-Year Follow-Up			3-Year Follow-Up		
	Total Releases	Recidivists		Total Releases	Recidivists		Total Releases	Recidivists	
FY14	111	27	24.30%	109	37	33.90%	107	43	40.20%
FY15	135	24	17.80%	134	42	31.30%	132	52	39.40%
FY16	230	45	19.60%	228	67	29.40%			
FY17	162	38	23.50%						
Total	638	134	21.0%	471	146	31.0%	239	95	39.7%



Number of IDs FY14 - FY18



Identification cards & driver's licenses for returning citizens

An official form of identification is critical when a client is preparing for release back to the community. Many clients entering our institutions have never had proper identification or have lost their identification cards due to their unstable life situations. State identification is required to obtain a residence, apply for employment, receive educational services, and apply for state and federal benefits.

DOC works closely with the WI Department of Transportation (DOT) to provide state identification cards for those releasing to the community. In FY18, the DOC provided 920 state identification cards to our client population. The DOC continues to use COMPAS to track vital documents required to obtain a state identification card. This process ensures a timely and efficient application process.



IN THE NEWS!

OARS received significant media attention during the fiscal year because of the Governor's recommendation to fund a statewide expansion of the program in the biennial budget.

[WPR Article](#)

[Channel3000 Article](#)

“What we hope for people who are in OARS is that through participation in the program that they learn how to self-advocate, that they can leave OARS in a good position to stay out of jail and remain stable”

- Katie Martinez, WI DHS Forensic Mental Health Section Chief
During [Wisconsin Public Radio Interview](#)



10th Annual Reentry Fair

DAI continues to hold Reentry Fairs for inmates at various institutions across the state.

During FY2019, **Prairie Du Chien Correctional Institution implemented their 10th Annual Reentry Fair**. Twenty vendors, including; Workforce Development, ADRC, DHS, DCC, Veteran's reps, Technical Colleges, CCEP, Faith based organizations, Nehemiah, Project Return, and more participated in the event. **More than 230 inmates attended** and collected information on a variety of resources.

OARS

from page 18

This significance is indicated by the asterisk in Figure 1: OARS Participant Recidivism FY14-FY18. The statistically significant difference in the three-year follow up period is a critical outcome measure because it demonstrates that participants are maintaining lower recidivism rates, even after completion and separation from the program.

The outcome evaluation is conducted using Propensity Score Matching (PSM) which 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, length of prison stay, educational attainment, marital status, mental health code, most serious offense, COMPAS risk level, year of release, and DAI primary program completions). The use of PSM produces recidivism outcomes for OARS participants and non-participants that can more confidently be attributed to participation in the program rather than other factors.

The figure and table show recidivism trends and compare the OARS participant and control group recidivism rates, with asterisks (in Figure 1) indicating a statistically significant difference between the two groups.

In FY2019, the OARS program provided services in 44 counties. Early in the fiscal year, the OARS Program enrolled a number of individuals with complex treatment needs requiring significant interventions, including supportive housing. As a result, costs increased, and enrollments were decreased to control program spending.

During FY2019, the OARS program:

- Served 216 participants.
- Managed an Average Daily Population (ADP) of 158 participants.
- Had an average cost per participant of \$17,413.55.

To join the program, potential OARS participants must:

- Volunteer to participate.
- Meet criteria listed here and be referred by a staff member.
- Have a medium or high risk level recommendation on the COMPAS risk assessment.
- Be diagnosed with a serious mental illness.
- Be releasing to one of the 44 OARS-covered counties.
- Have at least six months of post-release DOC supervision remaining on their sentences.



Effective interventions to transition clients to independence

Community Partnership and Outreach Program (CPOP)

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

DOC has established Community Partnership Outreach Programs (CPOP) in two areas of the state including Options Treatment Programs, Inc. located in Green Bay, and the Center for Self-Sufficiency, located in Milwaukee.

Options Treatment Programs, Inc. provides supportive services to men and women releasing from DOC institutions into Brown County. The services provided are individualized-based and may include: residence assistance, employment training and placement, obtaining medical insurance and access to services for medical needs, assistance with transportation including services provided through the DMV, family reunification, pro-social relationships, substance abuse services, and restorative justice opportunities. This program also focuses on addressing antisocial thoughts and antisocial companions to better align with evidence-based practices.

Clients participating in this program 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.

The Center for Self-Sufficiency is a wraparound service for medium to high risk clients participating in the Alternative to Revocation (ATR) program through Milwaukee Secure Detention Facility (MSDF). The program provides pre-treatment to clients enrolled in the ATR who are being released back to Milwaukee County. The CPOP program also works in conjunction with the Milwaukee Medication Assisted Treatment Partnership Program to provide supportive services to those who elect to participate. Upon release, the CPOP provides the support and services needed to sustain

and build upon the progress made during the ATR program. According to the most recent data collected from the Program Data Collection System (PDCS) and DOC-DCC for both programs:

- 848 clients participated in the program during FY2019.
- 67 (7.9%) successfully completed the program, while 160 (18.9%) are continuing into the next fiscal year.
- The remaining participants were terminated from the program for disciplinary, administrative, or client refusal reasons.

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

Community Residential Programs (CRPs)

Since 2013, the DOC has provided a new model of Residential treatment for the people in our care, 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 participants utilizing evidence-based practices that reduce recidivism. Interventions include a step-down service for participants transitioning to off-site residential locations or their own housing. Participants may return to the facility for completion of dosage hours.

A CRP provides an environment that includes support and supervision assisting participants in making the transition to independent living. Services 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 probation and parole agent. Clients who are not participating in the residential component of CRP are housed in other DOC-contracted housing or in the client's own residence while completing the proposed program.

DOC's first CRP, Portage House, became operational in FY14 and continues to offer services into FY2020 for male participants. In addition, Addams House, a second CRP in Appleton, is fully operational with 10 beds for female clients. Between both CRPs, 130 DCC clients received services with 49 (37.7 %) successfully completing the program. There are 39 clients who are continuing to obtain services or are on the waiting list in FY2020.

Substance Use Disorder (SUD) Non-Residential Programs

The Substance Use Disorder (SUD) Non-Residential Programs provide treatment to referred clients with an identified substance abuse need and/or exhibiting signs of relapse/destabilization. SUD Services and SUD Certified Services treat the client's identified substance abuse need as part of their individual treatment plan. For SUD Relapse programs, the goal is to re-stabilize the participant following a structured re-exposure to program elements designed to address the participant'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 programs serve male and female participants who are under DOC supervision for the duration of services. The DOC and providers work together to accommodate any identified special needs such as learning disabilities or cognitive limitations prior to entry into programming.

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 needs 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.

In FY2019, 32 clients participated in the Becky Young funded SUD Non-Residential Programs with all 32 participants successfully completing the program. The SUD Non-Residential Programs are being re-designed utilizing American Society of Addiction Medicine (ASAM) criteria and new programming will be available in FY2020. Additional SUD Non-Residential Programs are facilitated throughout the state using other funding sources.

Inmates and Medicaid eligibility upon release

Medicaid Eligibility

The Department of Corrections (DOC), Department of Health Services (DHS), and Income Maintenance (IM) agencies partner to provide inmates the opportunity to apply for Medicaid by telephone prior to release from incarceration. The agreement describes application processes and includes information-sharing. The shared data are used to study outcomes and improve advocacy efforts. Access to health care immediately following release from prison can provide needed treatment for common health concerns, including acute and chronic medical conditions, mental illness, and substance use disorders.

The Medicaid report indicates there were 9,587 individuals released during FY2019, as shown in Table A. This includes youth or adult incarcerated longer than 30 days in DOC custody and released from DOC facilities, county jails contracted to house DOC inmates, the Wisconsin Resource Center, and Mendota Juvenile Treatment Center. If an individual had more than one qualifying release during the fiscal year, only the first release was considered. The months evaluated included the month prior to, the month of, and the

month after each individual's facility release. Of individuals determined eligible, 31 percent applied the month prior to release, 64 percent applied the month of release, and four percent applied the month following release (percentages do not equal 100 percent due to rounding).

