

DIVISION OF JUVENILE CORRECTIONS

2013 Annual Report



April 2014

Division of Juvenile Corrections

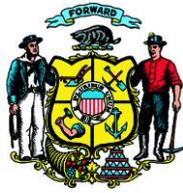
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Cari J. Taylor
Administrator

Date: May 1, 2014
To: Juvenile Justice Partners
From: Cari J. Taylor, Administrator 

Last year, the Division of Juvenile Corrections (DJC) revamped our Annual Report by providing a more comprehensive view of our operations. The response to our renewed approach has been resoundingly positive. As a result, we used a similar framework for the 2013 Annual Report. Those of us in DJC are proud to be a part of the larger juvenile justice continuum. We work diligently to reach out to our juvenile justice partners in order to strengthen our relationships and provide the most effective and responsive treatment possible to youth in our care. This includes continued collaboration to develop a network of state, county, and private-sector professionals dedicated to improving the juvenile justice system.

As the Administrator of DJC, I am very interested in more extensive analysis of our recidivism data as it relates to program impact, diminishing effectiveness, and incremental evaluation. Given the inconsistency in how recidivism data is reported by juvenile justice providers in Wisconsin, and even nationally, it is vital to provide a comprehensive view of our recidivism rates within the context of timeframes and the impact of DJC programs. In doing so, we will strive to engage our juvenile justice partners in constructive discussion regarding the efficacy of current programming while addressing the potential effect of diminishing returns.

As part of our effort to address youth needs and reduce recidivism, DJC continues to incorporate evidence-based practices and promising practices into our programs and policies. For example, we remain committed to the expansion of trauma-informed care principles and practices to promote our primary objective of maintaining safety and security for all who work and reside under our purview.

In the fall of 2014 DJC will work with the Council of Juvenile Correctional Administrators' Performance based Standards (PbS) in measuring and evaluating DJC programs and services. PbS is a data-driven improvement model which identifies, monitors and improves conditions of confinement and treatment services in residential facilities and programs using national standards and performance outcome measures. Agencies, facilities and programs in over 30 states currently volunteer to participate and commit to treating all youths in custody as one of our own. PbS builds performance improvement and accountability into agency, facility and program operations using a three-part cycle of activities: collecting data, analyzing the performance outcomes and summary data reports and then the heart of PbS: using the data to create improvement and reforms.

Other highlights included in this year's Annual Report are population and commitment trends; academic achievements of youth in our care; positive youth development; community supervision and treatment; and youth success stories and personal anecdotes.

DJC will integrate these initiatives and others into programming at The Grow Academy, opening in the summer of 2014 on the grounds of the old S.P.R.I.T.E. facility in Oregon, Wisconsin. The Grow Academy will be a 120-day cognitive-based agri-science program for male youth.

As always, the Division of Juvenile Corrections welcomes your suggestions to improve the effectiveness and efficiency of our mutual efforts. Your feedback and questions about this report can be forwarded to Charles Crawford-Fischer at Charles.CrawfordFischer@wi.gov or to Kelsey Hill at Kelsey.Hill@wi.gov. This report is also available on our website under Juvenile Services at <http://doc.wi.gov>.

2013 Annual Report

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Introduction

Mission

The mission of the Department of Corrections is to protect the public, our staff, and youth in our charge; to provide those youth opportunities for positive change and success; to promote, inform and educate others about our programs and successes; and to partner and collaborate with community service providers and other criminal justice entities.



Cari J. Taylor, Administrator

Statement of Purpose

Achieving our stated mission will allow for a juvenile justice system that balances protection of the community, youth accountability, and competency-building for responsible and productive community living.

Vision

DJC will reduce delinquent behavior in part by achieving excellence in correctional practices and fostering safety for victims and communities. To achieve this vision, we are committed to:

- o Sharing ownership for justice through partnerships with the juvenile justice system and the community.
- o Learning from the community and promote opportunities for the community to learn from us.
- o Holding youth accountable by requiring them to contribute to the recovery of victims and the community.
- o Working with the community to assist youth in becoming productive members in the community.
- o Creating a sense of community and mutual responsibility in the workplace.

Guiding Principles

The guiding principles of DJC are:

- o Promoting prevention and early intervention efforts at the community level.
- o Providing individualized and culturally responsive programming.
- o Implementing the concepts of restorative justice in DJC programs.
- o Affirming that staff are key to successful program operation and positive treatment outcomes.
- o Treating a diverse workforce as valued partners by fostering staff development and effectiveness.
- o Striving to assure that staff and youth are safe and free from victimization.
- o Promoting wellness for staff and youth.
- o Conducting program evaluation to identify and support high quality and cost effective programs.
- o Providing and managing resources to promote successful community reintegration.
- o Partnering with families, counties, and other community agencies to build positive youth competencies.
- o Developing and implementing individualized case plans based on the uniqueness of each youth.

Primary Responsibilities

DJC has two primary responsibilities:

- o Operate Type 1 secured juvenile correctional facilities primarily for youth committed by a Wisconsin county juvenile court to the Department of Corrections following a delinquency adjudication.
- o Provide correctional supervision in communities throughout Wisconsin after youth leave a juvenile correctional facility with two regional and several field offices.

DJC provides correctional supervision and offers programs and services to youth during their placement at a juvenile correctional facility. Generally, youth have time remaining on their court commitment orders upon their return to the community. On average, youth continue to be on correctional supervision for three to four months after leaving a juvenile correctional facility, except for serious juvenile offenders who typically remain on supervision for two to three years.

