Wisconsin Department of Corrections

REENTRY
A BRIDGE TO SUCCESS

2018 – 2019 Reentry Business Plan
(Updated August 2018)

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MESSAGE FROM THE SECRETARY

Dear Colleagues,

I am pleased to share the updated 2019 version of the 2018-2019 Wisconsin Department of Corrections (WIDOC) Reentry Business Plan. At its most fundamental level, Reentry represents our Department's commitment to the National Institute of Corrections' Eight Principles of Effective Intervention throughout the entire lifecycle of a WIDOC offender. This plan unites staff from all Divisions and locations in our efforts to make evidence-based decisions and provide the highest standard of correctional service.   Completion of the work outlined in this plan has been and will continue to be a priority for the Department in the coming years.

The Reentry Executive Team (RET) has established objectives for Fiscal Year 2019, which are highlighted in the following Executive Summary. These objectives, as well as others outlined in the broader plan, are essential to the way WIDOC staff and offenders will achieve successful reintegration and recidivism reduction. I am especially pleased to highlight the objectives related to furthering evidence-based programs, services, and interventions; continuing trauma-informed care initiatives with our staff and offenders; and enhancing offender educational, vocational, and employment opportunities.

The Reentry Business Plan is dynamic, continuously being reviewed, and updated. It serves as a vital road map in the WIDOC for all employees, as well as our community stakeholders. The plan can always be found on MyDOC in the Reentry section, as well as on our WIDOC Public Website. I encourage you to familiarize yourself with the plan, and as you have questions, bring them to your supervisor. The Reentry Executive Team, made up of the Assistant Deputy Secretary, four Division Administrators, Research & Policy Director, Reentry Director, Reentry Project Manager, Evidence-Based Program Manager and the Director of the Victim Services Program, will continue to oversee the execution of this plan. I want to thank RET, as well as all DOC staff, for your dedication to Reentry and your commitment to reduce recidivism.

Sincerely,

Cathy A. Jess
WIDOC Secretary

EXECUTIVE SUMMARY

The Reentry Executive Team has identified objectives in the FY19 Reentry Business Plan for completion in FY19. The plan was first published by the Wisconsin Department of Corrections (WIDOC) in 2008. A major revision to that plan occurred in 2011. The dynamic evolution of this plan clearly indicates WIDOC's commitment to using this roadmap for achieving excellence in correctional programming. The plan was initially envisioned as a five year plan. The plan has now extended beyond this timeframe to provide clear direction for reentry priorities and initiatives. Some tasks require the completion of others before the next sequential step can commence. Other tasks require the creation of a process for activities that will become ongoing. The chart below outlines some key objectives to be accomplished in FY19.

Objective Area	Activities	Reference within Plan
Integrate correctional and workforce strategies to increase employment rates and decrease recidivism.	Coordinate with the workforce development system to evaluate existing policies, procedures, and position descriptions, and develop integrated strategies to increase employment rates and decrease recidivism for releasing inmates.	Organizational Philosophy 2.a.
Report on Key Performance Indicators (KPI) in the area of Employment	Once data sources are validated by Research & Policy, implement reporting on Employment KPI.	Data/Information/Measurement 1.b.
Engage in ongoing review of alternative screenings, trailer tools, and other offense-specific risk assessments to determine feasibility of implementation for WIDOC.	Continue research on the selection of a validated Domestic Violence screening instrument.	Assessment 2.a.
Engage in ongoing review of alternative screenings, trailer tools, and other offense-specific risk assessments to determine feasibility of implementation for WIDOC.	Continue pilot of gender-responsive risk assessment in COMPAS with a targeted population of Wisconsin Women's Correctional System inmates with the inclusion of a female inmate classification system.	Assessment 2.b.
Create a case management system for use by all Divisions to include all aspects of EBP.	Develop and deploy the Executive Dashboard phase of Workload Manager. Develop and deploy new case planning functionality in COMPAS.	Case Management System 1.a. and 1.b.
Enhance offender opportunities for success through education and employment initiatives.	Plan, develop, and launch institution-based job centers in DAI facilities in coordination with the Department of Workforce Development and local workforce development systems.	Interventions, Programs, and Services 1.b.-1.e.

Objective Area	Activities	Reference within Plan
	Continuation and expansion of short-term Career & Technical Education (CTE) academies for DOC inmates and offenders. Take delivery of two new mobile lab classrooms from vendor, complete final acceptance testing onsite at TCI for welding lab and JCI for industrial maintenance. Begin delivery of first vocational training class by Spring 2019. Establish and enhance communication of vocational training opportunities to divisions, in order to increase visibility and inform divisional stakeholders of vocational and Career Technical Education (CTE) opportunities.	
Develop and strengthen relationships that provide youth, inmates, and offenders under community supervision with opportunities for positive social support.	Review how DJC and DAI visiting policies and practices and DCC policies and local practices support or limit offender change and/or contribute to the development of healthy family/social environments (for instance, examine DJC and DCC field office practices). Review visitation policies that are getting in the way of engaging families.	Interventions, Programs, and Services 2.b.
Develop and strengthen relationships that provide youth, inmates, and offenders under community supervision with opportunities for positive social support.	Develop family reunification events and/or education on a cross-divisional basis.	Interventions, Programs, and Services 2.c.
Ensure youth, inmates, and offenders under community supervision have access to a continuum of recidivism reducing interventions, programs, and services based upon their level of risk, criminogenic needs, and program readiness.	Further develop and implement cognitive-based Domestic Violence curriculum with ongoing research study to measure effectiveness of curriculum.	Interventions, Programs, and Services 3.b.
Ensure youth, inmates, and offenders under community supervision have access to a continuum of recidivism reducing interventions, programs, and services based upon their level of risk, criminogenic needs, and program readiness.	Define program standards that meet the needs of youth/inmates/offenders across DJC, DAI, and DCC specific to Anger Management and Domestic Violence.	Interventions, Programs, and Services 3.c.

Objective Area	Activities	Reference within Plan
Ensure youth, inmates, and offenders under community supervision have access to a continuum of risk reducing interventions, programs and services based upon their level of risk, criminogenic needs and program readiness.	Identify evidence-based resources and tools for staff to utilize when preparing an offender for release to the community.	Interventions, Programs, and Services 3.e.
Ensure youth, inmates, and offenders under community supervision have access to a continuum of recidivism reducing interventions, programs, and services based upon their level of risk, criminogenic needs, and program readiness.	Continue to implement a Department-wide Trauma-Informed Care approach that not only permeates all interactions with the offender population but also accounts for the secondary trauma of WIDOC staff.	Interventions, Programs, and Services 3.f.
Reevaluate current approaches to Alternative to Revocation (ATR) programming to ensure referral processes are aligned with the Evidence-Based Response to Violation (EBRV) and program interventions reflect the principles of effective intervention.	Align Sex Offender Treatment (SOT) ATRs with evidence-based programming and interventions.	Interventions, Programs, and Services 4.a.
Reevaluate current approaches to Alternative to Revocation (ATR) programming to ensure referral processes are aligned with the Evidence-Based Response to Violation (EBRV) and program interventions reflect the principles of effective intervention.	Utilize the Evidence-Based Corrections Program Checklist as a quality assurance tool within ATR programs.	Interventions, Programs, and Services 4.b.
Enhance Intrinsic Motivational Communication Skills of key Departmental Staff	Implement DOC Motivational Interviewing FY19 plan as approved by DOC RET. Motivational Interviewing training will be delivered to selected staff in DCC, DAI, and DJC and will include staff holding monthly peer learning groups.	Interventions, Programs, and Services 5.a.
Address continuity of care across divisions for youths, inmates, and offenders with serious mental health needs.	Broaden offender access to certified peer support services for substance abuse and mental health recovery throughout the agency	Interventions, Programs, and Services 6.a.
Address continuity of care across divisions for youths, inmates, and offenders with serious mental health needs.	Expand case management, mental health treatment, and housing opportunities for acutely mentally ill offenders returning to Wisconsin communities through the Opening Avenues to Reentry Success (OARS) Program.	Interventions, Programs, and Services 6.b.

Objective Area	Activities	Reference within Plan
Address continuity of care across divisions for youths, inmates, and offenders with serious mental health needs.	Advocate for the use of Medicaid funding to cover offenders' release medications and for the dispensation of four weeks of release medications after release.	Interventions, Programs, and Services 6.c.
WIDOC initiatives and policy will be guided by knowledge of evidence-based practices.	Treatment initiatives and protocols will be guided by knowledge of evidence-based practice with ongoing evaluation, measurement, and feedback provided by the CPC Program Evaluation Tool and identified CQI tools and business process.	Continuous Quality Improvement 1.b.
COMPAS utilization will be consistent, reliable, and true to the intent of the tool.	Revalidate the COMPAS assessment Enhance current Quality Assurance methods and determine new quality assurance practices to ensure that data entered into all COMPAS assessments is accurate, to include E-Learn training for Portal 100 interpretation. Utilize routine review of assessments to measure fidelity.	Continuous Quality Improvement 3.b.-3.d.

The Reentry Executive Team (RET) meets every other Tuesday. RET is charged with continuous oversight of progress made on tasks within the plan. Updates are made to the plan to ensure its alignment with WIDOC's Mission, Vision, and Core Values. When major updates are made to the plan, they are noted in the status section.

