



Department of Corrections

3099 East Washington Ave.



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INTRODUCTION

AGENCY STRUCTURE

DOC IS OVERSEEN BY A GOVERNOR-APPOINTED SECRETARY AND WORKS TO PROTECT THE PUBLIC THROUGH THE CONSTRUCTIVE MANAGEMENT OF THOSE PLACED IN ITS CHARGE. THE AGENCY IS COMPRISED OF THE FOLLOWING:

OFFICE OF THE SECRETARY

The Office of the Secretary (OOS) supports the four divisions and is charged with upholding the mission and vision of the Department of Corrections. The OOS is made up of the Office of Legal Counsel (OLC), Office of Public Affairs (OPA), Prison Rape Elimination Act (PREA) Office, Research & Policy (R&P) Unit, Office of Victim Services and Programs (OVSP), Internal Affairs Office (IAO), Office of Detention Facilities (ODF), the Reentry Unit and the Legislative Advisor.

DIVISION OF ADULT INSTITUTIONS

The Division of Adult Institutions (DAI) protects the public through secure and humane treatment of the Persons in Our Care.

DIVISION OF COMMUNITY CORRECTIONS

The mission of the Division of Community Corrections (DCC) is to enhance public safety through the management and reduction of client risk, by providing supervision and collaborating with community partners to assist clients in changing their behavior and repairing the harm they have done.

DIVISION OF JUVENILE CORRECTIONS

The mission of the Division of Juvenile Corrections (DJC) is to promote a youth justice system that balances protection of the community, youth accountability and competency building for responsible and productive community living.

DIVISION OF MANAGEMENT SERVICES

The Division of Management Services (DMS) provides the analytical and operational services that support all Department of Corrections' policies, programs and service delivery initiatives.

INTRODUCTION

MISSION, VISION & VALUES

MISSION

Protect the public, our staff and those in our charge. Provide opportunities for positive change and success. Promote, inform and educate others about our programs and successes. Partner and collaborate with community service providers and other criminal justice entities.

VISION

To achieve excellence in correctional practices while fostering safety for victims and communities. Every person, every family, every community matters.

CORE VALUES

We are accountable to each other and the citizens of Wisconsin.

- We manage our resources in an efficient, effective, sustainable and innovative manner.
- We demonstrate competence and proficiency in the work necessary to accomplish our mission.
- We take individual responsibility for how we plan, perform and manage our work.

We do what's right—legally and morally—as demonstrated by our actions.

- We value courage, candor and conviction of purpose.
- We expect ethical behavior and integrity in all we do.
- We require honesty, adherence to the law and the fair and equitable treatment of others.

We recognize employees as the department's most important resource.

- We work towards building a workforce of diverse individuals who achieve great things together.
- We recognize exemplary performance.
- We advocate in the best interest of our workforce.

We value safety for our employees, the people in our charge and the citizens we serve.

- We provide resources and training necessary for employees to safely accomplish our mission.
- We operate safe and secure facilities.
- We offer opportunities for offenders to become productive members of their communities.

We expect competence and professionalism in communications, demeanor and appearance.

- We demonstrate knowledge and skills within our areas of responsibility.
- We respond effectively and appropriately in our interactions and communications.
- We treat all people with dignity and respect.
- We recognize that we have one opportunity to make a positive first impression.

STRATEGIC PRIORITIES

OPERATIONAL EXCELLENCE

We reviewed current practices to identify practical areas for improvement and ensure our work aligns with the mission, vision and core values of the agency. Our initiatives in this area allow us to pursue efficient and effective operational practices that drive program value and delivery while still providing excellent services to staff and those in our care. To demonstrate operational excellence, we will focus on ways to harness evidence-based practices to create opportunities for success and achieve long-term sustainable growth.

TRANSPARENCY AND PUBLIC ACCOUNTABILITY

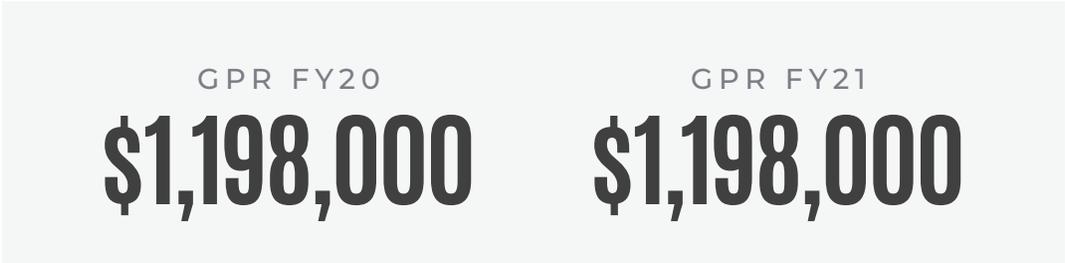
We understand that strong community relationships are the building blocks of success, so we must work closely with those engaged with the DOC. Our initiatives in this area help us fulfill our mission to serve the people of Wisconsin with transparency by allowing them to be part of the decision-making process. We will focus on building trust among internal and external stakeholders to demonstrate our commitment to responsible and accountable decision-making in matters involving our staff, Persons in Our Care and Wisconsin taxpayers.

WORKFORCE INVESTMENTS

We recognize employees within the DOC as our most valuable resource, and we believe investing in our diverse workforce adds long-term value, leadership and expertise to the agency. Initiatives in this area support our exceptional staff by providing the resources and training necessary to excel in their positions. Additionally, we will explore innovative and creative solutions to address recruitment challenges while emphasizing our strong commitment to diversity.

CORRECTIONS REFORM

High incarceration rates come at a cost to those in our care, their loved ones and to the taxpayers of Wisconsin. Our initiatives in this area will assist in safely reducing the number of incarcerated individuals in our state, reduce the collateral consequences of conviction and address racial disparities in our system. With a focus on finding research to support all current and future work, we will seek to expand the use of evidence-based practices to increase the efficiency and effectiveness of our work at every level. We will also work to improve conditions inside our institutions, increase the effectiveness of our interventions and programming for those in our care, and implement safe alternatives to incarceration whenever possible.



