



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 DOC. 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, the Equity and Inclusion Chief, 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 DOC policies, programs and service delivery initiatives.

MISSION, VISION, CORE 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 the 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 our 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.

DEPARTMENTAL PERFORMANCE AND OPERATIONS (2021-23)

A. MEDICATION-ASSISTED TREATMENT EXPANSION (DCC)

2021 Act 58 provided \$400,000 GPR in FY22 and \$400,000 GPR in FY23 to expand access to medication-assisted treatment (MAT) for individuals with substance use disorders who are either in the community or will soon be released from prison, and entering the community.

MAT provides medication, in combination with counseling and behavioral therapies, to treat opioid use disorders. Currently, DOC provides pre-and post-release MAT services in 15 DAI facilities and in all eight regions within DCC.

Substance use is particularly prevalent among the persons in our care (PIOC) in correctional facilities 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 works 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.

Funding provided for MAT program expansion increased eligibility and focused on the post-release portion of MAT specifically in counties that were unserved, including several counties in DCC Region 6 (northeastern WI). DOC continues to work with Tribal and inter-county agencies to identify opportunities for further expansion.

Additionally, funding went towards additional medication-assisted treatment including Naloxone, counseling, drug tests, liver enzyme testing, pregnancy testing, and contracted personnel for injections and substance use disorder treatment. DOC also provided Alcohol and Other Drug Abuse (AODA) assessments, medical screening visits, drug panels, AODA individual counseling and group therapy.

B. WINDOWS TO WORK

Windows to Work (WTW) is comprised of pre-release programming focused on cognitive interventions utilizing the University of Cincinnati Corrections Institute (UCCI) Cognitive Behavioral Interventions-Employment Adult (CBI-EA) curriculum. 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 job retention activities. Further, participants in the program have access to resources and limited financial assistance for transportation, education, identification, housing and work-related supplies.

With funding approved in 2021 Act 58, the WTW program was provided \$200,000 GPR for FY22 and \$200,000 GPR for FY23. The new funding provided in 2021 Act 58 was used to expand WTW to three additional maximum-security locations: Columbia Correctional Institution (CCI), Waupun Correctional Institution (WCI), and Wisconsin Secure Program Facility (WSPF). Funds were used to hire additional personnel to facilitate groups, pay for travel costs, programming supplies, additional administrative fees and additional client services funds. Client services funds include the purchase of work supplies, clothing, bus passes, state identification, driver's license, tuition, rent subsidies, on-the-job training, work experience and various work-related program services. In FY22, funding was also used to support additional staffing in the Milwaukee area to account for the large number of participants who release to Milwaukee.

In FY22, there were 502 new enrollments and 180 transfer enrollments. Due to several COVID-19 outbreaks in the winter of FY22, DOC correctional facilities were closed for a period of time to contracted staff, which delayed some WTW programming. However, by the Spring of FY22, programming had been restored and the number of enrollments for the fiscal year had increased significantly from FY21 levels. In FY23, there were 505 new enrollments and 190 transfer enrollments. In FY23, WTW continued at the selected programming sites, however various COVID-19 outbreaks and other facility security protocols delayed or postponed programming throughout the year. WTW staff continue to work with facility staff to provide programming to as many eligible and interested PIOC's as possible.

AVERAGE DAILY POPULATION

FY19	449.30
FY20	502.01
FY21	342.79
FY22	338.01
FY23	412.18

C. OAKHILL CORRECTIONAL INSTITUTION ASSISTED NEEDS UNIT

Funding for the Oakhill Correctional Institution (OCI) assisted needs unit (ANU) was initially approved in 2017 Act 59, the 2017-19 biennial budget. COVID-19 pandemic-related construction delays and security position vacancies resulted in the postponement of the opening of the building until February 24, 2023. As of Fall 2023, the ANU will be operating at 75% capacity.

