



# **FISCAL YEAR 2008 ANNUAL REPORT**

**COLUMBIA CORRECTIONAL INSTITUTION  
PORTAGE, WISCONSIN**



Department of Corrections

# STATE OF WISCONSIN GOVERNOR JIM DOYLE

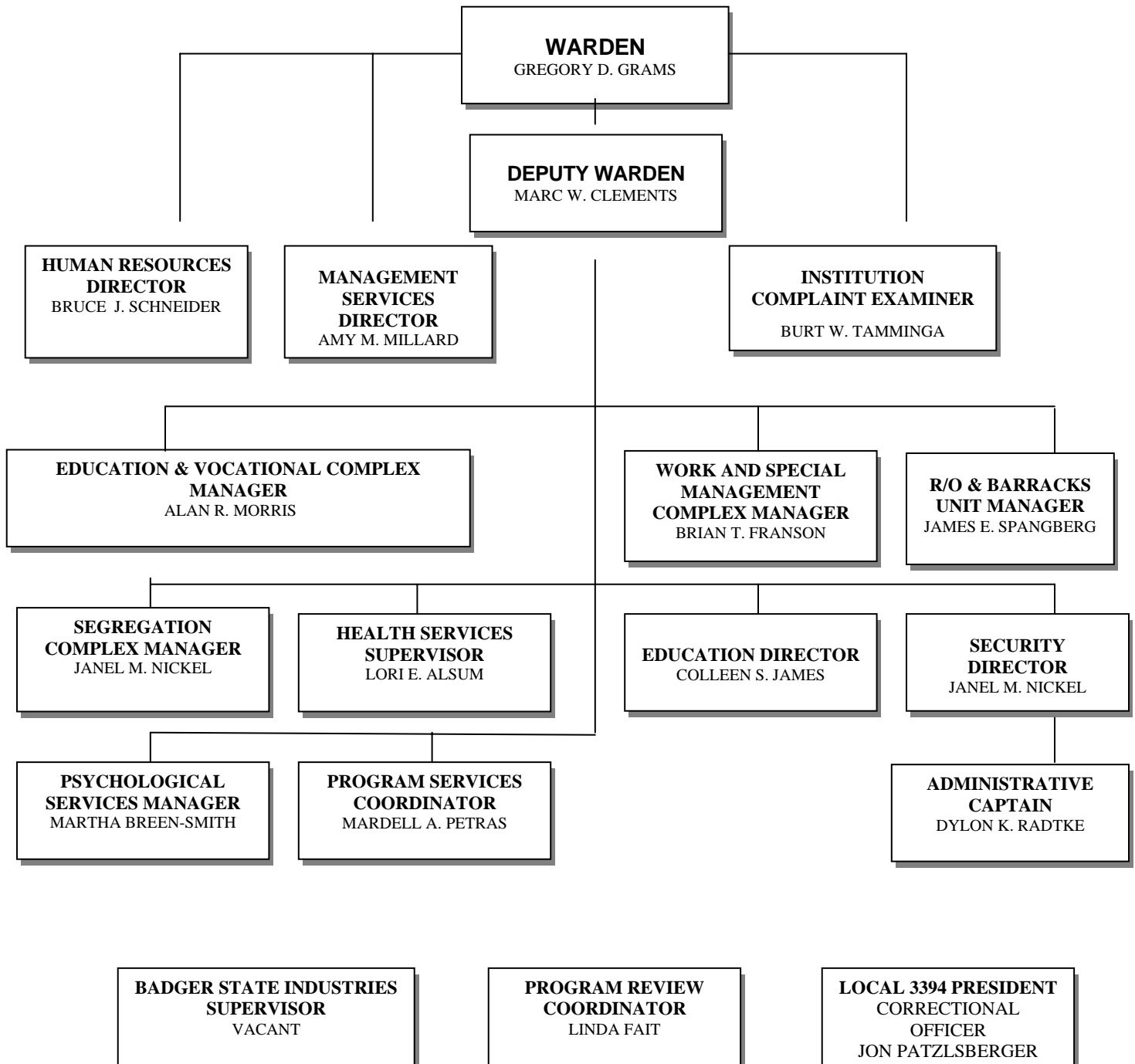


Department of Corrections Division of Adult Institutions  
Rick Raemisch, Secretary  
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## COLUMBIA CORRECTIONAL INSTITUTION

