

WISCONSIN DEPARTMENT OF CORRECTIONS

September 2012

Becky Young Community Corrections Recidivism Reduction FY12 Report



Focus on Reducing Recidivism Message from Secretary Hamblin

It is a pleasure for the Wisconsin Department of Corrections (WIDOC) to provide a second-year status report on the March 2010 Becky Young Community Corrections Recidivism Reduction Plan.

At the WIDOC, we work to keep Wisconsin safe by securely confining offenders, supervising offenders in the community, partnering with other private and public agencies for coordinated and integrated corrections programs, and promoting progressive correctional policy by providing proactive leadership on corrections issues. Central to our public safety mission is Reentry, an evolving philosophy that means incorporating research-driven or “evidence-based” strategies, practices and programs into everything we do.

We continue to recognize that recidivism reduction efforts should begin at the time of sentencing and, in many cases, prior to

sentencing when plans need to be developed to address criminal risk factors and criminogenic needs.

We understand that successful transition from incarceration to the community requires thoughtful, coordinated planning by both institution and community staff, with consideration of victim concerns and coordination with offenders and community stakeholders.

Supervision in the community, consistent with risk reduction principles, is vital to reducing recidivism for those with whom we work.

This report details the Department’s efforts toward its mission through the deployment of resources provided by this appropriation. Included in this report is the specific statutory language which sets the parameters and limitations restricting the usage. Following the recitation of the

legislative vision are sections addressing the specific programs implemented and a discussion of the outcomes thus far. It is important to recognize that true evaluation of effectiveness can only be accomplished after a program is operational for a period of time sufficient to allow data collection. Accurate and measurable recidivism data will only be available when three or more years of program data is collected.

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.

Respectfully Submitted

Secretary Gary H. Hamblin

Executive Summary

The strategic investment of Becky Young Funds is allowing the WIDOC to continue to make changes to become a more evidence-based agency. These changes align with the National Institute of Corrections Evidence-Based Principles for Effective Correctional Interventions outlined on page four of this report. Ultimately, the investment will lead to the reduction of recidivism and reduction in overall corrections costs. We continue to recognize that the Department's recidivism challenges did not develop overnight. We also recognize that recidivism cannot be entirely eliminated and that a significant number of offenders are unwilling or unable to work to develop the tools necessary for successful integration into society. However, the interests of the public overall are better served by improving preparation of offenders for successful, productive and healthy living in our Wisconsin communities. We know the following to be true:

- Who we place in a program is important – we must assess and concentrate on risk;
- What we target is important – we must assess and address criminogenic needs;
- How we target offenders for change is important – we must use behavioral and cognitive-behavioral approaches and match those to offender needs;
- How well we implement is important – we must adhere to Evidence-Based program and intervention designs.

Becky Young funds are being used to assist the Department in the development of coordinated case planning, using results of validated risk and needs assessments, supplementing gaps in existing services, developing new services where they are needed but did not exist, and meeting oversight and reporting needs.

The Becky Young appropriation, which dovetails with the Department's Reentry Business Plan, is specifically targeted for the following areas:

To procure a new risk assessment/case management system to better implement strategic, coordinated and successful reintegration planning from an offender's intake to the Department of Corrections

through discharge from community supervision. Ensuring successful community integration, either from prison or while on community supervision, requires employing a risk-assessment instrument/system that measures each person's propensity to re-offend, as well as the needs and factors that may influence this propensity.

To provide expanded release planning, wrap around and family reintegration services in the community, in jails and in prisons, for offenders who are returning to the community;

To provide evidence-based cognitive-behavioral, mental health, substance abuse treatment services and cognitively based living programs targeted to intervene at critical junctures of an offender's progress toward integration and prevention of recidivism;

To provide continuity of services for seriously mentally ill offenders being released to the community;

To expand capacity of existing employment programs and transitional employment strategies for offenders on community corrections supervision;

To develop a data system for monitoring offenders receiving community services to evaluate the effectiveness of those services in decreasing violations and recidivism; and

To evaluate the quality of existing investments in risk reduction programs and to provide staff, critically needed, to evaluate contractual and programmatic performance outcomes and quality improvement plans to ensure the goals of the use of these funds are met.

