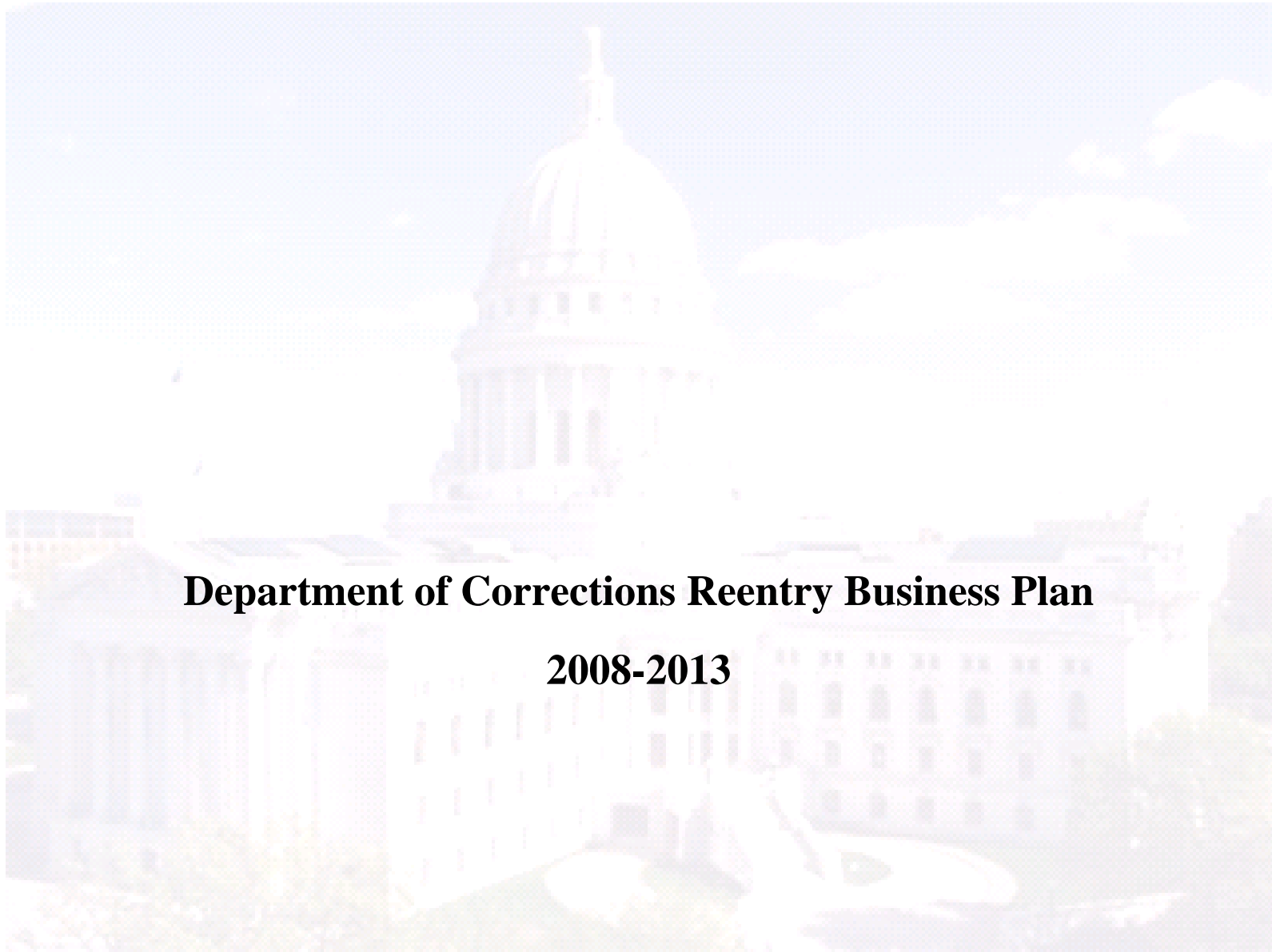




*Wisconsin Department of Corrections*  
*April 2010*



## **Department of Corrections Reentry Business Plan**

**2008-2013**



## **MESSAGE FROM THE SECRETARY**

Dear Colleagues:

The Department of Corrections' Reentry Initiative reflects a change in philosophy and a change in how we do business at every level of our agency. As we all know, a change of this extent does not happen overnight in Corrections: requires leadership, ingenuity and clear direction.

