



# **FISCAL YEAR 2007 ANNUAL REPORT**

**COLUMBIA CORRECTIONAL INSTITUTION  
PORTAGE, WISCONSIN**



Department of Corrections

# STATE OF WISCONSIN GOVERNOR JIM DOYLE

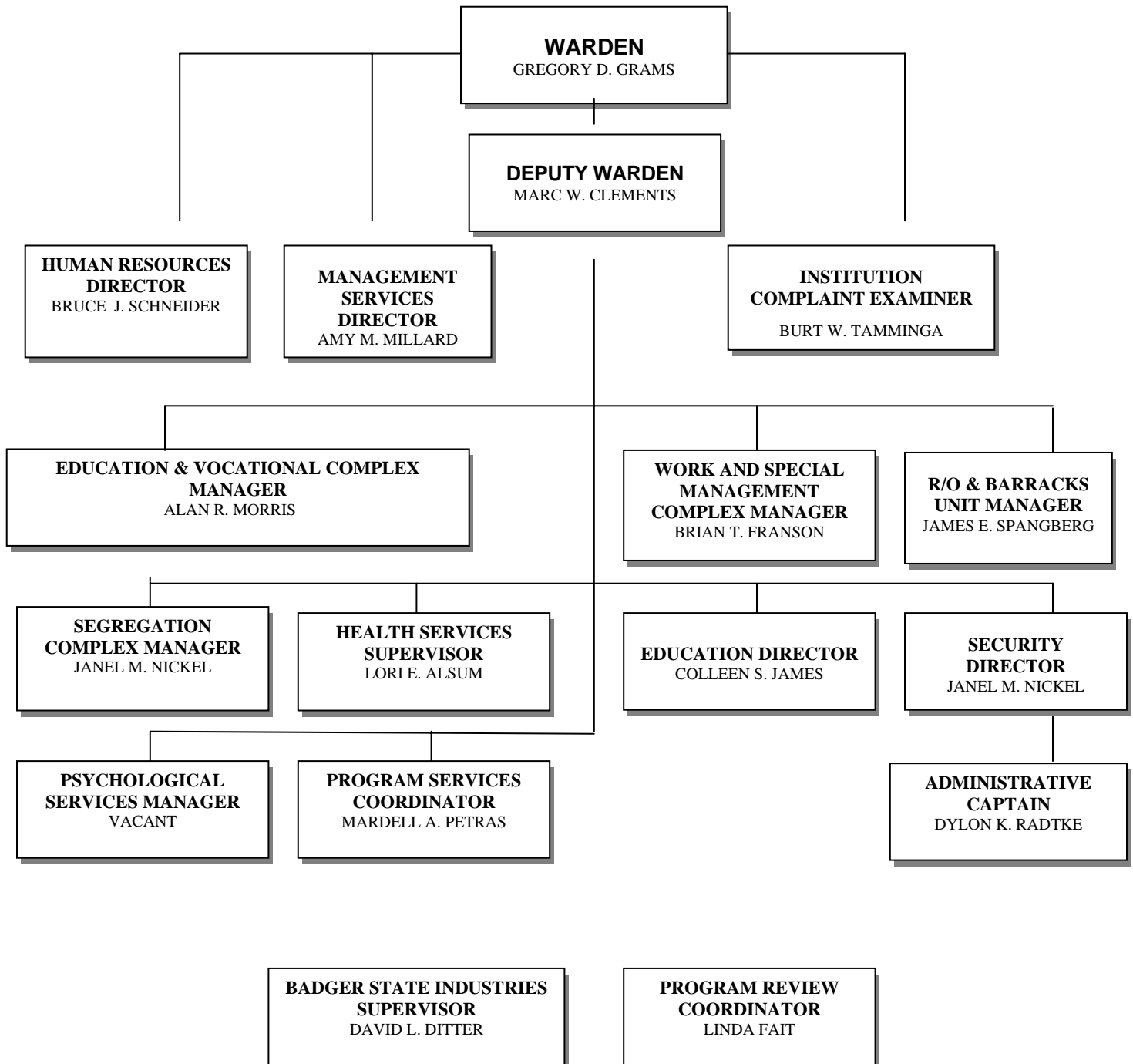


Department of Corrections Division of Adult Institutions  
Matthew J. Frank, Secretary  
Steve Casperson, Administrator

## COLUMBIA CORRECTIONAL INSTITUTION

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Organization Chart as of June 30, 2007



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### Message from the Warden...

