



JACKSON CORRECTIONAL INSTITUTION

ANNUAL REPORT FY05

Fiscal Year of July 1, 2004 through June 30, 2005

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Jim Doyle
Governor

Matthew J. Frank
Secretary



State of Wisconsin Department of Corrections

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There is an old adage that holds that "the only constant is change." The year 2004 was certainly a demonstration of that statement for the Jackson Correctional Institution. A new warden was appointed in May, a new Security Director in July and a new Deputy Warden in October. This degree of change in an administration can never be considered easy. As new employees we needed to become accustomed to an unfamiliar institution and the existing employees needed to become familiar with us. This was not without some uncertainty and apprehensiveness for all. However with a cooperative spirit the transition was made as easily as possible.

The Department of Corrections philosophy stressing the successful re-entry and reintegration of inmates into the community became the guiding principle as JCI adopted "The Four Ps" as its mission. "The Four Ps" consists of providing protection for the community; providing protection for the staff; providing protection for the inmates; and providing inmates an opportunity to succeed. The use of these principles became part of the operational approach to decision making to ensure that the facility continues to meet the expectations of our partners, stakeholders, and the citizens of the State of Wisconsin.

Randall R. Hepp
Warden

Community Relations Advisory Board

| | |
|---|--|
| Mike Anderson Anna Becker Steve Dickensen John Elliot Don Evenson Randall R. Hepp Gary Kirking Gerald Laabs Tim Lister Ken Luchterhand Jeannie Mann Terry Musser Tim Nelson Kathy Potter Rick Rastall Roger Reinert Dennis Richards Steve Schreiber Norm Stoker Tracy Thundercloud Rick Young | <p>In 1992, long before the February 1994 groundbreaking, Jackson Correctional Institution's community relations advisory board was formed. People from many areas of service to the community are represented on the board and most have been members since 1992.</p> <p>The Community Relations Advisory Board had a crucial role in the setting, planning and development of this institution, as well as the continuing expansion.</p> <p>The Community Relations Advisory Board is largely responsible for the fact that Jackson Correctional Institution has become an accepted and valued resource of Black River Falls and the surrounding communities. Likewise, these communities have become an important resource to the institution.</p> <p>The efforts, support, cooperation, and problem solving skills of this committee continues to contribute to the operational success and communities acceptance of this institution.</p> <p>We recognize each member for his or her continuing contribution our Institution and look forward to the future with great anticipation.</p> |
|---|--|

STATE OF WISCONSIN

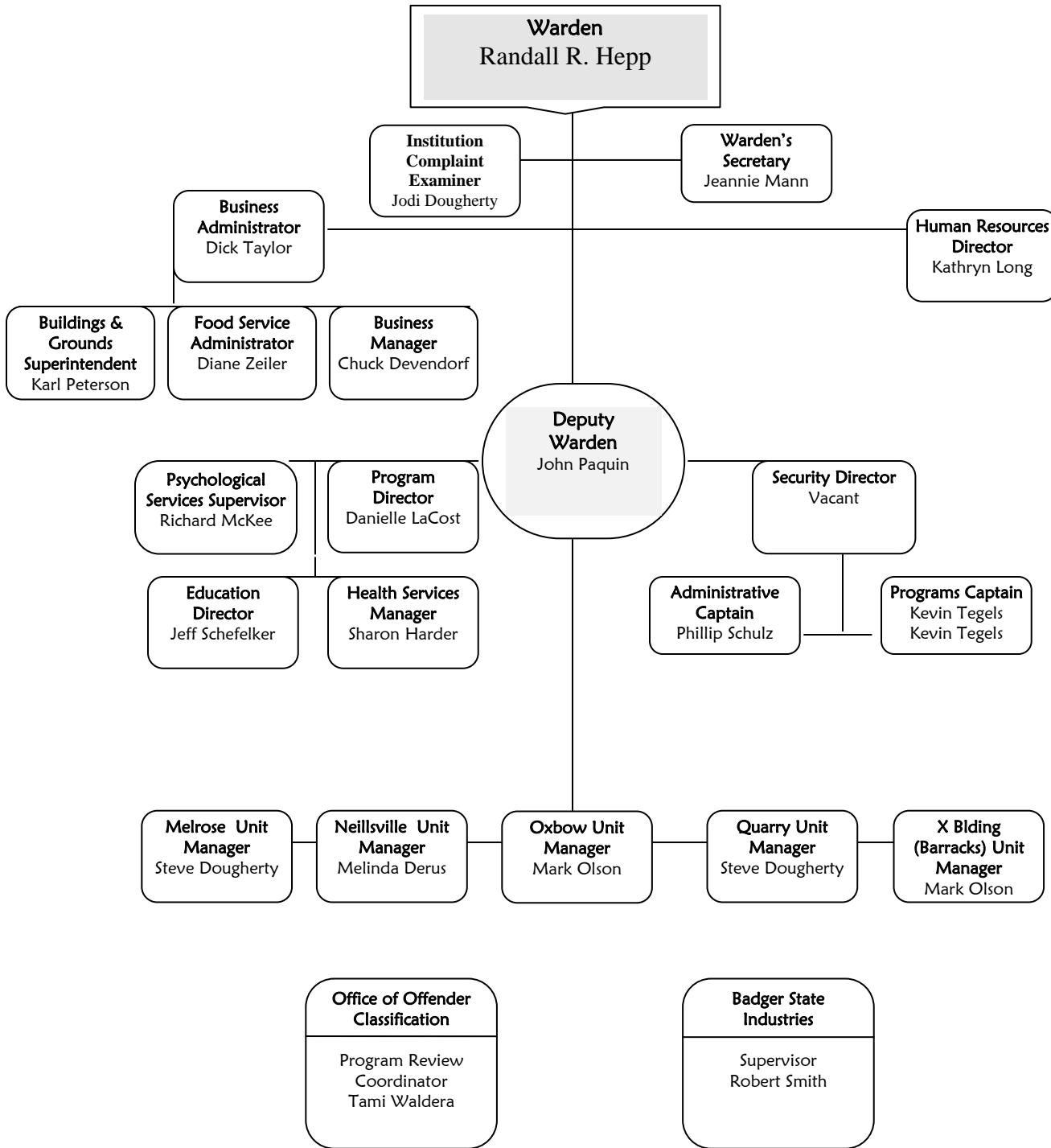
Governor Jim Doyle



Department of Corrections
Matthew J. Frank, Secretary

Division of Adult Institutions
Steve Casperson, Administrator

JACKSON CORRECTIONAL INSTITUTION



Jackson Correctional Institution

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P.O. Box 116 – Financial Deposits for Inmates (Money Orders Only)

INSTITUTION MISSION STATEMENT

To protect society and help offenders to grow beyond their criminal behavior so that when they are permitted to return to their communities, they will be better citizens. This will be fulfilled in an environment where "productive development" through role modeling and working with inmates will occur.

