



# **FISCAL YEAR 2006 ANNUAL REPORT**

**COLUMBIA CORRECTIONAL INSTITUTION  
PORTAGE, WISCONSIN**



Department of Corrections

# STATE OF WISCONSIN GOVERNOR JIM DOYLE

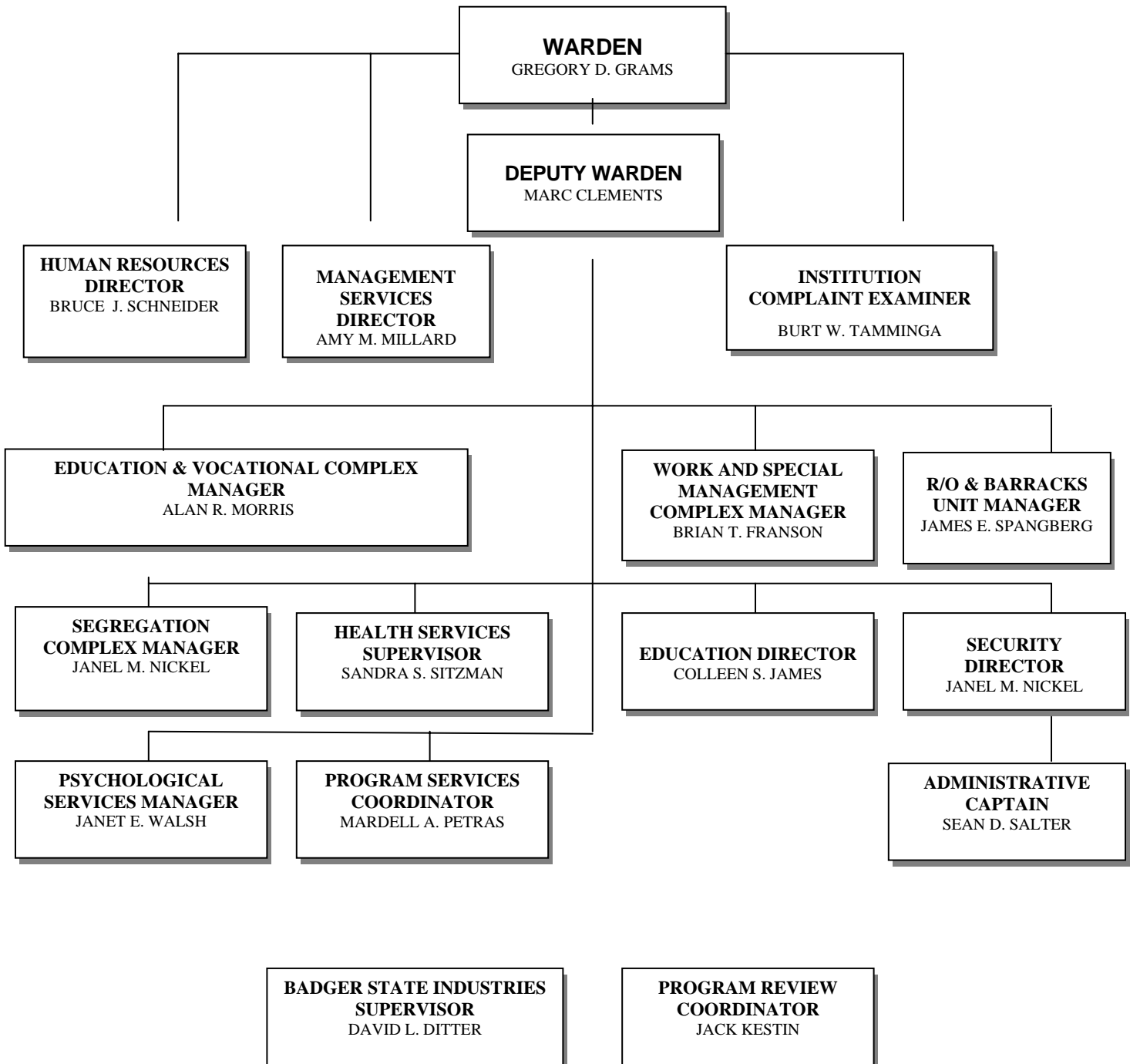


Department of Corrections Division of Adult Institutions  
Matthew J. Frank, Secretary  
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## COLUMBIA CORRECTIONAL INSTITUTION

