



JACKSON CORRECTIONAL INSTITUTION

ANNUAL REPORT FY04
Fiscal Year of July 1, 2003 through June 30, 2004

TABLE OF CONTENTS

	Page		Page
Institution Organization Chart	3	In-Services Training for Staff Accomplishments	
JCI at a Glance	4	Education Department	13
Institution Mission Statement		Northwoods School Library	
Quick Facts		Programs Program Services	15
Special Historical Notes & Other Institutional Information		Accomplishments Goals Chapel Services Recreation	
Unit Management		Badger State Industries (BSI)	18
Inmate Programs		Office of Offender Records	18
Human Resources Department	6	Description of Responsibilities Accomplishments	
Critical Incident Stress Debriefing (CISD)		Office of Program Review	19
Union/Management Relations		Inmate Complaints	19
Employee Assistance Program (EAP)		Melrose Housing Unit	20
Diversified Workforce		Accomplishments Challenges Victim Impact Program	
Over 20 Years of Service and Retirement		Neillsville Housing Unit	21
Health and Safety Committee	7	Alcohol and Other Drug Abuse Program Cognitive Interventions Program (CGIP) Challenges	
Staff Training	7	Oxbow Housing Unit	22
Business Office	8	Description of Unit Operation Accomplishments	
Expenditure Charts		Quarry Housing Unit	22
Stores		Description of Unit Operation Accomplishments Challenges	
Canteen		X Building – Barracks	23
Buildings and Grounds	9	Description of Unit Operation Accomplishments Challenges	
Accomplishments			
Utility Usage			
Food Service Department	10		
Security Department	10		
Accomplishments			
Movement			
Visiting Statistics			
Disruptive Groups Intelligence Unit			
Health Services Unit	12		
Medical Statistics			
Psychological Services	12		
Crisis Intervention			
Evaluation/Consultation			
Offense Related Programming			
Mental Illness Needs			

This annual report was produced through the team efforts of JCI staff members. Special thanks to Terri Dearman for her meticulous proofing and editing.

STATE OF WISCONSIN

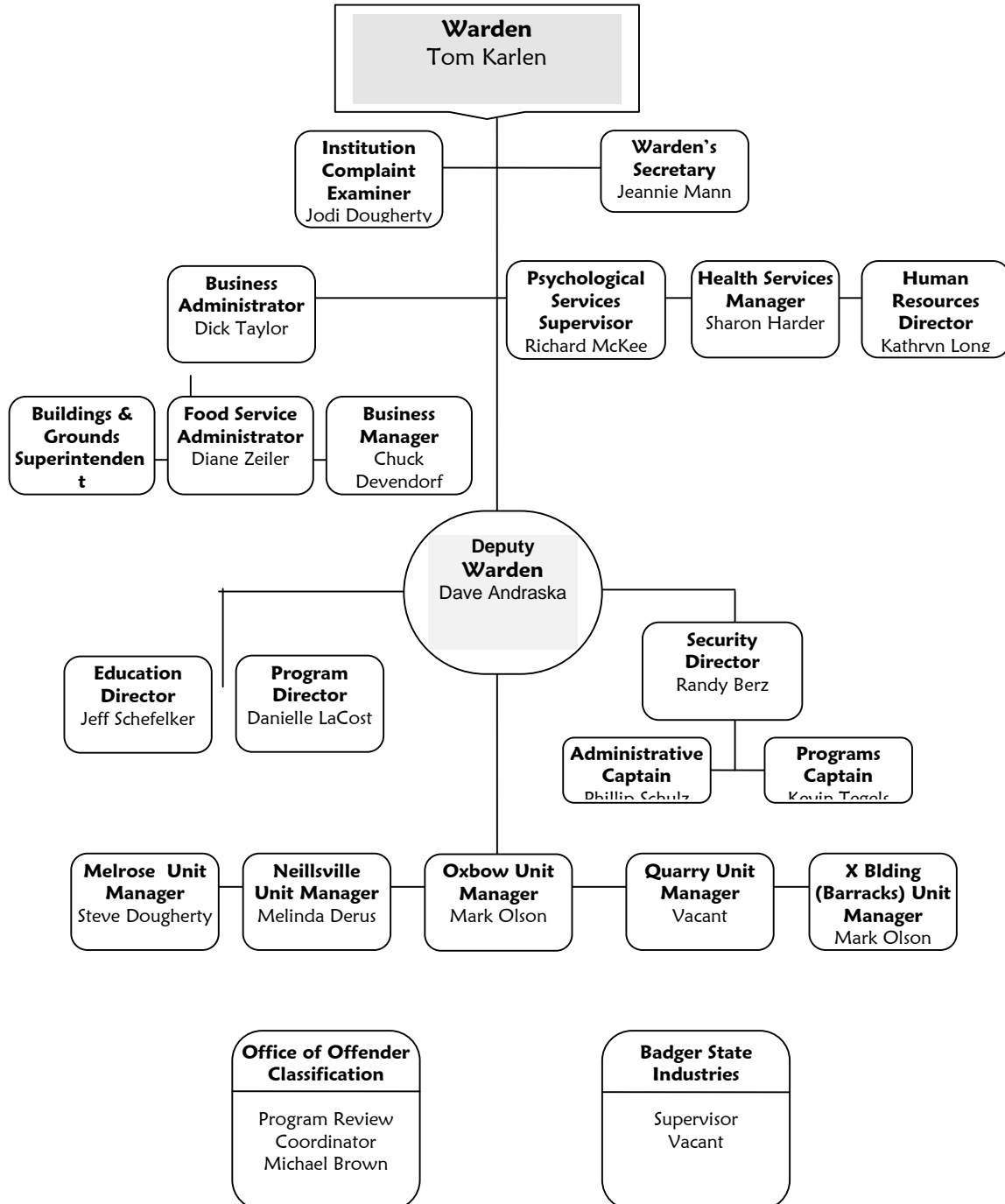


Governor Jim Doyle

Department of Corrections
Matthew J. Frank, Secretary

Division of Adult Institutions
Steve Casperson, Administrator

JACKSON CORRECTIONAL INSTITUTION



Jackson Correctional Institution

Tom Karlen, Warden (through 05/2004)
Randall R. Hepp, Warden (06/2004 to present)
N6500 Haipek Rd, P.O. Box 232
Black River Falls, WI 54615-0232
Phone: 715-284-4550 Fax: 715-284-7335
P.O. Box 233 - Inmate Mail

INSTITUTION MISSION STATEMENT

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

SECURITY LEVEL: Medium

OPERATING CAPACITY: 837 Males

CURRENT POPULATION: 985 Males (1/1/04)

DATE OPENED: 1996

NUMBER OF ACRES: 251.5 site acreage, 42 acres within the perimeter fence

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

NUMBER OF SECURITY STAFF: 198

NUMBER OF NON-SECURITY STAFF: 108

OPERATING BUDGET FY 2004: \$19,138,756

SPECIAL HISTORICAL NOTES & OTHER INSTITUTIONAL INFORMATION

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

UNIT MANAGEMENT

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

INMATE PROGRAMS

Education

- Academic: Adult Basic Education, High School Education Diploma, Parenting Skills, and Career Development - Partnership with Department of Workforce Development.
- Vocational: Institution Food Production Specialist and Office Computer Applications Specialist.