OPENING AVENUES TO REENTRY SUCCESS (OARS) EXPANSION

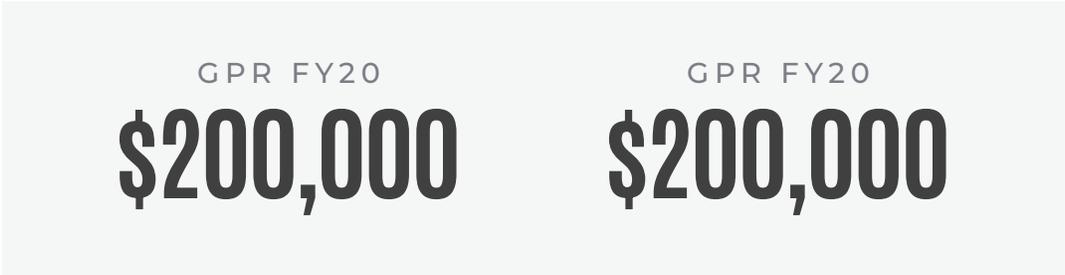
The 2019-2021 Biennial Budget OARS appropriation increased by \$1,198,000 GPR in FY20 and \$1,198,000 GPR in FY21 to increase the average daily population (ADP), fund participants in additional counties, and increase the number of participants overall. In the final fiscal year of the previous biennium, FY19, the OARS program had an ADP of 158 participants. The legislative intent of the additional OARS funding was to increase the ADP by 50 participants. In FY20, the OARS program began to ramp up enrollments but took several months to accomplish the enrollment target. At year-end, the OARS ADP totaled 216, exceeding the legislative target. This annual calculation lagged the fourth quarter monthly ADP average, so the program anticipated a higher ADP for FY21. Even with the challenging circumstances of COVID-19, the OARS ADP gained another 50 participants in FY21, finishing the year with an ADP of 266 participants.

In FY19, the OARS program served a total of 44 counties. The legislative intent for the additional OARS funding in the 2019-2021 biennium was to increase coverage to 51 counties. After careful consideration averaging county of release data for individuals with serious mental illness and at medium or high risk to recidivate over several years, the program expanded to Chippewa, Barron, Douglas, Polk, Sawyer, St. Croix, and Washburn County. Individuals releasing to these additional counties could be referred July 1, 2019, and continued to be considered for enrollment throughout the biennium.

In addition to the increase in county coverage and ADP, the total number of participants served through the program increased each year of the biennium as well. The total number of participants is calculated by counting every person who was enrolled for at least one day during the fiscal year, pre- or post-release. In FY19, the OARS program served a total of 216 participants. As the OARS program ramped up enrollments with the new funding, the program served a total of 396 participants in FY20. In FY21, OARS served a total of 463 participants.

| OARS FUNDING TARGETS | FY19 | FY20 | FY21 |
|--------------------------------|------|------|------|
| Average Daily Population (ADP) | 158 | 216 | 266 |
| County Coverage | 44 | 51 | 51 |
| TOTAL PARTICIPANTS | 216 | 396 | 463 |

PERFORMANCE & OPERATIONS



WINDOWS TO WORK

Windows to Work (WTW) is made up of pre-release programming focused on cognitive interventions utilizing the University of Cincinnati Corrections Institute (UCCI) Curriculum Cognitive Behavioral Interventions for Employment (CBI-EMP). The program teaches individuals how to identify and manage high-risk situations related to obtaining and maintaining employment. Heavy emphasis is placed on skill building activities to assist with cognitive, social, emotional and coping skill development for the work environment. Additional classroom curriculum includes General Work Skills and Expectations, Financial Literacy, Community Resources and Job Seeking, Applications and Resumes to get the participant employment ready. Once released, the participant continues to work with the Windows to Work Coach for up to 12 months focusing on job searching and case management with job retention, access to resources and providing limited financial assistance for transportation, education, identification, housing and work-related supplies.

With funding approved in 2019 Act 9, the WTW program was given \$200,000 for FY20 and \$200,000 for FY21. The WTW program expanded to Racine Youthful Offender Correctional Facility (RYOCF) so there is now a presence in every medium security prison in Wisconsin. The program started a pilot site at Green Bay Correctional Institution (GBCI) in March 2020, however programming was halted due to the COVID-19 pandemic. Act 9 funds were also used to increase funding levels at the Fox Valley and Bay Area Workforce Development Boards (WDBs.) Fox Valley used their additional funds to transition to being the sole provider for WTW at Oshkosh Correctional Institution (OSCI.) Between their enrollments at OSCI and Redgranite Correctional Institution (RGCI), the Fox Valley WDB contract goal for new enrollments each fiscal year increased from 50 participants to 75 participants. Bay Area WDB, which previously served OSCI, now has focused on increasing enrollments at Taycheedah Correctional Institution (TCI) and Kettle Moraine Correctional Institution (KMCI), while also expanding to GBCI. Transfer enrollments were also increased with several WDB areas.

| AVG DAILY POPULATION | |
|----------------------|--------|
| FY19 | 449.3 |
| FY20 | 502.01 |
| FY21 | 342.79 |
| TOTAL | 431.43 |

In FY20, there were 418 new enrollments and 115 transfer enrollments. In FY21, there were 348 new enrollments and 152 transfer enrollments. Due to COVID-19, new enrollments for programming were put on hold as of March 2020 and slowly began accelerate in the second quarter of FY21.

Access to County Jails was not permitted at the end of FY20 and through FY21. Programming was done through mail correspondence, making enrollments more difficult than in previous years.

EMPLOYMENT SUPPORT

2019 Act 9 required the Department of Workforce Development (DWD) to provide additional funding to DOC to support a number of employment initiatives, including but not limited to creation of institution job centers, expansion of mobile training labs throughout DOC facilities, facilitation of workforce training in DOC's mobile training labs and purchase of new training equipment for DOC mobile labs.

In February 2020, DOC was awarded \$350,000 in Fast Forward Funding from DWD. In Fiscal Year 2020 and 2021, DOC expended \$89,379.32 of these funds to assist in the creation of additional correctional job centers at Chippewa Valley Correctional Treatment Facility (CVCTF), Prairie du Chien Correctional (PDCI), Racine Youthful Offenders Correctional Facility (RYOCF), Kettle Moraine Correctional Institution (KMCI), and Jackson Correctional Institution (JCI). The remaining funding will be used to contract with local technical colleges for facilitation of workforce training in DOC Mobile Labs.

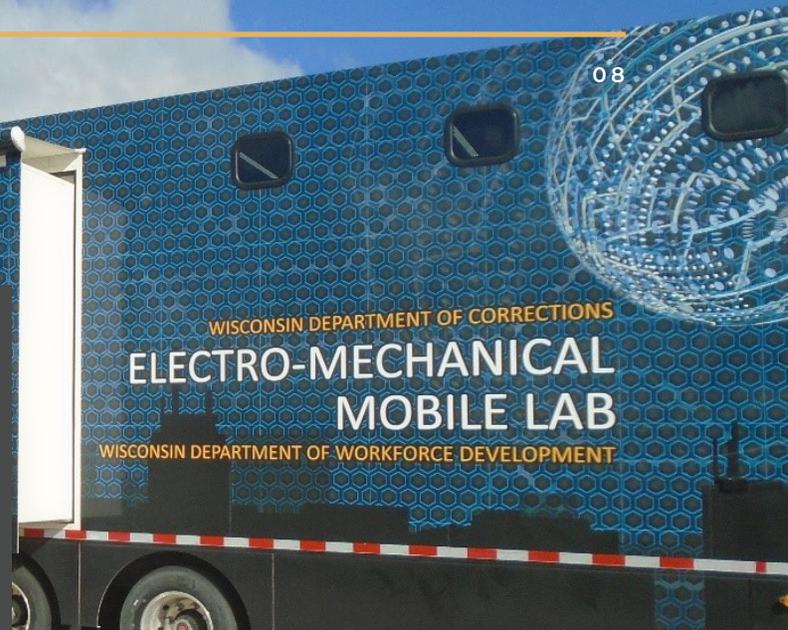
In June 2020, DOC was awarded an additional \$2,009,614 in Fast Forward Funding from DWD. In Fiscal Year 2020 and 2021, DOC expended \$1,330,778.49 of these funds on the creation of the Mobile Career Lab, Mechatronics Mobile Lab equipment, CNC Mobile Lab equipment and IT improvements. The remaining funding will be used for the purchase of additional mobile lab training equipment, contracting with local technical colleges for the facilitation of workforce development trainings and to complete the creation of the new institution-based job centers.

