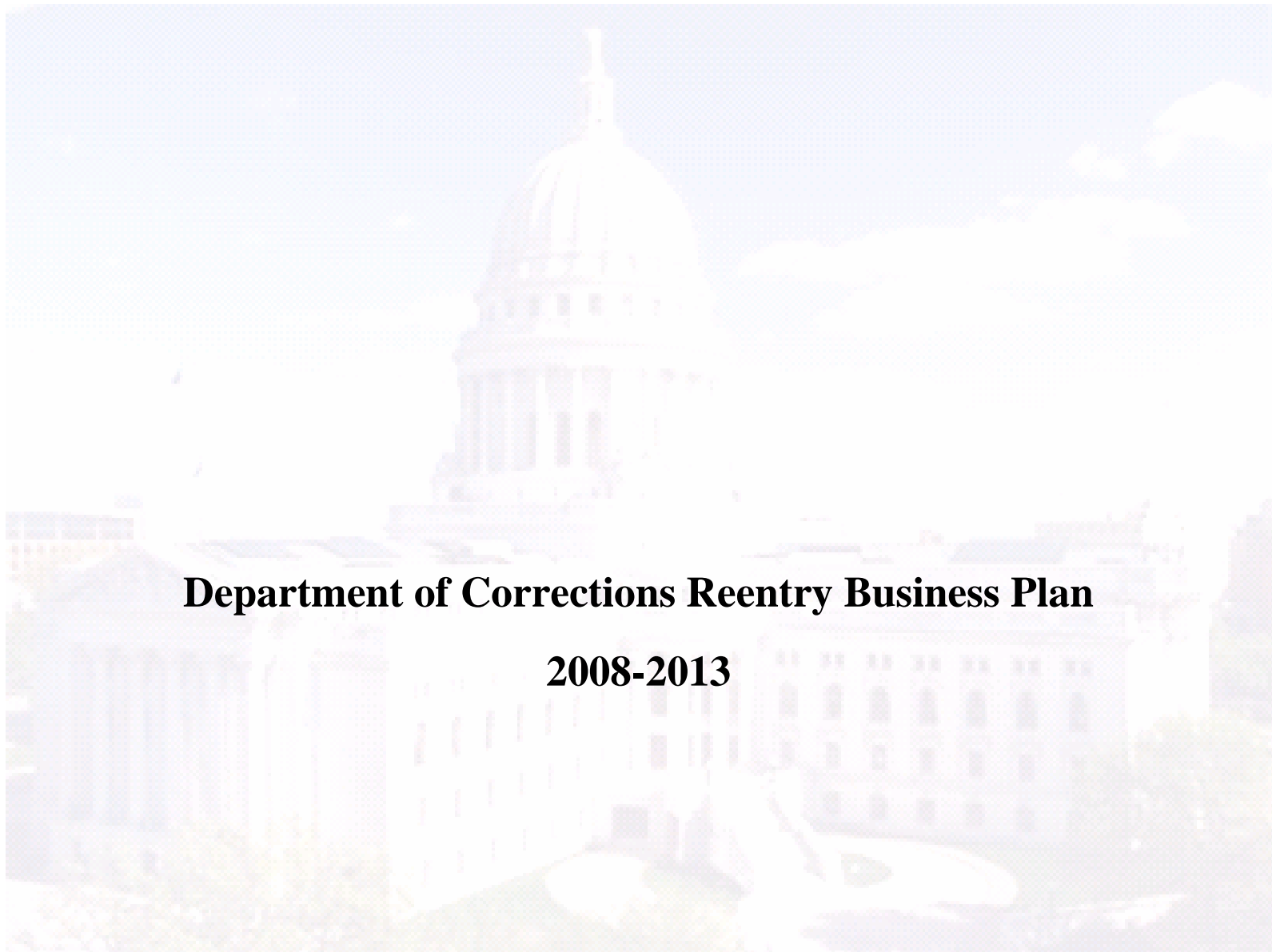




Wisconsin Department of Corrections
April 2008



Department of Corrections Reentry Business Plan

2008-2013



Wisconsin Department of Corrections
April 2008

MESSAGE FROM THE SECRETARY

Dear Colleagues:

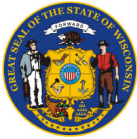
The Department of Corrections' Reentry Initiative reflects a change in philosophy and a change in how we do business at every level of our agency. As we all know, a change of this extent does not happen overnight in Corrections. It requires leadership, ingenuity and clear direction.

