Wisconsin Department of Corrections

REENTRY
A BRIDGE TO SUCCESS!

2016 – 2017 Business Plan
(Updated September, 2016)

Wisconsin Department of Corrections   3099 East Washington Ave   Madison, WI 53707   T 608-240-5000   WI-DOC.com

TABLE OF CONTENTS
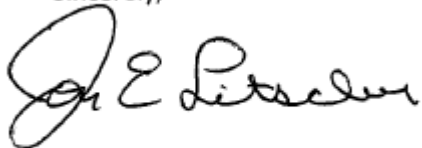
MESSAGE FROM THE SECRETARY

Dear Colleagues:

I am pleased to share the updated 2017 version of the 2016-2017 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 2017 which are highlighted in the following Executive Summary. These nine objectives, as well as others outlined in the broader plan, are essential to the way DOC staff and offenders will achieve successful reintegration and recidivism reduction. I am especially pleased to highlight the objectives related to enhancing offender educational, vocational, and employment opportunities via partnerships with the Technical College System which are showing great promise.

The Reentry Business Plan is dynamic, continuously being reviewed and updated. It serves as a vital road map in the DOC for all employees as well as our community stakeholders. You can always find the plan on MyDOC in the Reentry section, as well as on our 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, Director of the Victim Services Program, Reentry Director, Reentry Project Manager, and the Reentry Evidence-Based Program Manager, will continue to oversee the execution of this plan. I want to thank the RET as well as all DOC staff for your dedication to Reentry and your commitment to reduce recidivism.

Sincerely,

Jon Litscher
WIDOC Secretary

EXECUTIVE SUMMARY

The Reentry Executive Team has identified objectives in the FY16-17 Reentry Business Plan for completion in FY 17. 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 envisioned as a 5-year plan. 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 on-going. The chart below outlines some key objectives to be accomplished in FY17.

Objective Area	Activities	Reference within Plan
COMPAS utilization will be consistent, reliable, and true to the intent of the tool.	Revalidate the COMPAS assessment	Continuous Quality Improvement 4.c.
Report on Key Performance Indicators (KPI) in the following areas: 1) Victim services including notifications and direct service contacts and 2) Employment	RET will determine reporting strategy including frequency of reporting, distribution, audience, report format, etc.	Data/Information/Measurement 1.a, 2.b.
Create a case management system for use by all Divisions to include all aspects of EBP.	Complete implementation of the COMPAS Evidence-Based Response to Violation Module.	Case Management System 1.a - 1.c.
Engage in ongoing review of alternative screenings, trailer tools, and other offense-specific risk assessments to determine feasibility of implementation for WIDOC.	Complete pilot evaluation of gender-responsive risk assessment in COMPAS. Continue research on the selection of a validated Domestic Violence screening instrument. Automate the Intoxicated Driver Assessment in COMPAS.	Assessment 2.a - 2.c
Enhance Intrinsic Motivational Communication Skills of key Departmental Staff	Implement DOC Motivational Interviewing FY17 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. Develop 8 MI videos in collaboration with Alma Center.	Interventions, Programs and Services 6a.
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 ATR programming with Evidence-Based Program Standards in Substance Abuse Treatment, Sex Offender Treatment, and Cognitive-Behavioral Treatment Areas.	Interventions, Programs and Services 5.d.
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.	Ensure the development and implementation of new and existing programs is aligned with EBP and is risk, need and strength-based	Interventions, Programs and Services 3.a.

Objective Area	Activities	Reference within Plan
Enhance offender opportunities for success through education and employment initiatives.	Continuation of Computer Numerical Control (CNC) Mobile Lab technical training program. Continue implementation of an Industrial Maintenance Essentials accelerated training (or training in other in-demand field) at Madison College for inmates from Thompson Correctional Center and Oregon Correctional Center. Investigate and, where possible, establish an agricultural science / dairy science certificate for offenders working at the Waupun farms in collaboration with Northcentral Technical College. Implement the utilization of Pell Grants for inmates.	Interventions, Programs and Services 1.b. – 1.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.	Develop and 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.e.

The Reentry Executive Team (RET) meets every other Tuesday. They are 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 DOC staff review and the DOC website for public view. RET is committed to keeping staff informed of updates as noted in the objectives for SFY 16-17. As stated in the message from Secretary Litscher, WIDOC is committed to Reentry and the reduction of recidivism as part of the implementation of the DOC Strategic 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.