Date Opened: 1996

Security Level: Medium

Operating Capacity: 837 Males

Current Population: 985 Males (1/1/04)

Number of Uniformed Staff: 198

Number of Non-Uniformed Staff: 108

Operating Budget FY 2005: \$20,675,452

Special Units: Drug and Alcohol Program Unit, Close Custody Care Unit using Cognitive Programming, Transportation Hub Unit for the Northern Minimum Correctional Centers.

SPECIAL HISTORICAL NOTES & OTHER INSTITUTIONAL INFORMATION

In 1990, the State Building Commission and the Department of Administration requested a study to determine additional space needed for the growing prison population. As a result in December 1990, State of Wisconsin Correctional System's Development Plan was established. The plan was a \$145.4 million building program, adding 1,684 beds to the prison system. As part of this plan, Jackson Correctional Institution was built to accommodate 686-beds as a medium security adult prison. It opened its doors to receive inmates on May 6, 1996. A 150-bed barrack was added in October of 1997.

UNIT MANAGEMENT

JCI was constructed and operates under the Unit Management method. Unit Management can be defined as a decentralized approach to Institution and inmate management that allows for direct supervision of inmates. This means we divide the larger Institution population into smaller, more manageable groups (housing units) to improve control and supervision as well as relationships between staff and inmates. The housing unit team consists of a manager, security supervisor, correctional officers, social worker, psychological services and other staff who work together as a team to deal with unit issues. This method relies on continuous communication among and between staff of all disciplines and inmates. It is the responsibility of the team to assist inmates with programs, resolve issues and provide for early problem identification. By following this method the housing unit teams contribute to the overall safety, security and operation of the Institution and provides opportunities for the inmates that will help them become a contributing member of society upon their release.

INMATE PROGRAMS

Education

- Academic: Adult Basic Education, High School Education Diploma, Parenting Skills, and Career Development - Partnership with Department of Workforce Development.

- Vocational: Institution Food Production and Office Computer Applications Specialist.

Community Service

- Habitat for Humanity - Inmate volunteer labor builds exterior and interior walls for shipment to the building site.
- Community Service Project - Inmates make teddy bears, blankets, quilts and shawls. These items are donated to local service agencies.
- Inmate Garden - A large portion of the produce that is grown in the Institution gardens is donated to the local food pantries and nursing homes.
- Crocheting Project - Inmates knit hats, mittens, scarves, blankets and lap robes for Community Service groups to give to needy families.

Work Assignments

- Industries (Badger State Industries) - Textile products, garments, and computer manufacturing/recycling
- Institution - Inmates hold a variety of different jobs through out the whole institution in helping with the daily operations of the Institution.

Other

- Recreation - Health and fitness; Hobbies, i.e. beading, ceramics, drawing, pottery, and music.
- Treatment - Alcohol/Drug Addition, Anger Management, Cognitive Programming, Deniers and Sex Offender Programs, Domestic Violence, Restorative Justice, and Victim Impact.
- Library - Fathers Sharing Books and Literacy Volunteers of America

HUMAN RESOURCE DEPARTMENT

CRITICAL INCIDENT STRESS DEBRIEFING (CISD): CISD is a peer support program that provides assistance to staff involved in potentially traumatic events during the course of their work performance. The staff who participate in this program receive extensive training for providing peer support service, they are the first point of contact, provide a venue for debriefing and follow-up support. We have developed a relationship with the local Gunderson Lutheran Healthcare network who assist with debriefing.

UNION/MANAGEMENT RELATIONS: Formal labor / management meetings are held on a monthly basis, keeping in mind the need for positive relations and problem resolution. When issues arise that require more thorough research and planning, a team of union and management representatives work together to find the best resolution.

EMPLOYEE ASSISTANCE PROGRAM (EAP): The EAP is a confidential program consisting of staff members from JCI. These individuals volunteer to provide a referral service to employees and their families for behavioral and medical issues. The contact person is Dick Taylor.

| Number of Positions by Department | |
|---|-----|
| Buildings and Grounds | 16 |
| Business Office | 14 |
| Education..... | 16 |
| Food Service | 9 |
| Health Services | 11 |
| Housing Units | 18 |
| Personnel | 3 |
| Program Services..... | 8 |
| Recreation | 3 |
| Security..... | 204 |
| Stores/Canteen | 4 |
| Warden's Office | 4 |
| Total Positions | 305 |
| Staff Not Under JCI Hiring Authority | |
| Bureau of Correctional Enterprises | |
| Badger State Industries..... | 1 |
| Office of Offender Classification | |
| Program Review Coordinators | 1 |

DIVERSIFIED WORKFORCE: JCI Human Resources Staff work closely with the Department of Corrections, Bureau of Personnel and Human Resources to ensure compliance with state and federal guidelines for equal employment opportunity.

HEALTH AND SAFETY COMMITTEE: The JCI Health and Safety Committee meets regularly and is responsible for providing guidance, training and information to all staff at the institution via electronic postings (group folder), indicating position statements regarding issues that arise and through a Health and Safety Fair. Additionally, this committee provides regular safety inspections of all areas and assists with coordinating fire and tornado drills.

ADDITIONAL INFORMATION:

- The HR Department continues to work with UWEC to establish a recruitment base for Social Workers and Nurses via internships and information sharing.
- We have continued participating in job fairs in the local area as well as having a staff from various areas provide presentations at local area schools to increase our visibility and community awareness as an employer and educator.
- We continue to assist the Wisconsin Job Center-Jackson County by presenting a workshop the last Thursday of the month on how to obtain a State Job
- In the past year JCI was not further affected by budget cuts in staffing.
- If you are interested in employment opportunities or other information, please contact the Human Resource Department at (715) 284-7315.

CORRECTIONS MANAGEMENT SERVICES:

| Non-Salary Expenditures for FY05 | | | | |
|---|----------------------|----------------------|------------------------|------------------------|
| | Local | Area | Outside | Totals |
| July | \$ 20,942.37 | \$ 12,222.18 | \$ 136,782.19 | \$ 169,946.74 |
| August | \$ 52,145.64 | \$ 13,803.64 | \$ 67,964.74 | \$ 133,914.02 |
| September | \$ 40,844.22 | \$ 31,524.96 | \$ 208,791.74 | \$ 281,160.92 |
| October | \$ 220,079.85 | \$ 11,170.99 | \$ 101,514.97 | \$ 332,765.81 |
| November | \$ 44,863.14 | \$ 24,451.27 | \$ 151,039.01 | \$ 220,353.42 |
| December | \$ 40,794.00 | \$ 27,206.73 | \$ 97,590.78 | \$ 165,591.51 |
| January | \$ 66,717.47 | \$ 10,293.28 | \$ 144,710.37 | \$ 221,721.12 |
| February | \$ 60,968.39 | \$ 10,080.59 | \$ 181,245.15 | \$ 252,294.13 |
| March | \$ 39,692.23 | \$ 13,415.66 | \$ 167,163.89 | \$ 220,271.78 |
| April | \$ 56,794.45 | \$ 8,506.48 | \$ 128,587.65 | \$ 193,888.58 |
| May | \$ 41,653.92 | \$ 13,629.96 | \$ 163,494.81 | \$ 218,778.69 |
| June | \$ 83,891.44 | \$ 17,583.93 | \$ 475,530.02 | \$ 577,005.39 |
| TOTALS | \$ 769,387.12 | \$ 193,889.67 | \$ 2,024,415.32 | \$ 2,987,692.11 |