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, and 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 Assistant Administrator, Division of Management Services Administrator, Division of Juvenile Corrections Assistant Administrator, and the Director of the Office of Victim Services.

Like the Reentry Initiative itself, the Business Plan's guiding principle is to promote offender success as a key element of enhanced community safety, which 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 2008-2011. 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'll 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 we know will bring about the greatest public safety benefit in the most cost-effective means possible. The DOC will make decisions and measure progress using accurate, comprehensive data that will be collected



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about our system and the offenders we manage. Activities will be evaluated and programs reviewed to determine outcomes and cost-effectiveness. As such, the DOC will track 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 to reduce the incidence of future criminal behavior by offenders over whom we have custody. 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's supervision.
3. Priorities, Goals and Key Tasks: This section outlines the priorities that underline 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 sets forth a framework that will help us be 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 our achievements will be a model for other correctional systems to follow.

Sincerely,

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

Rick Raemisch
Secretary



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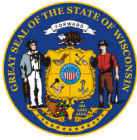
Department of Corrections Mission Statement

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:

- ◆ **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

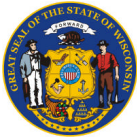


RESIDENCE

Measure
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:
Number of offenders who had WIDOC half-way house placement and who have since then maintained a stable residence for:
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:

EMPLOYMENT

Measure
Number of offenders who are employed
Length of time employed:
Wage
Full time
Part time
Number of offenders enrolled in SSI
Number of offenders who have other income, ex. Child Support, Alimony



EDUCATION

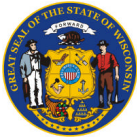
Measure
Number of offenders with High School Diploma/HSED/GED
Number of offenders who are enrolled in High School/GED/HSED
Number of offenders with post-secondary education (categorize)
Number of offenders enrolled in post-secondary education
Number of offenders completing vocational education (categorize)
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
Mental Health
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

PRO-SOCIAL SUPPORT

Measure
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

Measure
Number of offenders who are ordered to pay restitution and who are paying
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

Measure
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 2 year period
Number of adult offenders who return to prison for a conviction of a new crime within a 3 year period
Number of offenders who return to prison for violation of rules of community supervision
Inmate complaints



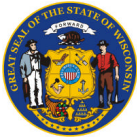
Elements of Reentry

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 institution and 2) to develop the offender’s case plan.

OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS
<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>RMS demonstration in CO is scheduled for 2-1-08. <i>Completion date:</i></p> <p>1c. Determine how the risk/needs tool will be utilized in the case planning process and implement. <i>Completion Date:</i></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 tool purchased & piloted.</i></p> <p><i>The number/percentage of offenders the risk tool was administered to</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>



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OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS
<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 responsible for administering assessment and how the data collected is used. <i>Completion date:</i></p> <p>2b. Determine if existing tools have been validated. Assess the feasibility and cost effectiveness of utilizing other validated tools, if available. <i>Completion date:</i></p> <p>2c. Determine how the assessment process will incorporate:</p> <ul style="list-style-type: none"> 1) victim information 2) gender and cultural responsivity 3) Impact of location on criminal behavior. 4) Compatibility between institution and community-based assessments. <p><i>Completion Date:</i></p>	<p><i>2a. Comprehensive list has been completed.</i></p> <p><i>2b. Determination has been completed. Validated & non-validated tools have been identified. Appropriate recommendations have been submitted for final approval.</i></p> <p><i>2c. Assessment & Evaluation Manual is complete and has been distributed to DJC, DAI & DCC sites.</i></p>



