

B U D G E T S U M M A R Y

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	\$19,029,664	\$19,192,298	\$19,131,409	\$18,957,552	(\$173,857)
Operation Costs	\$25,888,603	\$30,324,468	\$31,029,531	\$30,035,489	(\$994,042)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$ 0
Capital Outlay	\$204,008	\$195,146	\$220,147	\$25,000	(\$195,147)
Interdepartmental. Charges	\$141,268	\$222,847	\$135,875	\$155,126	\$19,251
Total Expenditures	\$45,263,543	\$49,934,759	\$50,516,962	\$49,173,167	(\$1,343,795)
Revenues					
Direct Revenue	\$3,679,073	\$3,703,845	\$3,824,833	\$3,009,614	(\$815,219)
Intergovernmental Revenue	\$2,118,623	\$2,806,734	\$3,670,400	\$2,576,228	(\$1,094,172)
Indirect Revenue	\$0	\$0	\$0	\$0	\$ 0
Total Revenues	\$5,797,696	\$6,510,579	\$7,495,233	\$5,585,842	(\$1,909,391)
Tax Levy	\$39,465,847	\$43,424,180	\$43,021,689	\$43,587,325	\$565,636
Personnel					
Full-Time Pos. (FTE)	363.0	363.0	363.0	359.0	(4.0)
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$4,241,550	\$3,624,112	\$1,914,864	\$1,621,512	(\$293,352)

Department Mission:

The mission of the Milwaukee County House of Correction (HOC) is to provide a safe and secure jail/correctional operation for those in custody and workplace for staff while also ensuring all persons in our custody are treated with dignity, respect, and given the opportunity and encouragement to reach their full potential. The HOC is a supportive resource providing services, labor, and product to help reduce the cost of incarceration and recidivism while minimizing expenses for other County Departments, the public, and non-for-profit entities.

Department Description:

The functions of the HOC are defined in Chapters 302, 303, 304 and 973 of the Wisconsin Statutes. The HOC receives and maintains custody of all those sentenced in Milwaukee County and other jurisdictions as authorized by County ordinance, for periods not to exceed one year per conviction. HOC then releases them upon expiration of sentence, upon orders of the courts, or other recognized authorities. Statutes allow this institution to receive and maintain custody of people awaiting trial (meaning those awaiting adjudication) at the request of the Milwaukee County Sheriff.

For those in custody, the HOC provides:

- Programs of work release (generally called Huber privileges) to allow work, Education, and treatment outside of the HOC

- Training programs which provide those in custody self-efficacy in matters such as personal growth, education, work readiness, job training/certification, Alcohol & Other Drug Abuse (AODA), and other types of therapy and treatment
- A program of home detention using electronic monitoring (EM) equipment
- The HOC is one of only twenty correctional facilities in the nation to house a full-service American Job Center which provides employment services within our facility to help those in custody prepare for job search

The HOC also:

- Oversees the medical contract that provides medical, dental, and other necessary services to patients at both the HOC and the Milwaukee County Jail (MCJ)
- Oversees the food services contract that provides meals to those housed at the HOC and MCJ
- Manages the Day Reporting Center (DRC) contract which allows HOC participants and individuals under Deferred Prosecution Agreements to obtain a GED, enhanced education skills, personal growth, job training and services, as well as take part in AODA treatment/services

The HOC is organized into the following program areas: Administration, House of Correction (secure housing units and dormitories), patient Medical and Mental Health, and reentry and restorative Programming

The Administration Program Area is responsible for the day-to-day functions of the department including finance, accounting, and budgeting. This area consists of:

- Central Administration (Superintendent, Assistant Superintendents, Captains, and Internal Affairs)
- The Business Office (Finance, Budgeting, and Purchasing)
- Resident Accounts (Support Services for those in custody)

The HOC Housing Area oversees the living areas within the facilities. The State of Wisconsin Department of Corrections (DOC) approved rated housing capacity for the HOC is 1,886 -- and consists of: 82 segregation beds/cells, 548 dormitory beds in the North building (ACC-North), 1,136 dormitory beds in the South building (ACC-South), and 90 beds in the Franklin Lotter (FML) building, plus 30 hospital beds. The FML building was renovated in 2020 to be an Alternative Care hospital for COVID positive patients with 30 hospital beds and three dorms that can house 30 each. The HOC program area includes:

- Housing units
- Specialized units (Programs, Training, Emergency response, Transportation)
- The power plant

Patient Medical, Dental, and Mental Health consists of the medical units, dental and psychiatric services. These services are provided through a contract with Wellpath, LLC. This agreement is managed by the HOC and serves both the MCJ and the HOC, as well as a new Alternative Care Facility (ACF) for COVID positive patients across the State.

