

STATE OF WISCONSIN DEPARTMENT OF CORRECTIONS AGENCY PRIMER: “WHAT YOU NEED TO KNOW”

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INSTITUTE FOR
REFORMING GOVERNMENT



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FROM THE DESK OF CJ SZAFIR

Freedom and Opportunity. Those are ideals that bind us together as a state. Unfortunately, the size and scope of state government too often gets in the way of individuals and families being able to achieve their full potential as they build their share of the American Dream.

We can do better, and we must do better. We all should ask, – “Is the mission of state government, — of each and every agency, bureau, and division —, aligned with the vision that everyday Wisconsinites have for Wisconsin? Is state government set up to help citizens succeed, or is it a roadblock to success? We need a conservative vision for state government, indeed for each and every agency.

Last spring, with support from our donors and Board of Directors, the Institute for Reforming Government started an ambitious project to help answer those questions about the biggest state agencies to help answer those questions because we believe the best way to enhance liberty is to improve transparency. This project was the work of eight experts in Wisconsin state government, including three senior-level cabinet officials, a budget director, and subject matter experts. In addition, our team had regular meetings with former top officials in state government as well as business leaders and other experts outside of government. We looked at past revenue and spending trends. The findings are not surprising.

State agencies are massive. They spend record amounts of taxpayer dollars year over year. They too often get in the way of individual success and are set up as enforcement agents instead of partners in creating a better Wisconsin. They need reform. We need leaders to bring forward conservative visions to the agencies.

In these briefings, we shine light onto state agencies to help all citizens diagnose what is broken. Later, based on these and discussions with people all over Wisconsin, we'll offer government reform ideas and detailed budget analysis to help chart a new course for Wisconsin, - one where each and every individual in our state has the freedom and opportunity to succeed.

Sincerely,

CJ Szafir

President

Institute for Reforming Government

“Light and liberty go together”

Thomas Jefferson, In a letter to Tench Coxe, 1795

This document prepared by the Institute for Reforming Government (IRG) is intended to inform policy makers and the public of the full scope of the Wisconsin Department of Corrections (DOC). Our partners at the IRG Action Fund will release conservative, free market, and liberty minded policy reforms specifically for DOC in a separate document.

For the general public, the executive branch of Wisconsin state government can be a mystery. There are countless agencies with billions of tax dollars flowing through them. Although some may have an understanding of an agency because of their daily work or real world experience, few people in Wisconsin have a handle on the entirety of the executive branch. Each agency has its own mission, functions, and programs. Some agencies generate their own revenue, some rely on state tax dollars and many of them take some sort of federal funding. Each agency has unique powers and authorities. The goal of this briefing document is to pull back the veil and show Wisconsinites how their government taxes, spends, and regulates.

Over the course of months, a team of policy experts at IRG poured through all of the information on Wisconsin's biggest agencies. In this briefing document, you will see agency functions, budget trends, a list of past appointees, and policy concerns. These items create a basis for understanding the scope and history of each agency in an effort to inform policy makers in Madison as they carry out their work in the coming legislative session. By doing this, we hope to inspire the next generation of policy makers and cast a conservative vision for Wisconsin.

The department's budget in 2021-2023 was set at \$2.8 billion with authority to employ 10,200 people making it the largest cabinet agency by workforce. The department is responsible for over 20,000 inmates in state correctional institutions and over 60,000 offenders on community supervision. The Department's budget has grown due to increasing prison populations, higher inmate healthcare costs, and increased employee wages. As crime rates continue to increase, an efficient and effective Department of Corrections is vital to making our communities safe and holding criminals accountable for their behavior.



Wisconsin recognized the need for a prison shortly after becoming a state and chose Waupun as the site of the first prison in 1851, with the construction of a temporary building. Inmates living at this temporary building began building the South Cell Hall, the first permanent prison building which was completed in 1854. This building is still in use today. The first juvenile facility, the House of Refuge in Waukesha was added in 1857. In 1909, the first parole agent was hired, a precursor to the Division of Community Supervision.

State prisons were administered under a series of different authorities prior to 1990. Initially there was a State Prison Commissioner, then the State Board of Directors appointed a warden. In the late 1800s authority was transferred between a variety of state boards including State Board of Charities and Reform in 1881, the State Board of Supervisors of Charitable, Reformatory and Penal Institutions in 1891, and then the State Board of Control in 1896.

