



BRIAN'S FIVE-POINT PLAN TO TRANSFORM THE MILWAUKEE COUNTY JAIL

A safe and humane jail is one where the rights and dignity of all, staff and persons in custody alike, are respected and affirmed. As a "working sheriff" who will be consistently present and visible in our jail facility, Brian will implement a five-point plan to restore order, improve transparency, increase staffing, increase programming and services for persons in pre-trial detention, and close out the consent decree placing certain jail operations under court oversight.

POINT ONE: RESTORE ORDER.

Order and safety protect, not diminish, the rights and dignity of persons held in pre-trial detention. Dangerous and illegal activities in the jail threaten the safety of staff and persons in custody and must be addressed without fail.

- **Prevent controlled substances and illegal contraband from entering the facility.** Controlled substances and illegal contraband, including narcotics and makeshift weapons, pose a serious hazard inside any detention facility. The Sheriff's Office will redouble efforts to detect contraband at the facility perimeter and work proactively to identify and confiscate any improper materials inside the facility.
- **Regulate activity inside housing units to ensure the safety of all persons in custody.** Fighting, illegal gambling, and raucous activity must be prevented in every housing unit to ensure a stable, peaceful, and secure environment. Jail supervisors must monitor conditions in each housing unit and support officers in their efforts to ensure safety.
- **Overhaul the classification process to ensure safety, dignity, and human rights.** People in pre-trial detention must be housed in appropriate locations to ensure their safety. The jail must conduct rigorous interviews and re-interviews of all persons in pre-trial detention to ensure that they are not housed with criminal associates, rivals, persons who may pose a threat to them, or persons to whom they may pose a threat. The jail must ensure appropriate, dignified, and non-isolation space for persons who are transgender, nonbinary, or intersex, to protect and affirm their human rights.

POINT TWO: IMPROVE TRANSPARENCY.



Under Brian's leadership, the jail will maximize transparency in its communication with families, advocates, and community stakeholders concerned with the well-being of persons in pre-trial detention.

- **Establish a Jail Ombudsman Program operated by an independent outside entity, such as the ACLU or Legal Aid Society of Milwaukee.** The Jail Ombudsman Program will be anchored on-site at the facility and will encompass independent personnel empowered by the Sheriff's Office to investigate complaints regarding mistreatment, neglect, or procedural unfairness.
- **Leverage technology to share information on jail operations with the public.** The jail will share data with the Milwaukee County detention dashboard, allowing the public to monitor daily trends related to the jail population. Additionally, the jail will publish a quarterly report on the Sheriff's Office website detailing events including assaults, uses of force, and activations of the Correctional Emergency Response Team as well as comparative statistics with the prior quarter.
- **Employ a mobile application that allows family members to inquire as to the status and well-being of loved ones in custody.** The jail will use a mobile messaging platform, monitored 24 hours a day by the shift commander, that allows family members to request and promptly receive information regarding the status, court schedule, and general welfare of individuals held in custody who consent to the release of such information.

POINT THREE: INCREASE STAFFING.

The Sheriff's Office will act immediately to increase jail staffing to levels that ensure the safety and well-being of all who are working or detained at the facility.

- **Treat jail employees with respect and as the law enforcement professionals they are.** The Sheriff's Office will treat jail employees, including correctional officers, clerical specialists, and property room staff, as respected professionals and will advocate aggressively for appropriate compensation and benefits. Brian's open-door policy will allow every jail employee to meet with him and share their ideas and concerns. Abusive, intimidating, and retaliatory behavior by supervisors will not be tolerated and will be subject to strict disciplinary measures.
- **Make the jail a viable workplace for today's workforce.** The Sheriff's Office and the jail must understand and accommodate the needs of today's workforce, and stop expecting our professionals to sacrifice their health, well-being and family life. It is not reasonable or safe for solitary officers to manage housing



units of 64 persons in custody for twelve to sixteen hours per day. Under Brian's leadership, the Sheriff's Office will drastically restructure the jail staffing system to ensure two officers in each housing unit, not one. To create the additional positions required by this shift, the Sheriff's Office will reallocate authorized funding to create part-time correctional officer positions, subject to the same certification requirements as full-time officers, and recruit recent retirees from local law enforcement to fill these roles.

