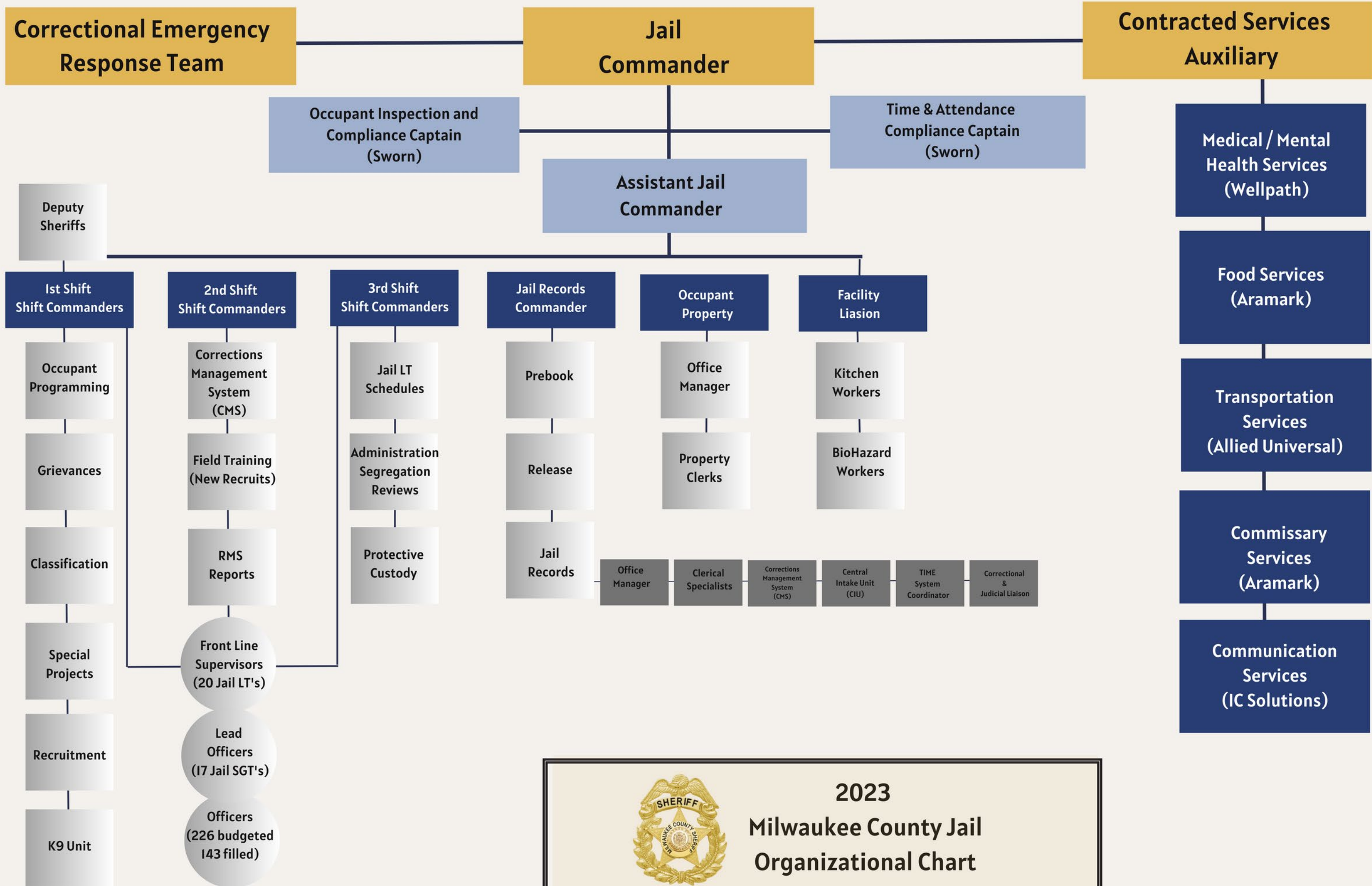




Milwaukee County Criminal Justice Facility (Jail)
Responses to File # 23-834 & Relevant Information
Presented September 28, 2023





2023
Milwaukee County Jail
Organizational Chart

RESOLUTION ITEMS # 1- 2:

CRIMINAL JUSTICE FACILITY'S ORGANIZATIONAL, SYSTEM, AND MONITORING STRUCTURE

Organizational Overview of Assignments

- Prebook Officer
- Search Officer
- Photo ID Officer
- Booking Security Officer
- Automatic Fingerprint identification System Officer (AFIS)
- Records & Identification Officer
- Jail Records Officer
- Floor Control Officer
- Occupant Worker
- Kitchen Officer
- Mail Officer
- Master Control Officer
- Release Officer
- Change-over Officer

RESOLUTION ITEMs # 1- 2:

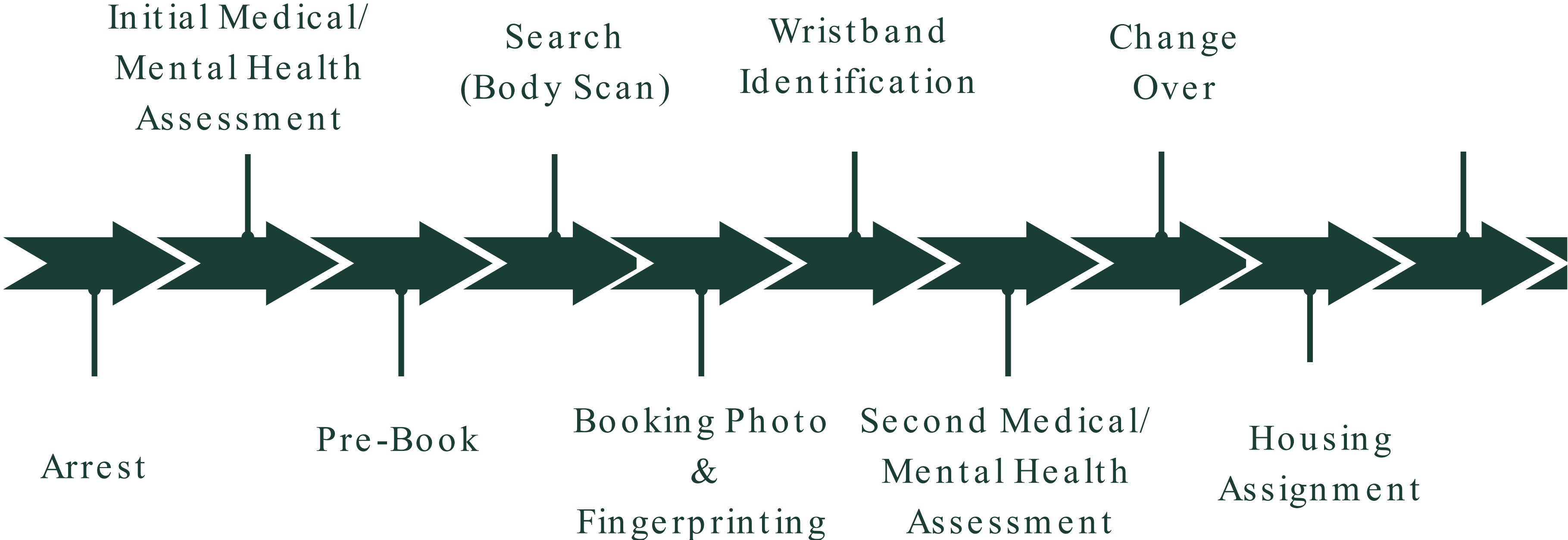
CRIMINAL JUSTICE FACILITY'S ORGANIZATIONAL, SYSTEM, AND MONITORING STRUCTURE

HOUSING UNIT OFFICERS (FIRST SHIFT (0600 - 1430), MID SHIFT (1000 - 1830), SECOND SHIFT 1400 - 2230)

- Complete medication pass
- Complete meal service for breakfast
- Complete moves for courts
- Complete tablet collection
- Assist in commissary distribution.
- Housing unit inspections
- Detox rounds with medical
- Mental health rounds with (PSW)
- Ensure the housing unit is opened.
- Assist in meal service for lunch.
- Medication pass
- PSW (psych social worker) rounds
- Wellness rounds with medical.
- Monitor 64 occupants in housing unit.
- Linen distribution
- Pod cleaning
- Daily count of occupants
- Security inspections
- Logs all activity that occurs in the housing unit.
- Inspects the gym area prior to opening it.