In FY2019, 68.3 percent of clients releasing from incarceration applied for and were determined eligible, which is a slight increase over FY18's percentage. Approximately 28.1 percent of inmates did not apply during these months and 3.7 percent of the identified release population were denied.

This information is used to improve the department's advocacy efforts and may be used to study health and recidivism outcomes after individuals return to the community.



Table 1: FY2019 Inmate Medicaid Eligibility

Timeframe	Inmates Released	Inmates Eligible	Percentage Eligible
FY2019	9587	6545	68.3%



Oakhill Correctional Institution Job Center

Community Services Project (Circles of Support)

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

The DOC contracted with Goodwill Industries of North Central Wisconsin (NCW) 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. Client support groups are overseen by trained community volunteers and delivered utilizing the "circles" model.

Circles of Support Provided:

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



Ensuring adequate benefits for mentally ill and disabled clients

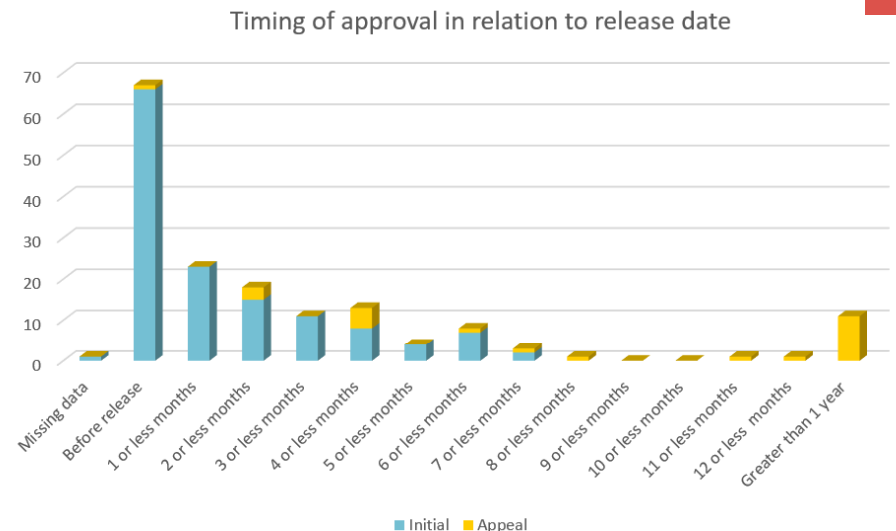
Disabled Client Economic Security (DOES)

The Disabled Client Economic Security (DOES) Project provides mentally ill and disabled individuals preparing to release from prison access to civil legal services. DOC contracts with Legal Action of Wisconsin, a Legal Services Corporation, to provide attorneys to act as authorized representatives. DOES Project attorneys are expert benefit specialists who advocate for individuals who may meet the Social Security definition of disability. The attorneys manage their clients' applications for Social Security benefits. Attorneys may also advocate for other public benefits such as Medicaid and Foodshare, as well as housing assistance, employment training programs, or other legal concerns that impact a client's successful community reintegration. For this population, these application processes can be lengthy and confusing, and many cannot complete them without assistance.

Attorneys begin representing inmates who sign retainer agreements approximately six months prior to release from prison, prepare public benefits applications, and submit them on the participant's behalf. Attorneys continue to represent their clients after release until they have attained benefits or appeals are exhausted, while considering both the merit of the case and project resources. Skilled and individualized attorney representation has proven to

increase the likelihood that DOES clients receive the benefits that they qualify for as close to their release date as possible. DOES Project professional relationships with the Social Security Administration (SSA), DOC, the Disability Determination Bureau (DDB), and the Department of Health Services (DHS), as well as project staff members' expert procedural knowledge result in faster and more accurate disability determinations for DOES clients.

The DOES Project significantly reduces the processing time for cases awaiting hearings. The average processing time for DOES cases, from the time the hearing is requested until the time the client receives a decision, is 307 days. To compare, the average processing time is 492 days in the Milwaukee hearing office and 520 days in the Madison hearing office. DOES client waiting times are shortened by briefing cases before the hearing



date, requesting decisions on the record, and requesting expedited hearings based on clients' homelessness or dire need.

In FY2019, the attorneys closed 405 cases applying for Social Security benefits, with 234 gaining benefits, representing a 57.8 percent success rate. The SSA provides award rates for all benefit applications. In comparison, the 2016 data published by the Social Security Administration indicates the award rate for all disabled beneficiaries was 26.3 percent for Social Security Disability Insurance (SSDI) and 29.7 percent for cases involving Supplemental Security Income (SSI). These statistics are for all types of claimants and impairments.

Please see **DOES**, page 23



Impact of Policy Change

The laws governing benefit reinstatement, **specifically for people with mental health conditions**, have changed over the last year. This policy change has made the process to reinstate benefits considerably **more confusing to navigate** and significantly impacts individuals releasing from prison and/or individuals without the assistance of an attorney. Reinstatement cases now require the ability to thoroughly analyze and consider factors that can **significantly affect the start date of disability benefits**, the monthly **disability benefit amount**, Medicare premiums, and **potential risk to future benefits**.



DOES Case Client Example 1:

DOES Attorney Natalie Kitzrow worked with Mr. M, who had received Supplemental Security Income (SSI) as a child. Despite severe cognitive and physical disabilities, **his SSI claim was denied more than one dozen times** between 1982 and 2011. Attorney Kitzrow began working with Mr. M in 2018, while he was incarcerated at Racine Correctional Institution. She obtained pertinent medical records preceding his incarceration, and worked with his current DOC psychiatrist to further detail his cognitive and functional limitations. **Mr. M was approved shortly before his release from prison.** Attorney Kitzrow continued to work with him in the community to establish a representative payee and ensure his benefits were calculated properly.



DOES Case Client Example 2:

When someone receives both SSI benefits and OARS assistance, the Social Security Administration (SSA) awards the maximum entitlement federal benefit (\$771 per month in 2019). In FY2019, DOES attorneys found SSA was inconsistent in their practices across the state, sometimes resulting in OARS participants receiving a lower monthly benefit than deserved. DOES attorneys appeal suspected wrongful determinations in an effort to establish OARS as a known and verified assistance program. Inconsistencies like this scenario have caused our clients' benefits to be reduced by 1/3 of their lawful entitlement (\$500/month last year; \$514 this year). DOES Attorney Katie Alft appealed one such erroneous benefit calculation to an administrative law judge, and received a favorable decision verifying that the OARS participant should have received the full benefit rate.

DOES

from page 22

The DOES Project works with a particularly challenging and complex subset of the population releasing from prison. Cases typically involve clients with mental illness, chronic instability or homelessness, a historical lack of health care, and substance use disorder treatment needs. Despite the inherent challenges, DOES Project approval rates continue to be substantially higher than the national statistics.

DOES Project Medicaid Application Assistance Effort

Access to medical treatment is an important part of successful community reintegration for the justice-involved population. Health insurance provides treatment access, but many individuals returning from prison do not have employer-sponsored health plans or the resources to purchase health insurance on the private market. BadgerCare Plus, a health care coverage program for low-income Wisconsin residents, can provide needed health care access until these other options can be established. Individuals in prison with developmental disabilities, mental illness, reading difficulty, and Limited English Proficiency (LEP) are evaluated for additional assistance with the application phone call.

Three DOES Project benefit specialist paralegals work in DOC's five facilities releasing the highest number of inmates meeting the criteria for additional assistance. In FY2019, paralegals confirmed approved health care coverage for 1,361 inmates prior to their release from prison. DOES attorneys facilitated another 84 Medicaid applications for their clients. The DOES Project facilitated 1,445 successful applications, representing 22 percent of successful DOC applications.