A Division of Corrections was created within the Department of Public Welfare in 1939. This Division was transferred to the Department of Health and Social Services in 1967. The Department of Corrections became a cabinet level agency in 1990 when the Division of Corrections was split out of the Department of Health and Social Services.

The creation of a new agency was needed because of the growth in the number of correctional institutions, inmates and offenders needing supervision. Between 1990 and 2000, 6 new correctional institutions were built and additional housing capacity was added at several existing institutions. During this time inmates were also sent to facilities outside Wisconsin due to lack of capacity at state prisons.

In 1992, the DOC had approximately 4800 employees and a budget of \$250 million per year. Today, the DOC has more than 10,000 employees and spends over \$1 billion per year. In 1992, there were 8600 inmates, today there are more than 20,000; there were 49,000 offenders on probation and parole, today there are more than 60,000 offenders on community supervision.¹

1.The Wisconsin Department of Corrections: An Expensive Proposition (marquette.edu)

AGENCY DESCRIPTION, MISSION, & FUNCTION

Information in this section was pulled directly from public sources on the Department of Administration and Department of Corrections websites.

Agency Descriptions

The department is headed by a secretary who is appointed by the Governor with the advice and consent of the Senate. The department's programs are administered by the following four divisions: Adult Institutions, Community Corrections, Juvenile Corrections and Management Services. In addition, the Parole Commission is an independent commission attached to the DOC for administrative purposes, but implements its statutory responsibilities independently. The Governor appoints the commission's chairperson with the advice and consent of the senate for a two-year term. Other commission members are hired in accordance with the civil service system and report to the chairperson.

The department manages 18 correctional institutions, 1 holds facility and 16 correctional centers for adults, and 2 schools for juveniles. The department provides health services, education, employment training and other programming for persons in our care (PIOC); administers the probation, parole and extended supervision program; assigns PIOC security levels; directs the placement and movement of offenders throughout the system; administers the State of Wisconsin's Sex Offender Registry program; operates an electronic monitoring center for adults, juveniles and counties; and provides victim advocacy services. The department also administers juvenile community supervision, which offers a wide range of social, educational and employment assistance; and the Grow Academy, which provides male youth educational, developmental and restorative justice support through an agricultural science-based curriculum. Management services provides analytical and operational services that support all Department of Corrections' policies, programs, and service delivery initiatives. The Division serves as a resource in the areas of training, risk management and safety, fleet management, budgeting, internal auditing, accounting, fiscal services, food services, purchasing and procurement, facilities management, telecommunications, general support services, information systems, technology management, and records management.



The Department of Corrections (DOC) will be focusing on four strategic priorities:

1. Operational Excellence
2. Transparency and Public Accountability
3. Workforce Investments
4. Corrections Reform

These strategic priorities were developed with feedback and input from DOC leadership, as well as utilizing the conversations with our DOC staff over the last year. Although the mission of the DOC will remain the same, these priorities will help us focus our resources and our strategic planning. They also guided how we developed our state budget request for 2021-23. Within each strategic priority, there are strategic initiatives we have identified that will be worked on over the next year. These strategic initiatives include projects such as finding employee retention opportunities, launching a constituent services office, addressing changes to the revocation process, and increasing cultural competency and diversity awareness amongst staff.

MISSION DEPARTMENT OF CORRECTIONS MISSION, VISION AND 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 Statement

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.

Function

The functions of the department are carried out by the its three divisions:

Office of the Secretary

The Office of the Secretary consists of the executive leadership of the department including the Secretary, Deputy Secretary and Assistant Deputy Secretary. In addition, the Legislative Liaison, Office of Public Affairs, Internal Affairs Office and Office of Legal Counsel are in the Office of the Secretary. The Office of the Secretary is located at the DOC Central Office, 3099 East Washington Ave, Madison.



There are several offices under the supervision of the Assistant Deputy Secretary. The Office of Detention Facilities is responsible for inspecting county jails, holding facilities and municipal lockups to ensure compliance with state law and administrative code. The Prison Rape Elimination Act Office (PREA Office) is responsible for compliance within DOC facilities with the Federal Prison Rape Elimination Act. This consists of hiring independent inspectors for regular audits of DOC facilities as well as investigating and reporting incidents of sexual assault or harassment of inmates.

