



FISCAL YEAR 2004 ANNUAL REPORT

**COLUMBIA CORRECTIONAL INSTITUTION
PORTAGE, WISCONSIN**



Department of Corrections

STATE OF WISCONSIN GOVERNOR JIM DOYLE



Department of Corrections Division of Adult Institutions
Matthew J. Frank, Secretary
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COLUMBIA CORRECTIONAL INSTITUTION

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Organization Chart as of June 30, 2004

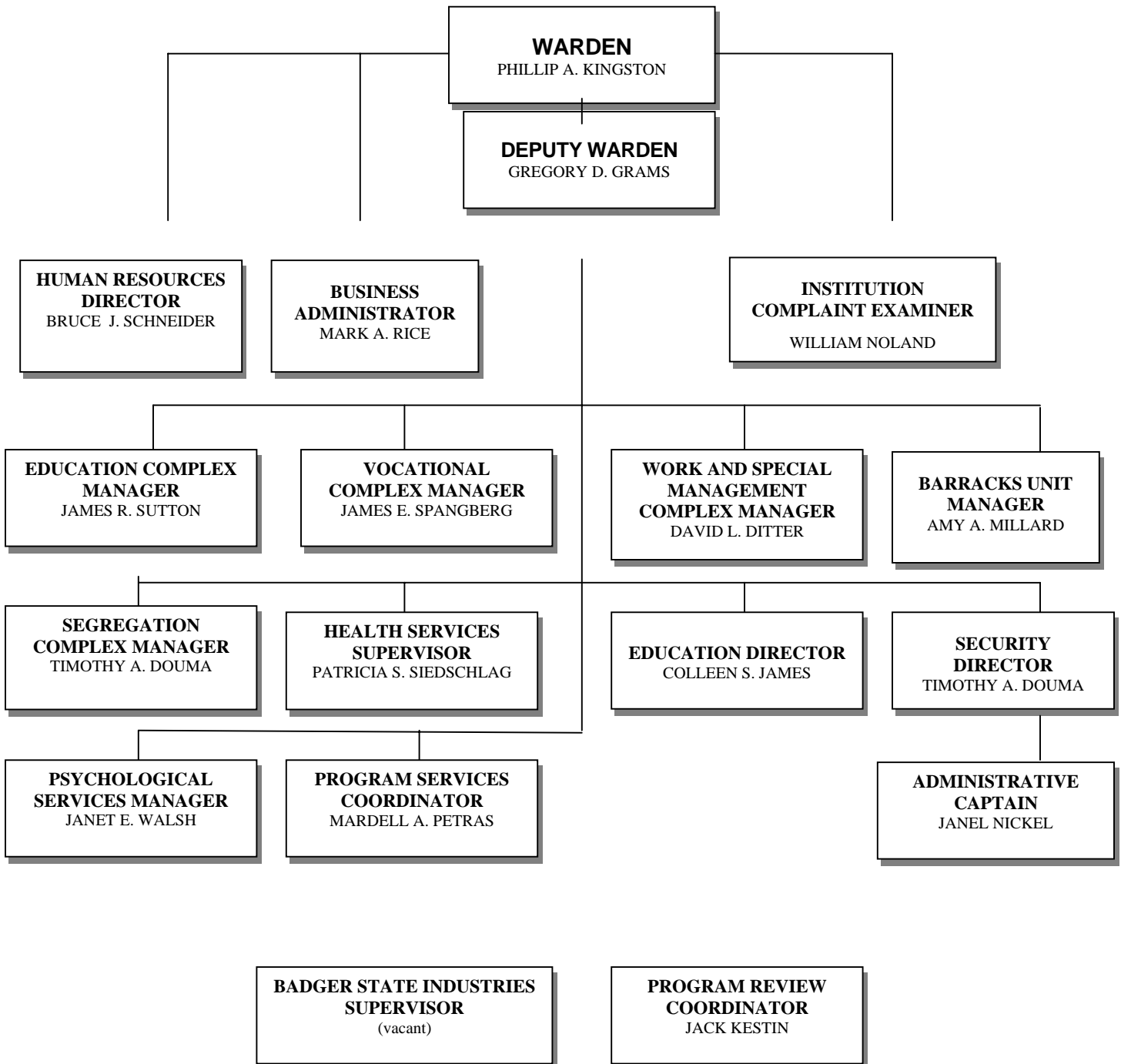


TABLE OF CONTENTS

MESSAGE FROM THE WARDEN	3
MISSION AND GOALS	5
INTRODUCTION	6
FAST FACTS	8
SIGNIFICANT EVENTS	9
COMMUNITY RELATIONS BOARD	12
RESTORATIVE JUSTICE	12
INSTITUTION VOLUNTEERS	12
PROGRAMS	13
CONDUCT REPORTS AND COMPLAINTS	16
ACRONYMS	17

Message from the Warden...