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OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS
<p>3. Develop and implement an assessment process that incorporates a) intake process b) determination of custody classification or supervision level c) reassessment at critical points during custody or supervision and d) Provides for implementation of successful outcome strategies.</p>	<p>3a. Develop detailed logic model/system map to reflect process of initial assessment (at intake or even before) and reassessment at critical points. Completion date:</p> <p>3b. Determine by whom and when these assessments are conducted. Completion date:</p> <p>3c. Determine specific staff skills or credentials and training that will be required to conduct these assessments. Completion date:</p> <p>3d. Review staff resource issues in implementing an effective assessment process. Provide recommendations for future budget initiatives, if applicable.</p>	<p>3a. Map/process completed. <i>Process system has been piloted at selected facilities</i> <i>Process system was re-evaluated & modified as needed.</i> <i>Process system has been implemented.</i></p> <p>3b. Appropriate staff have been identified at DJC, DAI & DCC.</p> <p>3c. Required credentials & Training needs have been identified.</p> <p>3d. Resources identified during pilot process. Appropriate interventions implemented.</p>
<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>4a. Work with WICS staff to develop a plan to automate assessment data and information. Completion date:</p> <p>4b. Determine who will need to have access to automated assessment data and information.</p>	



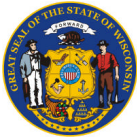
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OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS
<p>5. Train appropriate staff on assessment tools and process.</p>	<p>Completion date:</p> <p>4c. Determine how automated assessment data and information will be incorporated into the offender case plan. Completion Date:</p> <p>5. Based upon information learned through 3c, develop a detailed training plan, schedule and applicable curricula. Completion date:</p>	<p>5. <i>Training manual is completed.</i></p>



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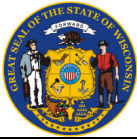
OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS
<p>6. Assure that all WIDOC policies, procedures, protocols and position descriptions reflect the use of new assessment tools and process.</p>	<p>6a. Assess all current WIDOC policies, procedures and protocols to determine which need to be revised. Completion date:</p> <p>6b. Develop a work plan for revising WIDOC policies, procedures, protocols. Completion date:</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>Completion date:</p>	<p>6a. <i>DOC Policies have been modified, updated or created as needed.</i></p> <p>6b. <i>Yearly calendar for the review of DAI P&Ps developed and distributed.</i></p> <p>6c. <i>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.*

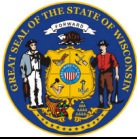
OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS
1. Develop a process to gather, and disseminate information about the case management system. (Tell the history)	1a. Send out a written communication from the Secretary - DOC Priority; (primer to all staff defining what a case management system is). 1b. Identify resources to conduct institution and field Work Sampling/Time Study 1c. Staff Input: Ask staff what work they could stop doing in order to free up time for a Unified Case Plan. 1d. Review results from Pilot 1e. Reallocate a vacant position that will be assigned full time to oversee implementation of the Unified Case Plan	



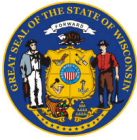
OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS
<p>2. Create a Case Management system for use by DCC, DAI based on DJC's current system. Incorporate institution and community-based best practices including plans that target criminogenic needs and risk factors</p>	<p>2a. Define the Unified Case Plan 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 goals. Include intensive treatment programs for high risk offenders and Standardized Pre-release Program for all other offenders.</p> <p>2c. Throughout DAI and DCC, standardize the use of valid tools to assess needs and risks of offenders</p> <p>2d. Develop policies and procedures that defines high risk offenders</p> <p>2e. Automate the process to insure consistency throughout the Department. Ensure UCP data elements and processes are included in WICS case planning tools.</p>	



OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSESS PROGRESS
<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>2f. Pilot DAI/DCC Case Planning on a larger scale than the previous pilot. Pilot to include automation of the UCP and work flow process targeting needs and risks.</p> <p>2g. Incorporate best practices into staff curriculum and training plan implemented by the DOC Training Center. Utilize the Learning Management System for standard training in order to make it accessible and consistent throughout DOC.</p> <p>2h. Develop a case management auditing system that supervisors will use to provide feedback to staff on progress made in implementing Unified case plan.</p>	<p><i>Recidivism reduction</i></p> <p><i>Number of offenders completing programs</i></p> <p><i>Number of offenders with case plan at various time intervals</i></p> <p><i>High Risk offenders with validated tool</i></p> <p><i>Pre-test before and Post-test after programs to measure learning</i></p> <p><i>Measure number of offenders returning to DOC and frequency</i></p> <p><i>UCP Manual completed</i></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 in creating and managing individualized case plans for offenders. Include the Social Worker and the UCP at re-classification hearings.</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 role if the Social Worker in creating and managing case plans.</p> <p>3c. Clarify the role of the agents in managing the UCP in the field.</p> <p>3d. Rewrite position descriptions of social workers, agents, classification specialist and supervisors to address their role in the new case management system.</p> <p>4a: Assess all current Administrative Code(s), WIDOC policies, procedures and protocols to determine which need to be revised</p> <p>4b. Develop a work plan for 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: Assure that 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

OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS
1. Assist offender in meeting basic needs (stable residence, food, clothing, health care).	1. Develop an inventory of all programs, services, assistance available to offenders Completion Date: 2. Evaluate program effectiveness (evidence-based or promising). Rank programs in order of most to least effective. Eliminate or redesign ineffective programs Completion Date:	
2. Increase offender opportunities for employment	2a. Develop an inventory of all employment related programs, services, assistance available to offenders Completion Date: 2b. Evaluate effectiveness (evidence-based or promising). Rank in order of most to least effective. Eliminate or redesign ineffective programs, services Completion Date: 2c. Aid in acquisition of a State of Wisconsin ID Card for inmates pending	<i>Percentage of offenders completing programs</i>



OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS
		<p><i>Family Guide Complete</i></p> <p><i>Practices revised</i></p>
<p>4. Ensure offender access to a continuum of programs based on offender risk and need.</p>	<p>4a. Develop an inventory of all programs offered by the WIDOC by institution/region Completion Date:</p> <p>4b. Clarify the goals of each program Completion Date:</p> <p>4c. Evaluate program effectiveness (evidence-based or promising) Rank programs in order of most to least effective Eliminate or redesign ineffective programs Completion Date:</p> <p>4d. Optimize enrollment in programs based on offender risk and Criminogenic needs Completion Date:</p> <p>4e. Develop and implement new programs as needed to address offender risk and needs Completion Date:</p> <p>4f. Assure continuity of care for those offenders with serious mental health needs:</p>	



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OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS
	<p>Develop and implement mental health discharge summary Completion Date:</p> <p>Pilot mental health initiative Completion Date:</p> <p>Examine issues related to medication upon release</p> <p>4g. Department-wide cohesive development and implementation of programs and services:</p> <p>Develop plan to address continuity of programs and services between DCC and DAI Completion Date:</p> <p>Implement DAI program development policy Integrate institutional and community programming Completion Date:</p> <p>Implement standardized pre-release program in DAI Completion Date:</p>	



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OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS
	<p>Evaluate Pre-release program for use with offender under community supervision including guidelines and strategies for use in the community Completion Date:</p> <p>Community-based offender reentry programs for offenders on community supervision (probation, parole, extended supervision) Completion Date:</p>	



PRIORITY: DATA, INFORMATION AND MANAGEMENT

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

OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS
<p>1. Provide an offender management system that supports the business strategies of the agency. Replace the current system while maintaining, at a minimum, the current functionality. Implement a replacement solution that can easily adapt to changes in business practice. Utilize a technological solution that supports cost-effective development and maintenance with existing resources and expertise</p>	<p>1a. Implement WICS Release 1.0 (CIPIS functionality) in all DAI facilities. Completion date:</p> <p>1b. Implement WICS Release 1.1 (Offender Movement and patches) in all DAI facilities. Completion date:</p> <p>1c. Implement WICS Release 2.0 (OATS functionality) in all DCC facilities. Include support for Unified Case Plan and Assessment. Completion date:</p> <p>1d. Implement WICS Release 3.0 (Offender Financials) across DAI and DCC operations.</p> <p>1e. Implement WICS Release 4.0 (Juvenile Corrections) across all DJC facilities.</p>	
<p>2. Implement an agency-wide</p>	<p>2a. Select and implement a broad set of data</p>	



OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS
<p>performance reporting and management system.</p> <p>The goals of this initiative are to: Develop a culture of results based performance management. Provide a central repository of current operational information. Support the reporting of performance against goals over time which is customizable to the individual customer set. Utilize a set of reporting and analysis tools which supports direct access to report and graphical information by key business staff members.</p>	<p>warehousing tools to provide an infrastructure for this initiative. Completion date:</p> <p>2b. Select and develop a team of information managers representing all key business functions. Completion date:</p> <p>2c. Develop a data base design which incorporates the operational performance and goal information needed to measure and assess results. Completion date:</p> <p>2d. Create a core set of performance reporting dashboards and templates. Completion date:</p> <p>2e. Implement the system in phases corresponding to the deployment of WICS and the Integrated Business Information System, IBIS. Completion Date:</p> <p>2f. Develop and implement a feedback loop to insure ongoing usage and adjustment of measurement system. Completion date:</p>	



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OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS
<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. Distribute content management to key Departmental personnel through easy to use tools and techniques.</p>	<p>3a. Select and develop a design and oversight team which represents all key business functions. Completion date:</p> <p>3b: Create a master plan of information and application functionality of all websites. Completion date:</p> <p>3c: Create a plan for the phase’s rollout of business functionality and content. Completion date:</p> <p>3d: Select and implement comprehensive toolset for web development, deployment, monitoring and content management. Completion date:</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. Completion date:</p> <p>3f: Deploy consistent intranet and internet sites in a phased implementation. Utilize LDP resources if appropriate in implementation.</p>	



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	<p>Completion date:</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. Completion date:</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. Completion date:</p> <p>4b. Identify data elements needed to create the performance measures. Completion date:</p> <p>4c: Identify how the DOC will measure its success. Completion date:</p> <p>4d: Evaluate the quality of the data currently being collected. Completion date:</p> <p>4e: Identify additional data element requirements and the process necessary for their collection. Completion date:</p>	



PRIORITY: ORGANIZATIONAL PHILOSOPHY

GOAL: Integrate WI DOC Reentry Philosophy Throughout the Agency.

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1. Demonstrate the benefits of WI DOC Reentry.	1a. Develop education points targeted for various audiences. (Supervisors, Unit Mtgs., Labor/Management, etc.) 1b. Identify the shift of the focus of work. 1c. Document health and public safety benefits for staff, offenders, and the community.	<i>Specific work items identified for discontinuation.</i>
	1d. Actively acknowledge reentry working. 1e. Expand collaboration across & between Divisions. 1f. Expand collaborations among employee classifications & workgroups.	

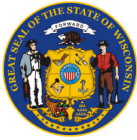


OBJECTIVES	TASKS TO ACHIEVE OBJECTIVE AND TIMEFRAME TO COMPLETE TASKS	PROCESS MEASURES TO ASSURE PROGRESS
2. Recruit, Train & Retain Qualified Staff to Reflect the Reentry Philosophy.	2a. Review and update all PDs to include/align with WI DOC Reentry. 2b. Review and update DOC training curriculums to ensure the Reentry philosophy and skills are incorporated. 2c. Create Reentry PPD Statement for all staff. 2d. Review and update interviews and selection process to include reentry focus. 2e. Increase staff awareness of cultural differences related to reentry.	
3. Ensure that all WI DOC Reentry contracts include performance measures and expected outcomes.	3a. Determine performance measures and outcomes expected of WI DOC Reentry contractors.	



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	<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>	
4. Create, enhance and promote public relations opportunities with the WI DOC Reentry Philosophy.	4a. Collaborate among Divisions to have a unified 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.	



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.