Community Service

- Habitat for Humanity - Inmate volunteer labor builds exterior and interior walls for shipment to the building site.
- Teddy Bear Project - Inmates make the teddy bears then donate them to local service agencies.
Inmate Garden - A large portion of the produce that is grown in the Institution gardens is donated to the local food pantries and nursing homes.
- Project Christmas - Inmates knit hats, mittens, and scarves for this Community Service Group to give to needy families.

Work Assignments

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

Other

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

HUMAN RESOURCE DEPARTMENT

Critical Incident Stress Debriefing (CISD)

CISD is a peer support program that provides assistance to staff involved in potentially traumatic events during the course of their work performance. The staff who participate in this program receive extensive training for providing peer support service, they are the first point of contact, provide a venue for debriefing and follow-up support. This past year, their skills became vital when staff were dealing with an inmate suicide . The members of CISD were prompt and willing to assist these staff members through this ordeal. The contact person is Melinda Derus. We have also developed a relationship with the local Gunderson Lutheran Healthcare network, who have assisted with debriefing following incidents. Additionally, assistance was provided by the Director of Employee Health and Wellness for the DOC.

Union/Management Relations

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

Employee Assistance Program (EAP)

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

Diversified Workforce

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

Additional information:

- The HR Department has been working with UWEC to establish a recruitment base for Social Workers and Nurses via internships, information sharing and providing presentations to various campus groups.
- We have continued participating in job fairs in the local area as well as having a staff from various areas provide presentations at local area schools to increase our visibility and community awareness as an employer and educator.
- We continue to assist the Wisconsin Job Center-Jackson County by presenting a workshop the last Thursday of the month on how to obtain a State Job. At this presentation information is given on the upcoming exams along with the application procedures for various other positions in state government.
- We held an informational/recruitment presentation at Western Wisconsin Technical College for their Hmong/English as a Second Language students. This presentation was conducted utilizing both HR staff and line staff. One staff member (Sgt. Yang) who attended was able to speak the same

Number of Positions by Department

Buildings and Grounds.....	16
Business Office	14
Education.....	16
Food Service.....	9
Health Services.....	11
Housing Units	18
Personnel	3
Program Services	9
Recreation.....	3
Security.....	205
Stores/Canteen.....	4
Warden's Office	4
Total Positions	306

Staff Not Under JCI Hiring Authority

Bureau of Correctional Enterprises
Badger State Industries..... 2

Office of Offender Classification
Program Review Coordinators ... 2

language as the class and provided an opportunity to answer their questions in more detail as well as demonstrate the ability for individuals in their positions to obtain employment and promote through the DOC.

- In the past year, JCI has lost six positions due to budget cuts.
- Staff to inmate ratio: 1:3.23
- Officer to inmate ratio: 1:5.32

If you are interested in employment opportunities or other information, please contact the Human Resource Department at (715) 284-4550.

Over 20 Years of Service

NAME	TITLE	Continuous Service Date
Bruce Hills	Correctional Officer B	11-07-77
David Lang	Correctional Sergeant	09-12-77
Alan Bearder	Correctional Officer B	09-18-78
Mary Christensen	Pro. Assist – Confidential	07-24-78
Kenneth Fulton	Correctional Sergeant	06-19-78
Russell Dangerfield	Teacher	09-17-79
Donald Fulton	Correctional Sergeant	10-22-79
Kevin Tegels	Supervising Officer 2	04-10-80
Karl Peterson	Supt. Bldngs and Grnds	06-01-81
Michael Scharpf	Supervising Officer 2	01-19-82
Robert Rauk	Sergeant	09-15-83

Staff Retired in FY04

NAME	TITLE	Years
Judy Imberg	Correctional Sergeant	35
Arthur Fulton	Correctional Sergeant	27

HEALTH AND SAFETY COMMITTEE

The JCI Health and Safety Committee meets on a monthly basis and is responsible for providing guidance, training and information to all staff at the institution via electronic postings (group folder), indicating position statements regarding issues that arise and through a Health and Safety Fair. Additionally, this committee provides regular safety inspections of all areas and assists with coordinating fire and tornado drills. The contact person is Diane Zeiler (Chairperson) and/or Kathryn Long (Health and Safety Coordinator).

During this time period the committee members:

- Addressed and resolved a number of health and safety concerns throughout the institution.
- Successfully completed evacuation and severe weather drills in each building. This was evident when the institution experienced a real tornado warning in June. Staff and inmates responded positively and professionally.
- Became involved in the local community safety council.

STAFF TRAINING

In the last fiscal year we were given the challenge of creating new and innovative ways to accomplish training in a more fiscally responsible manner. That challenge was met. The Training Department

commends all staff for their effort and willingness to teach, learn and relay experiences regarding a vast array of information that is corrections.

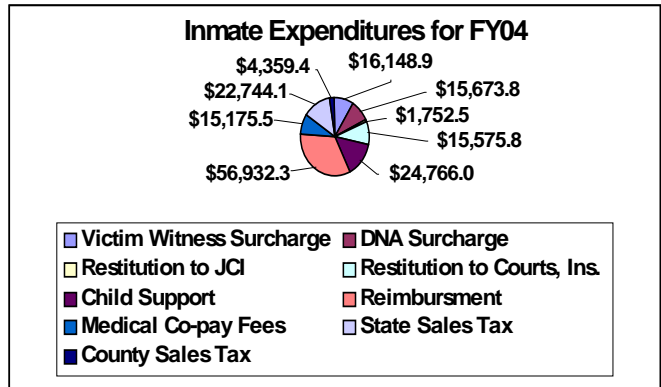
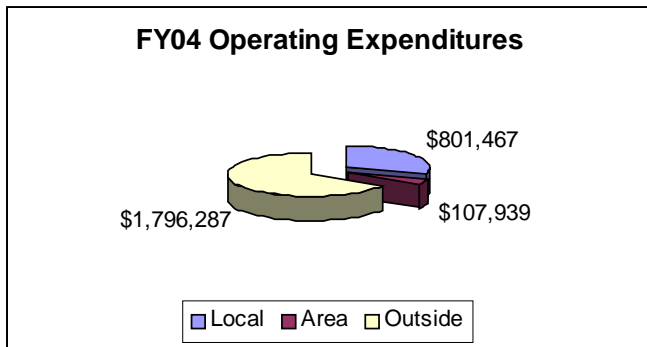
Training in many different disciplines was still maintained. This allowed us to foster a positive mode of behavior and performance.