FOOD SERVICE DEPARTMENT: From July 1, 2004, through June 30, 2005, the Jackson Correctional Food Service Department prepared and delivered 1,113,533 meals for institution inmates and eligible staff. Meals are planned and prepared to be nutritionally adequate, favorably acceptable, and within budgetary guidelines. Standardized recipes and safe food handling guidelines are part of standard operating procedures.

| Meals Prepared/Served Per Month | |
|---------------------------------|--------|
| July '04 | 94,192 |
| Aug '04 | 95,123 |
| Sept '04 | 91,014 |
| Oct '04 | 94,110 |
| Nov '04 | 92,893 |
| Dec '04 | 95,919 |
| Jan '05 | 94,142 |
| Feb '05 | 85,461 |
| Mar '05 | 93,917 |
| Apr '05 | 91,275 |
| May '05 | 95,511 |
| June '05 | 91,492 |

| Canteen Expenditures for FY05 | | | |
|--------------------------------------|---------------------|---------------------|---------------------|
| | Local + Area | Outside | Total |
| July | \$22,755.79 | \$26,088.04 | \$48,843.83 |
| August | \$10,044.10 | \$29,152.14 | \$39,196.24 |
| September | \$14,184.80 | \$39,058.30 | \$53,243.10 |
| October | \$8,882.24 | \$16,175.38 | \$25,057.62 |
| November | \$16,020.92 | \$43,751.05 | \$59,771.97 |
| December | \$13,920.15 | \$26,881.24 | \$40,801.39 |
| January | \$13,067.31 | \$31,047.68 | \$44,114.99 |
| February | \$14,201.81 | \$28,130.91 | \$42,332.72 |
| March | \$14,770.35 | \$36,611.33 | \$51,381.68 |
| April | \$10,940.17 | \$44,394.51 | \$55,334.68 |
| May | \$18,658.20 | \$37,293.32 | \$55,951.52 |
| June | \$9,662.88 | \$28,403.66 | \$38,066.54 |
| TOTALS | \$167,108.72 | \$386,987.56 | \$554,096.28 |

| Inmate Expenditures for FY05 | | | | | | | | | |
|-------------------------------------|--------------------------|--------------------|--------------------|----------------------------|--------------------|--------------------|---------------------|--------------------|-------------------|
| | Victim Witness Surcharge | DNA Surcharge | Restitution to JCI | Restitution to Courts, Ins | Child Support | Reimbursement | Medical Co-pay Fees | State Sales Tax | County Sales Tax |
| Jul | \$1,024.86 | \$989.65 | \$128.17 | \$639.41 | \$1,554.53 | \$2,286.61 | \$705.00 | | |
| Aug | \$ 834.69 | \$857.55 | \$63.21 | \$763.51 | \$1,559.99 | \$2,685.01 | \$697.50 | | |
| Sept | \$794.65 | \$734.11 | \$51.67 | \$531.33 | \$1,505.53 | \$2,358.17 | \$712.50 | \$3,634.54 | \$772.20 |
| Oct | \$1,292.00 | \$910.83 | \$52.49 | \$489.06 | \$1,587.66 | \$1,683.05 | \$525.00 | | |
| Nov | \$1,669.19 | \$ 895.04 | \$38.14 | \$744.93 | \$2,135.41 | \$2,252.75 | \$502.50 | | |
| Dec | \$2,007.96 | \$1,765.52 | \$45.91 | \$956.88 | \$2,160.09 | \$2,575.97 | \$555.00 | \$3,408.75 | \$821.62 |
| Jan | \$1,842.41 | \$1,521.19 | \$59.23 | \$910.60 | \$2,383.82 | \$2,153.98 | \$570.00 | | |
| Feb | \$1,512.55 | \$1,401.15 | \$74.87 | \$583.23 | \$2,270.21 | \$2,277.08 | \$675.00 | | |
| Mar | \$1,641.99 | \$1,672.84 | \$58.61 | \$542.52 | \$2,734.40 | \$2,641.67 | \$712.50 | \$3,481.43 | \$681.88 |
| Apr | \$1,099.21 | \$1,129.11 | \$99.90 | \$566.99 | \$2,438.56 | \$1,856.25 | \$600.00 | | |
| May | \$1,219.53 | \$1,196.53 | \$51.91 | \$505.49 | \$2,275.28 | \$2,445.60 | \$790.00 | | |
| Jun | \$1,061.85 | \$1,394.92 | \$36.60 | \$503.28 | \$1,964.36 | \$1,965.88 | \$480.00 | \$3,522.00 | \$693.99 |
| TOT | \$16,000.89 | \$14,468.44 | \$760.71 | \$7,737.23 | \$24,569.84 | \$27,182.02 | \$7,525.00 | \$14,046.72 | \$2,969.69 |

BUILDINGS & GROUNDS:

- Completed work orders – 3115
- Garbage equaled 400 tons at a disposal cost of \$22,353.27
- Electricity usage was 5,882,852 KWHs at a cost of \$217,051.39
- Water usage was 39,757,520 gallons
- Sewer charges - \$163,215.60
- Installed hand sanitizers in all areas
- Installed lights for flag poles
- Remodeled the Officer Station in the Lobby
- Constructed and installed a sign in station for visitors in the lobby
- Remodeled offices for Warden & Secretary
- Remodeled institution mail carts
- Installed hand sink in visiting shake down area
- Installed shades in control
- Designed and installed a trough drain system for liquid waste by the compactor
- Installed recreations equipment on the north and south recreation fields
- Added a UPN television channel
- Installed paver bricks to help enhance the entrance to the Administration Building

SECURITY DEPARTMENT: The Security Department provides a safe and secure facility for the public, staff, and inmates. Security staff provides positive role models so inmates can learn how to constructively deal with adversity. Inmates are held accountable for complying with Wisconsin's statutory laws, the Department of Correction's Administrative Codes, and the Institution's policies and procedures. Staff is given appropriate training and resources to effectively perform their job duties.

| Monthly | Intake | Outake | OCO | OWO CSC | OWO BRMH | OWO Other | OCO OWO Total |
|---------|--------|--------|-----|---------|----------|-----------|---------------|
| Jul | 88 | 130 | 31 | 32 | 15 | 6 | 84 |
| Aug | 153 | 121 | 21 | 38 | 15 | 14 | 88 |
| Sept | 109 | 113 | 28 | 45 | 11 | 17 | 101 |
| Oct | 118 | 128 | 27 | 33 | 19 | 12 | 91 |
| Nov | 102 | 100 | 18 | 32 | 16 | 14 | 80 |
| Dec | 77 | 85 | 24 | 52 | 17 | 6 | 99 |
| Jan | 97 | 100 | 23 | 35 | 17 | 7 | 82 |
| Feb | 120 | 132 | 15 | 33 | 8 | 7 | 63 |
| Mar | 126 | 114 | 28 | 35 | 13 | 13 | 89 |
| Apr | 104 | 124 | 25 | 36 | 9 | 14 | 84 |
| May | 141 | 109 | 18 | 45 | 11 | 13 | 87 |
| Jun | 115 | 130 | 16 | 47 | 5 | 8 | 76 |
| Total | 1,350 | 1,386 | 272 | 463 | 156 | 131 | 1,022 |

EMERGENCY RESPONSE UNIT (ERU)

There were twenty-six (26) ERU positions on ERU. The ERU team consists of a group of staff members who participate in specialty training to handle crisis management and to maintain the security of an institution during times when closer supervision and management of the offenders is needed.

