

STRATEGIC PRIORITIES

2021-22 BIENNIAL REPORT



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DEAR COLLEAGUES,

Prior to launching the last report in 2020, *Strategic Priorities: The Year in Review*, our agency established a Strategic Plan identifying four strategic priorities for the Department of Corrections: Operational Excellence, Transparency and Public Accountability, Workforce Investments, and Corrections Reform. We believe these areas of focus address the unique needs of those we serve while laying out the foundation for lasting change and sustainable reform in Wisconsin.

After two years of hard work, I'm proud to share our accomplishments related to these priorities and introduce our vision for the future of corrections in Wisconsin. Our staff continue to be our most valuable resource, and I truly believe none of this work would be possible without their hard work and dedication to our agency. I'd like to thank our staff and partners for their tremendous efforts over the last few years. I'm also thankful for the leadership of Governor Evers as he continues to deliver on his promise of "doing the right thing" for our agency and the state of Wisconsin.

As I reflect on our accomplishments as an agency since 2020, I'm especially proud to call out our work related to equity and inclusion. While you won't find a priority solely dedicated to equity and inclusion, we work hard to integrate this core value into each one of our strategic priorities. I am a firm believer in promoting inclusivity and fairness for all staff, youth, clients and persons in our care, and I believe you'll see those efforts reflected in our work.

As we set our sights on the future, I'm excited for the possibilities that lie ahead, and I remain firm in my belief that the investments in our staff, those in our care and in our communities will bring positive results. I have no doubt that our agency will seize the chance to affect positive change in 2023 and beyond, and we're eager to get to work. I encourage our employees, partners and stakeholders from around the state to read this report and see how we plan to keep moving Wisconsin forward.

KEVIN A. CARR

Secretary

Wisconsin Department of Corrections

STRATEGIC PLAN

The mission of the Wisconsin Department of Corrections (DOC) is to 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.

With the mission in mind, in 2019 our agency created a Strategic Plan to help define who we are as an agency, our vision for the future and a roadmap of how we can get there. The plan outlines four key priorities outlined below:

OPERATIONAL EXCELLENCE

Achieving operational effectiveness with optimal efficiency for the persons in our care and our staff.

TRANSPARENCY AND PUBLIC ACCOUNTABILITY

Building trust among our staff and the public through open dialogue and shared information, while using our resources responsibly.

WORKFORCE INVESTMENTS

Promoting a workforce that excels in their positions, while seeking opportunities to grow professionally. Simultaneously, we are working to strengthen our workforce with new employees, adding long-term value, leadership and expertise to the agency.

CORRECTIONS REFORM

Using evidence and research to improve the effectiveness of our interventions and investments to increase safe alternatives to incarceration.

OPERATIONAL EXCELLENCE

- Improved staff communication by modifying the agency's Weekly Update newsletter based on staff feedback from a staff survey.
- Hired the agency's first Equity & Inclusion Chief to facilitate and manage the implementation of the DOC's Equity and Inclusion Plan. This position is also responsible for providing strategic guidance to Divisions on workforce planning initiatives
- DOC's Internal Affairs Office successfully conducted 271 investigations in 2021 and 347 investigations in 2022.
- Medicare Benefits for persons in our care: Continued the practice of suspending rather than terminating Medicare benefits when an individual becomes incarcerated, eliminating delayed access to medical and behavioral health care upon release.
 - PIOCs have the opportunity to apply for Medicare prior to returning to their respective communities. In FY21, there were 5,855 individuals (or 74.6% of those releasing) determined to be eligible for Medicaid programs, and in FY22, there were 5,302 individuals or (or 73.2% of those releasing) determined to be eligible for Medicaid programs.
- Implemented a new personal mail policy and put other safety measures in place in Division of Adult Institutions (DAI) facilities designed to reduce the introduction of contraband inside secure institutions.
- Launched new Sex Offender Registry Portal, allowing registrants the option to register online or through the mail. Previously, registrants only had the option of mail.

- DCC developed an Electronic Case File to replace the existing filing system. The integration took place in phases, and the final phase was completed in June 2022.