The Reentry Unit is responsible for the coordination of DOC reentry programs. The Research and Policy Unit aggregates DOC data for publication and conducts research on DOC program effectiveness. The Office of Victim Services and Programs is responsible for the DOC compliance with victims rights laws and disbursement of restitution payments from inmates and offenders on community supervision.

Division of Adult Institutions

The Division of Adult Institutions (DAI) operates 36 correctional facilities with approximately 20,000 adult inmates in state custody. It is the largest division in the DOC by budget and staff. It is managed by a division administrator based in Madison and two assistant administrators. Each correctional institution and the Wisconsin Correctional Center System have a warden that reports to the division administrator.

Adult Institutions - 20,441 inmates, Populations current as of 8/28/2022

DOC Data and Reports (wi.gov)

Maximum Security

- Columbia Correctional Institution - 309 inmates
- Dodge Correctional Institution - 1489 inmates
- Green Bay Correctional Institution - 957 inmates
- Waupun Correctional Institution - 995 inmates
- Wisconsin Secure Program Facility - 372 inmates

Medium Security

- Fox Lake Correctional Institution - 1157 inmates
- Jackson Correctional Institution - 986 inmates
- Kettle Moraine Correctional Institution - 1099 inmates
- Milwaukee Secure Detention Facility - 344 inmates
- New Lisbon Correctional Institution - 1045 inmates
- Oshkosh Correctional Institution - 2045 inmates
- Racine Correctional Institution - 1546 inmates
- Racine Youthful Offender Correctional Facility - 297 inmates
- Redgranite Correctional Institution - 1013 inmates
- Stanley Correctional Institution - 1562 inmates

Minimum Security

- Chippewa Valley Correctional Treatment Facility - 360 inmates
- Oakhill Correctional Institution - 749 inmates
- Prairie du Chien Correctional Institution - 511 inmates
- Sturtevant Transitional Facility - 146 inmates

Wisconsin Women's Correctional System

- Taycheedah Correctional Institution (women's prison) - 800 inmates
- Robert E. Ellsworth Correctional Center (women's center) - 392 inmates
- Milwaukee Women's Correctional Center (women's center) - 90 inmates

Wisconsin Correctional Center System

The minimum security correctional centers are administered under a Warden based at DOC Central Office while each center has a Superintendent responsible for day to day operations.

- Black River Correctional Center - 75 inmates
- Drug Abuse Correctional Center - 260 inmates
- Felmers O. Chaney Correctional Center - 86 inmates
- Flambeau Correctional Center - 26 inmates
- Gordon Correctional Center - 81 inmates
- John C. Burke Correctional Center - 288 inmates
- Kenosha Correctional Center - 114 inmates
- Marshall E. Sherrer Correctional Center - 35 inmates
- McNaughton Correctional Center - 90 inmates
- Oregon Correctional Center - 122 inmates
- Sanger B. Powers Correctional Center - 120 inmates
- St. Croix Correctional Center - 48 inmates
- Thompson Correctional Center - 122 inmates
- Winnebago Correctional Center - 288 inmates

Other

- Wisconsin Resource Center (DHS Facility) - 388 inmates
- Jail Contracts - 38 inmates

Division of Community Corrections

The Division of Community Corrections is responsible for supervising offenders on probation, parole, or extended supervision. It is divided into 8 geographic regions. The Division is led from DOC Central Office in Madison by a Division Administrator and an assistant administrator. Each DCC Region has a Regional Chief that reports to the Division Administrator.

Probation and Parole Agents in the field assist offenders with reentry programs, conduct home visits, and ensure compliance with the rules of supervision. If an offender is failing to follow the rules, the agent may require the offender to have additional rules, more frequent meetings, wear a GPS



tracking device, or issue a sanction, which is a short term of detention.

If these steps fail to improve the offender's behavior or there is a serious rule violation or new crime committed the agent may initiate a revocation. This results in a hearing before an administrative law judge that can result in the offender being sent to state prison.