INTERNAL AFFAIRS OFFICE

In late 2019, DOC created an Internal Affairs Office (IAO). The IAO investigates serious acts of staff and supervisory misconduct and ensures DOC is conducting fair, impartial, efficient and thorough investigations. Creation of this office is part of DOC's continued efforts to provide swift accountability for those who deserve it and quick relief for those who are found to be innocent. In 2020, the IAO successfully investigated 200 cases of staff and/or supervisory misconduct.

OFFICE OF PUBLIC AFFAIRS

The Office of Public Affairs (OPA) is responsible for the Department's strategic communications. The OPA assists in keeping the public informed of relevant DOC activities and serves as the main point of contact for stakeholders and media. In 2020, DOC expanded its OPA by reallocating staff positions within the agency to new positions focused on stakeholder engagement, social media and constituent services. Throughout 2020 and into 2021, the office worked to develop opportunities for proactive engagement with DOC's internal and external stakeholders through efforts such as town hall meetings with the DOC Secretary, increasing communication to the public via social media, increasing staff recognition and proactively communicating agency-wide information with staff.



GOALS & OBJECTIVES

GPR FY22

\$200,000

GPR FY23

\$200,000

WINDOWS TO WORK EXPANSION

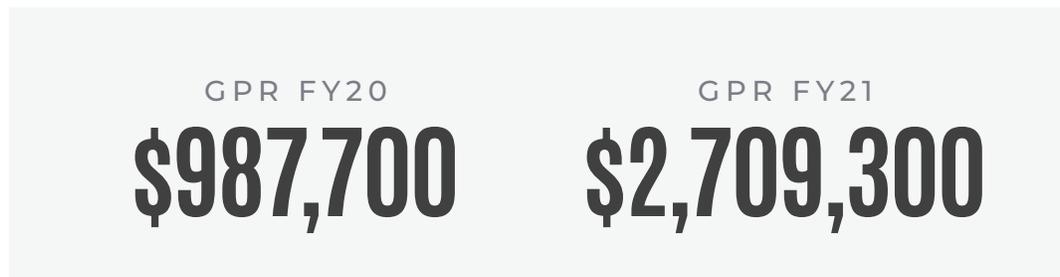
2021 Act 58 provides \$200,000 GPR to be provided annually in 2022-23 to expand the Windows to Work program.

Windows to Work (WTW) is made up of pre-release programming focused on cognitive interventions utilizing the University of Cincinnati Corrections Institute (UCCI) Curriculum Cognitive Behavioral Interventions for Employment (CBI-EMP). The program teaches individuals how to identify and manage high-risk situations related to obtaining and maintaining employment. Heavy emphasis is placed on skill building activities to assist with cognitive, social, emotional and coping skill development for the work environment. Additional classroom curriculum includes General Work Skills and Expectations, Financial Literacy, Community Resources and Job Seeking, Applications and Resumes to get the participant employment ready. Once released, the participant continues to work with the Windows to Work Coach for up to 12 months focusing on job searching and case management with job retention, access to resources and providing limited financial assistance for transportation, education, identification, housing and work-related supplies.

Approximately 2,200 individuals were identified as program-eligible for Windows to Work as of March 2021. WTW had 418 newly enrolled participants in 2019-20. Enrollments were higher in 2017-18 (507 participants) and 2018-19 (517 participants) as the public health emergency impacted programming in the last quarter of 2019-20. The public health emergency continued to impact WTW enrollments in 2020-21, with a current average daily population for the program around 342 participants. Enrollments are anticipated to reach levels closer to pre-pandemic numbers once again in 2021-2022.

Under current program operations, funding is provided through contracts to local WDBs to implement the program and provide support and services to participants. DOC will use the additional funding to increase contract funding to expand programming to three maximum-security facilities: Columbia Correctional Institution (CCI), Waupun Correctional Institution (WCI) and the Wisconsin Secure Program Facility (WSPF). Approximately 589 individuals are released to community supervision from these three institutions each year, without any job readiness programming.

DOC anticipates increasing programming for approximately 76 new enrollments between these three facilities annually. Funding will also assist with additional transfer enrollments to all WDB areas to support the expansion effort at the three new facilities, and the participants' post-release services and resources associated with finding and maintaining gainful employment.

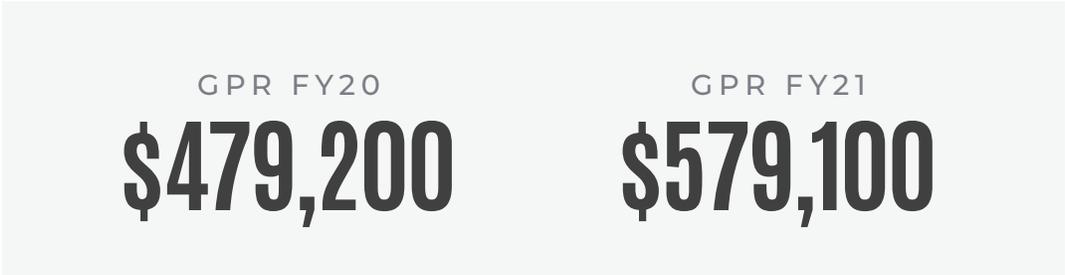


RACINE CORRECTIONAL INSTITUTION HEALTH SERVICES UNIT (HSU) EXPANSION

2019 Act 9 provided funding and staffing to expand the HSU at RCI. The funding was used to better meet the health needs of the Department’s aging population. **The biennial budget provided \$987,700 GPR and 26.95 GPR FTE in FY20 and \$2,709,300 GPR and 26.95 GPR FTE in FY21 for a new HSU.**

The HSU building project was completed as of May 18, 2021. The new, 19,282 square foot building includes both a health and dental area for the Persons in DOC’s Care.

Staffing consists of 5.25 FTE Correctional Officers, 0.60 FTE Dental Assistant, 0.20 FTE Dental Hygienist, 0.60 FTE Dentist, 6.60 FTE Licensed Practical Nurses, 2.80 FTE Medical Program Assistant Associates, 9.90 FTE Nurse Clinician 2s, and 1.00 FTE Physical Therapy Assistant.