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 4 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

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, as part of the DOC Strategic 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 pro-social role models, affirming prosocial behavior and teaching offenders prosocial skills and by addressing in firm, fair, and appropriate ways anti-social 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 pro-social 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 YEARS 2016-2017

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

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 (September 2016)
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. UCCI conducted eight regional training sessions with current and prospective service providers during FY16. Evidence-based Practice 201 and an overview of the UCCI Corrections Program Checklist were reviewed at each of these four-hour workshops. An overview of the COMPAS tool and practical application activities were added to the vendor sessions at the request of participants.

ORGANIZATIONAL PHILOSOPHY	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
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	DAI: CBP contract language updated June of 2015 by OPS to reflect CBP standards. SA and SOT contracts to be updated upon renewal to reflect EBP standards. DOC contracts have been and will continue to be updated to reflect alignment with performance outcome measures reflected in these logic models.

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 (September 2016)
Objective	Task				
1.	Report on top priority performance indicators.				
	1.a. RET determines reporting strategy to include frequency of reporting, distribution, audience, report format, etc.	Reentry Director	Reentry Executive Team Policy Initiatives Advisor Office of Research and Policy	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.

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
			FY17	**Employment:** Employment measures are established; analysis of employment using DWD data will proceed when matching between DOC and DWD data is finalized. **Victim Services:** Including number of victim notifications sent for inmate releases and escapes, and the number of direct service contacts with crime victims (this would include advocacy and victim accompaniment through the parole hearing and revocation hearing processes, restitution issues, general information about DOC processes, DCC and DAI information, victim/offender dialogue, etc.)
1.b. 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 3 KPIs prioritized in FY16 which include recidivism, primary program completion, and assessment. The work will continue for the remaining two KPIs of employment and victim services.
2. Develop a Reentry Data Dashboard				

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
2.a. Develop a draft Reentry Data Dashboard for the RET that visually represents key performance indicators that require frequent reporting to monitor progress toward meeting specific reentry goals and objectives.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	Ongoing	The Research and Policy Unit is currently in the process of developing the recidivism dashboard. Subsequent KPIs will progress through the same process of analysis and development as it relates to dashboarding.
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	The Research and Policy Unit is currently in the process of developing the recidivism dashboard. Subsequent KPIs will progress through the same process of analysis and development as it relates to dashboarding.
2.c. Establish baseline information for identified key performance indicators.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	Ongoing	The Research and Policy Unit is currently in the process of developing the recidivism dashboard. Subsequent KPIs will progress through the same process of analysis and development as it relates to dashboarding.
2.d. Update the dashboard based on specified timelines.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	Ongoing	The Research and Policy Unit is currently in the process of developing the recidivism dashboard. Subsequent KPIs will progress through the same process of analysis and development as it relates to dashboarding.
2.e. Repeat tasks 2b-2d for other prioritized key performance indicators to be included on the dashboard.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	Ongoing	The Research and Policy Unit is currently in the process of developing the recidivism dashboard. Subsequent KPIs will progress through the same process of analysis and development as it relates to dashboarding.

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
3. Establish a more comprehensive Data Warehouse.				
3.a. Establish governance model for data warehouse	Division of Management Services Assist. Administrator	Bureau of Technology Management	Ongoing	Governance Model for BI (Business Intelligence) and Data Warehouse will be developed once KPI measurement protocols are finalized.
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	BTM has started compiling this information into a working (draft) document to be further refined as dashboard work evolves in parallel with Data Warehouse development.

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 (September 2016)
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					
	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.

	ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
	1.c. Develop a standardized reassessment protocol and resulting business process that is informed by research on predictive validity of both static and dynamic factors.	Reentry Project Manager	Unified Corrections Coalition	FY16 – 17	As of 9/15, discussion started with Northpointe research on when reassessment should occur and how much dynamic criminogenic need should inform the reassessment point.
2. Engage in ongoing review of alternative screenings, trailer tools, and other offense-specific risk assessments to determine feasibility of implementation for WIDOC.					
	2a. Initiate pilot of gender-responsive risk assessment in COMPAS with a targeted population of Wisconsin Women's Correctional System Inmates.	Reentry Project Manager	Unified Corrections Coalition	FY17	The Gender-Responsive Risk Assessment pilot program launched on March 21, 2016. The pilot has been identified to last approximately 6 months, after which results will be analyzed by the Gender-Responsive Risk Assessment Team. A pilot evaluation structure has been created as of July 1, 2016.
	2b. Engage in ongoing review of alternative screenings, trailer tools, and other offense-specific risk assessments to determine feasibility of implementation for WIDOC.	Office of Program Services Director	Unified Corrections Coalition	FY17	This pilot has been discontinued based on additional discovery related to training and implementation feasibility. DAI Office of Program Services continues to consider the review of available tools produced by Kristine Palmer, Reentry Cross-Divisional Coordinator in the Spring of 2016.
	2c. 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	FY17	RET approved DCC Decision Point 16-03 on 2-16-16 for commencement of the IDA roll-out in DCC. Training was completed in April and May, 2016. As of July 1, 2016, WIDOC is currently working with APPA to develop requirements for automation in COMPAS.

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 (September, 2016)
Objective	Task				
1. Create a case management system by all Divisions to include all aspects of Evidence-based practices.					
	1.a. Automate the case management system.	Reentry Project Manager	Reentry Executive Team/Division of Management Services Bureau of Technology Management	FY17	COMPAS Workload Manager Module was implemented as of April 4, 2016. The Evidence-Based Response to Violation (EBRV) module is complete and will be turned on in COMPAS in early October. Future work involves automating a revocation summary and potential deployment of Workload Manager functionality in the Divisions of Adult Institutions and Juvenile Corrections.
	1.b. 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	FY17	DJC has piloted changes to community supervision since October 2015. These include changes to Agent, Youth Counselor (YC), and Community Coach contacts with youth to align with youth risk and needs, provide program dosage, and be incentive-based. It also includes use of an Evidence-Based Response to Violation tool.
	1.c. Modify components of the case management system based on experiences from the pilot tests.	Unified Corrections Coalition	Reentry Executive Team	FY17	The pilot phase is set to conclude September 30, 2016, at which time the initiatives will be scaled up to include all Agents, YCs, and Coaches and applied to all youth under DJC community supervision. DJC staff are currently evaluating how best to expand the use of the supervision pilot initiatives.
2. Identify staff by job classification that play a role in case management throughout the Department; Define in writing their roles and responsibilities.					
	2.a. 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	Ongoing	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 (September, 2016)
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 expand a continuum of services for youth, inmates, and offenders.	DAI OPS Education Director DJC Director of Budget & Programs DCC Correctional Services Supervisor	Division of Adult Institutions Education Director/Division of Community Corrections CCEP Director/PPAs/OOS Reentry Employment Coordinator	Ongoing	During FY2015 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. (MSDF, OCI, RCI, FLCI) DOC Reentry Director is an active member of the Governor's Taskforce on Minority Unemployment. Windows to Work, collaboration with each of Wisconsin's 11 workforce development boards, is active in 12 DAI institutions and 4 county jails as of 8/2016. DJC: DJC Grow Academy has reached out and formed partnerships with Community Ground Works, UW Extension and Madison-Area Community Action Coalition to establish internship and employment opportunities for youth who complete the Grow program DCC: In FY15, DCC developed a DAI reach in component to 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. 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