SYSTEM STRUCTURE

ARREST TO HOUSING ASSIGNMENT FLOW CHART



RESOLUTION

ITEMs # 1- 2:

CRIMINAL JUSTICE FACILITY'S ORGANIZATIONAL, SYSTEM, AND MONITORING STRUCTURE

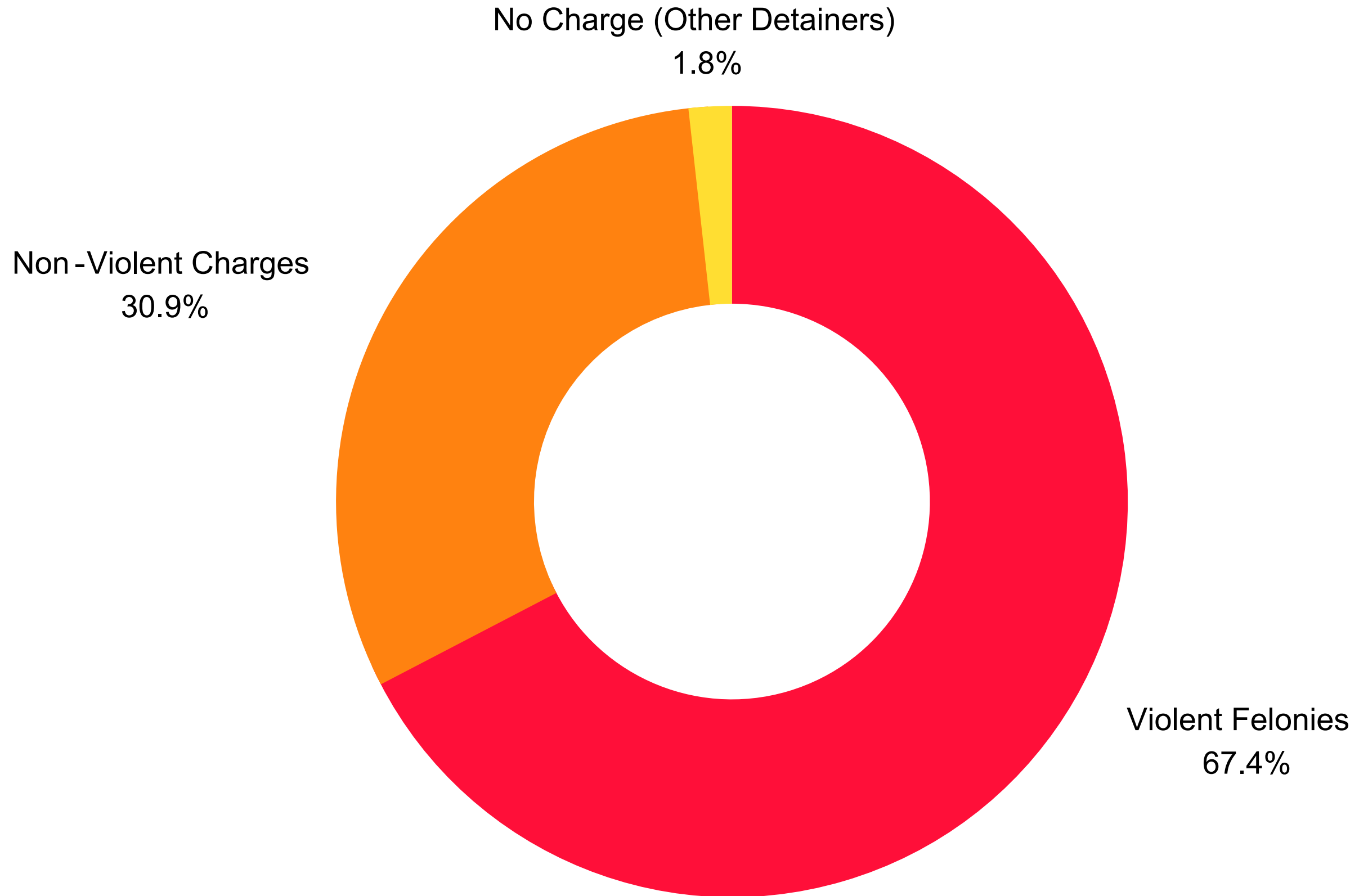
STAFFING CHALLENGES

- Crowding and Severity of Occupant's Criminal Charges
- Budgeted: 231 Officers, Employed: 135
- Budgeted: 21 Sergeants, Employed: 14
- Chronic/Ongoing Staffing Shortfall
 - Scheduled, First Shift: 81 Posts, Able-to-Fill: 68-70
 - Scheduled, Second Shift: 70 Posts, Able-to-Fill: 60
 - Scheduled, Third Shift: 31 Posts, Able-to-Fill: 25
- Overtime Budget Strain & Impact on Morale
 - Year-To-Date: 41,943 Hours, 155.34 Daily Average
 - Approximately 75% of MCJ staff have utilized Family Medical Leave Act Benefits
 - Mandatory Overtime negatively impacts work/life balance
 - Retention and High Turnover Rate

**RESOLUTION
ITEMs # 1- 2:**

**CRIMINAL JUSTICE
FACILITY'S
ORGANIZATIONAL,
SYSTEM, AND
MONITORING
STRUCTURE**

**POPULATION AND STAFFING CHALLENGES
OCCUPANT CHARGES GENERAL SNAPSHOT
(REFERENCED IN PAGE 5- 6 OF FILE # 23- 234)**



RESOLUTION
ITEMS # 1- 2:

CRIMINAL JUSTICE
FACILITY'S
ORGANIZATIONAL,
SYSTEM, AND
MONITORING
STRUCTURE

POPULATION SYSTEM
STRUCTURE

INTAKE FACTORS

COURT AND COMMUNITY
FACTORS

RELEASE AND TRANSFER FACTORS

RESOLUTION ITEMS # 1- 2:

CRIMINAL JUSTICE FACILITY'S ORGANIZATIONAL, SYSTEM, AND MONITORING STRUCTURE

MONITORING STRUCTURE

- Department of Corrections (DOC) Facilities Specialists (Mandated)
- Annual Inspection
- Monthly & Quarterly Visits
- Christensen Consent Decree (Mandated by Court Order)
- Annual Tour & Occupant Interviews
- National Commission on Correctional Health Care Resources Inc. (NRI) (Not Mandated)
- Quarterly Visits/Consultations
- National Commission on Correctional Health Care (NCCHC) (Not Mandated)
- Accreditation Inspection Every Three Years
- Occupant Inspection and Compliance Captain (Not Mandated)
- 40 Hours Per Week
- U.S. Marshal Inspection (Mandated)
- Annual



**BEST
PRACTICES**

RESOLUTION ITEMS #1- 2:

CRIMINAL JUSTICE FACILITY'S ORGANIZATIONAL, SYSTEM, AND MONITORING STRUCTURE

MEDICAL, MENTAL HEALTH, AND DENTAL CARE: WELLPATH LLC (WELLPATH)

- Wellpath provides medical and mental health care services for MCJ occupants.
- Wellpath has several different medical and mental health personnel who work in the MCJ 24 hours a day, seven days a week.
- Mental Health Rounds (Contractual Mandate and State Statutory Mandate – DOC 350)
- Wellpath provides necessary dental services to MCJ occupants.
- Wellness Rounds



**BEST
PRACTICES**

ADDITIONAL QUESTIONS FROM BOARD MEMBERS

- At what point does the MCJ determine it can't handle the scope of occupant care?
- Why doesn't MCSO's response report compare policies and procedures to that of other entities, including the CRC, rather than just request more funding?
- Is it true that the MCJ cannot refuse arrestees brought to the jail by Milwaukee County's municipal police departments?
- How many positions has MCSO created over the past decade with no intention of filling them and every intention of covering them via overtime?
- Do MCSO and Wellpath work well together, or are there issues/concerns?
- How long after a person completes an intake form is it reviewed by mental health staff?
- Are cell checks done in 15 minute increments?
- Is there a line beyond which MCSO determines it cannot care for an occupant with a long, documented history of mental health challenges?
- Why is the MCJ unable to accommodate wheelchairs?
- Why can't the MCJ create a liaison/advocate position to specifically deal with inmate and family checks and concerns?
- Can MCSO create aid positions to transport occupants and free up deputy and officers?
- How can we come together as stakeholders to solve problems?
- Please provide CO exit interview survey data that details why COs resign.

ADDITIONAL QUESTIONS FROM BOARD MEMBERS

- Provide details on how the jail will improve.
- Are the criminal charges listed on Page Five of File #23-834 unproven, convictions, or both? Why didn't MCSO list the charges for occupants accused of non-violent offenses? Was the intent of the violet crime list to give an accurate sense of charges faced by MCJ occupants or something else?
- What differentiates special needs (mental and physical health) housing from regular housing units?
- The problem of overcrowding and the relationship between the MCJ and CRC is mentioned. Why has the CRC been allowed to refuse to cooperate, as the report states they should?
- It's noted that the Legal Aid Society may contact "plaintiffs". How is this done?
- On Page 29 of File #23-834, "emergency medical transfers" are mentioned. How is this handled, who decides when it is done, and what has been the impact of this on the deaths in custody due to medical causes?
- MCSO guidelines note that some COs employed for under one year, may serve without having completed training. Are untrained\untrained COs supervised differently from fully trained COs? How many currently employed COs are not fully trained (number and %)?
- File #23-834 references a very careful policy development process, but some policies in the last year appear to have been created as "working" policies and practices. Is there a complete policy manual that is accessible to the public?
- The system of In Custody Death Investigation includes the provision of an outside organization looking into the matter, to help the public feel like a proper and thorough investigation was being done. However, the fact that the Waukesha County Sherriff investigates the Milwaukee County incidents and vice versa, lends itself to a perception of "one hand washes the other". Why has no other, hopefully unbiased, input been asked for in reviewing incidents?
- If, as the report seems to suggest, the staffing levels are the only reason for the high number of deaths in custody, why doesn't the CRC have a similar level of deaths in custody since they face the same staffing issues and a similar population of residents?