COLUMBIA CORRECTIONAL INSTITUTION HEALTH SERVICES UNIT (HSU) AND RESTRICTIVE HOUSING (RH) PROGRAMS BUILDING

2019 Act 9 provided \$479,200 GPR and 11.75 GPR FTE in FY20 and \$579,100 GPR and 11.75 GPR FTE in FY21 for staff in CCI’s new HSU and RH programs building. Security in the HSU was previously provided through the use of overtime; now 9.00 FTE Correctional Officers have been authorized to provide 24-hour security in that area.

In addition to the HSU, 1.75 FTE Correctional Officers and 1.00 FTE Social Worker were added in the new RH programs building. This new building is utilized to enable CCI to work towards the nationally recognized “10/10” treatment model. This treatment model provides 10 hours per week of out-of-cell, structured, and therapeutic programming (examples include individual appointments with psychologists or psychiatrists, group therapy with psychologists, educational classes, a therapeutic work assignment, current events or social skill groups, or cognitive-based programming) and another 10 hours per week of out-of-cell unstructured time (examples include dayroom time, meals, and recreation). The new building opened in April 2019.

Construction of CCI HSU and RH Programs Buildings are complete. The Correctional Officer staffing positions have been incorporated and hired. In light of COVID and macroeconomic factors, current uniformed vacancies are a challenge to overall institutional operations. CCI converted the social worker position into a full time Treatment Specialist. This position is better able to accomplish the 10/10 treatment model in conjunction with existing psychology and social worker staff. The RH Treatment Specialist has been in place and working on programming with the Persons in DOC’s Care since May. Offerings for therapy have included current event groups, art therapy, educational classes, and individual psychology appointments. Two treatment specialists are planning on additional Thinking for a Change groups starting in October.

The HSU building has been operational for almost 2 years. Providing 24/7 care to the Persons in DOC’s care, the building features additional space allowing more Persons in DOC’s care to be seen by staff. Nursing also faces COVID and economic challenges, however the new building and staffing have allowed the administration of hundreds of vaccinations at CCI.

DIVISION OF ADULT INSTITUTIONS

PERFORMANCE & OPERATIONS

GPR FY21

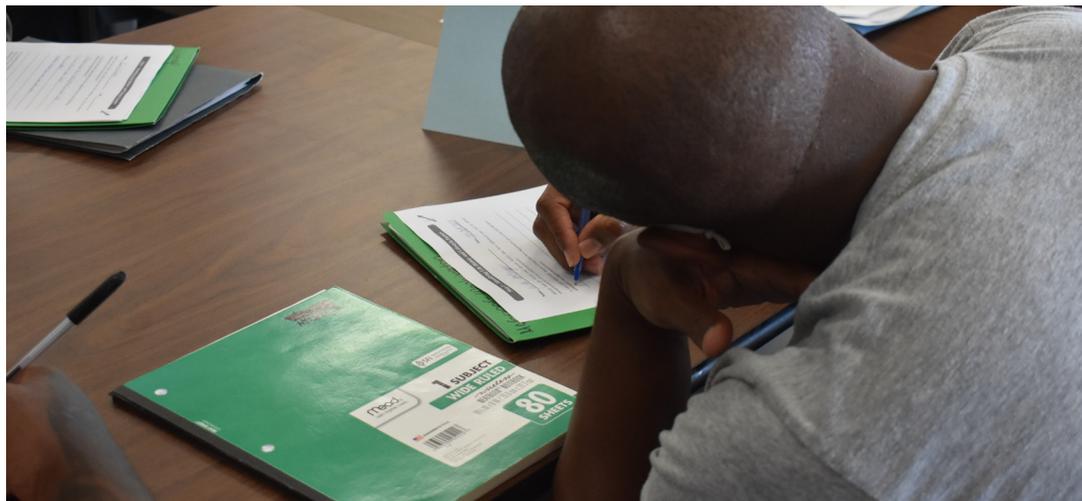
\$402,100**WISCONSIN SECURE
PROGRAM FACILITY
PROGRAMS BUILDING****2019 Act 9 provided funding for a new Programs Building. The biennial budget provided \$402,100 GPR and 10.25 GPR positions in FY21.**

DOC opened WSPF in Boscobel in FY00 as a site for only Persons in DOC's care serving time in Restrictive Housing (RH). As a result of a settlement with the American Civil Liberties Union (ACLU), DOC has repurposed WSPF to house a mix of Persons in DOC's care in RH and General Population (GP). Given the changes made due to the settlement, the population at WSPF is now similar to all other maximum-security institutions in terms of General Population vs. Restrictive Housing.

THE FUNDING PROVIDED FOR MUCH-NEEDED UPDATES TO THE BUILDING INCLUDE, BUT ARE NOT LIMITED TO, THE CREATION OF DAY ROOM AREAS IN HOUSING UNITS, SPACE FOR PROGRAMMING, EDUCATION, RELIGIOUS SERVICES, A GYMNASIUM AND BETTER OUTDOOR SPACE. WSPF HAS FOUR HOUSING UNITS WITH SMALL DAY ROOMS AREAS. FUNDING WAS USED TO MAKE THESE ROOMS MORE MULTIPURPOSE (USED FOR BOTH RECREATION AND DAY ROOMS). AS OF LATE SEPTEMBER 2021, CONSTRUCTION IS APPROXIMATELY 80% COMPLETE.



Staffing consist of 3.50 FTE Correctional Sergeants 3.75 FTE Correctional Officers, 1.00 FTE Teacher, and 1.00 FTE Recreation Leader. The position hire dates are being coordinated with the opening of the building, which is anticipated to occur in January 2022. Recruitment efforts within DAI for security positions are ongoing and hiring will also be coordinated for November.



EARNED RELEASE PROGRAM EXPANSION

In 2019, DOC began to explore the various ways the agency is able to safely reduce the prison population that are within the department's authority, given the increase in admissions to prison over the previous two decades. In 1990 the number of admissions to prison stood at 3,742. By 2018, admissions increased to 9,224.

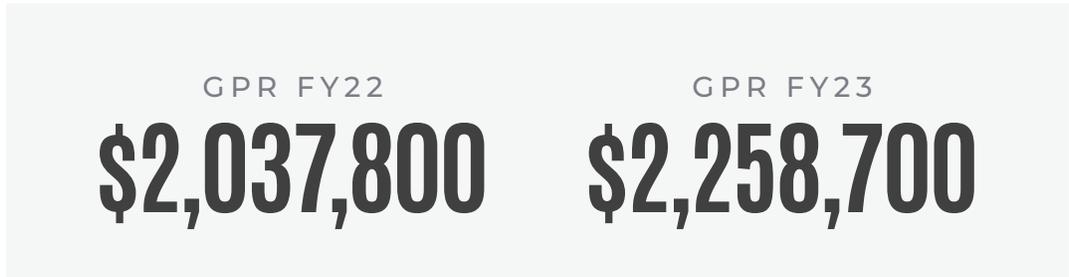
During the last biennium, DOC has been working to expand their Earned Release Program (ERP), an early release mechanism meant to incentivize justice-involved individuals with substance use disorders to engage in programming and treatment. In 2020, DOC expanded ERP programming to four medium-security institutions.