The WIDOC Reentry Business Plan is a comprehensive strategy that maps the course for the Reentry Initiative over the next several years. The plan not only presents what we are doing presently, but it articulates what we as an agency will need to do in order to continue moving the Initiative from vision to reality. The WIDOC Reentry Business Plan is a dynamic document that guides us as new reentry strategies are implemented and higher goals are achieved. The DOC will continue to review and update the plan with the active involvement of our staff and community stakeholders with oversight of the Reentry Executive Team I appointed in November 2007. Permanent members of the Reentry Executive Team include the Reentry Director as Chair, Division of Community Corrections Administrator, Division of Adult Institutions Administrator, Division of Management Services Administrator, Division of Juvenile Corrections Administrator, the Director of the Office of Victim Services, and the Reentry Project Manager.

Like the Reentry Initiative itself, the guiding principle of the Business Plan is to promote offender success as a key element of enhanced community safety. That goes hand-in-hand with the DOC's overarching mission to "protect the public through the constructive management of offenders placed in our charge." The WIDOC Reentry Business Plan represents an ambitious yet attainable plan to implement reentry strategies from 2008-2013. The Business Plan not only reaffirms our fundamental commitment to public safety, but it also challenges us to be accountable for our progress.

As you read through the WIDOC Reentry Business Plan, you will note that the document contains three primary sections:

1. Strategic Planning Principles and Measurement Plan of Action: This section outlines the importance of having high-level performance measures in moving the Reentry Initiative forward. In a resource-limited environment, it is essential that we invest our precious resources in areas that will bring about the greatest public safety benefit in the most cost-effective way possible. The DOC will make decisions and measure progress using accurate, comprehensive data collected



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about our system and the offenders we manage. DOC activities and programs will be evaluated and programs reviewed to determine outcomes and cost-effectiveness using the seven key performance measures as outlined in the section.

2. Elements of Reentry: This section provides an overview of the elements of reentry and unites the many efforts and programs within our agency under a single theme of reducing the incidence of future criminal behavior by offenders in our charge. This section reiterates the principle that our reentry strategy begins at the moment an offender enters our system and continues until the point of discharge from the DOC supervision.
3. Priorities, Goals and Key Tasks: This section outlines the priorities that underscore the activities of DOC staff. The priorities include: Assessment; Case Planning and Supervision; Interventions/Programs/Services; Data/Information/Management; and Organizational Communication. Within each priority is a variety of goals, tasks and process measures to evaluate progress.

The WIDOC Reentry Business Plan lays out a framework that will help us become more effective at fulfilling our mission of public safety. The document charts clear directions and goals that we all need to embrace in order to make the Reentry Initiative a reality. With the guidance of the WIDOC Reentry Business Plan, we will build a strong bridge to success for the offenders we manage, and become a model of achievement for other correctional systems.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Raemisch".

Rick Raemisch  
Secretary



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## **DEPARTMENT OF CORRECTIONS MISSION STATEMENT**

The Department of Corrections will protect the public through the constructive management of offenders placed in its charge. This mission will be accomplished in the following ways:

- Providing levels of supervision and control consistent with the risk posed by the offender.
- Assuring that staff and offenders are safe.
- Assuring that staff function professionally, honestly and with integrity.
- Being responsive and sensitive to victims, victims' families and a diverse community.
- Providing for the humane and respectful treatment of offenders.
- Providing opportunities for the development of 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.
- Providing and managing resources to promote successful offender integration within the community.
- 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 about what we do and how we do it.

