



FISCAL YEAR 2005 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, 2005

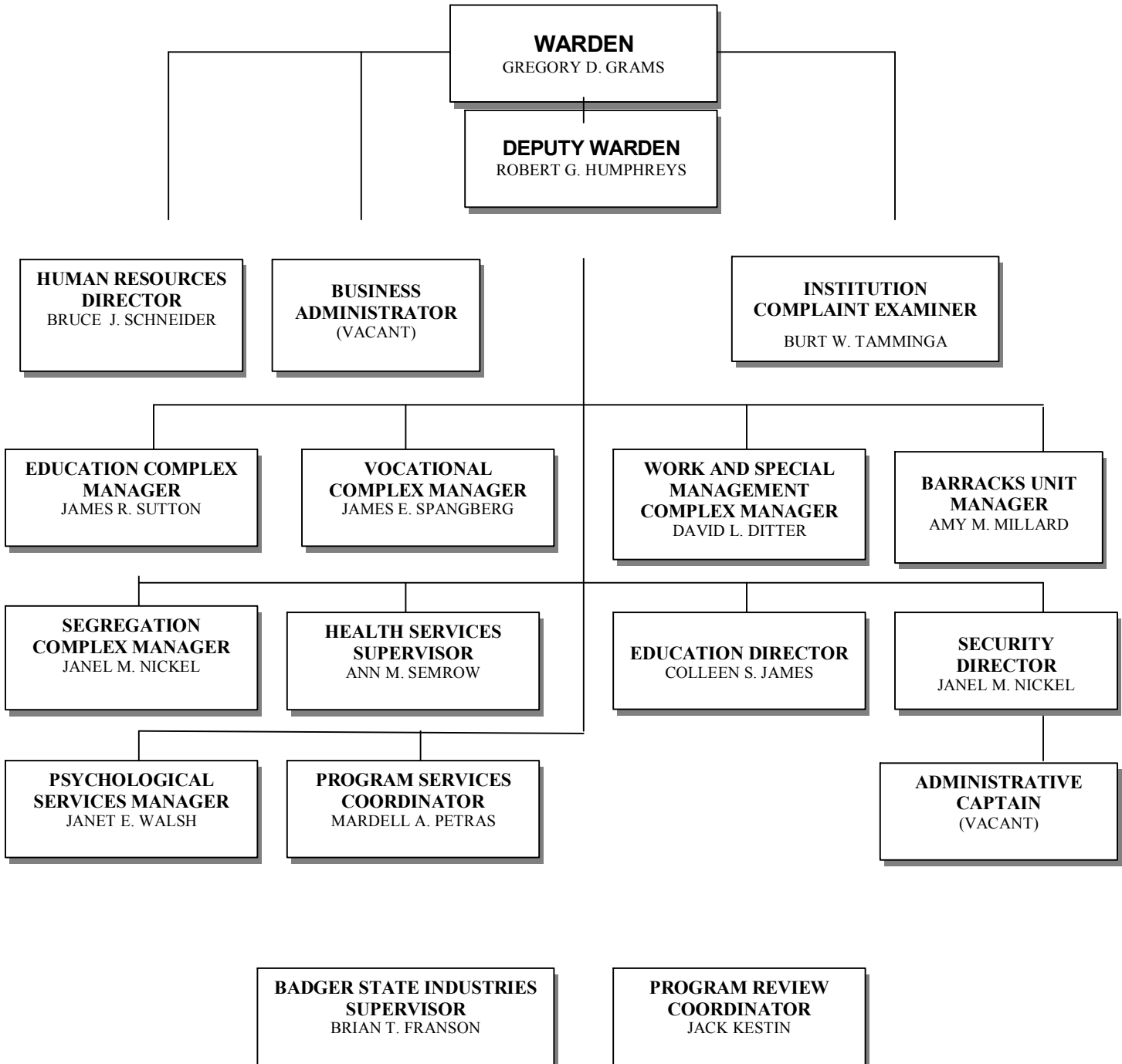


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Message from the Warden...