ERP was created in 2003 as a result of Act 33. Persons in DOC's Care are eligible for the program if they are not incarcerated for an offense under Chapter 940 and if the sentencing judge has deemed them eligible. Upon completion of the program, the prison portion of their sentence is converted to extended supervision time.

An ERP Expansion Committee is continuing to work on changes related to department policy for ERP and Substance Use Disorder (SUD) programming. The changes to current SUD and ERP programs will open avenues for enrollment in ERP to individuals who are typically prevented from participating and to allow for expansion in the program by:

- Consolidating all ERP/SUD programs to allow current SUD-only programs to be ERP qualified by adding behavior modification treatment components to increase ERP locations in DOC's system
- Allowing medium-custody individuals to enroll in ERP, ultimately reducing the number of those on the waitlist and allowing persons in our care to enroll in ERP sooner in their incarceration
- Assist in reducing the prison population by allowing individuals to enroll in ERP within 48 months of their release date versus the current requirement of 36 months
- Allowing for multiple enrollments in ERP for the same sentence

GOALS & OBJECTIVES



OAKHILL CORRECTIONAL INSTITUTION ASSISTED NEEDS FACILITY

2021 Act 58 provides \$2,037,800 GPR in 2021-22, \$2,258,700 GPR in 2022-23 and 18.60 GPR positions in both years of the biennium. The funding and positions will be used to staff the Oakhill Assisted Living Facility and to purchase and maintain an ADA compliant van. Under a modified staffing structure, security positions will be provided for 10 months and non-security positions for 11 months in 2021-22 (instead of nine months) and will eliminate the need for temporary pool code positions.

DOC will also reallocate an additional 39.75 vacant GPR positions (for a total of 58.35 positions) and associated funding to staff the facility.

Construction of the Assisted Living Facility was approved in 2017 Act 59 and is currently nearing completion on the grounds of Oakhill Correctional Institution, a minimum-security facility in Oregon, Wisconsin. This barracks bunk-style housing will accommodate up to 65 men in DOC’s care who need assistance with daily living activities. 2021 Act 58 will provide staffing to operate this facility upon its completion. The 58.35 positions include 17.50 nursing assistants, 12.50 nursing clinicians, 12.50 correctional officers, 6.25 correctional sergeants, 2.00 food service leaders, 1.00 facilities maintenance specialist-advanced, 1.00 therapist focused on recreation, 1.00 licensed psychologist, 1.00 nursing supervisor, 1.00 clinical social worker, 1.00 medical program assistant associate, 1.00 correctional program supervisor and 0.60 advanced practice nurse prescriber. This staffing pattern is consistent with skilled nursing units at other Wisconsin correctional institutions which work with similar populations whose needs are not adequately met in more general housing.

This facility seeks to address the growing number of Persons in DOC’s care that require alternative accommodations, increased access to medical resources due to lack of mobility, diminishing cognitive ability, poor physical health or other impairments that prevent a person from being fully independent. As of 12/31/2020, over 8% of DOC’s male population was age 60 or older, which is in addition to those with disabilities or other impairments. When the Assisted Living Facility opens, DOC anticipates filling its 65 beds almost immediately with people who need to use mobility devices such as wheelchairs and walkers, need to be in a lower bunk, have an inability to use stairs or need a specialized mattress/bed.

GOALS & OBJECTIVES

**EDUCATIONAL EQUIPMENT
MAINTENANCE/REPLACEMENT**

2021 Act 58 provides \$500,000 GPR to be provided annually in both 2022 and 2023, for career technical education (CTE) equipment maintenance and replacement.

Career and Technical Education programs within the agency allow Persons in DOC's care/students the opportunity to earn a technical certification and/or diploma in 24 different program areas. DOC partners with the Wisconsin Technical College System and offers vocational programming in 17 institutions across the state. Programming and training options include barbering/cosmetology, cabinetry, masonry, welding, refrigeration essentials and more.

The additional funding will be used to upgrade, fix and replace CTE/vocational equipment for current DOC programs to maintain industry standards in high-demand fields, and help prepare the Persons in DOC's care for competitive employment upon their return to the community.

**WAUPUN-AREA CENTRAL
GENERATING PLANT WATER
TREATMENT POSITION**

DOC will receive \$19,500 PR and 1.00 PR FTE in FY23 to add a dedicated Water Utility Operator position to the Waupun-area Central Generating Plant (CGP).

CGP supplies water to several DOC facilities but historically has lacked a dedicated certified waterworks operator. Instead, CGP relies on two of its Power Plant Operators, who are also licensed waterworks operators, to fill this gap. While this arrangement is not ideal under current circumstances, it will become non-viable once CGP's planned Hydrous Manganese

Oxidation (HMO) facility becomes operational in November 2023.

The Department of Natural Resources (DNR) and the US Environmental Protection Agency (EPA) considers the CGP's water system a "community water system" because it serves water to at least 25 year-long residents. Designation as a community water system makes the facility and operations subject to several federal and state water laws and requirements. Among these requirements is compliance with the Safe Drinking Water Act—which sets maximum amounts of certain contaminants—and that the system employ, or contract with, at least one certified operator.

Several drinking water samples collected by DNR from CGP's wells in the past couple of years exceeded the Maximum Containment Level (MCL) for combined radium (radium 226 + 228). In order to better manage waterworks-related duties and to cover the added workload of the future HMO facility, \$19,500 PR and 1.00 PR FTE in FY23 will go towards a dedicated Water Utility Operator position to CGP starting in May 2023. Although the HMO facility isn't estimated to reach the substantial completion stage until November 2023, the new Water Utility Operator will start six months earlier to provide time for the new hire to complete their Ground Water Operator Certification and Water Distribution Operator Certification prior to the start of operations at the HMO facility. This new hire will be responsible for the operation of wells, with duties including chemical feed, chemical inventory, HMO facility management, sampling and the maintenance of primary and auxiliary equipment as well as the distribution system. The Water Utility Operator will also be responsible for overseeing compliance with EPA and DNR mandates and reviewing the entire system for any areas at risk of liabilities.

PERFORMANCE & OPERATIONS



SEX OFFENDER MANAGEMENT

2019 Act 9 provided \$1,593,100 GPR, \$10,900 PR and 24.00 GPR FTE in FY20 and \$3,155,000 GPR, \$29,400 PR and \$39.00 GPR FTE in FY21 to provide additional resources to track increasing sex offender populations.