Fiscal year 2004, which started on July 1, 2003 and ended on June 30, 2004, provided opportunities to meet numerous challenges for Columbia Correctional Institution (CCI). Ongoing Statewide budgetary issues necessitated a continuation of our close scrutiny of all institution expenditures. These efforts were rewarded at year-end when CCI was able to complete the year within our budget allocation.

Despite these challenging times, institution staff continued to perform their duties in a professional and effective manner to meet all challenges encountered. The overall response of staff to fluctuating inmate populations and the uncertain master contract situation, with the related delays in pay and benefit adjustments, was appreciated. Labor and management need to continue to work together with the common goal of operating a safe and secure facility for staff to work in and inmates to live in. A continuation of open and honest communications among all levels of our organization is critical as we continue to manage budget scrutiny during uncertain economic times.

Several other events of note occurred during this fiscal year and should be recognized for their impact on our operations. Although these events pale in comparison to the impacts of State budget issues, including labor contract negotiations, they are worthy of recognition here:

- Budget cuts resulted in a reduction in the pay rates for inmate workers and inmate program participants.
- Nursing schedules were updated, new nurse clinician positions were filled, and coverage was expanded to 24 hours per day on weekdays and 10 hours per day on weekends/holidays, effective during January, 2004.
- Inmate identification cards were completed and distributed with new DAI policy requirements to display them at all times while outside inmates' cells, effective in October, 2003.
- Staff identification cards were completed and distributed with new policy requirements for non-uniformed staff to display them whenever they are on our grounds. Uniformed staff have the option to display the issued nametag or new identification cards while on duty. These cards were issued to all staff during October, 2003.
- A City of Portage well drilling project commenced on CCI grounds, outside the secure perimeter of the institution, during August, 2003. Access issues and contractor identification procedures were set up and monitored without incident. This work continued as the City completes the tie-in of the new well with the existing water distribution system and finished an access road to the site on land adjacent to our property.
- New Lisbon Correctional Institution (NLCI) began hiring staff, including several CCI staff who had waited patiently for the facility to open, during February, 2004. These vacancies impacted our ability to fill our authorized

security positions, resulted in numerous staff movements at CCI between posts and shifts, and created overtime situations as these vacancies and internal staff changes occurred. In addition, large numbers of new NLCI security staff were assigned to CCI for training purposes during February, 2004. Finally, I want to recognize the efforts of numerous management services department heads and line staff that spent time training a variety of NLCI staff. I appreciate the efforts of all staff that assisted in the rapid activation process at this new DAI institution.

- We experienced a significant increase in emergency room visits due to a concentration of self-abusive inmates during the last quarter of this fiscal year. Psychological Services and Segregation Team members worked closely with Health Services Unit, Special Management Unit, and Wisconsin Resource Center (WRC) staff to break this cycle of behavior.
- A Smoking Policy Review Committee met several times and developed a proposal/timetable to move CCI to a tobacco free facility for staff and inmates. We are currently awaiting DAI endorsement of this policy.
- Numerous transfers in and out of CCI caused delays in processing property due to the volume. These transfers were related to the activation of NLCI with the resulting movement between DAI institutions and the return of inmates from out-of-state contract facilities into these newly created beds.

Enclosed is our annual report for Fiscal Year 2004, describing our operations and depicting our overall accomplishments. The safe and secure operation of an overcrowded maximum-security prison with a diverse inmate population takes the hard work and dedication of a special staff. CCI is fortunate to retain a contingent of such employees.

*Phillip A. Kingston
December 1, 2004*

INSTITUTION MISSION AND GOALS

The mission of the Columbia Correctional Institution is to protect the public by detaining adult male felons committed by State Courts to the Department of Corrections and readying these men for custody reduction and eventual reintegration into society. Protection of the public is both an immediate and long-range focus, as virtually all inmates will eventually be released. Through a philosophy of strict and constructive treatment, both perspectives are met.