Fiscal year 2005, which started on July 1, 2004 and ended on June 30, 2005, is best summarized at Columbia Correctional Institution (CCI) as a period of tremendous change in personnel at all levels of the organization. Numerous officer vacancies created by transfers to New Lisbon Correctional Institution (NLCI) late last fiscal year were filled during FY05. We also experienced difficulty throughout this fiscal year in trying to fill several sergeant vacancies created by earlier transfers, primarily to NLCI. Over half of our security supervisors turned over or changed assignments within the institution. Several department heads' positions, including the security director, management services director, health services manager, records office supervisor, and inmate complaint examiner also turned over due to promotions, retirements, and project activities within the DOC. We filled a number of other vacancies during the year, including social workers, teachers, record office personnel, recreation leader, maintenance staff, and chaplain. Finally, Warden Kingston was reassigned as warden of the Waupun Correctional Institution during December, 2004. I was named as his successor on December 26, 2004, which vacated the deputy warden position until the hiring of Robert Humphreys on May 1, 2005.

Despite these challenging times created by the numerous position vacancies over the course of the year, institution staff continued to perform their duties in a professional and effective manner to meet our mission of operating a safe, secure, and humane facility. All staff stepped up to meet every challenge during these vacancies and the subsequent training periods for the new staff hired. Labor and management worked together with the common goal of operating CCI as a safe and secure place for staff to work and inmates to live. A continuation of open and honest communications among all levels of our organization is critical as we continue to manage staff turnover and 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 this tremendous staff turnover and annual State budget issues, including labor contract negotiations, they are worthy of recognition here.

The First Annual CCI Golf Outing/Fund Raiser was held in August, 2004, at the Saddle Ridge Golf Course in Portage with over \$1,900 raised and donated to Big Brothers/Big Sisters of Columbia County. This event pulled staff from all areas of the institution together with the common goal of raising funds for this worthwhile charitable organization.

We received several visits from outside oversight organizations, which marked an increased scrutiny of DOC and our local policies and operations. The first of these visits was by the Wisconsin Coalition for Advocacy, which evolved into a series of office hours at our facility by one of their attorneys. The second and third visits involved the US Department of Justice as they reviewed our practices related to Limited English

Proficiency inmates and our compliance with Americans with Disabilities Act (ADA) provisions. We provided needed information and access to all areas of the institution during these visits. We will continue to see increased scrutiny of all DOC practices as the media, advocacy groups, the legislature, and other governmental entities show an increased interest in correctional practices across the country.

Enclosed is our annual report for Fiscal Year 2005, describing our operations and reflecting 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 group of these quality employees.

Gregory D. Grams
June 26, 2006

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 63 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 2005
07/01/04 – 06/30/05***

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: \$22,320,390

Amount of Money Collected from Inmates

for: Restitution	\$ 3,711.57
Child Support	\$ 9,090.01
Victim/Witness	
VWSA	\$12,230.09
VWSB	<u>\$ 4,769.03</u>
	\$17,599.12
Medical Co-Pay	\$ 7,265.30

Inmate Participation and Completion:

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

ESL	22 students
GED	142 graduates
HSED	71 graduates
Custodial	30 graduates
Building Services	24 graduates
Printing	18 graduates
Pro-Literacy	20 tutors trained and utilized

Work

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

Treatment

49 inmates were involved in Sex Offender Treatment programming

11 inmates completed Cognitive Interventions/Anger Management programming
5 inmates completed CGIP Phase IV
No Facilitators - CGIP

SIGNIFICANT EVENTS OF FY 2005

July 2004

- Anonymous request claiming several inmates were plotting to harm staff was found. Investigation completed
- Wheelchair lift replacement project approved for HU6
- Prison Fellowship seminar held
- Former CCI inmate passed away of natural causes at UW-Hospital; participated in mortality review
- Hired Facilities Repair Worker and Nurse/Clinician

August 2004

- 1st Annual CCI Golf Fund Raiser held, with over \$1,900 raised and donated to Big Brothers/Big Sisters of Columbia County
- Remodeled Custodial Vocational Bay
- DAI Records Office Auditors at CCI to randomly audit inmate sentence computations
- Hired Eric Navis as Recreation Leader, Scott Rubin-Asch as Psychologist-Objective, Joe Perron as Psychologist-Licensed (50%), and Keith Dobbe as Chaplain