Fiscal year 2007, which started on July 1, 2006 and ended on June 30, 2007, proved to be another period of change and challenge at Columbia Correctional Institution (CCI). Ongoing staff turnover at all organizational levels and security position vacancies were major challenges to the desired consistency and stability needed to manage an overcrowded maximum security correctional institution. Despite these challenging times and related overtime demands, 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 the vacancies, the increased overtime demands, 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. These solutions helped to stabilize our workforce situation during the last six months of this fiscal year.

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

We received a budget allocation of three new correctional officer positions, which we deployed as two additional transportation posts and a scheduling officer position on first shift.

Several staff faced serious and life threatening personal issues during this fiscal year. All staff stepped up to assist these staff and their families with impressive fund raising efforts.

Problems with our electrical back-up generator system resulted in unscheduled power outages, modified institution schedules, and temporary repairs that shut down operations periodically. No serious incidents or security breaches occurred due to the diligence of the staff.

A fire occurred on the loading dock of the kitchen after the area had closed for the day. The Portage Fire Department and CCI staff responded quickly to prevent major damage. Food service, security, & maintenance staff and inmates worked through the night and for several days to clean the smoke damaged area while maintaining sanitary food service operations.

Volunteers worked with CCI staff to establish a Restorative Justice Program, which includes an intensive three day session involving national expert Janine Geske and crime victims sharing their stories with inmate participants. The first session started in January, 2007, and ended with a recognition program in March, 2007. Inmate reviews of the program were overwhelmingly positive.

Individual units were locked down and searched in response to security concerns raised in those areas. A cell phone was found in the possession of an inmate during one of the searches. Criminal charges are pending against a former staff member as a result of this investigation.

The library was closed for a week to prepare and convert the law library from hard copies to an electronic system.

The 3rd Annual CCI Golf Tournament and Charity Fundraiser was held. Although cancellation of the golf due to weather conditions was a disappointment, the fundraising activities were a success. The event raised \$2,350 for three area charities: Columbia County Seniors Nutritional Program, Portage High School Scholarship Fund, and Columbia/Sauk Counties "Grandparents Raising Grandchildren" Support Program. We extend our thanks to the Staff Wellness Committee members and Local 3394 leaders, who worked hard to make the event successful.

Enclosed is our annual report for Fiscal Year 2007, 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 for and reach that goal year in and year out.

*Gregory D. Grams*  
*March 18, 2008*

## **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. The average population for fiscal year 2007 was 839 inmates.

***FAST FACTS***

***Fiscal year 2007  
07/01/06 – 06/30/07***

Institution Opened: May 1986  
Security Level: Maximum  
Operating Capacity: 541  
Current Population: 820 (FY 07 Average)  
Officer/Sergeant Staff: 224  
Non-security staff: 104  
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	\$ 12,956.61
	Inst. Restitution	\$ 3,421.44
	Child Support	\$ 10,463.86
	Victim/Witness	
	VWSA	\$ 9,466.62
	VWSB	\$ 3,105.03
	Medical Co-Pay	\$ 8,499.75

**Inmate Participation and Completion:**

Education/Vocational	160 students participate weekly in academic programming, and 60 students can be accommodated weekly in vocational programs.
ESL	19 students
GED	44 graduates
HSED	22 graduates
Custodial	30 graduates
Building Services	19 graduates
Printing	2 graduates
Pro-Literacy	24 tutors trained and utilized

**Work**

230 inmates employed within the institution  
70 inmates in Special Management programming  
10 inmates refused programming/work assignment

**Treatment**

49 inmates were involved in Sex Offender Treatment programming  
11 inmates completed Cognitive Interventions

26 inmates completed Anger Management

Programming

37 inmates attended the North Woods SMU treatment program

## **SIGNIFICANT EVENTS OF FY 2007**

### **July 2006**

- Heat & humidity combined causing many days of high heat indexes which also results in the cancellation of outside activities.
- Shortage of sergeant and officer positions continues to create much overtime and ordered overtime.
- Fence project completed.
- Ice machines and a combi-oven were approved using DOC food replacement funds.
- Narcotics were discovered missing; staff investigation.
- Timothy Higbee transferred to the Supervising Officer 2 (Training Captain) position.
- Doug Stoll hired as recreation leader.