System collaboration: County jail-based recidivism reduction programs

The DOC continues to foster inter-agency collaboration within the criminal justice community. Partnerships with the Bayfield County Jail and the Green Lake County Correctional Facility (GLCCF) demonstrate this commitment to partnership and the 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 Bayfield, Ashland, and Sawyer counties, as well as tribal members from the Red Cliff and Bad River Band of Lake Superior Chippewa and Lac Courte Oreilles Band of Lake Superior Ojibwe. In FY2019, Bayfield County Jail served 92 participants with an average length of time of 78 days in the program.

In addition, DOC has partnered with GLCCF since signing a Memorandum of Understanding (MOU) to establish the Recidivism Reduction Program. GLCCF has implemented evidence-based cognitive-behavior based and educational programs to improve outcomes for DOC-supervised individuals living in the correctional facility at moderate and high risk to reoffend. Green Lake County Health and Human Services collaborates with GLCCF by providing follow-on services through Moral Reconation Therapy (MRT), mental health, and substance abuse treatment.

GLCCF uses DOC funding to facilitate several cognitive-based programs for individuals on DOC supervision. The six-session orientation program provides participants an introduction to cognitive-behavioral therapy. Individuals can then participate in Dialectical Behavior Therapy (DBT), an open-ended program providing healthy ways to cope with stress and regulate emotions. The Schema program is also offered in a group setting, and continues work

on identifying self-defeating patterns of thinking, feelings, and behavior and how to treat them. Schema Therapy consists of 3 phases: assessment, emotional awareness, and behavioral change. DBT, Schema, and Epictetus, an eight-week program focusing on finding a sense of purpose and other key life lessons, may alternate availability based on participant interest and needs. The Recidivism Reduction program has also offered Parenting Inside Out as an evidence-based, cognitive-behavioral parent management skills training program.

The Green Lake County program partners with Moraine Park Technical College (MPTC) to offer educational programs for DOC-supervised individuals at all risk levels. In FY2019, GLCCF and MPTC facilitated 47 GED tests and had 3 GED/HSED completers, and helped a number of work-release inmates obtain employment while incarcerated. During FY2019, GLCCF provided 72 DOC-supervised participants 79 opportunities for programming, many taking advantage of more than one course described above. The average daily population of DOC-supervised and Becky Young-funded participants in GLCCF programming was 14, and their average length of stay in programming was 61 days.

The Bayfield and Green Lake County jail demonstration projects highlight the community impact and reach of the Becky Young funding.





Secretary Kevin A. Carr and Secretary-Designee Caleb Frostman

**Fostering inter-agency relationships
to increase governmental impact.**

Harnessing Data for Improved Outcomes

04



ADVANCING RISK REDUCTION

through assessments & data collection.

Northpointe Suite

DOC continued its partnership in Fiscal Year 2019 with Equivant/Northpointe Inc. for ongoing license and support of the COMPAS risk, needs, and case management system. The COMPAS system provides an actuarial decision-support tool which allows DOC staff to align with several evidence-based principles including targeting medium and high risk clientele for services that address criminogenic needs. COMPAS also provides a comprehensive case management module in which DOC documents and stores social history information (education, employment, substance use history, etc.), violation disposition information, rewards and incentives, drug testing, rules of supervision, and the Unified Case Plan.

COMPAS is used in more than 15 states across the country and has been validated by Northpointe and multiple other agencies. 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 client population. Likewise, it has been exposed to inter-rater reliability testing and measurement under a Continuous Quality Improvement framework. DOC continues to implement quality assurance measures to ensure assessment fidelity. Finally, independent

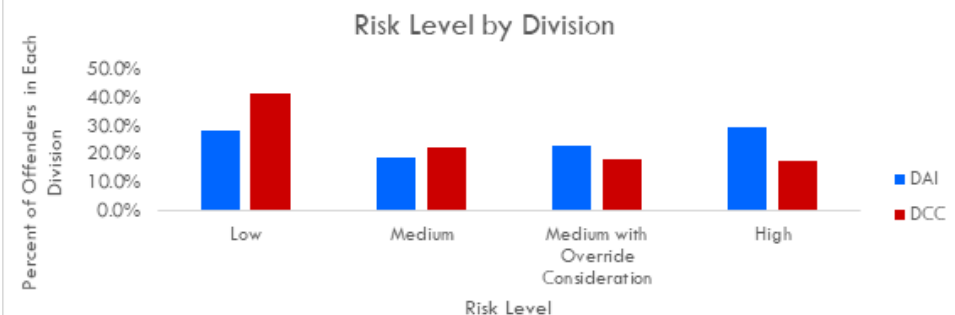
validation continues to be ongoing in the DOC Research & Policy Unit. The Department of Corrections is committed to replicating all of these studies over time.

In addition to license and maintenance, Becky Young funding subsidizes approximately 400 hours of development time, technical assistance, and project management. These services allowed DOC to enhance reporting capabilities for better outcome tracking, create workflow efficiencies for staff to maximize their time spent with DOC clientele, enhance functionality of the Evidence-Based Response to Violations module, and provide COMPAS Training for Trainers to DOC staff to ensure inter-departmental training sustainability.

Chart A takes a closer look at DOC's intake assessments in FY2019. COMPAS identifies both the risk and criminogenic needs of the assessed client. Risk levels demonstrate recidivism risk within the next three years in the community.

Risk is separated by Low, Medium, and High and is identified by a decile score within the COMPAS software. For example, if a client scores a four on the scale then this indicates that 60 percent of a similar population has a higher risk to recidivate than him or her. As indicated on Chart B, a larger portion of the Division of Community Corrections (DCC) client population scores Low Risk, while a larger portion of the

Chart B



Division of Adult Institutions (DAI) client population scores High Risk.

Just as COMPAS provides risk level, the criminogenic needs of the client are also rated on a decile scale. In Chart B, the top eight criminogenic needs are broken out by Division according to COMPAS assessments conducted in FY2019. As the chart shows, substance abuse and antisocial cognition continue to challenge a majority of clients in DOC custody. We see a general trend of more pervasive criminogenic needs in DAI, as higher risk clients are sentenced to prison. As the case management process begins with each client, these criminogenic needs are analyzed and the driving needs as understood through COMPAS are collaboratively identified for intervention.

It is important to note the work completed by the DOC staff and the progress made in conducting assessments with our client population. DOC completed 35,672 COMPAS assessments during FY2019 (multiple assessments may have been completed for one client). This number includes all COMPAS assessments, specifically, the Wisconsin Primary Needs (WPN), Core, Legacy, Reentry, and Gender-Responsive assessments. The client's position in the life cycle (e.g. 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.

Please see **Northpointe**, page 27

Chart A

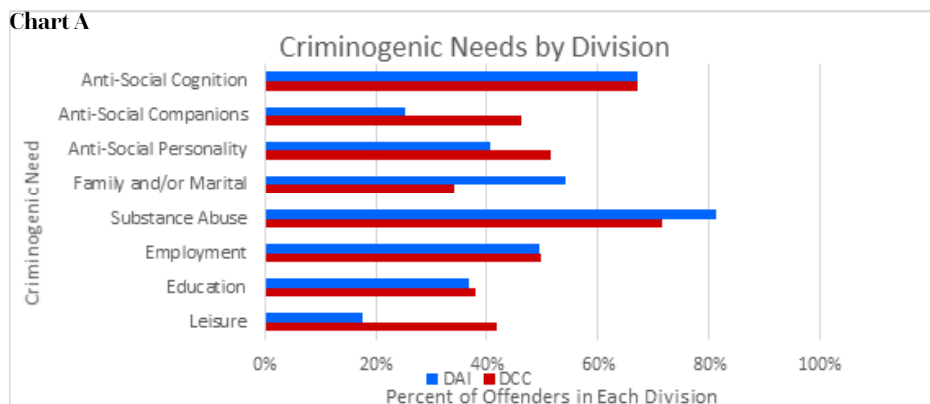
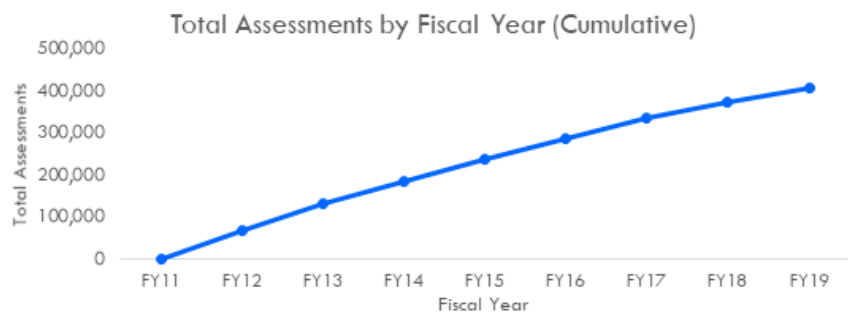


Chart C



Northpointe

from page 26

Likewise, at the end of FY2019, 280,370 case plans have been created in COMPAS.