ADDITIONAL QUESTIONS FROM BOARD MEMBERS

- Is there a system to facilitate resident grievances and requests to Aramark? If so, how does that work? What types of grievances do occupants file and how are they addressed and determined to be credible and deserving further inquiry, or not? Why is there no system to follow occupant complaint data?
- ANSWER: Below are listed the number and category of grievances submitted by occupants at the Jail in 2022 (Total = 32, 003):
 - Answer:
 - Classifications – 833
 - Commissary – 463
 - Facilities – 131
 - Fiscal/Occupant Accounts – 279
 - Food Services – 351
 - Homewav (Video visiting) – 111
 - Law Library – 1,562
 - Mail – 435
 - Maintenance – 105
 - Medical – 1,005
 - Occupant Accounts – 15
 - Phone – 391
 - Policy and Procedure – 1,037
 - Programs – 97
 - Property – 325
 - Records – 139
 - Staff – 1,424
 - Visitation – 53
 - Miscellaneous (all other submitted grievances that do not fit into the categories above) – 1,019
 - The numbers above are inclusive of duplicate complaints

RESOLUTION ITEM # 3 (A) AND (B)

POLICIES, PROCEDURES, AND PRACTICES RESEARCH PLAN

3 A: HIRING AND TRAINING

- The Law Enforcement Standards Board (LESB) is a policy-making body attached to the WI Department of Justice under WI Stats § 15.255.
- WI Stats § 165.85, the LESB is authorized to establish and enforce standards for professional employment, education, and training of law enforcement, tribal law enforcement, jail, and juvenile detention officers in WI. The administrative rules of the LESB are found in the WI admin. Code Chapters LES 1-9
- The LESB policy and procedure manual includes but is not limited to; requirements for hiring standards, certification and recertification.
- See Exhibit 24 for further context.



**BEST
PRACTICES**

RESOLUTION ITEM # 3 (A) AND (B)

POLICIES, PROCEDURES, AND PRACTICES RESEARCH PLAN

MCSO TRAINING ACADEMY

- The MCSO academy is certified by the Wisconsin Law Enforcement Standards Board to conduct the preparatory training for law enforcement and jail officers.
- Within one-year of employment, according to LESB regulations, COs must attend the 200-hour LESB approved curriculum for Jail Officer certification.
- The Jail-200 program includes twenty (20) specific courses, written testing, performance evaluations, skill competencies, and scenario testing.
- See Exhibit 27 for further context.



BEST
PRACTICES

RESOLUTION ITEM # 3 (A) AND (B)

POLICIES, PROCEDURES, AND PRACTICES RESEARCH PLAN

MCSO JAIL- 200 CURRICULUM

- The Jail 200 training includes but is not limited to:
- Facility intake processes called Admit and Release of Inmates
- This course teaches but is not limited to:
- legal requirements for admission and release of occupants
- Steps to receiving a person into custody.
 - Including A health screening (which is performed by Wellpath in the Jail)
- Fingerprinting
- Admission records
- Orientation
- Classification
- Releasing occupants from custody

RESOLUTION
ITEM # 3 (A) AND (B)

POLICIES,
PROCEDURES, AND
PRACTICES
RESEARCH PLAN

MCSO JAIL- 200 CURRICULUM
CONTD.

- Mental and physical health assessments at intake and throughout time in care, and medication distribution training course is called Jail Healthcare
- This course teaches but is not limited to:
 - assisting with provisions of healthcare
 - Legal duties of adequate healthcare
 - Intake screening (performed by Wellpath)
 - Responding to healthcare requests (performed by Wellpath)
 - Control and delivery of medication (performed by Wellpath)
 - Maintenance of health care records (performed by Wellpath)

RESOLUTION ITEM # 3 (A) AND (B)

POLICIES, PROCEDURES, AND PRACTICES RESEARCH PLAN

MCSO CORRECTIONAL OFFICER ORIENTATION TRAINING

- Upon hire, CO's attend 56-hours of training including:
 - MCSO Policies and Procedures
 - Human Resources Onboarding
 - Introduction to Professional Communication Skills
 - Introduction to Principles of Subject Control
 - Introduction to Fire Safety
 - Professional Standards and ethics
 - CPR
 - TASER
 - Radio Communications
 - Occupant supervision
 - Jail Security
 - Cell searching
 - Report writing
 - De-escalation practice scenarios
 - After Orientation, COs attend two to three weeks of Field Training in the Jail
 - See Exhibit 26 for further Context.

RESOLUTION ITEM # 3 (A) AND (B)

POLICIES, PROCEDURES, AND PRACTICES RESEARCH PLAN

MCSO CORRECTIONAL OFFICER ANNUAL TRAINING

- Recertification training is required by the LESB, 24 hours annually
- WI Admin. Code § DOC 350 requires specific training:
 - 350.19(2)(c) Fire Safety Equipment Use
 - 350.19(4) Fire Safety Evacuation
 - 350.14(6) Healthcare training on policies, procedures, medications, and health screenings (training provided by Wellpath)
- 350.17(11) High-Risk Supervision on suicide prevention/ID of risk factors (training provided by Wellpath)
- WI Stats. § 968.255(6)
- Strip Search Policy and Procedure review
- Supervisors attend supervisory related training in addition to CO training

RESOLUTION ITEM # 3 (A) AND (B)

POLICIES, PROCEDURES, AND PRACTICES RESEARCH PLAN

MCSO POLICIES

- Milwaukee County's Risk Mitigation Insurance Provider, Wisconsin Mutual Insurance Corporation, purchased a subscription to Lexipol's Law Enforcement and Custody Manual.
- Lexipol provides a policy framework developed by attorneys and subject matter experts written to set forth best practices for state and local compliance.
- MCSO utilized workgroups to accomplish the review and implementation of Lexipol's policies into MCSO.



RESOLUTION ITEM # 3 (A) AND (B)

POLICIES, PROCEDURES, AND PRACTICES RESEARCH PLAN

MCSO POLICY WORKGROUPS

- The primary workgroup's (PWG) goal was to work with the Lexipol Content Developer consultant to review and make recommendations on how to amend the framework to fit MCSO's operational goals.
 - The PWG also identified numerous areas that Lexipol did not provide and created a draft policy recommendation (over 100 policies and procedures have been added to supplement Lexipol's framework).
- The primary workgroup was comprised of:
 - Lexipol's consultant
 - Training Director
 - Program Manager
 - Professional Standards Division supervisor
 - Jail Commander
 - MCSO subject matter expert
 - OCC legal advisor
 - MCSO Chief Legal and Compliance Officer

RESOLUTION ITEM # 3 (A) AND (B)

POLICIES, PROCEDURES, AND PRACTICES RESEARCH PLAN

MCSO POLICY WORKGROUPS (CONTD.)

- Recommendations from the PWG were sent for Legal review, State Jail Administrator review, and then for final MCSO approval
- Any workgroup could amend the PWG's recommendations, return the draft to PWG for further work, or advance the draft to the next workgroup.
- Additional workgroups:
 - The Legal Review Workgroup's goal was to ensure legal best practices and compliance with County Ordinance, WI Stats, and Federal regulations
 - DOC § 350.09(2)(c) requires the state Jail Administrator to be notified and approve of all substantive policy changes
 - The final workgroup was the Chief Deputy's review for final approval

RESOLUTION ITEM # 4

DISCRETION AND LEGAL REQUIREMENTS RESEARCH PLAN

INTERNAL INVESTIGATIONS AND DISCIPLINE PROCESS

- Investigation initiated based on complaint from citizen, employee, or other.
- Investigations must be authorized by Sheriff or designee.
- If the investigation discloses sufficient evidence to establish the allegation occurred and constituted misconduct, the Sheriff will impose discipline.
- Disciplinary action may include written reprimand, suspension without pay, demotion (if applicable), termination of employment, or any combination of the above.
- Additional actions may include employee activity documentation and additional training.

RESOLUTION ITEM # 4

DISCRETION AND LEGAL REQUIREMENTS RESEARCH PLAN

INTERNAL INVESTIGATIONS AND DISCIPLINE PROCESS

- The Personnel Review Board has jurisdiction to hear charges for discipline for suspensions of 11 or more days, a second notice of suspension within 6 months of a first, a demotion, or discharge.
- Represented employees can arbitrate suspensions of 10 days or less; non-represented employees cannot.
- Matters are heard before the PRB typically between 1 to 3 months of filing charges.