In pursuit of this mission, Columbia Correctional Institution shall:

- ◆ provide a safe, secure and humane environment for those individuals committed to our custody;
- ◆ ensure that the basic needs of each individual committed to our custody are met;
- ◆ treat all individuals under our custody and supervision with respect and dignity;
- ◆ uphold each individual's rights under the laws of the United States and the State of Wisconsin;
- ◆ hold accountable all individuals under our custody and supervision to the rules governing their behavior;
- ◆ afford meaningful opportunities for positive change to individuals under our custody and supervision through programs and services of treatment, education and employment training;
- ◆ provide assistance to individuals under our supervision to enhance their successful reintegration within the community;
- ◆ treat all staff and members of the public with respect, courtesy, and professionalism;
- ◆ endeavor to maintain a staff that is culturally and racially diverse and which is representative of the citizens of this state;
- ◆ inform the public, governing bodies, and other governmental agencies about the Wisconsin correctional system and issues pertaining to Corrections;
- ◆ respond to public and governmental requests for information with honesty and accuracy;
- ◆ strive constantly to increase our knowledge about crime and criminal behavior in order to be more effective in accomplishing our mission.

In furtherance of this mission, Columbia Correctional Institution is committed to a correctional system that reflects the progressive ideals rooted in Wisconsin's heritage.

INTRODUCTION

Columbia Correctional Institution (CCI) is an adult male maximum-security prison located in Columbia County, Wisconsin, on a 110-acre parcel of land at the junction of U.S. Interstate Highway 39 and Wisconsin Highway 127, three miles west of downtown Portage and six miles north of U.S. Interstate 90-94. It was built at an initial cost of \$38,600,000 and was the first state maximum-security facility to be planned, constructed, and operated in Wisconsin in 91 years.

CCI is arranged in a series of living complexes, containing ten separate units, which are set about a secure, open courtyard. In September 1997, an additional barracks-style temporary living unit was built and opened to house 150 inmates. The entire institution within the inner fence perimeter covers over 27 acres, while almost 297,000 square feet are contained within its various building structures. The prison is flanked by five guard towers and surrounded by a double fence with electronic capability. The fence, itself, is topped by razor-sharp concertina wire. The Central Control Center monitors the entire institution both electronically and on 48 closed-circuit television cameras.

General population maximum-security inmates are housed in four separate complexes, each made up of two units. These units include an Education Complex, a Vocational Complex, a Special Management Complex, and a Work Complex. A Barracks-style housing unit was constructed in 1997 to provide temporary housing for minimum- and medium-security inmates, as well as fluctuating numbers of Division of Community Corrections inmates. There are also two segregation units, which though separated by geography, comprise a single complex for restricted-status inmates. An 8-cell Reception & Orientation unit houses incoming general population inmates. The individual units are self-contained. The lives of the inmates revolve around the activities of the unit, where they sleep, eat (on staggered shifts), and pursue program activities. Activities outside these living areas are also managed by unit groupings, a procedure that allows for more effective control of the population and reduces the potential for disruption. CCI administration attempts to place inmates in units according to the program in which they are enrolled or the institutional job to which they are assigned.

Each decentralized complex is administered by a unit manager, who is assisted by a unit team composed of security officers, a social worker, a psychologist, and, in certain cases, one or more teachers. Each complex also has liaison contacts with Health Services and designated members of the security supervisor ranks. These parties form a multi-disciplinary team, which is able to develop a more intimate and long-term knowledge of the character, abilities, needs, strengths, and deficiencies of each of the inmates in their respective units. This non-departmental approach to inmate management allows for a systematic, individual, and positive approach to inmates and enhances the institution's capability to insure public safety with respect to confinement and rehabilitation.

CCI was originally slated to accommodate 450 offenders in single cells because of the mixture of inmate types -- types ranging from the vulnerable to the violent, from the handicapped to the severely mentally ill. The original capacity of the prison was achieved within months of its opening, and its numbers remained stable for the first several years of

its operation. Overcrowding throughout the Wisconsin Department of Corrections system, however, precluded CCI from remaining at original capacity. By the end of 1998, the institution's population was nearing 800 inmates. Many single cells were converted to double cells, though the most violent and dangerous inmates continued to be assigned to individual living spaces. The 150-bed barracks, built in 1997, added to the significant population growth.