DOC and Northpointe continue to work towards ongoing enhancements related to documenting and tracking evidence-based treatment dosage, revocation workflows, the monitoring of violation/revocation practice, and the refinement of case planning, both in practice and in the COMPAS system that must support the work.

Recidivism & reincarceration after release from prison

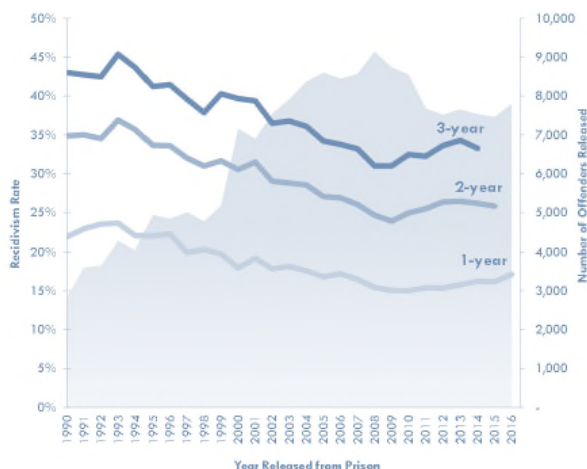
DOC Research & Policy Unit

301.068(4)

Reducing recidivism and reincarceration is a vital part of the mission of the Department of Corrections (DOC). Clients may participate in treatment and programming under DOC custody, but it is in the community where they put into practice what they have learned. Fewer crimes mean fewer victims and safer neighborhoods. An accurate understanding of recidivism and reincarceration allows DOC to begin to examine who is at a greater risk for re-offending, and ultimately to shift resources to focus on those clients.

DOC release from prison recidivism is defined as committing a new offense within a specified follow-up period that results in a new sentence to either prison or probation (following a release from prison). The date a client is labeled a recidivist is the date the offense occurs, leading to a new sentence to the DOC. Recidivism calculations require an additional lag-year to allow for new offenses to be adjudicated in court proceedings.

Recidivism Trends from 1990-2016



Recidivism Rates by Follow-up Period

Release Year	Follow-up Period	Recidivism Rate
2016	1-year	17.1%
2015	2-year	25.8%
2014	3-year	33.3%

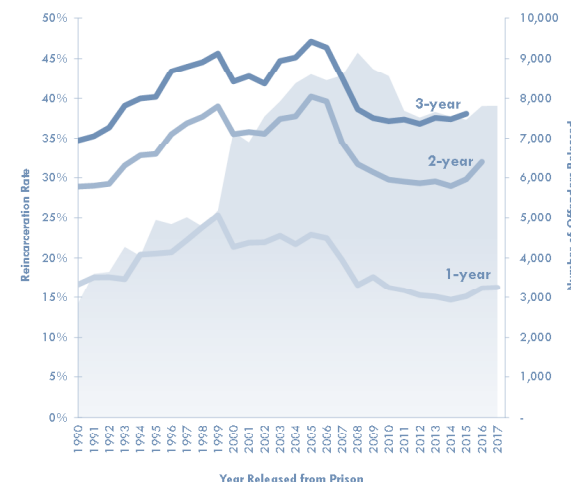
Recidivism rates have generally declined since 1990, but have increased somewhat in recent years. Clients released in 2009 had the lowest one-, two-, and three-year recidivism rates across the entire period of analysis. Since then, the one-, two- and three-year rates

have increased somewhat, with the one-year rate increasing 2.1% percentage points by 2016, two-year rate increasing 1.9% percentage points by 2015 and the three-year rate increasing 2.3% percentage points by 2014.

DOC reincarceration is defined as an admission to prison within a specified follow-up period for either a revocation, a revocation with a new sentence, or a new sentence (following a release from prison). The date a client is labeled reincarcerated is the date he/she physically re-enters prison. No additional lag-years are required for calculation of reincarceration rates.

Reincarceration Trends from 1990-2017

Reincarceration trends have followed a more curvilinear pattern over time. From 1990 to 2005, reincarceration rates followed an upward trend. However, reincarceration rates over the most recent decade have generally been on the decline. The three-year rate decreased substantially from 47.1% for those released in 2005, to 38.1% for those released in 2015. One- and two-year reincarceration rates have also decreased over the last decade, with the one-year rate decreasing by 6.6% percentage points from 2005 to 2017, and the two-year rate decreasing by 8.3% percentage points from 2005 to 2016.



Reincarceration Rates by Follow-up Period

Release Year	Follow-up Period	Reincarceration Rate
2017	1-year	16.3%
2016	2-year	32.0%
2015	3-year	38.1%

Employment after prison

DOC Research & Policy Unit

301.068(4)

The Department of Corrections (DOC) considers employment to be an important element in successfully transitioning individuals from incarceration to the community. The data presented below is a result of a collaboration with the Department of Workforce Development (DWD) in which DOC receives regular extracts of employment-related data from DWD. Using a combination of this data and information collected from individuals on community supervision, DOC is now able to report on employment outcomes for individuals released from prison.

For this analysis, an individual was considered “employed” if they were employed full-time or part-time, indicated that they were enrolled in school, were receiving social security income or social security disability benefits, reported being a homemaker, or reported being retired. Only those people who were released from a period of incarceration due to completing the confinement portion of their sentence or revocation were included. If someone was released more than once during a calendar year, the last release in the year was used as their starting point for the follow-up period.

Employment rates for three different follow-up periods are presented below. A follow-up period is the timeframe during which an individual is tracked to determine if employment was obtained. One-, two-, and three-year follow-up periods were calculated beginning on the day an individual was released from prison. Employment rates represent the number of people who obtained employment divided by the total number of people who were released.

Employment Rates

Release Year	Follow-up Period	Employment Rate
2017	1-year	76.5%
2016	2-years	80.6%
2015	3-years	83.8%

Of the 7,867 people who were released in calendar year 2017, a total of 6,021 (76.5%) obtained employment within one year of release. Of the 7,863 people who were released in calendar year 2016, a total of 6,334 (80.6%) obtained employment within two years of release. And, of the 7,498 people who were released in calendar year 2015, a total of 6,280 (83.8%) obtained employment within three years of release. It should be noted that some individuals who did not obtain employment within the designated follow-up period may have been reincarcerated during that time, or may have passed away at some point after their release, precluding them from obtaining employment.



Student working in the NWTC Industrial Maintenance program

Core Correctional Practices

1. Quality Interpersonal Relationships
2. Effective Social Reinforcement
3. Effective Disapproval
4. Effective Use of Authority
5. Cognitive Restructuring
6. Anti-Criminal Modeling
7. Structured Learning/Skill Building
8. Problem Solving Techniques

Innovation Through
Impact

05



LEADING THE CHARGE

with evidence-based practices.



University of Cincinnati Corrections Institute (UCCI)

DOC and the University of Cincinnati Corrections Institute (UCCI) continue to partner in design, implementation, and monitoring of evidence-based programs and services across the Division of Adult Institutions (DAI) and the Division of Community Corrections (DCC). UCCI is nationally recognized for their work on the federal, state, and local government level, as well as in the private sector with professional organizations. With a focus on training and technical assistance, DOC utilizes UCCI's services to promote public safety, reduce recidivism, and improve service delivery to promote long-term client behavior change.