COVID RESPONSE EFFORTS:

- DAI staff began administering COVID-19 vaccinations to all staff and persons in our care in March of 2021.
- Launched the COVID-19: Persons in our Care Vaccination Dashboards in April of 2021 to show PIOC's vaccination rates.
 - As of 1/3/23, 72.6 percent of PIOC's have been fully vaccinated, and 74.2 percent have been partially or fully vaccinated.
- DOC's Emergency Operation Center (EOC) made improvements/changes in procedure as a result of the COVID-19 Pandemic.
 - DOC increased tele-visiting options for PIOC's around the state, allowing more access during times of modified operations.
- From July 2021 – September 2022, DOC offered free COVID-19 vaccinations to those visiting persons in our care at six facilities.

TRANSPARENCY & PUBLIC ACCOUNTABILITY

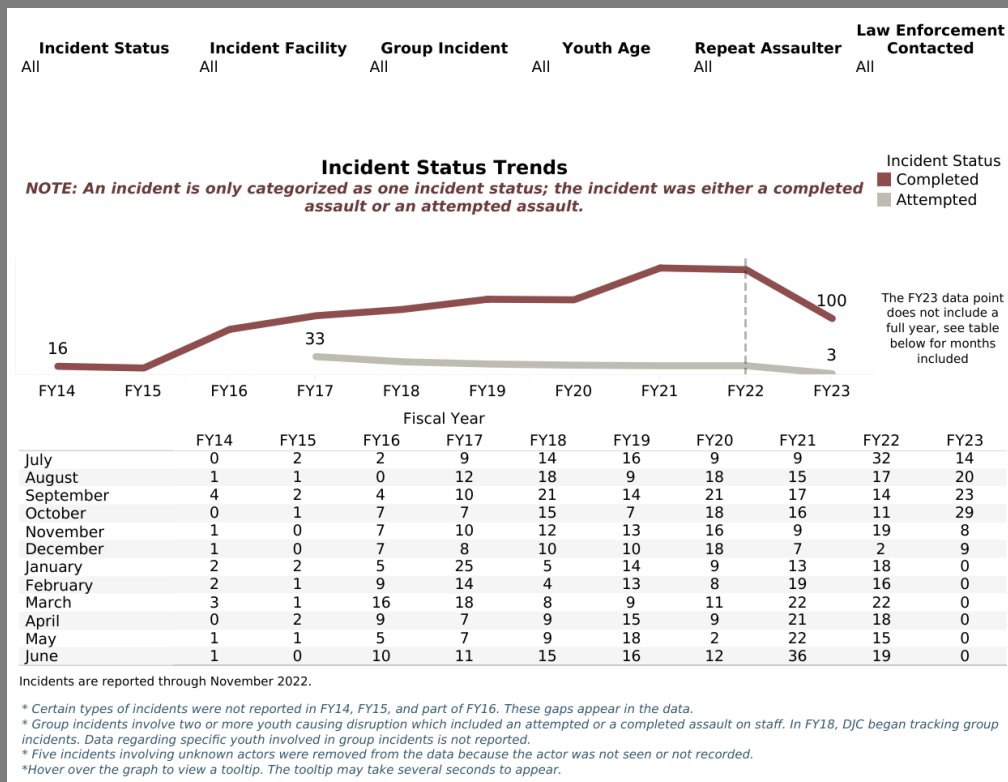
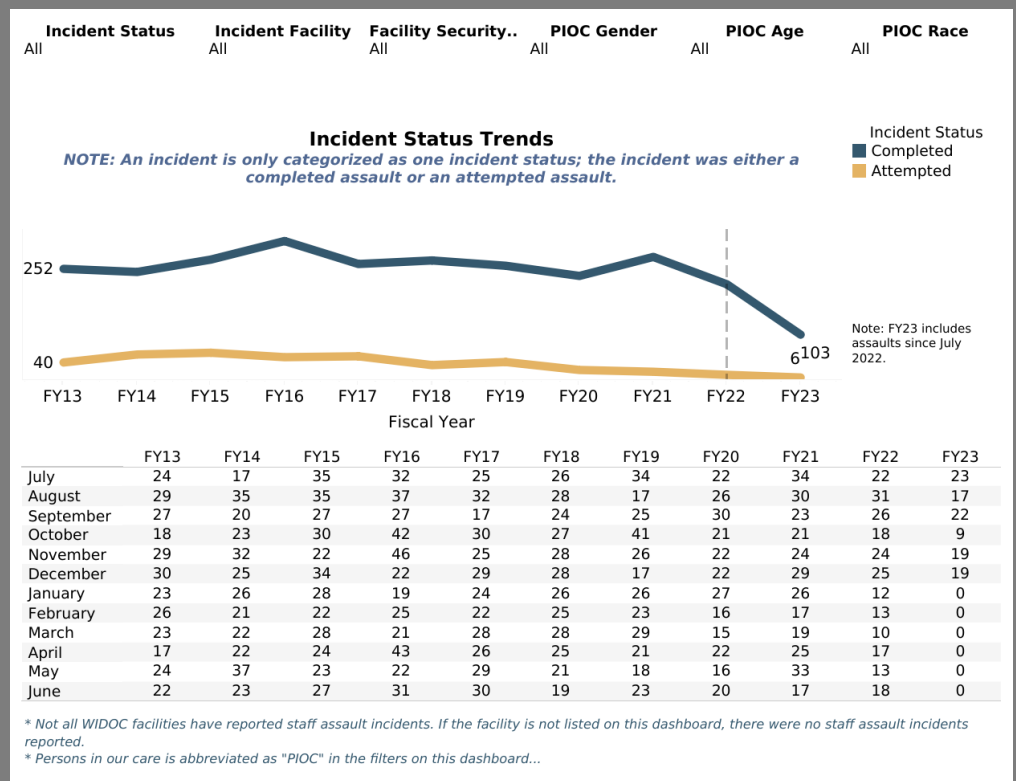
- Increased communication with external and internal stakeholders for situational awareness.
 - Continued to publish bi-annual stakeholder newsletter to keep stakeholders updated on recent accomplishments and ongoing initiatives
 - Improved staff intranet to clearly display key agency news and resources The Secretary's Office met regularly with key stakeholder groups to provide agency-wide updates, respond to any questions and gather feedback
- The Office of Records Management (ORM) received 3,885 open records requests in 2021 and 4,677 open record requests in 2022.
- ORM launched a new Public Records Central Portal allowing individuals to submit public records requests and track their progress online.
- Made key additions to the agency's public website, including pages for New Juvenile Facilities, Equity and Inclusion, Stakeholder Newsletters and Strategic Priorities.
- Released the agency's first stakeholder newsletter in the Fall of 2021. DOC continues to release biannual newsletters each spring and fall.
- Hosted two virtual town hall events with the Secretary in 2021 and three in 2022. Topics included Governor Evers' 2021-2023 Budget Request, the Compensation Plan, Wisconsin's ongoing opioid epidemic and its impact on DOC, employment readiness, and DOC's Employee Assistance Program (EAP).
 - These events provided DOC valuable input from staff and various stakeholders, helping to guide decision making.