FAST FACTS

***Fiscal year 2004
07/01/03 – 06/30/04***

Institution Opened: May 1986
Security Level: Maximum
Operating Capacity: 541
Current Population: 820
Officer/Sergeant Staff: 223
Non-security staff: 103.5
Inmate to Staff ratio: 2.5 inmates/staff member
Number of Acres: 110 acres, with 27 acres enclosed by a perimeter fence
Operating Budget: \$19,117,300

Amount of Money Collected from Inmates

for: Restitution	\$ 9,446.91
Child Support	\$ 9,263.21
Victim/Witness	\$17,276.31
Medical Co-Pay	\$ 7,531.00

Inmate Participation and Completion:

Education/Vocational 125 students participate weekly in academic programming, and vocational programs can accommodate 75 students weekly

ESL	15 students
GED	32 graduates
HSED	25 graduates
Custodial	65 graduates
Building Services	18 graduates
Printing	5 graduates
Pro-Literacy	23 tutors trained and utilized

Work

225 inmates employed within the institution
67 inmates in Special Management programming
7 inmates refused programming/work assignment

Treatment

65 inmates were involved in Sex Offender Treatment programming
35 inmates completed Cognitive Interventions programming
10 inmates completed Cognitive Interventions/Anger Management programming
15 inmates started in a Cognitive Interventions/Domestic Violence program currently in progress

SIGNIFICANT EVENTS OF FY 2004

July 2003

- ◆ ABE and Vocational graduation ceremony
- ◆ New computer installations completed
- ◆ Portage Water Utility proposes to drill a new city well on CCI property
- ◆ Chaplain vacancy due to retirement
- ◆ Budget concerns: additional DAI position cuts and elimination of school/program pay for inmates

August 2003

- ◆ Budget cut resulted in loss of Food Production Manager position
- ◆ New ABE teacher started
- ◆ Building Services teacher hired
- ◆ Nursing schedules revised, with anticipation of expanded health care coverage
- ◆ City Well drilling project commenced

September 2003

- ◆ Community Relations Board annual meeting held
- ◆ Inmate reduction in wages announced
- ◆ Cocaine found in unit laundry room; local law enforcement conducted canine search of unit
- ◆ Advocate vacancy in Complaints office; duties reassigned
- ◆ Security Supervisor vacancies
- ◆ Revised marriage application process with Columbia County Clerk
- ◆ Several local hospital admissions as a result of no available beds at UW Hospital

October 2003

- ◆ Psychologist resigns; Psychological Services now short 2 positions
- ◆ Inmate ID policy implemented
- ◆ Staff ID cards distributed
- ◆ New local hospital building opened
- ◆ Visiting list conversion project completed for all CCI inmates

November 2003

- ◆ Tutor graduation ceremony held.
- ◆ Inmate pay reduction became effective
- ◆ Basic Emergency Preparedness and Initial Officer in Charge training held
- ◆ Last nurse hired; expanded coverage will begin in January
- ◆ Psychologist hired

December 2003

- ◆ CGIP graduation ceremony held
- ◆ Work group established to improve accountability in passing of medications

- ◆ Increase in conduct reports for gambling and 3-way calling; more inmate defiance
- ◆ Accommodations made to monitor religious services during Chaplain absences
- ◆ Televisiting Officer project position ends in January; procedures will be revised and duties re-assigned
- ◆ Restorative Justice annual holiday items received and distributed
- ◆ Completed annual review and evaluation of all programs
- ◆ Unit 6 wheelchair lift needs replacement; small project request to be submitted

January 2004

- ◆ Inmate made a dummy; staff noticed what appeared to be 3 inmates in a double-cell.
- ◆ Inmate on hunger strike
- ◆ HSU expanded coverage started

February 2004

- ◆ Command Post exercise with DAI and Secretary's Office staff held
- ◆ Education Department graduation ceremony
- ◆ Complaints about TV and radio station availability due to geographic location
- ◆ Lengthy investigation into SMU servery and laundry issues
- ◆ New NLCI Officers training at CCI
- ◆ Rec Leader vacancy; reduced hours of workers and projects

March 2004

- ◆ Inmate death; Mortality Review completed; awaiting autopsy report
- ◆ Staff vacancies rising due to pending opening of NLCI
- ◆ Volunteer training held
- ◆ Offender Records Assistant vacancy; LTE Registrar hours running out
- ◆ Significant increase in emergency room visits due to high number of self-abuse incidents