DJC is also responsible for the oversight of juvenile delinquency-related services statewide and the administration of Youth Aids funds.

Juvenile Demographics

Population Trends

Youth population, juvenile arrest and prosecution rates, and availability of local services all impact DJC's population.

- The number of Wisconsin youth aged 14 to 16 years declined by 7.8 percent from 2007 to 2012. This is a continuation of the steady decline observed over many years.
- Reported arrests of juveniles in Wisconsin declined 20 percent from 2007 to 2012, and arrests for violent crimes were down 8 percent.¹ This change, though not as significant as those observed in previous years, is indicative of a consistent decline.
- Supported by Youth Aids funding and Community Intervention Program grants, county agencies have increasingly developed and purchased programming to serve seriously delinquent youth at the local level.

Though the number of counties contracting with the state for programming to serve delinquent youth stayed fairly constant from 2012 to 2013, DJC's population continues to decline. As shown in Table 1, the institution average daily population decreased from approximately 510 in 2009 to 274 in 2013. Similarly, as shown in Table 2, the community supervision average daily population decreased from approximately 231 in 2009 to 169 in 2013.

Year	Lincoln Hills School	Ethan Allen School ¹	Copper Lake School/ Southern Oaks Girls School ²	SPRITE ³	Mendota Juvenile Treatment Center	Total
2009	188.7	227.5	58.8	6.0	28.8	509.9
2010	160.0	184.3	33.3	1.6	28.9	408.0
2011 ⁴	214.8	115.1	18.6	-	27.9	318.9
2012	246.6	-	26.0	-	28.5	301.1
2013	215.6	-	29.5	-	28.8	273.9

¹ Ethan Allen School closed in June 2011, and the youth were transferred to LHS.

² Southern Oaks Girls School closed in June 2011, and the youth were transferred to CLS.

³ The SPRITE program has not operated a session since March 2010.

⁴ Because Ethan Allen School closed prior to the end of 2011, the total average daily population for 2011 does not equal the sum of individual institution average daily populations.

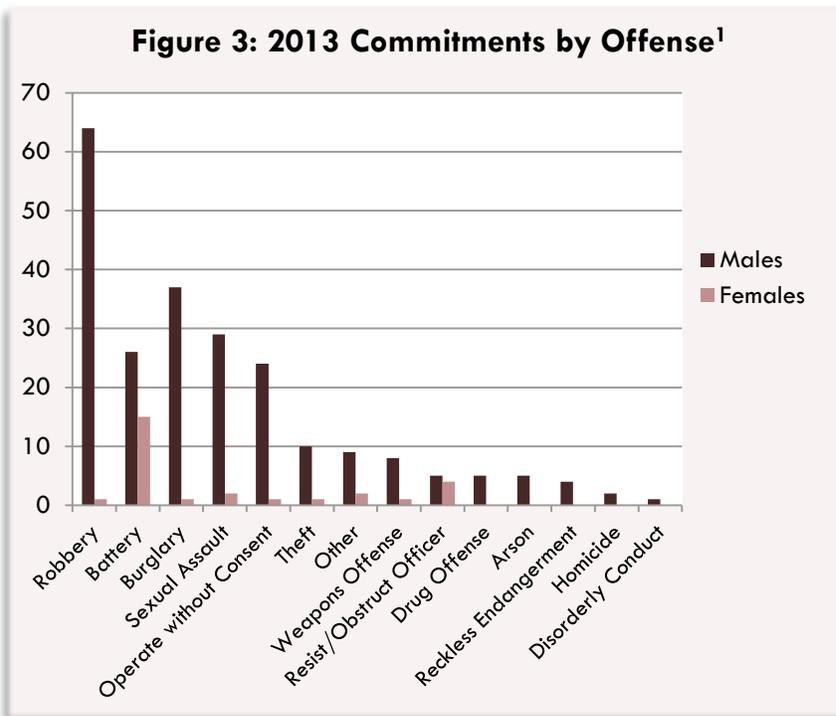
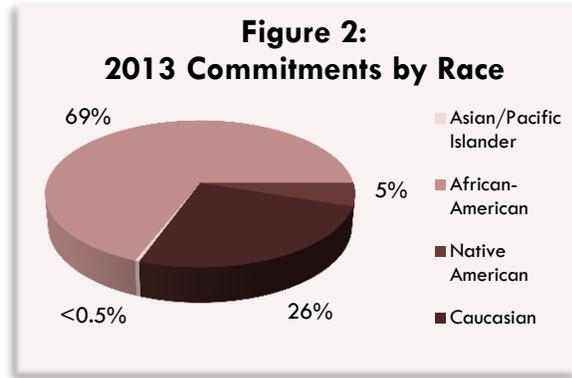
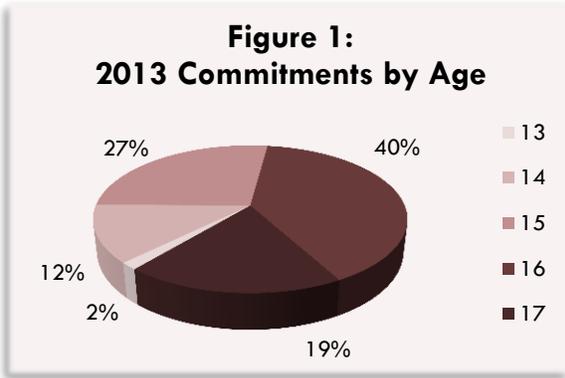
Year	Aftercare	Corrective Sanctions	Total
2009	84.6	146.5	231.1
2010	73.8	133.1	206.9
2011	67.3	131.0	198.3
2012	75.6	108.2	183.8
2013	70.5	98.3	168.8

¹ Though Wisconsin law considers 17-year-olds adults for prosecution and sentencing, for the purposes of arrest data they are classified as juveniles.