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Organization Chart as of June 30, 2008



## TABLE OF CONTENTS

MESSAGE FROM THE WARDEN	3
MISSION AND GOALS	5
INTRODUCTION	6
FAST FACTS	8
SIGNIFICANT EVENTS	10
COMMUNITY RELATIONS BOARD	14
RESTORATIVE JUSTICE	14
INSTITUTION VOLUNTEERS	14
PROGRAMS	15
CONDUCT REPORTS AND COMPLAINTS	19
ACRONYMS	20

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

Fiscal year 2008, which started on July 1, 2007 and ended on June 30, 2008, proved to be another period of stability in the face of challenge, due to the diligence and professionalism of the staff at Columbia Correctional Institution (CCI). Staff turnover at all organizational levels and limited budgets are always major challenges to the desired consistency and stability needed to manage an overcrowded maximum security correctional institution. Despite these challenging times, institution staff continued to perform their duties in an efficient and effective manner to meet our mission of operating a safe, secure, and humane facility. Staff stepped up to meet each unique challenge during the year. 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.

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

A long overdue shakedown of the entire institution was completed during August, 2007. Officer trainees from the Corrections Training Center assisted CCI staff as we worked our way through the institution. Contraband found was minimal, with the exception of excess property in inmates' cells, which is a testament to the importance of thorough and frequent searches every month. Staff worked long, hard hours to complete the project over the course of a three day period. Non-uniformed staff worked hard to keep essential institution functions operational while the inmate workers were locked down. This was the first major shakedown of CCI since 2000.

The 4th Annual CCI Golf Tournament and Charity Fundraiser was held on the day after the institution search ended in August. Participants enjoyed the golf activities and the fundraising activities were a success. The event raised \$2,700 for two area charities: Portage High School Scholarship Fund and the River Haven Homeless Shelter in Portage. We extend our thanks to the Staff Wellness Committee members and Local 3394 leaders, who worked hard to make the event successful.

The State of Wisconsin's budget deliberations extended well into this fiscal year, which impacted on our funding early in the year, and caused a major delay in labor contract negotiations. Staff showed patience and restraint through this long and sometimes frustrating process. In the end, we received an allocation of eleven new correctional officer positions, which were designated to fill holes in our staffing pattern on all three shifts. The positions were quickly filled and allowed us to staff the additional leave time relief positions that became necessary as the institution evolved and our staff earned additional seniority based leave time over the past 20 plus years.

The DOC hired an architectural firm to review all the institutions' building needs and develop a comprehensive ten year facilities plan. They toured CCI in September, 2007, and identified several needs to be addressed over the next decade to meet the ever changing demands on our facilities and the routine maintenance needs of an institution completing our 22nd year of operations.

Governor Jim Doyle visited CCI during December, 2007. He met with a group of staff to get their perspective on jobs in the DOC and thanked them for the good work they do every day

keeping Wisconsin residents safe. He also met with a group of inmates to get their perspective on life in a Wisconsin correctional institution. His visit was well received by both groups.

Accountability for medications distributed in the institution was identified as an issue needing attention. An internal workgroup was formed, recommendations were developed, and funding was sought to improve this process. Final approvals of the plan were pending at the end of this fiscal year.

CCI staff began delivering Pre-release informational packets to inmates approaching their release dates as a part of the Department-wide Reintegration Initiative. Five of the ten modules developed are now operational, with the remaining modules to start as vacant positions are filled.