RESOLUTION ITEM # 4

DISCRETION AND LEGAL REQUIREMENTS RESEARCH PLAN

DISCLOSURE OF INFORMATION

- Wis. s.s. 19.36(10)(b) limits public access to records relating to current investigation into possible criminal offense or employee misconduct.
- Matters are not subject to release via public records request until the case has been closed.
- Once case is closed, record custodians must use “balancing test” weighing competing public interests to determine whether protection of information may or may not outweigh disclosure.
- Woznicki Notice – Wis. s.s. 19.356: The subject of a records request must be given appropriate opportunity to object to such release.

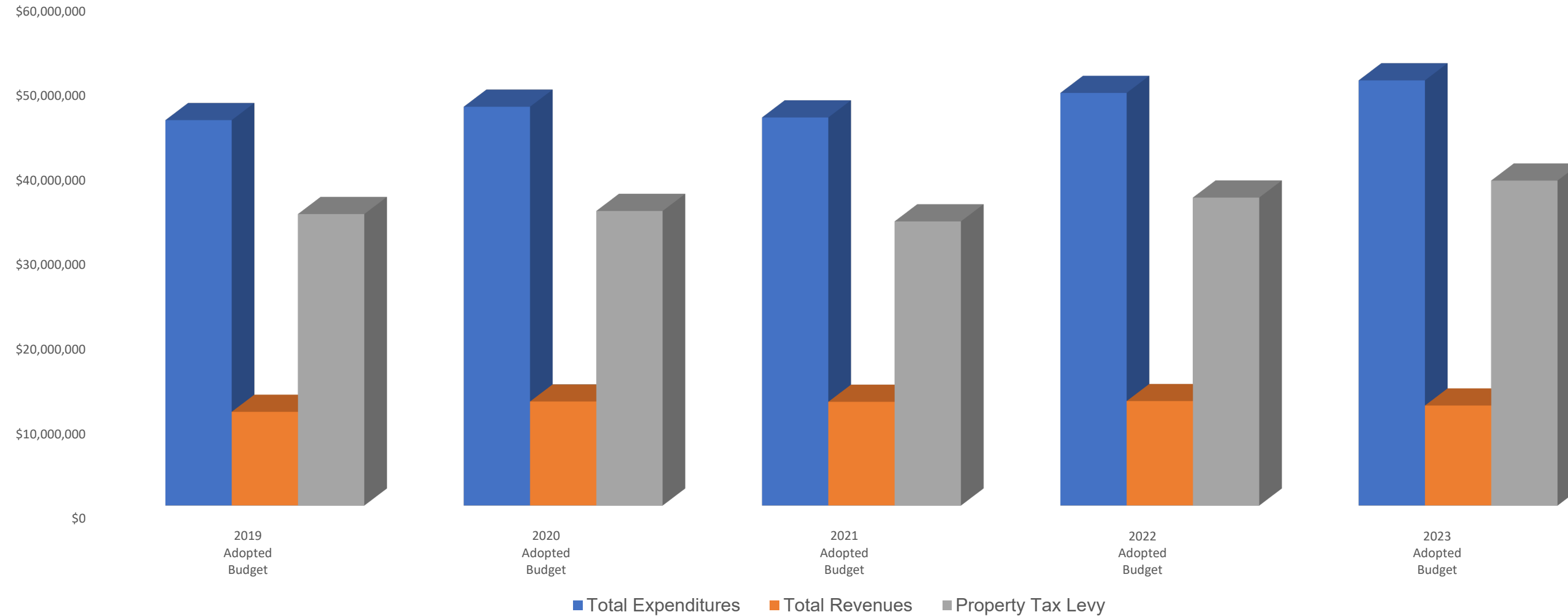
RESOLUTION ITEM # 4

DISCRETION AND LEGAL REQUIREMENTS RESEARCH PLAN

THIRD- PARTY INVESTIGATIONS OF MCSO- INVOLVED FATALITIES

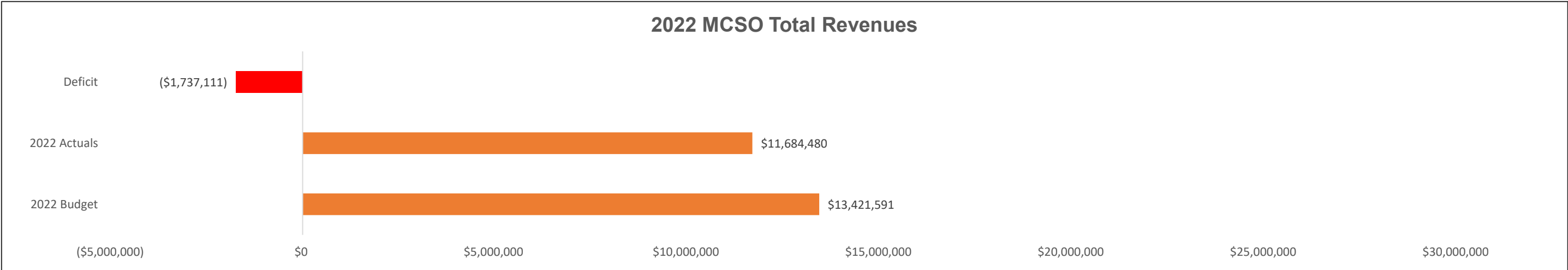
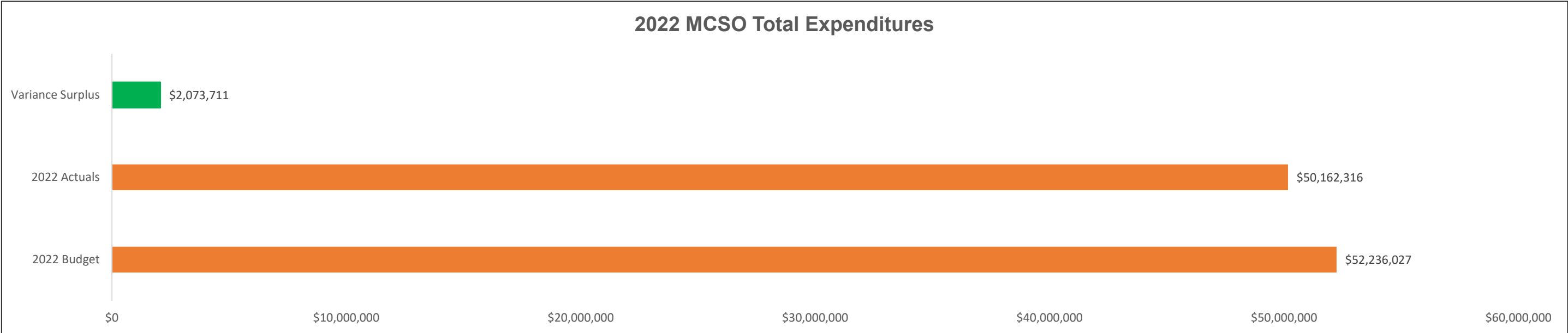
- MCSO partners with Milwaukee Area Investigative Team (MAIT) via MOU for investigation of MCSO-involved fatalities and great bodily harm.
- Third-party investigation materials will not be released if the matter is an active or pending criminal investigation or prosecution, or if the release would subject an individual to threats of harm or intimidation.
- These discretionary decisions are typically made by the investigating agency.
- Once the investigation is completed, MCSO will work with OCC to assess the release of records.