DATA SHARING

Collected and shared more data than ever before in our agency.

Launched several new data dashboards on

the public website, including:

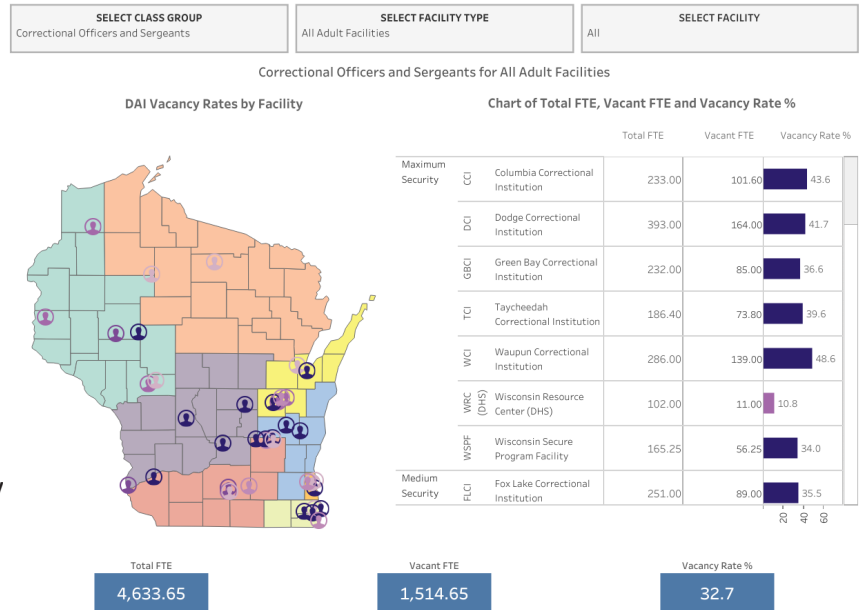


PIOC Assaults on Staff dashboards and Youth Assaults on Staff dashboards to provide insights to help the agency evolve operations and improve safety.

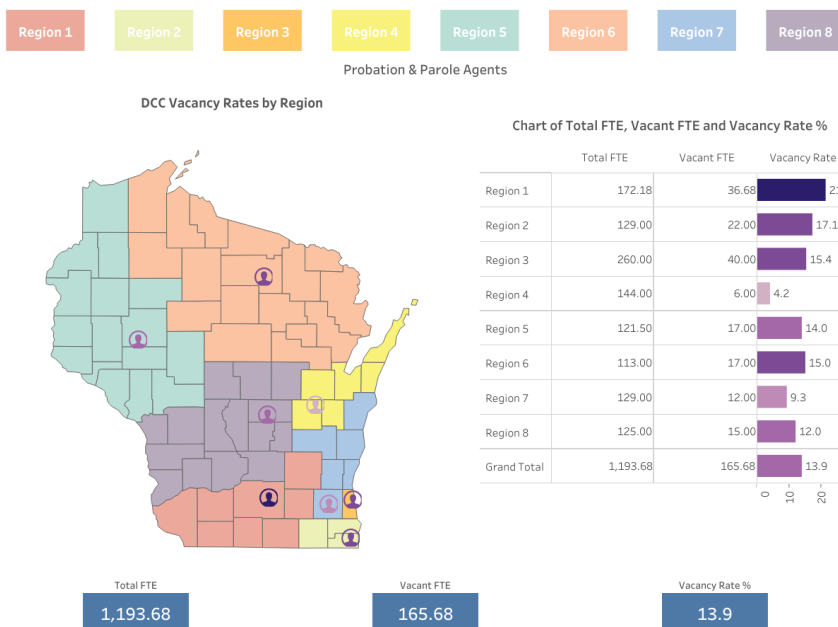
WORKFORCE INVESTMENTS

Added the Staffing and Vacancy dashboards to the public website to show the current total of full-time equivalent (FTE) positions, FTE vacancies and FTE vacancy rates across divisions. Includes security staffing in the Division of Adult Institutions by facility and facility type; probation and parole agent staffing for the Division of Community Corrections by region; youth counselors for the Division of Juvenile Corrections by facility; and a summary of total FTE positions, vacancies and vacancy rates across the Department by classification group.

Wisconsin Department of Corrections Division of Adult Institutions (DAI)
Security Staffing by Facility: All Adult Facilities, Report Pay Period: 2/26/2023-3/11/2023



Wisconsin Department of Corrections Division of Community Corrections (DCC)
Probation & Parole Agent Staffing by Region, Report Pay Period: 2/26/2023-3/11/2023



The Department updated the Additional Hours of Work Policy which applies to all Divisions. While there were nuanced changes for the Division of Adult Institutions (DAI), Division of Community Corrections (DCC), and Division of Juvenile Corrections (DJC) as outlined in separate appendices, the main change was for the 24/7 facilities where the Department added a provision to the ordered overtime section which gives employees credit for volunteering. The goal is to incentivize staff to share the overtime responsibility by choosing when they would like to work which in turn helps spread out the amount of forced overtime required.

SURVEYS

Added Climate and Engagement Survey dashboards to summarize 2020 and 2022 staff responses from across all divisions and locations within the DOC. The purpose of these surveys is to gain a better understanding of employee morale, satisfaction and engagement within the agency.