The Department of Corrections continues to make significant progress in the implementation of the Becky Young Community Corrections Recidivism Reduction Plan that was established to increase public safety and reduce the risk that offenders on community supervision will re-offend.

Pages 3 and 4 provide background material which the reader may find useful in order to acquire a full understanding of this long term initiative. The report on individual programs begins on page 5.

Highlights of Year Two Implementation Milestones

- WIDOC COMPAS project achieved full implementation of the Risk/Needs and Case Planning modules in the Divisions of Adult Institutions, Community Corrections and Juvenile Corrections, 7 months ahead of original project timeline.
- The total number of WIDOC and county COMPAS users reached 2,635.
- The total number of COMPAS assessments completed is at 70,151.
- 30 WIDOC staff became certified to train the basic COMPAS curriculum.
- 530 offenders received Community Corrections Employment Program Services.
- The National Institute of Corrections selected WIDOC's Windows to Work Program as a recipient of Thinking for a Change Curriculum/Facilitator training.
- Through the partnership with Department of Health Services, provided continuity of services to 230 offenders, with serious mental health diagnoses releasing from the Wisconsin Resource Center and Taycheedah Correctional Institution.
- Through the Council on Offender Reentry, a relationship was established between WIDOC and WI Office of State Public Defender to develop a database of civil consequences under WI law that may result from criminal convictions.
- Over 1,080 Division of Adult Institutions and Department of Health Services staff received Reentry training specifically related to Evidence-Based Practices.
- One key step taken to improve data and information is the creation of a Research and Policy Unit which will be responsible for creating a "dashboard" or real time reporting system on a variety of issues to include recidivism.

Creation of Becky Young Community Corrections; Recidivism Reduction Community Services

As an aide to review and analysis of the vision, program development and implementation detailed later in this report, we are providing this listing of the actual statutory language. We hope the reader finds this helpful in assessing the Department's attempts to improve programming and thus improving the successful offender reentry.

2009 Act 28 created an array of initiatives to include the Becky Young Community Corrections; Recidivism Reduction Community Services:

20.410(1)(ds)

Becky Young Community Corrections; recidivism reduction community services. The amounts in the schedule to provide services under [s. 301.068](#) to persons who are on probation, or who are soon to be or are currently on parole or extended supervision, following a felony conviction, in an effort to reduce recidivism.

301.068(1)

The department shall establish community services that have the goals of increasing public safety, reducing the risk that offenders on community supervision will reoffend, and reducing by 2010-11 the recidivism rate of persons who are on probation, parole, or extended supervision following a felony conviction. In establishing community services under this section, the department shall consider the capacity of existing services and any needs that are not met by existing services.

301.068(2)

The community services to reduce recidivism under "[sub. \(1\)](#)" shall include all of the following:

301.068(2)(a)

Alcohol and other drug treatment, including residential treatment, outpatient treatment, and aftercare.

301.068(2)(b)

Cognitive group intervention.

301.068(2)(c)

Day reporting centers.

301.068(2)(d)

Treatment and services that evidence has shown to be successful and to reduce recidivism.

301.068(3)

The department shall ensure that community services established under "meet all of the following conditions:

301.068(3)(a)

The community services target offenders at a medium or high risk for revocation or recidivism as determined by valid, reliable, and objective risk assessment instruments that the department has approved.

301.068(3)(b)

The community services provide offenders with necessary supervision and services that improve their opportunity to complete their terms of probation, parole, or extended supervision. The community services may include employment training and placement, educational assistance, transportation, and housing. The community services shall focus on mitigating offender attributes and factors that are likely to lead to criminal behavior.

301.068(3)(c)

The community services use a system of intermediate sanctions on offenders for violations.

301.068(3)(d)

The community services are based upon assessments of offenders using valid, reliable, and objective instruments that the department has approved.

301.068(4)

The department shall develop a system for monitoring offenders receiving community services under this section that evaluates how effective the services are in decreasing the rates of arrest, conviction, and imprisonment of the offenders receiving the services.

