The mission of the Bureau of Correctional Enterprises is to enhance public safety by providing jobs and training for inmates which develop marketable skills and experience in financially viable businesses while providing quality products and services to our customers.
69%
Of former BCE inmate workers have not returned to DOC three years after release.

$780,000
BCE paid to inmate workers who are better able to pay their financial obligations

$29.8 MILLION
IN SALES TO GOVERNMENT & NON-PROFIT CUSTOMERS

440 Inmate Workers
Learning and working with BCE on an average work day!

ONLY
$1.52 MILLION
Tax Payer Dollars Appropriated in FY 19 For All BCE Operations!

805,000 HOURS
OF INMATE TIME SPENT LEARNING AND WORKING WITH BCE IN FY 19.

(2) Farms (1) Dairy (12) Industries
(2) Warehouses & (1) Product Development Center
Where teams of employees and inmate workers make products and provide services to government and non-profit customers.
Throughout my nearly forty year law enforcement career, I’ve found that the strongest antidote to recidivism is the dignity associated with working hard, feeling valued and earning a livable wage. I also believe that investing in individuals who have the capacity for positive change is always the right thing to do. That is why I am proud of the investments Governor Evers has made in the Department of Corrections (DOC) reentry and employment programs, which are helping thousands of individuals prepare for successful reentry into society every year.

The work of the Bureau of Correctional Enterprises (BCE) is one example of how the DOC is helping individuals make positive and sustainable change. Using a holistic approach to reentry, BCE assists individuals in attaining valuable workforce skills, connecting with employers, and identifying local social service resources. BCE ensures that incarcerated individuals and those on community supervision are capable of not only financially contributing to their communities and families, but also to the Wisconsin workforce.

One of the core values of the DOC is “every person, every, family and every community matters.” This value is a daily reminder that people do not lose their value or human dignity just because they committed an offense. BCE is the embodiment of this value, and that is why I am proud of their work and individuals who are in the BCE programs.

I encourage you to dig-in on the data in the following pages to see the tremendous impact BCE is having on our state and those in our care.

Sincerely,

Kevin A. Carr
Secretary-designee
Wisconsin Department of Corrections
I am pleased to present the Bureau of Correctional Enterprises’ Fiscal Year 2018-19 (FY19) annual report. This report provides information about each BCE operation and gives me a chance to share some details about how our bureau performed on each of the four goals I listed in last year’s annual report.

1. Strengthen financial performance
   The Bureau had a profitable fiscal year. BCE’s industries were profitable again which reduced the debt BCE has carried for many years. Significant efforts are underway to bring a number of industries’ prices up to date so they are competitive and profitable. Agriculture operations show a loss because of the required prepayment of capital project costs that will occur in FY20 and FY21.

2. Build staff and organizational performance
   The Bureau continued to invest in training for every employee. We learned to use the principles of motivational interviewing to improve how we communicate and work with each other and inmate workers. Improved communication and work builds on inmate team members’ preparedness to succeed in and outside DOC facilities, and should improve our workplace climate, productivity and product quality.

3. Improve customer satisfaction
   Customer satisfaction measures show improvement. Customers returned 8% fewer products to BCE, which makes this four years of improvement. Furniture sales, manufacturing and installation improved on-time installations for a 3rd year with a 97% annual average of early or on-time installations.

4. Reduce inmate worker re-incarceration.
   The Department’s Research and Policy Unit analyzed DOC data in January 2018 and showed former BCE workers are more successful than other inmates in not returning to DOC custody. Former BCE workers were successful 91% one year after release, 79% after two and 69% after three years. Statistically similar inmates who did not work for BCE were successful 88%, 76% and 67% in the same time periods. While the differences are small, they are significant indicators of BCE’s contributions to DOC more fully meeting its mission.

The Bureau’s teams of employees and inmate workers will continue in FY20 to strengthen our organization, operations and financial viability. Look forward to focused efforts on marketing and sales in our furniture, sign and printing industries. Also expect information about BCE’s outreach to inform employers about our bureau and its interest in helping them meet their workforce challenges.