Our goal for the next year is to develop training that will help ensure a safe and secure setting for offenders, staff and members of our community. We will continue to train many different disciplines with the purpose of creating and maintaining effective uniformed and non-uniformed staff.

In House Staff Training:

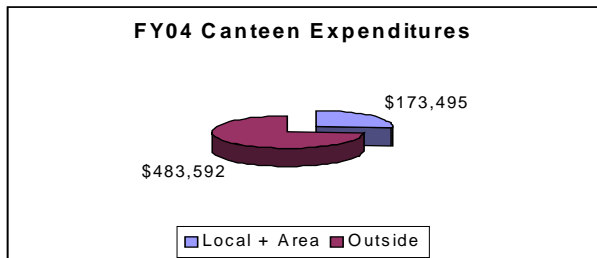
- Advocate
- Advanced Access Computer
- Conflict Resolution
- CPR/AED
- Defensive Chair Tactics
- Disturbance Plan
- Due Process
- Emergency Response Unit
- Fire Science
- Gang Awareness
- Healthy Back
- Health Emergencies for Line Personnel
- Hostage Negotiation Team
- Hostage Survival
- Incapacitating Agents
- Inmate Payroll
- Mediating Disputes
- Pepperball System
- Professional Communication Skills
- Professionalism & Ethics
- RIPP Restraint
- Scott Air – Pak
- Stress & Time Management
- Suicide Prevention/Intervention
- Team Building
- Van Driver
- Weapons Update

BUSINESS OFFICE



Stores

JCI Warehouse, under the direction of the Stores Supervisor, provides shipping, receiving, and inspection functions for all goods entering Jackson Correctional Institution. An adequate inventory is maintained to meet the needs of Security, all support departments, housing units and programs. The average dollar amount of inventory received per month is \$100,000.00. The number of receiving reports written for FY04 is 2858.



Canteen

Inmates, using money from their personal account, may purchase personal care products, writing materials, snacks, tobacco products, etc. from the JCI Canteen. The annual sales for last year amounted to \$571,000.00. Profits from Canteen are used for inmate programming.

BUILDINGS AND GROUNDS

The Maintenance Department is responsible for the upkeep of 253 acres of grounds, three miles of security fencing, five miles of roadways and 300,000 square feet of building space. We responded to 3,500 work orders averaging 300 monthly and provided employment for 40 forty inmates.

Major Accomplishments:

Produced 52,000 lbs of garden vegetables, Donated 5,000 lbs. of produce to local nursing homes
Poured forty-two yards of concrete:

- poured twelve yards of concrete for the new compactor
- poured concrete for BSI semi-trailers
- poured concrete for air conditioning units by Hixton Building
- poured concrete for access to security cameras

Completed 3500 work orders

Remodeled the Pharmacy and Records area in HSU

Replaced the burners for the two institution boilers

Installed new Motorola Radio System in the control center

Spread 1000 yards of black dirt on the recreation field; Spread 350 yards of manure on the gardens

Repaired eighty-five tents and forty-two road signs for Tomahawk Boy Scouts

Made 650 camp stool kits for Tomahawk Boy Scouts

Remodeled the institution telephone room

Installed four combination window screens in tower two

Installed a new front entrance to the Oxbow Unit

Made all the signage for BRCC buildings and staff

Built fifty birdhouses for the Boys and Girls Club

Built a storage building for the Training Kitchen

Remodeled offices in the Administration building for Human Resources and the Warden's Secretary

Moved the computer room to a new area in the Education building

Remodeled a music room into a office for the Program Director

Planned for the beautification of the entrance to the Administration building

Built a new visitor check-in desk for the Lobby

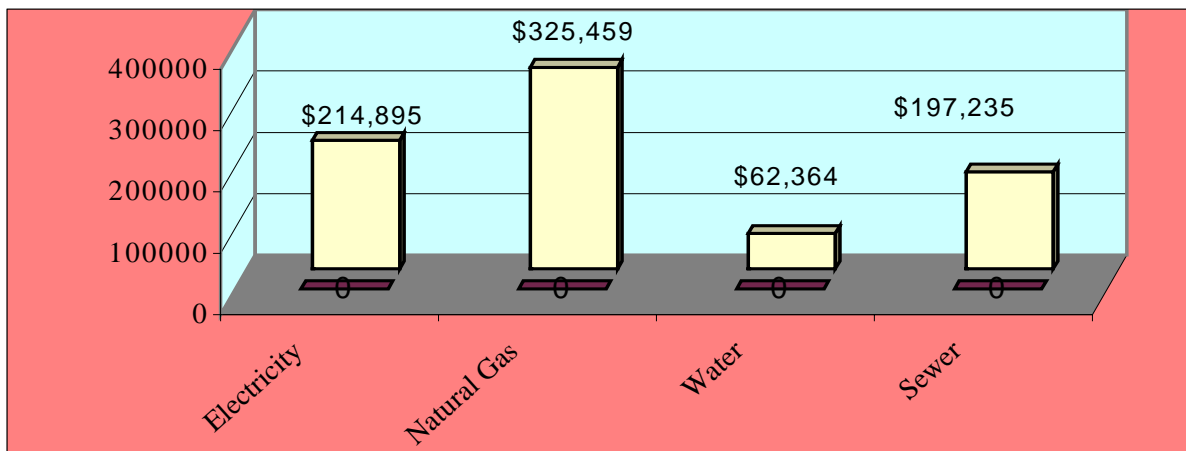
Remodeled the area behind Food Service for the new compactor

Planned and installed sixteen bunk bed ladders

Installed a new floor and walls in the Barracks food service area

Provided vegetable plants for SCI and NLCI

UTILITY USAGE FOR FY04:



FOOD SERVICE DEPARTMENT

The Jackson Correctional Food Service Department is responsible for the preparation and distribution of daily meals for all inmates and eligible staff. Meals are planned and prepared to be nutritionally adequate, favorably acceptable, and within budgetary guidelines. Standardized recipes and safe food handling guidelines are part of standard operating procedures.

The majority of food items are shipped in bulk to each of the Housing Units where inmate workers serve the meal to the general population. Food Service staff develops guidelines and rules for meal distribution in the Units and regularly monitors meal service for compliance. Approximately 8% of the Institution's meals are served on individual trays, which are prepared in Food Service and sent to the Segregation Unit, industry workers, and Officer posts.

Inmates requiring medically ordered modified diets are provided with counseling in self-selection from foods available from the general menu. In some instances substitutions are provided to meet their dietary needs.

