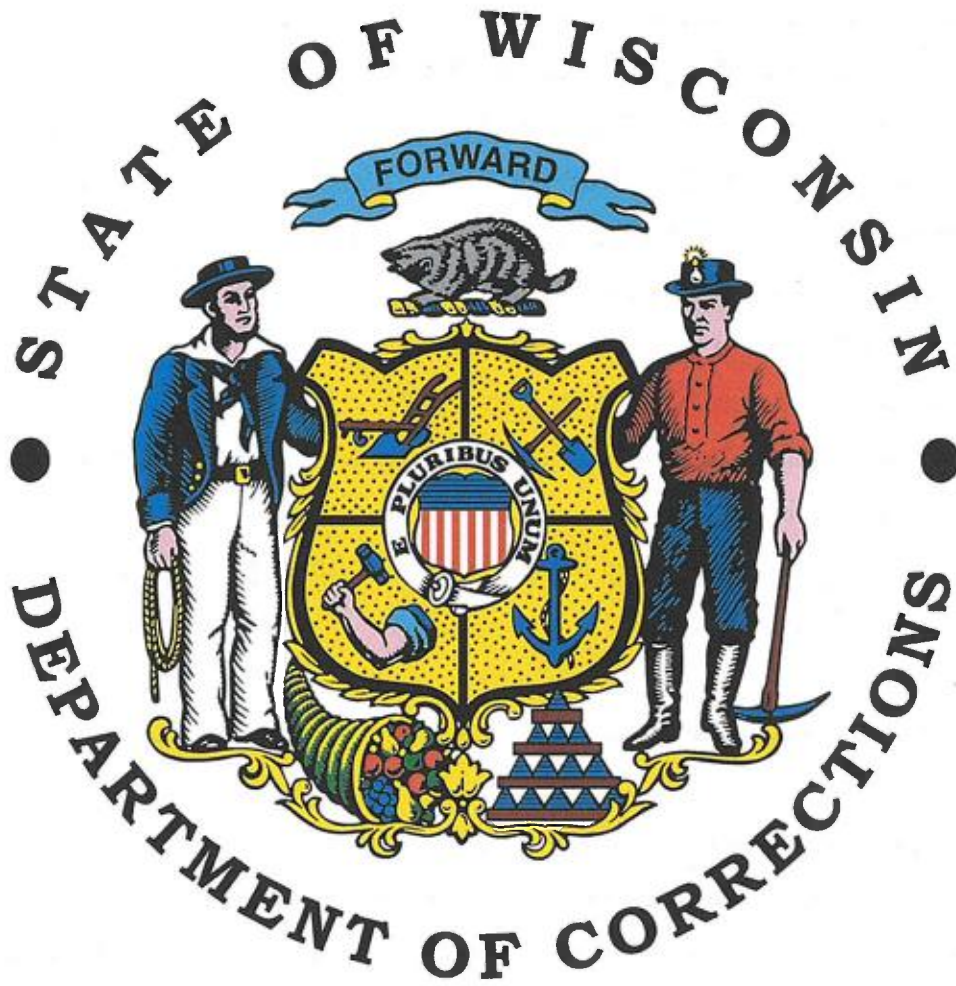


STATE OF WISCONSIN
DEPARTMENT OF CORRECTIONS



2017-19 Biennial Report
October 2019

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Introduction

This report is submitted by the Department of Corrections (DOC) in compliance with §15.04 (1)(d) of the Wisconsin State Statutes, which requires each state agency to submit to the governor and legislature a report *“on the performance and operations of the department or independent agency during the preceding biennium, and projecting the goals and objectives of the department or independent agency as developed for the program budget report.”*

Agency Mission Statement

- **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.

Agency Vision Statement

To achieve excellence in correctional practices while fostering safety for victims and communities.

Every Person - Every Family - Every Community Matters

Agency 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.

DOC Performance and Operations (2017-19)

A. Windows to Work (WTW) and Vocational Training Expansion

2017 Act 59 provided additional funding to expand the WTW and Vocational Training programs. This monetary increase expanded services to prepare inmates for gainful employment upon release to the community. Specifically, the funding expanded the service area of the WTW program in order to assist more offenders with employment searching and job retention.

The WTW program is a partnership with Wisconsin's 11 Workforce Development Boards (WDB). In addition, correctional vocational training programs around the state were expanded through partnerships with local technical colleges. Labor market trends have been utilized to identify vocations in need of employees which are appropriate for a correctional population.