DCC Regions

Populations accurate to 7/31/2022

- Region 1 (Southwestern Wisconsin - Dane County) - 9,263 offenders
- Region 2 (Kenosha, Walworth, Racine) - 6,149 offenders
- Region 3 (Milwaukee County) - 13,188 offenders
- Region 4 (Brown County, Outagamie, Winnebago, Peninsula) - 7,485 offenders
- Region 5 (Northwestern Wisconsin) - 7,591 offenders
- Region 6 (Northeastern Wisconsin) - 6,124 offenders
- Region 7 (Eastern Wisconsin - Waukesha - Ozaukee - Washington) - 7,044 offenders
- Region 8 (Central Wisconsin) - 7,164 offenders
- Total - 64,009 offenders

Division of Juvenile Corrections

The Division of Juvenile Corrections is responsible for the supervision and incarceration of offenders under the age of 18. Some of these offenders have been convicted as adults and are being held by the DJC until they can be sent to an adult prison after turning 18. Others have been found delinquent in juvenile court and are held in confinement or supervised in the community. Although DJC is responsible for a small number of juveniles when compared to DAI or DCC, recent events at Lincoln Hills have made this division a focus of media scrutiny and legislation.

- Grow Academy - a small minimum security facility (fewer than 20 youths) that provides education with an agricultural focus outside Madison.
- Lincoln Hills School for Boys - Average Daily Population 75.2 youths (2020)
- Copper Lake School for Girls - Average Daily Population 10 youths (2020)
- Mendota Juvenile Treatment Center - Average Daily Population 19.9 (2020)

Division of Management Services

The Division of Management Services (DMS) is responsible for procurement, budget planning and analysis, information technology, facility management and records management. The division also manages the department's training center where all new correctional officers and probation and parole agents must undergo training before being sent into the field or correctional institution. DMS is based at DOC Central Office and is led by a division administrator and assistant administrator.

AGENCY BUDGET TRENDS

The state budget process begins in September of every even year when each agency sends its budget requests to the Department of Administration. The Governor then has several months to put together the executive budget proposal that is forwarded to the Legislature. The Legislature, through the work of the Joint Finance Committee, then holds hearings and votes on the budget through the spring and summer of the odd year. This culminates with the signing of the budget document that summer. While technically due by July 1 of the budget year, often budget debates will drag into the Summer and sometimes the Fall. However, the government does not shut down in Wisconsin as it does at the federal level when there is a budget impasse - it simply continues on the current spending plan until a new budget is adopted.

The Department of Corrections budget has been gradually increasing over the past several budgets. This is primarily driven by growth in prison populations, health care costs for inmates and increased staff pay and benefits. Over 90% of the budget is General Purpose Revenue.

Agency Budget Trend

Fund	2017 ACT 59	2019 ACT 9	2021 ACT 58
GPR	\$2,255,524,500	\$2,440,005,700	\$2,589,260,400
FED	\$5,179,800	\$5,342,800	\$5,329,600
PR	\$226,015,800	\$234,975,900	\$244,576,900
SEG	\$0	\$0	\$0
TOTAL	\$2,486,720,100	\$2,680,324,400	\$2,839,166,900

FTE Position Summary

Fund	2017 ACT 59	2019 ACT 9	2021 ACT 58
GPR	9,588.67	9,668.62	9,716.22
FED	0	1	1
PR	536.3	544.3	544.3
SEG	0	0	0
TOTAL	10,124.97	10,213.92	10,261.52



As the head of a cabinet agency, the Secretary is appointed by the Governor with the advice and consent of the Senate and serves at the pleasure of the Governor. The Secretary of each agency then must appoint the other members of their team to help them carry out the duties and responsibilities of the agency. Descriptions of each appointed position are listed below:

Secretary

Appointed by the Governor, the Secretary leads and represents the agency. The position is responsible for directing and managing the agency to execute the Governor's agenda while ensuring the efficient operation of the agency per state statute. The position is also responsible for reporting on the agency's matters to the Governor and Legislature.

Deputy Secretary

The Deputy Secretary serves at the pleasure of the Secretary and is primarily responsible for assisting the Secretary with carrying out the mission of the agency including but not limited to, personnel management, day-to-day operations, and external affairs.

Assistant Deputy Secretary

The Assistant Deputy Secretary also serves at the pleasure of the Secretary and is responsible for assisting both the Secretary and Deputy Secretary. Responsibilities may include but are not limited to day-to-day operations and external affairs aligned with the agency's mission.

Chief Legal Counsel

The Chief Legal Counsel serves at the pleasure of the Secretary and provides legal counsel and support involving the agency's affairs.

Legislative Liaison

The Legislative Liaison is primarily responsible for facilitating and managing relationships with the Legislature and external stakeholders to provide information as needed and requested. The position also helps develop the agency's legislative agenda to align with the Governor's priorities, current industry standards and respond to stakeholder concerns.

Communications Director

The Communications Director supports the Secretary's Office in strategic communications and responds to media inquiries. The position may also speak on behalf of the Secretary and represent the agency in the media.