301.068(5)

The department shall provide to probation, extended supervision, and parole agents training and skill development in reducing offenders' risk

of re-offending and intervention techniques and shall by rule set forth requirements for the training and skill development. The department shall develop policies to guide probation, extended supervision, and parole agents in the supervision and revocation of offenders on probation, extended supervision, and parole and develop practices regarding alternatives to revocation of probation, extended supervision, or parole.

301.068(6)

The department shall annually submit a report to the governor, the chief clerk of each house of the legislature for distribution to the appropriate standing committees under [s. 13.172 \(3\)](#), and the director of state courts. The report shall set forth the scope of the community services established under [sub. \(1\)](#); the number of arrests of, convictions of, and prison sentences imposed on offenders receiving the community services under this section; and the progress toward recidivism reduction.

Evidence-Based Principles for Effective Correctional Interventions

As noted earlier in this report, effective programming can be summarized as providing the right treatment, to the right people, at the right time, in the appropriate dosage. The following list of evidenced based principles is commonly accepted as our guiding principles as we strive for excellence in our program development and delivery.

1. Assess Actuarial Risk-

Sound assessment that identifies offenders' risk factors is the cornerstone of effective supervision. If risk and needs are not properly identified and prioritized, appropriate interventions and services cannot be delivered. And we know that the limited dollars available for services should be reserved for moderate to high risk offenders.

Low level offenders are not likely to commit new crimes and should be given minimal services. The highest risk offenders may be so enmeshed in a criminal subculture that risk control-incarceration and intensive supervision should be the primary focus.

As research continues to inform practice, we now know that intensive correctional services for the low level offenders can actually increase their rate of recidivism. Imposing restrictive programming can diminish pro-social factors of low risk offenders disrupting employment, family ties and community interactions. Further, if regularly exposed to high level offenders, the interactions can actually encourage anti-social thinking and behavior in otherwise pro-social individuals. Moderate to high level offenders are those likely to reoffend if appropriate interventions are not imposed but are not such that interventions are futile. This is the category of individuals on which correctional programming should focus.

2. Enhance Intrinsic Motivation:

The application of communication strategies intended to target internalized behavioral change based on four general principles: express empathy, develop discrepancy, roll with resistance, support self-efficacy.

3. Target Interventions

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

Need Principle: Target interventions to criminogenic needs. (see chart at right)

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

4. Skill Train with Directed Practice

(use Cognitive Behavioral treatment Methods): Provide evidence-based programming that emphasizes cognitive-behavioral strategies, such as modeling and role-playing, and is delivered by well trained staff.

5. Increase Positive Reinforcement

Sustain behavioral change is better achieved using positive reinforcement as opposed to negative. Research indicates that a ratio of *four positive to every negative* reinforcement is optimal.

6. Engage Ongoing Support in Natural Communities:

In addition to programming and support within the correctional system, actively engaging pro-social community supports affords offenders an opportunity to practice and internalize skill building and behavioral change

7. Measure Relevant

Processes/Practices: Crucial to evidence-based practice, agencies must measure process and outcomes in order to gauge effectiveness and inform policy.

8. Provide Measurement Feedback:

Measures of effectiveness must be communicated both internally and externally for reinforcement as well as accountability.

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 intervention;

Can be measured over time to determine effectiveness of intervention;

Can drive major sentencing and correctional policy, if assessed and aligned with proper interventions correctly.

Areas of Strategic Investment to Reduce Recidivism

Risk/Needs Assessment/Case Planning System

301.068(3)(a); 301.068(5)

The WIDOC selected COMPAS for the statewide automated risk and needs assessment and unified case planning system. COMPAS is a statistically based risk assessment system that contains offender information specifically designed to determine key risk and needs factors of offenders and to develop case plans and outcome reports.

A Unified Corrections Coalition (UCC) was formed in June 2010. This coalition includes personnel from WIDOC, County and State Courts and the awarded vendor Northpointe Institute for Public Management. The ultimate measurable outcome of the UCC's work includes the implementation and replacement of the Department of Corrections' business processes as they relate to risk and needs assessment, case planning, and the integration of evidence based practices with new clearly defined business processes.