NIC's Eight Principles of Effective Interventions



Case Manager Training Institute

In collaboration with UCCI, DOC provided a one-week Case Manager Training Institute in March 2019 for our institution staff. In FY2019, seventy-four DAI staff were trained in the areas of Anger Control Training (ACT) plus Social Skills, Cognitive-Behavioral Interventions for Substance Abuse (CBI-SA) Train-the-Trainer, Case Planning, and Continuous Quality Improvement (CQI). Additionally, 10 contracted community providers were trained in ACT and CQI.

Community Vendor Training Institute

Similar to the Case Manager Training Institute, DOC collaborated with UCCI to provide two one-week Community Vendor Training Institutes in November 2018 and June 2019. In FY2019, 130 contracted providers were trained in the areas

of ACT plus Social Skills, CBI-SA, Case Planning, Advanced Practice, Cognitive-Behavioral Interventions for Clients Seeking Employment (CBI-EMP), CQI, Core Correctional Practices, and CBI-SA Train-the-Trainer. Additionally, 25 DAI staff attended Case Planning, CQI, and Core Correctional Practices. Within each training, participants were taught skill building and directed practice relevant to the targeted criminogenic need. Certified community providers can now deliver research-based curriculums to treat the clients in our care in a variety of settings including residential services, day report centers, and community groups. From FY18 to FY2019, there was an increase of 13.8% in attendance between all training institutes.

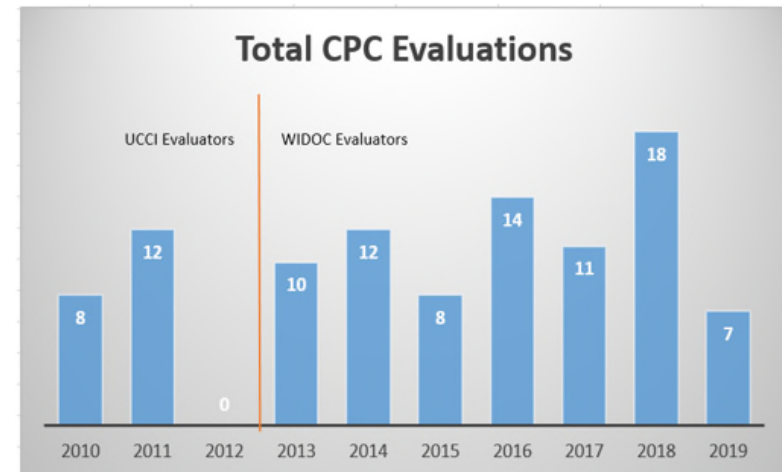
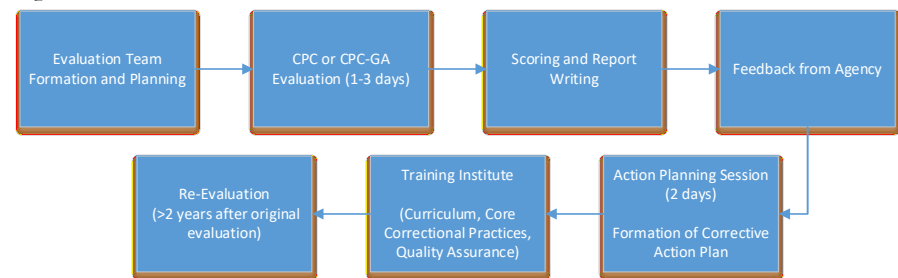
Gender-Responsive Curricula

In alignment with the risk-need-responsivity (RNR) principle, the Wisconsin Women's Correctional System (WWCS) has implemented several research-based, gender-responsive curricula including Seeking Safety, Helping Women Recover, and Beyond Violence. To support their effort, UCCI sub-contracted with Stephanie Covington, LLC to deliver training in all three areas. From May to June 2019, 18 staff were certified in Seeking Safety, 20 staff in Beyond Violence, and 19 staff in Helping Women Recover. The curricula integrates theories

of women's psychological development, trauma, and addiction to meet the identified needs of our female population. In alignment with emerging research, the program targets the areas of self, relationships, sexuality, spirituality, self-esteem, and trauma.

Please see **UCCI**, page 31

Figure A. - Standard CPC Evaluation Process



UCCI

from page 30

Program Delivery Partnership

After receiving feedback from stakeholders, DOC and UCCI partnered to create a new training delivery method for CBI-EMP and a brand new two-day training for program delivery methods, Core Correctional Practices for Group Facilitators. As the CBI-EMP (Employment) curriculum and the CBI-SA (Substance Abuse) are very similar in concept, a new web-based training was developed to train our current CBI-SA trainers to be CBI-EMP trainers. The four-hour training covers differences in the curriculum and provides guidance to deliver both trainings. The new training saves staff resources, as trainers were previously required to



attend a four-day in-person training to be certified. Furthermore, a new two-day training, Core Correctional Practices for Group Facilitators, was developed and piloted to a group of community providers targeting group dynamics, addressing antisocial attitudes displayed in group, and overall group facilitation techniques. The training incorporated skill building and feedback, which can be used when situations arise in client groups. With input from the piloted training, Core Correctional Practices for Group Facilitators will continue in FY2020.

Correctional Program Checklist (CPC)

Developed by the University of Cincinnati Corrections Institute (UCCI), the Correctional Program Checklist (CPC) is designed to evaluate the extent to which correctional intervention programs adhere to evidence-based practices (EBP) including the principles of effective intervention. Programs are assessed on a number of domains including Program Leadership & Development, Staff Characteristics, Client Assessment, Treatment Characteristics, and Quality Assurance. The Correctional Program Checklist-Group Assessment (CPC-GA) assesses a specific part of the overall program and is shorter in length from a full CPC. Programs are placed into one of four categories: Complete Alignment with EBP, Partial Alignment with EBP, Developing Alignment with EBP, and Realignment Necessary with EBP. Programs in the Complete Alignment and Partial Alignment categories are considered effective programs by the CPC standard. DOC has 20 CPC evaluators who attend quarterly meetings with the Evidence-Based Program Manager and booster trainings for quality assurance methods. A program's initial evaluation may occur within six to 12 months after the contract award and programs are eligible for a re-evaluation after two years from the initial evaluation.

As of July 2019, DOC has completed 100 CPC evaluations in the areas of substance abuse, cognitive-behavioral, domestic violence, anger management, sex offender treatment, halfway houses, and community residential programs. Trends by year and by type of evaluation are shown below.

CPC and CPC-GA Average Scores and Trends

Since the implementation of the CPC, DOC has improved in all domain areas, as well as the capacity, content, and overall score. Year-by-year trends in the domain and overall scores are shown below for the CPC and CPC-GA.

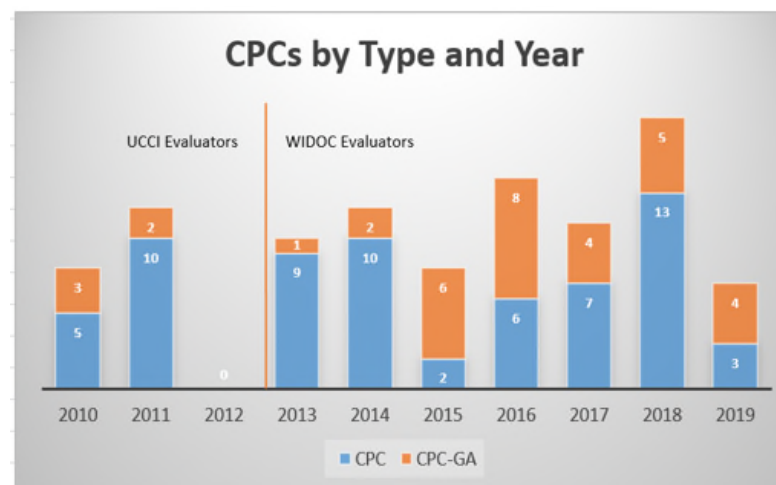
From FY18 to FY2019, programs showed improvement in five of the eight measured domains for the CPC and six of the seven measured domains for the CPC-GA. The greatest improvements were in the areas of Client Assessment (13.1% improvement) and Quality Assurance (9.6% improvement) for the CPC and Quality Assurance (140.0% improvement) and Treatment Characteristics (63.7%) for the CPC-GA.