This plan is posted on MyDOC for WIDOC staff review and the WIDOC website for public view. RET is committed to keeping staff informed of updates as noted in the objectives for FY19. As stated in the message from Secretary Jess, WIDOC is committed to Reentry and the reduction of recidivism, as part of the implementation of the Reentry Business Plan.

DEPARTMENT OF CORRECTIONS MISSION/VISION/CORE VALUES

MISSION:

Protect the public, our staff and those in our charge.

Provide opportunities for positive change and success.

Promote, inform and educate others about our programs and successes

Partner and collaborate with community service providers and other criminal justice entities.

VISION:

To achieve excellence in correctional practices while fostering safety for victims and communities. Every Person - Every Family - Every Community Matters

CORE VALUES:

We are accountable to each other and the citizens of Wisconsin. • We manage our resources in an efficient, effective, sustainable, and innovative manner. • We demonstrate competence and proficiency in the work necessary to accomplish our mission. • We take individual responsibility for how we plan, perform, and manage our work.	We do what's right - legally and morally - as demonstrated by our actions. • We value courage, candor, and conviction of purpose. • We expect ethical behavior and integrity in all we do. • We require honesty, adherence to the law, and the fair and equitable treatment of others.
We recognize employees as the department's most important resource. • We work towards building a workforce of diverse individuals who achieve great things together. • We recognize exemplary performance. • We advocate in the best interest of our workforce.	We value safety – for our employees, the people in our charge and the citizens we serve. • We provide the resources & training necessary for employees to safely accomplish our mission. • We operate safe and secure facilities. • We offer opportunities for offenders to become productive members of their communities.
We expect competence and professionalism in our communications, demeanor, and appearance. • We demonstrate knowledge and skills within our areas of responsibility. • We respond effectively and appropriately in our interactions and communications. • We treat all people with dignity and respect. • We recognize that we have one opportunity to make a positive first impression.	

REENTRY VISION STATEMENT

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

EVIDENCE-BASED PRACTICE

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

NIC's Eight Principles of Effective Intervention

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

CRIMINOGENIC NEEDS

Recent research has demonstrated that certain types of correctional programs are shown to be more effective in reducing recidivism. In predicting recidivism, there are a number of static factors to include age and criminal history that cannot change. Treatment and programs can address other factors that influence values, attitudes and actions. These areas which have been shown to be associated with recidivism and can be changed are called criminogenic needs. (Top Four criminogenic needs highlighted.)

Criminogenic Needs	Response
Anti-social cognition	Reduce anti-social cognition, recognize risky thinking and feelings, adopt an alternative identity
Anti-social companions	Reduce association with offenders, enhance contact with pro-social
Anti-social personality or temperament	Build problem solving, self-management, anger management, and coping skills
Family and/or marital	Reduce conflict, build positive relationships and communication, enhance monitoring/supervision
Substance abuse	Reduce usage, reduce the supports for abuse behavior, enhance alternatives to abuse
Employment	Provide employment seeking and keeping skills
School	Enhance performance rewards and satisfaction
Leisure and/or recreation	Enhance involvement and satisfaction in prosocial activities

Source: Andrews, Donald A. (2007), "Principles of Effective Correctional Programs", in Motiuk, Laurence L. and Serin, Ralph C. (2007). Compendium 2000 on Effective Correctional Programming. Correctional Service Canada. Available at http://www.csc-scc.gc.ca/text/rsrch/compendium/2000/index-eng.shtml

ELEMENTS OF REENTRY

The Department's Reentry Business Plan brings together a number of initiatives within the Department, each with a common goal of reducing the likelihood of future criminal behavior by offenders convicted of crimes who are supervised by WIDOC staff. These initiatives share a common philosophy and approach to risk reduction among the juvenile and adult offenders served by WIDOC. These are characterized by the following elements:
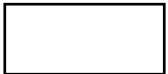
- Transition begins at intake to any WIDOC Division, when a comprehensive case plan is developed for moderate and high-risk offenders that addresses the criminal risk factors that, if addressed effectively, will enhance the likelihood of successful integration in the community and reduce recidivism.

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

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

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

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

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

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

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

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

DOC Reentry Business Plan

PRIORITIES, GOALS, AND KEY TASKS

FISCAL YEAR 2019

THE DATES BELOW ARE TENTATIVE AND DYNAMIC BASED UPON INTERDEPENDENCE OF GOALS AND AVAILABILITY OF RESOURCES.

= Priorities for FY19	= Completed Tasks	= Ongoing Initiatives

PRIORITY: ORGANIZATIONAL PHILOSOPHY

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

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective	Task				
1. Ensure WIDOC vendor contracts define and require that the principles of evidence-based practices are operationalized.					
	1.a. Identify specific process standards that are expected of WI DOC Reentry contractors.	Evidence-Based Program Manager	Reentry Executive Team Research and Policy Unit	Ongoing	Contracts have been and will continue to be updated upon renewal/reissuance to reflect alignment with the principles of effective intervention and UCCI CPC Criteria. Evidence-based program standards will be shared with contracted service providers and standards implementation will be evaluated by cross-divisional CPC/CPC-GA Evaluators. One Community Vendor Training Institute was held in June 2018 with over 55 contracted staff receiving certifications in CBI-Substance Abuse, Advanced Practice, and/or Core Correctional Practices. Ongoing technical assistance has continued with identified providers to support alignment with the program standards.

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ORGANIZATIONAL PHILOSOPHY	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
1.b. Revise all DOC Reentry contracts to include evidence-based process measures as identified in 4a.	Evidence-Based Program Manager	Divisional Program Supervisors/OPS Director/DCC Correctional Supervisor/DJC Director of Budget & Programs	Ongoing	Across DAI and DCC, Cognitive-Behavioral Programs (CBP), Substance Use Disorder (SUD) Treatment, and Sex Offender Treatment (SOT) contract language continues to be updated to reflect quality assurance measures identified in the program standards. Reentry-specific contracts include language around ongoing measurement and feedback, in alignment with previously outlined logic models and evidence-based program standards. This work will continue as new contracts are awarded across the Divisions.
2. Integrate correctional and workforce strategies to increase employment rates and decrease recidivism.				
2.a. Coordinate with the workforce development system to evaluate existing policies, procedures, and position descriptions, and develop integrated strategies to increase employment rates and decrease recidivism for releasing inmates.	Reentry Director	Employment Program Manager	FY19	New objective and task for FY19.

PRIORITY: DATA/INFORMATION/MEASUREMENT

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

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective Task				
1. Report on top priority performance indicators.				

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
1.a. RET determines reporting strategy to include frequency of reporting, distribution, audience, report format, etc.	Reentry Director	Reentry Executive Team/Policy Initiatives Advisor/Research and Policy Unit	Ongoing	**Recidivism:** Recidivism measurement is established and the WIDOC Recidivism Report has been published; recidivism analysis and periodic updated of the Recidivism Report will continue in the future **Primary Program Completion:** Primary program completion analysis is ongoing for DAI primary programming; analysis will continue and will incorporate DCC primary programs as data becomes available **Risk Assessment:** COMPAS risk and need measurement is established; reporting and analysis will continue. **Victim Services:** Over FY17, OVSP sent 15,283 notifications to registered victims. Most of these notifications included information regarding an offender's admission to prison, release from prison, notice of parole hearings and community supervision status changes. OVSP staff also responded to the emotional needs of 5,936 victims during this same time period via telephone, mail, email and face to face. Many of these responses involved answering questions regarding the criminal justice system, providing referral for services and follow-up, providing information on offender status, assisting with the development of safety plans, working cooperatively with Probation and Parole Agents in the development and modification of rules of supervision and answering questions regarding restitution.
1.b. Once data sources are validated by Research & Policy, implement reporting on Employment KPI	Reentry Director	Reentry Executive Team/Policy Initiatives Advisor/Research & Policy Unit	FY19	**Employment:** The Employment KPI has not been finalized. The Research and Policy Unit continues to work on validating various data sources that could be used for reporting on offender employment outcomes.

	DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
	1.c. Repeat tasks for other prioritized key performance indicators (i.e. those identified 2.a. but not included in the top priority list): • Establish counting rules and definitions for selected data elements • Clearly define and document the source of all data collected in order for data to be validated and for on-going quality assurance. • Develop means and methods to obtain the identified data. • Develop and document data analysis methodology. • Conduct data analysis. • Finalize a format for providing results of data analysis for review by RET.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	Ongoing	These tasks are ongoing and iterative as new or previously identified KPIs are finalized. Steps outlined herein are completed for the first four KPIs prioritized in FY17 which include recidivism, primary program completion, assessment, and victim services. The work will continue for the remaining KPI of employment.
2. Develop a Reentry Data Dashboard					
	2.a. Develop a Key Performance Indicator (KPI) Data Dashboard for the RET that visually represents key performance indicators.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	Ongoing	The Research and Policy Unit finalized the recidivism dashboard in FY17. The Research and Policy Unit will work with the Reentry Unit to develop dashboards for the remaining KPIs.
	2.b. Select the initial key performance indicators to be included on the dashboard; determine the frequency with which the data will be updated and determine who will have access to the dashboard and how the dashboard will be shared.	Reentry Director	Reentry Executive Team	Ongoing	Initial key performance indicators have been selected and will be updated on a yearly basis. Once the draft dashboard has been developed, decisions will be made regarding who has access and how the dashboard is shared.
	2.c. Update the dashboard based on specified timelines.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	Ongoing	Once the dashboard is developed, it will be updated yearly by the Research and Policy Unit.
3. Establish a more comprehensive Data Warehouse.					