- Topics included Organizational Commitment, Supervisory Relations, Work Environment/Unit, Communication, Training and Development, Pay and Benefits, and Knowledge and Experience.
- The majority of respondents agreed staff have sufficient promotional opportunities, their supervisor is approachable, and that the department communicates positive stories.

RECRUITMENT AND RETENTION

The DOC completed many initiatives related to recruitment and retention:

- Created new career videos and updated Careers Page on the public website.
- Increased recruitment efforts through TV and radio ads, increased use of social media, truck wraps, and advertising on billboards.
- Improved retention efforts by adding a referral bonus program, supplemental pay and market increases for a number of positions, raising minimum rates for several job classifications, and using the pilot add-on program to target high-need areas such as nursing.

PAY

The Department advocated and realized increased pay for a number of classifications through the 2021-2023 Compensation Plan and other initiatives.

- Several positions realized an increase through Raised Minimum Rates (RMR), there were numerous add-ons implemented for healthcare positions working at high-vacancy sites and implementation of several add-ons for security staff to include a \$4.00 pilot for security employees and their supervisors, a \$2.00 add-on for Correctional Officers, Sergeants, Youth Counselors and Youth

Counselor- Advanced at max sites and a \$5.00 add-on for Correctional Officers and Sergeants at DAI facilities with more than a 40% combined vacancy rate for security staff and for Youth Counselor/Youth Counselor-Advanced employees at LHS/CLS as a retention incentive to stay until conversion to an adult facility.

- Finally, the DOC reviewed and adjusted pay for many employees in broadbanded pay schedules due to equity or compression concerns.

PROFESSIONAL DEVELOPMENT

DOC increased and enhanced staff training and professional development opportunities, including:

- Relaunching the Leadership Prep series developed for aspiring leaders (558 aspiring leaders attended sessions between 2021 and 2022)
- Launching the Leadership Ops series, designed as a professional development opportunity for current supervisors. (Launched in 2022, 280 supervisors took advantage of this opportunity over nine sessions)
- Conducting curriculum review of both the New Employee Training & Support (NETS) and Supervisor Development & Support (SDS) programs. The revised curriculum was implemented in 2022.
- In 2022, DMS, DAI, and DJC collaborated to review and revise the correctional officer and youth counselor training academies, resulting in a streamlined approach to training all facility staff, uniformed and non-uniformed staff, in the Facility Staff Training & Support (FSTS) program.
- The Train the Trainer: T3 program was revamped in 2022, where 54 new trainers gained the skills to lead training throughout the agency.
- Adding more than 60 new professional development sessions in the topic areas of: Conflict Resolution, Equity & Inclusion, Ethics, Mental Health Awareness, Social Awareness, and Trauma-Informed Care.

CORRECTIONS REFORM

Continued implementing the Lincoln Hills School/Copper Lake School consent decree, which involves a more treatment-focused approach to working with youth. The schools doubled the number of consent decree directives with which they are in Substantial Compliance, now reaching that higher level of compliance in 30 out of 50 area.

DJC implemented Dialectical Behavior Therapy (DBT), as the primary treatment for all youth under our care. DBT is designed to help youth who struggle to control their emotions and behavior.

DJC launched a Behavior Motivation System (BMS) in late 2022, which is based on behaviorism and evidence-based practices to reinforce and acknowledge positive behaviors. This system provides youth access to incentives and privileges over and above basic rights and supports, encouraging them to expand their skill set to help them prepare for successful re-entry.

DOC, in partnership with the Department of Administration, reviewed multiple locations in Milwaukee County as a potential site for a new Type 1 facility, utilizing the criteria developed by the bipartisan Juvenile Corrections Study Committee. A site at 7930 West Clinton Avenue in Milwaukee was approved by the City in January 2023.

The City of Milwaukee’s Zoning, Development & Neighborhood Committee held a public hearing on January 10, 2023. The Common Council voted 9-2 on January 17th, 2023, in approval of the Wisconsin Department of Corrections building a 32-room juvenile justice center at 7930 W. Clinton Ave.

State Legislators and the DOC held three public listening sessions, an environmental assessment meeting, and the jurisdictional Senator held two public meetings in which the DOC participated.

The request for the land purchase at Clinton Avenue was approved on February 3, 2023 by the State Building Commission (SBC). Once planning and design are at or near completion, DOA will submit a design report for approval from the SBC and request authority to construct.