2021 Act 58 provided \$2,037,800 GPR in FY22 and \$2,258,700 GPR in FY23 along with 18.60 GPR FTE in both years of the biennium to staff the OCI ANU. DOC also reallocated an additional 39.75 vacant GPR positions (for a total of 58.35 positions) and associated funding to staff the facility.

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, 1.00 therapist focused on recreation, 1.00 licensed psychologist, 1.00 nursing supervisor, 1.00 clinical social worker, 1.00 medical program assistant, 1.00 correctional program supervisor and a 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. As of September 1, 2023, the ANU is still working to fully staff all of the authorized healthcare positions.

With the male PIOC population over 50 years of age steadily growing (as well as PIOC with disabilities or other impairments requiring specialized care), the facility seeks to address the growing number of PIOC 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.

DAI Male Population over 50, as a percentage of total population

FY	50-54	55-59	60-64	65(+)	Total 50+
2005	5.00%	2.30%	1.20%	1.00%	9.50%
2010	7.10%	3.70%	1.80%	1.00%	13.60%
2015	8.40%	5.40%	2.60%	2.30%	18.70%
2020	7.50%	5.90%	3.90%	3.10%	20.40%

This barracks bunk-style housing, that provides increased care for a population that needs assistance with daily living skills, can accommodate up to 65 male PIOC and was designed to incorporate health care “best practices”. For example, the approach to the design of Assisted Living Units, especially Memory Care Units, is based on the understanding of human behavior related to a particular disease. The ANU supports a PIOC’s behavioral needs and allows them to feel comfortable through architectural design and facility management.

D. EDUCATION EQUIPMENT MAINTENANCE/REPLACEMENT

2021 Act 58 provided \$500,000 GPR in FY22 and \$500,000 GPR in FY23, for career technical education (CTE) equipment maintenance and replacement in DAI.

CTE programs within the Department allow PIOC's/students the opportunity to earn a technical certification, diploma, or industry certifications in 24 different program areas. DOC partners with the Wisconsin Technical College System and industry-based training providers to offer vocational programming in 28 institutions across the state. Programming and training options include barbering/cosmetology, cabinetry, masonry, welding, refrigeration essentials and more.

In FY22, CTE funding was used for the culinary arts program at Taycheedah Correctional Institution, purchasing items such as a walk-in cooler/freezer, ovens, and other culinary tools.

In FY23, CTE funding was used for the culinary arts program at CCI; purchasing items such as a donut dryer, an exhaust hood/fire suppression system and other culinary tools as well as to the horticulture program at Jackson Correctional Institution; purchasing a new water piping system, a tractor and tools/equipment.

E. 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 DOC's Global Positioning System (GPS)-tracked population over the 2021-23 biennial's duration.

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

- 9.00 FTE Office Operation Associate positions and 3.00 FTE Corrections Field Supervisor (CFS) positions annually (\$394,500 GPR in FY22 and \$1,150,400 GPR in FY23, including reallocated positions and funding)
- 11.00 GPR FTE positions in FY22 and an additional 5.00 GPR FTE positions in FY23 for the Monitoring Center and the Sex Offender Registry program (\$535,000 GPR in FY22 and \$1,127,200 GPR in FY23)
- Supplies and services related to increased DCC tracked populations in the 2021-23 biennium (\$486,800 GPR and \$23,300 PR in FY22 and \$900,500 GPR and \$44,000 PR in FY23).

The 28.00 FTE authorized in FY23 was cumulative, representing a 5.00 FTE increase over the 23.00 FTE authorized in FY22. The 23.00 FTE/28.00 FTE totals only reflect new FTE added to DOC for sex offender tracking. Additionally, the 2021-23 biennial budget directed DOC to reallocate

29.00 FTE within DCC – primarily the conversion of Probation and Parole Agent positions into Corrections Field Supervisor positions.