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Organization Chart as of June 30, 2006



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### *Message from the Warden...*

Fiscal year 2006, which started on July 1, 2005 and ended on June 30, 2006, proved to again be a period of change and challenge at Columbia Correctional Institution (CCI). Ongoing staff turnover at all organizational levels and position eliminations through the State budgeting process were a major challenge to the desired consistency and stability needed to manage an 840 bed maximum security correctional institution.

CCI was impacted by the elimination of a handful of positions through the budget process, including our purchasing agent, security staff positions, and one of our unit supervisor positions. We filled several vacancies during the year, including six new security supervisors, an inmate complaint examiner, a management services director, two new unit supervisors, a psychologist, two social workers, a health services unit manager, several support positions, and several security staff at the officer and sergeant levels. Robert Humphreys, Deputy Warden since May 2005, was named Warden of the Racine Correctional Institution during December 2005. Marc Clements was then hired to fill our Deputy Warden vacancy in March 2006. Finally, I spent four months from late January through mid-May 2006 as the acting warden at the New Lisbon Correctional Institution in addition to the ongoing responsibilities at CCI.

Despite these challenging times created by the position turnover and reductions during 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. We cooperatively worked on possible solutions to the problems of sergeant vacancies, excessive overtime requirements, and ordered overtime. We also negotiated and signed a new local agreement with Local 3394 during this fiscal year.

Several other events of note occurred during this fiscal year and should be recognized for their impact on our operations:

We announced the DOC Tobacco-Free initiative during October 2005 and all CCI grounds officially went tobacco free on May 1, 2006. Implementation planning was finalized and tobacco cessation classes for staff and inmates were held during the seven month phase-in of this new policy.

We implemented a healthy eating initiative, along with all other Wisconsin DOC institutions, during January 2006. An emphasis on aligning with new national dietary standards for all Americans, including menu changes and healthier preparation methods, became a part of this New Year's resolution to improve our eating habits at CCI.

Our perimeter fence security was greatly enhanced by the installation of a modern detection system. Stun technology is a feature of the new system.

CCI celebrated 20 years of outstanding service to the citizens of the State of Wisconsin by holding an Open House for the families and friends of our staff. The activity was well attended and brochures commemorating our first 20 years of operation were compiled and handed out to all attendees.

The Second Annual CCI Golf Outing/Fund Raiser was held in August, 2005, at the Saddle Ridge Golf Course in Portage with over \$2,155 raised and donated to the Columbia County Humane Society. This event again drew together staff from all areas of the institution with the common goal of raising funds for this worthwhile local charitable organization.

Inmate program enhancements included the start up of a Special Management Unit recreation therapy group in conjunction with a local mental health support organization (Northwood's, Inc.), the on-site training of several staff to deliver Moral Reconciliation Therapy programming to inmates, and an upgrade and conversion of our Library collection database to improve services to inmate patrons.

Enclosed is our annual report for Fiscal Year 2006, 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 team of staff that strive to reach that goal year in and year out.

*Gregory D. Grams*  
*June 18, 2007*

## **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. The Barracks-style housing unit (constructed in 1997) provides temporary housing for up to 150 minimum- and medium-security inmates, including a 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. A 13-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 thorough 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 2006  
07/01/05 – 06/30/06***

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: \$22,691,637

Amount of Money Collected from Inmates

for:	Court Ordered	\$ 9,016.58
	Inst. Restitution	\$ 4,365.76
	Child Support	\$ 11,716.27
	Victim/Witness	
	VWSA	\$ 9,611.39
	VWSB	\$ 3,719.48
	Medical Co-Pay	\$ 7,995.00

Inmate Participation and Completion:

Education/Vocational 165 students participate weekly in academic programming, and 75 students can be accommodated weekly in vocational programs.