TIMELINE FOR A NEW TYPE 1 FACILITY

Construction of a new facility is contingent upon all of these necessary approvals to be completed prior to breaking ground. Delays in these additional approval requirements will add significantly to the timeline of this project. If a required approval fails, proceeding approval requirements and planning cannot move forward. A typical building construction project of similar size typically requires approximately five years from funding approval to breaking ground. Below is a high-level summary of the sequence of requirements the DOC must successfully accomplish before proceeding to the construction of a new Type 1 facility.



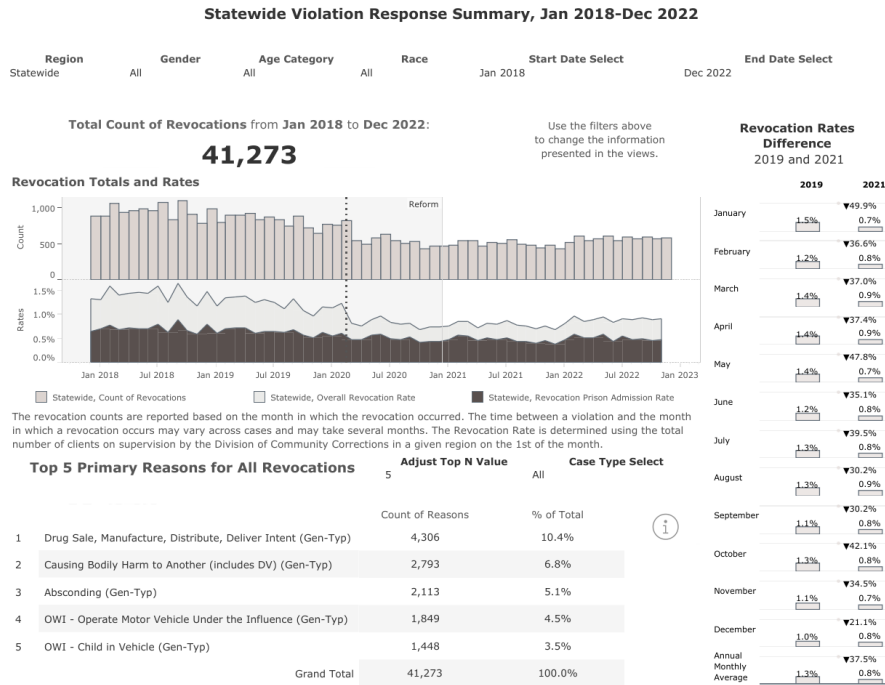
POLICY

Implemented policy changes related to the supervision of clients designed to increase efficiency and safely lower the number of revocations, which make up a large part of DOC's institution population.

- DCC expanded community-based Alternative to Revocation programs and services.
- A new service model, referred to as Supportive Housing Services (SHS), was developed and implemented to address stabilization factors for clients who may need addiction recovery services and support.
- DCC successfully expanded virtual programs, including five additional groups for Domestic Violence treatment and Substance Use Disorder treatment services for clients.
- Opened a new Residential Services Program (RSP) in Spring 2022 which offers specialized services for women in need of dual diagnosis programming
- Expanded Certified Peer Specialist services in Regions 3, 6, and 7
- After pausing services during the pandemic, the Statewide Institutional Sex Offender Treatment (SOT) Alternative to Revocation (ATR) program resumed operations at Racine Correctional Institution (RCI).
- The DCC Treatment Unit, in collaboration with the DOC Reentry Unit and University of Cincinnati Corrections Institute (UCCI), began to pilot the new Cognitive Behavioral Interventions for Substance Use Open Enrollment (CBI-SUO) curriculum.
- Expansions to funding for Medication Assisted Treatment (MAT) enabled coverage across the state of all forms of MAT for clients on supervision.