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
3.a. Establish governance model for data warehouse	Division of Management Services Assist. Administrator	Bureau of Technology Management	Ongoing	The Research and Policy Unit and BTM will continue to review governance around accessibility and methodology. The establishment of 21 owners over 40 different subject areas of data in FY18 will be expanded during FY19 to define data usage. Tool tips and other data usage will continue to be documented and incorporated into technology solutions for accessibility.
3.b. Establish architectural structure to ensure Office of Research and Policy delivery of key performance indicators.	Division of Management Services Assist. Administrator	Bureau of Technology Management	Ongoing	The KPI measurement protocols continue to be refined. A machine learning platform was established to classify incidents based on text. This expands the architecture to deliver additional KPI measures in the future. Programming data in the data warehouse was also expanded for Office of Research and Policy use. The development of employment episodes and expansion of violation data in the data warehouse is prioritized for FY19.

PRIORITY: ASSESSMENT

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

ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective Task				
1. Implement the use of the Northpointe COMPAS risk and needs assessment, and case planning system, integrating evidence-based practices with new business				

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	ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
	1.a. Re-design business processes for conducting risk and needs assessments, including the use of alternative screening tools to ensure that the results of assessments are incorporated into meaningful case plans.	Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager-Unified Corrections Coalition Project Manager	Ongoing	UCC continues to evaluate cross-divisional business processes as needed.
	1.b. Systematically integrate evidence-based practices by evolving and where necessary replacing current business processes, policies, administrative codes and procedures.	Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	UCC Leads UCC Divisional Leadership	Ongoing	On a monthly basis, UCC continues to evaluate existing business processes, policies, administrative codes, and procedures.
2.	Engage in ongoing review of alternative screenings, trailer tools, and other offense-specific risk assessments to determine feasibility of implementation for WIDOC.				
	2.a. Continue research on the selection of a validated Domestic Violence screening instrument.	Evidence-Based Program Manager	Unified Corrections Coalition	FY19	Initial DVSI-R exploration was completed in FY16 at BOCM Intake. Early results suggested a pause on further implementation due to potential lack of value and training concerns. However, other tools will be assessed as the study of the T4C for DV curriculum is conducted.
	2.b. Continue pilot of gender-responsive risk assessment in COMPAS with a targeted population of Wisconsin Women's Correctional System inmates with the inclusion of a female inmate classification system.	Reentry Project Manager	Unified Corrections Coalition	FY18	The pilot evaluation for gender-responsive assessment is complete. Several recommendations have been made including additional training (T4T and technical assistance), shortening of the assessment, and the discontinuation of the Bureau of Classification & Movement Anger scale for women. These changes were implemented in FY18.

PRIORITY: CASE MANAGEMENT SYSTEM

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

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective	Task				
1. Create a case management system by all Divisions to include all aspects of evidence-based practices.					
	1.a. Develop and deploy the Executive Dashboard phase of Workload Manager.	Reentry Project Manager	Reentry Executive Team/Division of Management Services Bureau of Technology Management	FY19	The EBRV module in COMPAS went "live" on 3/1/2017. Next steps will be to deploy the Executive Dashboard phase of Workload Manager. Executive Dashboard has been developed and is ready for deployment in January 2019
	1.b. Develop and deploy new case planning functionality in COMPAS.	Reentry Project Manager	Unified Corrections Coalition	FY19	In FY18, WIDOC staff attended a multi-state conference hosted by Northpointe to discuss new case planning functionality. Work is now underway.

PRIORITY: INTERVENTIONS, PROGRAMS, AND SERVICES

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

INTERVENTIONS, PROGRAMS, AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective	Task				
1. Enhance offender opportunities for success through education and employment initiatives.					
	1.a. Educate and further develop relationships with employers and workforce partners to establish and	DAI OPS Education Director/DJC Director of Budget	Division of Adult Institutions Education	Ongoing	Reentry: The Reentry Unit continues to be involved in many workforce and cross-agency committees, including the Governor's Taskforce on Minority Unemployment, WTCS

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
expand a continuum of services for youth, inmates, and offenders.	& Programs/DCC Correctional Services Supervisor/OOS Employment Program Manager	Director/DCC PPAs/OOS Reentry Employment Coordinator		Incarcerated Individuals Taskforce, Milwaukee Workforce Coordinating Council, and the Dane County Manufacturer's, among others. Further, during FY15 the Reentry Unit, in conjunction with Employ Milwaukee, was awarded a technical assistance grant by the Council of State Governments Justice Center to coordinate reentry and workforce efforts in Milwaukee, with the objective of improving employment outcomes and reducing recidivism for inmates returning from OCI, RCI, FLCI, and MSDF. This project continues into the evaluation phase during FY19. The Reentry Unit has further worked with DAI and coordinated with local workforce development boards and technical college partners through the short-term technical training academies to establish new partnership with work release employers throughout the state. DJC: During FY18, Briarpatch began leading weekly employment groups with Grow Academy youth. Classes incorporate live instruction along with field trips, games, and activities. Youth are paid by Briarpatch to attend this group and receive a debit card at their Grow graduation ceremony. Grow Academy staff updated the on-grounds jobs and related procedures, focusing more on the application process, interviewing, and performance reviews in order to make on-grounds employment as applicable as possible to a real life employment setting. The Grow Academy additionally expanded its list of community partners, establishing relationships with local businesses in order to host Grow youth for internships and volunteering opportunities. The Grow Academy now volunteers regularly with the UW Children's Hospital Summer Meals Program and also participates in a market at the UW

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
				Hospital and sells produce directly to the UW Hospital cafeteria. Grow Academy staff continued to expand the products and produce that youth take part in harvesting and making. Grow youth assist in creating new products such as cheese boards and also took part in building a new shed and planting new fruit trees within the garden area. The Grow Academy recently established a partnership with Madison College. Staff regularly come onsite to speak about programs to assist youth in earning their HSED, GED, and about continuing their education through a variety of programs offered through Madison College and other UW system schools. DCC: The Community Corrections Employment Program (CCEP) to assist eligible inmates who have participated in educational and vocational programs while incarcerated to be connected to employment opportunities prior to and upon release continues to operate in FY18. DCC contracts with providers to offer educational and employment related opportunities such as Wisconsin Fresh Start, Operation Fresh Start, painting and construction training, and partners with technical colleges to provide skills training in areas such as forklift certification, CDL training and welding. DAI: In FY15, DAI implemented mandatory education for any inmate who is incarcerated with an academic need. From Jan to the middle of August 2018, DAI has provided GED testing passage to 1,001 individuals, making them eligible for a GED or HSED depending upon their desire. DAI historically maintains an 85% passage rate for individuals starting Educational programming to the passage of GED testing.

INTERVENTIONS, PROGRAMS, AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
					DAI currently offers Career and Tech Educational programming at 19 institutions across the state in partnership with 11 Technical College districts. Each district provides local DAI teaching staff credentialed curriculum and accredited programing for over 23 separate and unique CTE programs ranging from Horticulture, Cabinet Making, Building construction, Baking, Cosmetology, to Braille Transcription, Office Software applications and Office Assistant programs. Students can earn Technical Certifications and/or Technical Diplomas. The technical colleges provide staff credentialing guidelines under the FQAS system and supported by DAI policies and procedures. All Career/Tech programs undergo regular review by the local Tech college district to ensure maintenance of high standards. DAI also provides regular guidance as to employability, skills gaps, and eligibility standards for CTE programs in coordination with the local Technical College District, WTCS, and the DOC Reentry Unit. DAI is in its third year of providing onsite Technical Diplomas through the Second Chance Pell initiative in coordination with MATC. 92 WI DOC students have completed CNC training at MATC and most recently through the Second Chance Pell Pilot program. Of the 92 completes, 72 have been released and 94% of those released eventually gained employment. In Fall 2018, DAI is moving to a Technical Degree program in Welding with plans to expand the CNC program to include female inmates by January 2019. Second Chance Pell programming also offers a blended instructional program to provide AA and AS degrees in concert with MATC. The program has moved from 28 original participants to over 100 within three semesters. It uses a blend of instructional methods including the use of an offline internet service, a learning management system to allow direct contact between MATC instructors and students in the courses, and a face to face method via Telepresence instruction.

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
				DAI is currently implementing a system wide monitoring system (Infinite Campus) to monitor and track program entry/completion and to coordinate outcomes for Reentry with enrollments within the system. There is additional focus on outcomes within the system by moving to a new version of the Test of Basic Adult Education (TABE). TABE 11/12 is aligned to the College and Career Readiness standards. DAI is working to ensure curriculum is aligned to this standard and the results are housed within Infinite Campus to ensure progress is being made within Educational programming as students enroll and continue completion of competencies.
1.b. Plan, develop, and launch institution-based job centers in DAI facilities in coordination with the Department of Workforce Development and local workforce development systems.	Employment Program Manager	DAI Institution Education Director	FY19	New objective in FY19.
1.c. Continuation and expansion of short-term Career & Technical Education (CTE) academies for DOC inmates and offenders.	Employment Program Manager	DAI Center Superintendents	FY19	CNC Mobile Lab instruction began in January of 2015 with the assistance of DWD funding. Eighty (80) participants have completed the 16-credit program as of July, 2018. The program will continue as the Reentry Unit secures funding.