## **REENTRY VISION STATEMENT**

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



## **STRATEGIC PLANNING PRINCIPLES AND MEASUREMENT PLAN OF ACTION**

**Performance measurement is crucial to the business plan and all Department actions.** In order to carry out the duties and responsibilities expected of the Department of Corrections by the citizens of Wisconsin, the Department will evaluate the effectiveness of strategies and programs. Therefore, the overall reentry strategy includes ongoing and high-level performance measures. Department staff will work to implement the specific goals, projects, and initiatives to be accomplished in this biennium and that will carry over into future Department long-range plans.

The Department is also committed to making decisions and measuring progress based on actual data about our system and the offenders managed by the WIDOC. Further, the Department will evaluate its activities and programs to determine their outcomes and cost effectiveness. This research, together with national studies on effective approaches to reducing crime and lowering recidivism, helps guide Department policy and practice.

The primary objective of the measurement plan of action is to implement a process for determining the level of success the Department is achieving on goals for offender transition, reentry and supervision. These measures provide specific information about how well the Department is carrying out its responsibilities to operate safely and efficiently while at the same time reducing the risk of future criminal behavior and providing service to agency customers. The Department will track and report the following performance measures at various intervals:

- ◆ **Residence**
- ◆ **Employment**
- ◆ **Education**
- ◆ **Treatment**
- ◆ **Pro-Social Support**
- ◆ **Financial Support**
- ◆ **Other Indicators Reducing the Risk of Criminal Behavior**

\*For simplicity throughout this document the language “offender” includes persons in DOC juvenile facilities; DOC adult facilities; DJC and DCC supervision



## RESIDENCE

<b>Measure</b>
Number of offenders who live independently
Number of offenders who are homeless
Number of offenders who had WIDOC purchase of service funded emergency housing and who have since then maintained a stable residence for 3 months, 6 months, 12 months, 18 months and greater than 18 months:
Number of offenders who had WIDOC half-way house placement and who have since then maintained a stable residence for 3 months, 6 months, 12 months, 18 months and greater than 18 months:
Number of inmates who had WIDOC purchase of service transitional housing and supervised independent living and who have since then maintained a stable residence for 3 months, 6 months, 12 months, 18 months and greater than 18 months:

## EMPLOYMENT

<b>Measure</b>
Number of offenders who are employed
Length of time employed:
Wage-hourly
Full time
Part time
Number of offenders enrolled in Social Security Insurance
Number of offenders who have other income, ex. Child Support, Alimony



## EDUCATION

Measure
Number of offenders with: <input type="checkbox"/> High School Diploma <input type="checkbox"/> HSED <input type="checkbox"/> GED
Number of offenders who are enrolled in High School/GED/HSED
Number of offenders with post-secondary education (categorize)
Number of offenders enrolled in post-secondary education
Number of offenders completing vocational education (categorize)
Number of offenders completing a certificate program

## TREATMENT

Measure
Number of offenders who complete a program identified in their case plan
Percent of offenders who tested positive for drugs during a specified time period
Number of offenders with a mental health diagnosis
Number of offenders provided formal Alternatives to Revocation
◆ Institution
◆ Community-based
Number of offenders who discharged with unmet program needs as identified in their case plan and reason, i.e. program capacity, inmate lack of desire to complete, etc.



**PRO-SOCIAL SUPPORT**

<b>Measure</b>
Number of offenders with an identified positive support system as identified in their unified case plan
◆ Family
◆ Friend
◆ Co-worker
◆ Mentor
Number of offenders participating in community support groups

**FINANCIAL SUPPORT**

<b>Measure</b>
Number of offenders who are ordered to pay restitution and who are paying to include amounts/percentage
Number of offenders who owe and are paying child support
Number of offenders who are paying:
◆ Court Ordered fines
◆ DNA Surcharge
◆ Crime Victim and Witness Assistance Surcharge
◆ Supervision Fees-revenue generating fees and fines that the Department relies upon
Number of offenders receiving:
◆ Medical Assistance
◆ Badger Care
◆ General Assistance
◆ FoodShare
Number of offenders who are discharged who still owe restitution