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September, 2016)
				welding. DAI: In FY15, DAI implemented mandatory education for any inmate who is incarcerated with an academic need. DAI graduated 91 inmates using a Bureau of Justice Assistance grant for technological-related prerequisites and programs. DAI is recognized as a "Google School" district and will benefit from access to "Google" instructional software applications. DAI is collaborating with BCE/BSI to align CTE/Vocational programs with BSI shops so that student graduates can more readily access BSI shop jobs. Currently the SCI CAD and BSI signage shop are aligned, whereby, the SCI CAD CTE program students contain job in the BSI signage shop. DAI education is a key component of the foundational design for the "Offender Technology Infrastructure Services (OTIS)." DAI educational staff has moved into a new credentialing system and is coordinating the specifications of that change with the Wisconsin Technical College System. DAI education is standardizing all educational programs.
1.b.. Continuation of Computer Numerical Control (CNC) Mobile Lab technical training program.	Reentry Director	Reentry Employment Coordinator	Ongoing	CNC Mobile Lab instruction began in January of 2015 with the assistance of DWD funding. Twenty-six participants have completed the program in 3 cohorts as of August, 2016. The program will continue as the Reentry Unit secures funding.
1.c. Continue implementation of an Industrial Maintenance Essentials accelerated training (or training in other in-demand field) at Madison College for inmates from Thompson Correctional Center and Oregon Correctional Center.	Reentry Employment Coordinator	Division of Adult Institutions Center Superintendent(s)	Ongoing	The Industrial Maintenance Essentials: Fluid Power & Metal Processes Specialized Training Academy began April 4, 2016 and concluded on June 25, 2016. Fifteen inmates from TCC and OCC completed the training and received 11 credits from Madison College. The project was made possible through funding from DOC and support from the Workforce Development Board of South Central Wisconsin. The program will continue as the Reentry Unit secures funding and coordinates training.
1.d. Investigate and, where possible, establish an agricultural science / dairy science certificate for offenders working at the Waupun farms in collaboration with	Reentry Director	Reentry Employment Coordinator	FY17	Reentry Unit will work closely with North Central Technical College and representatives from DAI and the Waupun Farm to implement a program/training whereby inmate farm workers can earn technical credits through North Central

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September, 2016)
Northcentral Technical College.				Technical College. If external resources are required for program/training, funding will need to be identified prior to implementation.
1.e. Implement the utilization of Pell Grants for inmates.	Division of Adult Institutions Education Director	Division of Adult Institutions Facility Education Directors, Reentry Employment Coordinator	Ongoing	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.
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 throughout FY16. 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	Divisional Representatives created inventories of social support- related initiatives during FY13.
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		Ongoing	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.

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September, 2016)
2.c. 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 Security Chief DCC CSS DJC Policy Analyst		Ongoing	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.d. 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		Ongoing	
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.				

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September, 2016)
3a. 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	Cross-Divisional Teams in the areas of Cognitive Behavioral Programs, Substance Abuse Programs, and Sex Offender Treatment Programs drafted agency-wide program standards. These standards reflect Correctional Program Checklist (CPC) criteria and a continuum of care and include EBP-aligned program screening and eligibility criteria. WI-DOC divisions have drafted business process relative to prioritizing moderate to high risk offenders for program enrollment—with varying levels of implementation occurring across the divisions. All three WI-DOC program divisions have developed protocols for reviewing and approving the introduction of newly-developed treatment programs in alignment with the principles of effective intervention. DOC is committed to the use of the UCCI CPC as a program fidelity and quality assurance tool. UCCI trained twelve additional WI-DOC staff members as CPC Evaluators in August of 2014 and twenty-seven contracted service providers have been evaluated to date. CPC criteria will continue to guide program design and implementation across all divisions and will be included within all contracts.
3. b. 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	Ongoing	Evidence-Based Program Inventories complete in DAI and DCC—criminogenic targets and dosage levels included. DJC has piloted changes to community supervision since October 2015. These include changes to Agent, Youth Counselor (YC), and Community Coach contacts with youth to align with youth risk and needs, provide program dosage, and be incentive-based. It also includes use of an Evidence-Based Response to Violation tool. The pilot phase is set to conclude September 30, 2016, at which time the initiatives will be scaled up to include all Agents, YCs, and Coaches and applied to all youth under DJC community supervision. DJC staff are currently evaluating how best to expand the use of the

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September, 2016)
				supervision pilot initiatives.
				DAI program prioritization of moderate and high risk offenders for program intervention is outlined in the Program Enrollment section of the ECRM.
				DCC Decision Point 15-10 outlines program prioritization and ECRM reflects DCC business process relative to prioritizing moderate and high risk offenders for program intervention.
				DAI's SOT Implementation Team has met since January 2015. Training for DAI staff on the Static 99R and STABLE 2007 were offered to a limited number of DAI staff. An additional assessment tool was recommended and awaits approval. Revised forms to be released following approval and their establishment in SharePoint so as to serve as a data collection process.
				DCC's SOT Implementation Team has worked with DAI in designing forms for evaluation and treatment. Dr. Gonsalves serves as the Chairperson.
				DJC's SOT Implementation Team conducted their first meeting in February of 2016 and convened roughly every month of FY16 thereafter. The team made progress on edits to and recommendations regarding the standards, form creation and revisions, and training and assessment tool needs. The group will continue to meet monthly to solidify these components while also developing data collection, data reporting, and quality assurance procedures.
				DAI's CBP Implementation Team has been meeting monthly since March of 2016. Gap analysis driving the development of work plan. Initial revisions to programmatic forms complete. Division-specific DP relative to removing low risk offenders from CBP waitlists under consideration.
				DCC's CBP Implementation Team has been meeting since December 2015 and has made marked progress toward