2019-2023 MCSO Adopted Budget

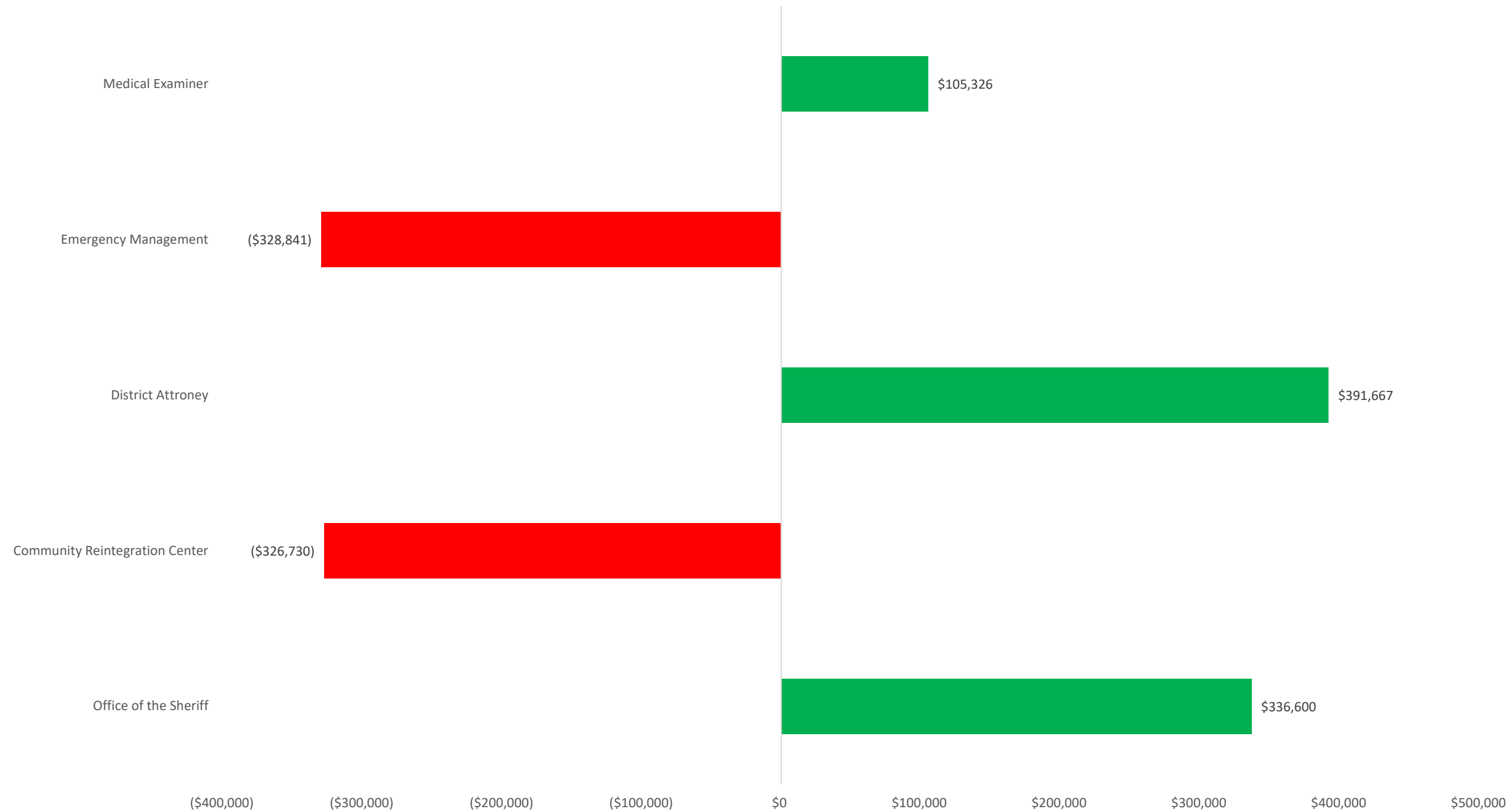


Office of the Sheriff	2019 Adopted Budget	2020 Adopted Budget	2021 Adopted Budget	2022 Adopted Budget	2023 Adopted Budget
Total Expenditures	45,538,513	47,121,179	45,856,029	48,751,453	50,234,964
Total Revenues	11,086,385	12,306,983	12,272,101	12,356,294	11,830,628
Property Tax Levy	34,452,128	34,814,196	33,583,928	36,395,159	38,404,336

2022 MCSO ACTUALS

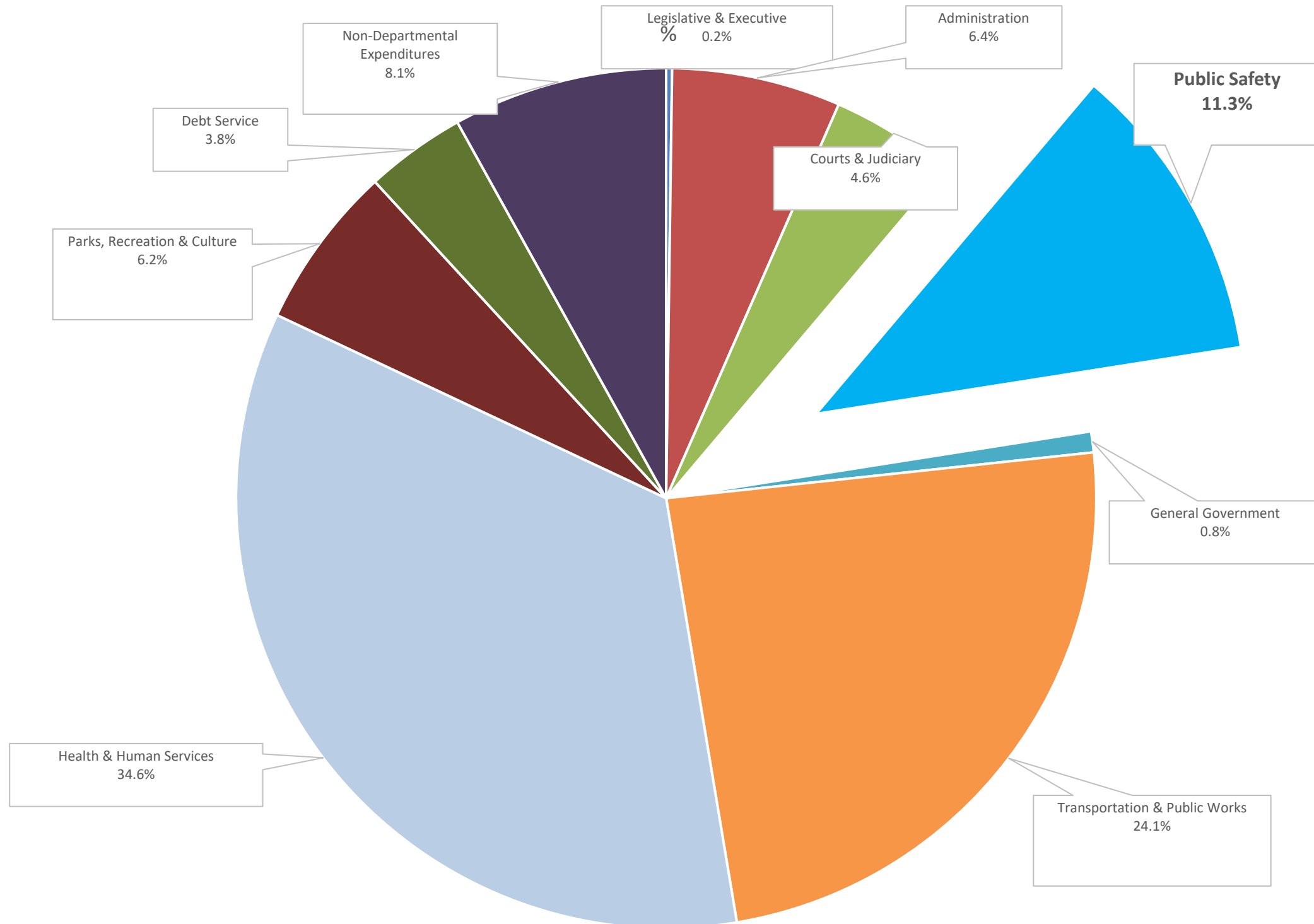


2022 Public Safety Actual Surplus/(deficit)



Agency	Description	Surplus / (Deficit)
400	Office of the Sheriff	\$336,600
430	Community Reintegration Center	(\$326,730)
450	District Attorney	\$391,667
480	Emergency Management	(\$328,841)
490	Medical Examiner	\$105,326
		\$178,022