The DOC-wide roll out of the first phase of the Wisconsin Integrated Corrections System (WICS) software program occurred during June, 2008. Many staff worked many hours in preparation for this activation and the conversion of old system information into this new database system. This program will eventually provide valuable information and inmate statistics that we do not currently have access to and will replace outdated systems that can no longer be supported.

Finally, a recap of this fiscal year would be incomplete without a mention of the weather. We endured a winter season that included record snowfalls of around 100 inches in South Central Wisconsin. The four month period of alternating cold and snowstorms from December through March impacted on operations at times, created problems for staff trying to get to work or go home after their shift ended, and challenged the Maintenance Department to keep security systems operational that were buried in snow and/or encased in ice for long periods of time. The area then endured record rainfalls during June, 2008. Lightning strikes and over 15 inches of rain in a one week period caused major security systems damage, prompting the lockdown of inmates for several days. Major highways in the area, including Interstate 39, 90, and 94, were closed due to the unprecedented flooding causing problems for staff to get home and return to work. Many staff experienced flood damage to their homes as well. The dedication of our staff, who continued to respond in the face of these natural disasters is gratifying and appreciated.

Our Fiscal Year 2008 Annual Report, describing our operations and reflecting our overall accomplishments, follows this message. 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  
October 23, 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 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 provides temporary housing for up to 150 minimum- and medium-security inmates, including a fluctuating number 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 institution 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 or work area supervisors. 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, 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 2008 was 827 inmates compared to 820 reported in the prior fiscal year.

***FAST FACTS***

***Fiscal year 2008  
07/01/07 – 06/30/08***

Institution Opened: May 1986  
Security Level: Maximum  
Operating Capacity: 541  
Current Population: 827 (FY 08 Average)  
Officer/Sergeant Staff: 235  
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: \$27,201,873

Amount of Money Collected from Inmates  
for:

Court Ordered	\$ 14,259.75
Inst. Restitution	\$ 3,930.40
Child Support	\$ 10,022.84
Victim/Witness	
VWSA	\$ 7,626.83
VWSB	\$ 2,878.96
Medical Co-Pay	\$ 6,774.75

**Health Services**

Appointments: Sick calls, RN, MD, X-ray,	
Lab and Physical Therapy	12,776
Segregation Rounds	6,864
Medical Activity	44,481
Optometry	302
Orthopedics	79
Psychiatry	1,553
Scheduled Off-site Appointments	681
Emergency Room Visits	106

**Education Inmate Participation and Completion:**

Education/Vocational : 150 students (weekly) can be accommodated in academic programming and 90 students (weekly) can be accommodated in vocational programs.

ESL	10* students
GED/HSED	75 graduates
Custodial	35 graduates
Building Services	25* graduates
Printing	15 graduates

Pro-Literacy 20 tutors trained and utilized  
IYOP 13 completions  
\* Both ESL and Building Services teacher positions were vacant for a number of months.

#### Work

239 inmates employed within the institution  
94 inmates in Special Management programming  
21 inmates refused programming/work assignment

#### Treatment

0\*\* inmates completed Cognitive Interventions  
24 inmates completed Anger Management in general population  
12 inmates completed Anger Management in segregation  
106 inmates housed on Special Management Units  
24 inmates completed Employability Skills Program in segregation  
38 inmates completed the Restorative Justice Program  
\*\* not offered during this timeframe due to SW vacancies

#### Programming

55 inmates attended the North Woods SMU treatment program  
29 inmates attended Coping Skills  
30 inmates attended Mood Management  
15 inmates attended Moral Reconciliation Therapy

## SIGNIFICANT EVENTS OF FY 2008

### July 2007

- IMS 300 Training at CCI.
- Search of HU2 due to staff hearing ringing telephone over sound monitors. While searching the unit, it was heard again and sounded like a toy. No phone was found.
- PREA posters posted around the institution.
- Removed 100% juice from Canteen due to making of “hooch.”
- Combination locks removed from wall lockers throughout the institution and replaced with secured locks, except in Reception and Orientation.
- Portage Daily Register visited CCI to do a story on the Vocational Printing Program and interview staff and inmates.
- Lori Alsum, from TCI, promoted to CCI as Health Service Manager.
- Janet Walsh, Psychological Services Unit Supervisor, transferred to OCI.