During FY04 the J.C.I. Food Service Department prepared and delivered 1,117,950 meals.

July '03.....	94,925	Jan '04	92,184
Aug '03.....	94,522	Feb '04.....	88,876
Sept '03.....	90,670	Mar '04.....	95,294
Oct '03	93,740	Apr '04	92,111
Nov '03.....	92,439	May '04	95,213
Dec '03.....	95,485	June '04	92,491

Approximately sixty-five Inmates are employed in the Food Service Department. Food Service Staff are responsible to supervise, instruct, and direct Inmate workers in the production and distribution of all meals.

Institution Garden

- Produced a total of 52,111 pounds of vegetables that were added to the inmate menu or distributed throughout the community to Food Pantries and Nursing homes.

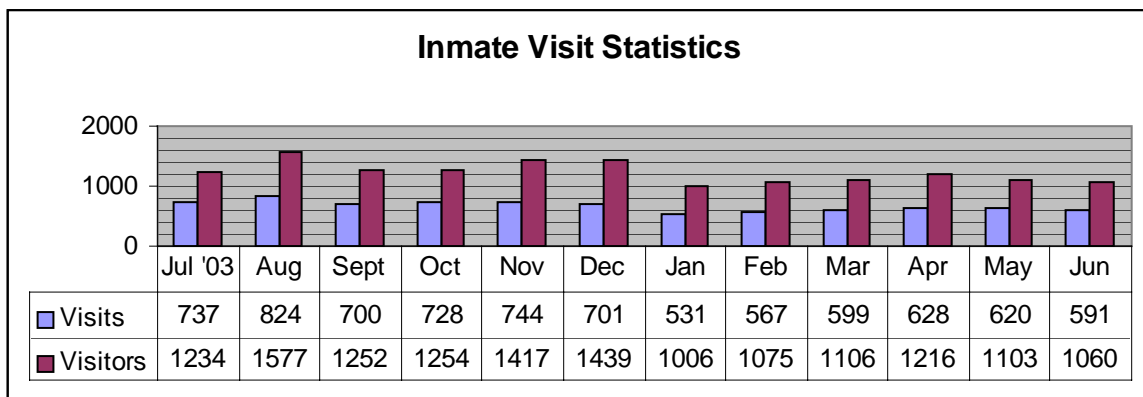
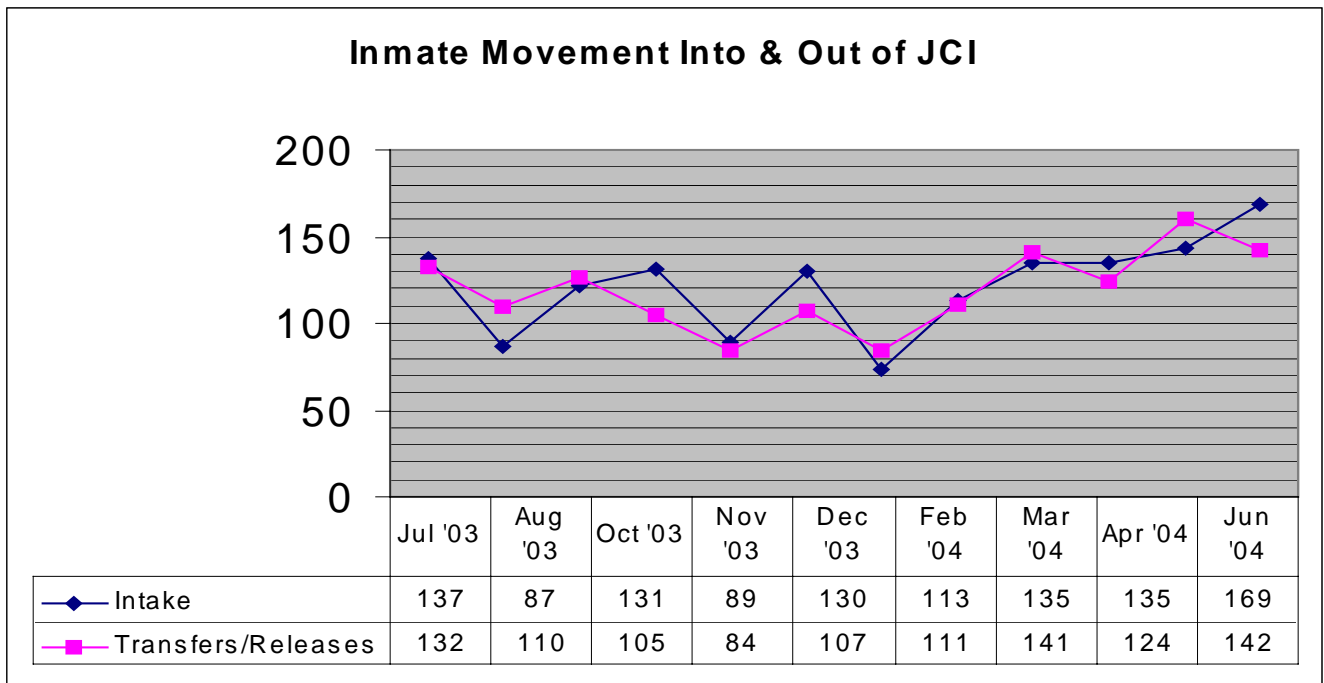
SECURITY DEPARTMENT

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

Accomplishments for 2003 to 2004:

- Conducted joint training with JCI ERU and SCI ERU.
- All Emergency and Daily Post Orders were reviewed and updated.
- Specialized and re-certification training was given to the members of the ERU Squad.
- Staff was given training in Hostage Negotiations, Disruptive Groups, and Emergency Preparedness
- Attended annual joint SWAT training .
- Increased ERU inter-team communications ability; enhanced radio communications ability.

- Provided training in Disturbance Contingency Planning, Emergency Area Post Orders, and Emergency Procedure Manual to all staff.
- Conducted Emergency Preparedness tabletop exercise.
- Conducted complete search of entire institution.
- Operated the Segregation Unit at full capacity due to increased disciplinary demand.
- Worked with the Union to finalize our Local agreement.
- Obtained and began training staff to use Schedule Soft for Officers schedules .
- POSC Plan: Hold annual POSC update to include initial training in mediation, special restraints and back board system. Advanced training in crisis intervention and tactical communication techniques. POSC instructors received updated training .
- Participated in outreach programs providing education for all ages and job fairs.



The **Disruptive Groups Intelligence Unit** of JCI has been involved in a wide variety of endeavors this past year. Current members of the team are: Administrative Captain P. Schulz - Disruptive Groups Coordinator , Sgt. P. Hestekind, Sgt. D. Sadloske, CO J. Steiger, CO Aime Wilson , CO M. Garavalia and Chaplain M. Olson.