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September, 2016)
				aligning contract language with CBP Program Standards. DJC's CBP Implementation Team was not formed in FY16. It will be formed and conduct its initial meeting in early FY17. Continuum of Care within Evidence-Based Substance Abuse Standards under discussion and revision in collaboration with Lori Goeser, DHS. UCCI technical assistance has been requested to consider implementation alternatives. American Society of Addiction Medicine Criteria under consideration for adoption.
3.c. Identify needs and gaps in the array of program/services available.	Evidence-Based Program Manager	Divisional Program Reps	Ongoing	COMPAS ad hoc reporting has been and will continue to be utilized to prioritize 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.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.	Evidence-Based Program Manager	OPS Director	Ongoing	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.
3.e. Develop and 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	Ongoing	Steps have been taken in multiple divisions to address the need for Trauma-Informed services and interventions. DJC continues their development and implementation of a Trauma-Informed Care unit at Lincoln Hill School. DAI continues their development and implementation of a Trauma-Informed Care unit and AODA Residential program at Taycheedah Correctional Institution under the DHS AODA Block Grant. Ongoing implementation will continue into FY17.
3.f. 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	

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September, 2016)
4. Address continuity of care across divisions for youths, inmates and offenders with serious mental health needs.				
4.a. 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	FY17	The Reentry Unit continues to use cost savings through increased Medicaid enrollment to increase OARS program participation. Program staff are exploring increases in funding through federal grants and other means to support program expansion to additional Wisconsin counties.
4.b. Develop comparison group for OARS participants using Propensity Score Matching (PSM) to evaluate impacts on participant recidivism.	Reentry Disabilities Treatment Director	Reentry Director	FY17	The current evaluation method does not include a one-to-one non-participant comparison group. PSM allows researchers to match characteristics in participants and non-participants. PSM will be used to evaluate participant recidivism outcomes beginning in the FY17 Becky Young Report.
4.c. Evaluate effectiveness of pre-release Medicaid application assistance in DOC facilities.	Reentry Disabilities Treatment Director	Reentry Director	FY17	Requires information sharing between DHS and DOC, file transfer and Business Objects storage protocols, and methodology to evaluate processes at each facility. Evaluation is intended to identify and improve advocacy at facilities. BHS may be able to utilize the information to increase release medications access to mentally ill offenders.
5. 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.				
5. 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	FY16	Reconstituted ATR Steering Committee has been convening monthly since January of 2016. Research and Policy Unit Staff and the Evidence-Based Program Manager have attended meetings by invitation. Data reviewed to date includes current programs offered, dosage levels, and curricula utilized. Additionally, reduced usage of ATR bed capacity has resulted in 17 beds reallocated to serving DAI offenders. The committee has requested technical assistance via the UCCI contract in FY17 to assist in refining the assessment of the driver of the ATR referral and linkage to programs/interventions aligned with this driver.
5. b. Determine strategic plan for ATR bed allocation within DAI institutions.	ATR Steering Committee Co-Chairs	Reentry Executive Team	FY16 - 17	
5. c. Align ATR referral and business processes with Evidence-Based Response to Violation (EBRV) Matrix.	ATR Steering Committee Co-Chairs	Reentry Executive Team	FY16 - 17	
5.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	FY16 - 17	

	INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September, 2016)
	5.e. Utilize the Evidence-Based Corrections Program Checklist as a quality assurance tool within ATR programs.	CPC Evaluation Team	Evidence-Based Program Manager	FY17	
	5.f. Continuously reassess the recidivism rates of ATR program participants.	ATR Steering Committee Co-Chairs	Reentry Executive Team	Ongoing	
6. Enhance Intrinsic Motivational Communication Skills of key Departmental Staff.					
	6.a. Implement DOC Motivational Interviewing FY17 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. Develop 8 MI videos in collaboration with Alma Center.	MI Implementation & Fidelity Specialist, DOC MI Committee		FY17	DOC RET adopted a Motivational Interviewing Implementation plan on August 4, Staff participated in MI trainings, including a Peer Learning Group training. The following month, those staff began Peer Learning Groups and rotating turns to present an audio recording at these communities of practice for feedback. In FY 17, DCC was awarded 22 days of training (an additional 44 units will be trained), DAI was awarded a maximum of 24 fall training days and 20 spring training days, DJC was awarded 6 spring training days. Continue rollout of this plan.2015. During FY 16, 18 DCC units, 15 Adult Institutions and 7 DJC Field staff.

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 (September 2016)
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.	Evidence Based Program Manager	Unified Corrections Coalition	Ongoing	Example: FY15 Reentry Appropriation 111 funding decisions made through a review of current treatment/criminogenic need.

CONTINUOUS QUALITY IMPROVEMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
1.b. Treatment initiatives and protocols will be guided by knowledge of evidence-based practice gained in ongoing training and regular review of literature.	Evidence Based Program Manager	Unified Corrections Coalition	Ongoing	Example: Through the UCCI contract, 24 Cross-Divisional CPC and CPC-GA Evaluators have been trained. Division-specific approaches to the implementation of the CPC and CPC-GA tools have been initiated and will continue in FY 16-17: • DAI has utilized the tool to redesign an EBP Model Program at DACC—a model that will be generalized to five other ERP sites during FY 16 with Technical Assistance from UCCI. • Cross-Divisional CPC Teams have completed twenty-seven evaluations of contracted service providers for DCC and DJC during last eighteen months. • Three CPC Action Planning Workshops have been conducted—allowing contacted service providers to develop action plans toward alignment with EBP. Eight Regional Vendor Sessions relative to EBP 101 and CPC Overview have been conducted with current and potential contracted service providers. A Community Provider Training Institute will be held in Madison 10-24-16 – 10/28/16.
1. c. Periodic reviews of current EBP literature will be presented to the Reentry Executive Team.	Reentry Unit DCC EBDM	Unified Corrections Coalition	Ongoing	
2. Peers and supervisors in all program divisions will support, reinforce, and model established evidence-based practices in direct interactions.				
2.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	FY17	Standardized procedures for staff-to-offender and staff-to-staff interactions are still in development by the CQI Committee and work is anticipated to continue into FY17. The CQI Committee is working with other Divisions' work in this area to remain consistent.
2.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	FY17	Standardized procedures for staff-to-staff interactions are still in development by the CQI Committee and work is anticipated to continue into FY17. The CQI Committee is working with other Divisions' work and the MI Committee in this area to remain consistent with Divisional goals.

CONTINUOUS QUALITY IMPROVEMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
2.c. Staff model pro-social interactions.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	FY17	Standardized procedures for staff-to-offender and staff-to-staff interactions are still in development by the CQI Committee and work is anticipated to continue into FY17. The CQI Committee is working with other Divisions' work in this area to remain consistent.
2.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	FY17	Standardized procedures for staff-to-offender and staff-to-staff interactions are still in development by the CQI Committee and work is anticipated to continue into FY17. The CQI Committee is working with other Divisions' work in this area to remain consistent.
3. All training activities will reflect research on recidivism reduction and will have measurable outcomes.				
3.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 decided through a collaborative process across divisions, TAG shall be the oversight body assigned to ensuring these tasks are met.
3.b. Staff surveys measure integration of training objectives in day to day practice.	Reentry Unit	Evidence-Based Program Manager	Ongoing	See above.
3.c. Quality improvement topics shall be integrated into training opportunities.	Reentry Unit	Evidence-Based Program Manager	Ongoing	See above.
4. COMPAS utilization will be consistent, reliable, and true to the intent of the tool.				
4.a. Utilize routine review of assessments to measure fidelity.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	Ongoing	The initial Department-wide inter-rater reliability test concluded in FY16. The CQI Committee is now working on data analysis and tools to improve consistency. In FY17, the CQI Committee will develop a standard business process for follow-up inter-rater reliability tests and routine review of assessments.
4.b. 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 Decision Makers	Ongoing	This task is ongoing; it is operationalized by the work of the UCC.
4.c. Revalidate the COMPAS assessment	Research & Policy Unit Director	Reentry Project Manager	FY17	The validation process is currently scheduled to be conducted in August of 2016.
5. 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 (September 2016)
5.a. DOC shall conduct quantitative and qualitative audits on a routine, scheduled basis each quarter.	Reentry Project Manager	Unified Corrections Coalition	Ongoing	CQI committee is in the process of developing standard audit tools and QA checks for case planning. This work will continue in FY17.
5.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 built inside the Unified Case Plan.
5.c. Auditing of cases shall be routine function of supervision.	Division Administrators	Unified Corrections Coalition	Ongoing	CQI committee is in the process of developing standard audit tools and QA checks for case planning. This work will continue in FY17.