Cognitively Based Living Arrangements (CCSP's)

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

This is a unique program for male offenders who will benefit from a placement in an evidence-based cognitive-behavioral residential program. This component of the plan is not merely a living placement, but focuses on targeting the individual criminogenic needs of the residents so they can make needed changes to be successful in the community. The programming must focus on employability, sober living and life skills using a cognitive behavioral approach. Further, participants who no longer require the housing portion of this program will continue attending programming at the site until they have completed their individual programming goals as established in their case plan.

5 Nine communities were targeted to benefit from these services and, as of

FY10, only one area was operating. As noted in the FY10 report, responses to the Request for Proposal for the other areas did not meet the requirements and spirit of this component as many responses provided a "business as usual- Transitional Living and/or Half-Way House" response. To ensure that the vendors selected to partner with the WIDOC on this component fully deliver the intended products, the WIDOC revised and reissued a Request for Proposal for the other eight locations. Responses to this second request for proposal still did not meet the intent of this component. In FY12, the WIDOC, and the Portage County Criminal Justice Coordinating Council will continue the work they began in FY11 to establish a CCSP in Stevens Point. Other CCSP's will be established in DCC Regions based upon results of risk/need assessment outputs.

Vocational/Technical College Tuition and Training

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

The WIDOC has an investment in providing learning opportunities to inmates that truly lead to sustainable employment in the community. Taycheedah Correctional Institution (TCI) in partnership with Moraine Park Technical College, created a learning environment, with the proper equipment, to provide barber/cosmetologist vocational education/training. During this reporting period, six of the eight women who began the sixteen month class in FY11 continued to meet the education standards and are expected to graduate in August 2012. Recruitment for the October 2012 class is in process.

Community Corrections Employment Program (CCEP)

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

Offenders under the supervision of the Division of Community Corrections have continued to benefit from the Expansion of the Community Corrections' Employment Program (CCEP).

CCEP offers the following: 1) on-the-job training grants if the employer hired an offender into a permanent full time position; 2) participant scholarships; and 3) payments to employers who provide work experience to offenders. This partnership benefits the employer, the offender and the community. Five hundred and thirty offenders received Becky Young appropriation CCEP services in FY 12. Four hundred thirty and seven were provided work experience, twenty-two participated in on-the-job training and seventy-one received employment placements through the training opportunities placement program.

Workforce Investment Boards- Windows to Work

301.68(2)(d); 301.068(3)(b)

The Department of Corrections continued the partnership, formally established using Memoranda of Understanding, with all eleven Wisconsin Workforce Boards in FY12. We continue to operate seven county jail programs and ten Division of Adult Institution facility programs.

All programs are pre- and post- release and are adopting a cognitive behavioral approach to providing services. The WIDOC and the eleven Workforce Boards strengthened their program this year by focusing a greater amount of attention on staff training in the area of Corrections Evidence Based Principles. This will allow programs to more fully integrate the use of targeted interventions with program participants. The National Institute of Corrections provided facilitator training for the *Thinking for a Change* curriculum, an evidence-based curriculum that is being incorporated into all Windows to Work programs. Other services provided via this program include: release planning; employability skills training; interpersonal and social skills training; goal setting; financial literacy; and assistance with obtaining and retaining employment.

In FY13, the Reentry Employment Coordinator will work with the Department of Workforce Development to determine if there is a more efficient and effective infrastructure for program oversight and funding management for this appropriation component.

Opening Avenues to Reentry Success (OARS)

301.068(2)(a);
301.068(2)(b);
301.068(2)(c);
301.068(2)(d);
301.068(3)(a);
301.068(3)(b);
301.068(3)(c); 301.068(5)

The Department of Corrections continues a strong partnership with the Department of Health Services (DHS) to implement a program of reentry mental health treatment and other services for men releasing from the Wisconsin Resource Center and for women releasing from Taycheedah Correctional Institution. The WIDOC Disabilities Reentry Coordinator oversees the implementation and facilitation of the program. The DHS OARS Program Specialists, under the direction of the Community Forensic Services Manager, oversees the implementation and facilitation of the program for DHS. An MOA between the agencies establishes their formal partnership.