### August 2007

- IMS 400 Training at CCI.
- Correctional Food Service Leader resigned during investigation regarding fraternization issues with an inmate working in the kitchen.
- Inmate Tutor Graduation Ceremony.
- Planned Lockdown: Institution wide search was started 8/20/07 and completed 8/22/07. CTC Officer Trainees assisted CCI staff to accomplish the first institution-wide lockdown since 2000.
- 4<sup>th</sup> Annual Golf outing and fundraiser.

### September 2007

- US DOJ conducted an ADA compliance follow-up meeting and tour.
- Restorative Justice Program (2<sup>nd</sup>) started.
- Staff Wellness Brat Fry Fundraiser.
- Several CCI Staff attend the WCA Conference in Wisconsin Dells.
- Overview of Pre-Release Program presented to staff.
- Joint ERU Training-statewide-at Fort McCoy.
- Inmate telephone system software upgrade.
- Ten-year facilities planning meeting and tour conducted with consultants.
- Martha Breen-Smith, GBCI Psychologist, promoted to CCI Psychological Supervisor position.
- Wisconsin hosts the West Central Wardens and Superintendents Association Conference in Madison.
- Julie-Wurl-Koth and Margaret Carpenter tour CCI to review program and education department activities.

### October 2007

- Electrical System Transfer Switch Replacement Project started 10/15 and completed 10/22. Computers were down in the AM. Institution was on modified lockdown.
- PREA posters in Spanish distributed for posting around the institution.

- CSP delivered 550 coats to Social Service Departments in Columbia, Dodge, Green Lake, Marquette and Adams Counties.
- Judicial Assistant Tour conducted.

### **November 2007**

- Employee flu shot clinic held.
- Jessica Corliss graduated from Leadership Development Series in Madison.
- DAI memo distributed to all inmates announcing the new inmate property catalog program.
- Restorative Justice Program Commencement ceremony held.
- Additional Motorcycle parking pad completed in upper parking lot.
- Staff Wellness Fundraiser toy drive held for employee with terminal illness.
- Annual Community Relations Board Meeting held.

### **December 2007**

- Rollout of the new PSU Request Slips.
- Governor Doyle visited CCI to meet with a group of staff, and then a group of inmates.
- Limited Psychiatry coverage concerns continue due to position vacancies.
- Eleven new officer positions allocated to CCI to fill holes in staffing pattern.
- Memorial Services held for Inmate Bruce Black who passed away.
- Cell phone storage lockers for staff received and placed in entry way.

### **January 2008**

- New restraint chair purchased for Segregation Unit.
- Received positive comments from Portage Chief of Police regarding the professionalism of the CCI Honor Guard at the funeral of a former staff member that he attended.
- Replacement metal detector installed in Education area to manage contraband issues between this area and the housing units.
- Issue with difficulty of Muslim Volunteer not being able to hold services on a regular basis.
- Canine search produced marijuana in cell on Work Unit.
- Many fog alerts this month.
- Officer resigns during an investigation after admitting to stealing inmate prescription medications.
- Internal Medication Accountability Group initiated. BHS also formed a similar Statewide Workgroup. Two members from CCI were assigned to the BHS workgroup.
- New Property Catalogs delivered to units. Lots of questions and concerns from inmates.
- Anger Management Graduation.
- Cash audit of Business Office completed.
- DAI Supervisor's Conference held in Madison.
- On-going heat issue in Barracks repaired.
- Fence problems due to heavy snow and ice.
- Guard One Plus installed to replace Morse Watchman System.
- Received four segregation inmates from RCI who had involvement in destroying their segregation unit over the weekend.
- Business Office Staff attended Tax Refund Intercept Training.