- **Implement a "Be the Change" recruitment campaign and incentivize a career in public service.** Service in a pre-trial detention setting is one of the most direct ways in which a community advocate can effect change within the criminal justice system by ensuring the safety and dignity of persons in custody. The Sheriff's Office will redefine its recruitment philosophy as a "Be the Change" campaign seeking community-minded individuals willing to work in the jail facility and begin a career in public service. The Sheriff's Office will create pathways for correctional employees to obtain promotions and specialized assignments, or, if so desired, enter the sworn law enforcement profession or the field of human and social services in partner agencies. The Sheriff's Office will partner with local educational institutions to provide incentives to employees to advance their collegiate education.

POINT FOUR: INCREASE PROGRAMMING AND SERVICES FOR PERSONS IN PRE-TRIAL DETENTION.

The jail will expand the scope and quality of programming offered to persons in custody to ensure a safe and humane environment.

- **Partner with credible community organizations to provide persons in custody with voluntary therapy and counseling services.** The jail will partner with credible community organizations, advocates, and intergovernmental stakeholders to expand the therapeutic programming available to persons in custody. Programming tailored to persons in custody with specific needs will be delivered. The expansion of mental health and counseling services will allow individuals in custody to cope with their circumstances and seek needed support, helping to ensure a safe, secure, and stable environment for each individual.
- **Increase educational programming by integrating the jail into correctional learning platforms offered by local educational institutions.** The Wisconsin Department of Corrections partners with educational institutions that allow persons in custody to enroll and receive educational programming during their time in custody, before transferring to community-based learning upon release.



The jail will enter into such a program and allow persons in custody to use jail-issued computer tablets to take courses and begin the educational process, whether they are preparing for release or a prospective prison transfer.

- **Work with the jail's medical provider to eliminate delays in prescribing needed medications.** The Sheriff's Office will work with the jail's contracted medical provider to ensure that it participates in the MyChart platform connecting jail medical and pharmacy services with community-based medical providers. This will eliminate delays in confirming and administering prescribed medications for persons in custody.

POINT FIVE: CLOSE OUT THE CONSENT DECREE.

The jail will continue to partner with other Milwaukee County agencies and the case petitioners to close out the consent decree governing jail population levels, booking room waiting times, and medical service.

- **Leverage technology to continue our compliance with appropriate jail population levels and booking room waiting times.** The Sheriff's Office will use existing technology, developed and managed under Brian's leadership, to monitor jail population levels and booking room waiting times and provide advance notice of imminent increases.
- **Partner with local law enforcement and correctional agencies to manage population levels and booking room waiting times, while eliminating booking restrictions that limit when police officers can transfer arrestees.** The Sheriff's Office will work proactively with local law enforcement agencies to manage the intake of newly arrested individuals and prevent overcrowding in the booking area and the facility overall. To achieve this goal, the Sheriff's Office will work constructively with state and county partners to secure available pre-trial detention space in partner facilities when the jail population exceeds levels appropriate for the facility. The Sheriff's Office will accomplish these goals without imposing restrictions on bookings that limit the times when police officers from other departments can transfer arrestees into agency custody. Municipal police departments need to know that they can count on the Sheriff's Office to do its job in a timely and consistent manner.
- **Ensure ongoing monitoring of medical services to ensure the highest quality of care.** The jail has made great progress in improving the quality of medical care provided to persons in custody. It is imperative that the next sheriff work closely with the jail's contracted medical provider and community partners to rigorously monitor the medical, dental, and psychiatric services provided in the



facility to prevent any regression. The jail's compliance with the National Commission on Correctional Health Care standards must be maintained and built upon to ensure the highest standards of care.