Sincerely,

Wes Ray, Director
Bureau of Correctional Enterprises
What We Do

BCE is comprised of four major program areas:
Agriculture, Industries, Logistics, and Transition.

Agriculture

Oregon Farm
The Oregon farm consists of approximately 530 acres. Its primary crops are alfalfa, corn, soybeans, and wheat. These crops are grown primarily for herd consumption and secondarily for sale. It has a Holstein dairy herd of 180 milk cows and 170 replacement heifers. The Oregon Farm employs inmates from Oakhill Correctional Institution.

Waupun/Fox Lake Farms
These farms consist of approximately 1,650 acres. The primary crops are alfalfa, corn, soybeans, and wheat. These crops are grown primarily for herd consumption and secondarily for sale. It has a Holstein dairy herd of 470 milk cows and 390 replacement heifers. These farms employ inmates from the John Burke Correctional Center.

Waupun Dairy
Waupun Dairy produces milk in 5 gallon and half pint containers and ice cream and sherbet in individual serving containers. The dairy also sells the cream available from the production of the 1% milk it sells to customers. The dairy employs inmates from the John Burke Correctional Center.
Product Development Center (PDC)
The Product Development Center (PDC) at Oakhill Correctional Institution is an exciting new addition to BCE that opened in April of this year. The PDC helps promote the mission of BCE by creating digital assets in support of BCE sales activities, and also engineering and production support for the full life cycle of BCE products. The PDC develops a wide range of engineering and graphic assets such as catalogs, brochures, and manufacturing drawings and models. The PDC also has the capability to produce clean-sheet, purpose built product designs.

Our PDC workers use latest generation workstations equipped with sophisticated applications such as the graphics and presentation oriented Adobe Creative Suite, and the market leading CAD systems AutoCAD and SolidWorks. Inmate workers sharpen their business acumen by working in an environment that is as similar to a private sector company as possible. This experience, along with developing relevant technical skills, helps improve the possibility that our workers will successfully re-enter and contribute to their communities upon release.

Upholstery
BCE Upholstery is a final assembly and upholstery operation for all seating products sold by BCE, which includes re-upholstering services. This shop employs inmates at Oakhill Correctional Institution.

Laundry & Linen Rental Services
BCE Laundry provides laundry and linen rental services to state agencies and university campuses. Laundry services are currently provided to facilities operated by several agencies, such as the Departments of Corrections, Health Services, and Veterans Affairs. Our linen rental programs are very popular with many of the University of Wisconsin campuses, with a range of rentable items available including sheets and pillow cases, blankets, bed spreads, wash cloths and towels. And our Laundry services can provide clean items on a regularly scheduled basis that can include inmate or patient clothing, bedding, coats, rags and mops. These services provide inmates at the Oshkosh Correctional Institution the opportunity to gain work experience and to learn the skills required to be hired and to hold a job upon release.”
**Custom Signs**

BCE custom signs produces traffic, street and trail, architectural and informational signs. Engraved informational signs, name badges, banners and personal nameplates are made here as well. Use of modern materials, equipment and layout, photography and silkscreen (reverse and direct) methods are used. Painted surface, heat activated and pressure sensitive reflective sheeting materials are utilized in the production of signs. Signs are fabricated in various sizes, shapes and colors. This shop employs inmates at Stanley Correctional Institution.

**Road & Trail Signs**

BCE Road & Trail Signs produces signs used on state and local roads, as well as trails used for ATV’s and UTVs. Those signs are made on new and recycled aluminum blanks provided by the Sign Hydrostripping team. This shop employs inmates at Jackson Correctional Institution.

**Sign Hydro-stripping**

BCE Sign Hydro-stripping uses high-pressure water to strip vinyl sheeting off old signs so the aluminum blank can be used again. This reduces the amount of useful aluminum placed in Wisconsin landfills and produces a new sign at a lower cost than one produced using a new aluminum blank. This shop employs inmates at New Lisbon Correctional Institution.