Madison College offered a 15 week, 11-credit Construction Fundamentals program to 11 inmates from Oregon Correctional Center (OCC) and Thompson Correctional Center (TCC). The Construction Fundamentals Certificate is an embedded pathway certificate within the Construction and Remodeling Technical Diploma program. The program concluded on July 27, 2018.

Milwaukee Area Technical College (MATC) was awarded a federal grant to provide Pell Grants to incarcerated inmates. DOC will coordinate with MATC to ensure inmates are able to enroll in various programs at several facilities. |

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
				With additional funding in the FY18 budget, DOC coordinated with several technical colleges throughout the state to offer accelerated, short-term training academies for incarcerated inmates. This included the following training opportunities (among others): Industrial Maintenance Technician (13-credit Technical Diploma) at Nicolet College for 5 McNaughton Correctional Center inmates, Industrial Maintenance (14-credit Certificate) at Northeast Wisconsin Technical College for 11 Sanger Powers Correctional Center inmates, Gas Metal Arc Welding (8-credit Technical Diploma) at Wisconsin Indianhead Technical College for Gordon Correctional Center inmates, CNC Operator (16-credit Technical Diploma) at Gateway Technical College for 21 Robert E. Ellsworth Correctional Center inmates, Welding Mobile Lab training for 7 inmates at Prairie du Chien Correctional Institution with Southwest Wisconsin Technical College, and Occupational Safety and Health Administration (OSHA-30) training for 14 inmates at Oakhill Correctional Institution (through Madison College).
1.d. Take delivery of two new mobile lab classrooms from vendor, complete final acceptance testing onsite at TCI for welding lab and JCI for industrial maintenance. Begin delivery of first vocational training class by Spring 2019.	Reentry Employment Coordinator	Reentry Director	FY19	Reentry and DOC purchasing team have been working to purchase two, fully equipped, turn-key mobile labs in high demand industries through the Request for Programming (RFP) process. In late spring of 2018, Diversitech was awarded a contract to build and deliver a Mobile Welding lab. This lab will be shared between TCI and KMCI. The lab is currently in production with an expected delivery date in late December 2018 to Taycheedah Correctional Institution. The first training/cohort is expected to begin late January 2019 and will consist of 9 credits per cohort. Reentry and DOC purchasing team have also been working on procuring an Industrial Maintenance Mobile Lab. This mobile training lab will be shared between JCI and NLCI. Nomad Global Communication Solutions was awarded the Industrial Maintenance lab contract in mid-August 2018. The

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
				delivery of the lab to JCI is estimated for the spring of 2019. The first training/cohort would likely take place late spring or early summer of 2019 and will consist of 12 credits per cohort.
1.e. Establish and enhance communication of vocational training opportunities to divisions, in order to increase visibility and inform divisional stakeholders of vocational and Career Technical Education (CTE) opportunities.	Reentry Director	Employment Program Manager	FY19	New task for FY19.
2. Develop and strengthen relationships that provide youth, inmates, and offenders under community supervision with opportunities for positive social support.				
2.a. Division-Specific Implementation Teams will address strategies for alignment with evidence-based program standards. These efforts will include expanding program activities to include family and natural supports within the community—allowing supportive external individuals an opportunity to understand and effectively reinforce the concepts and skills learned by offenders within the programmatic framework.	Evidence-Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator	Ongoing	This work is supported through individual case management and programming efforts both during the release planning process and while being supervised in the community. The DAI Reentry Planning Committee has identified further work in this area and will begin to prioritize additional support and resources in FY19.

The UCC Evidence-Based Program Standards Committee continues their work with approved program standards in the areas of Cognitive-Behavioral Programming (CBP), Sex Offender Treatment (SOT), Substance Use Disorder (SUD) Treatment, and Employment. With the addition of Employment as a primary program area, the Employment Program Standards were finalized and approved in March 2018. Division-specific implementation teams have formed and are developing business process for implementation. Divisions continue to work towards standardized documentation and changes in WICS and the Program Data Collection System (PDCS) statuses to reflect the risk-need-responsivity principle and dosage. Business process around assessment and screening tools continues to be developed. Communication and collaboration between DAI and DCC supports a strong continuum of care model. Standards take into account the importance of strong social supports and |

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
				efforts to connect offenders with such support will continue.
2.b. Review how DJC and DAI visiting policies and practices and DCC policies and local practices support or limit offender change and/or contribute to the development of healthy family/social environments (for instance, examine DJC and DCC field office practices). Review visitation policies that are getting in the way of engaging families.	DAI Assistant Administrator		FY19	DAI, DJC, and DCC have begun collecting information and will begin a plan for review of the information and timeline to provide a summary and recommendations.
2.c. Develop family reunification events and/or education on a cross-divisional basis.	DAI Office of Program Services/DCC EBDM		FY19	New task for FY19.
3. Ensure youth, inmates, and offenders under community supervision have access to a continuum of risk reducing interventions, programs and services based upon their level of risk, criminogenic needs and program readiness.				
3.a. Ensure the development and implementation of new and existing programs is aligned with EBP and is risk, need, and strength-based.	Evidence-Based Program Manager	Office of Program Services Director/Division of Community Corrections CSS/ Juvenile Corrections Program Services Supervisor	Ongoing	Program divisions have and will continue to implement business processes relative to: • Prioritization of moderate to high risk offenders for program enrollment • Implementation of protocols for review and approval of only those programs aligned with the principles of effective intervention • Continued use of the CPC and CPC-GA within the WIDOC to assess alignment with EBP and coach toward program improvement

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
				Evidence-based curricula cross-divisionally trained and implemented to date: • Thinking for a Change (T4c) • Cognitive Behavioral Interventions for Substance Abuse (CBI-SA) • Cognitive Behavioral Interventions for Offenders Seeking Employment (CBI-EMP) • Anger Control Training plus Skills (ACT) • Core Correctional Practices (CCP) • Advanced Practice (AP) • Cognitive Behavioral Interventions for Offenders Seeking Employment Train-the-Trainer (CBI-EMP T4T) • Advanced Practice Train-the-Trainer (AP T4T) • Core Correctional Practice Train-the-Trainer (CCP T4T) UCCI completed two Social Worker/Case Manager Training Institutes (January 2018 and June 2018) providing end user and train-the-trainer opportunities for Advanced Practice, CBI-EMP, Anger Control Training plus Skills, Core Correctional Practices, and Continuous Quality Improvement (CQI). Additionally, in June 2018, over 55 DCC Community Providers participated in a Community Vendor Training Institute with certifications in CBI-Substance Abuse, Advanced Practice, and Core Correctional Practices. Over FY18, there have been thirteen CPC evaluations conducted and/or finalized with eleven programs participating in CPC Action Planning Sessions in January and May 2018. Participants will continue to work through their completed Action Plans for stronger alignment with EBP in collaboration with their assigned DCC/DJC Program and Policy Analysts. Quarterly CPC Evaluator meetings continue to occur to resolve evaluation challenges, disseminate curricula information, share evidence-based resources, discuss current action plans, and schedule future

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
				evaluations. Six new evaluators across DCC, DJC, and OOS were trained in March 2018 and are completing their final steps in the certification process in July/August 2018. A cross-divisional Employment Program Standards Workgroup was formed in FY18 and the Employment Program Standards were developed and approved in March 2018. Division-specific implementation teams have been formed tasked to develop and implement business process in alignment with the approved standards.
3.b. Further develop and implement cognitive-based Domestic Violence curriculum with ongoing research study to measure effectiveness of curriculum.	Evidence-Based Program Manager/ Research & Policy Unit	Office of Program Services Director/Division of Community Corrections CSS	FY19	Thinking for a Change for Domestic Violence (T4C for DV) Offenders Manual was finalized and five DAI trainers were certified in June 2018. The first facilitator training occurred in July 2018 for current DAI facilitators and community vendors participated in the first training in August. Additional trainings will be scheduled in FY19. Data will be used in a future research study.
3.c. Define program standards that meet the needs of youth/inmates/ offenders across DJC, DAI and DCC.	Evidence-Based Program Manager	DAI Office of Program Services Director/DCC CSS/ Juvenile Program Services Supervisor	FY19	In FY19, program standards for Anger Management and Domestic Violence will be explored and development will continue, where applicable.
			Ongoing	Program Standards in the areas of Cognitive-Behavioral Programs (CBP), Substance Abuse Disorder (SUD) Treatment, Sex Offender Treatment (SOT), and Employment were developed and approved, in alignment with the risk-need-responsivity principle and a cognitive-behavioral approach. Moderate to high risk offenders are prioritized for programming and business process reflects this practice. Program referral is based on the offender's identified COMPAS risk level and results of domain-specific assessments.