2023 Adopted Expenditure countywide Budget %



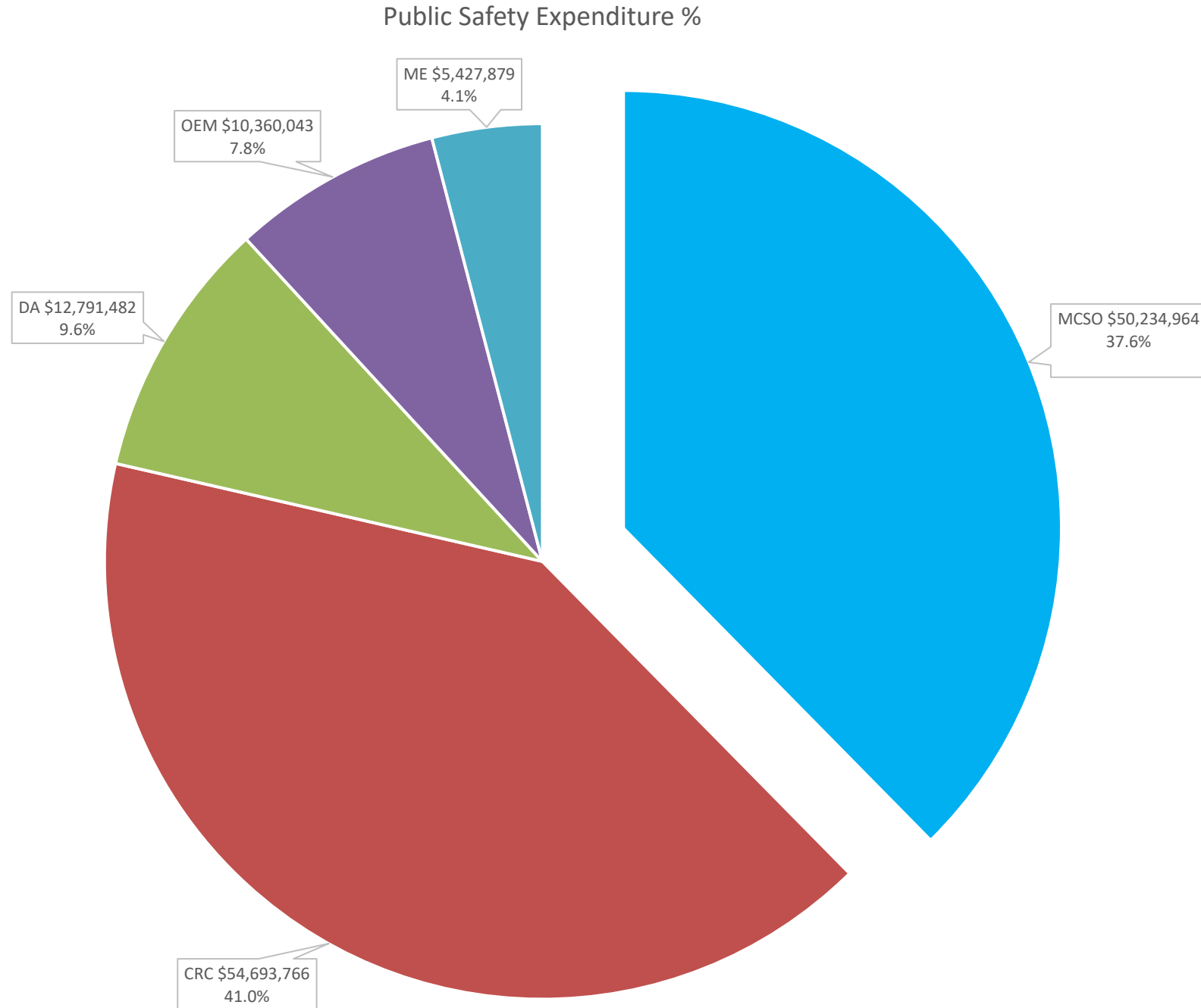
Public Safety:

		%
MCSO	\$50,234,964	4.3%
CRC	\$54,693,766	4.6%
DA	\$12,791,482	1.1%
OEM	\$10,360,043	0.9%
ME	\$5,427,879	0.5%
	\$133,508,134	11.3%

Functional Area	Total Expenditure	
		%
Legislative & Executive	\$2,609,887	0.2%
Administration	\$74,755,232	6.4%
Courts & Judiciary	\$54,102,181	4.6%
Public Safety	\$133,508,134	11.3%
General Government	\$9,219,393	0.8%
Transportation & Public Works	\$283,290,739	24.1%
Health & Human Services	\$407,590,248	34.6%
Parks, Recreation & Culture	\$72,500,401	6.2%
Debt Service	\$44,365,683	3.8%
Non-Departmental Expenditures	\$94,949,542	8.1%
	\$1,176,891,440	100.0%

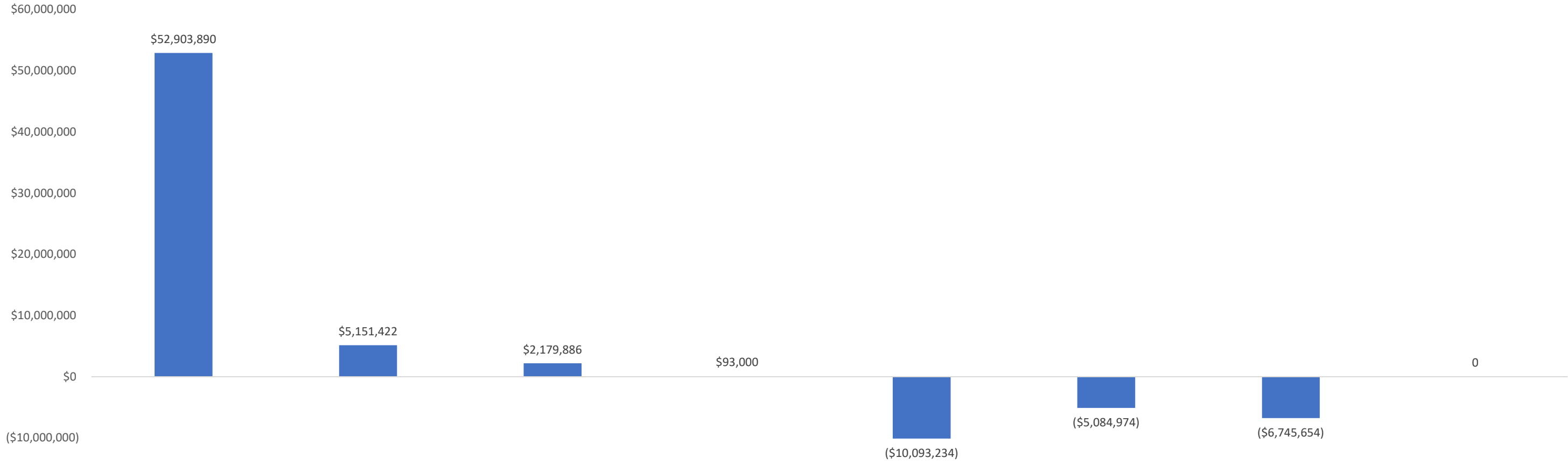


2023 Adopted Public Safety Expenditure Budget %



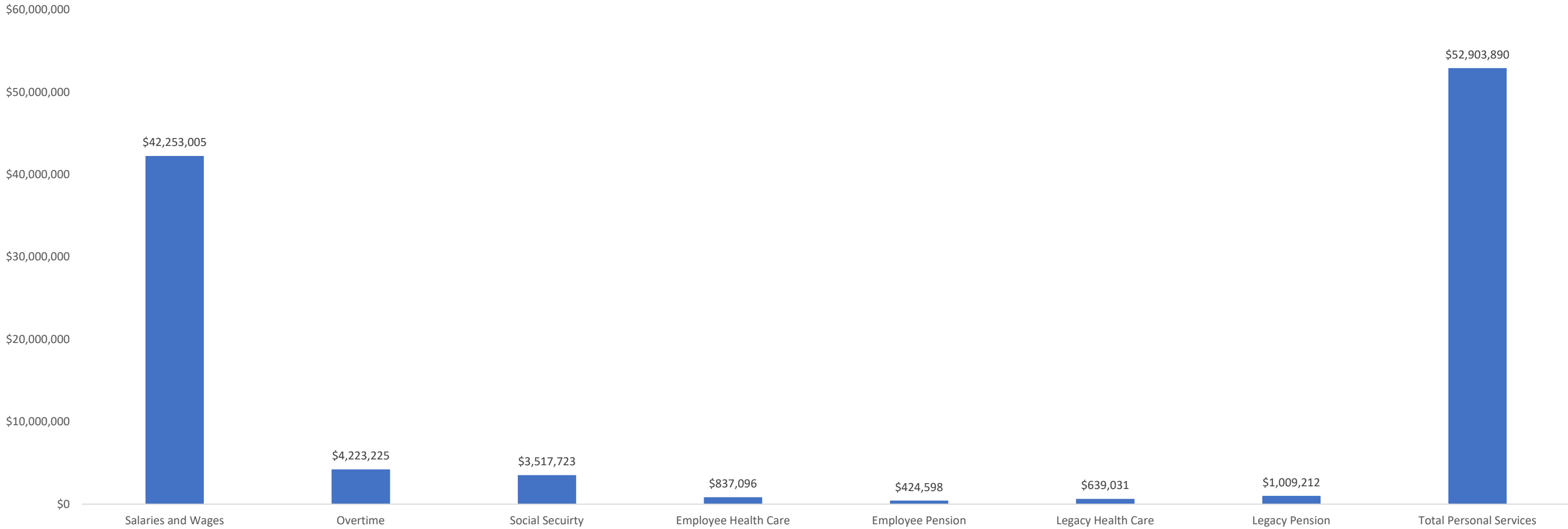
	Total Expenditure	%
Public Safety:		
MCSO	\$50,234,964	37.6%
CRC	\$54,693,766	41.0%
DA	\$12,791,482	9.6%
OEM	\$10,360,043	7.8%
ME	\$5,427,879	4.1%
	\$133,508,134	100.0%