Division Administrator

Division Administrators, appointed by the Secretary, are responsible for providing leadership, personnel management and guidance on day-to-day operations for their assigned division. These positions typically report to the Deputy Secretary, communicating activities and providing advice to ensure the division is in line with the agency's mission.

These appointments may change during the 4-year term of a governor. Listed here are the teams serving under Gov. Evers in mid-2022, as well as the team that served at the end of Gov. Walker's final term.

Agency Leadership

POSITION	EVERS	WALKER
SECRETARY	Kevin Carr	Cathy Jess
DEPUTY SECRETARY	Jared Hoy	Stephanie Hove
ASSISTANT DEPUTY SECRETARY	Melissa Roberts	Karley Downing
CHIEF LEGAL COUNSEL	Matthew Foley	Winn Collins
COMMUNICATIONS DIRECTOR	John Beard	Tristan Cook
LEGISLATIVE DIRECTOR	Paulina de Haan	Don Friske
DIVISION ADMINISTRATORS		
DIVISION OF ADULT INSTITUTIONS	Sarah Cooper	Jim Schwochert
DIVISION OF JUVENILE CORRECTIONS	Ron Hermes	John Paquin
DIVISION OF COMMUNITY CORRECTIONS	Lance Wiersma	Lance Wiersma
DIVISION OF MANAGEMENT SERVICES	Douglas Percy	Patrick Hughes
PAROLE CHAIRPERSON	Christopher Blythe	Daniel J. Gabler

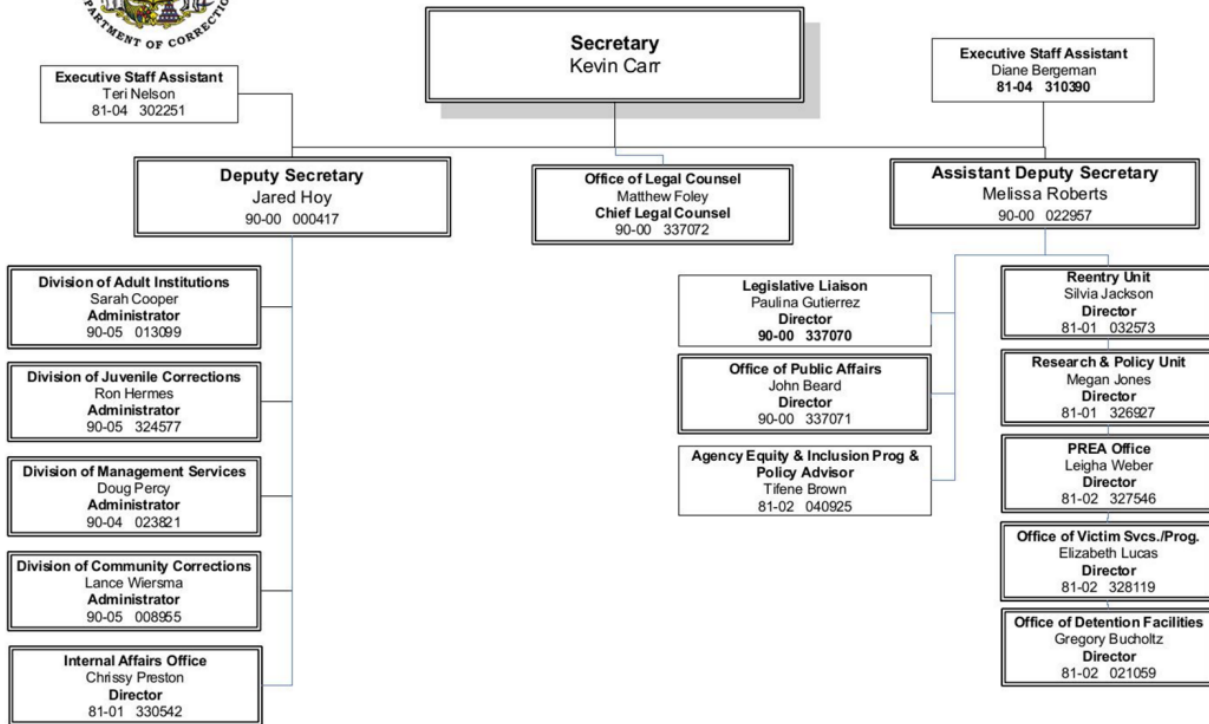


ORGANIZATION CHART



Department of Corrections – Secretary's Office

September 2022



ATTACHED COUNCILS, TASK FORCES, & COMMITTEES

Like most agencies, the Department of Corrections has Boards and Councils that are charged with various responsibilities. Generally, these groups either give advice to the Secretary or they are part of the regulatory process itself. A notable exception is the Parole Commission. This is attached to the DOC administratively but operates as an independent authority.