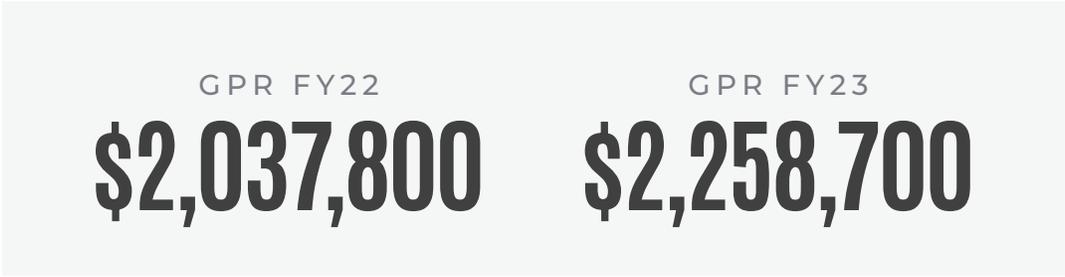
Positions were allocated to the Division of Community Corrections to supervise and monitor sex offenders by staff in the Department’s Electronic Monitoring Center, in the Sex Offender Registry Program and at probation and parole units stationed around the state.

Created by 2005 Act 431 and effective on July 1, 2007, DOC must use Global Positioning System (GPS) tracking for individuals convicted of, or found not guilty or responsible by reason of mental disease or defect, a serious child sex offense. 2011 Act 266 authorized a court to order GPS tracking for persons who violate a domestic abuse or harassment temporary restraining order or injunction.



DOC is statutorily required to maintain lifetime GPS tracking of a person if that person meets any one of several different requirements, including if a police chief or sheriff receives a Special Bulletin Notification (SBN) on the person. SBNs are issued when a Person in DOC’s care is released to the community, who was convicted, or found not guilty or not responsible by reason of mental disease or defect, on two or more separate occasions of a sex offense. The Attorney General issued an opinion regarding SBN criteria (OAG-02-17). To summarize the opinion, “separate occasions in Wis. Stat. 301.46 (2m)(am) refers to multiple convictions, regardless whether they were part of the same proceeding, occurred on the same date, or were included in the same criminal complaint.” In other words, “multiple convictions” and multiple counts are synonymous. Based on this interpretation of “separate occasions,” additional individuals now will meet the statutory requirements to be subject to SBNs, and lifetime GPS tracking. In short, it is a broadening of the SBN qualification criteria resulting in more individuals qualifying.

PERFORMANCE & OPERATIONS



SPECIAL BULLETINS NOTICES (SBN) ISSUED TO LAW ENFORCEMENT:

2019: 426
 2020: 437
 1/1/21 TO 9/15/21: 271

DURING FY20 AND FY21, THE GPS YEAR-END POPULATIONS WERE:

2019: 2,037 WITH 1,605 ON ACTIVE SUPERVISION
 2020: 2,327 WITH 1,833 ON ACTIVE SUPERVISION
 AS OF 8/31/21, THERE ARE 2,416 WITH 1,855 ON ACTIVE SUPERVISION

PREVIOUSLY, DOC PROJECTED THE FOLLOWING FOR GPS POPULATIONS (BUDGETED FY20 AND FY21 POPULATIONS):

YEAR END POPULATION FY20: 2,087
 YEAR END POPULATION FY21: 2,302

Staffing consist of 24.00 positions in FY20, which include 5.00 FTE for Corrections Communication Operators, 1.00 FTE for a Corrections Communication Supervisor, 1.00 FTE for a Corrections Field Supervisor position, 2.00 FTE for Corrections Program Specialist positions, 1.00 FTE for a Corrections Services Supervisor, 4.00 FTE for Office Operations Associate positions, 7.00 FTE for Probation and Parole Agent positions, 1.0 FTE Correctional Services Manager, 1.00 FTE for a Program and Policy Analyst Position and 1.00 FTE for a Program Support Supervisor position.

Staffing consist of 39.00 FTE positions in FY21, which include 9.00 FTE for Corrections Communication Operators, 1.00 FTE for a Corrections Communication Supervisor position, 2.00 FTE for Corrections Field Supervisor positions, 2.00 FTE for Corrections Program Specialist positions, 1.00 FTE for a Corrections Services Supervisor, 6.00 FTE for Office Operations Associate positions, 15.00 FTE for Probation and Parole positions, 1.00 FTE for a Program and Policy Analyst Position, 1.00 FTE Correctional Services Manager and 1.00 FTE for a Program Support Supervisor position. It should be noted positions funded in FY20 are included in totals for positions funded in FY21 as well due to the nature of biennial budgeting.

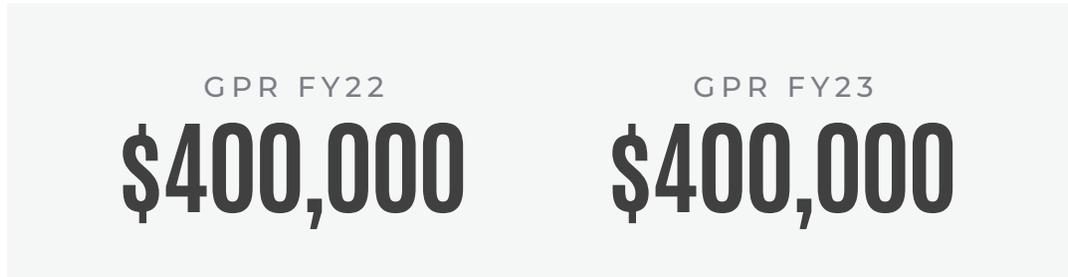
VIOLATION RESPONSE AND REVOCATION

In 2020, the Division of Community Corrections (DCC) provided leadership with recommendations for policy modifications related to violation response and revocations. The recommendations came from the work of a committee that was formed with the intent to create a more effective and efficient process, while ultimately reducing revocations, enhancing success for those on community supervision and maintaining community safety. After completing a significant mapping exercise, five focus areas were identified to address system changes:

1. **RULES OF SUPERVISION AND AFTER-HOURS HOLDS**
2. **EVIDENCE-BASED RESPONSE TO VIOLATIONS (EBRV)**
3. **SHORT-TERM SANCTIONS**
4. **ALTERNATIVE TO REVOCATION (ATR), PROGRAMMING AND SPECIALTY COURTS**
5. **REVOCATION PROCESS, SENTENCING AFTER REVOCATION AND REINCARCERATION, GOOD TIME FORFEITURE RECOMMENDATIONS**

The policy proposals were shared with DCC staff and the public through a series of virtual town hall meetings that provided valuable feedback. In early January 2021, DOC implemented the approved policy changes and the changes went into effect throughout the state. The changes will help clients successfully complete their supervision in the community by receiving the proper programming and rehabilitation while reducing the number of revocations and ultimately reducing the overall prison population.

GOALS & OBJECTIVES



MEDICATION-ASSISTED TREATMENT EXPANSION

2021 Act 58 provided \$400,000 GPR annually to expand access to medication-assisted treatment (MAT) for individuals with substance use disorders.

MAT provides medication, in combination with counseling and behavioral therapies, to treat opioid use disorders. Currently, the Department of Corrections provides pre-and post-release MAT services in 13 Division of Adult Institution (DAI) facilities and in all eight regions within the Division of Community Corrections (DCC).