The OARS program began enrolling participants in August 2010 and is now in its second year. Many of the first and second year participants have successfully entered the post-release phase. In FY12 one hundred and forty-two people were served through the OARS program. The early success and significant groundwork laid thus far is promising.

Participants have significant mental health issues. Case Managers begin work with the participants pre-release and continue working with them post release. The following menu of services may be provided to participants:

- Assistance finding and maintaining housing;
- Assistance obtaining mental health services and medications;
- Help finding education and employment resources, or other community structured activities;
- Assistance with transportation resource and budgeting finance.

Program staff, including community corrections agents, institution social workers and supervisors, have

participated in a myriad of training specific to working with the target population.

Disabled Offenders Economic Security (DOES)

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

The project, a contractual partnership between the WIDOC and Legal Action of Wisconsin (LAW), serves inmates with serious mental health issues and/or developmental disabilities who are scheduled for release from facilities in the Division of Adult Institutions. The DOES project provides Benefit Specialist assistance to disabled reentering offenders. The Benefit Specialists work with institution social workers, community corrections agents and other WIDOC staff to ensure disabled reentry offenders receive and retain all benefits for which they are eligible, including programs such as SSI and SSDI, health insurance, FoodShare, housing assistance, and W-2 or other employment training programs, such as Division of Vocational Rehabilitation or Workforce Investment Act. As of FY12, seven hundred and ninety-nine offenders were assisted with their application process through the DOES program. As of June 2012, two hundred and eighty-one have been approved for benefits, while one hundred thirty-one are still waiting for a response.

Cognitive Interventions Programming

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

Cognitive Behavioral Groups, referred to at times as CGIP, have been vital programs in the Department of Corrections for a number of years. Properly designed and delivered cognitive interventions programming is a response to the top criminogenic need area by reducing participants' anti-social cognition, helping recognize their risky thinking and feelings, and adopt an alternative approach. Cognitive

Interventions Programming teaches specific strategies or techniques to enable participants to do the following:

- Identify for themselves the specific thoughts that support their behavior (self-observation);
- See and appreciate the pattern and consequences of their thinking;
- Utilize reasoning and problem solving, self-talk, and social interaction skills as a means of controlling and changing their thinking; and
- Recognize that they have choices and can make a conscious decision to change or not to change.

In FY12, via this appropriation component, WIDOC contracted with ATTIC Correctional Services to provide cognitive behavioral programs in community corrections to eight hundred and twenty offenders. This service consists of contractual staff facilitating *Thinking for a Change* curriculum to men and women.

The Division of Adult Institutions contracted with ARO Behavioral Healthcare Services to expand the availability of CGIP at institutions; however, was unable to fully implement in FY12 based upon WIDOC's staffing issues. In spite of this challenge, twelve contractual staff were trained and the Division of Adult Institutions managed to hold fifty-five contractually facilitated groups with two hundred and eighty-eight participants completing the program.

In FY13, the contract for this appropriation component may be reestablished, in some areas, to ensure that participants receive the highest quality of contracted service delivery as possible. Additionally, where and to whom services are delivered will be based on the outcomes of validated risk and needs assessments so that the Department better aligns with corrections evidence based principles.

Transitional Outreach Program (TOP)

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

The Transitional Outreach Program (TOP) is a six-month program (two months pre-release and four months post-release) designed to assist participants with transitional release planning. The concept is to have participants address residence, employment and/or education needs, family reunification, relapse and mental health needs, and interpersonal skills (criminogenic risk factors). In FY12, four hundred and thirty-one offenders received services through this appropriation component.

Due to a duplication of services and implementation deficiencies, the Division of Community Corrections has done a review of this component and concludes that for FY13, this component will be decreased to provide for other opportunities that better address corrections evidence based principles. This component, in most areas and with training assistance from the University of Cincinnati, will transfer to a pre-treatment readiness program. In Region 4, program design and implementation aligns with evidence based principles and addresses criminogenic needs resulting in the TOP Program remaining intact.