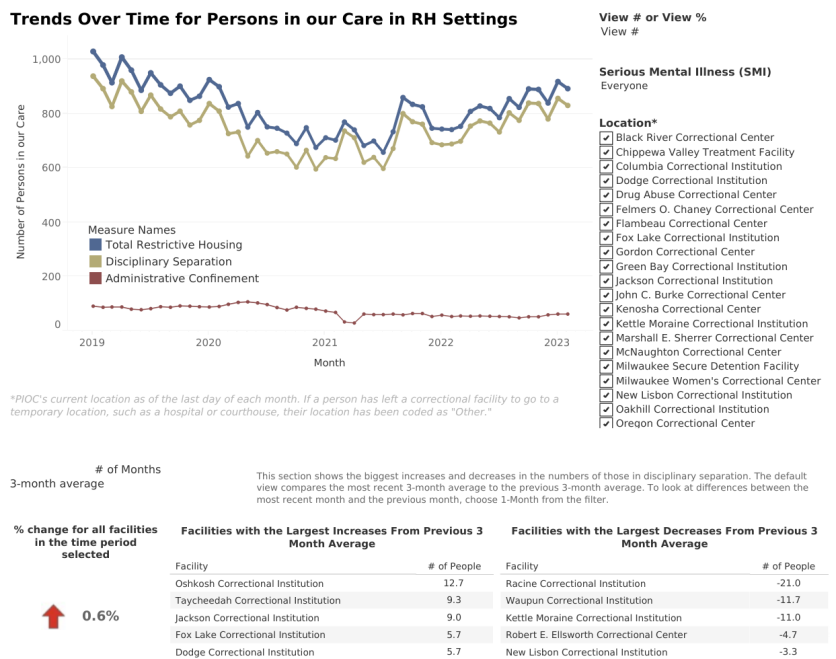
REVOCATIONS AND OTHER RESPONSES TO VIOLATIONS DASHBOARDS

Revocations and Other Responses to Violations dashboards to allow users to examine revocation rates and trends. The data presented on these dashboards includes all revocations, the primary reasons for revocations and other responses to violations, such as sanctions and alternatives to revocations (ATRS).



RESTRICTIVE HOUSING DASHBOARDS

Restrictive Housing dashboards to provide insight into episodes of restrictive housing (both disciplinary separation and administrative confinement) for persons in our care (PIOCs). The goal of these dashboards is to track the success of DOC's reform initiatives as it relates to restrictive housing practices in order to improve outcomes for both staff and PIOCs.



DOC - RELATED BILLS THAT BECAME LAW

- Act 52 (SB-237) Allows the Secretary of the DOC to authorize the operation of a drone over a state correctional facility and allows a sheriff to authorize the operation of a drone over a county correctional facility.
- Act 53 (SB-299) Requires a person to submit a DNA specimen to the state crime laboratories if the person is moving to Wisconsin and will be under DOC supervision and the person was placed on probation, extended supervision, or parole in the person's state on or after April 1, 2015, for the commission of any crime. Under prior law, the person had to have been placed on probation, extended supervision, or parole on or after January 1, 2000, for a crime that would have been a felony if committed in Wisconsin or before January 1, 2000, for a crime that would have been comparable to first or second-degree sexual assault.
- Act 58 (AB-68) Provides an additional \$5 per hour worked during the 2021–23 biennium to correctional officers and correctional sergeants in correctional facilities when the combined vacancy rate for those positions is more than 40%. This rate continues until the vacancy rate is 40% or less for six consecutive months.
- Act 58 (AB-68) Eliminates the provision that prohibits DOC from using billboards to recruit employees.
- Act 153 (SB-724) Changes the report that DOC must submit to JCF regarding overtime at correctional institutions from a biennial report to an annual report.
- Act 186 (AB-825) Requires each state correctional institution to make a record of any alleged battery that a prisoner commits against a DOC correctional officer or teacher. Under the act, DOC must forward all such records to the law enforcement agency with jurisdiction over the institution. Although now required by law, it has been DOC's practice for years to refer all alleged batteries to law enforcement.
- Act 247 (AB-1029) Requires wardens and superintendents of juvenile correctional facilities to take an official oath when they take office. The act also removes the requirement that wardens and superintendents of the state prisons execute a bond when they take office.
- Act 252 Funded the Type 1 facility in Milwaukee
- Act 264 (SB-564) Requires DOC to contract with multiple vendors of personal property items for purchase by, or on behalf of, PIOC's at state correctional institutions.