2023 MCSO Adopted Budget



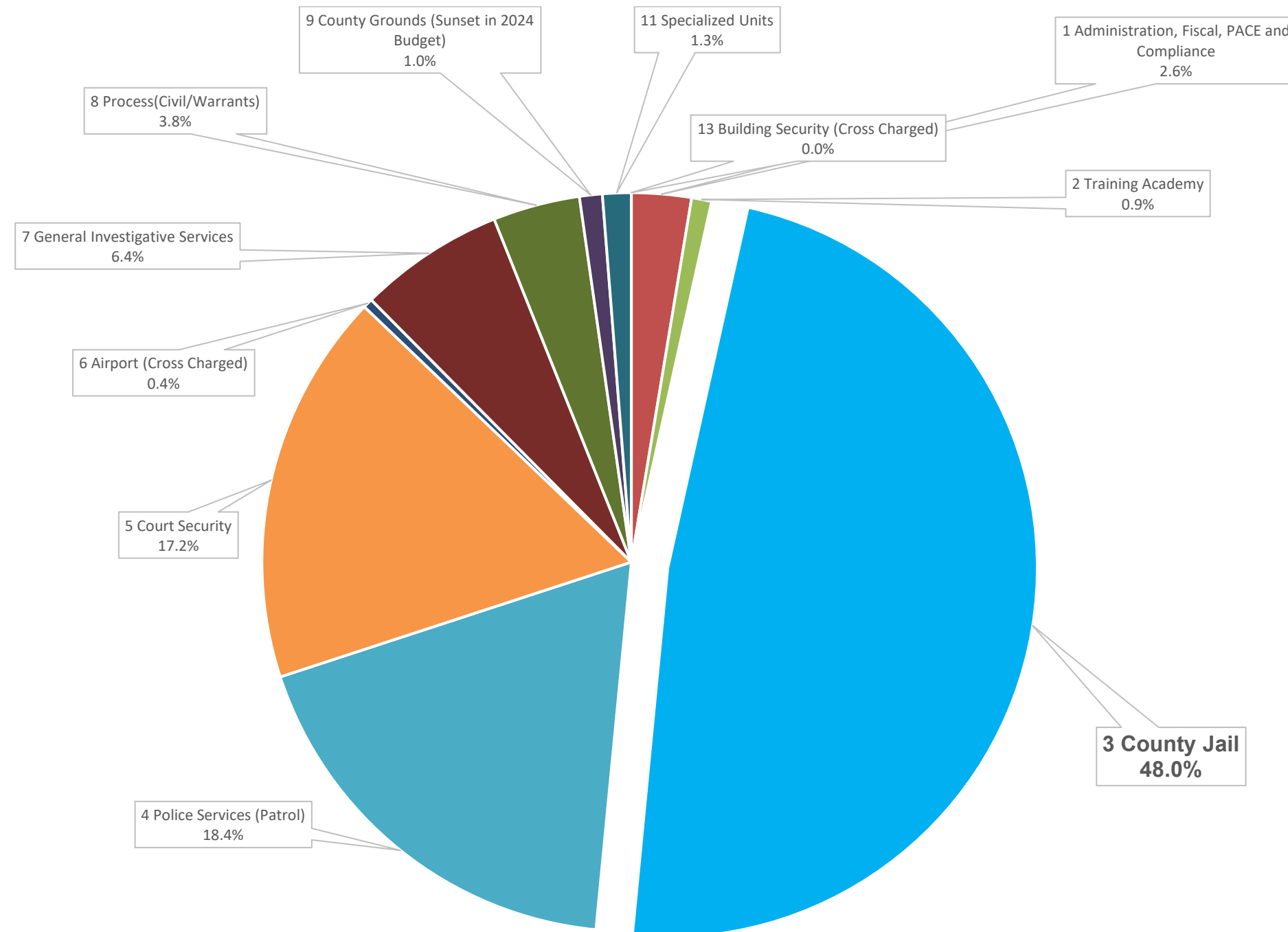
	Personal Services	Services	Commodities	Capital Outlay	Crosscharges - Abatements	Other Direct Revenue	State and Federal Revenue	Indirect Revenue
■ Budget	\$52,903,890	\$5,151,422	\$2,179,886	\$93,000	(\$10,093,234)	(\$5,084,974)	(\$6,745,654)	0

2023 MCSO Adopted Budget Personal Services



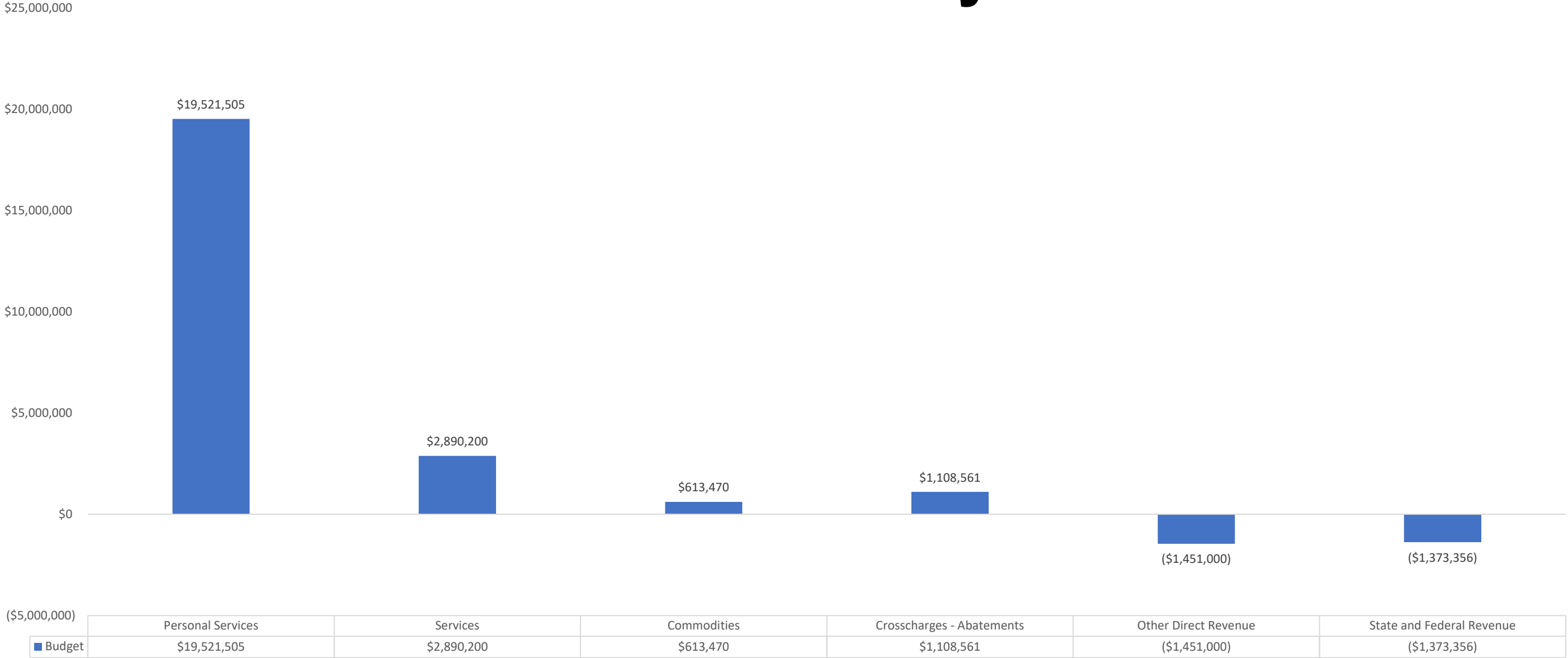
MCSO 's largest expenditures is for salaries and wages, overtime, employee healthcare, employee pension, legacy health care and legacy pension in Personal Services. This bar chart depicts the various categories that comprise personal services. Total Full Time Positions in the 2023 adopted budget are 707.0 FTEs.