Programming provides basic education, employment training programs, Treatment based programs and work experience in the HOC's print shop, laundry, and kitchen/bakery, as well as offsite work opportunities. This area offsets some expenses by providing products and services to other departments, the public, and not-for-profit agencies. The DRC expands HOC's role in programming and facilitates effective participation in the DRC treatment options. The HOC continues to implement new programs, evaluate and review current programming activities, expand the scope and objectives of current activities, as well as search for programming partners and resource options within the Milwaukee community. Currently, this Program Area includes:

- Huber/EM
- Programming (including the American Job Center)
- Laundry
- Kitchen/Bakery

- Graphics Shop (which supports the entire County and some community non-profit agencies)
- The Day Reporting Center (DRC)
- Benedict Center (Focusing on female participants)

Major Changes in FY 2021:

New Alternative Care Facility (ACF): Due to COVID-19, FEMA, in partnership with Milwaukee County, remodeled a building on the HOC grounds to be used as a hospital and dorms for COVID positive patients across the State. The 2021 budget does not currently include any costs or staffing for the ACF. If use of the ACF is required in 2021, additional staffing and funding may be required. The 2021 Recommended Budget does not include funding specifically for the ACF due to uncertainty surrounding its future uses as well as the potential for state and federal emergency revenue for this purpose if the operation continues into 2021.

DOC MDRC Revenue: An agreement with Milwaukee County and State DOC will allow those sentenced to the state the ability to received treatment based services through the Day reporting center (operated by HOC) the program has two tracks; Track #1 reserves up to 20 participants to participate in the Men's Community Transition Services Center (MCTSC) DOC will pay Milwaukee County for the participants to utilize the Day Reporting Center which will generate about \$230,000 for the County on an annual basis. Track #2 provides the same treatment-based services for up to 24 participants housed within state transitional living programs. Track #2 revenue is anticipated to be \$195,000 but based on timing, was not included in the 2021 Budget. This portion of the agreement will be considered at a later date.

Revenue Decreases: approximately \$1.9 million overall, primarily due to housing fewer DOC Division of Adult Institutions (DAI) than desired. The DOC pays the HOC a daily rate to house each person and currently only one instead of two dorms are being utilized for their housing . DOC Sanction revenues are also a factor in the decrease, as well as a reduction in Electronic Monitoring revenue due to having fewer participants allowed to go out than anticipated.

Strategic Program Area 1: Administration

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$2,679,420	\$2,827,831	\$3,317,472	\$2,667,470	(\$650,002)
Revenues	\$6,534	\$10,154	\$2,035	\$1,710	(\$ 325)
Tax Levy	\$2,672,886	\$2,817,677	\$3,315,437	\$2,665,760	(\$649,677)
FTE Positions	38.0	39.0	40.0	33.0	(7.0)

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
The HOC is moving to an electronic grievance system which will allow detailed tracking activities related to number of grievances by type, e.g. food.				

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Number of Overtime Hours Worked by Correctional Officer per Pay Period	23.25	17.64	<10 hours	< 10 hours
The HOC is developing a measure of total number of grievances submitted to proportion sustained or dismissed.				

Strategic Overview:

The Administrative Program Area of the House of Correction (HOC) oversees the day to day operation and management of the facility including finance and budgeting for the HOC. The Program area also includes the HOC's Maintenance Department and Resident Accounting, which provides support services to those in custody.

Strategic Implementation:

Expenditures and numbers of full-time equivalent employees (FTEs) decrease primarily due to staffing adjustments and reassignments, as well as abolishing two vacant positions.

Strategic Program Area 2: House of Correction

Service Provision: Discretionary

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$17,742,309	\$17,825,227	\$19,194,301	\$18,611,245	(\$583,056)
Revenues	\$4,326,114	\$4,900,598	\$5,846,832	\$4,243,446	(\$1,603,386)
Tax Levy	\$13,416,195	\$12,924,629	\$13,347,469	\$14,367,799	\$1,020,330
FTE Positions	277.0	276.0	302.0	282.0	(20.0)

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Hours Giving Back*	188,400	138,552	227,148	190,000
The HOC plans to develop measure of proportion of shakedowns that identified and removed illegal contraband.				

* Average Daily Population (ADP) is down. Also, COVID has led to some decrease in program offerings and fewer hours of credit.

Strategic Implementation:

Overtime expenses decrease based on success in hiring Correctional Officers who received market pay increases approved by the County Board in 2020 to help attract and retain sufficient security staff. Some staffing was moved back to Huber/EM and Programming resulting in a decrease in this Program Area. Revenues decrease due to fewer transfers by the Wisconsin Department of Adult Institutions for housing at the HOC. Additionally, Huber revenues are replaced with Electronic Monitoring revenues. Electronic Monitoring revenues are less than last year as fewer individuals are eligible to be migrated to the Electronic Monitoring program than originally anticipated based on variability of the facility's population and sentencing by the courts.