Juvenile Commitment Trends

In 2013, DJC admitted 255 Wisconsin youth with new court commitments to its juvenile correctional facilities. Of these youth:

- 227 were male; 28 were female;
- 40 percent were 16 years old at the time of commitment; 41 percent were age 15 or younger;
- 69 percent were African-American; nearly 26 percent were Caucasian.



A juvenile may have more than one commitment. Collectively, these 255 juveniles had 259 new commitments, including 216 juvenile commitments, 28 serious juvenile offender commitments, and 5 tribal commitments.

Youth placed at juvenile correctional facilities in 2013 were committed for a variety of offenses. The most common offenses among males included robbery (64), burglary (37), and sexual assault (29). The most common offense among females was battery (15).

¹Youth may be committed on multiple cases with each case containing multiple offenses. This table reflects the most serious offense for the current commitment. It does not include offenses that resulted in adult commitments (14) for youth at LHS.

Recidivism

Recidivism is the reoccurrence of criminal behavior by an individual after intervention by the criminal justice system. It has been demonstrated that a reduction in juvenile recidivism can be achieved by providing effective treatment programming that is responsive to youth needs and level of risk to reoffend. This objective is accomplished most efficiently by aligning priorities and resources throughout the juvenile justice system with programs and practices that are supported by scientific research.

As part of its commitment to public safety and youth development, DJC strives to provide services and programs that are rooted in the best available research on effective interventions. As we continue to advance our implementation of effective correctional practices, DJC prioritizes programming that is responsive to each individual youth's needs and has demonstrated benefits for reduced recidivism and increased youth competency. Through our evaluation of these efforts, including outcome measurement, DJC will identify opportunities to target resources and hone services to ensure that we have maximum positive impact on youth and recidivism as juvenile justice continues to evolve.

Table 3 details the recidivism trends among DJC youth released from a juvenile correctional facility in 2009. An offender is counted as a recidivist if he or she is found by a Wisconsin court to have committed a new offense within three years of his or her 2009 release date. Days spent in a Wisconsin correctional facility count towards the three-year period over which recidivism is measured.

	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
2009 Release Cohort	532	100.0%	85	100.0%	617	100.0%
Non-Recidivists	194	36.5%	57	67.1%	251	40.7%
Juvenile Recidivists ¹	26	4.9%	2	2.4%	28	4.5%
Prison Recidivists ²	97	18.2%	3	3.5%	100	16.2%
Probation Recidivists ³	162	39.0%	13	19.7%	175	36.4%
Total Recidivists	338	63.5%	28	32.9%	366	59.3%

¹ Committed a new offense during the three-year follow-up period that resulted in a new juvenile commitment.

² Committed a new offense during the three-year follow-up period that resulted in a prison sentence.

³ Committed a new offense during the three-year follow-up period that resulted in an adult probation sentence.

Success!

A 15-year-old male youth was adjudicated delinquent for armed robbery, use of force, and substantial battery with intent to cause bodily harm. During his commitment at the institution, he participated in JCIP, AODA, and the Cadet Achievement Program. Once released to the Corrective Sanctions Program (CSP) and later transferred to a Group Home, he was sanctioned multiple times for rule violations and eventually returned permanently to the institution to work towards his treatment and educational goals. Prior to again being released to the community on CSP, the youth completed the JCIP Repeaters program and obtained his HSED. A year after his release, he successfully graduated from CSP; he has had no further sanctions or rule violations. The youth works part-time, recently moved into his own off-campus apartment, and is in his third semester of Bryant & Stratton College's Business Administration program. He is on track to graduate in May 2015.

School Profiles

DJC operates two Type 1 secured juvenile correctional facilities in Irma, Wisconsin. The mission of these facilities is to provide community protection and hold youth accountable for their behaviors while offering them skill-building opportunities that contribute to victim and community restoration. In 2013, the institutions had 295.4 full-time equivalent (FTE) staff positions, including youth counselors, teachers, social workers, mental health staff, and various other positions that support institution operations.



Entrance to Lincoln Hills and Copper Lake Schools

Lincoln Hills School

Lincoln Hills School (LHS) opened in the summer of 1970. From 1972 through 1994, both males and females were placed in the institution. Since 1994, LHS has been a school for males. LHS also serves as a secure detention resource for nearby counties.



Lincoln Hills School

Copper Lake School

In June 2011, Southern Oaks Girls School was relocated to Copper Lake School (CLS), which opened at the LHS site. CLS is a separate facility with sight and sound separation from LHS. CLS also serves as a secure detention resource for nearby counties.



Copper Lake living units

Mendota Juvenile Treatment Center



Although DJC offers comprehensive medical, physical, and educational services on the secure Lincoln Hills and Copper Lake campus, some youth require additional mental health treatment. In 2013, the Division continued its contract with the Department of Health Services (DHS) to place up to 29 male youth at one time in the Mendota Juvenile Treatment Center (MJTC) in Madison. Since starting in 1995, MJTC has operated under the Department of Corrections' administrative code as a secured correctional facility and been housed on the grounds of the Mendota Mental Health Institute, a state mental health facility in DHS.