**OTHER INDICATORS REDUCING THE RISK OF FUTURE CRIMINAL BEHAVIOR**

<b>Measure</b>
Number of offender revocations
Number of probation offenders who revoked and sentenced to prison
Number of offenders discharged early from Supervision
Rate of assaults on individual staff
Number of inmates sanctioned for major misconduct
Number of inmates sanctioned for minor misconduct
Number of juveniles who return to Juvenile corrections or prison for a conviction of a new crime within a 12, 24 and 36 month period
Number of adult offenders who are convicted of a new crime within a 12, 24, and 36 month period
Number of offenders who return to prison for violation of rules of community supervision
Inmate complaints



## **ELEMENTS OF REENTRY**

The Department's reentry business strategy brings together several initiatives within the Department, each with a common theme to reduce the incidence of future criminal behavior for offenders convicted of crimes who are supervised by WIDOC staff. The elements are:

- Transition begins at intake, to any Division, when a corrections plan is developed for each inmate that addresses criminal risk factors to enhance successful integration in the community and reduce recidivism.
- Staff hold 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 plans.
- Inmates/Offenders are prepared for community living through specific interventions related to their corrections 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 by both institution and community corrections staff, with consideration of victim concerns, and coordinated with inmates and community stakeholders.
- 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 sentenced to community supervision.
- Programs are outcome, research and evidence-based.
- Staff will support and reflect the Department's values in all work-related interactions with others.

It is necessary to find a method to provide data-based feedback on the successful implementation of the Reentry Business Strategy. As we operationalize the WI Reentry System Map, these objectives represent the next steps in implementing the strategy. As objectives are reached, new objectives and measures can be added.

These measures focusing on key components of the Department's Reentry Business Strategy will provide Department management, employees, and stakeholders with a better understanding of the extent to which the Reentry Business Strategy is being implemented.



## PRIORITIES, GOALS AND KEY TASKS

### PRIORITY: Assessment

**GOAL:** *Implement a comprehensive assessment process across all WIDOC Divisions which is used to 1) manage the offender’s supervision, either in the community or in the facility and 2) to develop the offender’s case plan.*

OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS	Status
<p>1. Review and assess available Risk/Needs Assessment Tools to use as a standard tool in assessing risk and criminogenic needs for all adult inmates/offenders across all Divisions. At a minimum, specific attention should be given to gender responsivity, risk to reoffend and program/supervision interventions that impact recidivism.</p>	<p>1a. Review the DJC risk assessment process and determine how the adult process is or is not compatible with juveniles.</p> <p>1b. Develop a detailed work plan to complete selection and acquisition of an evidence-based Risk/Needs Tool.</p> <p>1c. Determine how the risk/needs tool will be utilized in the case planning process and implement.</p>	<p><i>1a. Differences and similarities are clearly identified. System selected allows for continuity of treatment/services if the offender moves from DJC, to DAI/DCC.</i></p> <p><i>1b. Appropriate evidence based risk assessment selected and funds to procure secured..</i></p> <p><i>1c. Established process/system allows for continuity of treatment/services at all stages of offenders history with the DOC.</i></p>	<p>Complete</p>
<p>2. Identify and select other assessment tools that will be utilized in addition to “standard” risk and needs assessment</p>	<p>2a. Inventory all WIDOC assessment tools; Provide a detailed summary for each to include: who is assessed, staff</p>	<p><i>2a. Comprehensive list has been completed.</i></p>	<p>Complete</p>