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
				As business process has been developed, CBP Division Implementation Teams continue to meet on an "as needed" basis. Throughout FY18, DJC has conducted a T4C pilot for youth at Lincoln Hills/Copper Lake School. Results of the pilot will be reviewed and modifications will be made with ongoing technical assistance by the EBP Manager. Additional training needs will be reviewed at the conclusion of the pilot. The SUD Treatment Division Implementation Teams made significant strides in FY18. The DAI Implementation Team rolled out levels of treatment based on COMPAS risk level and the offender's SUD diagnosis using the TAAD-5 assessment tool. Staff were trained in August 2017 and the new process went "live" in November 2017. Both the DCC and DJC Implementation Teams finalized their levels of services in the standards and business process continues to be written. The SOT Division Implementation Teams began meeting on a monthly basis in FY18 with the DAI Psychological Services Supervisor, DAI SOT providers, DCC Psychological Services Supervisor, and the EBP Manager. Teams have been formed to focus on the areas of training, curriculum, quality assurance, research, and treatment for child pornography offenders. This work will continue into FY19 with a focus on curriculum and incorporation of an evaluation tool for program fidelity. Specifically to DCC, a Sex Offender Supervision Level pilot with a small set of agents and field supervisors to examine sex offender risk levels related to supervision and treatment referrals will continue into FY19. The Employment Program Implementation Teams are in the initial stages of developing business process, in alignment with the Employment Program Standards. The Reentry Employment Manager and EBP Manager continue to work

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INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
				with the three divisions to develop business process and identify potential policy changes.
3.d. Identify needs and gaps in the array of program/services available.	Evidence-Based Program Manager	Divisional Program Reps	Ongoing	The Reentry Unit and the Research and Policy Unit will continue to collaborate to assist in prioritizing programs/services/intervention based on the prevalence of specific criminogenic targets within the WI-DOC population at any point in time. Population needs will continue to drive program realignment activities.
3.e. Identify evidence-based resources and tools for staff to utilize when preparing an offender for release to the community.	DAI Reentry Planning Committee	Evidence-Based Program Manager/DAI OPS Director	FY19	The Pre-Release Modules were dismantled and there is a need for development of evidence-based resources and tools for staff to utilize when preparing an offender for release to the community.
3.f. Continue to implement a Department-wide Trauma-Informed Care approach that not only permeates all interactions with the offender population but also accounts for the secondary trauma of WIDOC staff.	DOC Fostering Futures Core Team	Reentry Director	FY19	Chaired by the Deputy Secretary, DOC has initiated a TIC Core Implementation Team and developed an agency-wide work plan focusing on two domains:

Trauma-Informed, Educated, and Responsive Workforce Creating a Safe and Secure Environment

During 2018, DOC continued to train staff on TIC and innovative TIC activities were initiated by each Division some examples of innovation included the following. DOC Training Center developed a TIC video using corrections related scenarios and a series of TIC modules are also being created. While there are a number of TIC trainings that have occurred throughout the Department this year, specifically there have been 20 SAMSHA four hour trainings, which 341 staff have attended.

DAI Institutions have incorporated a TIC attitude by implementing, "Acts of Kindness" through a "Pay It Forward Initiative." TCI participated Camp Reunite, a free one week long trauma informed summer camp for youth age 7-13 whose moms are incarcerated in DOC. Thirty nine children participated. |

INTERVENTIONS, PROGRAMS, AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
					DJC created "Care Team" of 31 staff to help with non-violent crisis intervention with youth at LHS/CLS. Finally DCC formed regional TIC Committees emphasizing employee wellness and hosting a range of positive, stress release activities.
	3.g. Evaluate existing victim impact and victim offender dialogue programs to ensure they are aligned with Evidence-Based Principles.	Evidence-Based Program Manager	Office of Victim Services and Programs Director	Ongoing	Victim impact and victim/offender dialogue programs continue to be reviewed by the Office of Victim Services. OVSP continues to contract with UW Law School's Restorative Justice Project for victim/offender dialogue facilitation. In FY19, the Victim/Offender Dialogue Coordinator will participate in a 40 hour training on Post-Conviction Victim Offender Dialogue Facilitation.
4. Reevaluate current approaches to Alternative To Revocation (ATR) programming to ensure referral processes are aligned with the Evidence-Based Response to Violation Matrix (EBRV) and program interventions reflect the principles of effective intervention.					
	4.a. Align Sex Offender Treatment (SOT) ATRs with evidence-based programming and interventions.	ATR Steering Committee	Reentry Executive Team	FY19	Work has been completed on all ATR programming with the exception of SOT ATRs. This work will be a priority for FY19, in alignment with evidence-based programming and the WIDOC Sex Offender Treatment Program Standards.
	4.b. Utilize the Evidence-Based Corrections Program Checklist as a quality assurance tool within ATR programs.	Evidence-Based Program Manager	Onsite CPC Evaluation Team	FY19	Quality assurance efforts will be conducted in FY19 with the potential use of the CPC program evaluation tool. Additionally, ongoing quality assurance efforts will occur at ATR sites to maintain program fidelity.
	4.c. Continuously reassess the recidivism rates of ATR program participants.	ATR Steering Committee Co-Chairs	Reentry Executive Team	Ongoing	The ATR Steering Committee remains in contact with the Research and Policy Unit to develop standardized reports for measuring recidivism. This work will be ongoing.
5. Enhance Intrinsic Motivational Communication Skills of key Departmental Staff.					

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
5.a. Implement DOC Motivational Interviewing FY19 plan as approved by DOC RET. Motivational Interviewing training will be delivered to selected staff in DCC, DAI, and DJC and will include staff holding monthly peer learning groups.	MI Implementation & Fidelity Specialist, DOC MI Committee		FY19	DOC MI Sustainability Team continues to lead the MI project for DOC. We have an in-house MI Trainer, and we have four contracted providers who also assist in delivering the trainings. DOC has made great strides in furthering MI trainings/Peer Learning Groups during this fiscal year. DAI held 13 training days trained by a combination of our in-house trainer and contracted providers: Day 1, 2 and Peer Learning Groups: hosted by OCI, CVCTF, OSCI, KMCI, and WCI. A total of 184 DAI staff were trained. DCC held 21 Peer Learning Group training days with 41 field units being trained. The majority of these were trained by our in-house MI trainer. A total of 403 DCC staff and three DAI staff were trained. MI Day 1 & 2 continues to be delivered at ABT, with eight training days held. MI Peer Learning Group continues to be delivered at SST with four training days held. DJC held one day for the Peer Learning Group; Day 3 training hosted by LHS and trained by our in-house trainer. A total of 16 LHS/CLS/DJC and six DAI staff were trained. In addition, there were a total of six MI Intermediate trainings held that were hosted by RCI, CVCTF, NLCI, OCI, RYOCF, RGCI and DCC Sturtevant and DCC Milwaukee. A total of 56 DCC and 64 DAI staff were trained.
6. Address continuity of care across divisions for youths, inmates, and offenders with serious mental health needs.				

	INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
	6.a. Broaden offender access to certified peer support services for substance abuse and mental health recovery throughout the agency	Reentry Disabilities Treatment Director	Reentry Director	FY19	New task for FY19. In September 2018, the Reentry Executive Team will discuss continued efforts to increase access to peer support and develop strategies that broaden access in the community. One potential option is the development of a cross-divisional committee.
	6.b. Expand case management, mental health treatment, and housing opportunities for acutely mentally ill offenders returning to Wisconsin communities through the Opening Avenues to Reentry Success (OARS) Program.	Reentry Disabilities Treatment Director	Reentry Director	FY19	New task for FY19. Assess OARS Program cost per participant, referrals, and enrollments to determine needs in current and additional counties. Add capacity in new counties where feasible and cost-effective. Use savings generated by increased efficiency to fund higher enrollments.
	6.c. Advocate for the use of Medicaid funding to cover offenders' release medications and for the dispensation of four weeks of release medications after release.	Reentry Disabilities Treatment Director	Reentry Director	FY19	New task for FY19. This will require cooperation from the Department of Health Services Division of Medicaid Services in the development of a process to bill Medicaid for the prescriptions filled on the day of release.

PRIORITY: CONTINUOUS QUALITY IMPROVEMENT

Goal: Consistent with the WIDOC Quality Assurance Plan, develop and refine a "culture of quality" in WIDOC to ensure Ongoing fidelity of evidence-based practices.

CONTINUOUS QUALITY IMPROVEMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective	Task				
1. WIDOC initiatives and policy will be guided by knowledge of evidence-based practices.					
	1.a. Resource allocation decision shall be guided by evidence-based practices and, where applicable, by COMPAS data. This would include targeting moderate to high risk individuals and their identified criminogenic need areas.	Evidence-Based Program Manager	Unified Corrections Coalition	Ongoing	Reentry appropriation allocation decisions continue to be abide by evidence-based practices targeting adult offenders, who are moderate to high risk and are identified with at least one of the eight criminogenic needs. The Research and Policy Unit continues to submit reports to assist in allocation decisions.

	CONTINUOUS QUALITY IMPROVEMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
	1.b. Treatment initiatives and protocols will be guided by knowledge of evidence-based practice with ongoing evaluation, measurement, and feedback provided by the CPC Program Evaluation Tool and identified CQI tools and business process.	Evidence-Based Program Manager	Unified Corrections Coalition	FY19	Through the UCCI contract, 26 Cross-Divisional CPC and 20 CPC-GA Evaluators have been trained. Division-specific approaches to the CPC process have been developed and continue to be reviewed. • DAI has utilized the tool to redesign an EBP Model Program at ERP sites with ongoing technical assistance from UCCI. • Cross-Divisional CPC Teams have completed thirteen evaluations of contracted service providers for DCC and DJC in FY18 with 85% of the providers developing action plans to better align with evidence-based practices. • Two CPC Action Planning Workshops have been conducted—allowing contacted service providers to develop action plans toward alignment with EBP. Also through the UCCI contract, multiple training institutes have been conducted to certify WIDOC staff and community contracted providers in evidence-based curriculums and train-the-train opportunities for those curriculums. In FY18, two Social Worker/Case Manager Training Institutes and one Community Vendor Training Institute were conducted. Additionally, 30 staff across DAI, DCC, and OOS were trained in the UCCI CQI Group Observation and Feedback Tool. Ongoing technical assistance continues to be conducted by UCCI, the EBP Manager, the DCC Corrections Services Supervisor, and the DAI OPS Director for both institution and community programs. Such assistance ensures program fidelity and allows for ongoing coaching of program providers.
	1.c. Periodic reviews of current EBP literature will be presented to the Reentry Executive Team	Reentry Unit DCC EBDM	Unified Corrections Coalition	Ongoing	Research will continue to be presented, as necessary.
2. All training activities will reflect research on recidivism reduction and will have measurable outcomes.					