Parole Commission

The Parole Commission consists of one Governor appointed chair and three civil service commissioners. The commissioners hold parole hearings and make recommendations to the chair. The chair has the responsibility to decide whether to release an inmate.

Council on Offender Reentry

This 22 member council is responsible for coordinating reentry activity within the Department of Corrections. The council produces an annual report on reentry activities, known as the Becky Young Report.

Prison Industries Board

The 9 member board oversees prison industries (Badger State Industries). Badger State Industries is the name for all the employment activities carried out by inmates within state prisons. No prison industry may be started or ended without its approval.



MAJOR PAST INITIATIVES (2011-Present)

Most major policy initiatives happen during the budget process. The Governor, and sometimes the Legislature, will propose a major reduction or increase in spending for any number of programs. The major initiatives dating from 2011 to the present for the Department of Corrections are listed below:

Major Past Initiatives

INITIATIVE	GOVERNOR	ENACTED	NOTES
Juvenile Correctional Facilities Reform/ Close Lincoln Hills	Walker and Evers	Yes	Lincoln Hills has not closed because counties have not built replacement facilities. The county and state government have underestimated the costs related to construction and operations. Without a single state institution it is difficult to take advantage of economies of scale.
Close Green Bay Correctional and build new maximum security prison	Walker	No	Lack of funds for a new for new prison (\$600 million). Legislature authorized study on future prison needs. No further action by Evers administration.
Increases in Daily Rate charged to counties for juvenile inmates	Walker and Evers	Yes (Budget)	State law requires counties to pay a daily rate to cover the costs of incarcerating juvenile offenders. The latest rate increase requested went from \$530 per day to \$820. This increase is due to costs related to reforms at LHS (Staff levels, support programs, etc) and a reduction in the number of offenders being sent to LHS. This reduction drives up the rate to cover costs.

Partnership with Milwaukee County House of Corrections to place state inmates in facility and staff housing units with DOC officers.	Walker	No	Evers discontinued the program. Could be reinstated if over crowding occurs. Requires an agreement with MKE county over types of inmates, daily rate and additional workload on correctional officers (Mostly from MSDF and Racine Correctional).
Ending automatic hold orders for curfew violations	Evers	Yes	DOC announced in early 2021 that they would no longer order immediate hold orders for offenders that violate curfews. The new policy requires the probation and parole agent to be informed of the violation and decide an appropriate course of action the following business day. This change is an example of reduced enforcement of rules that give offenders the opportunity to break rules of supervision without immediate consequences.
Ending holds, sanctions, and revocations for alcohol or drug use by offenders on supervision.	Evers	Yes	DOC announced that they will no longer issue holds, sanctions or revoke an offender for drug or alcohol use. This means that offenders can repeatedly fail drug tests and face no threat of jail or returning to prison.
Earned Release Program	Walker and Evers	Yes	This program has existed since truth in sentencing passed. It allows certain categories of inmates to be released from prison early if they complete drug or alcohol addiction treatment. In 2020 about 1600 inmates were expected to complete the program.



STAKEHOLDERS

Every agency has a number of organizations, professions, and industries that are uniquely interested in the policy or regulatory decisions that could affect their membership or industry. The groups are commonly organized into trade associations and are represented by registered lobbyists that stay in touch with agency leadership. These lobbyists keep their membership informed on current policy debates and use their expertise to educate policy makers on the issues important to their industries. Below is a non-exhaustive list of stakeholders that are interested in the Department of Corrections.

