

REENTRY

WISCONSIN DEPARTMENT OF CORRECTIONS

Mission	By The Numbers	Evidence Based Principles	Assessment	Unified Corrections Coalition	Case Planning	Programs & Interventions	Data & Measurement	Victim Services
<i>Page 2</i>	<i>Page 3</i>	<i>Page 4</i>	<i>Page 5</i>	<i>Page 6</i>	<i>Page 7</i>	<i>Page 8</i>	<i>Page 9</i>	<i>Page 10</i>

A MESSAGE ABOUT REENTRY

At the Wisconsin Department of Corrections (DOC), we work to keep Wisconsin safe. Central to our public safety mission is Reentry, an evolving philosophy on successful offender management that is fundamentally changing the way we do business.

Our renewed focus on Reentry is consistent with our overall mission: To protect the public through constructive management of offenders from admission into our system through successful discharge off community supervision. For offenders (youth or adult, incarcerated or in the community), Reentry means we immediately identify the conditions that led to the offender’s delinquent or criminal behavior and then work to reduce or eliminate those factors. The singular goal is to change behavior so offenders adopt law-abiding lifestyles. In the end, the benefits are numerous: crime in our communities is reduced, taxpayers spend less on corrections and fewer residents become crime victims.

“The Department of Corrections is dedicated to managing offenders only in proven, effective ways shown to decrease the risk that they will re-offend. With our revitalized Reentry, we are 100% committed to helping offenders succeed so DOC can reduce recidivism, crime victimization and spending on corrections.”

- DOC Reentry Executive Team

Protecting the public-at-large will always be our top priority. At DOC that now means incorporating research-driven or “evidence-based” strategies, practices and programs into everything we do. Evidence-based practices meet expectations for quality, effectiveness and fairness. Research shows this kind of Reentry approach improves offender outcomes while holding them accountable for their crimes.

All DOC staff, from food service and maintenance workers to correctional officers, social workers and community corrections agents, are part of our team committed to implementing and practicing these evolving evidence-based principles. Our ongoing Reentry effort requires the dedicated work of many and collaboration among our key stakeholders, community partners, law enforcement and court officials to make it happen. Thanks to each of these groups for their commitment to public safety and helping offenders succeed.

This is an exciting time to be in corrections. The future holds great promise. Together we can continue to look for innovative strategies to reduce recidivism and help keep the great state of Wisconsin one of the safest places in the U.S. to live, work and raise a family.

MISSION AND GOALS

Wisconsin Department of Corrections Overview

The Department of Corrections manages Wisconsin's prisons, community correctional centers and juvenile corrections programs. The Department supervises the custody of all offenders in state prison and on probation, parole, or extended supervision in the community and strives to rehabilitate and successfully reintegrate them into society.

The Department is administered by a cabinet-level Secretary. Its 10,000 employees manage 21,500 adult inmates, supervise 68,000 offenders in the community, provide services to approximately 540 juveniles in institutions and the community, and offer services and programs to crime victims. It also is responsible for oversight of all local detention facilities and jails throughout the state. The annual cost of Department correctional services in Wisconsin is approximately \$1 billion annually.

Mission & Goals

The mission of the Wisconsin Department of Corrections is to protect the public through the constructive management of offenders placed in its charge.

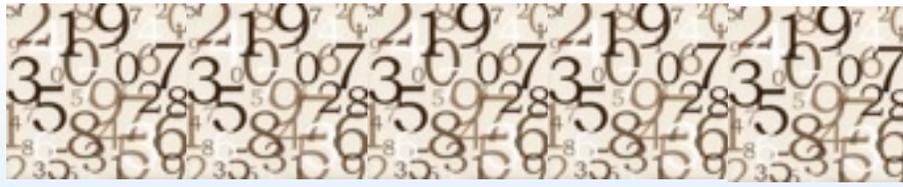
This mission is accomplished in the following ways:

- Providing levels of supervision and control consistent with the risk posed by the offender.
- Assuring both staff and offenders are safe.
- Assuring that staff functions professionally, honestly and with integrity.
- Being responsive and sensitive to victims, victims' families and a diverse community.
- Providing humane and respectful treatment of offenders.
- Providing opportunities to develop constructive offender skills and the modification of thought processes related to criminal behavior and victimization.
- Treating a diverse workforce as valued partners by fostering staff development and effectiveness.
- Holding offenders accountable for their actions through sanctions, restitution and restoration.
- Developing individualized correctional strategies based on the uniqueness of each offender.
- Being accountable to taxpayers through efficient, effective and innovative management of resources.
- Actively responding to staff victimization and promoting wellness.
- Educating the public on what we do and how we do it.

To further this mission, the Vision of the Department of Corrections is to reduce criminal behavior and restore a sense of safety to victims and the community. To achieve this vision, the DOC builds on its Mission Statement in the following ways:

- Share ownership of justice through partnerships with the criminal justice system and the community.
- Learn from the community and promote opportunities for the community to learn from us.
- Hold offenders accountable by requiring them to contribute to the recovery of victims and the community.
- Work with the community to engage offenders in pro-social behavior.
- Promote the integration of offenders into the community so they become valued and contributing members of society.
- Create a sense of community and mutual responsibility in the workplace.

BY THE NUMBERS



	1990	2000	2011
Adult inmates in prison	7,548	20,193	21,518
Inmates in prison due to revocation	9%	15%	Not available
Adult offenders on Division of Community Corrections supervision	35,143	64,372	68,054
Average annual cost of incarceration per inmate	\$21,280	\$21,374	\$32,080
Average annual cost of Community Corrections supervision	\$489	\$1,610	\$2,765
Juvenile offenders in Division of Juvenile Corrections facilities	N/A	844	325
Juvenile offenders on Division of Juvenile Corrections Community Supervision	N/A	883	213
Recidivism * New crime within 3 years of release from prison	43.2%	39.3%	Not available

More than 95% of adult inmates will one day complete their court ordered prison time and be released back to the community.

EVIDENCE-BASED PRACTICES

Implementing evidence-based practices or EBP is a priority for the Department. Such principles meet public expectations for quality, efficiency and effectiveness and focus on public safety, fairness and accountability. All staff, from maintenance to correctional officers and social workers, are part of the team who share a commitment to enhance public safety.

Eight Evidence-Based Principles for Effective Correctional Interventions



CRIMINOGENIC NEEDS

Criminogenic needs are based on individual and environmental conditions. They:

- are dynamic as opposed to static;
- provide the ingredients for a smarter alignment of interventions;
- can be measured over time to determine the effectiveness of intervention; and
- can drive major sentencing and correctional policy.

RESEARCH-BASED FACTORS THAT MAY CONTRIBUTE TO CRIMINAL BEHAVIOR

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 pro-social contacts
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 triggers for abuse behavior, enhance alternatives to abuse
Employment	Provide opportunities for development of skills that assist to secure and maintain employment
School	Enhance performance rewards and satisfaction
Leisure and/or recreation	Enhance involvement and satisfaction in pro-social activities

From January 2010 through December 2011 over 77% of DOC Division of Community Corrections field staff received Evidence Based Practices and COMPAS Training.

Assess Offender Risk

Having a sound assessment that accurately identifies an offender's risk to reoffend is the cornerstone of effective supervision. Without a proper assessment, appropriate interventions and services cannot be delivered. The limited dollars available for such services should be reserved for moderate to higher-risk offenders. Research shows low risk offenders are less likely to commit new crimes and should be given minimal services and be excluded from intensive treatment and supervision. We now know intensive correctional services for low risk offenders can actually increase their rate of recidivism. Imposing restrictive programming on low risk offenders can diminish their pro-social factors, disrupting employment, family ties and community interactions. In addition, regular exposure to high risk offenders can actually encourage anti-social thinking and behavior in otherwise pro-social individuals.