CONTINUOUS QUALITY IMPROVEMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
2.a. All training topics chosen will be evidence-based and shall include feedback forms to provide the opportunity for improvement.	Reentry Unit	Evidence-Based Program Manager	Ongoing	As training priorities and direction are determined through a collaborative process across divisions, the Training Advisory Group (TAG) shall be the oversight body assigned to ensuring these tasks are met.
2.b. Staff surveys measure integration of training objectives in day to day practice.	Reentry Unit	Evidence-Based Program Manager	Ongoing	See above.
2.c. Quality improvement topics shall be integrated into training opportunities.	Reentry Unit	Evidence-Based Program Manager	Ongoing	See above.
3. COMPAS utilization will be consistent, reliable, and true to the intent of the tool.				
3.a. On a routine basis, consult with contracted vendors and engage in a review of literature as it relates to assessment.	Reentry Project Manager	Unified Corrections Coalition	Ongoing	This task is ongoing; it is operationalized by the work of the UCC.
3.b. Revalidate the COMPAS assessment	Research & Policy Unit Director	Reentry Project Manager	FY19	COMPAS validation continues to be underway in the Research and Policy Unit. WIDOJ arrest data is being updated.
3.c. Enhance current Quality Assurance methods and determine new quality assurance practices to ensure that data entered into all COMPAS assessments is accurate, to include E-Learn training for Portal 100 interpretation.	Continuous Quality Improvement (CQI) Committee/ Unified Corrections Coalition	Reentry Project Manager	FY19	The UCC will be taking enhanced efforts to improve the quality of COMPAS data and increase the confidence of staff in interpreting Portal 100 information accurately and consistently.
3.d. Utilize routine review of assessments to measure fidelity.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	FY19	The initial Department-wide inter-rater reliability test concluded in FY16. Results were presented to RET and communicated to staff. Modifications to improve inter-rater reliability include updates to tool tips and the COMPAS lesson plans. The Committee has developed a set of Criminal History Record Information (CHRI) e-learn training modules for DAI, DCC, and DJC staff and supervisors. This work is anticipated to be completed in FY19. Standard business process language was developed for follow-up inter-rater reliability tests. A follow-up inter-rater reliability test is anticipated for FY19.
4. Case Planning will be efficient, timely, and effective.				

	CONTINUOUS QUALITY IMPROVEMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
	4.a. DOC shall conduct quantitative and qualitative audits on a routine, scheduled basis each quarter.	Reentry Project Manager	Unified Corrections Coalition	Ongoing	DCC recently began auditing of case plans. The UCC will be developing an enhanced version of the case plan based on the recommendations made through the SMART Supervision grant.
	4.b. Use current technology to develop reporting structure for audit purposes.	Reentry Project Manager	Unified Corrections Coalition	Ongoing	Functionality added to COMPAS that will streamline quantitative audits for case planning based on an event log has been built inside the Unified Case Plan. Further functionality available in the newer version of the case plan will allow supervisors to view how often case plans are reviewed.
	4.c. Auditing of cases shall be routine function of supervision.	Division Administrators	Unified Corrections Coalition	Ongoing	DCC recently began auditing offender case plans for congruence with EBP.

CONCLUSION

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

DOC Reentry Business Plan
Appendix to the DOC FY19 Reentry Business Plan:
COMPLETED REENTRY BUSINESS PLAN OBJECTIVES AND TASKS

PRIORITY: Organizational Philosophy

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

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective	Task				
1. Educate key stakeholders—including but not limited to DOC staff, legislators, community members, crime victims, criminal justice partners, youth, inmates, and offenders-- through various efforts, on the benefits and accomplishments of the WIDOC Reentry Business Plan and engage them in its successful achievement.					
	1.a. Reentry Unit will complete standardized communications that support the Reentry Business Plan. Discuss with RET ~ Marketing	Reentry Coordinator	Reentry Executive Team	Ongoing	Reentry-at-a-Glance brochure, Becky Young Annual report, and various other communications will continue. Percentage of new Reentry Cross-Divisional Coordinator PD devoted to marketing.
	1.b. Implement new intranet system to improve internal communications regarding ongoing efforts to implement reentry initiatives. Create and maintain index of existing resources from within WI DOC and other State Agencies to guide, direct, and support staff.	Asst. Division of Management Services Admin. (tech) & Public Information Director (content)	Reentry Executive Team/Division of Management Services Support/Public Information Director	09/2012	Completed Resources are maintained and displayed throughout MyDOC including on the Reentry page, UCC page, and Division-specific pages. These include reference materials and the ECRM, all UCC new stories and documents, EBDM information, etc.

ORGANIZATIONAL PHILOSOPHY	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
1.c. Implement new internet system to educate stakeholders on WIDOC reentry vision. Highlight WIDOC reentry achievements and overall progress.	Asst. Division of Management Services Admin. (tech) & Public Information Director (content)	Reentry Executive Team/Division of Management Services Support/Public Information Director	Completed	Priority for FY 15
2. Refine the procedures for recruiting and retaining staff to ensure that knowledge, skills, and attitudes of new hires align with the WIDOC's Mission and Reentry Philosophy. (Goal: Employee Superior Workforce)				
2.a. Review and revise all Position Descriptions to incorporate WI DOC Reentry Philosophy and the Department's Mission.	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services BPHR	Completed	Position Descriptions have been reviewed, on an individual basis. EBP concepts have been incorporated into a general summary statement. As PDs are rewritten a sentence will be added to PD Summary that will note position will be responsible for carrying out the Department's Reentry philosophy.

PRIORITY: Data/Information/Measurement

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

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective Task				
1. Gather information that will guide and shape the DOC's data collection and analysis strategy.				

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
1.a. Review source information from other states and relevant organizations (e.g. American Correctional Association (ACA), Association of State Correctional Administrators (ASCA), Bureau of Justice Statistics (BJS), etc.) to identify key performance indicators, counting rules, process and outcome measures, reporting and publishing practices.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	04/2012	Completed
1.b. Compile key performance Indicators, including an analysis of the availability of data to support each indicator.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	04/2012	Completed KPIs are maintained by the Research and Policy Unit and documented in the Reentry Business Plan.
1.c. Report findings to Reentry Executive Team (RET).	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	06/2012	Completed
2. Prioritize key performance measures				
2.a. DOC Reentry key performance indicators for Office of Research and Policy (ORP) based on relevance, importance, organizational need, and availability of required data. Prioritization to be approved by the Secretary.	Reentry Director	Reentry Executive Team	Completed	• Recidivism • Primary program completion • Victim restitution collection: The Reentry Executive Team chose to broaden this victim oriented KPI in an effort to focus on all victims and not just those owed restitution. • Assessment • Employment (if MOU w/ DWD is signed) RET will prioritize for sequencing

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
3. Report on top priority performance indicators				
3.a. Establish counting rules and definitions for selected data elements	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	
3.b. Clearly define and document the source of all data collected in order for data to be validated and for on-going quality assurance.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	
3.c. Develop means and methods to obtain the identified data.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	
3.d. Develop and document data analysis methodology.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	
3.e. Conduct data analysis.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	

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DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
3.f. Finalize a format for providing results of data analysis for review by RET.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	

PRIORITY: Assessment

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

ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective Task				
1. Implement the use of the Northpointe COMPAS risk and needs assessment, and case planning system, integrating evidence-based practices with new business processes.				
1.a. Design a system and accompanying business processes to implement COMPAS risk/needs assessment; alternative screening tools, and case planning components of the Northpointe COMPAS.	Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager-Unified Corrections Coalition Project Manager	3/2012	Completed

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ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
1.b. Identify the appropriate youth, inmates and offenders to receive case planning services: clearly define the roles and responsibilities of all staff as they relate to components of the offender life cycle and case plan	Reentry Project Manager	Unified Corrections Coalition	3/2011	Completed Documented in ECRM
1.c. Explore with vendor the options for creating a reassessment tool that takes into account dynamic needs.	Reentry Project Manager	Unified Corrections Coalition.		Business process for reassessment documented for all program divisions in ECRM
1.d. Develop an assessment/screening tool change/approval process to help the department's practices remain current with the emerging research to the extent that fiscal and human resources permit.	Sub Group Chair	Unified Corrections Coalition Decision Makers	06/2012	Completed
2. Engage in ongoing review of alternative screenings, trailer tools, and other offense-specific risk assessments to determine feasibility of implementation for WIDOC.				
2.a. Implement the Intoxicated Driver Assessment (IDA) for use initially in a small-scale deployment in the Division of Community Corrections. This includes partnership with local county criminal justice agencies.	DCC – Corrections Services Supervisor	Unified Corrections Coalition	FY18	The Impaired Driver Assessment (IDA) has been automated in COMPAS as of 7/29/17. DCC is planning regional trainings for the use of this tool. WI DOC is also coordinating training for the IDA with county partners.