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OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS	Status
	<p>responsible for administering assessment and how the data collected is used.</p> <p>2b. Determine if existing tools have been validated. Assess the feasibility and cost effectiveness of utilizing other validated tools, if available.</p> <p>2c. <i>Secure funding to pilot a primary programs assessment toolset.</i></p> <p>2d. Determine how the assessment process will incorporate:</p> <ol style="list-style-type: none"> <li>1) victim information</li> <li>2) gender and cultural responsivity</li> <li>3) Impact of location on criminal behavior.</li> <li>4) Compatibility between institution and community-based assessments.</li> </ol>	<p>2b. <i>Determination has been completed. Validated &amp; non-validated tools have been identified. Appropriate recommendations have been submitted for final approval.</i></p> <p>2c. <i>Funds secured for a single division pilot</i></p> <p>2d. <i>Assessment &amp; Evaluation portion of Unified Case Plan Manual is complete and has been distributed to DJC, DAI &amp; DCC sites.</i></p>	<p>Complete</p> <p>Complete</p>



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSESS PROGRESS</b>	<b>Status</b>
		<p><i>4. Upon review of single division pilot, develop and roll out primary program assessment package to another division</i></p>	
<p>3. Develop and implement an assessment process that incorporates</p> <ul style="list-style-type: none"> <li>a) intake process</li> <li>b) determination of custody classification or supervision level</li> <li>c) reassessment at critical points during custody or supervision and</li> <li>d) Provides for implementation of successful outcome strategies.</li> </ul>	<p>3a. Develop detailed logic model/system map to reflect process of initial assessment (at intake or even before) and reassessment at critical points.</p> <p>3b. Determine specific staff skills or credentials and training that will be required to conduct assessments.</p> <p>3c. Determine by whom and when assessments are conducted.</p> <p>3d. Review staff resource issues in implementing an effective assessment process. Provide recommendations for re-deployment of staff or future budget initiatives, if applicable.</p>	<p><i>3a. Map/process completed.</i></p> <p><i>Process system has been piloted at selected locations</i></p> <p><i>Process system was re-evaluated &amp; modified as needed.</i></p> <p><i>Process system has been implemented.</i></p> <p><i>3b. Required credentials &amp; Training needs have been identified.</i></p> <p><i>3c. Appropriate staff have been identified at DJC, DAI &amp; DCC and external partnering agencies.</i></p> <p><i>3d. Redesign of staff deployment or acquisition completed</i></p>	



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSESS PROGRESS</b>	<b>Status</b>
<p>4. Incorporate criminogenic needs and risk assessment information within the Department's automated management information system (WICS). Insure information is available for the case planning process.</p> <p>5. Train appropriate staff on assessment tools and process.</p>	<p>4a. Work with BTM staff to develop a plan to automate assessment data and information.</p> <p>4b. Determine who will need to have access to automated assessment data and information. (Internal and External)</p> <p>4c. Determine how automated assessment data and information will be incorporated into the offender case plan.</p> <p>5. Based upon information learned through 3c, develop a detailed training plan, schedule and applicable curricula.</p>	<p>5. <i>Training is complete.</i></p>	



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSESS PROGRESS</b>	<b>Status</b>
<p>6. Assure that WIDOC policies, procedures, protocols and position descriptions reflect the use of new assessment tools and process.</p>	<p>6a. Assess all current WIDOC policies, procedures and protocols to determine which need to be incorporated into the Unified Case Plan manual, which need to be modified and which are now obsolete.</p> <p>6b. Develop a work plan for revising WIDOC Unified Case Plan Manual</p> <p>6c. Identify PD's that need to be revised to implement the changes in the assessment process and make recommendations to BPHR.</p>	<p><i>6a. DOC Policies have been modified, updated or created as needed and made a part of the Unified Case Plan Manual.</i></p> <p><i>6b. Yearly calendar for the review assessment portion of the Unified Case Plan developed and distributed.</i></p> <p><i>6c. Positions have been identified. PDs have been revised, and approved via BPHR.</i></p>	