With the additional \$250,000 in funding received annually in the 2017-19 budget, the WTW program was able to increase new enrollments by 210 participants in FY18, with 74 of them released to the Milwaukee area, which has the highest number of releases per year in the state. WTW had a total of 507 newly enrolled participants in FY18, with an Average Daily Population (ADP) of 450 participants.

2017-19 Biennial Budget		
	FY18	FY19
GPR	\$1,492,200	\$1,492,200
FTE	0	0

With additional funding of \$750,000 per year in the 2017-19 budget to support technical vocational training opportunities at several DOC facilities, approximately 245 inmates earned certifications over the biennium in in-demand fields preparing them for employment upon their release from incarceration.

DOC expanded WTW programming to Kettle Moraine Correctional Institution, and Redgranite Correctional Institution. With these additional funds, it had been estimated that approximately 175 additional participants would be served annually. It should be noted that due to the delay in passage of the 2017-19 Biennial Budget, the start-up for the additional WTW programming had to be delayed. Final FY19 numbers are not yet available.

B. Opening Avenues to Reentry Success (OARS) Expansion

2017 Act 59 provided funding to expand the OARS program in the 2017-19 biennium. In FY19, the OARS Program spent a total of \$2,751,300, served a total of 216 participants, and had an ADP of 158 participants. The cost per participant was \$17,414. High acuity of the OARS participant population increased the need for services, increased the cost per participant, and reduced enrollments in FY19.

The FY19 OARS program service area included 44 counties. The new funds provided by Act 59 expanded the program to the 5 counties listed in Table 1 below and added an additional community case manager in Dane County.

Table 1. 2017-19 Expansion Counties

Lincoln	Eau Claire	Shawano	Menominee	Langlade
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The OARS program aims to reduce recidivism among offenders with serious mental illness. To qualify for participation, an offender must meet these requirements:

- 1) volunteer for participation;
- 2) be referred by a DOC staff member;
- 3) be medium or high risk to reoffend based on COMPAS risk assessment;
- 4) have a diagnosed serious mental illness;
- 5) have at least six months of post-release DOC supervision remaining on their sentences;
- 6) be releasing to a county in the OARS service area.

DOC partners with the Department of Health Services (DHS) to provide front-line services to OARS participants. Services are tailored to each participant's needs and may include:

- Intensive case management and supervision.
- Assistance with obtaining and maintaining safe, affordable housing.
- Resources for medication and access to quality psychiatric care.
- Treatment options to address individualized and criminogenic needs.
- Access to local transportation, budgeting, and financial resources.
- Access to structured activities including employment and education.

C. Human Resources Shared Services

The 2017-19 biennial budget created a human resources shared services program within the Division of Personnel Management (DPM) at the Department of Administration (DOA). At the start of FY19, 120.25 FTE were transferred from DOC to DOA in accordance with this program. DOC's salary and fringe benefits budget for these transferred FTE was converted to supplies and services budget, to be used to pay an assessment charged by DOA for human resources shared services. The transfer excluded 15.00 FTE associated with DOC's training center, which remains organizationally located in DOC. The transferred positions constitute DPM's Region 2. Region 2 staff remain based on-site at DOC facilities, where they continue to provide human resources services to DOC.

D. Health Services Units (HSU) and Infirmiry Staffing

In order to better meet the health needs of the Department's aging inmate population, 2017 Act 59 provided funding and staffing for two health service unit expansions at Columbia Correctional Institution (CCI) and Oshkosh Correctional Institution (OSCI) as well as a new infirmiry at Taycheedah Correctional Institution (TCI). A prison infirmiry provides similar care as a hospice facility; the opening of the infirmiry at TCI provided an infirmiry for female

inmates (previously there was just one male DOC infirmary located at Dodge Correctional Institution).

CCI: The 2017-19 biennial budget provided \$702,200 GPR and 5.00 GPR FTE in FY19 for a new HSU starting in December, 2018. Staffing consisted of 4.00 FTE Nurse Clinicians (NC) and 1.00 FTE Advanced Practice Nurse.

OSCI: The 2017-19 biennial budget provided \$1,274,200 GPR and 28.95 GPR FTE in FY19 for a new HSU and long-term care addition starting in January, 2019. Staffing consisted of 5.25 FTE Correctional Officers, 7.40 FTE NCs, 9.40 FTE Nursing Assistants, 3.30 FTE Licensed Practical Nurses (LPN), 1.00 FTE Medical Program Assistant, 1.00 FTE Program Support Supervisor, 1.00 FTE Social Worker, and 0.60 FTE Advanced Practical Nurse.