Strategic Program Area 3: Medical & Mental Health

Service Provision: Mandated

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$17,856,809	\$22,165,504	\$21,543,791	\$21,578,917	\$35,126
Revenues	\$17,061	\$30,646	\$14,340	\$66,930	\$52,590
Tax Levy	\$17,839,748	\$22,134,858	\$21,529,451	\$21,511,987	(\$17,464)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Actual	2021 Budget
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Number of patients participating in formal AODA as a percentage of total population	21 patients per mo/ave =1.6%	18 patients per month ave = 1.5%	>5%	>5%

Strategic Overview:

The HOC is responsible under state statute for the medical and mental health of those in custody at the HOC. The Sheriff is responsible for those housed within the jail. The HOC oversees the medical contract for both the HOC and the County Jail. For the County to fulfill the requirements of the Christiansen Consent Decree, the court ordered the County in May of 2013 to enter into a contract with an outside service company to provide medical and mental health services to those in custody. Until the decree is lifted, the courts require a contract provider to supply a specified level of personnel to provide correctional health care services. Wellpath, LLC is the current correctional health care provider.

Strategic Implementation:

There are no major changes in 2021.

Strategic Program Area 4: HOC Programming

Service Provision: Discretionary

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	\$6,985,006	\$7,116,197	\$6,461,398	\$6,286,963	(\$174,435)
Revenues	\$1,447,987	\$1,569,180	\$1,632,026	\$1,198,757	(\$433,269)
Tax Levy	\$5,537,019	\$5,547,017	\$4,829,372	\$5,088,206	\$258,834
FTE Positions	48.0	48.0	21.0	44.0	23.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Number of participants out on Electronic Monitoring (EM & GPS)	89	102	180 to 350	200
Number of participants Reporting to Day Reporting Center	301	291	0 to 250	316

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Percentage of Employed Huber	55.85%	49.60%	70%*	60%
Percentage of those Participating in at least one Programming Activity	68%	60%	80%	80%

**See major change section. In 2020, Huber release inmates will be placed on EM. Potentially more could be employed since they will be back in community without transportation issue of getting from HOC to work.*

Strategic Overview:

This program area is responsible for providing participants with opportunities and encouragement to take part in basic education, training, and work experience in the HOC’s graphics shop, laundry, kitchen/bakery, as well as some offsite work activities. The laundry plant continues to charge both the Behavioral Health Division and the Department of Health and Human Services for laundry services provided to their facilities. The HOC also oversees the food service contract for both facilities.

Strategic Implementation:

An agreement with Milwaukee County and State DOC will allow those sentenced to the State the ability to receive treatment-based services through the Day reporting center (operated by HOC). The program has two tracks; Track #1 reserves up to 20 participants to participate in the Men’s Community Transition Services Center (MCTSC) Track #2 provides the same treatment-based services for up to 24 participants housed within state transitional living programs. This agreement serves to generate revenue for Milwaukee County as well as provide significant reentry resources for those sentenced to state correctional facilities and returning to communities within Milwaukee county, thereby targeting resources for successful reentry and supporting the vision of making Milwaukee County the healthiest County in the state of Wisconsin.

The Literacy Link is a program of the University of Wisconsin-Madison, Division of Extension. The mission of the project is to provide literacy and learning to children of parents or a caregiver that are currently involved in the correctional system. The goal is to maintain a parent / child relationship and increase literacy during the time period when a parent or a caregiver is incarcerated.

The Literacy Link Project would result in no cost to Milwaukee County House of Correction. The Project / University received a 3-year award that totals \$229,000 from the American Family Institute for Corporate and Social Impact. This partnership enhances literacy among Milwaukee County residents in the community and those residing in our correctional facilities. These measures will support the vision of making Milwaukee County the healthiest county in the state of Wisconsin.

Measure Highlights:

The HOC continues to assist participants who have offsite work privileges find employment. Based on market research, a benchmark employment rate of 45% of those eligible to work had been set. This was HOC’s goal by 2023. However, the HOC is on track to exceed the goal since current attainment is 49.6%. Enhanced use of the EM program will allow participants access to mass transit which will increase their ability to obtain and maintain employment and therefore, the goal is increased above the established benchmark. Partnerships with employment focused outcomes have provided tremendous results in providing living wage jobs to Milwaukee County residents during a period of criminal justice involvement to include post release supportive services. All of these participants are members of Milwaukee County communities.

Part of HOC’s mission is also to help participants reach their full potential by participating in programming. HOC’s goal is to have 80% of those in custody take part in at least one programming course. HOC ended last year with about a 60% participation rate and hoped to achieve 80% in 2020. COVID has reduced population in the facility and programming participation this year. Yet, the HOC hopes to continue to increase participation with additional offerings next year.

Continuing Contracts		
Description	Vendor	Amount
Food Service Contract*	ARAMARK Correctional Services, LLC	\$3,100,000
Day Reporting Center	Wisconsin Community Services (WCS)	\$944,244
Electronic Monitoring**	Wisconsin Community Services (WCS)	\$678,558
Reentry Programming	Benedict Center	\$198,045

* Estimated, as the amount is variable based on Average Daily Population / number of meals served.

**Also, variable based on daily number of units deployed.