**PRIORITY: Case planning and Supervision**

**Goal: *Implement one unified case plan for use by DCC and DAI.***

<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSESS PROGRESS</b>	<b>Status</b>
1. Develop a process to gather, and disseminate information about the case management system.	1a. Identify positions that will be assigned full time to oversee implementation of the Unified Case Plan  1b. Send out a written communication from the Secretary - DOC Priority;  1b. Review current workflows, substituting use of Unified Case Plan for some current practices while identifying and eliminating redundancy.  1c. Identify resources to conduct institution and field work sampling/time study  1d. Review results from work sampling/time study		<i>Complete</i>



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSESS PROGRESS</b>	<b>Status</b>
<p>2. Create a Case Management system for use by DCC, DAI based on DJC's current system. Incorporate institution and community-based best practices including plans that target criminogenic needs and risk factors</p>	<p>2a. Define the Unified Case Plan System and Manual contents.</p> <p>2d. Define the Unified Case Plan workflow within and between DAI and DCC to include standard adult treatment programs and validated needs and risk tools.</p> <p>2b. Develop core program standards.</p> <p>2c. Develop procedures that allow resources to be deployed based upon offender's risk to re-offend.</p> <p>2d. Automate the process to insure consistency throughout the Department.</p>		



<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSESS PROGRESS</b>	
<p>2. Create a Case Management system for use by DCC, DAI based on DJC’s current system. Incorporate institution and community-based best practices including plans that target criminogenic needs and risk factors            (Continued)</p>	<p>2e. Pilot DAI/DCC Case Planning. Pilot to include automation of the UCP and work flow process targeting needs and risks.</p> <p>2f. Staff curriculum and training plan created and implemented.</p> <p>2g. Develop a case management auditing system that supervisors will use to provide feedback to staff on progress made in implementing unified case plan.</p>		



OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS	
<p>3. Define, in writing, the roles and responsibilities for social workers, agents, and classification specialists and any other classification in creating and managing individualized case plans for offenders.</p> <p>4. Assure that all WIDOC policies, procedures and protocols reflect new unified case plan process</p>	<p>3a. Clarify the role of the Offender Classification Staff at Assessment and Evaluation in setting UCP broad goals.</p> <p>3b. Clarify the roles of multi-disciplinary staff in creating and managing case plans.</p> <p>3c. Clarify the role of the agents in managing the UCP in the community.</p> <p>3d. Rewrite position descriptions of social workers, agents, classification specialist , supervisors and any new or other classification to address their role in the new case management system.</p> <p>4a. Develop a work plan for assessing and revising Administrative Codes, WIDOC policies, procedures, protocols.</p>	<p><i>Revised Administrative Code(s), policies, procedures and protocols</i></p>	



**PRIORITY: Interventions, Programs and Services**

**GOAL: To the extent possible, assure that tools used for/with offenders in institutions and in the community are validated (evidence-based) and address the criminogenic needs and risk of the offender.**

OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS	Status
1. Assist offender in meeting basic needs (stable residence, food, clothing, health care).	1a. Develop an inventory of key programs, services, assistance available to offenders  1b. Systematically evaluate program effectiveness (evidence-based, promising, and feasibility )		
2. Increase offender opportunities for employment	2a. Develop an inventory of key employment related programs, services, assistance available to offenders  2b. Where needed, improve program effectiveness by modifying program models and making program and administrative changes to include ensuring allocation of resources based on evidence of program effectiveness.		<i>Complete</i>



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSURE PROGRESS</b>	<b>Status</b>
3. Develop and enhance opportunities for positive social support	3a. Develop an inventory of key social support related initiatives, services, assistance available to offenders; identify susceptibility to evidence-based model.  3b. Where needed, improve program effectiveness by modifying program models and making program and administrative changes to include ensuring allocation of resources based on evidence of program effectiveness.  3c. Establish mentorship program in partnership with faith and community based organizations:		
4. Strengthen and support positive relationships between inmates and their families, when appropriate:	4a. Review DAI visiting policies and practices and Evaluate community corrections policy and local practices regarding family involvement during offender orientation and appointments  4b. Develop family guide	<i>Visiting practices revised</i>  <i>Changes to practice in place</i>  <i>Family Guide Complete</i>	
5. Ensure offender access to a continuum of programs based on offender risk and need.	5a. Develop an inventory of core programs offered by the WIDOC by institution/region Completion Date:  5b. Where needed, improve program effectiveness by modifying program models and making program and administrative changes to include ensuring allocation of resources based on evidence of program effectiveness.		