Team members attended several different training sessions provided by DOC Agency Disruptive Group Trainers and Great Lakes Gang Investigator Association (GLIGIC). These training sessions serve to keep the team members fresh on current signs, behaviors, and trends of gangs. Team members are able to form working relationships with other agencies as well as other DOC members.

Two of our members, CO M. Garavalia and Sgt. P. Hestekind provided JCI staff with excellent training on institution training days. Several of our members have also provided area schools with training in gang prevention, detection and intervention.

JCI's Disruptive Groups Intelligence Unit's team members remain conscientious. Many of them spend extra time on their own gathering materials, going to training, and sharing and receiving material from other law enforcement agencies across the U.S. and Canada. JCI is proud of their commitment.

HEALTH SERVICES UNIT

Medical Statistics

- Off site appointments 661
- Off site admissions..... 8
- Dental appointments 1,092
- Total HSU contacts* 57,625
- Emergency Room visits 52

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

PSYCHOLOGICAL SERVICES

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

Crisis Intervention:

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

- 40 inmates required clinical observation
- 11 inmates were referred to WRC
- 0 inmates for CCI-SMU referrals
- 6 inmates required restraints evaluation

Evaluation/Consultation:

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

- 140 inmates were evaluated for PRC/Parole
- 14 inmates received Special Purpose (Ch. 980) evaluations
- About 450 consultations/educational contacts were made
- Members of the Psychological Services Unit served on the Policy/Procedure Committee and the Critical Incident Stress Team

Offense Related Programming:

Sex offender, victims of childhood abuse, domestic violence, and anger management group psychotherapy.

Numbers of Inmates Involved in Offense Related Programming:

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

Mental Illness Needs:

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

- About 300 referrals were made to the Psychiatrist
- There were about 2000 significant inmate contacts (60-70 % of JCI inmates)

In-Service Training for Staff:

- 25 Twenty-five staff members received training in suicidality detection and suicide prevention

Accomplishments for 2003-2004:

- Improved quality and reduced cost of anger management, domestic abuse, sex offender, and other offense-related programming
- Continued to improve crisis detection and intervention services, as well as services for inmates with other serious mental health problems

EDUCATION DEPARTMENT**Northwoods School**

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

The primary goals for education programming at JCI are:

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

Instructional programming utilizes curriculum for the development of an individual's competencies and can best be described as "open entry/open exit."

Accomplishments for FY04

- Academic programming included testing abilities prior to school entry and skill assessment testing while in school which provides better academic tracking for students. We have a full range of academic programming including basic, intermediate, and HSED classes. JCI proudly presented sixty-three high school equivalency graduates at the 2003 Fall and 2004 Spring ceremonies. Thirty-two students successfully completed the Vocational Food Production and Computer Specialists Programs
- More than fifty inmates completed one or more Parenting classes
- Career Planning provided transitional and employment support for many released offenders.
- Trained twenty-one tutors
- Added Computer Literacy class.

Goals For FY05

- Expand vocational training to enable students to become computer literate and/or complete vocational computer program
- Increase enrollment and HSED/vocational credential completions
- Support inmate rehabilitation through promotion of program, educational, occupational, and life skill resources available in the library

Academic

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

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

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

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

Educational Guidance and Counseling are available to all inmates. In addition to school guidance and counseling, the guidance counselor's office provides a number of other functions. These include:

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

Library

The JCI Library provides library service for approximately 1,000 inmates. The mission of the JCI Library is to meet the informational needs of the inmates and staff by collecting and providing easy access to library materials in many different formats, reflecting all points of view. The JCI Library has chosen the following library service roles to guide the development of the collection. These roles are 1) Popular Reading Materials Center, 2) Legal Information, and 3) Formal Education and Program Support Center. Within these roles, the library's mission is to select, organize and maintain materials to provide for the informational, recreational, cultural, and the continuing educational needs of all members of the institution regardless of age, race, religion, etc. JCI Library will select materials on the basis of merit, the roles of this library, and compliance with JCI and DOC rules and regulations.

Library ProLiteracy America Tutor Training (PLATT) offers tutoring services for students enrolled in school and also for inmates in general population who wish to improve their math, reading, or writing skills. The JCI librarian/teachers trained twenty-one inmate tutors during FY04. Staff provided thirty

hours of training to inmate tutors under PLATT. The PLATT tutor-training program provides training for all tutors on the housing units, in school classrooms, and the six tutors employed by the library. A math component to the reading and writing training has been added because many offenders need math skills to complete their HSED requirements. Teachers refer adult basic education inmates to the tutor program where one-on-one tutor/student learning occurs.

Fathers with Books program was offered twice during FY04 to JCI inmates with children ages from preschool to grade five. Twenty-three inmates graduated in FY04. This program offers 10 hours of classroom instruction on storytelling skills and choosing age appropriate literature. The philosophy of Fathers with Books is based on bonding and memory building with one's father even though he may be away from home. It is the intent of the program to continue the expression of family love through book sharing during family visits and through videotaping the father reading storybooks. Positive memories and enhanced family literacy are the direct outcome of program participation.

Parenting Program examines issues that parents face with children – birth through teens. Fathers have the opportunity to learn, apply and practice active parenting skills that meet emotional and physical needs of their children.

PROGRAM SERVICES

Accomplishments:

- Program Services and the Hobby Department teamed up to start a crocheting class for offenders.
- An article titled "Knitting behind BARS" was published in the winter 2003 issue of Interweave Knits magazine. In the issue various offenders who were in the crocheting class at JCI were interviewed and the Interweave Knits web site published JCI as a Correctional Facility accepting donated yarn. Since this article we have received a steady supply of yarn from places as far as the East and West coasts.
- Inmate workers from the Community Services Program repaired 75 tents for the Tomahawk area branch of the Boy Scouts of America and 30 tents for the Phillippo Scout Reservation.
- Inmates pinned and sewed 50 baby slings for the Ho-Chunk Pre Natal Program.
- Our Community Services Program donated hand-sewn totes to the Ho-Chunk Pre Natal Program.
- The inmates that work in the Community Service Program make Teddy Bears. We donated 90 teddy bears to the following organizations: Project Christmas, Neillsville Ambulance Service, as well as the First Responders of Melrose and North Bend.
- We donated teddy bears, baby quilts, Afghans, and ceramic projects to various silent auctions held throughout the state. The silent auctions were held to benefit organizations such as the Wisconsin Coalition against Sexual Assault.
- The Community Services Program started selling teddy bears to inmates. The inmates ship the bear out to someone on their visiting list. It is a wonderful way for the inmates to send a gift home to their child or loved ones. This was a big success and we sold over 100 bears in the first four weeks. The proceeds raised have been used to help the program grow and to become a self funded program.
- We donated the following crocheted items to Project Christmas: 14 afghans, 9 lap robes, 14 sweater/scarf/hat sets, 28 hats, 29 scarves, 4 scarf/hat sets, 2 pairs of gloves, 4 sets of baby booties, 3 doilies, 5 baby quilts, and 1 crocheted checkerboard game/rug set.
- The inmates working in the Community Service Program sewed and quilted precut fabric sent to JCI by the Eau Claire chapter of Project Linus. The assembled blankets were then sent back to Project Linus for distribution. Project Linus is a 100% volunteer non-profit organization. It is the mission of Project Linus to provide love, a sense of security, warmth and comfort to children who are seriously ill, traumatized, or otherwise in need through the gifts of new, homemade, washable blankets and afghans, lovingly created by volunteer blanketeters.