- Kay Morse, Financial Supervisor promoted to Sandridge Secure Treatment Facility.

### **February 2008**

- Inclement weather due to heavy accumulations of snow caused much overtime and cancellation of recreation and other activities. CCI received 25 inches of snow in a 5 day span.
- The security perimeter fence continues to have weather related issues.
- Severe shortage of segregation bed space.
- Staff “super users” continue to attend WICS training.
- Sergeant assaulted with a removable metal grate from coffee machine. Items in dayrooms were reviewed for use as possible weapons and secured or moved to storage.
- Pre-Release Programming Meeting with Teachers, Social Workers and Unit Managers.
- Restorative Justice Program (3<sup>rd</sup>) starting.
- All maximum institutions are experiencing high populations with bed space at a premium.
- Law Library computer workstation on DS1 completely destroyed by an inmate.

### **March 2008**

- Reintegration Programs started which include passing out of inmate portfolios for inmates being released between 9/1/08 and 12/31/08, Transitional Preparation, Housing and Transportation, and Employment.
- Graduation Ceremony held for GED/HSED and Vocational Program graduates.
- Secretary Raemisch visited CCI.
- American Red Cross Blood Drive for staff.
- Maintenance Staff attended HAZMAT training.
- Correctional Employee Week with a variety of staff recognition activities.
- Inmate Tutor Recognition Ceremony.
- Workgroup formed to explore changing CCI to an all-SMU institution.
- Renee Chyba and Al Frank visited CCI to review programs.
- Notices sent to inmates regarding being added to the registry for the Wisconsin Immunization Registry (WIR) and Hepatitis B Vaccination.
- Lt. Todd Strupp promoted to Lincoln Hills School.

### **April 2008**

- Disturbance Control Plan updated during meeting of Community Support Agencies at CCI.
- National Crime Victim Rights week annual ceremony held with distribution of funds (from ice cream and holiday sales) to community non-profit support agencies.
- Restorative Justice Program Graduation.
- Segregation continues to be very busy with 6-10 observation or control inmates daily and many use-of-force incidents.
- New secure boxes in place on the housing units for HSU/Dental/PSU request slips. Procedure memo sent to inmates.
- Procedure on new medication refill slip sent to inmates.
- Staff reminded to review Tornado Procedure. Drill held in conjunction with annual awareness week.

- Annual fire inspection by Portage Fire Department.
- Captain Winslow-Stanley transferred to OCI.
- Several staff attend NIMS Training Exercise in Madison.

### **May 2008**

- Woodworking Project completed duck houses for Wisconsin Waterfowl Association.
- Employee Handbook updated.
- Concert by inmates held with admission fee charged to inmate spectators to benefit Restorative Justice.
- Inmate/Staff basketball game held with admission fee charged to inmate spectators to benefit Restorative Justice.
- WICS walk-through conducted.
- Lighting Project (replacement of fluorescent fixtures throughout the institution) walk-through with contractors.
- PREA walk-through noting need for cameras.
- Barracks B-side server floor replaced.
- Food Service audit completed by inspectors from other institutions.