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSURE PROGRESS</b>	<b>Status</b>
	<p>5c. Optimize offender placement in programs based on offender risk and Criminogenic needs. Align placement and target delivery of services based upon assessment outcomes as well as offender motivation.</p> <p>5e. Encourage development of and implement new programs based on offender strengths, risk and needs.</p> <p>6e. Department-wide cohesive development and implementation of programs and services:</p> <p>6f. Implement DAI program development policy Integrate institutional and community programming</p> <p>6g. Implement standardized pre-release program in DAI</p> <p>6h. Evaluate Pre-release program for use with offender under community supervision including guidelines and strategies for use in the community</p> <p>6i. Community-based offender reentry programs for offenders on community supervision (probation, parole, extended supervision)</p>		<p><i>Complete</i></p> <p><i>Complete</i></p>
6.	<p>6a. Address continuity of care across Divisions for offenders with serious mental health needs</p> <p>6b. Develop and implement mental health discharge summary</p>		



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSURE PROGRESS</b>	<b>Status</b>
	6c. Implement mental health initiative, “conditional release model”  6d. Contract for benefits specialists  6e. Examine issues related to medication upon release		





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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSURE PROGRESS</b>	<b>Completed</b>
<p>Support the reporting of performance against goals over time which is customizable to the individual customer set.</p> <p>Utilize a set of reporting and analysis tools which supports direct access to report and graphical information by key business staff members.</p>	<p>2c. Develop a data base design which incorporates the operational performance and goal information needed to measure and assess results.</p> <p>2d. Create a core set of performance reporting dashboards and templates.</p> <p>2e. Implement the system in phases corresponding to the deployment of WICS and the Integrated Business Information System, IBIS.</p> <p>2f. Develop and implement a feedback loop to insure ongoing usage and adjustment of measurement system.</p>		
<p>3. Implement new intranet and internet systems for the improvement of internal and external communication.</p> <p>The goals of this initiative are to:            Provide a rich customer experience.            Create an automated interface to a wide range of business functions for increased agency efficiency.            Create customer customizable interfaces to Departmental information.            Utilize user based security and access profiles.</p>	<p>3a. Select and develop a design and oversight team which represents all key business functions.</p> <p>3b: Create a master plan of information and application functionality of all websites.</p> <p>3c: Create a plan for the phase’s rollout of business functionality and content.</p> <p>3d: Select and implement comprehensive toolset for web development, deployment, monitoring and content management.</p>		



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSURE PROGRESS</b>	<b>Completed</b>
<p>Distribute content management to key Departmental personnel through easy to use tools and techniques.</p>	<p>3e. Create an index of existing reentry related resources from within DOC or other state agencies, i.e. DHFS Access Portal, DWD workforce links, and the SSA/MA portal.</p> <p>3f: Deploy consistent intranet and internet sites in a phased implementation.</p> <p>3g. Develop a process for creation and publication of assessment and evaluation information on the net for both staff and external stakeholders. Announce new postings via. Postmaster messages.</p>		
<p>4. Develop a set of baseline statistics for the ongoing measurement of Reentry progress.</p>	<p>4a. Gather best practice programs definitions and metrics from other states.</p> <p>4b. Identify data elements needed to create the performance measures.</p> <p>4c: Identify how the DOC will measure its success.</p> <p>4d: Evaluate the quality of the data currently being collected.</p> <p>4e: Identify additional data element requirements and the process necessary for their collection.</p>		