- The Jackson Veteran's Association sponsored the Fourth Annual Resource Fair. The Resource Fair offers the opportunity for inmates to gather pre-release information and prepare themselves with options for their release.
- Inmates held a concert in the gym area. The concert raised about \$120. The Jackson Veterans Association sponsored the concert, which raised money to purchase picnic tables for the Veteran's park in Black River Falls.

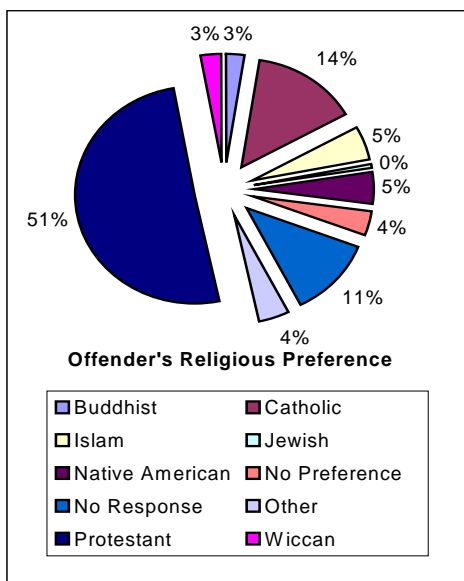


- The Veteran's Group sponsored a school supply drive in which inmates raised over \$500 in cash and supplies for the Jackson County Schools. JCI collectively was the biggest contributor in the County!
- The Jackson Veterans Association purchased the canvas and arranged for an inmate to paint this patriotic picture which was donated to the Black River Falls American Legion.

Goals:

- Coordinate inmate fundraisers that aid in the support of non-profit community organizations.
- Provide information to inmates that will assist them upon their release.
- Increase the number of inmates participating in the crocheting program.
- Increase the amount of crocheted items donated to community organizations.
- Improve the quality of teddy bears made in the Community Service Project.
- Offer pre release workshops where inmates can work on resumes, interview skills and preparation for their release into the community.
- Increase the number of charities on the list of organizations that we donate our crocheted items to.
- Arrange for a motivational speaker to visit JCI and present positive alternatives to crime with options on how to make a positive change in their lives.
- Schedule meetings for all eligible inmates to meet with the Department of Workforce Development/ Offender Veteran Liaison

Chapel Services



The Chapel at Jackson Correctional Institution offers a Media Center and a Chapel Library, in addition to congregative worship services, seminars, and study groups for the seven recognized umbrella religious groups. The Media Center has approximately 960 cassettes, 285 videos and the library has 3421 books and magazines. The Media Center and Chapel Library had a total number 5201 inmate contacts.

In 2003-2004 there were a total of 7866 inmates that submitted requests for the Chapel Card Program. There were a total of 22,558 greeting cards that were handed out to inmates. Total inmate contacts for all programs and card requests in 2003-2004 were 27,003.

One new program that began in February of 2004 was the grief class for inmates. We ran the class once this year and expect that we will offer it 2-3 times per year in the future. Already there are a number of inmates that have indicated interest.

Volunteers are an important resource for the Chapel. In 2003-2004 there were 181 volunteers who invested 1486.75 hours in helping provide spiritual support to the inmates. There were 316 pastoral visits by pastors from the communities who visited with inmates in 2003-2004.

Through Prison Fellowship, we held the following seminars; Marriage, Life Plan, Prison Survival Guide, a Pure Heart for God, and Going for the Gold. We also added a new seminar called, "Walk through the New Testament."

Two major projects for the Chapel have been the Angel Tree and Salvation Army Toy Projects. Angel Tree is a ministry of Prison Fellowship through which children of incarcerated parents can receive Christmas presents. Certain criteria must be met. Each inmate must complete an application before the process can begin. The Toy Project is similar to Angel Tree and run by The Salvation Army. Each inmate must fill out an application and be approved to participate. This year 225 inmates participated in the Angel Tree Program and over 200 inmates took part in the Salvation Army Toy Project.

We do not expect the activity in the Chapel to decrease in 2004-2005, however we are up for the challenges that lie ahead.

Recreation

The Recreation staff members strive to provide a multitude of opportunities to the inmates. Some of the opportunities include making a hobby project, receiving music instruction on how to play an instrument, or playing in a band. The Recreation Department continues to organize leagues for summer softball, volleyball, basketball and horseshoes, as well as winter leagues for volleyball, basketball, Ping-Pong, and handball. There are nine indoor and outdoor recreation periods each day at which time they may check out recreation equipment or lift weights. Inmates attend recreation when their assigned housing unit is scheduled to attend. On average there are fifty inmates that participate in the gym each period.

In the Hobby Department, inmates have the opportunity to participate in the following activities: bead work, ceramics, yarn work, drawing, painting, pottery, Latch Hook, Plastic Canvas and Cross Stitch. A staff member is present to instruct inmates in their chosen hobby. Ceramics offers inmates a wide variety of ceramic molds along with the supplies necessary to complete their projects. This year approximately 100 inmates choose Ceramics as one of their hobbies. This number will vary throughout the year as inmates leave the institution. Inmates purchased \$15,973.23 of ceramics supplies. Currently there are 153 inmates who have selected drawing as one of their chosen hobbies. The Hobby Store sold \$4,846.13 worth of drawing materials. Sixty-four inmates placed hobby items in the visiting room sales case. Sixty-six hobby items were sold for a total of \$591.50.

This year the Hobby Department offered a crocheting class. Approximately twenty inmates took advantage of this class to learn the art of crocheting. Donated yarn is used to teach inmates how to crochet and make items such as blankets, sweaters, hats, scarves, and mittens. The items made from the donated yarn are then donated to a charity.

The Music Department has four music rooms available, in which, inmates may explore their musical interests. The musical instruments available to the inmates to practice with are a piano, keyboard, saxophone, trumpet, banjo, Native American drum, harmonica, drum set, and guitars. There are nine music periods each day, six days per week. There is an average of forty inmates who use the music rooms each day. The Music Department organizes an average of three concerts per year and the money earned is donated back to a non profit organization.