Education

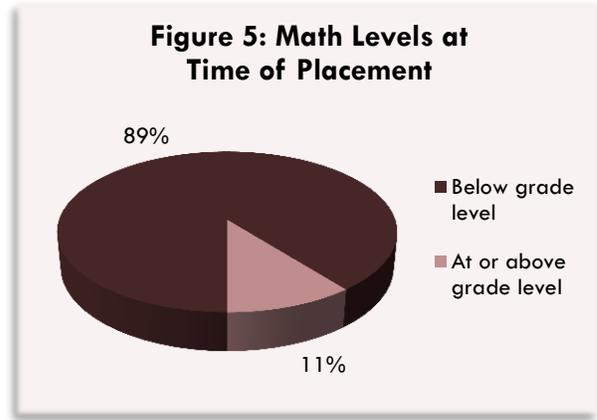
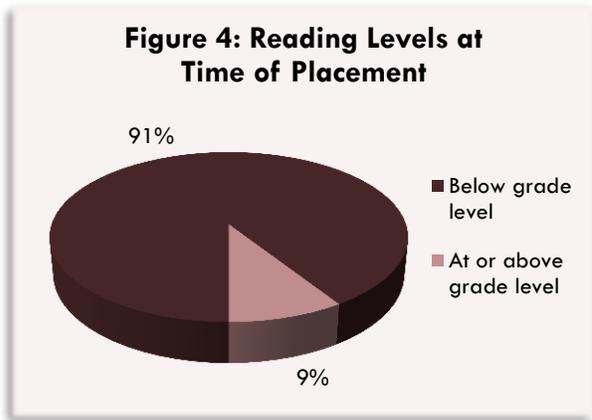
Each juvenile correctional facility provides educational services designed to meet the individual needs of its youth. Depending on the youth's age and academic progress, a youth may work to earn middle school or high school credits toward grade advancement and a diploma or may work to earn a High School Equivalency Diploma (HSED). Youth also have opportunities to engage in career and technical education while earning high school or college credit.

During the 2012-2013 school year:

- 449 youth participated in educational programming;
- 494 youth participated in elective job training programming;
- 136 youth participated in HSED programming;
- 89 percent of LHS and CLS students who took the HSED exam passed.

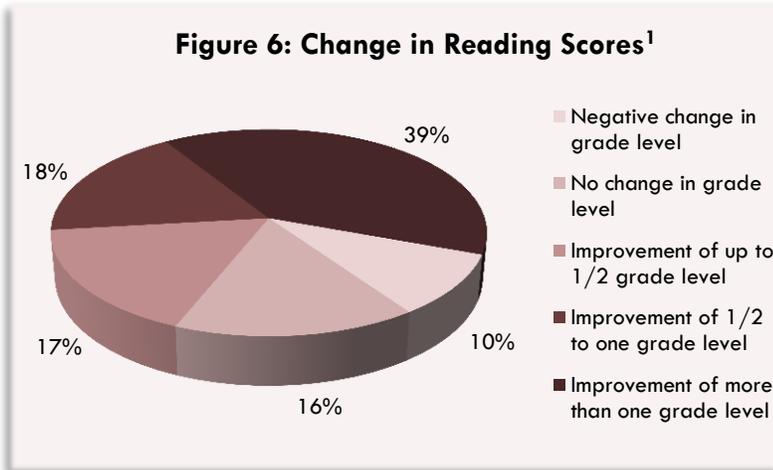
Table 4: Academic Achievements			
Achievement	LHS	CLS	Total
Middle School Credits Earned	3.75	.75	4.5
High School Credits Earned	694.59	116.99	811.58
High School Diplomas Awarded	10	0	10
High School Equivalency Diplomas Awarded	67	15	82
Career and Technical Education Credits Earned	77	7.5	84.5

During a youth's initial days at a juvenile correctional facility, staff use the STAR Renaissance Reading and Math assessment to determine his or her academic needs. They use the results of this assessment to help students and teachers plan appropriate educational services for the duration of the youth's placement at the facility. In the 2012-13 school year, 91 percent of students scored below their current grade level for reading, and 89 percent scored below their current grade level for math at the time of placement at the facility.



DJC's dedicated education professionals helped students at LHS and CLS learn important skills and make significant academic improvements during the 2012-13 school year.

As shown in Figure 6, nearly 40 percent of students who completed pre- and post-test assessments improved their reading scores by more than one full grade level, and 35 percent improved their reading scores by up to one grade level.

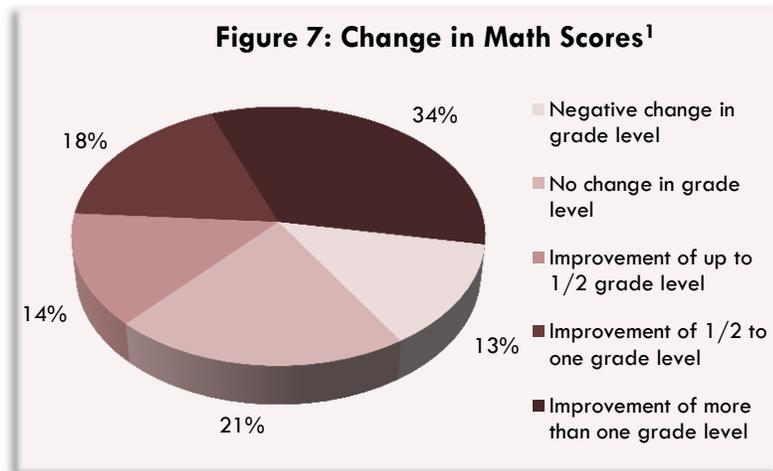


¹ Among the 258 students who were in educational programming for the entire 2012-13 school year and completed both the pre-test and post-test for reading.