STAKEHOLDER	TYPICAL ISSUES
Badger State Sheriffs Association	Daily rate for contract beds, holds and sanctions for offenders on supervision, sex offender releases, inmate transfers
American Civil Liberties Union (ACLU)	Juvenile Corrections Issues (consent decree on Lincoln Hills/Copper Lake), inmate rights issues.
Wisconsin Correctional Association	Primary professional organization for DOC employees, holds annual conference.
WISDOM	Administrative Housing (solitary confinement) compassionate release, reductions in prison population, reducing revocation.
EXPO (EX-incarcerated People Organizing)	Opposes “mass incarceration”, reducing revocations, inmate and offender rights. Closing MSDF (Milwaukee Secure Detention Facility).
UW Health	Charging rates for outpatient inmate health-care. Based upon a multiple of the medicaid rate.
Waupun Memorial Health (SSM)	One of two secure health facilities (6 beds), the other located at UW Health in Madison.
Local law enforcement near DOC facilities	State reimburses local law enforcement for investigative costs related to criminal activity inside prisons.

PAST EXECUTIVE ORDERS

Formal actions by the Governor are conveyed through executive order. These orders often direct state agencies to carry out the Governor's policy goals within their statutory authority. They can be used to create councils to explore public policy solutions, bring the state into compliance with federal requirements, direct agencies to take certain actions, and carry out powers granted to the Governor under Chapter 14 of the Wisconsin Statutes. Below is a list of executive orders that pertain to the Department of Corrections.

Executive Orders

GOVERNOR	EO #	DATE	DESCRIPTION	STATUS
Evers	9	3/16/11	Moratorium on admissions to state prisons and juvenile facilities in response to COVID 19.	Inactive
Evers	30	6/20/19	Creates Pardon Advisory Board - 9 member board (8 nominated by Governor, 1 nominated by Attorney General), holds hearings to evaluate and make recommendations on all applications for pardons.	Active
Walker	20	2011	Creates Governor's Pardon Advisory Board - board reviews all pardon applications and makes recommendations to the Governor.	Expired at end of term
Evers	130	9/7/21	Modifies EO 30 to allow the Board Chair to forward applications that are non-violent and meet requirements of EO 30 to the Governor without holding a hearing.	Active



GOVERNMENT REFORM OPPORTUNITIES

Wisconsin government has grown too big and too expensive. This has precipitated issues across the whole of the executive branch that have become a barrier to the success of Wisconsin residents and businesses alike. The Institute for Reforming Government endeavors to shine light on these issues as prime opportunities for bold reform. Below you will find a non-exhaustive list of policy concerns that we have highlighted for the Department of Corrections.

Inmate Capacity

Increasing crime rates indicate that prison populations will continue to grow, despite briefly falling during the COVID 19 epidemic. Institutions are nearing maximum capacity and new housing options need to be found.

Modern State Prison

Several of Wisconsin's prisons are old and out of date. This results in high maintenance costs, dangerous conditions for staff and inmates, and contributes to overcrowding. Green Bay Correctional Institution, for example, was built in 1898 and is in desperate need of replacement or repair.

Accountability of Offenders on Supervision

Offenders on community supervision too often commit new crimes and fail to follow the rules of supervision. Frequently this criminal behavior continues until a crime is committed that comes to the attention of law enforcement or the DOC. Current law gives the DOC wide discretion to decide whether to initiate a revocation for an offender that commits a crime while on community supervision. A liberal application of this discretion can result in offenders continuing to break the law while on supervision because they know they will not face serious consequences.

Reduction in Parole Eligible Inmates

Since the passage of "Truth in Sentencing" over 20 years ago, the number of parole eligible inmates has declined. As this group of inmates continues to shrink, the Parole Commission needs lower staffing and spending. Current law does not address the ongoing reduction in workload for the commission.

Transparency

DOC provides much better information than in the past and currently provides more information than other state agencies. However, negative information about inmates, employee misconduct, and crimes committed by offenders on supervision are difficult to learn about or are not regularly released.

CONCLUSION

At the Institute for Reforming Government we know that the government isn't the way of the future - people are. And we believe that in order to empower people and ideas to flourish, our government needs to get out of the way.

This is nothing new for Wisconsinites- we have a long history as the standard bearer for government reform - we were the first state to implement unemployment insurance, Wisconsin Works (W-2), and we were on the cutting edge of major collective bargaining reform. But today the state we love is beginning to lag behind. Our executive branch has become bloated, slow, and expensive - a burden to the state's economy instead of a catalyst.

The solution to this problem isn't more government, it's less. What we need is a conservative vision for the state. This introductory document lays bare the issues and problems that are standing in the way for Wisconsin. In the coming months, IRG will be releasing a series of reforms that will cast a conservative vision for key executive branch agencies in the state.

Now is the time to renew our faith in the people of Wisconsin, not the government.