Badger State Industries (BSI)

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

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

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

OFFICE OF OFFENDER RECORDS

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

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

The Offender Records Supervisor also acts as the institution liaison regarding litigation and referrals for prosecution, serves as Legal Assistance for Incarcerated Persons (LAIP) and End of Confinement Review Board (ECRB) liaison; responds to Open Records Requests; and serves as an Institution Records Custodian.

Accomplishments:

- Calculated 294 sentence computations for new sentences, amended judgements and revocations.
- Coordinated 1025 inmate transfers out of JCI
- Coordinated 1350 inmate transfers in to JCI
- Processed 375 inmate releases
- Scheduled 553 JCI parole hearings
- Coordinated 384 off-grounds court trips
- Scheduled and facilitated 127 attorney and professional visits
- Scheduled and facilitated 65 LAIP visits
- Scheduled and facilitated 217 court and 263 attorney/professional phone calls
- Scheduled and monitored 420 inmate file reviews
- Provided notary services to inmates on Monday mornings and Friday afternoons
- Facilitated 21 Social Security Administration phone calls and visits
- Scheduled and facilitated 11 video court hearings

OFFICE OF PROGRAM REVIEW

Staffed by one full-time Offender Classification Specialists and one full-time Program Assistant 3. This office reviews the security level, program needs and institution placement of inmates. Inmates are normally reviewed every twelve months, unless a special review is requested. The Specialist and team members from the Institution make recommendations and determine priorities based upon the inmate’s security level, need for programs, Parole Commission requests and the inmate’s Mandatory Release /Extended Supervision date.

- 966 inmates were seen by the committee (non-emergency reviews - not including DCI-infirmatory, Special Placement Needs (SPN) or Wisconsin Resource Center (WRC) special reviews).
- 345 inmates waived appearances before the committee
- 566 transfer recommendations were made
- 29 of the recommended transfers were for out of state placement
- 117 Black River Correctional Center's PRC's were done
- 21 St. Croix Correctional Center's PRC's were done

Population pressures and out of state placements continue to challenge the Program Review Committee to provide proper programming and placement as determined by Administrative laws.

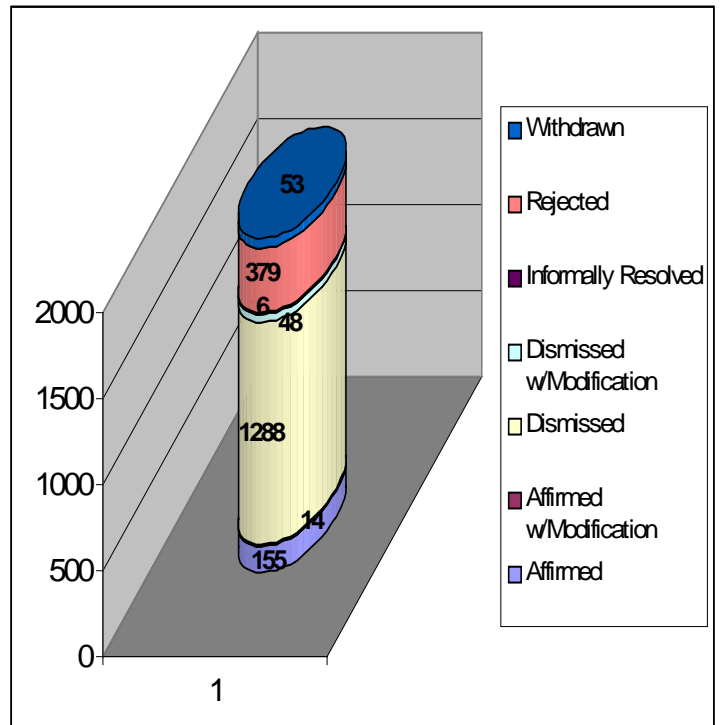
It is the goal of this department to continue to be accurate and efficient in all of our duties, while remaining responsive to the needs of the inmates and Institution.

INMATE COMPLAINTS

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

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

Department.....	# of Complaints
Bureau of Correctional Enterprises.....	5
Classification.....	31
Correspondence & Publication	182
Discipline	157
Discrimination	5
Food.....	24
HIPPA	1
Inmate Complaint Review System.....	16
Inmate Accounts	72
Medical	292
Parole	3
Personal Physical Conditions	117
Personal Property	339
Religion.....	7
Rules.....	149
Staff	259
Visiting	63
Work & School Programs.....	38
Other	181
Total	1941



MELROSE HOUSING UNIT

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

Accomplishments for FY04

- Unit staff worked with Psychological Services Department to implement Sex Offender Treatment Programming (Core 2000 Program) to inmates.
- Melrose provides a unit based Restorative Justice - Victim Impact Program for the inmates housed on the unit. Two programs were completed and subsequent programs are scheduled to start during 2005.

Challenges for FY05:

- Melrose staff will continue to provide Victim Impact Programming for inmates housed on the unit. Increase positive unit activities and programs for inmates in an effort to reduce idleness and improve inmates' ability to utilize their time productively through Education, Recreation and Program Services.
- Work with other departments to bring programming to the unit via closed circuit television. Potential programs may include Cognitive Interventions Program, employability skills, parenting skills, anger management and other educationally based programming.
- Expand Restorative Justice Initiatives within the unit and institution as a whole through training and educational forums for staff and inmates, increase recognition of Crime Victims Right's Week and incorporate the principles and practices of Restorative Justice into the daily routines of all staff and inmates.
- Facilitate a fundraiser for each Victim Impact Group with proceeds donated to local non-profit organizations.

Victim Impact Program

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

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

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

The course opens with inmate introducing themselves to the group and detailing for the group the crime(s) they are currently incarcerated for. The training manual begins with property crimes and

moves through various crimes, with homicide as the final chapter. Crimes covered include:

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

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

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

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

NEILLSVILLE HOUSING UNIT

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

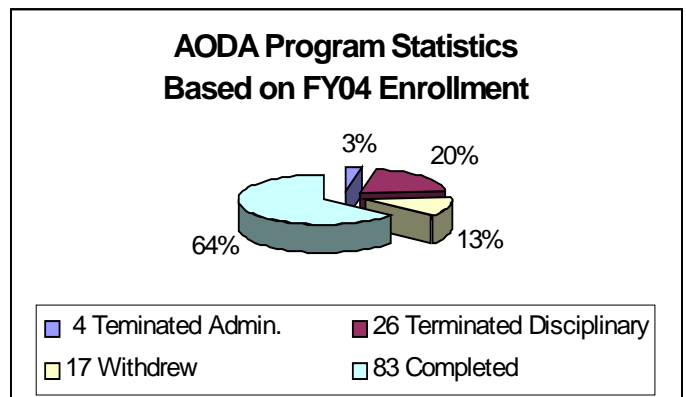
The social workers provide daily instruction for the AODA and CGIP programs in addition to managing a full caseload of inmates.