**Printing**

BCE Printing operations include typesetting, graphic design, color and black and white copying, one and two color printing, folding, drilling, cutting, envelopes, spiral bound books and much more. Other services include state park maps, brochures, posters and newsletters. The BCE print shop also produces the temporary license plates for the DOT. Printed material is produced for any nonprofit organization and state or local government agency, including universities and K-12 schools. This shop employs inmates at Columbia Correctional Institution.

**Metal Stamping**

BCE Metal Stamping produces license plates for the DOT, tribes, and municipalities located throughout Wisconsin. Automobile, truck, bicycle, specialized and motorcycle plates are representative of the various types of license plates produced. This shop employs inmates at Waupun Correctional Institution.
Wood Fabrication
BCE Wood Fabrication creates and assembles wood products. Examples include desks, tables, bookcases and credenzas. Some furniture components are provided as additions to items produced at other BCE locations. This shop employs inmates at Fox lake Correctional Institution.

Metal Fabrication
BCE Metal Fabrication includes, but is not limited to bookcases, multimedia cabinets, sit stands, monitor arms, pedestal and lateral files. This shop does not fabricate or assemble products, but will incorporate wood products from BCE Wood Fabrication to meet customer needs.

Textiles/Embroidery
BCE Textiles produces items used primarily by state institutions, state agencies, and local jails. Products include, but are not limited to detention clothing, mattresses and pillows, linens, and towels. This team also provides embroidery and heat transfer enhancements to a wide range of products. In cooperation with its host facility, this team added operations in a formerly vacant building to better meet customer needs. This shop employs inmates at Green Bay Correctional Institution.

Canteen
BCE Canteen processes canteen orders for inmates at three correctional institutions, which include Taycheedah, Kettle Moraine and Waupun. Inmate workers learn skills related to inventory, warehouse management, and order fulfillment. BCE Canteen is working to add additional correctional intuitions to this operation. This shop employs inmates at Taycheedah Correctional Institution.

Durable Medical Equipment Refurbishing
Since 2001, the Durable Medical Equipment Program (DME) at Redgranite Correctional Institution has been serving the community. Here, trained inmate workers, assess, disassemble, sanitize, and refurbish used DME, adding value to equipment that might have been discarded. Purchasers of this refurbished DME include community members who appreciate being able to buy used equipment. DME has even supplied equipment to people in third world countries. We are also proud of our history of supplying equipment to veterans’ groups. This shop employs inmates at Redgranite Correctional Institution.
Badger State Logistics (BSL)
BSL is a commodities warehouse and serves as the central distribution point for a number of products sold to federal, state and local government agencies and non-profit organizations. Products include, but are not limited to toilet paper, hand towels, food service supplies, can liners, motor oils, ice melting salt and softener salt. This team employs inmates from the John Burke Correctional Center.

Industries Distribution Center (IDC)
IDC serves as the central hub for transportation, storage delivery and installation of BCE products. IDC employs inmates from the John Burke Correctional Center.

Computer Recycling
Computers and select other electronic products that are obsolete or designed as non-repairable are received from the DOC. These items are de-manufactured down to the salable commodity in each device. The commodities are sold in a bidding process to responsible electronic recyclers. This service occurs at IDC and employs inmates from John Burke Correctional Center.

The BCE Transition Program team works to help BCE inmate workers better prepare themselves for the job search and to connect them with employers and community service providers upon release to their communities. Transition participants are provided assistance with preparing a resume’ and or obtaining forms of identification needed to find employment. Transition team members assist participants by providing job leads near their approved release addresses, information about local social service agencies and providing short-term supplemental funds for work-related items like tools, special clothing, transportation and rent. Numerous studies have focused on the cycle of re-incarceration and argue that stable employment is a strong indicator of preventing criminal activity, especially for those who have already been incarcerated.
# Financial Report FY19

## REVENUES

<table>
<thead>
<tr>
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<th>Agriculture</th>
<th>Industries</th>
<th>Logistics</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>REVENUES</td>
<td>$3,625,134</td>
<td>$18,902,946</td>
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<td>$29,803,267</td>
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<tr>
<td>EXPENDITURES</td>
<td>$5,214,913</td>
<td>$18,575,675</td>
<td>$7,051,945</td>
<td>$30,842,532</td>
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<tr>
<td>Profit (Loss)</td>
<td>$(1,589,778)</td>
<td>$327,271</td>
<td>$223,242</td>
<td>$(1,039,265)</td>
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## EXPENDITURES DETAILS