The conversion of Probation and Parole Agent positions to CFS in field units with unbalanced supervision ratios led to a statewide adherence of a 1:7 CFS to Probation and Parole Agent ratio further supporting the continual increase in the GPS-tracked population and the associated workload.

Created by 2005 Act 431 and effective on July 1, 2007, DOC must use 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. “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. 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 PIOC 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.

In 2017, the Wisconsin Attorney General issued an opinion regarding SBN criteria (OAG-02-17), that in summary stated, “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 were considered synonymous, increasing the number of individuals who would meet the statutory requirements to be on lifetime GPS tracking, including those who had completed and discharged from DOC supervision. However, in 2023, the Wisconsin Supreme Court overturned that interpretation of the law and the Department is currently reviewing the ruling and its potential impact to individuals on lifetime tracking. It is unknown at this time how this change will impact future GPS populations.

DCC operates a Monitoring Center to provide centralized electronic monitoring services to the division; DOC’s DJC; county and local law enforcement; and county human services departments. In March 2022, 2,637 individuals were being monitored by the Department (1,280 on lifetime tracking and 1,357 on non-lifetime tracking). Of these individuals, 2,039 were sex offenders (including those on the Sex Offender Registry and those not required to register).

The Department’s GPS tracking populations have steadily increased each year, as follows:

YEAR	ADP
2017-18	1,449
2018-19	1,684
2019-20	2,055
2020-21	2,325
2021-22	2,546
2022-23*	2,873*

*2022-23 was forecasted

F. DIVISION OF COMMUNITY CORRECTIONS SUPERVISION STAFFING

2021 Act 58 provided (\$33,600) GPR in FY22, and \$119,900 GPR in FY23 for the reallocation of staffing within DOC to DCC to increase corrections field supervisor staffing in DCC field offices.

The recommended CFS to Probation and Parole Agent ratio is 1:7. As of August 2023, the Department has 171.00 FTE Corrections Field Supervisors and 1,193.68 FTE Probation and Parole Agents (a ratio of 1.00:6.98).

CFS 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, and assisting in the administration of the purchase of offender goods and services programs (POGS) within the region.

With the reallocation, DCC was able to hire 12.00 new CFS to support field units within the first six months of FY22. The additional CFS increased the division’s ability to meet ongoing Probation and Parole Unit and Client needs, as well as support optimal staffing ratios for workload.

G. WAUPUN-AREA CENTRAL GENERATING PLANT WATER TREATMENT POSITION

2021 Act 58 added a 1.00 PR FTE dedicated Water Utility Operator position to the Waupun-area Central Generating Plant (CGP) towards the end of the 2021-23 biennium. CGP supplies water to several DOC facilities but historically has lacked a dedicated certified waterworks operator. It instead relied 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. DOC estimates that the HMO facility will reach substantial completion in 2024.

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.

Various drinking water samples collected by DNR from CGP's wells in the past several years exceeded the Maximum Containment Level (MCL) for combined radium (radium 226 + 228). In response to these elevated radium levels, DNR mandated that DOC implement HMO filtration – a water treatment technique to remove radium from water – at CGP, which requires new construction.

This new Water Utility Operator position will help CGP better manage waterworks-related duties and to cover the added workload of the future HMO facility. This position 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 new 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.

DOC recently completed the recruitment and hiring process for the new Water Utility Operator position. The 2021-23 biennial budget added this position several months before the estimated completion of the HMO facility so as to give 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.

DOC GOALS AND OBJECTIVES DEVELOPED IN THE 2023-25 BIENNIAL BUDGET

H. OPENING AVENUES TO REENTRY SUCCESS

2023 Act 19 provides \$760,300 GPR in FY24 and \$1,512,000 GPR in FY25 for the expansion of the Opening Avenues to Reentry Success (OARS) and the continuation of the Opening Avenues to Reentry Success, Alternative to Revocation, and Probation Pilot Program (OARS2), which began as a grant funded program for clients on community supervision post-institutional release.