PRIORITY: Case Management System

Goal: Implement a case planning and management system that targets risk reduction services, based upon empirically assessed risk factors, to moderate and high-risk youth, inmates and offenders under community supervision. The case management system will result in a single, seamless case plan that transitions with the individual youth/adult through the correctional system; clearly delineates those strategies designed to reduce the individual's

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likelihood for future delinquent/criminal behavior; defines staff roles and responsibilities in the management of the individualized plan; and establishes clear measures for the individual youth/offender's progress in accomplishing the goals of the plan.

CASE MANAGEMENT SYSTEM	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective Task				
1. Create a case management system by all Divisions to include all aspects of Evidence-based practices.				
1.a. Collaboratively develop across all Departmental Divisions the blueprint for a seamless case management system.	Reentry Executive Team	Unified Corrections Coalition Decision Makers		Since 2012 a workgroup has been in place to roll out the functionality for case management.
1.b. Define and chart the Offender Life Cycle among the program divisions.	Unified Corrections Coalition			Completed The Offender Lifecycle and supporting documentation is maintained in COMPAS Coalition Group folders as well as on the MyDOC UCC page.
1.c. Reach consensus among the program Divisions and implement a standardized case plan to include broad goals, objectives, tasks, responsibilities of staff, offenders and collaborative partners.	Unified Corrections Coalition	Unified Corrections Coalition Decision Makers/Reentry Executive Team	9/2010	Completed Unified Case Plan policy/procedure is maintained in the ECRM.
1.d. Develop a single department-wide Electronic Case Reference Manual.	Reentry Cross Divisional Coordinator	UCC-ECRM Divisional Leads	Completed	The ECRM has fully implemented three sections (Intake, Supervision, and Discharge) across the Divisions (DAI, DCC, and DJC). As of March 2015, all COMPAS Business Process is integrated into the Manual and is the source-of-truth for business operations. Sections continue to be expanded and updated as new business processes are developed. User evaluations are utilized on a semi-annual basis.
1.e. Develop and conduct a training plan, including the development of specific curricula to educate staff and build their skills and capacity to develop effective case plans and fully utilize the WIDOC case management system.	Division of Management Services Administrator	BPHR/Training Director/ Train the Trainers (21)/Divisions	Completed	COMPAS Advanced Interpretation and Case Planning delivered to 375 staff during spring of CY15. COMPAS Case Manager "Library" being developed in Cornerstone for online learners. Currently Education/Employment/Substance Abuse, and Rules of Supervision modules are incorporated.

CASE MANAGEMENT SYSTEM	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
1.f. Develop a strategy to pilot test the various components of the case management system across all divisions prior to implementation; conduct pilot tests.	Unified Corrections Coalition	Reentry Executive Team	Completed	Sequential deployment of selected case management modules is ongoing and managed collaboratively by the Reentry and BTM Project Managers along with Divisional leads. Work has been transitioned to the UCC/COMPAS Implementation & Maintenance Committee.
1.g. Modify components of the case management system based on experiences from the pilot tests.	Unified Corrections Coalition	Reentry Executive Team	Completed	Sequential deployment of selected case management modules is ongoing and managed collaboratively by the Reentry and BTM Project Managers along with Divisional leads. Work has been transitioned to the UCC/COMPAS Implementation & Maintenance Committee.
2. Identify staff by job classification who play a role in case management throughout the Department; Define in writing their roles and responsibilities				
2.a. Develop a system that allows for internal (DOC staff) and external (DOC partners, such as counties using the COMPAS) users to access the COMPAS, defining specific use and security protocols.	Reentry Project Manager	Reentry Executive Team	2/2011	Went live in 2011 On-going consideration given for protected offender information as new modules roll out. Memo: The Country Risk Assessment Implementation Network oversees the COMPAS partnership process in collaboration with the Reentry Unit. Several documents are maintained by CRAIN and in the COMPAS Coalition Groups folder that outline the process, including the standard MOU and partnership process memos.
2.b. Each Division will work with the Office of the Secretary-Reentry Unit to identify job classifications responsible for providing updates, changes, and maintenance to the content within the ECRM.	Reentry Cross Divisional Coordinator	UCC-ECRM Divisional Leads	Completed.	Divisions are in the process of formalizing small workgroups comprised of subject-matter experts to provide updates and maintenance of the ECRM content. Standardization of the submission of information is in-process. Divisions continue to submit content to the Reentry Unit for build-out in the system, on an as-needed basis.

CASE MANAGEMENT SYSTEM	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
2.c. Define the roles and responsibilities of staff when youth/offender transitions within divisions and/or between divisions, and when case supervision is shared across Divisions.	Unified Corrections Coalition	Unified Corrections Coalition/Reentry Executive Team	Completed	Initial work is complete based on completed business process for each division. However, UCC continues to deploy staff as needed based on new discovery that there are overlaps or gaps in workflows that were not initially identified. Cross Divisional Coordinators review Business Plan for consistency as it is added to the ECRM.

PRIORITY: Interventions, Programs, and Services

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

INTERVENTIONS, PROGRAMS, AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
Objective	Task				
1. Strive to meet the basic stability needs of offenders under the control of WIDOC (e.g. housing food, clothing, health care).					
	1.a. Develop an inventory of Purchase Of Goods and Services (POGS) community based resources. Prepare a list of contacts in each county who are "go to people" for information about available community based resources.	Division of Community Corrections Asst. Administrator	Division of Community Corrections PPAs, Bureau of Health Services Director	3/2012	Completed Have responsibility of maintaining this on an annual basis
	1.b. Establish and/or review to make consistent practices in DAI and DJC to insure inmates receive a 1 month supply of medication upon release from confinement.	Bureau of Health Services Director	Division of Adult Institutions Mental Health Director	6/2012	Completed

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
1.c. Through proper release planning, DCC and DJC will insure that releasing youth/offenders that are in need of medications will have access to appropriate services upon release.	Division of Community Corrections/Division of Juvenile Corrections Administrators	Division of Community Corrections PPAs, Division of Community Corrections Psychology Director	6/2012	Completed
2. Enhance offender opportunities for success through education and employment initiatives.				
2.a. Develop an inventory of education and employment related programs, services, and assistance funded by DOC or through a community contract, that are available to youth, inmates, and offenders under community supervision.	Education Director	DAI Education Director, DCC CCEP Director, PPAs/OOS, Reentry Employment Coordinator, BSI Director	8/2012	Completed
2.b. Using the results of pilot programs, such as the grant funded Center for Self Sufficiency mentorship project, further develop opportunities for effective mentorship programs.	Evidence-Based Program Manager		6/2017	Evidence-Based Program Manager, the DAI Chaplaincy Services Director, and the Reentry Director will continue to learn from the Center for Self-Sufficiency Mentoring Program model currently underway within WI-DOC Milwaukee-based correctional centers. Also, DHS has incorporated the use of peer specialists on a limited basis with OARS clients in the Milwaukee/Southeast region.
2.c. Review the role of institutional work release coordinators; make modifications as needed to ensure that their role fully supports youth/offender educational and vocational needs; develop a new Position Description as necessary.	DAI Asst. Admin	Division of Management Services BHPR	6/2012	Completed

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
2.d. Implement the DOC Computer Numerical Control (CNC) Mobile Lab technical training program and the Milwaukee Area Technical College collaboration.	Reentry Director	Reentry Employment Coordinator	Complete	CNC Mobile Lab instruction began in January of 2015 at the Racine Correctional Institution, with Gateway Technical College providing instruction through Department of Workforce Development (DWD) funding. The first cohort (8 participants) completed June, 2015. The second group began in May, 2015 and seven participants completed in October of 2015. The third cohort (11 participants) completed in April, 2016. The fourth and fifth cohorts are scheduled to complete prior to the end of 2016. MATC began providing CNC instruction for DOC inmates/offenders in early 2015, with funding provided by DWD. This was a coordinated effort between DWD, MATC, Marshall Shearer Correctional Center (MSCC), Felmers Chaney Correctional Center (FCCC), the Milwaukee Women's Correctional Center (MWCC), DCC Region 3, and the DOC Reentry Unit. 56 participants have completed the program in 5 cohorts as of August, 2016.
2.e. Investigate and, where possible, establish an agricultural science / dairy science certificate for offenders working at the Waupun farms in collaboration with Northcentral Technical College.	Reentry Director, BCE Director, JBCC Superintendent	Employment Program Manager	Completed FY18	DAI and BCE coordinated with Moraine Park Technical College to offer a 2-credit Dairy Worker Training academy to JBCC inmates. The training was designed to address Milking Skills, Reproductive Skills, Calf Management Skills, Herdsperson Skills, Feeding and Nutrition, and Handling Skills. Eight inmates completed training in March, 2018.
3. Ensure youth, inmates, and offenders under community supervision have access to a continuum of risk reducing interventions, programs, and services based upon their level of risk, criminogenic needs, and program readiness				
3.a. Define by primary programs, specific outcomes and definitions of successful outcomes.	Evidence-Based Program Manager	Policy Initiatives Advisor	Completed	SA, CBP, and SOT Cross-Divisional Teams participated in the development of Program Logic Models. These models include definitions and indicators of successful program completion—as well as propose mechanisms for collecting data elements.