The New Beginnings AODA program is a 15-week program. Participants are enrolled full-time and meet for six hours each day. The topics include cognitive process, AODA education and relapse prevention. Other modules on Anger management, domestic violence, stress management, and communication are included during the 15-weeks. This past year we have also included a module on victim impact training as part of our restorative justice initiative. 130 inmates participated in the program during FY04.

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

Challenges for FY05 include:

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



OXBOW HOUSING UNIT

The Oxbow Unit contains ninety-eight double occupancy and six single occupancy rooms. The unit is a wet cell unit, which provides the capacity for much greater control of inmate movement than the other general population housing units at Jackson Correctional Institution. Inmates in a variety of statuses are located in the unit, including general population, At Risk, program segregation/disciplinary separation Step 2 and Step 3 inmates, and Cognitive Group Intervention Program.

Oxbow restarted the At Risk Program in 2004. The program had been lying dormant due to a social worker position vacancy. At Risk status provides an environment for inmates who have had difficulty following the expectations for inmate behavior, but who are not involved in actions serious enough to merit placement in segregation. Inmates are placed in the At Risk status based on behavior, after receiving counseling about the need to change behavior, if they meet certain thresholds of warnings and/or conduct reports. It is not a punishment, but rather an environment in which the inmate demonstrates by his behavior that he has learned to follow the rules of the institution as expected. Privileges are restricted and the inmate progresses through three statuses with increasing privileges as his behavior merits. Participants are promoted or demoted in status depending on their behavior. Inmates in At Risk status participate in the Options Class. This class is designed to teach the inmates new ways of looking at situations while providing them with new options for dealing with the situations they face in their daily lives. The Options Class is six weeks in duration and is facilitated by one social worker. Every inmate that successfully completes the group is given a certificate of completion.

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

Oxbow incorporated the CGIP program as part of the services offered in this housing during FY04. The group emphasizes the importance of making positive decisions and thinking about those choices prior to making poor decisions.

During FY04 Oxbow Unit and Jackson Correctional Institution experienced a growing populace of inmates requiring increased medical attention. Oxbow in association with the Health Services Unit provided the necessary housing, services and assistance to ensure that the increasing needs of these unique inmates were/are met. The units wet cell design coupled with the staffs ability to deal with the diverse and challenging situations presented afforded the more infirmed inmates the opportunity to maintain their individual dignity and enable them to feel like the special people that they are.

Accomplishments for FY04:

- Managed an increasing populace of geriatric inmates.
- Expanded programming on the unit for inmates.
- Restarted the At Risk Program
- Started the Cognitive Intervention Program in Oxbow

QUARRY HOUSING UNIT

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

Unit activities are centered on continued educational opportunities. Trained Literacy Volunteers of

America (LVA) inmate tutors work one-on-one with inmates, as well, as holding group tutoring sessions on a nightly basis. Quiet times are enforced to enhance the learning capabilities of the students.

The Quarry Unit Team consists of:

- Unit Supervisor Captain
- Lieutenant as Assistant Unit Supervisor Social worker
- Correctional Officer 3 on each shift
- Two Correctional Officer I/II on first and second shift
- Correctional officer I/II on third shift
- Other unit support staff include a psychologist, nursing staff, recreation leaders, and food service staff who are assigned as liaisons to the unit from their respective departments

Accomplishments for FY04:

- Facilitated unit based CGIP groups
- Continued providing tutor services for inmates involved in school activities

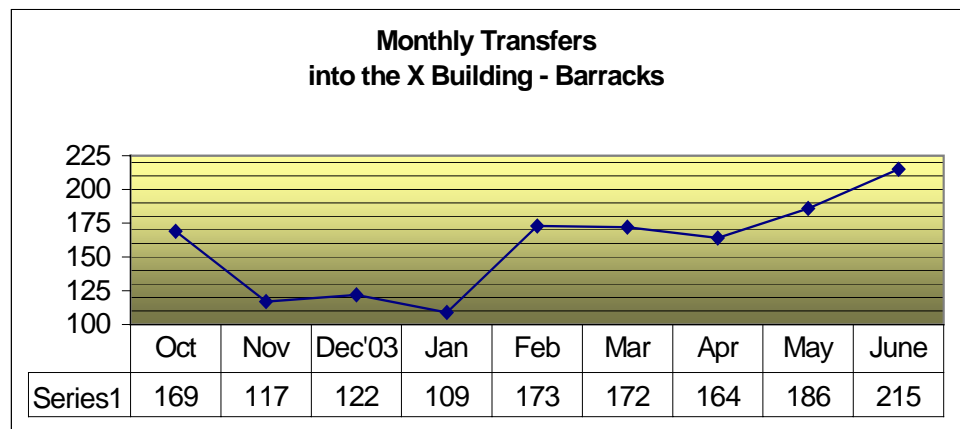
Challenges for FY05:

- Increase the availability and use of tutors for Adult Basic Education and English as Second Language (ESL) classes.
- Develop a program to assist inmates with basic living skills in order to prepare for release.

X BUILDING - BARRACKS

X Building is a 152-bed barracks style housing unit that serves as the reception and orientation unit for all inmates arriving at Jackson Correctional Institution. The Barracks temporarily houses minimum-security inmates waiting transfer to a northern center and any Division of Community Corrections sanctioned inmates. It also houses the medium security inmates who are assigned to JCI awaiting bed space on one of the four general population housing units (Melrose, Neillsville, Oxbow or Quarry).

Inmates are identified by their assessment and evaluation need and subsequently placed in the corresponding housing unit (i.e.-AODA need Neillsville, Education – Quarry). Additional information is relied upon should a special need arise requiring a single cell, wet cell thereby restricting movement to the Oxbow Housing Unit.



During the first week on the unit, inmates participate in the institution's New Inmate Orientation Program.

Accomplishments for FY04:

- A total of 1900 inmates were transferred into the unit during the year. This translates statistically to, on average, six new inmates moving into the unit and six inmates out of the unit each and every day of the year. This also means that, on average, a complete turnover of the unit's population occurs every twenty-five days.

- The unit has maintained an effective working relationship with other DOC facilities while operating as the northern transportation hub for inmates transferring to and from Community Corrections Centers.
- The unit also houses inmates who are awaiting review for Alternate To Revocation (ATR) medical assessment to determine appropriateness for placement at one of the two Challenge Incarceration Programs (CIP-Bootcamp).

Challenges for FY05:

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