### **June 2008**

- WICS roll-out delayed until later in the month.
- Lightning strikes the institution causing destruction of radio system repeaters, inoperability of body alarm and camera systems. No sound monitoring capability on tiers in Units 7, 8 and 9. Institution placed on modified lockdown. Portion of recreation field (1/3) is under water. Two perimeter fence zones out due to high water. Night-time perimeter patrol implemented for several days.
- Legislative Audit Bureau conducted audit of selected inmate PSU, HSU and SS files.
- Record flood damage to local areas with city streets, county and state highways closed for several weeks. Sandbagging crews on-site and work crews off-site were both first-time operations at CCI. Both were very successful. 16,000 sandbags were filled by inmates and staff at CCI for use throughout the area.
- Halal Diet now offered to inmates at CCI.
- Three segregation cells damaged by inmate who broke his way through both sides of his cell.
- HSU received digital X-Ray equipment.
- Fresh tomatoes removed from menu due to FDA reports of unsafe products throughout the country.
- A large pornography distribution was discovered on the Work Complex. It was determined that it was being generated at BSI and sold throughout the institution. BSI Shop locked down, searched, and investigation completed. Several security system enhancements implemented.
- New DOC steering committee created to combining EAP and CISD for outsourcing. CCI names two co-chairs (UM Al Morris and CO Pat May) to implement the new process.

## ***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 November 2007. The topics of discussion were: Institution Climate, Lockdown Report, PREA, Pandemic Planning, Pre-Release Programs, Budget Update, Staff Wellness Initiatives, Community Relations Activities, Re-entry/Reintegration, Wisconsin Integrated Corrections System and the recent WCI Hostage Incident. Inmate populations and staffing levels 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, Domestic Violence Center of Portage/Baraboo, River Haven Homeless Shelter in Portage, 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, \$19,850 has been raised and donated.

In January 2007, CCI held its first Restorative Justice Program. Since that time, three more Restorative Justice Programs were held. This program continues to be held twice a year – once in the spring and again in the fall. 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).

## ***RE-ENTRY MODULES***

In February 2008 we started our pre-release program for inmates who were releasing this year. The first module that was rolled out was the Transitional Preparation. The first group consisted of 13 inmates. David Ford, DOC Probation and Parole Agent, facilitates the group. He explains the Department of Community Corrections (DCC) rules, as well as going through the DCC Handbook. Inmates are provided a reintegration questionnaire to fill out to send to their Probation and Parole Agent. The agent then makes telephone contact with the inmate to review his release plan and outline in the reintegration questionnaire. Until release, the inmate's unit Social Worker assists him in getting vital records as well as preparing for release into the community. This first module requires mandatory attendance; the remaining modules are voluntary.

The second module is the Housing Module that started in March of 2008, with 10 inmates participating in the first program. This module informs inmates what housing resources may be available in their community, as well as veterans' benefits for those who may be eligible. They are taught how to "live on their own" as well as instructed on money management, comparative shopping and other life skills.

The third module is the Employment Module that started in April of 2008, with 8 inmates participating in the first program. Inmates were provided a series of inventories to help assess their skill and interest in the employment sector. Some of the areas presented are apprenticeship opportunities and information on how to start a small business. Inmates were given direction on where to look for a job, how to network, and take advantage of job fairs. They were instructed on how to develop a resume, cover letter, thank you letter, and how to complete a job application. Inmates are able to participate in mock interviews and receive information on job survival skills.

These three modules are available to inmates during the year they are scheduled to release. In addition we will be adding seven more modules to help inmates re-enter into their communities with an eye to reducing the recidivism rates of Wisconsin inmates.

## ***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 helps participants understand and manage their anger. The program consists of pre-tests, weekly tests, and weekly homework. It is an ongoing program that is offered for general population and segregation inmates. Segregation inmates complete the course work in-cell.

### **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 \$1,260,000.00 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.

### **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. Graduates receive a certificate from Madison Area Technical College.

### **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.

### **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. Items made and donated this past year include 750 children's hat and mitten sets, 30 afghans to local nursing homes and/or assisted living facilities and 130 cancer hats.

**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. From 2001 to 2007, CCI's Eyeglass Project is nearing a million pairs with a total of 950,000 eyeglasses recycled.

**CSP Garden:** Inmates till, plant, weed and harvest vegetables for donation to area food shelters and food pantries. Over 2,500 pounds of fresh vegetables are donated annually to the local food pantry in Portage. .