**PRIORITY: Organizational Philosophy**

**GOAL: Integrate WI DOC Reentry Philosophy Throughout the Agency.**

OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS	Completed
1. Demonstrate the benefits of WI DOC Reentry to staff, legislatures, community partners and inmates.	1a. Develop education points and communications targeted for various audiences.  1b. Identify the transition of current workflows-ensure workflows support unified case plan and continuity of services. 1c. Document health and public safety benefits for staff, offenders, and the community.	<i>Specific work items identified for discontinuation.</i>	X
	1d. Actively acknowledge workflows and processes that demonstrate effective reentry programs.  1e. Expand collaboration across & between Divisions.  1f. Expand collaborations among employee classifications & workgroups.		



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSURE PROGRESS</b>	<b>Completed</b>
<p>2. Continue to recruit, qualified staff. Re-equip and provide training opportunities for staff. Enhance capability for staff to reengineer workflow to further support reentry.</p>	<p>2a. Review and update all PDs to include/align with WI DOC Reentry as well as the Department’s Mission and Values..</p> <p>2b. Review and update DOC training curriculums to ensure the Reentry philosophy and skills are incorporated.</p> <p>2c. Create Reentry PPD Statement for all staff.</p> <p>2d. Review and update interviews and selection process to include reentry focus.</p> <p>2e. Increase staff awareness of cultural differences related to reentry.</p>		
<p>3. Review vendorcontracts to ensure that the contracts serve reentry values and include performance measures and expected outcomes.</p>	<p>3a. Determine performance measures and outcomes expected of WI DOC Reentry contractors.</p>		



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSURE PROGRESS</b>	<b>Completed</b>
	<p>3b. Review all existing WI DOC contracts related to Reentry to determine if performance measures and outcomes are included.</p> <p>3c. Revise all WI DOC Reentry contracts to include performance outcomes and measures.</p>		



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<b>OBJECTIVES</b>	<b>TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS</b>	<b>PROCESS MEASURES TO ASSURE PROGRESS</b>	<b>Completed</b>
4. Create, enhance and promote public relations opportunities with the WI DOC Reentry Philosophy.	4a. Collaborate among Divisions to have a consistent WI DOC Reentry message for presentations by Wisconsin DOC leadership.  4b. Develop public relations documents that incorporate the WI DOC Reentry message targeted for variety of audiences and forums.		
5. Strengthen DOC partnership with other state agencies to enhance the overall services offered by all agencies.	5a. Identify duplicate populations served.  5b. Identify and redesign workflows to reduce duplication of interventions and leverage multi-agency resources.		



## **CONCLUSION**

Offender success, reduced recidivism and public safety are the results the Department of Corrections expects to achieve by implementing the Reentry Strategic Plan. To be successful in achieving those results, the Department has defined a series of outcome measures, the strategies, and activities that will lead to those results. Finally, this plan will assist staff at all levels in understanding how to contribute to WIDOC offender success and their role is in achieving the goals of the WIDOC. This document delineates a set of results, as well as a system for monitoring progress that will guide the Department and its staff through the next biennium while setting a foundation upon which to build for the future. The Reentry Executive Team will regularly evaluate the extent to which the goals are being met and action plans are being implemented. The plan will be regularly updated to reflect progress and will change as the needs of the agency and our communities change.



## **GLOSSARY**

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.

### **Criminogenic Needs**

1. 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, poor problem-solving skills.
2. 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, 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 implies that 1) there is a definable outcome(s); 2) it is measurable; and 3) it is defined according to practical realities (recidivism, victim satisfaction, etc.)

Primary Program Assessment Toolset-toolset for assessing level and dosage of programming needed to address offender's identified risk and needs.

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



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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.

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

What Works implies linkage to general outcomes, but does not specify the kind of outcomes desired. Specificity regarding the desired the desired outcomes is essential to achieving system improvements (Harris 1986; O'Leary and Clear 1997).