The OARS Program began as a pilot in FY11 with a goal of reducing recidivism in serious mentally ill clients through intensive case management and mental health services. In addition to mental health treatment, OARS eligible clients frequently have an array of needs that must be addressed during the reentry process, such as substance use disorders, financial need, and chronic health problems. DOC partners with the Department of Health Services (DHS) to provide front-line services to OARS participants, with case managers connecting participating clients to individualized services. In FY21, OARS served a total of 463 participants with an ADP of 266 participants.

In CY20, the United States Department of Justice, Office of Justice Programs, awarded DOC funds to develop the OARS2 program to run through September 30, 2023. Like OARS, OARS2 partners with DHS to provide front-line services to participants, including intensive case management, connections to psychiatric services, SUD treatment, community programs, and housing. DHS-contracted providers act as case managers and work with the treatment team to provide individualized services to each participant.

The key difference between OARS and OARS2 is the eligible populations each program serves. While OARS has a significant pre-release component for PIOC's, OARS2 serves clients who are on probation or already on parole or extended supervision. OARS2 eligible individuals must have a moderate to high risk level to reoffend, a serious mental health diagnosis, and a risk of reincarceration, as determined by the Agent of Record (AOR). OARS2 programming can serve as an Alternative to Revocation (ATR) or as a component of community supervision for clients who meet program eligibility.

With funding provided in the 2023-25 biennial budget, the Department intends to expand the OARS Program statewide to the remaining unserved 21 counties: Ashland, Bayfield, Burnett, Buffalo, Clark, Crawford, Dunn, Florence, Forest, Grant, Iron, Juneau, Lafayette, Oneida, Pepin, Pierce, Price, Richland, Rusk, Taylor, and Vilas. Simultaneously, DOC will increase the number of clients served in currently participating OARS counties, with an anticipated increase of 45 ADP in FY24 and an additional 37 ADP in FY25.

OARS2 began as a pilot program and as such, DOC will conduct a full analysis and evaluation of the program in FY24 to determine the most appropriate plan of action for services and programming moving forward. The OARS2 program will not accept new referrals or enrollments until the evaluation is complete.

I. MEDICATION-ASSISTED TREATMENT CAPACITY (DAI)

2023 Act 19 provides \$955,900 GPR in FY24 and \$3,727,400 GPR in FY25 to establish an intake-based MAT program in DAI. Funding will be used to purchase two pharmacy refrigeration units for Central Pharmacy. The remaining funds will be used to purchase medication for program participants. No new positions were authorized; however, the Department was directed to reallocate 1.00 vacant FTE to serve as the administrative head of the program.

DOC estimates that approximately 10% of PIOC's entering into a DAI facility will have an identified substance use disorder for amphetamines, alcohol, or opioids qualifying them for a MAT program.

The proposed program differs from the current DCC program – while DCC provides one dose of medication prior to release into the community, the DAI program will provide medication to individuals upon intake into DAI. This program will be responsible for providing the appropriate choice of treatment between buprenorphine and naltrexone, both of which are FDA-approved for MAT. Participants in the DAI MAT program will receive medication for the first year of incarceration as prescribed by their physician. This timeframe aligns with current opioid use disorder treatment best practices which recommend certain clinical benchmarks be reached before considering a medication taper.

J. CENTRAL PHARMACY SERVICES: PHARMACY TECHNICIANS LTE TO FTE

Central Pharmacy Services is responsible for providing all over-the-counter and non-over-the-counter medications for DOC's facilities and over 20,000 PIOC's. **2023 Act 19 provides funding in the amount of \$153,300 GPR in FY24 and \$188,900 GPR in FY25 to convert 10.00 LTE Pharmacy Technician positions into 5.00 FTE Pharmacy Technician positions to operate out of Central Pharmacy.** By converting these LTE Pharmacy Technician positions to FTE Pharmacy

Technician positions, DOC aims to improve pharmacy workflow and increase employee retention.