TCI: The 2017-19 biennial budget provided \$1,096,800 GPR and 29.55 GPR FTE in FY18 and \$2,035,400 GPR and 29.55 GPR FTE in FY19 to staff and operate a new infirmary starting in January, 2018. Staffing consisted of 5.25 FTE Correctional Officers, 7.40 FTE NCs, 9.40 FTE Nursing Assistants, 3.30 FTE LPNs, 1.00 FTE Medical Program Assistant, 1.00 FTE Program Support Supervisor, 1.00 FTE Facilities Maintenance Specialist, 0.60 FTE Social Worker, and 0.60 FTE Advanced Practical Nurse.

E. Mental Health Staffing in Restrictive Housing and Diversion Unit at OSCI

Utilizing United States Department of Justice guiding principles on reducing the use of restrictive housing (RH) in prisons, DOC's 2017-19 biennial budget request included staffing proposals that provided Seriously Mentally Ill (SMI) inmates in RH at OSCI with both structured and unstructured therapeutic activities and provided additional mental health staff at several maximum security institutions (Waupun Correctional Institution (WCI), Green Bay Correctional Institution (GBCI), and Columbia Correctional Institution (CCI)) to increase treatment time.

SMI Inmates are more likely to have conduct reports, clinical placements, emergency room visits, and incidents of self-harm. Thus, by removing them from RH and/or treating SMI inmates' mental health issues, the DOC is working towards reducing these incidents and potentially reducing recidivism due to inmates' improved mental health upon release. The female system previously had these policies in place for SMI inmates in RH.

OSCI:

2017 Act 59 provided \$1,022,200 GPR and 16.85 GPR FTE in FY18 and \$1,214,300 GPR and 16.85 GPR FTE in FY19 to convert an existing 86-bed housing unit into: (a) a secured 75-bed residential treatment unit for inmates with SMI; and (b) a 11-bed diversion unit for inmates with SMI. Staffing included: 5.25 FTE Correctional Officers, 1.00 FTE Correctional Sergeant, 5.60 FTE Psychological Associates, 2.00 FTE Therapists, 1.00 Psychologist, 1.00 FTE NC, and 1.00 FTE Social Worker.

WCI, GBCI, CCI:

2017 Act 59 provided \$268,200 GPR and 4.80 GPR FTE in FY18 and \$324,400 GPR and 4.80 GPR FTE in FY19 to provide treatment to mentally ill inmates placed in RH at WCI, GBCI, and

CCI. Staffing for the RH units included 2.60 FTE Psychological Associates at WCI, 1.60 FTE Psychological Associates at GBCI, and 0.60 FTE Psychological Associate at CCI.

F. Body Worn Cameras in Restrictive Housing

2017 Act 59 provided funding to equip security staff in RH units at six maximum security institutions with body worn cameras to enhance the safety and security of staff and inmates in restrictive housing. Act 59 provided \$326,700 GPR in FY18 and \$264,700 GPR in FY19.

In FY18 and FY19, DOC purchased and installed body worn cameras and associated equipment at the following sites:

Site	Number of Cameras
Columbia Correctional Institution	43
Dodge Correctional Institution	23
Green Bay Correctional Institution	35
Taycheedah Correctional Institution	31
Waupun Correctional Institution	45
Wisconsin Secure Program Facility	23
Total	200

G. Expansion of the Earned Release Program (ERP)

The ERP allows non-violent inmates to complete an intensive 12-20 week Substance Use Disorder (SUD) treatment program and upon completion of treatment, inmates have their remaining incarceration sentence converted to Extended Supervision.

2017 Act 59 expanded ERP within the Division of Adult Institutions (DAI). The Act added 21.25 FTE (20.00 FTE Treatment Specialists and 1.25 FTE Correctional Sergeants). One or more of these new positions were added to each of the following correctional facilities: Chippewa Valley Correctional Treatment Facility, Dodge Correctional Institution, Oakhill Correctional Institution, Prairie Du Chien Correctional Institution, Taycheedah Correctional Institution, Drug Abuse Correctional Center, Flambeau Correctional Center, Milwaukee Women’s Correctional Center, and St. Croix Correctional Center.