April 2004

- ◆ Annual Judicial Education Program tour
- ◆ Smoking Policy Review Committee met twice
- ◆ Escape conspiracy uncovered; transfers and lock-ups made
- ◆ Vocational Custodial Bay remodeled
- ◆ Inmate again on hunger strike
- ◆ Teacher recognized at Governor's mansion for work with ProLiteracy
- ◆ Teacher for ABE and Communications starts; still one vacancy
- ◆ Significant number of emergency room visits continue due to self-abuse incidents
- ◆ Camera project awarded for additional cameras in canteen, laundry and rec
- ◆ Business Office staff providing training in procedures to NLCI staff

May 2004

- ◆ Escape conspiracy investigation concluded and conduct reports issued
- ◆ Investigation into thefts from Lions Club Eyeglass Project

- ◆ Correctional Employees Week acknowledged; Length of Service Awards ceremony
- ◆ Reaching Out Program suspended pending evaluation of participants' feedback and additional staff involvement
- ◆ Electrical problems in Barracks; will require Small Project request to repair system
- ◆ Smoking Policy Review Committee drafted recommendation to Warden
- ◆ Inmate Complaints Office at full staff with hiring of Program Assistant
- ◆ Offender Records Assistant interviews held
- ◆ Half-time Psychologist resigned
- ◆ Social Worker resigned
- ◆ Numerous transfers in and out causing delays in processing property
- ◆ Health & Safety training for supervisors conducted

June 2004

- ◆ Health Services communications issues raised; Team Building session facilitated
- ◆ Hired last Security Supervisor position; one Supervisor on extended medical leave
- ◆ Investigation of anonymous threats towards Sergeant and Unit Manager
- ◆ Policies updated to disallow passing of newspapers/books during meals
- ◆ Fiscal year ended; came in on budget

COMMUNITY RELATIONS BOARD

The Community Relations Board is comprised of representatives from local government agencies, District Senators and Representatives, Township, and Federal Correctional Institution-Oxford. The annual meeting was held in September and the budget was the big topic of discussion for 2004. Local law enforcement was invited to participate in half-day training sessions related to terrorism to be held at another institution. Inmate populations and transporting prisoners to hospitals for treatment were also discussed. The Warden responded to questions and encouraged participants to contact the institution with issues related to their areas of concern.

RESTORATIVE JUSTICE

Throughout the year, CCI's Restorative Justice Program raises funds to donate to victim service related organizations. Two major fund raising projects are the bi-monthly ice cream sales to inmates and staff, and the annual sale of holiday food items to inmates. Funds raised are donated to various area agencies such as the Rainbow Coalition of Madison, Portage Food Pantry, Portage Schools S.T.A.R. Program, Career Youth Development of Milwaukee, Memorial Fund for Adams County Deputy, and the Hispanic Outreach Project. In addition, inmates donate excess clothing and other items which is then donated to non-profit agencies.

Annual Victim Awareness Week. An event to enhance the victim awareness initiative and to promote restorative justice principles is held during National Crime Victims Rights Week in April of each year. This annual event includes inmate participants performing specially written musical selections or poetry on a restorative justice theme, a talk by the DOC Victim Witness coordinator and by a victim, an educational panel on victims rights, and presentation of monies from the fund raising activities. Since the inception of this annual event, \$10,000 has been raised and donated.

INSTITUTION VOLUNTEERS

CCI utilizes volunteers from various walks of life to provide special services to inmates. Volunteers participate in social, religious, self-help, and legal programs. There is a list of approximately 350 individuals who provide volunteer services for the various religious services, study groups, and other programs such as NA, AA and Reaching Out (program focused on reaching out to troubled youth). In addition, several organizations provide services to inmates, including the Veterans Administration, UW-Madison's LAIP (Legal Assistance to Institutional Persons), and MASN (Madison AIDS Support Network).

INSTITUTION PROGRAMS

ABE (Adult Basic Education)

Inmates who have not graduated from high school or earned an equivalency diploma are placed in Adult Basic Education classes in an effort to reduce the high rate of illiteracy which is characteristic of an inmate population. Inmates must successfully complete the five components of the General Equivalency Diploma (GED) testing program before they are eligible for vocational training or institution work assignments. Inmates can also earn a High School Equivalency Diploma (HSED) by successfully completing the GED testing program and then passing two additional testing components.