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 FY16 – 17 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 (September 2016)
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 (September 2016)
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 (September 2016)
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 (September 2016)
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
3. Report on top priority performance indicators Per Rachel Cahoon, are any of these complete? Are we done with goal item?				

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
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	

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
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 (September 2016)
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

ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
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.		
2.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

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 (September 2016)
Objective	Task				
1. Create a case management system by all Divisions to include all aspects of Evidence-based practices.					

CASE MANAGEMENT SYSTEM	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
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	In process	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.

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.

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 (September 2016)
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 (September 2016)
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. 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 (September 2016)
2.b. 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.
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.
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.

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
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.
4. Address continuity of care across divisions for youths, inmates and offenders with serious mental health needs.				
4.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.
4.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.
4.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
4.a. 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

CONTINUOUS QUALITY IMPROVEMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2016)
4.a. 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. Development will continue into FY17. It is anticipated that a second IRRT will be conducted in FY17 after modifications and training have been completed. Results will be compared to the FY16 IRRT.
4.d. 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.

GLOSSARY

Alternative Screening Tools
Tool set for assessing level and dosage of programming needed to address offender's identified risk and need.

Ambassadors
COMPAS Ambassadors are subject matter experts in the COMPAS system and related business processes. They are comprised of multiple staff classifications from each operational division (DAI, DCC, and DJC). They are generally the first staff trained in COMPAS, EBP, and MI, and their roles generally entail implementation guidance for their respective work areas, communication, technical assistance and support, quality assurance auditing, and user acceptance testing for new functionality.

Best Practices
Best Practices do not necessarily imply attention to outcomes, evidence, or measurable standards. Best practices are often based on the collective experience and wisdom of the field rather than scientifically tested knowledge.

Case Management as it pertains to WIDOC Risk/Needs/Case Planning and Manager and this Reentry Business Plan

Case management is a collaborative process of assessment, planning and facilitation of interventions and services to meet an individual's criminogenic needs through communication and available resources to promote quality cost effective outcomes in that will reduce recidivism and increase public safety.

Case Manager

A module within the COMPAS software that is the technology system to support case management and service delivery.

COMPAS

The COMPAS software suite is a seamless, integrated, and web-based software solution for offender assessment and case management.

Criminogenic Needs

Dynamic characteristics that a person presents that, if addressed, can reduce their likelihood of recidivism. Examples include: employment, housing, substance use, anti-social personality, anti-social attitudes, anti-social associates, family dysfunction, poor self-control, and poor problem-solving skills.
Andrews, Bonta, and Hoge (1990: 31) define criminogenic needs as a subset of risk factors consisting of dynamic attributes of offenders and their circumstances that, when changed, are associated with changes in the chances of recidivism.

Evidence Based Policy

Evidence-Based Policy, as defined by UC Irvine Center, is an approach that helps people make well informed decisions about policies and programs by putting the best available evidence from research at the heart of policy development and implementation.

Evidence-based practice

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)

Evidence Based Program Manager (EBP Manager)

This position is within the Reentry Unit.

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)

Reentry Business Plan FY 16-17   41   Updated 9/6/16

WIDOC

A team designated by the Department Secretary that is comprised of the four Department Division Administrators, OVSP Director, Policy Initiatives Advisor in the Office of the Secretary and the Reentry Director. 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 of COMPAS Risk/Needs/Case Planning and Case Management system.