As shown in Figure 7, 34 percent of students improved their math scores by more than one full grade level, and 32 percent improved their math scores by up to one grade level.

During the 2012-2013 school year, 11 LHS youth completed the ACT exam and 12 total youth from CLS and LHS applied to schools of higher education.

Additionally, both schools initiated relationships with the Great Lakes Higher Education Program and Northcentral Technical College (NTC). Great Lakes has been an asset in educating over 31 youth about higher education opportunities in addition to helping them complete the financial aid process, while a NTC career coach has held individual and group sessions on higher education for over 50 students.



¹ Among the 205 students who were in educational programming for the entire 2012-13 school year and completed both the pre-test and post-test for math.

Programs and Services

DJC’s professional staff offer a wide array of treatment programs and other services to address the psychological, cognitive, behavioral, and social needs of each youth placed at a juvenile correctional facility and teach them the skills to become productive members of their communities.

Primary Treatment Programs and Services

Table 5 describes the treatment curricula that comprise the key programs and services at Lincoln Hills and Copper Lake Schools.

Table 5: Primary Institution Programs and Services
<p><u><i>Juvenile Cognitive Intervention Program (JCIP)</i></u> JCIP is a three-phase cognitive restructuring program that addresses antisocial cognition, companions, and personality; family issues; substance abuse; and leisure/recreation. Phases 1 and 2 are typically completed at the juvenile correctional facilities.</p>
<p><u><i>Dialectical Behavior Therapy (DBT)</i></u> DBT is a 16-week evidence-based cognitive-behavioral skills group program that addresses core mindfulness, distress tolerance, emotion regulation, and interpersonal effectiveness in youth at CLS who have been challenged by suicidal behaviors, borderline personality traits, conduct disorder, substance abuse disorders, or eating disorders.</p>
<p><u><i>Substance Use Disorder (SUD) Treatment</i></u> SUD treatment is provided to youth at LHS and CLS who were found during the institution’s screening and assessment process to have a substance use disorder. Males in SUD treatment at LHS participate in Seeking Safety, a 16-week evidence-based program that addresses cognitive, behavioral, and interpersonal challenges, and helps youth learn skills, including coping strategies and managing trauma symptoms without substance use.</p>
<p><u><i>Sex Offender Treatment (SOT)</i></u> The SOT program is provided to youth committed to LHS for offenses falling under the Sexually Violent Persons Act (Chapter 980). A multi-disciplinary team of institution staff and management provide services, both in individual and group settings, that address such issues as anger, hostility, impulsive behavior, and lack of empathy. The team uses cognitive-behavioral skill training and treatment designed to address issues common to sex offenders, such as understanding consent, risky thinking, and coping with urges.</p>
<p><u><i>Aggression Replacement Training (ART)</i></u> ART is provided to youth at LHS and CLS found to have anger issues. This evidence-based program addresses social skills training, anger control training, and moral reasoning.</p>
<p><u><i>Psychological Services</i></u> DJC’s Psychological Services Unit provides a full range of psychological services as needed to youth placed at the juvenile correctional facilities, including evaluation; individual, group, and family therapy; medication; and case management. Psychological services supplement the treatment resources available to youth in their living units.</p>

Table 6 highlights the number of youth in 2013 who enrolled in each program and who successfully completed each program.

Table 6: Primary Program Enrollments and Completions						
Program	LHS		CLS		Total	
	Enrollments	Completions¹	Enrollments	Completions¹	Enrollments	Completions¹
ART	93	87			93	87
DBT			18	17	18	17
JCIP Phase 1	171	148	25	21	196	169
JCIP Phase 2	161	167	24	24	185	191
JCIP Repeater	33	26			33	26
SOT	8	3			8	3
SUD Treatment	117	88	17	12	134	100

¹ The number of completions may include youth who enrolled in the program in a previous year.

In 2013, Psychological Services professionals at LHS and CLS served 464 youth after their initial intake screenings – including 346 who received three or more therapy sessions – and completed 1,294 self-harm reviews on 87 youth. Psychological Services at CLS met regularly with all 46 youth for therapy sessions. For more intensive mental health treatment, LHS transferred 45 males to MJTC.

To meet juveniles' psychiatric needs, LHS and CLS contract with a local child psychiatrist and also utilize telepsychiatry. In 2013, youth participated in 842 psychiatric sessions.