H. Division of Juvenile Corrections – PREA Staffing, Medication Distribution, and Mental Health Services for Females

PREA Staffing:

2017 Act 59 provided staffing that enabled the Department to work towards compliance with Prison Rape Elimination Act (PREA) requirements that specify that juvenile correctional facilities maintain a staff to youth ratio of 1:8 during waking hours and 1:16 during sleeping hours. This requirement went into effect beginning October 1, 2017. Staff were provided for the

Lincoln Hills School (LHS) as it was the only DOC-operated juvenile facility that did not already meet the staffing requirement.

Act 59 provided \$653,400 PR and 8.25 PR FTE in FY18 and \$656,000 PR and 8.25 PR FTE in FY19. In conjunction with these new positions, the Department utilized 10.00 existing PR position in order to increase staffing ratios at LHS.

Medication Distribution:

2017 Act 59 provided \$620,800 GPR and 9.00 GPR FTE in FY18 and \$769,000 GPR and 9.00 GPR FTE in FY19 to utilize LPNs and NCs to administer medications in a safe and effective way at the Department's two juvenile schools. The GPR provided in Act 59 offset Program Revenue funding that would have funded this initiative if GPR was not provided; accordingly, there was a PR reduction of (\$527,300) in FY18 and (\$703,100) in FY19.

The funding in this initiative followed a DOC policy change in June 2016 that medications at LHS and Copper Lake School (CLS) be administered only by licensed medical professionals. The positions added by Act 59 replaced contracted nursing staff that the Department had previously utilized to administer medications.

The 9.00 FTE Nursing staff provided by Act 59 allowed DOC to establish a staffing pattern in order to provide coverage for scheduled medication administration four times per day, seven days per week.

Mental Health Services for Females:

2017 Act 59 provided \$256,100 GPR and 3.25 GPR FTE in FY18 and \$300,500 GPR and 3.25 GPR FTE in FY19 for the provision and enhancement of mental health services for juvenile females at CLS.

Staff were authorized to provide parity of mental health treatment services between males and females. Staff and funding provided in the budget augmented treatment services to CLS females with high mental health treatment needs.

Positions included in 2017 Act 59 were 2.25 GPR FTE Youth Counselors to provide additional staff on all shifts, 1.00 GPR FTE Psychologist – Associate, and funding for a contract psychiatrist to provide in-person treatment and coordinate with other treatment staff when prescribing medication.

I. Creation of a Geriatric (Assisted Needs) Facility for Inmates

2017 Act 59 provided \$7 million in enumerated capital funding and \$4,535,000 GPR in FY19 to open and operate a geriatric (assisted needs) facility for inmates. There was no site identified in the biennial budget for the facility.

DOC has now identified Oakhill Correctional Institution (OCI) as the site of the geriatric (assisted needs) facility. By choosing to build the facility at an existing institution, legislative language changes were necessary and were enacted in 2019 Act 9. The need for language changes caused a delay in construction, with the DOC now planning to open the geriatric facility

in the 2021-23 biennium. As part of 2017 Act 59, the \$4,535,000 GPR that was allocated in operating budget for the geriatric facility in FY19 was held by the Joint Committee on Finance, and was to be allocated to DOC once the Department had finalized an opening date for the geriatric facility. Due to the new opening date, DOC never requested the \$4,535,000 GPR from the Joint Committee on Finance, therefore the Department will need to request funding in the 2021-23 biennium in order to properly staff this facility.

There is a growing need for a geriatric (assisted needs) facility as DOC’s population continues to age and the number of elderly inmates increases. The design of this facility would allow DOC to better aid inmates that require living or program accommodations, increased access to medical resources due to a lack of mobility, diminishing cognitive ability, poor physical health, or other impairments that prevent an inmate from being fully independent.