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INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
3.b. Ensure equal access to Limited English Proficiency (LEP) for youth, inmates, offenders, and victims	LEP Committee Co-Chairs	LEP Executive Committee	Completed	DOC LEP committee is active. They have established a work plan, created staff training, and continue to produce quarterly audit reports. The DOC LEP Executive Committee will be revising the DOC LEP Executive Directive to include victims as a population that DOC serves and who are entitled to receive LEP services and programs.
3.c. Develop an inventory of evidence-based programs offered within each division. Descriptions will include dosage levels aligned with assessed risk and criminogenic need areas targeted by the interventions.	Evidence-Based Program Manager	DAI Office of Program Services Director/DCC CSS/ DJC Director of Budget & Programs	Complete	Evidence-Based Program Inventories complete in DAI and DCC—criminogenic targets and dosage levels included.
3.d. DAI OPS Director will convene a workgroup to strategically dismantle Pre-Release Modules delivery systems—absorbing necessary content into program areas and redeploying staff resources to criminogenic targets to the greatest degree possible.	DAI Reentry Planning Committee	OPS Director	Completed	During FY13, UCCI, OPS Staff, and the EBP Manager reviewed Pre-Release Curriculum Modules and concluded that because the content of these modules does not target clients' criminogenic needs, the DOC should discontinue the allocation of resources to this intervention option. The Reentry Director, the OPS Education Coordinator, and the EBP Manager researched the possibility of utilizing other web platform to deliver similar content in an open lab setting. This research continues, however the Pre-Release Modules were successfully discontinued in DAI.
4. Develop and strengthen relationships that provide youth, inmates, and offenders under community supervision with opportunities for positive social support.				
4.a. Develop an orientation guide for youth, inmate and offender families describing the interventions, programs and services within each division.	Office of Program Services Director, DCC CSS, DJC Director of Budget & Programs		Completed	Currently, the Opportunities and Options Resource Guide is available describing programs and services within DAI.
5. Address continuity of care across divisions for youths, inmates and offenders with serious mental health needs.				

INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
5.a. Develop and implement mental health discharge summary report.	BHS Director, DAI Mental Health Director, DJC Clinical Psychologist Supervisor, DCC Psychology Director		Completed	DAI and DCC have completed DOC Form-3585 Mental Health Pre-Release Summary and provided DAI policy 500.70.29 Mental Health Release Planning, 7/16/14, describing its use.
5.b. Implement the mental health initiative, "conditional release model"	Reentry Disability Specialist	OARS Oversight Committee	Implemented FY11, Completed	Opening Avenues to Reentry Success (OARS) implemented, funded through Appropriation 112, and successfully measuring recidivism reduction compared to non-participant population with similar characteristics.
5.c. Contract for benefits specialists to insure that inmates have applications for relevant benefits completed and approved prior to their release from prison (i.e. SSI)	Reentry Disability Specialist		Implemented FY11	Completed
5.d. Expand OARS program within current funding allocation	Reentry Disabilities Coordinator	Reentry Director	Completed	MyDOC announcement posted on 4/16/15; Facility leaders notified; Community Case Management agencies hiring new case managers; DHS targeting 125 ADP to assess budget by end of Q1 FY16
5.e. Expand case management, mental health treatment, and housing opportunities for acutely mentally ill offenders returning to Wisconsin communities through the Opening Avenues to Reentry Success (OARS) Program	Reentry Disabilities Treatment Director		FY18	The $330,400 OARS Program expansion was implemented in FY18. With these funds, an additional case manager was added to cover Dane County participants, and a case manager was also added to cover Eau Claire, Langlade, Lincoln, Marathon, Menominee, Shawano, and Wood counties. Enrollments began in October after the biennial budget was approved, and targeted enrollment of 20-21 participants has been reached and maintained in the final quarter of FY18.

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INTERVENTIONS, PROGRAMS, AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
4.f. Develop comparison group for OARS participants using Propensity Score Matching (PSM)	Reentry Disabilities Treatment Director		FY18	In partnership with the DOC Research and Policy Unit, PSM has been implemented in previous Becky Young reports for the OARS Program and will continue to be used in the evaluation of OARS recidivism outcome measures in future reports.
4.g. Evaluate effectiveness of pre-release Medicaid application assistance in DOC facilities.	Reentry Disabilities Treatment Director		FY18	Required information-sharing documents between DHS and DOC have been consolidated into one agreement and signed. File transfer and Business Objects storage protocols have been established. Evaluation of the data is ongoing and is intended to identify and improve advocacy at facilities and with the Income Maintenance Consortia. The Bureau of Health Services may be able to utilize the information to increase release medications access to mentally ill offenders.
6. Reevaluate current approaches to Alternative To Revocation (ATR) programming to ensure referral processes are aligned with the Evidence-Based Response to Violation Matrix (EBRV) and program interventions reflect the principles of effective intervention.				
6.a. Compile and analyze recidivism and return to confinement data for existing institution-based ATR programs.	Office of Research and Policy Director	Reentry Executive Team	FY18	The cross-divisional ATR Steering Committee has finished their initial work of aligning WIDOC's ATR programming with the Evidence-Based Program Standards.
6.b. Determine strategic plan for ATR bed allocation within DAI institutions.	ATR Steering Committee Co-Chairs	Reentry Executive Team	FY18	New referral forms and process were initiated in Summer 2018. DAI ATR staff were trained in the new curriculums of CBI-CC (Cognitive Behavioral Interventions-A Comprehensive Curriculum) and Advanced Practice in
6.c. Align ATR referral and business processes with Evidence-Based Response to Violation (EBRV) Matrix.	ATR Steering Committee Co-Chairs	Reentry Executive Team	FY18	

INTERVENTIONS, PROGRAMS, AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
	6.d. Align ATR programming with Evidence-Based Program Standards in Substance Abuse Treatment, Sex Offender Treatment, and Cognitive-Behavioral Treatment areas.	Evidence-Based Program Manager	Division-Specific Evidence-Based Program Standards Implementation Teams	FY18	February and March 2018, in anticipation of the new programmatic structure. The new curriculums are being delivered as new referrals arrive onsite. Program referrals and assignments now abide by risk level, nature of violations, and previous program experience in alignment with the risk-need-responsivity principle. WIDOC DAI and DCC staff received training in Spring/early Summer 2018 on the new process.

PRIORITY: CONTINUOUS QUALITY IMPROVEMENT

Goal: Consistent with the WIDOC Quality Assurance Plan, develop and refine a "culture of quality" in WIDOC to ensure Ongoing fidelity of evidence-based practices.

CONTINUOUS QUALITY IMPROVEMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
1. Peers and supervisors in all program divisions will support, reinforce, and model established evidence-based practices in direct interactions.					
	1.a. Develop Division-specific supervisory audit tools to monitor staff performance to assure continuous quality improvement with regard to the conduct and facilitation of risk reduction programs and services.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	FY!7	This is part of the Division of Community Corrections SMART Supervision Grant, and is no longer a CQI task.
	1.b. Supervisory staff participates in assessments, intakes, and MI interactions and other significant aspects of offender treatment.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	FY!7	This is part of the Division of Community Corrections SMART Supervision Grant, and is no longer a CQI task.

CONTINUOUS QUALITY IMPROVEMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (August 2018)
1.c. Staff model pro-social interactions.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	FY!7	This is part of the Division of Community Corrections SMART Supervision Grant, and is no longer a CQI task.
1.d. Staff and supervisors engage in regular peer review to enhance and maintain strength-based interpersonal interactions.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	FY!7	Each Division has been implementing monthly peer learning groups to engage in peer reviewed Motivational Interviewing skills. This task is covered under 6.a., under the responsibility of the MI Implementation & Fidelity Specialist, DOC MI Committee.
1.f. Develop a process for ensuring inter-rater reliability.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	Completed	The Department-wide Inter-Rater Reliability Test (IRRT) for the Core and Reentry was completed in February 2016. Over 1,550 staff in DAI, DCC, and County Adult locations completed the test. The initial results of the Core and Reentry scale sets were disseminated to all users on an aggregate level in July 2016. The CQI Committee continues the analysis of the individual results by Region/Institution to identify training needs. Results will be shared with each Region and Institution. In addition, the CQI Committee is developing additional modifications, training materials, and reference guides to improve consistency. Portal 100 e-learn modules are being created by the Corrections Training Center, and we hope they are completed by the end of FY19. Once the e-learn modules are implemented and all identified staff have completed the modules, the results will be reviewed and utilized to guide the second full-scale IRRT. It is anticipated that a second IRRT will be conducted by the end of FY19. These results will be compared to the FY16 IRRT.
1.g. Revalidate the COMPAS assessment.	Reentry Project Manager	COMPAS Supervision Committee	Completed	COMPAS validation continues to be underway in the Research and Policy Unit. WIDOJ arrest data is being updated.
1.h. Norm assessment instrument on WIDOC population	Reentry Project Manager	Unified Corrections Coalition Decision Makers	Completed	COMPAS norming was completed on January 25, 2016. All adult assessments have been normed for a WI population. Internal communication was delivered via the Unified Corrections Coalition and MyDOC.

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

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

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

Reentry Executive Team (RET)
A team designated by the Department Secretary that is comprised of the Assistant Deputy Secretary, four Department Division Administrators, Reentry Director, Director of Research and Policy, Reentry Project Manager, Evidence-Based Program Manager, and the Director of the Office of Victim Services and Programs. The team meets regularly to oversee the implementation of the Reentry Business Plan and other initiatives.

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

Unified Corrections Coalition (UCC)
Personnel from the WIDOC, county and state courts, and Northpointe committed to the successful statewide implementation and maintenance of COMPAS, Evidence-Based Program Standards, and Continuous Quality Improvement.