**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, various county health and human services agencies, 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 and kiosks 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 and agencies in building park signs, park benches, and handicap duck blinds.

### **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. Graduates receive a certificate from Madison Area Technical College.

### **DS2 Mood and Stress Management Group**

A weekly one-hour treatment group to allow four segregation inmates with mental illness to address general mental health, unit, and medication management concerns; and to develop skills to positively and productively cope with stress in segregation that can ultimately be used in

general population. The goal of this group is to enhance the mental health of inmates in segregation to reintegrate them into general population.

### **Employability Skills Program**

Provide inmates with a variety of institution job experiences, teaches job seeking and job security skills, teaches job related problem solving skills, help to identify job interests and prospective fields of employment upon release. This program is offered to general population inmates as well as segregation inmates.

### **English as a Second Language (ESL)**

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

### **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. Graduates receive a certificate from Madison Area Technical College.

### **Psychological Services GP Groups**

Treatment groups are offered covering a variety of topics including: Coping Skills, Mood Management, and Moral Reconciliation Therapy. These groups are provided to offer specific treatment and support in addition to skills training to supplement individual treatment available to inmates. They are facilitated by PSU staff members

### **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.

### **SMU Segregation Programming**

This is Mental Health programming that allows for mentally ill SMU inmates on the SMU segregation unit to be seen out of cell in small groups to work on specific mental health issues and to obtain social support from others. They are also given individual counseling on the unit as well. This programming is provided by PSU psychologists.

### **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 several SMU segregation inmates to get out of their cells, socialize with each other and with PSU staff twice per week. Step Program issues are discussed, behavioral expectations are explained, current events are discussed, and pro-social recreation skills are practiced and mental health treatment is provided. 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.

## ***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 1,483 major conduct reports and 619 minor conduct reports processed. The Warden's Office acted on 323 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 21 broad categories ranging from staff actions to property issues. During this period, 2969 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	SMU	Special Management Unit
ABE	Adult Basic Education	SPED	Special Education (formerly exceptional education need)
ADA	Americans with Disabilities Act	SS	Social Services
AODA	Alcohol & Other Drug Addiction	VTAE	Vocational, Technical Adult Education
BHS	Bureau of Health Services	WICS	Wisconsin Integrated Correctional System
CCI	Columbia Correctional Institution	WIR	Wisconsin Immunization Registry
CGIP	Cognitive Interventions Program		
CISD	Critical Incident Stress Debriefing		
CSP	Community Service Projects		
DAI	Division of Adult Institutions		
DCI	Dodge Correctional Institution		
DOC	Department of Corrections		
DOJ	Department of Justice		
DS	Disciplinary Segregation		
EAP	Employee Assistant Program		
EMS	Emergency Medical Service		
ERU	Emergency Response Unit		
ESL	English as a Second Language		
FDA	Food and Drug Administration		
FLCI	Fox Lake Correctional Institution		
GBCI	Green Bay Correctional Institution		
GED	General Equivalency Diploma		
HAZMAT	Hazardous Materials		
HSED	High School Equivalency Diploma		
HSU	Health Services Unit		
HU	Housing Unit		
ICE	Inmate Complaint Examiner		
ICRS	Inmate Complaint Review System		
IMS	Incident Management System		
LAIP	Legal Assistance to Institutionalized Persons		
LAW	Legal Action of Wisconsin		
LTE	Limited Term Employment		
MASN	Madison AIDS Support Network		
MATC	Madison Area Technical College		
MSDF	Milwaukee Secure Detention Facility		
NA	Narcotics Anonymous		
NLCI	New Lisbon Correctional Institution		
OCI	Oregon Correctional Institution		
ORA	Offender Records Assistant		
OSCI	Oshkosh Correctional Institution		
PREA	Prison Rape Elimination Act		
PSU	Psychological Services Unit		
RCI	Racine Correctional Institution		
TCI	Taycheedah Correctional Institution		