Other Treatment Programs

- *PRIDE* (Personal Responsibility and Integrity in Daily Environment) is an indoor and outdoor short-term experiential program designed to help male youth transition back into their communities by focusing on education, leadership, team-building, community service, and personal responsibility. In 2013 youth who participated in PRIDE volunteered at Camp Rainbow's End where they provide safe activities for special needs children, completed service projects for local organizations and municipalities, and made presentations to area school groups to help other youth understand the costs of crime.
- *Families Count* is a "bridge" program for youth re-entering the community and is designed to educate families about how the JCIP concepts and skills will help youth remain crime-free in their communities. LHS and CLS conducted seven Families Count sessions throughout 2013, serving approximately 40 youth and over 80 family members. Individual sessions were introduced in 2013 for youth and families to provide more opportunities for family involvement in the event that someone was unable to attend the day of scheduled Families Count events.
- *Healthy Relationships* is a program open to female youth at CLS that addresses their relationship issues – including boundaries, spirituality, and relationships with self, family, peers, and authority figures. In 2013, every girl placed at CLS participated in the Healthy Relationships program.
- *Health Services Education* at CLS offers voluntary health education classes, which are well-attended and enjoyed by the youth. Sessions focus on topics such as weight and a healthy diet, cardiac health, dental health, exercise, and hygiene. The Health Services Unit also became involved by providing further education opportunities and healthy snacks to both CLS and LHS youth during the summer games.
- The *Victim Impact Program* emphasizes victims' rights, creates an awareness of the harmful effects of crime, and helps youth understand that all crimes have negative impacts on individuals. In 2013, 101 youth were enrolled in the program; 91 youth completed it.

Family and Community Connections

To help facilitate family visits and eventual reintegration, LHS and CLS sponsor a *transportation program* that provides family members with free bus rides to and from the juvenile correctional facilities. Buses bring visitors weekly from Milwaukee, Madison, Appleton, and Green Bay. In 2013, an average of 135 visitors used this service each month to visit approximately 69 youth at the institutions.

LHS and CLS utilize *videoconference technology* to connect youth at the institutions to their communities for the purposes of family visits, court appearances, and county contacts, as well as for Office of Juvenile Offender Review (OJOR) conferences and telepsychiatry. In 2012, the institutions conducted over 1,784 videoconferences, including 672 OJOR conferences and 842 telepsychiatry sessions.

Positive Youth Development Programs and Activities

- 36 LHS youth participated in *WIAA High School Basketball*. Both the varsity and junior varsity teams enjoyed successful seasons: the varsity team qualified for the high school playoffs with a winning record of 5-3, and the JV team had an undefeated record.
- Approximately 50 youth at CLS participated in *Girl Scouts* and were involved in making tie blankets, performing plays, learning communication skills, fostering team work, cooking on a budget, baking, building self esteem, setting goals, and completing arts and crafts.
- 100 youth from LHS participated in sweat lodge ceremonies through the *Great Lakes Inter-Tribal Council*. This council educates DJC institution staff and youth about Native American issues and involves youth in Native American cultural events, spiritual life classes, and skills and craft activities.
- 10 youth participated in the annual *Torch Run* with local law enforcement and helped raise more than \$500 for the Special Olympics.
- The *2013 Summer Games* engaged approximately 180 LHS and CLS youth in a celebration of competition and teamwork. Emphasizing cooperation, sportsmanship, and fun, youth participated in individual and team sporting events and other activities.
- The *Copper Lake Garden Project* allowed 35 female youth to take responsibility for and ownership of planting and maintaining three raised garden beds. The youth that participated took pride in their ability to raise fruits and vegetables that they learned to use in meals of their own.
- During *The Relay For Life 'Relay Recess'* held in May of 2013, CLS and LHS students helped raise over \$400 for the American Cancer Society. The event offered students the opportunity to participate in three different stations that educated them about better health. The first station included a presentation about health facts and positive health strategies while youth walked laps to emphasize being active. The second station involved a nutrition lesson by a health professional who discussed healthy foods and the importance of a balanced diet. The third station included activities aimed at increasing heart rates and raising awareness about the importance of regular exercise. During the three weeks leading up to the event, students received lessons on alcohol and tobacco awareness, sun safety, and nutrition. The festivities culminated in a pie throwing event for students who donated to the cause.
- Over the past 17 years the University of Wisconsin-Stevens Point Poetry Project has provided an outlet for youth at LHS (and CLS since consolidation) to express their feelings through poetry. In 2013, 28 UW-Stevens Point students volunteered to work with 363 youth. Collectively, they submitted 102 poems for publication.



- March of 2013 marked the 40th year of the *Foster Grandparent Program* at LHS (and CLS since consolidation). The caring and dedicated senior volunteers in the *Foster Grandparent Program* were honored with a banquet luncheon that celebrated the program and its participants, both past and present. In 2013, 21 Foster Grandparents volunteered their time by working with youth in reading programs, engaging youth in the classrooms and living units, and participating in special events and graduations.



Hi,

I have not been at LHS long, but the experience that I've had with the Foster Grandparents has been extremely memorable. I've helped them plant flowers and have seen the look on their faces of pure joy when they saw how each living unit's garden was thriving. I've baked snacks with a few of the Grandmas, and I have always enjoyed doing this because of the one on one time it allows me to have with them. Also, I like it because most of the time they let me get any extras that they make.

I love playing cards with the Foster Grandparents! I was pleasantly surprised at how competitive they are, but it's all in fun! They've taught me a lot of new games that I'll be able to play with my kids one day. To me, they're setting an example on how to spend quality time with family and friends. That's something that is worth more than its weight in gold.

Everything I just mentioned is the absolute truth, but my personal favorite quality about the Grandparents is that they are not biased towards us and when they're interacting with us they're not looking at us as criminals, but as youth who have made mistakes and have a whole life ahead of us to becoming strong and successful pillars of our community. When I talk to them, I feel that they actually care about me, because they do. I appreciate that greatly! Even though it's called "The Foster Grandparents Program", I don't look at them as a "Foster Grandparent"! I think they feel the same way. Over time we establish a bond that's more than just playing cards and eating snacks.