### **August 2006**

- DS1 Bubble secure sally port additional funding approved.
- Human Resources Director helping out at Jackson Correctional Institution.
- Robyn Bradley transferred to the Social Worker Corrections (Education Unit) position.
- Dylon Radtke transferred to Supervising Officer 2 (Administrative Captain) position.
- Digital Video Recording system upgrade in process.
- Two Transportation and one Scheduling Officer added.
- 3<sup>rd</sup> Annual Golf outing and fundraiser rained out. Still raised \$2350 for Columbia Co Nutrition Program for Seniors, Columbia/Sauk County Grandparents Raising Grandchildren Support Group Program and Portage High School Scholarship Fund

### **September 2006**

- Northwoods Program for SMU inmates was completed.
- Softball game between CCI staff and All-star inmates. Staff won this year's game.
- Ice machines and combi-oven delivered and installed.

### **October 2006**

- A fund raiser was held by the CCI Staff Wellness Committee and Local 3394 for a staff member with a terminal illness diagnosis.
- Outside recreation was only held 6 times due to unseasonably cold month.
- Garden project completed with about 5,000 pounds of fresh vegetables donated to Madison Community Action Coalition and the Second Harvest Food Bank in Madison.

- Problems with electrical back-up generator resulting in power outages and modified institution schedules.
- Community Relations Board annual meeting held.

### **November 2006**

- WCI staff toured Institution's Community Service Projects for ideas on programs at that institution.
- Electrical problems with our back up generator continue.
- Problems with finding bed space due to DOC-wide overcrowding.
- A flu clinic for staff was held.
- Cindy Neuhauser transferred to Secretary-Confidential (Warden's Office) Position.
- Staff from Human Resources and some Health and Safety Committee members attended the annual Risk Management Conference held in Madison.

### **December 2006**

- ICS tabletop exercise for administrative staff was held.
- Jackie Carey, Warden's Secretary and Jack Kestin, Program Review Coordinator retired.
- Food Service Department had a fire on the back dock area. Portage Fire Department responded and laundry procedures modified.
- Electrical problems with back up generator were fixed during a brief lockdown to maintain safe operations.

### **January 2007**

- HSED and Vocational Program Graduation Ceremony held.
- Two staff attacks on Special Management Unit and one staff attack on HU9 by inmates. Columbia County Sheriff's Department investigated all three for criminal charges.
- Chaplain Dobbe resigned and Chaplain Dawson retired.
- Housing Unit 5 in lock down and search due to inmate being in possession of a cell phone provided by a staff member.
- CNN interview with Inmate Nathan Moore on crimes against homeless.
- Christian Radio Network interview with Inmate Perekovich.
- Office of Education purchased DVR players for all institution schools to help men with the College of the Air Program.
- Restorative Justice program initiated.
- Food Service Instructional video for new servery inmate workers completed.
- Jeffrey Jones hired in Maintenance.
- Steve Mueller, Electrician, retired.
- Linda Fait transferred from NLCI to the Program Coordinator position.
- Containment Team exercises on all three shifts.

## **February 2007**

- Wheelchair lift on HU6 not operational. Repairs completed.
- Education department participated in "Read-On" for Black History month.
- Colleen James & Bruce Schneider met with the CESA 5 group from the Columbia County Labor Forum to present a power point and information about staffing at a correctional institution for recruitment and preparation of students.
- CGIP program completion ceremony held.
- Negotiations started with Local 3394 leadership to attempt to resolve grievance filed on "No Smoking" policy.
- Two staff resigned after admitting to passing cigarettes to inmates that worked with them resulting in outside charges. One sergeant resigned admitting to passing a cell phone to an inmate resulting in outside charges.
- Three officers commended for quick action that prevented an inmate from taking his life. One officer commended for assisting a staff member during a medical emergency.
- Wisconsin Integrated Correctional System Super users selected and training scheduled.

## **March 2007**

- Brother Bob's Volunteer Group vs. CCI Inmate All-Stars basketball game held. Final score was 104-97 with Brother Bob's team winning. Money raised for CSP Fund.
- ICS Pandemic Tabletop Exercise with mutual aid partners
- New Library ACCENT catalog and circulation computer system (centralizing DOC library operations) installed.
- Labor Management with Health Services Unit Staff held for the first time in several years.
- Wheel chair lift broken for second time in 2007. Repairs completed.
- WICS cable wiring project completed.
- HU2 planned shakedown/search conducted. Contraband seized during the search were significant amounts of items above allowable property limits.
- Linda Hill transferred from NLCI to PRC Operations Associate position.
- First Restorative Justice Completion Ceremony held with outside guests attending.
- WICS will be rolled out under ICS structure.