Community Support

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

The contractual Community Support Services Program facilitated by Goodwill Industries of North Central Wisconsin is for adult men and women who have been convicted of a crime and are on supervision with the WIDOC in Region 4. The types of services that address criminogenic and basic needs include the following: residence issues; driver's license recovery; employment training/placement; education; family reunification; W-2 eligibility; medical/health; financial literacy; pro-

social relationships; social/leisure plans; AODA services; and restorative justice opportunities.

Two hundred and eighty-seven men and women received services in FY12 with this component of the appropriation.

Family Reintegration

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

This contractual program is designed to assist men and women, and their families, to address parental separation issues due to incarceration, to strengthen family relationships, and to reenter the inmate into the community. This is a ten month program, beginning six months prior to release and continuing with the participant and his/her family four months post release. Services include, in part, family support groups, child support groups, and family activities. ARO Behavioral Healthcare served seventy-eight inmates at Division of Adult Institutions facilities who returned to Milwaukee County.

Relapse AODA

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

ATTIC Correctional Services, Inc. and ARC Community Services, Inc. are contractual partners through this appropriation component. Services include the provision of Alcohol and Drug Abuse Relapse Prevention groups to women and men who have previously completed inpatient and/or outpatient groups. Groups are held once per week for two hours per session, with twenty-four week cycles. Entrance into the group can occur at the first, fifth, ninth and sixteenth week. The Hazelden Relapse Prevention Curriculum is being used.

ARC serves offenders on community supervision in the Beaver Dam area. ATTIC Correctional Services Inc. serves offenders in areas to include: Chippewa Falls, Jefferson, LaCrosse, Milwaukee, Peshtigo, Prairie du Chien,

Sparta, Stevens Point, West Bend, Whitehall, and Wisconsin Rapids. Throughout FY12, three hundred and forty offenders received services.

County Jail Recidivism Reduction Pilots at Green Lake and Bayfield County Jails

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

County Jail Recidivism Reduction projects were established via Memoranda of Understanding in Green Lake and Bayfield County Jails.

Green Lake County's program is available to inmates housed in the jail and is a diversion program for offenders on community corrections supervision. The program addresses mental health, substance abuse, and educational needs of offenders. Services range from education to mental health as well as transitional needs such as housing, assistance to secure identification, intoxicated driver programs, and transportation. Jail staff partner with UW Extension, Ripon College and others to facilitate programs that address the criminogenic needs areas of anti-social cognition, family/marital, leisure/recreation and others. Another critical partner in this program is Moraine Park Technical College (MPTC). MPTC staff teach HSED/GED classes, basic computer and employment skills, financial literacy and other education classes. To date, this appropriation component has had three hundred offenders enroll for services.

The Bayfield County program is a collaboration among the criminal justice partners that provide education programming and AODA services. In FY12, one hundred and eighteen offenders received services to include several participating in *On Course*, a nationally recognized college course that teaches success strategies to people of all ages. While it is geared toward first year college students, it has been used in a variety of settings to include GED classes and jails.

Community Programs and Evaluation Coordinators 301.068(4)

This appropriation component supports four staff who are responsible for program development and direction, contract administration, evaluation, monitoring, and trends related to the Becky Young Funds and other investment programs. Further, these resources set program goals and are beginning to assist in evaluating program effectiveness for contracted services. These positions are working to determine compliance with the State and Federal Laws, Department of Health Services, community-based residential facility statutes and caregiver laws, Department of Safety and Professional Services certifications, WIDOC Administrative Rules, conditions set forth in court-ordered services and established contractual corrective action plans. Through collection, maintenance and evaluation of data, these positions determine and evaluate contractual and programmatic performance outcomes and quality improvement plans to ensure the goals of the Department are being met.

Evidence of the effectiveness of having staff dedicated to the tasks outlined above is the fact that the WIDOC has recovered \$140,000 in liquidated damages after reviews of contract performance resulting in findings of non-delivery of billed services.

Data Warehouse Development and Maintenance 301.068(4)

The objective of this component of the appropriation is to further develop and maintain an enterprise data warehouse and business intelligence system. This system will include a robust reporting and analysis toolset, a comprehensive set of core business performance graphs and reports. One full time contractual Bureau of Technology Management staff is assigned to the Unified Corrections Coalition and manages the overall coordination of the IT functions for the

risk/needs/case planning and case management software that will, in the future, be where many of the data components will be stored and fed to the Data Warehouse.