Grandpa Ed and Grandma Margaret, when I was trying to figure out whether or not to go to PRIDE, you told me I should and that it would be a good experience. Now I'm on my way out the door, and I thank you. Grandpa Budda and Grandma Dorothy, when I got to PRIDE, you two never failed to make me feel better. You helped me keep my head level and I thank you too. To all the Foster Grandparents, thanks for all the time and energy you devote to us. Your awards are well deserved and your time with us is greatly appreciated. So once again, thank you!!!

-LHS Student for the 40th Anniversary Celebration for the Foster Grandparents

Where I Want to Be

*I want to see the stars
I want to grab the moon*

*Most tell me
The sky is the limit
But I believe
It's farther than Heaven*

*Keep going
I will touch the planets
Just until
I'm on my way to
Heaven*

I can see the galaxy

*I am going to fly
Until I achieve my
dreams
Until I reach my goals*

*I'll keep soaring
Until I'm knee deep
In achieving.*

-CLS Student

Community Profile

DJC community supervision provides youth released from juvenile correctional facilities with the opportunity to meet individual treatment, education, vocational, and daily living needs in order to successfully reintegrate into the community. DJC field staff monitor each youth's level of risk to the community and use appropriate control and disciplinary procedures as needed to protect the community. The majority of youth under DJC supervision are in the Corrective Sanctions Program (CSP), which provides intensive supervision and monitoring coupled with targeted programming. DJC also oversees youth who are under Type 2 Community Supervision, Aftercare Supervision, or Interstate Compact Supervision, or who are part of the Serious Juvenile Offender Program. These programs may be in addition to or in lieu of CSP.



Northwest Regional Office and Madison Unit Office



Southeast Regional Office and Milwaukee Unit Office

DJC operates two regional offices for the administration and oversight of community supervision services:

- The Southeast Regional Office (SERO) is co-located with DJC's Milwaukee Unit office and oversees DJC's supervision services in the following counties: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.
- The Northwest Regional Office (NWRO) is co-located with DJC's Madison Unit office and oversees DJC's supervision services in the rest of the state, including DJC's unit offices in Appleton, Wausau, and Tomah.

DJC is available to provide youth supervision in all counties in the state of Wisconsin; in 2013 it contracted with 20 counties for aftercare services. The Division also provided Corrective Sanction supervisions for youth in a total of 29 counties. To foster relationships with counties and provide additional information about DJC's supervision services, Division field supervisors and agents made presentations to 15 counties in 2013.

In 2013, the regional and field offices had 50.8 FTE staff positions, including field agents, youth counselors, office support staff, and other positions that support field operations.

Success!

A 15-year-old male was committed to Lincoln Hills for homicide. While there, he completed several treatment programs and obtained his welding certificate. Since returning to the community, he has participated in individual counseling and substance use disorder treatment. In early 2012, he moved to a transitional living facility. He maintained full-time employment throughout the year and was named employee of the month in August 2012. In March 2013, he moved into his own apartment. He is now 24 years old, still fully employed, engaged, and starting a family.

Success!

A 16-year-old male was committed to LHS in 2012 for arson and damage of property with explosives. While at LHS, he earned his high school diploma and participated in JCIP, ART, and PRIDE programming. Since his release in early 2013, he has remained in the community. He has paid his restitution in full, maintains full-time employment, and lives independently in his own residence.

Programs and Services

For youth on community supervision, DJC provides and purchases services from community-based providers. Youth participate in targeted programming to build on the skills they learned in the juvenile correctional facilities and to address new issues that arise as they reintegrate into their homes and communities.

Primary Treatment Programs and Services

Table 7 describes key programs and services offered to youth in the community.

Table 7: Primary Community Programs and Services
<p><u>Alternate Care</u> Alternate care is out-of-home residential care for youth under DJC’s community supervision who have special treatment or supervision needs that cannot be met in the parental home or youth who need a structured placement to prepare them for independent living. In 2013, DJC contracted with 34 organizations throughout the state for 76 alternate facilities and programs. These include transitional living programs, group homes, residential care centers, and treatment foster care agencies.</p>
<p><u>Education</u> DJC works with local school districts, alternative schools, charter schools, and colleges to ensure youth pursue their education goals. One of DJC’s priorities is that youth under its care work towards and eventually attain their high school diplomas or HSED/GED. DJC often contracts with tutoring services and school-to-work programs that provide non-traditional educational opportunities.</p>
<p><u>Employment Services</u> DJC emphasizes the importance of obtaining and maintaining employment as a means to successfully reintegrate into the community. In an effort to prepare youth, they are often referred to employment readiness counseling that gives them insight into finding, securing, and completing a job. In 2013, DJC contracted with various community providers for these services.</p>
<p><u>Mental Health Treatment</u> DJC purchases individual, group, and family therapy services as needed for youth on community supervision to reinforce positive change in behavior. Mental health services also include aggression replacement counseling, psychiatric assessments, and medication management. Many DJC youth experienced some form of trauma in their lives and the Division contracts with counseling services to ensure youth receive counseling about the effects of trauma.</p>
<p><u>Mentoring</u> DJC purchases mentoring services from community partners throughout the state to assist youth in the transition from the institution to a less restrictive community setting. Mentors provide support, guidance, role modeling, advocacy, employment readiness services, and connections to other community resources.</p>
<p><u>Substance Use Disorder Treatment</u> In 2013, DJC continued to use Substance Abuse Prevention and Treatment Block Grant funds from the Department of Health Services to purchase treatment for youth on community supervision who have issues with drug and alcohol use. DJC also purchased mentoring and behavior management services to supplement youth’s treatment as needed. As part of its commitment to quality treatment, DJC prioritized spending on evidence-based programs.</p>
<p><u>Sex Offender Treatment (SOT)</u> DJC contracts with community partners to provide ongoing outpatient care and counseling for high-risk juvenile sex offenders. Youth who require a residential level of care in this area may receive it at contracted residential care centers that specialize in sex offender-specific treatment.</p>

Table 8 highlights the number of youth on community supervision who participated in each program in 2013.