2023-25 Biennial Budget New Funding		
	FY24	FY25
GPR	\$153,300	\$188,900
FTE	5.00	5.00

K. WISCONSIN WOMEN'S CORRECTIONAL SYSTEM STAFFING SUPPLEMENT

Robert E. Ellsworth Correctional Center (REECC), an all adult female correctional facility, is the size of a small correctional institution, but does not have a similar level of Supervising Officers. There are currently 5.00 FTE Supervising Officers at REECC compared to 13.00 FTE at Wisconsin Secure Program Facility, 12.00 FTE at Prairie du Chien Correctional Institution and Racine Youthful Offender Correctional Facility, and 7.00 FTE at Chippewa Valley Correctional Treatment Facility (these facilities have PIOC populations of a similar size). With only 5.00 Supervising Officers, REECC is not capable of providing 24/7 security supervisory coverage.

Additionally, the staffing level and the layout of REECC can slow down response times by Supervising Officers to incidents within the center. **2023 Act 19 provides funding in the amount of \$313,900 GPR in FY24 and \$366,200 GPR in FY25 to increase Supervising Officer positions at REECC by 4.00 GPR FTE.**

2023-25 Biennial Budget New Funding		
	FY24	FY25
GPR	\$313,900	\$366,200
FTE	4.00	4.00

L. METAL STAMPING EXPANSION

2023 Act 19 provides \$3,012,700 PR in FY24 and \$2,950,900 PR in FY25 for increasing material costs and equipment replacement associated with the Department's Metal Stamping operations. Operating at the WCI, the Bureau of Correctional Enterprises's (BCE) Metal Stamping team produces license plates for the State of Wisconsin. This team makes license plates for each vehicle, trailer, etc., for which a Wisconsin license plate is required. The license plate products include 70+ specialty plates (including personalized), 15+ Native American tribal plates and 10+ cycle plates.

The additional expenditure authority will be used by BCE Metal Stamping operations to meet new production requirements. 2021 Act 163 directed the Department of Transportation to replace license plates for all vehicles with registrations over 10 years old by July 1, 2032. To meet this deadline, BCE Metal Stamping estimates they will be increasing production nearly 50%, requiring the purchase of additional materials and the replacement of old equipment.

M. DJC TYPE 1 FACILITY PLUS PLANNING MONEY

In accordance with 2017 Wisconsin Act 185 amended by 2019 Wisconsin Act 8, the State of Wisconsin's Approved Capital Budget will enumerate \$78,400,000 for the construction of the Milwaukee County Type 1 Juvenile Correctional Facility. \$45,791,000 of the \$78,400,000 will be funded by General Fund Supported Borrowing (GFSB) and the remaining \$32,609,000 will be funded by cash, which will come from an appropriation created by transferring GPR funding from the general fund to the capital improvement fund to be used in lieu of bonding. Additionally, the State of Wisconsin will enumerate \$6,000,000 for the planning, development, design, and property acquisition of a second Type 1 Juvenile Correctional Facility, also funded by cash.

FLEXIBLE WORK SCHEDULES STATEMENT

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/Remote Work 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 0.60 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.

DOC returned to normal (pre-COVID) operations beginning with the July 4, 2021 pay period, with a blanket threshold of no more than 40% remote work for eligible staff. In May 2022, DOC moved to a blanket threshold of no more than 60% remote work for eligible staff (small number of teams approved for 100% remote work). The vast majority (85%) of DOC staff have no telecommuting/remote work schedule.

Between 11/20/2022 – 12/3/2022:

- 8,413 total FTE
- 7,136 had no recurring/scheduled telecommuting (85% of all staff)
- 1,277 employees had recurring/scheduled telecommuting
 - Over half of these individuals (738) had 25% or less remote work
 - Only 88 employees had full-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 16, 2023

Secretary Kevin A. Carr
Department of Corrections