During this reporting period all team members have been certified or re-certified in handguns, rifles, shotguns, incapacitating agents, POSC, the pepper-ball system, and the ReACT System.

In mid-November 2004 the entire JCI ERU team was deployed to New Lisbon Correctional Institution (NLCI) for about one week to provide support and relief to the NLCI ERU teams. The JCI ERU team was once again deployed during the last week of November to Stanley Correctional Institution (SCI) for about one week to provide additional support to the SCI ERU teams and additional supervision of the offenders.

In 2005 Jackson Correctional received permission to develop a sniper team consisting of six members.

HEALTH SERVICES UNIT

Medical Statistics

- Off site appointments 640
- Off site admissions..... 12
- Dental appointments 950
- Total HSU contacts* 60,364
- Emergency Room visits 75

*This does not include Optometrist appointments or medical file reviews.

PSYCHOLOGICAL SERVICES: The Psychological Services Unit has protected the public by evaluating and treating the critical mental health needs of inmates at Jackson Correctional Institution, as well as providing important offense-related and other group psychotherapy. The services furnished by the Psychological Services Unit are delivered in the following order or priority:

Crisis Intervention: Psychological evaluation, observation, and restraints; other crisis interventions as required; daily Segregation Unit rounds; referrals to the Wisconsin Resource Center, Special Management Units, and to other prisons for specialty programs.

- 24 inmates required clinical observation
- 8 inmates were referred to WRC
- 0 inmates for CCI-SMU referrals
- 4 inmates required restraints evaluation

Evaluation/Consultation: PSU staff provided evaluations/consultation services to inmates, Social Workers, the Program Review Coordinator, the Parole Board, Education Department, Health Services staff, and Security staff. PSU staff participated in hostage negotiation and critical incident debriefing.

- 180 inmates were evaluated for PRC/Parole
- 25 inmates received Special Purpose (Ch. 980) evaluations
- About 570 consultations/educational contacts were made
- Members of the Psychological Services Unit served on the Policy/Procedure Committee

Offense Related Programming: Sex offender, victims of childhood abuse, domestic violence, and anger management group psychotherapy. Numbers of Inmates Involved in Offense Related Programming:

- 75 - Sex Offender Treatment
- 36 - Sex Offender Denier Program
- 72 - Anger Management Treatment
- 48 - Domestic Violence Treatment
- 36 - Victims of Childhood Abuse Treatment

Mental Illness Needs:

Screening inmates who request medications for mental health complaints; providing alternatives to psychotropic medications for inmates with anxiety, mood disorders, and other mental health problems.

- About 550 referrals were made to the Psychiatrist
- There were over 2000 significant inmate contacts (60-70 % of JCI inmates)

In-Service Training for Staff:

- Over 100 staff members received training in suicidality detection and suicide prevention

CHAPEL ACTIVITY AND/OR SERVICES ATTENDANCE/PARTICIPATION SUMMARY

Religious Studies and Services: JCI offers studies and services for most major faiths that are recognized by the institution when inmates show an interest and when volunteers can be found that are willing and available to lead the activities. A Chaplain led some services when a volunteer was unavailable, therefore the 'volunteer hours' total would be zero for those particular services.

Summary: This year attendance to religious studies and services totaled 9,240. There were a total of 560 different contacts/meetings throughout the year, and volunteers put in 1,446 hours leading the activities. The following chart breaks down each activity and shows the totals for the year.

| Religion, Faith, or Group | Number of Meetings | Total Attendance | Average per Meeting | Individual Inmates | Volunteer Hours |
|----------------------------------|---------------------------|-------------------------|----------------------------|---------------------------|------------------------|
| Buddhist | | | | | |
| Buddhist Meditation Workshop: | 2 | 24 | 12 | 22 | 0 |
| Buddhist Study: | 38 | 162 | 4 | 31 | 0 |

| Religion, Faith, or Group | Number of Meetings | Total Attendance | Average per Meeting | Individual Inmates | Volunteer Hours |
|--|---------------------------|-------------------------|----------------------------|---------------------------|------------------------|
| Catholic | | | | | |
| Catholic Ash Wednesday Service: | 1 | 17 | 17 | 17 | 1 |
| Catholic Bible Study: | 49 | 175 | 3.5 | 14 | 67 |
| Catholic Service/Mass: | 51 | 725 | 14 | 107 | 68 |
| Muslim Feast: | 1 | 25 | 25 | 25 | 2.5 |
| Muslim Jumah: | 5 | 76 | 15 | 39 | 8 |
| Muslim Eid-Prayer: | 0 | 0 | 0 | 0 | 0 |
| Jehovah's Witnesses Study: | 52 | 229 | 4 | 27 | 72 |
| Native American | | | | | |
| Native American Drum Practice: | 26 | 364 | 14 | 57 | 0 |
| Native American Pipe & Drum: | 13 | 254 | 19 | 35 | 0 |
| Native American Seminar/Feast: | 0 | 0 | 0 | 0 | 0 |
| Native American Sweat Lodge: | 8 | 235 | 29 | 77 | 42.5 |
| Other: | | | | | |
| Ecumenical-Bible Study | 51 | 843 | 17 | 147 | 50 |
| Pastoral Visits: | 78 | 336 | 4 | 107 | 246 |
| *Prison Fellowship Seminars: | 6 | 227 | 37 | 97 | 300.5 |
| Prison Fellowship Bible Study: | 48 | 815 | 17 | 117 | 156 |
| Protestant Baptisms: | 8 | 21 | 2 | 21 | 4 |
| Protestant Christmas Services: | 2 | 90 | 45 | 90 | 0 |
| Protestant Good Friday Service: | 1 | 49 | 49 | 49 | 2 |
| Protestant Worship Service~1 st : | 50 | 3,095 | 62 | 219 | 199 |
| Protestant Worship Service~2 nd : | 50 | 1,242 | 25 | 121 | 198 |
| Spooner Baptist Christmas Service: | 1 | 54 | 54 | 54 | 10.5 |
| Wiccan | | | | | |
| Wiccan Samhain Feast: | 1 | 24 | 24 | 24 | 1 |
| Wiccan Study: | 18 | 158 | 9 | 48 | 18 |
| Totals: | 560 | 9,240 | — | — | 1,446 |

JCI Greeting Card Ministry: The JCI Greeting Card Ministry is run entirely through the Chapel, and provides free greeting cards to any inmate who requests them. The cards used for this program are purchased by the Institution using inmate-generated funds for the cost of shipping and handling from "The National Prison Card Ministry" which is supported by Hallmark and the Salvation Army, and from American Rehabilitation Ministries which is supported by DaySpring Cards. Inmates are limited to ordering only 3 cards per month unless otherwise stated for any given month. This service is completed by the Chaplains' Aide II position, and requires approximately 40 hours per week for processing and tracking. This year 23,520 cards were sent to 1,384 different inmates. This total is similar to last year's total (2004 - 23,746).