ESL 20 students  
GED 142 graduates  
HSED 82 graduates  
Custodial 15 graduates  
Building Services 20 graduates  
Printing 15 graduates  
Pro-Literacy 18 tutors trained and utilized

Work

247 inmates employed within the institution  
60 inmates in Special Management programming  
24 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

10 inmates attended the North Woods SMU treatment program

No Facilitators - CGIP

## SIGNIFICANT EVENTS OF FY 2006

### July 2005

- LaCrosse TV station filmed a presentation on the CCI Eyeglass Project for rebroadcast.
- Several high heat index days; recreation held inside or cancelled.
- Burt Tamminga transferred to the Institution Complaint Examiner position.
- Tutor graduation ceremony held.

### August 2005

- One of our four Unit Manager Positions was eliminated; will require staff duty changes.
- Three staff members on military leave to Iraq.
- 2<sup>nd</sup> Annual CCI Golf Fund Raiser held with over \$2,155 raised and donated to the Columbia County Humane Society.
- DOC Psychological Interns toured CCI.
- Amy Millard promoted to Correctional Management Services Director. David E. Berkebill demoted to Supervising Officer 1 from Mendota Mental Health Institute.
- New meal trays were ordered for the housing units.
- WCA cancelled Attorney Winstrom's office hours at CCI.

### September 2005

- Health and Safety Committee invited guest speaker from UW Medical School regarding tools available to help quit smoking.
- Brett Sutton finalized food service survey and it was distributed to all staff and inmates.
- Several staff attended IMS training at KMCI.
- Purchasing Agent position eliminated.
- David M. Lipinski promoted to Supervising Officer 1 and Edward C. Quebbeman transferred from RCI as a Supervising Officer 2.
- FBI presentation held at CCI regarding terrorism and religious issues in correctional institutions.

### October 2005

- WCA Attorney Winstrom met with staff regarding inmate Strenke.
- Number of inmates with new tattoos found on the Education Complex. Tattoo guns found in the Education Complex.
- Federal Court law interns toured the institution.
- Social Worker transferred to WCI; also did the GED/HSED testing.
- Brian Franson transferred to CCI as a Corrections Unit Supervisor. Letitia Ley transferred from WCI as Psychologist Associate and Joanne G. Lind promoted to the position of Supervising Officer 1.
- Announced DOC Tobacco-Free initiative. CCI will come into compliance with directive on May 1, 2006.

### November 2005

- Mark Terpening was certified for GED/HSED testing. Testing resumed November 11<sup>th</sup>.
- Chad Keller promoted to Supervising Officer 1 from RGCI.

- Christine Procknow transferred as Social Worker Corrections-C, Education Complex.
- Sandra Sitzman transferred to CCI as Nursing Supervisor.
- Home-made intoxicants and tattoo gun found on Voc Complex.
- DOC ADA committee members toured institution.
- BSI Print Shop down-graded inmate pay scale and changed hours.
- Theft from canteen by canteen workers discovered.
- Volunteer training conducted.
- Envelope-stamping pilot project in Barracks expanded to all units.

### **December 2005**

1. Annual Holiday Concert held.
2. Update of Library database and inventory for new computerized library began.
3. Annual Health & Safety inspections completed.
4. Management and Labor met to discuss options to address overtime/ordering issues.
5. Deputy Warden Humphreys accepted Warden Position at RCI.
6. Healthy eating initiatives announced and will start implementing in January.
7. Several staff attended IMS training in Madison.

### **January 2006**

- Shakedown of Maintenance area conducted. No major contraband located.
- IMS table-top exercise conducted.
- Tobacco-Free Implementation Plan distributed to staff and inmates.
- Barracks Social Worker resigned from state service.
- School enrollment deficit getting worse.
- MATC personnel reviewed Communications class curriculum.
- New state law allowing up to 2 ounces sacramental wine effective January 6; policy changes completed.
- Update of Library database and inventory 98% completed; only 15 books not returned.
- Local negotiations ended with a tentative agreement; membership will vote in February.
- Warden Grams appointed Acting Warden at NLCI.
- Community Relations Board meeting held.