Comparisons between Original and Re-Evaluation Scores

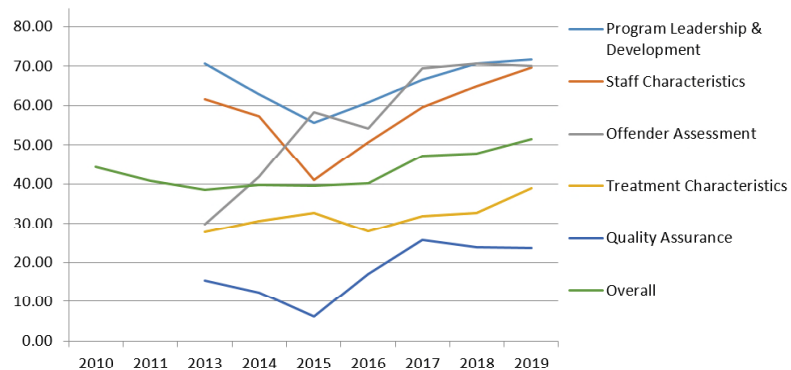
Re-evaluation has occurred on approximately 12% of the programs evaluated from 2010. Using the available CPC data, the below chart outlines the mean and median for the original and re-evaluation CPCs.

Furthermore, the distribution of score categories showed improvement for most programs. Eleven out of twelve programs originally scored in the Realignment with EBP Necessary category with only one program scoring in the Developing Alignment with EBP category. At the time of re-evaluation, five scored in the Realignment with EBP Necessary category (with

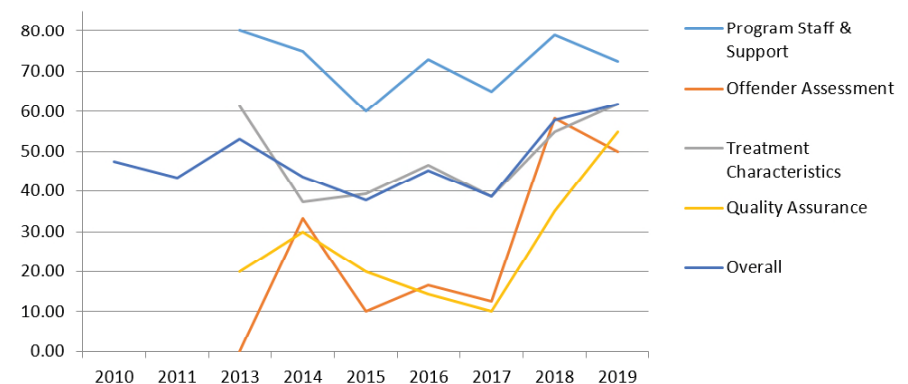
Please see UCCI, page 32



CPC Averages 2010-2019



CPC-GA Averages 2010-2019



UCCI

from page 31

improved scores), three scored in the Developing Alignment with EBP category, three scored in the Partial Alignment with EBP category, and one scored in the Complete Alignment with EBP category. Average time between evaluations was 3.63 years.

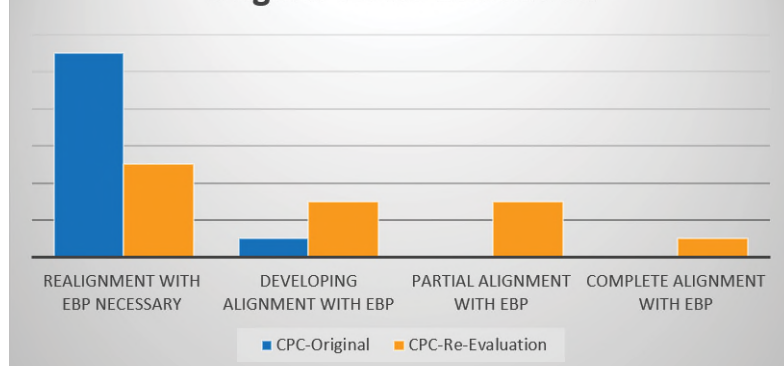
Action Planning Sessions

In FY2019, DOC and UCCI hosted two multi-day CPC Action Planning Sessions for programs who have undergone a CPC evaluation in the last six to 12 months. Action Planning Sessions allows each program to develop their own Corrective Action Plan outlining how to maintain the strengths of the program and how to address areas in need of improvement. CPC evaluators and contract administrators provide support for the identified areas and resources are provided to address training needs, technical assistance, and ongoing quality assurance. In FY2019, 12 programs participated in the sessions, which was equal to FY18 sessions. For FY2020, CPC evaluators will begin training to host stand-alone sessions regionally across the state. This will provide an opportunity for more frequent sessions and greater engagement and collaboration between DOC and our community partners.

“We’ve gone through the CPC evaluation twice. It can be a humbling, but ultimately worthwhile experience. You have to be willing to rip the band-aid off and do some work, but the end result can be a better, more effective program for the folks we’re working with. It just makes sense to try and be more in line with evidence-based practices, and this tool is a way to get there.”

- Zach Bishop
Portage House Supervisor

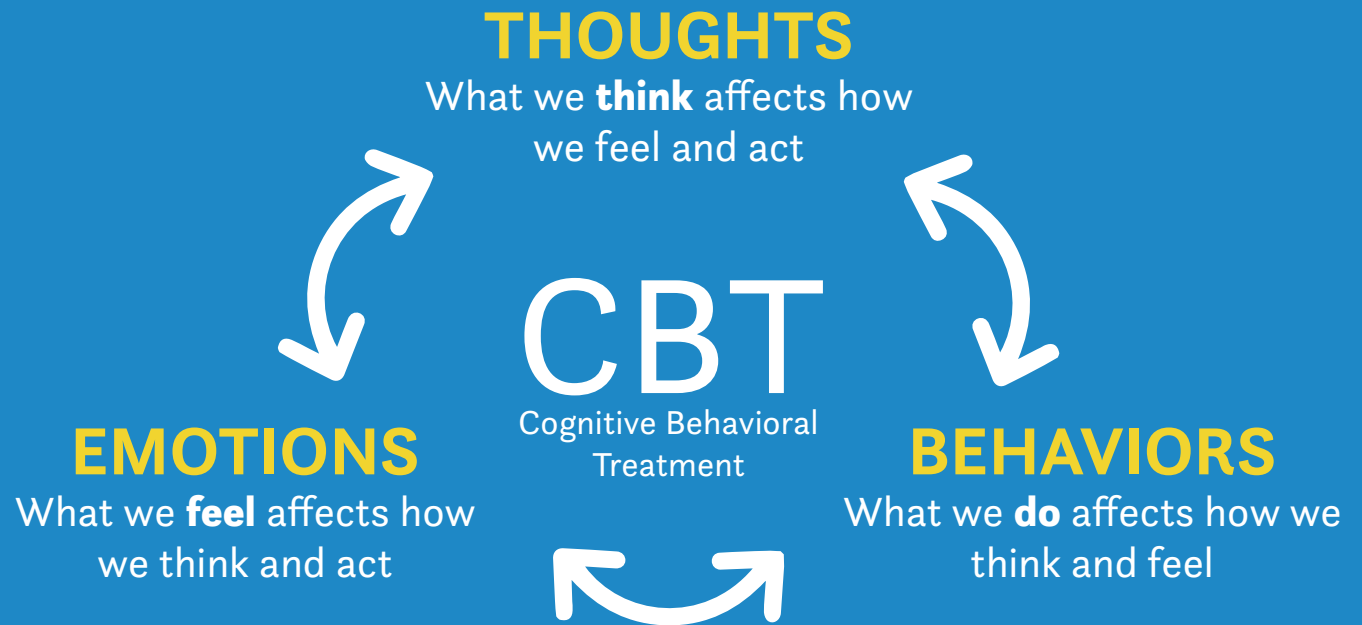
Original vs. Re-Evaluation



	Program Leadership & Development	Staff Characteristics	Offender Assessment	Treatment Characteristics	Quality Assurance	Overall Capacity	Overall Content	Overall
Original Mean	64.26	53.78	41.51	27.36	9.02	46.65	31.60	37.59
Re-Evaluation Mean	71.05	61.35	71.11	37.30	28.12	56.42	46.11	50.38
Difference in Mean	+6.80	+7.58	+29.50	+9.94	+19.10	+9.77	+14.51	+12.79
Original Median	61.54	54.50	41.19	29.40	5.50	46.79	32.00	36.90
Re-Evaluation Median	73.07	59.08	80.00	38.27	31.25	55.43	44.93	48.51
Difference in Median	+11.53	+4.58	+38.81	+8.87	+25.75	+8.64	+12.93	+11.61

Breaking the Cycle & Changing Perceptions

06



MOTIVATING CHANGE

through identifying thoughts & behaviors.