The Department supports directing the majority of targeted treatment services and intense supervision to moderate to higher-risk offenders because such interventions have proven to be most effective with these offenders. Moderate to higher-risk offenders are those individuals likely to reoffend if appropriate interventions are not taken, but are not such an extreme risk that interventions are futile. These two categories of individuals should be the primary focus of correctional programming. Risk control or incarceration should be used for the highest-risk offenders because they may be so enmeshed in a criminal subculture that incarceration is the best community safety option.

Risk/Needs Assessment

- ▶ Following state procurement procedures, DOC selected COMPAS as its statewide automated risk and needs assessment and unified case planning system. The automated, statistically-based risk assessment system contains offender information specifically designed to determine their key risk and need and develop offender case plans and outcome reports.

- ▶ A Unified Corrections Coalition (UCC) was formed in June, 2010. This coalition includes personnel from DOC, county and state courts and the awarded vendor, Northpointe Institute for Public Management. The measurable outcome of the UCC, due in December, 2012, is the replacement of the Department of Corrections current business processes with clearly defined steps to implement risk and needs assessment, case planning and evidence-based practices across the three divisions in DOC that supervise adult and youth offenders.



COMPAS is a statistically based risk assessment tool specifically designed to assess key risk and needs factors in correctional populations, as well as provide support to justice professionals who place offenders in the community. It provides valid measurement and succinct organization of relevant risk/need dimensions. A further goal of COMPAS is to help practitioners design case-management support systems for offenders in community and institutional placements.



UNIFIED CORRECTIONS COALITION

Coalition Purpose

The Unified Corrections Coalition, made up of personnel from the DOC, county and state courts and Northpointe, is committed to the successful statewide implementation of the COMPAS Risk/ Needs assessment



and Case Planning system, integration of evidence-based practices (EBP), and the

development of an electronic case management manual. The Coalition will develop and implement the way COMPAS will integrate into a DOC case management approach/Unified Case Plan (UCP) and will develop and deliver an integrated technical platform to support case management practices.

Assessment, case planning and management, programs and interventions, data collection and measurement and organizational communication are the DOC Reentry

Business Plan priorities supported by the Coalition's work.

Coalition Goals:

- ▶ Design a system and accompanying business processes that will implement the COMPAS Risk/ Needs assessment and Case Planning components;
- ▶ Integrate evidence-based practices (EBP), by improving or replacing current business processes;
- ▶ Begin the development of a single department-wide Case Management Manual.

The implementation of a unified case plan within the framework of case management will not be "business as usual" for the Department or many of its partners. With the technology advancement COMPAS offers, all DOC Divisions will have the opportunity to operate within one comprehensive data-driven system. The ability to follow the offender throughout the criminal justice system will allow us to unify our case planning, share important offender data and move beyond the traditional model of individual agency silos to a coordinated approach to reducing recidivism.

Risk/Need/Responsivity Principles

Risk Principle: Prioritize supervision and treatment resources for higher-risk offenders

Need Principle: Target interventions to criminogenic needs

Responsivity Principle: Be responsive to temperament, learning style, motivation, culture and gender of the offender when assigning programs

We know the following to be true:

Who we put in a program is important – we must assess and pay attention to risk

What we target is important – we must assess, pay attention to and address criminogenic needs

How we target offenders for change is important – we must use behavioral and cognitive-behavioral approaches and match to offender type

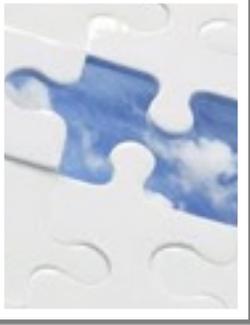
How well we implement is important – we must adhere to evidence-Based program and intervention designs.

By December 2012, DOC will replace current business processes with risk and needs assessment and case planning using the Northpointe COMPAS risk/needs and case planning system and integrate evidence-based practices with new business processes that are clearly defined in a single, department-wide electronic Case Management Manual.