### **February 2006**

- Unit Manager on administrative leave pending investigation.
- Developed list of inmates for trade with WCI to increase school enrollment.
- Deanna Thein from Central Office named acting supervisor for School during medical leave of Colleen James.
- Tutor graduation held.
- Northwoods, Inc. co-facilitated a SMU Recreational Therapy Group with PSU staff.
- Education and Vocational Complexes supervision re-assigned.

### **March 2006**

- Marc W. Clements promoted from WCI Security Director to the Deputy Warden position.
- Pilot project on Vocational Complex to reduce number of portion cups used per meal.

- Tobacco cessation classes started for inmates by complex assignment.
- Education Department graduation ceremony held for HSED and Vocational Program graduates.
- Education Department Master Schedule revised and implemented.
- Moral Reconciliation Therapy training completed by 13 staff.
- Sergeant vacancies continue; currently 12 vacancies.

#### **April 2006**

- Unit Manager vacancy.
- Institution Tornado Drill conducted.
- Annual Judicial Education tour conducted.
- Annual Emergency Government meeting held at CCI.
- Staff Wellness Fair held.
- Security Secretary and Security Program Assistant positions filled.
- Sheryll Anderson transferred as Barracks Social Worker Corrections-B.
- Barracks hot water heater needed replacement; temporary arrangements made to allow inmates to shower pending replacement.
- Ceremony held to acknowledge SMU Education students.
- Tobacco cessation classes held for interested staff.
- Annual Restorative Justice event held with 12 guests.
- Fence project started.

#### **May 2006**

- CCI became tobacco-free on May 1<sup>st</sup>.
- Employee recognition and length of service awards presented during Correctional Employee Week.
- IMS Table-Top exercise conducted.
- 20<sup>th</sup> Anniversary with Open House for family and friends held on the 13<sup>th</sup>.
- NCHC technical service survey conducted, assessing health and psychological services.
- Alan R. Morris transferred from NLCI as Unit Manager for Education and Vocational Complexes.
- Overtime issues continue due to Sergeant and Officer vacancies. Discussions continue between Management and Labor to address vacancies and overtime. Action Plan created.
- Warden Grams' temporary assignment as NLCI Acting Warden ends.

#### **June 2006**

- Education Department looking to implement College of the Air courses.
- Volunteer Appreciation Dinner held June 1<sup>st</sup>; about 40 volunteers attended.
- Captain Edward Quebbeman transferred to RCI.
- Captain Timothy Higbee transferred from NLCI to CCI as Supervising Officer 2, Training Captain.
- Local 3394 President and Vice president, Deputy Warden, and Warden attended state-wide meeting at AFSCME Council 24 headquarters in Madison.
- New local agreement signed and implemented.

## ***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 January 2006 and the budget, staff relations, and inmate reintegration were the big topics of discussion for 2005. Inmate populations and staff community relations activities 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 in 2000, \$14,400 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.

### **Badger State Industries Print Shop**

This program employs 32 inmates and four civilian staff who completed over 6,000 print jobs for the State of Wisconsin and other not-for-profit agencies or clubs. Last fiscal year, BSI grossed over \$1,100,000 in sales. Print jobs completed range from temporary license plates for the Department of Transportation, to tax forms and raffle tickets for local area clubs. Any profit generated by this agency is given back to the State general revenue fund.

### **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 26,000+ 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. Several hundred hat/mitten/scarf sets are given to these agencies.

**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 150,000 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 to the Second Harvest Food Bank, Madison, which serves 16 counties in southeast Wisconsin.

**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 1,500 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 1,000 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 program did not run in 2005-2006.*

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 two institutions to receive 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 program did not run in 2005-2006*

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 control 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 1,383 major conduct reports and 622 minor conduct reports processed. The Warden's Office acted on 330 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, 2,274 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