Table 2. Inmate Age Breakdown Over Time

Year	50-54	55-59	60-64	65(+)
1990	1.90%	1.20%	0.80%	0.60%
1995	2.20%	1.30%	0.60%	0.60%
2000	3.30%	1.50%	0.90%	0.70%
2005	5.00%	2.30%	1.20%	1.00%
2010	7.10%	3.70%	1.80%	1.00%
2015	8.40%	5.40%	2.60%	2.30%
2017	8.00%	5.60%	3.00%	2.50%
2018	7.50%	5.80%	3.40%	2.80%

J. Capital Budget

2017 Act 59 enumerated five projects and one study for DOC, for a total funding of \$48.68 million. What follows is an update on each of those five projects and the study:

- 1) Wisconsin Secure Program Facility – Inmate Programs Building (\$8.87 million GFSB): The project was approved by the State Building Commission (SBC) in June 2019. The design report is complete and authority to construct has been received. The project is scheduled to accept bids in the first half of calendar year 2020.
- 2) Fox Lake Correctional Institution – Drinking Water System Improvements (\$3 million GFSB): Pre-design work recently wrapped up and the project has moved into the preliminary design phase. The project is scheduled for SBC approval in early calendar year 2020.
- 3) Green Bay Correctional Institution – Upgrade North and South Cell Halls (\$22.23 million GFSB): The design report is complete and authority to construct has been received. The project is in the final design phase and is scheduled to accept bids in late calendar year 2019 or early calendar year 2020.
- 4) Waupun Correctional Institution – Life Safety Improvements, Behavioral Health Unit Building (\$6.98 million GFSB): This project was approved by SBC in August 2019, and will be starting the final design phase. The project is scheduled to accept bids in the first half of calendar year 2020.
- 5) DOC Geriatric Prison Facility (\$7 million GFSB) [Note: the name of this project was changed to “Oakhill Correctional Institution – Assisted Living Addition” in 2019 Act 9]:

Currently undergoing design development, see Section I of this report for further information.

- 6) Comprehensive long range plan of DOC Facilities [Study directed by a committee] (\$0.6 million Building Trust Funds): Final draft planned for Spring 2020 completion.

DOC has been working closely with the Department of Administration's (DOA) Division of Facilities Development and Management to implement these 2017-19 projects utilizing existing bonding authority.

DOC Goals and Objectives Developed in the 2019-21 Biennial Budget

K. OARS Expansion

2019 Act 9 provides funding to expand the OARS program in the 2019-21 biennium. DOC lacks resources to provide services for all of the individuals meeting criteria to participate in the OARS program. During FY19, the Department spent a total of \$2,751,300 on the OARS Program and had an ADP of 158 participants.

2019-21 Biennial Budget New Funding		
	FY20	FY21
GPR	\$1,198,000	\$1,198,000
FTE	0	0

As of FY19, the OARS program service area includes 44 counties. The new funds will expand the program to an additional 7 counties and add 50 more participants in the current service area. Additional funding provided in Act 9 brings the total program funding to \$4,128,400 per fiscal year.

The OARS program aims to reduce recidivism among offenders with serious mental illness. To qualify for participation, an offender must meet these requirements:

- 1) volunteer for participation;
- 2) be referred by a DOC staff member;
- 3) be medium or high risk to reoffend based on COMPAS risk assessment;
- 4) have a diagnosed serious mental illness;
- 5) have at least six months of post-release DOC supervision remaining on their sentences;
- 6) be releasing to a county in the OARS service area.

DOC partners with the Department of Health Services (DHS) to provide front-line services to OARS participants. Services are tailored to each participant's needs and may include:

- Intensive case management and supervision.
- Assistance with obtaining and maintaining safe, affordable housing.
- Resources for medication and access to quality psychiatric care.
- Treatment options to address individualized and criminogenic needs.
- Access to local transportation, budgeting, and financial resources.
- Access to structured activities including employment and education.

L. Windows to Work and Employment Support

2019 Act 9 provides additional funding to expand the WTW and Employment Support programs. These funds will expand services to prepare inmates for gainful employment upon release to the community. The funding will support the expansions of the service area of the WTW program in

order to assist more offenders with employment searching and job retention. In addition, the Department will partner with the Department of Workforce Development (DWD) to expand the number of Institution-Based Job Centers and job training in technical mobile labs.

The table below shows the amount of additional funding allocated to WTW and Employment Support programs as part of Act 9. Please note this entire amount is not included in DOC's budget, some dollars have been allocated for these programs in DWD's budget.

2019-21 Biennial Budget New Funding		
	FY20	FY21
GPR	\$625,000	\$782,500
FTE	0	0

WTW:

The WTW program is a partnership with Wisconsin's 11 WDBs. In addition, correctional vocational training programs around the state will be expanded through partnerships with local technical colleges. Labor market trends have been utilized to identify vocations in need of employees which are appropriate for a correctional population.

With the additional funding of \$200,000 per year in the 2019-21 budget, the WTW program estimates it will serve 560 new participants in FY20.