CASE PLANNING

Case Planning

Proper case planning and case management brings together several initiatives within the



Department, each with a common theme to reduce the incidence of future criminal behavior. Some elements, as they relate to case planning are:

- Development of a corrections unified case plan at intake for each offender that addresses criminal risk factors, enhances positive integration in the community and reduces recidivism.
- Staff holding offenders accountable by providing both positive and negative consequences to offender behavior, being pro-social role models, and guiding offenders toward pro-social behavior in concert with their corrections case plans.
- Supervision in the community consistent with the corrections case plan and risk/need/responsivity principles, is key to reducing recidivism for those released from prison and placed on community supervision.
- Define the Unified Case Plan workflow within and between Division of Adult Institutions and Division of Community Corrections to include standard adult treatment programs and validated needs and risk tools.

Goal: Implement one Unified Case Plan for use by the Division of Juvenile Corrections, the Division of Community Corrections and the Division of Adult Institutions.

In 2010, DOC received a \$90,000 grant from the Office of Justice Assistance to provide Motivational Interviewing training to staff.

FACILITATING CHANGE

Motivational Interviewing (MI)

The DOC philosophy is that it is the responsibility of all staff to help facilitate the change process with offenders. To assist staff, the Department is working to train staff in motivational interviewing techniques. The principle behind MI is that by listening to offenders and following up on the positive aspects of their speech and thinking, corrections professionals can help increase offenders' motivation to make positive changes in their lives that will reduce their likelihood of re-offending.

Along with initial training, DOC is developing a long term training plan to include booster sessions, ongoing coaching and feedback in this area.

The Division of Juvenile Corrections has already implemented several initiatives to improve the quality of programming and revitalize its emphasis on literacy. Treatment programs have been redesigned to include evidence-based components and remove components not supported by research.

PROGRAMS AND INTERVENTIONS

GOAL: Ensure interventions, programs and services available to offenders within institutions and in the community are evidence-based and address the criminogenic needs and risk of the offender population.

Over the last decade, the DOC has revitalized its commitment to recidivism reduction. This is a shift of the agency's correctional mission of keeping Wisconsin safe from a strict confinement model to an evidence-based Reentry model.

Wisconsin already has expanded programs and interventions for cognitive-behavioral programming, alcohol and drug abuse treatment, education, vocational and employment opportunities, and for those offenders who have serious mental health diagnosis.

Improvements have also been made in other key Reentry areas, including assistance with housing needs, procurement of critical identification documents and help with obtaining benefits. Providing these types of programs and services is not "special treatment" for criminals, but a research-based approach to cut repeat crimes, create safer communities and help people become better citizens. The goals continue to be to reduce the state's recidivism rate and need for new prisons, save taxpayer money and keep Wisconsin citizens safe.

Increasingly, DOC recognizes people returning to their communities from jail are more likely than not to be on some form of community corrections supervision. Like offenders being released from prison, offenders released from jail also impact public safety, community health and public budgets. Jails accommodate shorter sentences, but offenders released from jail face the same problems as those releasing from prison. However, jail staff efforts to reduce recidivism differ from prison staff efforts; they have limited interventions and resources available to assist offenders with discharge or transitional planning. To improve jail efforts, DOC has partnered with Green Lake and Bayfield Counties on a pilot basis to support the development, implementation and evaluation of programs which may help address the recidivism rate of offenders incarcerated in county jails.