Interview/Information Requests : The Chapel receives requests from inmates on a daily basis for various different services. All requests are initially processed by Chaplain Minshall, Chaplain Olson, or Chaplain Samuelson and are either responded to at that point, or routed to the Chaplains' Aides to fulfill the inmate's request. General requests include asking to be placed on service/seminar lists, requesting a counseling session with one of the Chaplains, requesting religious/spiritual information, and other miscellaneous requests. This year the Chapel received 9,377 Interview/Information Requests, 7,637 card requests, and 1,740 general requests.

Pastoral Visits: Inmates can have one-on-one counseling sessions with a representative of their religion or faith in a confidential manner in an attorney visiting room. Inmates are responsible for having their pastor contact one of the Chaplains if they are interested in this service, and their pastor cannot be on their regular visiting list. This year there were 336 pastoral visits with 107 different inmates. Volunteers participated in 246 hours.

Media Center and Chapel Library: The Chapel Media Center and Library are faith based resources that are open to all General Population inmates to use during their units scheduled weekly times. The Library presently contains 3,546 books that cover a wide variety of religious, spiritual, and self-help topics, as well as over 300 faith based magazines. The Media Center contains over 300 videos covering many different religious, spiritual, self-help, and family topics, and over 500 audiocassettes. The materials for this service are either purchased by the institution or donated to the institution by outside sources. Also available to inmates is a 'Free Distribution' section where inmates can obtain free books and other publications through the Chapel that have been donated for that purpose. This past year the Media Center and Chapel Library was attended by 713 different inmates for a total of 4,244 times, which is similar to last year's total (2004 - 4,249).

Miscellaneous Groups and Activities: Other groups and activities are organized throughout the year that are designed to help inmates maintain positive interactions with their peers, their families, and/or their communities. These groups also work to familiarize inmates with the Chapel services that JCI offers without requiring that the inmate register for any specific faith or religion. They are facilitated by either the Chaplains or Program Services staff, and are tracked by the Chapel staff. This year's total inmate attendance to miscellaneous groups and activities was 3,093.

Circle of Recovery: The Circle of Recovery group is defined as a support group for inmates of all creeds who are truly interested in changing their lives in a positive way. This group is open to all General Population inmates and led by one of the Chaplains. This group meets weekly and had a total attendance of 398 with 56 different inmates participating.

Grief Class: The Grief Class is defined as a support group for inmates and consists of 8 inmates & 2 facilitators that meet once a week for ten weeks. The purpose of the class is to provide a process for incarcerated men to deal with loss in a supportive, constructive, healing environment. This group is open to all General Population inmates and was facilitated by one of the Chaplains/JCI staff. This group met a total of 18 times and had a total attendance of 137 with 16 different inmates participating.

JCI Catholic Choir: The JCI Catholic Choir meets under the direction of the Chaplain staff . This group met had a total attendance of 30 with 9 different inmates participating. This choir performed during Catholic Mass services.

JCI Religious Choir I: The JCI Religious Choir I meets under the direction of the Chaplain staff. This group met for practices a total of 84 times and had a total attendance of 797 with 64 different inmates participating. The choir performed during the 1st and 2nd Protestant worship services, as well as during other special events throughout the year.

JCI Religious Choir II: The JCI Religious Choir II meets under the direction of the Chaplain staff. This group met for practices a total of 53 times and had a total attendance of 383 with 26 different inmates participating. This choir performed during the 2nd Protestant worship service, as well as during other special events throughout the year.

Orientation: Throughout the year JCI staff gives an overview of the Chapel services and programs to all new inmates arriving in X-Building. We only keep track of how many inmates attended orientation and filled out a religious preference form.

Personal Contact with Chaplains: The Chaplains are available for one-to-one counseling with inmates for spiritual or personal issues. Inmates contact the Chaplains first through the Interview/Information Request procedure, and are then called to the Chapel for the meeting. The Chaplains personally met with inmates a total of 753 times that were recorded throughout the year.

Prison Fellowship Angel Tree Program: Prison Fellowship offered their annual 'Angel Tree' program to inmates at JCI in September of 2004. This program allows inmates to sign up to have Christmas gifts sent to their child or children, similar to the Salvation Army 'Toy Project' except the children do not have to be on the inmates' visiting list. 146 inmates successfully submitted applications to the Prison Fellowship Angel Tree Program.

Salvation Army Toy Project: The Salvation Army organization offered their annual 'Toy Project' program to inmates at JCI in October of 2004. This program allows inmates to fill out an application and select a specific toy that will be sent to their child or children for Christmas at no charge to the inmate. Some requirements were that the children had to be the inmates' natural, step, or adopted children, and the children had to be on the inmates' official institution visiting list. 75 inmates successfully submitted applications to the Salvation Army Toy Project.

Special Events and Activities: Throughout the year 'Prison Fellowship' organizes various seminars through the Chapel that are designed to help inmates learn new life skills and to better understand their responsibilities in society. Most of these activities are Christian based, but inmates do not need to be Christian in order to attend. The 'Prison Fellowship' volunteers who facilitate the seminars determine what the topic of the seminars will be. Total attendance to all Prison Fellowship seminars throughout the year was 227. This included 2 Prison Fellowship Life Plan seminars for inmates within one-year of their expected release date, 1 Prison Fellowship Marriage seminar open only to those inmates who were married and whose spouses were also able to attend, and 3 Prison Fellowship In-Prison seminars which was open to all inmates.

Total Volunteer Hours: Volunteer participation in all of the services offered to inmates by the JCI Chapel is essential. All volunteers must be approved before coming in to the institution, and long-term volunteers go through an 'orientation' process with one of the Chaplain's before facilitating any service. This year 159 volunteers logged a total of 1,497 hours.

LIBRARY: The JCI Library provides library service for staff and approximately 1,000 offenders. For calendar year 2005, the library checked out 77,770 materials to patrons and had 38,638 visits to the

library by offenders. 276 Interlibrary loan books lent out to other libraries and 151 books were borrowed from other libraries within Wisconsin.

Library ProLiteracy America Tutor Training (PLATT) offers tutoring services for students enrolled in school and also for inmates in general population who wish to improve their math, reading, or writing skills. The JCI librarian/teachers train inmate tutors. Staff provided thirty hours of training to inmate tutors under PLATT. The PLATT tutor-training program provides training for approximately three tutors on the Quarry housing unit, three in school classrooms, and eight tutors employed by the library. Teachers refer adult basic education inmates to the tutor program where one-on-one tutor/student learning occurs.