In FY12, the WIDOC, through the work of the Council on Offender Reentry, entered into an agreement with the Wisconsin Office of the State Public Defender for the development of a database of the civil consequences under Wisconsin law that may result from criminal convictions. When completed, the database will assist persons who have criminal records or who are facing criminal charges, as well as justice professionals, social workers, community corrections agents, employment counselors and others who provide information and advice, regarding the effects of a criminal conviction or record.

Program Effectiveness Evaluation 301.068(4)

The WIDOC continued to contract with the University of Cincinnati (UCCI) to assist with developing a sustainable manner for which to administer the Corrections Program Checklist (CPC). CPC is a tool developed to assess the extent to which correctional treatment programs adhere to the known 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 areas focuses on the substantive domains of offender assessment and treatment characteristics and the extent to which the program meets the principles of risk, need, responsivity, and treatment.

In FY11, UCCI trained and certified eighteen WIDOC staff as CPC evaluators; evaluated twenty-six representative programs across divisional and geographic boundaries; created program improvement plans for twenty-two of those programs; delivered principles of effective programs and cognitive behavioral training to DOC staff; and created a series of agency-wide

program improvement initiatives. During FY12, the WIDOC began work to implement the program improvement plans, but much of the work still to do rests with first fully implementing the use of the results of risk and needs assessments. This requires policy development that directs program placement decisions based upon the risk/need/responsivity principles. Until this work is complete, continued use of the CPC tool to evaluate additional institution based programs has been postponed. In FY13, the WIDOC will move forward with evaluating community-based programs. Changes to align these programs with evidence based principles can be made at the individual program level, in spite of the systemic changes that need to be implemented throughout the agency.

In addition to the CPC, the WIDOC Research and Policy Unit continues to work on developing better methodology to measure outcomes. We know this is a crucial component to becoming a more evidence-based agency. Offender performance, as well as staff performance, must be measured and evaluated. We will work to provide feedback to increase accountability at several levels to include offenders, agency staff, and stakeholders. Part of the work of the Research and Policy Unit includes working with University of Wisconsin evaluating criminal justice programs to include the Treatment Alternatives and Diversion (TAD) data.

Training and Skill Development 301.068(5)

In addition to the Division of Community and Juvenile Corrections staff being trained in COMPAS, Evidence Base Principles/Practices and Motivational Interviewing, over one thousand and eighty Department of Corrections' employees received Reentry training specifically related to Evidence-Based Practices. Staff have been provided with tools to include intrinsic motivation aids and use of the Carey Guides. These guides are designed to equip corrections professionals with information and tools needed to support change among offenders.

Use of proven approaches to reduce crime

Abandon approaches that don't work

The Department of Corrections is committed to reducing recidivism, reducing crime and reducing corrections spending. In an effort to do so, we will continue to look at who is entering community supervision and prison, as well as who is releasing from prison and community supervision; how they are releasing; and how they are being provided correctional interventions. These do not constitute “special treatment” for criminals, but are measures to avoid future crimes, provide for safer communities, reduce the number of future victims, and allow people to become better citizens. 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 programs. There are many ways to measure them and different kinds of information to gather about them. However, as all good leaders and policy makers can understand and appreciate, it takes time to plan for and implement a program before we can have an effective sample size for program effectiveness measurement.

For FY13, the WIDOC commits to continue to collect, and report outputs and early outcomes for each program component of the Becky Young Fund plan, while giving long-term outcomes/results more time to root. Measuring early outcomes can demonstrate if a program is on target or whether the program model needs to be changed. For instance, we have found promising results of the OARS program whereas we found that the program design for TOP was flawed in many areas and duplicated service in some others. Knowing this, in FY12, we continued to build on the strengths of the OARS program and we have developed a strategy to phase out some of the TOP and CCSP program components and use the resources in FY13 for the implementation of a Pre-Treatment Curriculum.

Interim data collection systems continue to be in place for many of the appropriation components. In FY13, program staff will continue to work with the Research and Policy Unit to develop strategies for outcome measurement and analysis.