Barracks Tutoring Program

The tutors work hard to motivate and assist students on a daily basis. There were approximately 100 participants of this programming.

Community Service Projects (CSP)

The following Community Service Projects employ up to 45 inmates, who worked a combined total of 31,594 hours during this fiscal year.

CSP Books on Tape: Inmates orally transcribed schoolbooks onto cassette tapes for academically and visually challenged primary and secondary grade students. The inmate readers provide tapes for several area high schools and grade schools.

CSP Crochet: Crochet items are made for needy children, families and the elderly throughout the state. Items such as hat/mitten sets, infant hat/booty sets, baby blankets, and baby buntings were distributed to various local agencies throughout the year.

CSP Eyeglass: This project is operated in conjunction with the Wisconsin Lions Club Regional Center in Rosholt, who collect donated eyeglasses from 10 Midwest states. Inmates inspect, clean, identify the prescription, sort, and package eyeglasses to prepare for shipment to third world countries. Over 100,000 eyeglasses are recycled annually.

CSP Garden: Inmates till, plant, weed and harvest vegetables for donation to the Madison Community Action Coalition for distribution to food shelters and food pantries in three counties. Over 6,000 pounds of fresh vegetables are donated annually.

CSP Land's End Jacket Repair: Land's End, a brand name clothing manufacturer based in Wisconsin, donates new youth/adult jackets that require sewing a matching fabric patch on the front of the jacket over an area that has been cut out. Approximately 900 repaired jackets are donated annually to area veteran and non-profit agencies.

CSP Teddy Bears: Teddy bears are donated to local hospitals, law enforcement agencies, non-profit agencies, and the Wisconsin adoption court system. Inmates complete up to 800 teddy bears annually.

CSP Woodworking: A wide variety of projects, from birdhouses and duck houses to bookcases to Ice Age Trail signs/markers are donated to various state and non-profit agencies, who donate materials or funds for the projects. The Woodworking project also makes and donates various items for local and DOC charity fundraisers.

Cognitive Group Intervention Program (CGIP)

This programming is based on the assumption that how people think controls how they act. Cognitive change is self-change; therefore, the techniques of cognitive self-direction can only be applied if the participant makes the choice to do so. This programming is presented in a group format and teaches principles of cognitive change through thinking reports and personal journals that focus on specific criminal/problem behaviors. Each group is facilitated by two trained staff members. Phase I and Phase II are offered throughout the year and 32 participants completed programming. A Phase IV aftercare program is also offered and 3 participants completed this phase. Anger Management/CGIP had 10 participants complete the programming and Domestic Violence/CGIP is currently in progress. A condensed version of CGIP is offered to Barracks inmates.

Employability Skills Program

This is an in-house effort aimed at inmates who are difficult to place in institution jobs because of attitude problems, frequent breaches of disciplinary rules, inappropriate social behaviors, and poor institutional employment histories. The program runs for twelve weeks under the direction of the Work Complex social worker and consists of skills-assessment testing, lectures, reading assignments, guest speakers (e.g. Parole Board members, Job Service representatives, and personnel from the Burke Center), and on-the-job training. The Wisconsin Parole Commission recognizes this program for its content and results. There were 12 graduates of this programming.

English as a Second Language (ESL)

Inmates who do not speak English are enrolled in English as a Second Language through the Education Department.

SMART (Self-Management and Recovery Training) Program

This is a self-help AODA Level 1 program for inmates having addictive behavior problems. This program runs for 22 weeks and is offered institution-wide by the Work Complex Social Worker. There were 24 graduates of this programming.

SMU Recreation Therapy

A special recreation program is offered on the Special Management Unit five days a week with activities structured to maximize inmate participation. Group size is limited to 10, and is supervised by a Recreation Leader. This programming is designed to engage mentally ill inmates into physical activities and provides incentives for participation.

SMU Social Services Counseling Group

This is life skills programming conducted by the unit Social Worker and is designed to enhance interpersonal skills, promote problem solving, prepare inmates for movement to general population, and prevent anti-social behaviors. Group size is limited to 6-9 participants and is an open-ended group with no beginning or completion dates. During the past year, 16 different inmates participated.

Special Education Program (SPED)

CCI houses some inmates with special education needs – inmates under age 21 with learning difficulties. These inmates are challenged educationally because of learning, emotional, and/or cognitive disabilities. A school psychologist evaluates potential students for placement. Individualized education plans are developed for each student. The Education Department typically places approximately 13 students in this program.