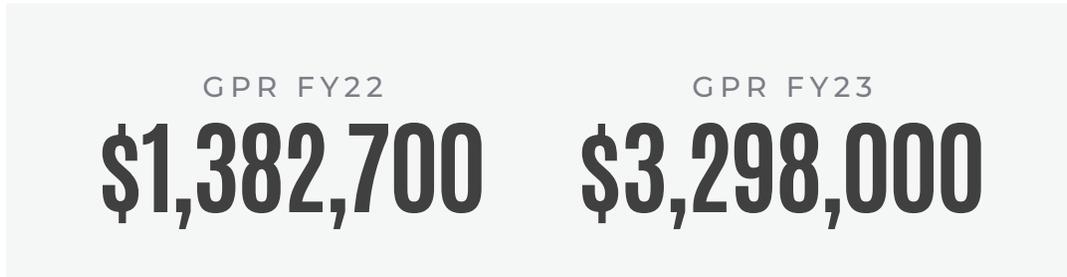
Substance use is particularly prevalent among the Persons in DOC’s care and among many clients on community supervision. In 2020, 63% of the Persons in DOC’s care had an identified substance use disorder (SUD) treatment need. A 2017 report shows a 141.2% increase in opioid-related deaths among individuals released from correctional facilities from 2012 to 2017.

Medication-assisted treatment is one specific way DOC will work to combat the opioid crisis within the agency and state. There are three Food and Drug Administration (FDA) approved medications that can be used for MAT, including methadone, buprenorphine and naltrexone. According to the federal Substance Abuse and Mental Health Services Administration (SAMHSA), all three medications relieve withdrawal symptoms and psychological cravings that cause chemical imbalances in the body.

MAT program expansion will expand eligibility and focus on the post-release portion of MAT, and specifically, on counties that are currently unserved and where a need exists, including several counties in Region 6. DOC will also continue working with Tribal and inter-county agencies to identify opportunities for expansion.

Funding will go towards additional medication-assisted treatment, counseling, drug tests, liver enzyme testing, pregnancy testing and contracted personnel for injections or substance use disorder treatment. DOC will also provide Alcohol and Other Drug Abuse (AODA) assessments, medical screening visits, drug panels, AODA individual counseling and group therapy. As needed, DOC may also use funding for harm-reduction supplies and services, such as Narcan distribution.

GOALS & OBJECTIVES



DIVISION OF COMMUNITY CORRECTIONS STAFFING

The 2021-23 biennial budget provides \$1,382,700 GPR, \$23,300 PR, and 23.00 GPR FTE positions in FY22, and \$3,298,000 GPR, \$44,000 PR, and 28.00 GPR FTE positions in FY23 for anticipated staffing needs within DCC over the 2021-23 biennium.

Under current law, DOC is required to maintain global positioning system (GPS) tracking for certain sex offenders and violators of certain temporary restraining orders and injunctions. “GPS tracking” is defined as a system that actively monitors and identifies a person’s location and timely reports or records the person’s presence at or near a crime scene or in an exclusion zone or the person’s departure from an inclusion zone. “Lifetime tracking” is defined as GPS tracking that is required for a person for the remainder of the person’s life or until supervision is terminated. More broadly, the Division of Community Corrections (DCC) is responsible for monitoring all individuals serving the community corrections portion of their sentences, including both GPS-tracked and non-GPS-tracked individuals. In 2019-20, DCC was responsible for an Average Daily Population (ADP) of 66,189 individuals on community supervision.

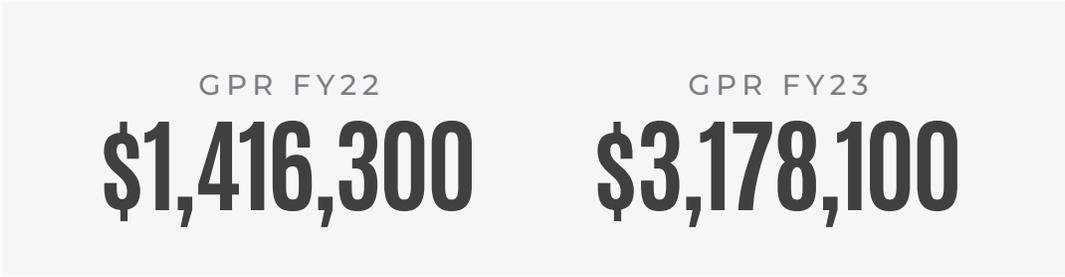
The recommended Corrections Field Supervisor to Probation and Parole Agent ratio is 1:7. Currently, the Department has 127.00 FTE Corrections Field Supervisors and 1,221.43 FTE Probation and Parole Agents (a ratio of 1.00:9.60). Corrections Field Supervisors oversee the direction of all components of the DCC program within a field unit, including: supervising and monitoring unit staff; developing and implementing DCC programs, services and resources; providing for the custody, security, monitoring, treatment and general living conditions of offenders; assisting in the administration of the purchase of offender goods and services programs within the region; and managing the affirmative action/equal employment opportunity plans within the unit in compliance with federal and state law, among other administrative and operational duties.

The funding and position breakdown for GPS Sex Offender Tracking in the 2021-23 Biennial Budget is:

- 9.00 FTE Office Operation Associate positions and 3.00 FTE Correctional Field Supervisor positions annually (\$360,900 GPR in 2021-22 and \$1,270,300 GPR in 2022-23, including reclassified position funding)
- 11.00 GPR FTE positions in 2021-22 and an additional 5.00 GPR FTE positions in 2022-23 for the Monitoring Center and the Sex Offender Registry program (\$535,000 GPR in 2021-22 and \$1,127,200 GPR in 2022-23)
- Supplies and services related to increased DCC tracked population in the 2021-23 biennium (\$86,800 GPR and \$23,300 PR in 2021-22 and \$900,500 GPR and \$443,000 PR in 2022-23).

DCC also received 12.00 FTE new Corrections Field Supervisors through reallocation for the DCC Supervision initiative.

GOALS & OBJECTIVES



GPS-SEX OFFENDER TRACKING

2021 Act 58 provided \$1,416,300, GPR, \$23,300 PR and 23.00 GPR FTE in FY22 and \$3,178,100 GPR, \$44,000 PR and 28.00 GPR FTE in FY23 to cover the anticipated increase in the GPS-tracked population over the next two years. The FY23 FTE amount of 28.00 FTE is cumulative, representing a 5.00 FTE increase over the increase in FY22. The 23.00/28.00 FTE amounts only reflect the new FTE added to DOC for sex offender tracking.

Unlike the 19-21 biennial budget, the sex offender tracking portion of the 21-23 biennial budget also directed DOC to reallocate 29.00 FTE within DCC – primarily the conversion of Probation and Parole Agent positions into Corrections Field Supervisor positions.

Funding for the reallocated 12.00 FTE Corrections Field Supervisors was adjusted to \$33,600 GPR in FY22 and \$119,900 GPR in FY23 over the next two years.