Cognitive Behavioral Programs (CBP)

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

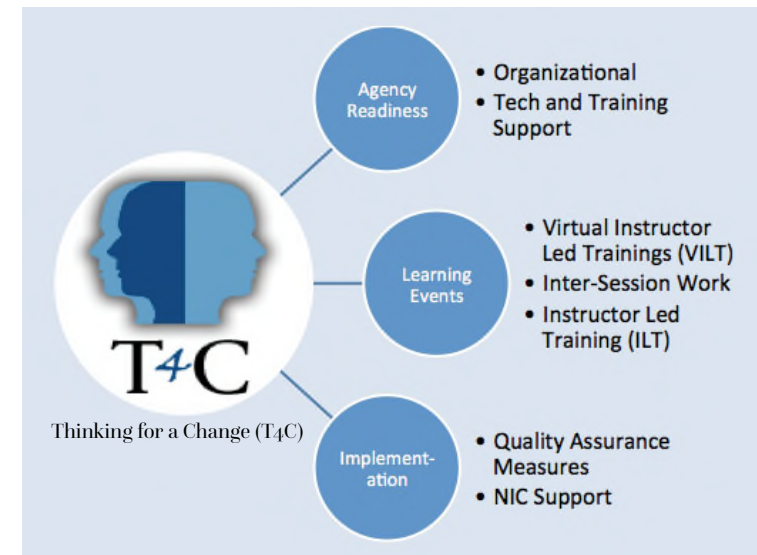
The DOC contracts for Cognitive Behavioral Program (CBP) services within both Division of Adult Institutions (DAI) and Division of Community Corrections (DCC). Clients are screened and assigned the program need upon completion of a COMPAS assessment. The importance of such a program cannot be understated, as antisocial cognition is identified as one of the top four criminogenic needs along with antisocial companions, antisocial personality/temperament, and family/marital. The program is offered in both the institution and in the community, in order to address the need at every stage of the lifecycle to increase the opportunity for success for people in our care.

The objectives of CBPs include teaching specific strategies or techniques that 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).

Of the 4,824 DCC participants served under Becky Young CBP services in FY2019, 52.3% of the DCC participants completed or were continuing CBP services in FY2020.

DAI offered a range of evidence-based cognitive behavioral programs partially funded with Becky Young funds. 4,025 participants successfully completed programming in FY2019.



Moving forward with Motivational Interviewing

DOC adopted Motivational Interviewing (MI) as a key communication component for the department in August 2014. MI is a form of collaborative conversation for strengthening a person's own motivation and commitment to change. DOC understands the importance of learning this communication and is training staff who have the most direct contact with clientele.

Using the funding in FY2019, DOC trained to a total of 446 employees. DOC hosted 24 training days held in various locations around the state. The trainings included twelve training days for MI Basic Day 1 & 2, six training days for MI Day 3 - Peer Learning Groups, and six training days for MI Intermediate.

A total of 363 DAI staff attended MI Days 1-3 and Intermediate training. Twenty-four DCC employees attended Intermediate training. Fifty-nine DJC employees attend MI Days 1-3 and Intermediate. The trainings were split funded between Becky Young funds and funds through the Corrections Training Center (CTC).



WRP Success Story

Below is a note Case Manager Kotecki made about Luke's graduation. He was a **very reluctant participant** when he first began the program:

"Luke graduated today from WRP. He was joined with his girlfriend and received an incentive of tickets to three UW basketball games (donation from community member). He and GF both happened to be wearing UW apparel and were thrilled for the tickets. We celebrated with cupcakes, balloon and decorations. Most of the group stuck around to help celebrate the occasion.

Luke said that he really learned the importance of effective communication throughout his time in the program. He expressed gratitude for the team working with him and for being patient with him as he worked toward trusting the members and toward making the difficult changes he needed to in order to maintain his freedom in the community. Judge thanked him for his patience and perseverance. For his honesty, insight and hard work. **He is now a healthier individual, partner, father and a business owner."**

Reducing revocations among high risk clients

Wisconsin Reentry Program (WRP)

Using evidence-based behavior management practices, the WRP is designed to facilitate the transition from confinement to life in the community for individuals recently released from prison to extended supervision or parole in Dane County, Wisconsin. The program's objectives are to:

- Reduce recidivism and reincarceration among WRP participants
- Improve participants' compliance with conditions of supervision
- Facilitate rehabilitation and treatment
- Enhance public safety
- Reduce the number of revocation proceedings
- Increase participants' productivity in the community

The WRP offers participants treatment, job skills training, education, and incentives and sanctions in a supportive team atmosphere. Participants attend reviews to report on their progress to the Administrative Law Judge (ALJ) and to receive feedback and support from the ALJ, the WRP team, and other participants.

The WRP team uses evidence-based practices such as motivational interviewing techniques, tailoring services to meet individual's risk and need levels, and graduated responses to violations. Incentives and sanctions are used to motivate and drive participants towards successful reintegration in the community. In the early phases of the program, greater emphasis is placed on participants achieving basic, positive behaviors and goals (i.e. showing

up on time to appointments, being honest) than on their achievement of distal goals (i.e. refraining from illegal drug use). Research has shown that the use of positive reinforcement and incentives is a powerful way to change behavior – this aspect of the WRP distinguishes it from typical corrections supervision practices.