Fathers with Books program was offered JCI inmates with children ages from preschool to grade five. This program offers ten hours of classroom instruction on storytelling skills and choosing age appropriate literature. The philosophy of Fathers with Books is based on bonding and memory building with one's father even though he may be away from home. It is the intent of the program to continue the expression of family love through book sharing during family visits and through videotaping the father reading storybooks. Positive memories and enhanced family literacy are the direct outcome of program participation.

EDUCATION

Northwoods School Mission: Interaction with our students will reduce illiteracy, encourage employability, create lifelong learners and productive members of our society, within a safe, positive and compassionate environment.

The primary goals for education programming at JCI are:

- To reduce illiteracy
- To provide opportunities for the completion of High School Equivalency Diploma
- To provide relevant vocational training

Instructional programming utilizes curriculum for the development of an individual's competencies and can best be described as "open entry/open exit." During this reporting period there were 84 HSED graduates and 28 Vocational graduates.

WORKFORCE CONNECTION PARTNERSHIP: Jackson Correctional Institution has a special project in operation to provide transitioning assistance to offenders being released. As such we are partnering with Workforce Connections, Inc. Participants meet with the case manager on a minimum of a monthly basis to assess additional barriers to successful reintegration upon release. Upon release participants become eligible for assistance in the form of vouchers for items such as bus passes, rent assistance, educational assistance and other financial assistance to promote self-sufficiency. Participants are required to attend their local job center weekly and maintain contact with the case manager at JCI until goals of their Individual Plan are accomplished. Networks and contacts have been established in most areas of the state with the Job Centers, Human Services, employers, and local vendors to provide comprehensive services. Once an individual secures unsubsidized employment they remain eligible for assistance for up to one year.

ACADEMICS

- Academic programs are composed of three levels of Adult Basic Education (ABE).
- Basic Reading and Math Grade Levels: 0.0 - 5.9
- Intermediate Reading and Math Grade Levels: 6.0 - 8.9
- High School Equivalency (HSED) Grade Levels: 9.0 - 12.9

A variety of educational delivery methods are used to target the adult learner. Methodology includes individual, small group, lecture, videotape, and computer based instruction.

All academic instructors are certified through the Wisconsin Technical College System to teach in their appropriate program areas. JCI is an official General Education Diploma (GED) Testing Center. Each teacher is assigned a housing unit to serve as an education liaison and to provide classes where applicable. Classes include academic, personal growth, and living skills.

VOCATIONAL PROGRAMMING at JCI is certified through Western Wisconsin Technical College (WWTC). Two six-month vocational certification programs are provided: Food Production Specialist and Office Computer Applications Specialist. Credits obtained at JCI and through WWTC can be applied toward further degree training upon release. Further training can be obtained at any of the Wisconsin Technical Colleges.

EDUCATIONAL GUIDANCE AND COUNSELING are available to all inmates. In addition to school guidance and counseling, the guidance counselor's office provides a number of other functions. These include:

- Test and schedule students into appropriate level courses that meet their program needs
- Administer GED testing on a weekly basis as well as interpretation of these scores
- Orient new inmates at JCI
- Review approximately fifty new educational files per week with proper determination of school needs
- Maintain a school database allowing for easier access of student data

INMATE COMPLAINTS: The Inmate Complaint Review System (ICRS) is established pursuant to Wisconsin Administrative Code DOC 310. The ICRS affords JCI inmates a process by which grievances may be addressed. The Institution Complaint Examiner (ICE), under the supervision of the Warden, investigations concerns regarding rules, living conditions and staff actions affecting institution living. Inmates and staff have the opportunity to review and better understand correctional policy and to correct any errors or deficiencies.

The following statistics reflect the types of complaints and their resolution:

| Complaints Received per Housing Unit: | | |
|---------------------------------------|------|---------|
| Granton | 321 | 17.01% |
| Melrose | 344 | 18.23% |
| Neillsville | 355 | 18.81% |
| Oxbow | 261 | 13.83% |
| Quarry | 294 | 15.58% |
| X-Building (Barracks) | 312 | 16.53% |
| Total | 1887 | 100.00% |

| Complaints Processed: | | Complaints Processed: | |
|--|-------------------|---------------------------------------|-------------------|
| <i>Department</i> | <i>Complaints</i> | <i>Department</i> | <i>Complaints</i> |
| BCE (Bureau Of Correctional Enterprises) | 5 | Classification | 21 |
| Correspondence & Publication | 191 | Discipline | 99 |
| Discrimination | 0 | Food | 25 |
| Breach of Conf. Health Information | 3 | ICRS (Inmate Complaint Review System) | 29 |
| Inmate Accounts | 71 | Medical | 453 |
| Parole | 3 | Personal Physical Conditions | 108 |
| Personal Property | 351 | Religion | 7 |
| Rules | 102 | Staff | 150 |
| Visiting | 41 | <u>Work & School Programs</u> | <u>44</u> |
| Other | 184 | Total # of Complaints Processed: | 1887 |

| Method Of Disposition Summary: | Qtr 3 – '05 | Qtr 4 – '05 | Qtr 1- '06 | Qtr 2 – '06 |
|--|-------------|-------------|------------|-------------|
| Affirmed | 55 | 76 | 73 | 51 |
| Affirmed With Modification | 5 | 3 | 1 | 1 |
| Dismissed | 273 | 285 | 262 | 281 |
| Dismissed With Modification | 18 | 11 | 10 | 17 |
| Rejected, Withdrawn or Informally Resolved | 118 | 98 | 97 | 142 |

BUREAU OF OFFENDER CLASSIFICATION AND MOVEMENT: Staffed by one full-time Classification Specialist and one full-time Program Assistant - 3, this office reviews the security classification, program needs and institution placement of inmates while regulating risk levels amongst the community, other inmates and staff. The Classification Committee is required to review cases every twelve months, unless a special review is deemed appropriate.

The following statistics show the types and amount of Program Review actions taken in FY05:

| | | | |
|-------------------------------|-----|-----------------------|-----|
| Scheduled Hearing | 907 | Program Changes | 49 |
| Appearances at hearings | 901 | Early Recalls..... | 165 |
| Waivers of hearings | 220 | | |

OFFENDER RECORDS OFFICE

The JCI Records Office is responsible for reporting the official institution inmate population count, the coordination of inmate transfers, maintenance of inmate social service and legal files; authorization and processing of inmate releases; and the scheduling and coordinating of inmate parole consideration hearings.

Records Office staff, composed of an Offender Records Supervisor 1, an Offender Records Assistant 3 and two Offender Records Assistant 2's, are accountable for the processing, accuracy, integrity, and movement of all inmate records. Staff perform sentence calculations to establish maximum discharge, mandatory release, extended supervision, and parole eligibility dates; verify legal documents; record and track on disciplinary status; schedule and monitor inmate file reviews; provide notary services to staff and inmates; schedule inmate court appearances; serve legal papers and detainers on offenders; schedule inmate court and attorney calls; and respond to inquiries from staff, inmates and the general public.