July, 2010-July, 2011 Milestones

- *Procured and began planning the implementation stages of an electronic statistically-based risk/needs assessment and case planning system*
- *Implemented a vocational education program at Taycheedah Correctional Institution*
- *Expanded Community Corrections Employment Program*
- *Established formal relationships with Wisconsin's 11 Workforce Investment Boards to deliver pre and post-release employment*
- *Developed a partnership with Department of Health Services to fully implement a program for offenders with serious mental health diagnosis releasing from the Wisconsin Resource Center and Taycheedah Correctional Institution*
- *Developed and implemented contracted services to assist serious, medically and mentally ill offenders with intensive release planning*
- *Established contractual relationships for cognitive program delivery in the Divisions of Community Corrections and Adult Institutions*
- *Awarded contract for Family Reintegration Program*
- *Fully implemented two county jail recidivism reduction pilots*

Program Evaluation

DOC has contracted with the University of Cincinnati to administer the Corrections Program Checklist (CPC). CPC is a tool used to assess if and how correctional treatment programs adhere to the principles of effective intervention. It is designed to evaluate the integrity of the program, not the outcomes. The evaluation is divided into two basic areas: capacity and content. Capacity is designed to measure whether a correctional program has the capability to deliver evidence-based intervention and services for offenders. The



content area focuses on the significant domains of offender assessment and treatment characteristics and the extent to which the program meets the principles of risk, need, responsivity and treatment.

One objective is to develop a process for the DOC to conduct ongoing program evaluation, manage program improvement initiatives, and raise the overall quality of program delivery.

In addition to the CPC, the Department continues to work on developing better methodology to measure program outcomes. This is the foundation of evidence-based programs.



Staying on Course

GOAL: Develop a unified data collection, research and evaluation plan for DOC reentry efforts that is sustainable over time

Protecting the public is one of the most important roles of government. We will abandon approaches that do not work, and continue to use proven approaches to reduce crime. Outcomes are the valued result of evidence-based programs. There are many ways to measure them and different kinds of information to gather about them. However, it takes time to plan for and implement a program before we can have an effective sample size for program measurement.

DOC continues its commitment to collecting, analyzing and reporting early outcomes for each program component of the Reentry Business Plan, while giving long-term outcomes/results more time to root. Measuring early outcomes can show if a program is on target or whether changes to the program model need to be implemented.

Program performance must be measured. We will work to provide feedback to increase accountability for the public, offenders, agency staff and stakeholders.

VICTIM SERVICES

“The survivor’s concerns about offender reentry begin long before the offender is considered for release, perhaps even at the moment of sentencing.” - Crime Victim

While it is obvious reentry models focus primarily on offenders, crime victims also need to be a core consideration of effective reentry planning. Crime can have a devastating impact on victims and they may face significant challenges knowing their offender will be returned to the community.

Through the Office of Victim Services and Programs (OVSP), DOC is committed to helping victims face these challenges by ensuring that victims’ rights are respected and victim services are readily available. Our goal is to promote safety and restore some control in the lives of victims, survivors, witnesses and others who have been affected by crime.

Victim notification is a significant step in attempting to restore some control in the lives of crime victims. While we can’t erase what has happened to them in the past, we can work diligently to ensure that victims are kept informed and up-to-date on what is happening with the perpetrator of the crime. Victims who have enrolled with OVSP have 24/7 access to offender information and receive notification on custody status changes. For incarcerated offenders this includes parole eligibility, release and sentence expiration. For offenders in the community, enrolled victims are notified of revocation, admission to prison, interstate compact transfers, discharge, sex-offender change-of-address and change in the supervising agent office.

OVSP staff members are available to answer questions and assist victims in navigating the post-sentencing criminal justices system. OVSP advocates also assist victims in connecting with other DOC staff to address issues such as safety concerns, the offender’s rules of supervision and restitution collection.

In addition, OVSP advocates are equipped to provide victims with information about resources in their communities. These resources may include referrals to local domestic violence or sexual assault programs, local law enforcement agencies, local victim witness services and support groups for crime victims. If the victim is interested, OVSP advocates will also facilitate referrals to restorative justice programs, such as victim offender dialogue or speaking on victim impact panels.



"What my family and I seek more than anything is peace of mind."

- Crime Victim

FOR MORE INFORMATION



For more information about Reentry, contact the Wisconsin Department of Corrections Reentry Unit at:

3099 East Washington Ave.
P.O. Box 7991
Madison, WI 53707
(608) 240-5015
www.wi-doc.com