## **April 2007**

- New fence has operational problems. Repairs completed.
- DS 1 Sally Port project is completed to address a design flaw in place since the institution opened.
- Not enough high security cells and observation/control cells for the increased mentally ill inmates in DS1.

- Inmate breached the new Accent catalog and circulation system (i.e., library central operating system). Appears it may have been accidental, BTM was notified, and discontinued connection to the central accent system pending investigation. The system remained non-functional for several days pending conclusion of investigation.
- Scott Drexel was hired for the Chaplain position.
- Mike Mittelstedt was hired for the Electrician position.
- Officer commended for intervening when a patient attacked a Madison police officer. His action saved the police officer from potentially being seriously injured during this incident at UW Hospital.
- Tornado Drill conducted.
- Staff fundraiser for staff member who lost his home due to fire.
- Inmate accountability exercise conducted on 2<sup>nd</sup> shift.
- Disturbance Control plan updated with Wisconsin Emergency Management and other support agencies in attendance.
- Restorative Justice Event held in conjunction with National Victim Rights Week.

### **May 2007**

- Length of Service Awards ceremony held with staff in conjunction with Correctional Employees' Week.
- SMU units are full. Attempting movement to make room for other SMU inmates being referred to CCI from other institutions.
- Only one barber is available for the barbershop with growing backlog of haircuts.
- A fundraiser sponsored by the Wellness Committee and the Local Union was held for an employee who has been out since October 2006 as the result of a serious car accident.
- Leo J. Campbell transferred to the Chaplain position.
- Two Scholarships were presented to Portage High School students by Officers Chris Brooks and Linda Hodgkins.
- Monthly area reports discontinued. Information to be included on climate reports.
- Sam Schneiter was named a new Assistant DAI Administrator and is CCI's oversight contact.

### **June 2007**

- Outside recreation was cancelled several days due to the heat index. Kitchen, laundry, and library areas have extreme heat issues.
- Library closed from June 25<sup>th</sup> to June 28<sup>th</sup> so that the Electronic law library could be installed. Haircut services continued on a pass basis.
- Barbershop shortage was alleviated by the conditional hiring of a barracks inmate.
- Gary Kleist started this week as a Facility Maintenance Specialist.
- Lori E. Alsum transferred to the Nursing Supervisor position.

## ***COMMUNITY RELATIONS BOARD***

The Community Relations Board is comprised of representatives from the local hospital/EMS organizations, local government agencies, District Senators and Representatives, Township representatives, and Federal Correctional Institution-Oxford. The annual meeting was held in October 2006. The topics of discussion were: the smooth transition of the institution going tobacco free earlier in the year, creation of a staff wellness committee in the past year, and institution staff received regular pay increases and market adjustments. 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 Safe Harbor Advocacy Center, Madison. 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, \$16,850 has been raised and donated.

In January – March 2007, CCI held its first Restorative Justice Program. This program consists of an intensive 16 week study by about 20 inmates on restorative justice principles including strategies for changing his life, finding meaning and balance in everyday life, conflict resolution, health, wellness and meditation, preparing a life plan, and understanding of various legal issues. There are strict behavioral requirements placed on inmate participants – any conduct reports results in removal from the program. The participants are required to show respect for each other and for each of the guest speakers and volunteers to the group. They are also required to write thank you notes to all presenters. Halfway through this program is a concentrated 3-day event led by a former Wisconsin Supreme Court Justice and includes presentations from victims of the impact/damage crimes have done to their lives.

### ***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 activities, study groups, and other programs such as Restorative Justice, 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.

### **Anger Management**

Anger Management had 20 participants complete the programming.

### **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 \$1,250,000.00 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 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. CGIP had 11 participants complete the programming.

### **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 bunting 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 for distribution to children in these stressful situations. 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.

### **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 application 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.

### **Restorative Justice**

#### **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 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 in 1986 and is an open-ended group with no beginning or completion dates. During the past year, 14 different inmates participated.

### **SMU Segregation Socialization Group**

This is a “decompression” program to allow two (2) SMU segregation inmates to get out of their cells, socialize with each other and with unit staff twice per week. Step Program issues are discussed, behavioral expectations are explained, current events are discussed, and pro-social recreation skills are practiced. The goal of this program is to enhance the mental health of SMU segregation inmates in order to reintegrate them back into the general SMU unit population.

### **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 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.

### **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 1,221 major conduct reports and 606 minor conduct reports processed. The Warden's Office acted on 276 appeals of the dispositions or findings of guilt for the conduct reports 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, 2,551 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
ICS	Incident Command 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
WICS	Wisconsin Integrated Correctional System