The Offender Records Supervisor serves as Legal Assistance for Incarcerated Persons (LAIP) and End of Confinement Review Board (ECRB) liaison; responds to Open Records Requests; and serves as an Institution Records Custodian.

Accomplishments:

- Calculated 192 sentence computations for new sentences, amended judgments and revocations.
- Coordinated 1009 inmate transfers out of JCI.
- Coordinated 1327 inmate transfers in to JCI.
- Processed 354 releases.
- Scheduled 354 parole hearings.
- Coordinated 225 off-grounds court trips.
- Scheduled and facilitated 114 attorney and professional visits.
- Scheduled and facilitated 120 LAIP visits and phone calls.
- Scheduled and facilitated 158 court calls and 382 attorney/professional phone calls.
- Provided notary services to inmates twice a week.
- Facilitated 14 Social Security Administration phone calls and visits.
- Scheduled and facilitated 17 video court hearings.
- Completed 97 Verification of Time Served documents for inmates applying for ss 973.195 petitions to the courts.
- Processed 44 Alternative to Revocation inmates into JCI and released 32.
- Scheduled and monitored 456 inmate file reviews.

BADGER STATE INDUSTRIES (BSI)

Badger State Industries employs approximately forty-five to fifty inmates in Textile production and Computer Demanufacturing. Workers wages begin at \$.20 an hour with the capability of earning up to a \$1.00.

The Textile workers started production in 1986. Seven to ten inmates are employed. Orders are processed from DAI and DHFS facilities.

The Computer Demanufacturing Shop opened in 2000 and employs thirty-five to forty inmate workers. Monitors are tested and sent to Taycheedah where they are combined with other units to be distributed to non-profit organizations. All parts of unusable computer equipment are recycled.

PROGRAM SERVICES

Accomplishments:

- Inmate workers from the Community Service Program repaired 75 tents for the Tomahawk area branch of the Boy Scouts of America and 90 tents for the Phillipp Scout Reservation.
- The inmates that work in the Community Service Program made 150 teddy bears that were donated to the following organizations: Project Christmas, Shoe Box Mission, Bolten Refuge, Bears That Care, the local Boys and Girls Club, Trempeleau Co. Sheriffs Dept., Black River Falls Social Services and local nursing homes.
- Teddy Bears, baby quilts, afghans and ceramic projects were donated to various silent auctions held throughout the state.
- Crocheted hats, scarves, handbags and blankets were donated to Project Christmas, and Bolten House in Jackson and Eau Claire County.
- Inmate workers that work in the Community Service Program separated and boxed all the supplies that were donated by the community, JCI inmates and staff from the school supply drive.
- The 6th annual Transition Fair was held. The fair offered the opportunity for inmates to gather pre-release information and prepare themselves with options for their release. There were 18 agencies that participated. There was a record 375 offenders that attended the fair.
- The Veteran's Group sponsored a school supply drive in which inmates raised over \$1000.00 in cash and supplies for Jackson County schools.
- An inmate volunteered his time to crochet two prayer blankets that were donated to a local church.
- The Jackson Veterans Organization donated money for the purchase of building material for two picnic tables to be made by the Maintenance Dept. and donated to the Jackson County Veterans Park in Black River Falls.
- Pop tabs were collected from each housing unit and donated to Ronald McDonald House.

Goals:

- Coordinate inmate fundraisers that aid in the support of non-profit community organizations.
- Provide information to inmates that will assist them upon their release.
- Increase the number of inmates participating in the crochet program. We are looking at having paid positions.
- Increase the number of charities on the list of organizations that we donate to.
- Offer pre release workshops where inmates can work on resumes, interview skills and preparation for their release into the community.
- Have CCEP come to the institution quarterly or monthly.
- Another goal would be to have Mum Urban Ministry come to the institution and do a simulation for offenders and staff. During the simulation, you take on the identity of a parolee just released from

prison, and try to accomplish all the tasks facing returning prisoners in their first month back in the community.

- Arrange for a motivational speaker to visit JCI and present positive alternatives to crime with options on how to make a positive change in their lives.
- Offer a CPR class to inmates that are close to release date.
- Offer a Job Fair that will provide the opportunity for inmates to gather information on what jobs are available to them upon release.
- Update policies.

RECREATION: The Recreation staff members strive to provide a multitude of opportunities to the inmates. Some of the opportunities include making a hobby project, receiving music instructions on how to play an instrument or to play an instrument in a band. A proposal is in the works to add vocal instructions for the inmates. Crocheting and knitting instructions are also offered. The Recreation Department continues to organize leagues for summer softball, volleyball, basketball and horseshoes as well as winter leagues for volleyball, basketball, ping-pong, and handball. JCI has established a traveling trophy for the winner of basketball (winter), softball,(summer) and volleyball (winter) leagues. The winners display the trophies on their unit for the entire year. There are nine indoor and outdoor recreation periods each day at which time they may check out recreation equipment or lift weights. Inmates attend recreation when their assigned housing unit is scheduled to attend. On an average there are fifty inmates that participate in the gym each period.

In addition to the regular recreation periods offered, the Recreation Department also has submitted proposals for Brother Bob and Sports Ministry groups to come into the institution and play a game of softball, volleyball or basketball with the inmates. Any funds raised from these events are donated to a non-profit organization. These events are very important to the inmates and they enjoy having the opportunity to participate in these events.

MELROSE HOUSING UNIT: The Melrose Unit is a 104 cell unit which routinely provides housing for 202 inmates (maximum capacity). JCI's inmate workers from Maintenance, Recreation, Badger State Industries and Unit workers are housed on Melrose. The unit currently employs forty-one inmates to perform many basic unit operations to include janitorial, food service, laundry and unit librarians. Involuntary unassigned inmates are often asked to assist with maintaining the sanitary standards of the unit. This helps to develop a positive work ethic and develops a variety of work skills. Staff interacts with the inmates to provide a role model for responsible behavior and appropriate decision making skills. Staff also counsel inmates on a variety of issues including the positive and negative consequences of their behavior.

Victim Impact Program: The Victim Impact Program (VIP) is a twelve to sixteen-week program that exposes inmates to the impact and consequences of a variety of crimes, victim awareness, victim empathy and victim services. It allows participants the opportunity to gain an in depth knowledge of the impact of their specific criminal behavior, and crime in general, on its victims.

The program was adopted from the California Youth Authority and is based on the principles of Restorative Justice. Restorative Justice does not focus solely on the concept of punishment but also on restoring the harms created by crime. The goals of this program include:

- Accept responsibility of all criminal actions
- To be accountable to the consequences of their behavior
- Understand the impact of crime on victims
- Explore their tendency to depersonalize victims
- Become aware of the short and long-term impact of crime and victimization
- Develop or increase their level of victim empathy
- Contribute to communities in a way that will prevent future victimization

The course opens with inmate introducing themselves to the group and detailing for the group the crime(s) they are currently incarcerated for. The training manual begins with property crimes and moves through various crimes, with homicide as the final chapter. Crimes covered include:

- property crime
- drugs and society
- violent crime
- hate crimes
- domestic violence
- crimes against the elderly
- child maltreatment
- gang violence
- assault
- sexual assault
- robbery
- drunk driving death and injury, and homicide

Although each chapter is crime specific, there are common themes for each chapter that reinforce moral reasoning; thinking before committing any crime and victim empathy.