Employment Support:

With the addition of \$225,000 in FY20 and \$262,500 in FY21 to support employment, DOC will be able to increase the number of institution-based job centers, which help prepare individuals to search, apply, and prepare for post release jobs. In addition, new dollars will be used to support training in already established technical mobile labs. Act 9 requires the DWD to allocate to DOC a total of \$200,000 in FY20 and \$320,000 in FY21 from their Fast Forward appropriation. These funds will be used by DOC to pay the cost of two Mobile Lab Instructors, starting in January 2021 (\$120,000 in FY21) and \$200,000 annually would be used to cover the costs of replacement equipment for various vocational training/education programs.

M. Racine Correctional Institution (RCI) HSU Expansion

2019 Act 9 provided funding and staffing for a HSU expansion at RCI in order to better meet the health needs of the Department's aging inmate 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 that that is projected to open in April, 2020. 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 Nurse, 2.80 FTE Medical Program Assistant Associate, 9.90 FTE Nurse Clinician 2, and 1.00 FTE Physical Therapy Assistant..

N. CCI HSU and 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 might be individual appointments with psychologists or psychiatrists, group therapy with psychologists, educational classes, a therapeutic work assignment, current events or social skill groups, or any of our 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.

O. Wisconsin Secure Program Facility (WSPF) Programming Expansion

2019 Act 9 provided \$402,100 GPR and 10.25 GPR positions in FY21 for a new Inmate Programs Building that is projected to open in April, 2021. Staffing consists of 3.50 FTE Correctional Sergeants, 4.75 FTE Correctional Officers, 1.00 FTE Teacher, and 1.00 FTE Recreation Leader.

DOC originally opened WSPF in Boscobel in FY00 as a site for only inmates in RH (previously referred to as segregation or solitary confinement). As a result of a settlement with the American Civil Liberties Union (ACLU), DOC has repurposed WSPF to house a mix of RH inmates and General Population (GP) inmates. Now, the population of WSPF, in terms of GP vs. RH, is similar to all other maximum security institutions. However, since the site was designed for only RH inmates, it had no day room areas in housing units, almost no space for programming, education, nor religious services, no gymnasium, and minimal outdoor space. The new Inmate Programs Building at WSPF will provide space for programming, education, and religious services, as well as a gymnasium so that it can operate similarly to all other DAI maximum security prisons.

P. Sex Offender Management

2019 Act 9 provides additional resources to track increasing sex offender populations. The table below outlines the funding and positions for FY20 and FY21. Positions will be allocated to the Division of Community Corrections where sex offenders will be supervised 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.

<i>2019-21 Biennial</i>		
<i>Budget New Funding</i>		
	FY20	FY21
GPR	\$1,593,100	\$3,155,000
PR	\$10,900	\$29,400
GPR FTE	24.00	39.00

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 of or responsible for 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.

The Department 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 an offender 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.

The Department was budgeted to supervise 1,920 offenders on GPS. Based on population projections, the budgeted levels were expected to be exceeded in November, 2019. The actual GPS population as of September 1, 2019, was 1,946. With the enactment of Act 9, budgeted populations are as outlined in the table below.

Budgeted FY20 and FY21 populations

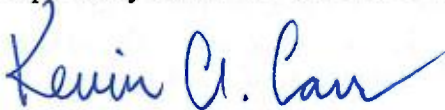
	FY20	FY21
Year End Population	2,087	2,302

Statement on Flexible Work Schedules

DOC recognizes the value and benefits of providing a flexible environment to our employees. A traditional full-time work pattern does not always meet the needs of our employees for various reasons. DOC is committed to providing flexibilities whenever possible and promotes this philosophy within DOC through both practice and policy. DOC's Alternative Work Schedule and Job Sharing policies were created to outline options available to staff and supervisors if operational needs permit.

While the nature of DOC's mission and work spaces limits the use of alternative work patterns for some employee groups, the strategies are widely used in other, more appropriate, parts of our organization. For these employee groups DOC utilizes a variety of strategies, including staggered normal working hours, flextime, deviated work weeks, and use of job sharing. In addition to permanent alternative schedules, DOC also encourages the use and promotion of short term alternate schedules or work patterns to meet an employee's unique needs/situation when recovering from an illness, family medical leave, etc.

Respectfully submitted October of 2019



Kevin A. Carr, Secretary
Department of Corrections