2023 Adopted MCSO Expenditure Budget %



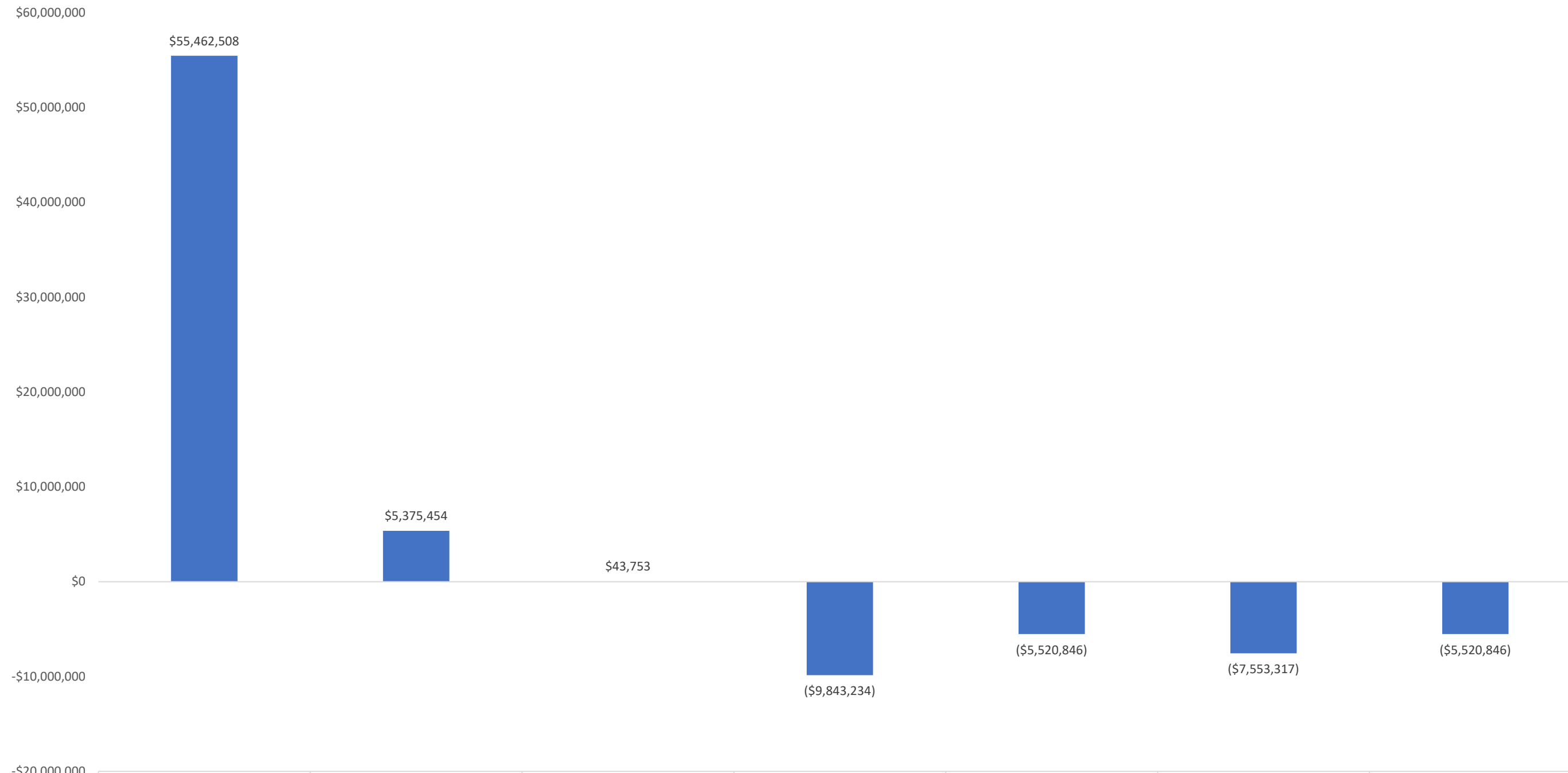
Program Area	Expenditure Authority	2023 Adopted	% of Total
1	Administration, Fiscal, PACE and Compliance	\$1,313,303	2.6%
2	Training Academy	\$438,500	0.9%
3	County Jail	\$24,133,736	48.0%
4	Police Services (Patrol)	\$9,262,920	18.4%
5	Court Security	\$8,628,363	17.2%
6	Airport (Cross Charged)	\$212,000	0.4%
7	General Investigative Services	\$3,204,199	6.4%
8	Process(Civil/Warrants)	\$1,912,397	3.8%
9	County Grounds (Sunset in 2024 Budget)	\$500,404	1.0%
11	Specialized Units	\$629,142	1.3%
13	Building Security (Cross Charged)	\$0	0.0%
Total Expenditure Authority		\$50,234,964	100%

2023 MCSO Adopted Budget Milwaukee County Jail



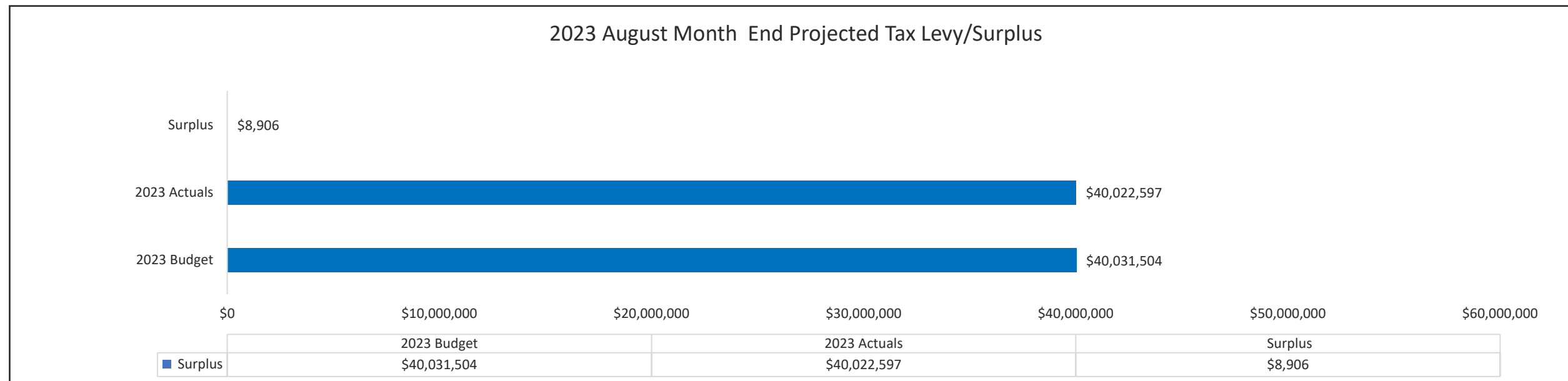
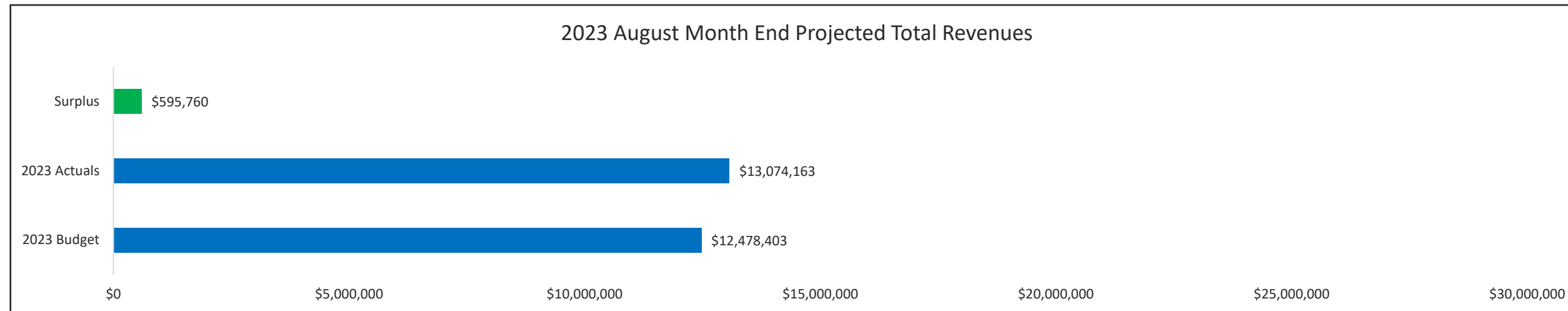
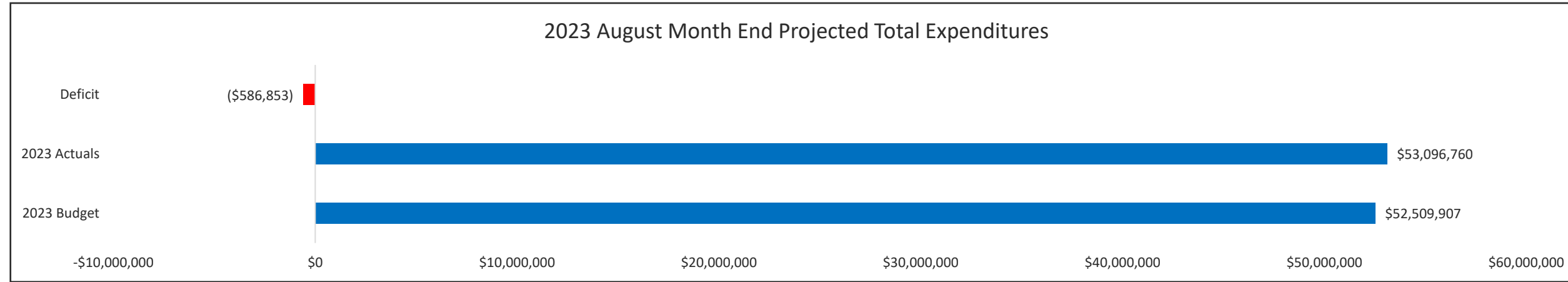
The County Jail strategic area is responsible for the safe, humane, and highly accountable operation and management of the Milwaukee County Jail, centralized booking, and court staging (both in-person and virtual), and the transportation of persons in custody (to include the administration of the associated contract with the private transportation provider Allied Universal). The County Jail has 327.0 full time equivalent (FTE) positions.

2023 AUGUST Month End PROJECTED ACTUALS



■ 2023 Projected Actuals	Personal Services	Services	Capital Outlay	Crosscharges - Abatements	Other Direct Revenue	State and Federal Revenue	Other Direct Revenue
	\$55,462,508	\$5,375,454	\$43,753	(\$9,843,234)	(\$5,520,846)	(\$7,553,317)	(\$5,520,846)

2023 MCSO AUGUST Projection





How to Contact Us:

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MILWAUKEE COUNTY SHERIFFS OFFICE