Research has shown that attitudes do not change unless both thinking and feelings are involved. This curriculum and presentation style not only offers information but aims to involve inmates at a personal feeling level. Facilitators strive to have the inmates 'feel' the message. This includes personalizing examples by using specific inmate cases or details of their crime, role play, videos of victims discussing the impact of crime on their life and guest speakers, usually survivors, who can openly discuss the impact of crime on their life face-to-face with inmate participants.

At the end of the program inmates are asked to complete decision chains regarding their crime and complete a report/presentation detailing the impact (emotional, physical and financial) of their crime on the victims and the community. They are also asked to address their thoughts on how the program has impacted them and what they can do to contribute to restoring justice to their victims and community. The group works collaboratively to develop a fundraiser activity with proceeds be donated to a local non-profit organization.

NEILLSVILLE HOUSING UNIT: The Neillsville housing unit has a daily population of 202 inmates. The unit houses inmates who have Alcohol and other Drug Abuse (AODA) program needs and Cognitive Interventions Program (CGIP) needs. It also houses all main kitchen workers. The mission of the unit is to provide programming that can enable an inmate to successfully re-enter the community.

The social workers provide daily instruction for the AODA and CGIP programs in addition to managing a full caseload of inmates.

The *New Beginnings AODA program* is a 16-week program. Participants are enrolled full-time and meet for six hours each day. The topics include cognitive process, AODA education and relapse prevention. Other modules on Anger management, domestic violence, stress management, and communication are included during the 16-weeks. 122 inmates participated in the program during FY05.

AODA Program Statistics based on FY05 Enrollment:

29.....Still enrolled in program at close of FY0 (06/30/05)
24.....Terminated - Disciplinary
10.....Withdrew (i.e. dropped out or quit)
59.....Completed the program
122.....Total Enrollment (Maximum enrollment per program is 32)

The Cognitive Interventions Program (CGIP) is a 10-12 week long program that meets twice a week for two hours each time. The program is based on the CGIP program developed by the DOC. There were 4-four groups that began on Neillsville in FY05.

Challenges:

- Continued unit programming for an increasing population and the unassigned inmates
 - Create activities and programs for idle inmates on the unit
 - Increase jobs on the unit
 - Decrease the number of withdrawals from the program.
 - Increase the AODA group success rate.
-

OXBOW HOUSING UNIT: The Oxbow Housing Unit contains ninety-eight double occupancy and six single occupancy rooms. The unit is a wet cell unit, which provides the capacity for better control of inmate movement than the other general population housing units at Jackson Correctional Institution. The unit houses offenders who are in Program Segregation/Disciplinary Separation Step 2 and 3 status, as well as general population offenders.

Program segregation/disciplinary separation inmates are transferred to Oxbow from the Granton segregation unit when they have met the criteria for segregation Step 2. The inmates in segregation programming in Oxbow get the opportunity for daily release from their cells and expanded privileges regarding allowable property as long as their behavior is appropriate. Outdoor recreation is also available in restricted quantity.

During FY04/05, Oxbow Unit and Jackson Correctional Institution experienced a growth in populace of offenders requiring increased medical attention. Oxbow Unit in association with the Health Services Unit provide the necessary housing, services and assistance to ensure that the increasing needs of these unique inmates are met. The unit's wet cell design coupled with the staff's ability to deal with the diverse and challenging situations presented affords more infirmed inmates the opportunity to maintain their individual dignity and enables them to feel like the special people they are.

Oxbow unit staff continued offering the Cognitive Interventions Program to inmates in general population status on Oxbow. The group emphasizes the importance of making positive decisions and thinking about those choices prior to making poor decisions.

Accomplishments

- Managed an increasing population of geriatric and medically challenged inmates
- Involvement in the creation of the JCI Reality Program
- Provided Cognitive Intervention Program in Oxbow

Challenges

- Provide avenues for successful reintegration to society for inmates.
- Develop additional programs to influence inmates toward successful reentry into the community and decrease inmate idleness.
- Manage the ever-changing dynamics of the incoming inmate population.
- Increase and maintain professionalism in when dealing with difficult individuals.
- Develop a positive work environment for staff to excel in.
- Fortify the 4 Ps. Protect public, staff and inmates, provide an environment conducive to change and improvement for the inmate.

QUARRY HOUSING UNIT: The Quarry Unit is a 202 bed general population housing unit with the primary focus being education. This unit houses most of the full and part time students attending Adult Basic Education classes, High School Equivalency Diploma classes and vocational training classes.

Unit activities are centered on continued educational opportunities. Trained Literacy Volunteers of America (LVA) inmate tutors work one-on-one with inmates, as well, as holding group tutoring sessions on a nightly basis. Quiet times are enforced to enhance the learning capabilities of the students.

Accomplishments:

- Facilitated unit based Cognitive Interventions Program groups
- Increased the availability and use of tutors for Adult Basic Education and English as a Second Language (ESL) classes

X BUILDING – BARRACKS: X Building is a 152-bed barracks style housing unit that serves as the reception and orientation unit for all inmates arriving at Jackson Correctional Institution. The Barracks temporarily houses minimum-security inmates waiting transfer to a northern center and any Division of Community Corrections sanctioned inmates. It also houses the medium security inmates who are assigned to JCI awaiting bed space on one of the four general population housing units (Melrose, Neillsville, Oxbow or Quarry). Inmates are identified by their assessment and evaluation need and subsequently placed in the corresponding housing unit (i.e.-AODA need Neillsville, Education – Quarry). Additional information is relied upon should a special need arise requiring a single cell, wet cell thereby restricting movement to the Oxbow Housing Unit. During the first week on the unit, inmates participate in the institution's New Inmate Orientation Program.

Accomplishments:

- A total of 1900 inmates were transferred into the unit during the year. This translates statistically to, on average, six new inmates moving into the unit and six inmates out of the unit each and every day of the year. This also means that, on average, a complete turnover of the unit's population occurs every twenty-five days.
- The unit has maintained an effective working relationship with other DOC facilities while operating as the northern transportation hub for inmates transferring to and from Community Corrections Centers.
- The unit also houses inmates who are awaiting review for Alternate To Revocation (ATR) medical assessment to determine appropriateness for placement at one of the two Challenge Incarceration Programs (CIP-Bootcamp).

Challenges:

- Manage the ever-changing dynamics of the incoming inmate population.
- Increase and maintain professionalism in dealing with difficult individuals.
- Provide avenues for successful reintegration to society for inmates.
- Develop a positive work environment for staff to excel in.
- Develop additional programs to impact inmate idleness.