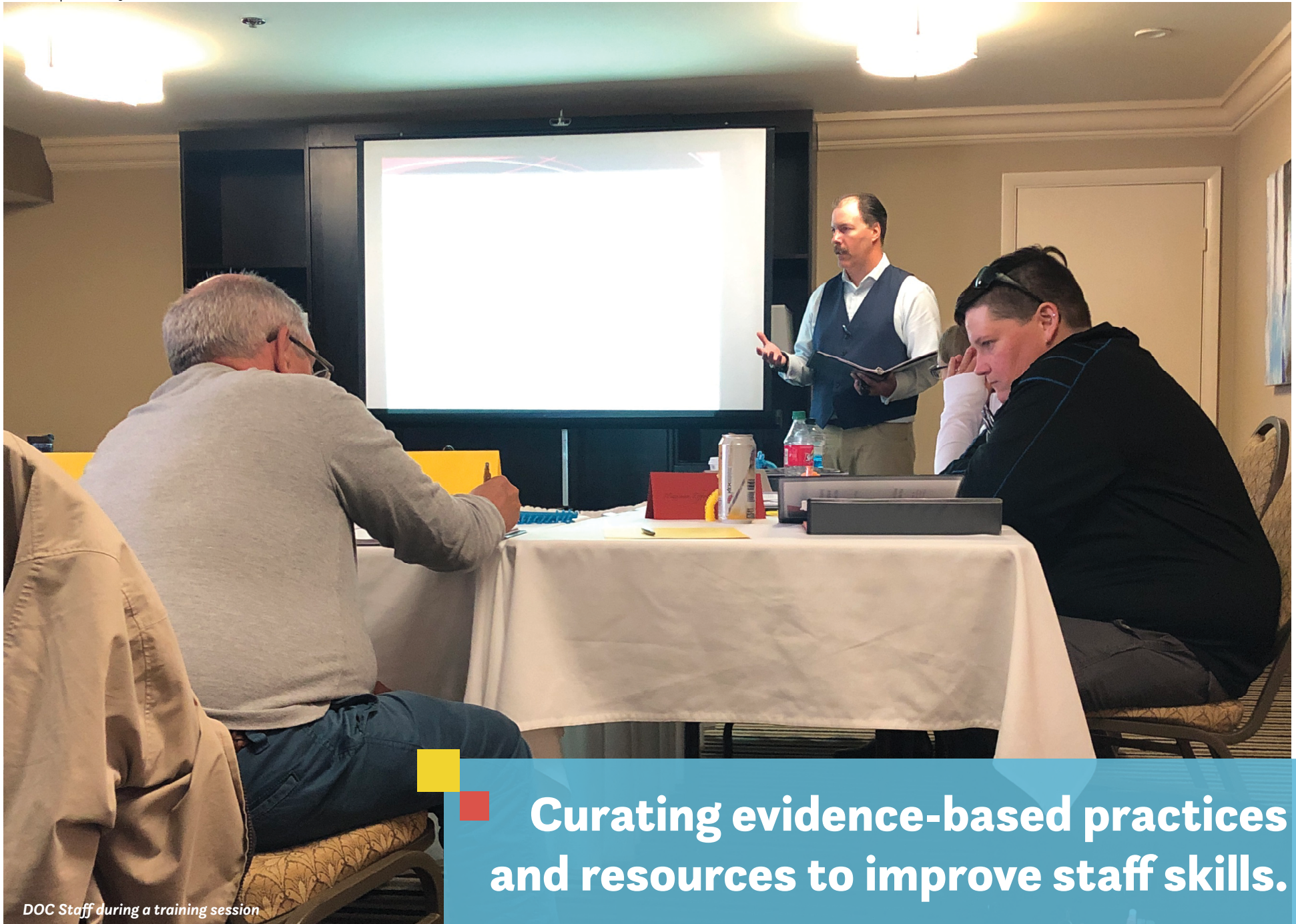
The reentry program is designed to take nine to 12 months for participants to complete. The participants progress through four phases, which focus on stabilization, criminogenic needs/treatment, and maintenance. Data is collected in order to evaluate and analyze measurable outcomes in the areas of recidivism, revocation, reincarceration, participants' risk levels, and program completion.

Since September 2017, 41 people, both men and women, have participated in the program. Nine of the 32 participants came into the program directly upon release from prison; the others were accepted into the program as an alternative to revocation (ATR).

There are currently 15 active participants in the program. Four people have graduated from the program, and all are employed and doing well on supervision in the community. Two participants were sent to institutional treatment programs to meet their intensive drug and/or mental health needs and are now back in the program. Twenty-six people have been terminated from the program, but only nine of those were reincarcerated as the result of revocation.

"The WRP helped hold me accountable upon my release from prison. I think it is crucial to help against recidivism."

- Mr. Adams graduated from WRP July 25th, 2018

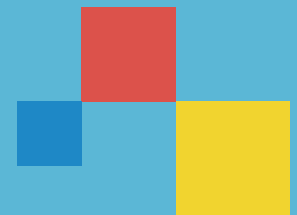


DOC Staff during a training session

**Curating evidence-based practices
and resources to improve staff skills.**

Financial Summary & Collaborations

07





WORKING TOGETHER

to efficiently leverage resources for client success.

■ Cognitive Behavioral Programs

- Cognitive Behavioral Programs (CBP)
- Cognitive Behavioral Treatment/Therapy (CBT)
- Thinking For A Change (T4C)
- Moral Reconation Therapy (MRT)
- Change Journals

■ Community Support Services

- DOES Project
- OARS and Mental Health Services
- Driving Instruction & Identification Cards
- Community Support Programs
- Community Residential & Non-Residential Programs

■ EBP & Staff Development

- Staff Trainings & Conferences
- Staff Travel & Lodging
- Motivational Interviewing
- University of Cincinnati Corrections Institute (UCCI)

■ Employment Strategies

- Windows to Work (W2W)
- Career & Technical Education Academies
- Mobile Labs
- Job Centers

■ Evaluation & Data Collection

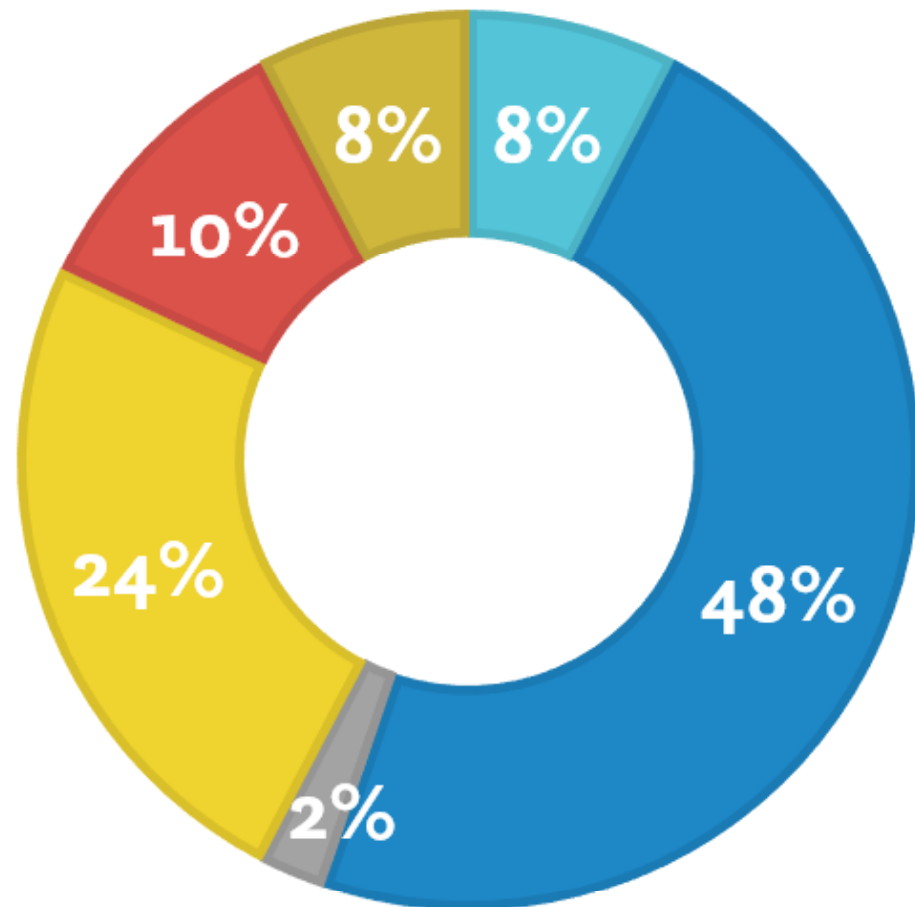
- Northpointe
- Contracted Research Assistance
- Technical Assistance

■ Staff Positions

- Salary & Fringe Benefits

BECKY YOUNG EXPENDITURES BY CATEGORY

Fiscal Year 2019



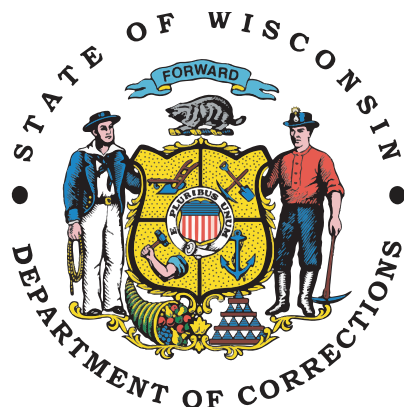
OUR PARTNERS

We strategically partner with these agencies and community providers* to ensure our programs are effectively reaching and supporting our clients and our dollars are spent as efficiently as possible.



University of Cincinnati Corrections Institute (UCCI)

*This is not an exhaustive list of all partnerships.



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