September 2004

- Todd Winstrom, Attorney at Wisconsin Coalition for Advocacy held office hours at CCI for the first time
- DOC Deputy Secretary Raemisch toured institution
- Syringe found in Industries
- A Federal Bureau of Prisons "Full Monitoring" occurred
- Pat Siedschlag, CCI's HSU Manager for 18 years, retired
- Hired Ann Semrow, HSU Manager
- Annual Community Relations Board meeting held
- Hired Jil Greene as Offender Records Supervisor
- Offender Records Assistant out indefinitely on medical leave
- Inter-Library Loan requests suspended due to staff absence

October 2004

- Hired Tom Trimble as SMU teacher
- Two computers were sabotaged in the Main School
- Ramadan Fast started
- Photographer took digital pictures around CCI for possible use on the DOC web pages
- Canteen/Laundry/Recreation camera project punch list completed

November 2004

- Outside Rec closed Nov. 1st-the longest the outdoor area has been open in years
- Ramadan Feast was held
- US DOJ visited institution to review practices related to inmates with limited English proficiency
- Certificates granted to graduates of CGIP group at graduation ceremonies
- Risk Management Conference held in Madison; attended by several CCI staff
- Audit team visited from DAI to look over officer schedules and staffing pattern
- CCI began using the electronic visiting list logs
- Ann Semrow, HSU Manager, transferred to Nursing Supervisor position at WRC
- Rick Bennett, Food Service Manager, hired.

December 2004

- US DOJ visit to assess ADA issues
- Tutor Graduation Ceremony held in Education Core
- Holiday concert held
- Warden Kingston named new Warden at WCI
- Deputy Warden Grams promoted to Warden at CCI
- Psychologist and Program Assistant returned to work after extended leave

January 2005

- Portage Fire Department tested PFD radios for possible deficiencies that may cause radio communication problems
- Anonymous request was found reporting an assault was to take place at Recreation. Investigation completed and staffing adjusted to deter activity
- DAI tour for DOJ settlement agreement analysis related to ADA issues
- CCI contacted regarding building the walls for a Habitat for Humanity Home
- A cash audit of CCI was conducted with no significant findings noted
- Nurse/Clinician accepted position as Nursing Supervisor at OCI and requested re-instatement to CCI within same week
- Work Complex Social Worker transferred to the Segregation Social Worker position

February 2005

- Fleet Policy changes distributed along with an acknowledgement to be signed and returned to Payroll
- Tobacco found in the binders of books being sent back to library from segregation areas

- Wheelchair lift project started with wheelchair inmates temporarily housed in R&O unit
- CCI is a pilot program site for DOC & Legal Action of WI, Inc. re: SSI benefits to inmates upon release
- HIPAA training materials were sent out to all staff
- Ann Semrow re-hired as HSU Manager after short stay at WRC

March 2005

- Wheelchair project completed! Department of Commerce and DOA/DSF gave permission to use lift
- Greg Grams sworn in as Warden during a ceremony that included three of the previous four Wardens at CCI
- Notified that DAI budget shortfall requires turning back as much unspent CCI funds to DAI as possible. Non-salary dollars identified and set aside for DAI use
- Education Director out on extended medical leave
- Unit Manager schedules change to facilitate some monthly 2nd and 3rd shift coverage
- Emily Parker hired as Work Complex Social Worker

April 2005

- Annual Judges Tour
- Annual Crime Victim Awareness Event held in visiting room
- Outside Rec field opened
- Former CCI inmates passed away at DCI-Infirmery
- Tim Douma, Security Director, promoted to Deputy Warden at OSCI
- Mark Rice, Management Services Director, hired into Project Manager position for Integrated Computer System (ICS) Project in Central Office
- Captain Bob Krueger promoted to Security Director at Ethan Allen School
- School enrollment is down with no inmates in the institution on a waiting list for ABE or Voc
- Project request for sally port for DSI has been approved by DOA
- New x-ray machine received for lobby

May 2005

- Robert Humphreys hired as new Deputy Warden
- Warden Grams attended new Warden training in California, sponsored by National Institute of Corrections
- Anonymous notes concerning safety issues were found on the Education Unit; units locked down and investigation completed
- LVA Tutor Training started
- Test of the Power Manager Communication System occurred with Alliant Energy