The Division of Community Corrections (DCC) operates a Monitoring Center to provide centralized electronic monitoring services to the division; DOC’s Division of Juvenile Corrections (DJC); county and local law enforcement; and county human services departments. In March 2021, 2,393 individuals were being monitored by the Department (1,222 on lifetime tracking and 1,171 on non-lifetime tracking). Of these individuals, 2,197 were sex offenders (including those on the Sex Offender Registry and those not required to register).

The Department’s Global Positioning System (GPS) tracking populations have steadily increased each year since the creation of the program, as follows:

| YEAR | ADP | % INCREASE |
|----------|--------|------------|
| 2008-09 | 158 | -- |
| 2009-10 | 246 | 55.7 |
| 2010-11 | 370 | 50.4 |
| 2011-12 | 499 | 34.9 |
| 2012-13 | 632 | 26.7 |
| 2013-14 | 775 | 22.6 |
| 2014-15 | 914 | 17.9 |
| 2015-16 | 1,168 | 27.8 |
| 2016-17 | 1,387 | 18.8 |
| 2017-18 | 1,449 | 4.5 |
| 2018-19 | 1,684 | 16.2 |
| 2019-20 | 2,055 | 22.0 |
| 2020-21* | 2,442* | 18.8* |
| 2021-22* | 2,681* | 9.8* |
| 2022-23* | 2,920* | 8.9* |

PERFORMANCE & OPERATIONS

LINCOLN HILLS AND COPPER LAKE SCHOOLS

Lincoln Hills School/Copper Lake School (LHS/CLS) continues to transition from a traditional correctional model of incarceration for youth to a more treatment-oriented secure facility for youth in the juvenile justice system. Beginning in 2020, all staff at LHS/CLS have been receiving training in Dialectical Behavior Therapy (DBT), along with youth participating in DBT Skills groups. The implementation of DBT is part of the overall change in the System of Care for youth placed in DOC's care. Development and implementation of other aspects of the system of care, including a new stage progression system that guides youth through their treatment and release from LHS/CLS.



EDUCATION AND PROGRAMMING HAVE BEEN ENHANCED AT LHS/CLS. MANY OF THE TEACHERS AT THE SCHOOL ARE NOW CERTIFIED IN GOOGLE CLASSROOM, WHICH PROVIDES A BETTER EDUCATIONAL EXPERIENCE FOR YOUTH AND TEACHERS. ADDITIONALLY, A NEW MUSIC AND ART INITIATIVE (MAI) IS ALSO UNDERWAY WITH YOUTH BEING INTRODUCED TO MUSIC AND ART AS A FORM OF THERAPEUTIC EXPRESSION. A NEW TEAM OF STAFF HAVE BEEN HIRED TO WORK WITH YOUTH INVOLVED IN THE PROGRAM INCLUDING A MUSIC PRODUCTION TECHNICIAN AND DIGITAL ART SPECIALIST. THIS PROGRAM PROVIDES YOUTH WITH THE OPPORTUNITY TO PRODUCE THEIR OWN MUSIC AND CREATE THEIR OWN MUSIC VIDEOS.

LHS/CLS also completed the renovation of all living units at the facility. Through these renovations, all units meet the highest standards in preventing self-harm by youth. The renovations include asbestos abatement, new anti-ligature room furniture and trauma-informed colors.

OFFICE OF RECORDS MANAGEMENT

The Office of Records Management (ORM) was established in 2012. Under the supervision of a director, three staff positions were created: Forms Manager, Privacy Officer and Records Retention Officer. Over the years the department underwent a number of small changes, however in 2019, DOC began the process of creating a centralized public records process in the ORM. The goal was to efficiently process the high volume of public records requests received by DOC each year, centralizing the work to one location and reducing the workload for staff throughout the agency.

In March 2020, DOC hired a Public Records Manager to oversee the new records management process. ORM has increased to 16 positions and the department supports the following areas:

RECORDS MANAGEMENT

ORM maintains business records created or received by DOC staff from creation through disposition.

FORMS

ORM is responsible for the creation, revision, management and provision of forms for all of our DOC locations. All forms are maintained to ensure that they comply with relevant DOC standards and reflect our current business practices.

PRIVACY

ORM oversees the implementation and management of a Department-wide privacy program which ensures the DOC Confidential Information of employees, victims, supervised clients, Persons in our Care (PIOCs) and others with whom DOC conducts business is handled properly and meets all state and federal privacy and confidentiality laws.

MEDICAL RECORDS, HIPAA & OTHER HEALTH CARE PRIVACY REGULATIONS

ORM oversees Public Records processing, redactions, compliance, tracking and responses. Using the newly developed Portal, ORM staff process and respond to public records requests in a timely manner.

To further improve the public records process, DOC's Executive Directive 21 is in the process of being updated. The Executive Directive covers content related to public records and open meetings. As a final step toward records centralization, the directive will now mandate all DOC public records requests be reviewed by the ORM Public Records Team prior to release to the public. While this change will increase the average time for processing public records requests, it will help to ensure our agency is consistent in the redaction and release of public records and help to eliminate breaches of confidential information.

FLEXIBLE WORK SCHEDULES STATEMENT

MESSAGE FROM THE SECRETARY



The Department of Corrections recognizes the value and benefits of providing a flexible environment to our employees. A traditional full-time on-site work pattern does not always meet the needs of our employees for various reasons. The Department's commitment to providing flexibilities where possible is promoted through Alternative Work Schedules, Job Sharing and our Telecommuting/Work from Home policies.

Alternative work patterns could include staggered hours, flextime, deviated workweeks and even job-sharing situations. We have many examples of this throughout our Department, and while it is not possible to approve alternative work schedules in all situations, even in

our 24/7 operations, the DOC strives to look for ways to accommodate employees' work/life needs while still maintaining operations. Some examples of flexibility in the institutions include implementing 10 or 12-hour shifts in several locations to allow employees more time off, implementing .60 FTE positions in a few institutions to allow those with outside commitments to contribute to the Department in a part-time fashion and considering options like "weekend only" work for those who may have school or family commitments but who could otherwise contribute in some fashion. We continually look for unique options when it comes to scheduling in the 24/7 operations.

For those in our workforce with the ability to telecommute, we implemented a policy that allows for up to 40% telecommuting for those with the ability to do so. In other areas like IT where the industry standard is to perform work remotely, we remain competitive with the labor market by implementing 100% remote work flexibility to those units within IT who can successfully complete their duties from a remote location. We currently have over 1,200 employees with approved telecommuting forms on file with the bulk of those being approvals for part-time remote work.

Given our mission, it is not possible for our entire workforce to participate in these flexible options, but the Department has made great efforts to be open and accommodating to the requests of our employees in positions which lend themselves to this type of flexibility.

RESPECTFULLY SUBMITTED OCTOBER 15, 2021

Secretary Kevin A. Carr
Department of Corrections