Tutor Program

The training methods and standards of ProLiteracy America (PLA) are utilized to train inmates as tutors. The tutors are intensively trained in 30 one-hour sessions over a three-week period.

Vocational Programming

CCI offers three vocational programs that are certified through the Madison Area Technical College branch of the VTAE System. Inmates completing these programs may earn certificates of competency and their transcripts of achievement are kept on file

at MATC. CCI currently offers a six-month vocational diploma program in Custodial Services, a twelve-month vocational diploma program in Building Services, and an eighteen-month vocational diploma program in Graphic Arts/Printing.

Building Services Program

The Building Services program aims at providing inmates with competence in building construction, building maintenance, drafting and materials estimating. The program is conducted in a manner that simulates an actual work environment so that students will acquire strong work habits.

Custodial Services Program

The Custodial Services program offers inmates an opportunity to learn a VTAE certified trade. The course is taught on a self-paced basis. After 12 to 16 weeks of on-the-job-type experience, students take a final proficiency exam, which qualifies them for employment in building maintenance, apartment complex managing and landscaping.

Printing Program

The Printing Program is designed to provide inmates the opportunity to develop the knowledge, skills, process and understanding necessary for obtaining an entry-level position in the graphic arts industry. Upon completion of the classroom and lab work, which usually takes 12 to 18 months, inmates must complete a seven-week internship program in the Badger State Industries print shop.

CONDUCT REPORTS AND COMPLAINTS

Conduct Reports

The best index to the challenges facing any maximum-security institution may be found in its documentation of inmate behavior and activity, which either violate the policies and procedures that govern the institution or appear to be potentially threatening to institutional security and order. The Security Department serves as the clearinghouse, investigative agency, and tribunal that controls such affairs. It is responsible for dealing with conduct reports that are essentially prosecutorial documents issued to inmates for violations of the Department of Corrections' Administrative Code and institutional policies and procedures. Conduct reports are classified as "majors" or "minors" according to the severity of the offense. During this fiscal year, there were 1,411 major conduct reports and 956 minor conduct reports processed. The Warden's Office acted on 284 appeals during this time period.

Inmate Complaints

The Institution Complaint Examiner's (ICE) Office functions in compliance with the guidelines enumerated in DOC 310, providing a process by which inmate grievances and complaints may be addressed, investigated, and resolved. The primary mission of the ICE Office is to investigate and address the concerns raised through the Inmate Complaint Review System (ICRS) concerning rules, living conditions, staff actions, property dispositions, etc. These matters are closely associated with day-to-day management initiatives, which affect the institution's operation and compliance with departmental standards and mandates. This process is designed to formally settle controversies in a timely manner without the necessity of courtroom litigation and furnish inmates with an immediate channel for airing problems and grievances. This procedure allows the Warden to gain insight into the daily application of all policies and procedures in the institutional environment and serves as a definitive instrument for correction of deficiencies, abuses, and oversights. Complaints are grouped into 17 broad categories ranging from staff actions to property issues. During this period, 2,814 complaints were accepted in the ICE Office.

If an inmate does not agree with the findings of the ICE and/or the decision of the Warden, he may appeal his case to the Corrections Complaint Examiner's office in Madison. The Complaint Examiner is an employee outside the Division of Adult Institutions who investigates appeals and submits a recommendation to the Department Secretary in Madison. The Secretary's Office is vested with the power to review and reverse local decisions.

ACRONYMS USED

AA	Alcoholics Anonymous
ABE	Adult Basic Education
AODA	Alcohol & Other Drug Addiction
CCI	Columbia Correctional Institution
CGIP	Cognitive Interventions Program
CSP	Community Service Projects
DAI	Division of Adult Institutions
DOC	Department of Corrections
GED	General Equivalency Diploma
HSED	High School Equivalency Diploma
HSU	Health Services Unit
ICE	Inmate Complaint Examiner
ICRS	Inmate Complaint Review System
LAIP	Legal Assistance to Institutionalized Persons
LTE	Limited Term Employment
MASN	Madison AIDS Support Network
MATC	Madison Area Technical College
NA	Narcotics Anonymous
NLCI	New Lisbon Correctional Institution
SMU	Special Management Unit
SPED	Special Education (formerly exceptional education need)
VTAE	Vocational, Technical Adult Education