- Nursing staff in consultation with the physician continued to monitor patients with HIV+, Asthma/COPD
- Correctional Employee Week recognized
- Teacher returned from medical leave to less than half-time employment
- Bill Noland, ICE, retired
- Jeff Boness promoted to HVAC/Refrigeration Specialist position
- Tom Benish re-hired to Maintenance Mechanic 3 position

June 2005

- Janel Nickel promoted from Administrative Captain to Security Director
- Lieutenant Winslow-Stanley transferred to OCI
- Lieutenant Strupp transferred from RCI
- Lieutenant Johnson promoted to Captain, 3rd shift
- Lieutenant Tamminga transferred to ICE position
- Interviews held for Correctional Management Services Director
- Jane Chamberlin hired as Offender Records Assistant
- Length of Service Employee recognition held in conjunction with statewide recognition of the 100th anniversary of the Civil Service System in Wisconsin
- Inmate graduation ceremony held on June 24th
- Eight hour shifts started in HSU

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, Domestic Violence Center of Portage/Baraboo, 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 victim's rights, and presentation of monies from the fund raising activities. Since the inception of this annual event, \$12,000 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 over 500 individuals who provide volunteer services for the various religious services, study groups, and other programs such as NA and AA. 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.

Cognitive Group Intervention Program (CGIP)

This programming is based on the assumption that how people think controls how their actions. 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. A Phase IV aftercare program is also offered and 5 participants completed this phase. Anger Management had 11 participants complete the programming and Domestic Violence/CGIP is currently in progress. A condensed version of CGIP is offered to Barracks inmates.

Community Service Projects (CSP)

The following Community Service Projects employ up to 45 inmates, who worked a combined total of 32,000+ 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. A little over 1,000 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. This past year the Woodworking program has worked with local municipalities in building signs and a walking bridge for area city parks.

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.

Reintegration Initiative Release Planning

CCI, along with OSCI were chosen as 2 institutions to get the services of Legal Action of Wisconsin (LAW) to assist offenders in paper preparation for Supplemental Security Income. Prior to this, CCI had always assisted inmates close to release by applying for any and all SSI/SSA benefits. However, due to standard operating procedures, most offenders, even appropriate candidates would be routinely denied and if appealing would require a few weeks of not receiving checks after release. The LAW project is designed to assist offenders in avoiding the time-lag between denial and acceptance.

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 14 graduates of this programming.

SMU Hygiene Education

Many SMU inmates experience difficulty in maintaining appropriate personal hygiene and cell upkeep. Some inmates participated in an SMU Hygiene Education program supervised by SMU clinicians. Basics of self-grooming, hygiene, and cell upkeep were addressed. If necessary inmates may need to be required to participate in the program more than once.

SMU Recreation Therapy

This special recreation program continues to be 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 has been operating since SMU opened and is an open-ended group with no beginning or completion dates. During the past year, 14 different inmates participated.

Special Therapeutic Wheelchair Program

Using the services of a licensed Physical Therapist, CCI is in the process of developing a 3-day a week Physical Therapy program for the CCI inmates who are confined to wheelchairs. Ultimate goal of the program is to assist inmates in lowering the need for their permanent placement in wheelchairs. If successful, the program may be expanded to include other disabled CCI inmates.

Social Security Tracking

DOC has begun electronic tracking of upcoming Social Security paperwork for inmates within 6 months of release or parole. CCI Social Workers are utilizing the tool to ensure compliance with mandated Memo of Understanding between Social Security Administration and DOC..

Tutor Program

The training methods and standards of Wisconsin Institutions-Literacy Council (former Literacy Volunteers of America) are utilized to train inmates as tutors. The tutors are intensively trained in 30 one-hour sessions over a three-week period.

Victim Offender Reconciliation

The year 2005 also saw a great deal of prep work for Victim-Offender reconciliation using the services of the Office of Victim Services. This involved several lengthy telephone conferences between offender and Office of Victim Services, culminating in a personal meeting between offender and victim. Meeting went smoothly, appearing to satisfy the needs of the victim.

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 violates 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 1,252 major conduct reports and 710 minor conduct reports processed. The Warden's Office acted on 314 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