### PERSONNEL SERVICES

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<tr>
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<th>Agriculture</th>
<th>Industries</th>
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<tr>
<td>Salaries</td>
<td>$701,508</td>
<td>$2,923,535</td>
<td>$245,690</td>
<td>$3,870,732</td>
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<td>Fringe Benefits</td>
<td>$339,323</td>
<td>$1,308,283</td>
<td>$133,053</td>
<td>$1,780,660</td>
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<td><strong>TOTAL</strong></td>
<td>$1,040,831</td>
<td>$4,231,818</td>
<td>$378,743</td>
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### SUPPLIES & SERVICES

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<th>Agriculture</th>
<th>Industries</th>
<th>Logistics</th>
<th>Total</th>
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<tbody>
<tr>
<td>Materials (Raw/for Resale)</td>
<td>$57,445</td>
<td>$9,373,703</td>
<td>$6,575,110</td>
<td>$16,006,259</td>
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<td>Other Supplies &amp; Services</td>
<td>$3,830,871</td>
<td>$4,482,304</td>
<td>$92,485</td>
<td>$8,405,659</td>
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<td>Inmate Worker Payments</td>
<td>$285,766</td>
<td>$487,850</td>
<td>$5,606</td>
<td>$779,222</td>
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<td><strong>TOTAL</strong></td>
<td>$4,174,082</td>
<td>$14,343,856</td>
<td>$6,673,202</td>
<td>$25,191,140</td>
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The Bureau of Correctional Enterprises (BCE) operates several facilities and provides various services, including agriculture, industries, logistics, textiles & embroidery, and more. These services span across different locations such as Green Bay, Oshkosh, Waupun, Fox Lake, and others, offering a range of products and services.
Where We Are

BUREAU OF CORRECTIONAL ENTERPRISES

- Agriculture
- Industries
- Logistics

- Agriculture
  - Oregon Farm
    - Dairy Cows, Crops
  - Columbia Correctional
    - Printing
  - Fox Lake Correctional
    - Wood Fabrication
  - New Lisbon Correctional
    - Sign Hydro-stripping
  - Redgranite Correctional
    - Durable Medical Equipment Refurbishing
  - Jackson Correctional
    - Road & Trail Signs
  - Stanley Correctional
    - Custom Signs

- Industries
  - Waupun Correctional
    - Transition Program
  - Oshkosh Correctional
    - Laundry & Linen Rentals
  - Green Bay Correctional
    - Textiles & Embroidery
  - Oakhill Correctional
    - Upholstery
  - Oakhill Correctional
    - Oakhill Correctional
  - Taycheeda Correctional
    - Canteen
  - Waupun Dairy Farms
  - Waupun Dairy
    - Dairy Cows, Crops
  - Badger State Logistics
    - Commodities Warehouse
  - Industries Distribution Center
    - Transportation, Storage, Delivery & Installation Computer Recycling

- Logistics
  - Waupun & Fox Lake Farms
  - Fox Lake Correctional
    - Printing
  - Columbia Correctional
    - Sign Hydro-stripping
  - Redgranite Correctional
    - Durable Medical Equipment Refurbishing
  - Jackson Correctional
    - Road & Trail Signs
  - Stanley Correctional
    - Custom Signs
  - Green Bay Correctional
    - Textiles & Embroidery
  - Oshkosh Correctional
    - Laundry & Linen Rentals
  - Waupun Correctional
    - Transition Program
  - Oakhill Correctional
    - Upholstery
  - Oakhill Correctional
    - Oakhill Correctional
  - Taycheeda Correctional
    - Canteen
  - Waupun Dairy Farms
  - Waupun Dairy
    - Dairy Cows, Crops
  - Badger State Logistics
    - Commodities Warehouse
  - Industries Distribution Center
    - Transportation, Storage, Delivery & Installation Computer Recycling