Table 8: Primary Program Participation	
Program	Total
Corrective Sanctions Program	253
Alternate Care	226
Mental Health Treatment ¹	29
Mentoring Services	27
Sex Offender Treatment	22
Substance Use Disorder Treatment	49

¹Mental health treatment includes individual, family, and group therapy that is not sex offender therapy.

Other Treatment and Reentry Services

About 30 days before a youth’s release, DJC holds a transition team meeting to prepare for his or her exit from the institution and successful reintegration into the community. Conducted in person (or via video conferencing when necessary), these meetings include the youth and family, local law enforcement, school district staff and counselors, and treatment providers. Participants discuss the youth’s case plan in order to identify treatment goals and objectives and establish a support network for the youth upon release.

As part of the treatment process, DJC agents provide informal opportunities for youth to understand and address their criminogenic needs. Agents may assign exercises from the Carey Guides, which are a series of brief strategies and exercises derived from evidence-based practices, designed to help agents support positive changes in the youth they supervise. Agents may also require youth to complete other skill-building exercises or complete journal entries. The prioritization of such exercises and the emphasis on research-based decision-making allows the Division to use its resources most efficiently.

Upon returning to the community, youth under DJC’s supervision may participate in *JCIP Phase 3* to continue cognitive restructuring efforts begun in the juvenile correctional facility during Phases 1 and 2. Phase 3 is a self-paced program facilitated by the youth’s agent that focuses on helping the youth build skills to increase impulse control while reducing the number and severity of rule and law violations.



In 2013, DJC continued its partnership with *Wraparound Milwaukee* and the Milwaukee County Delinquency and Court Services Division through a grant program designed to promote the safe and successful reentry of Milwaukee County youth with mental health diagnoses and non-violent offenses returning from correctional placements. A special emphasis is placed on helping families remain connected and involved with planning while the youth is in the juvenile correctional institution. Program participation is voluntary and must be approved by the Office of

Juvenile Offender Review. *Wraparound* provides care coordinators who work closely with the youth’s DJC agent and offers services that are based on individual client needs through the *Wraparound Provider Network*. In 2013, this program served 23 DJC youth. It is jointly funded by DJC and the Milwaukee County Delinquency and Court Services Division.

DJC also participates in the *St. Charles Reentry Program*. *St. Charles Youth and Family Services* assists Milwaukee County in taking an active role in DJC’s Joint Planning and Review Committee (JPRC) process

and aftercare supervision. A St. Charles case manager assigned to this program attends the youth's JPRC conferences on behalf of Milwaukee County and assists in coordinating services that are identified as necessary through the JPRC process. In 2013, the St. Charles Program served 67 DJC youth.

Family Engagement

A major DJC initiative in 2013 was to partner with individuals and their families within the community. For example, the Division partnered with Wisconsin Family Ties to provide Parent Peer Specialist services to Dane County supervised youth and their families, many of whom have experienced significant trauma. DJC also developed the Community Cooperative Council in the Allied Drive Neighborhood in Madison, Wisconsin. The Council's monthly meetings provide information to the local



community regarding the resources and expectations of a healthy community, while also serving as a venue to receive feedback and as a support network for parents and community members. DJC and the larger Department of Corrections have assumed a leadership role and are joined at meetings by a diverse group of individuals and organizations involved in education, treatment, community betterment, and law enforcement. Participation is open to any community member and spans the social services.

Supervision Services

- In the Northwest Region, DJC contracts with *Community Coaches* to assist agents with supervision, similar to Youth Counselors in the Southeast Region. In 2013, Community Coaches visited 61 youth.
- Youth on community supervision may be required to complete *community service* as part of a court order. DJC agents may assist youth in finding community service projects, though youth are encouraged to find their own opportunities. Youth volunteer at local churches, food banks, humane societies, community centers, and other community-based organizations. In 2013, for example, DJC Southeast Region youth participated in five community clean-up events in Milwaukee. At the Great American Clean-Up, approximately 8-12 youth volunteered their time to clean up Milwaukee neighborhoods.
- Youth in Corrective Sanctions are placed on intensive supervision 24 hours a day via *electronic monitoring* for a minimum of three months. As circumstances warrant, some youth on aftercare may also be on electronic monitoring. In 2013, 195 of the 253 youth in Corrective Sanctions were on electronic monitoring. Five additional DJC youth in CSP were monitored using the Department's *Global Positioning System* (GPS).

Employment and Education Services

DJC staff partner with local community organizations to access *education and employment training* opportunities for youth.

In 2013, DJC's Southeast Regional Office continued to collaborate with the Milwaukee Workforce Investment Board in two U.S. Department of Labor grant-funded programs: the Civic Justice Corps and Focused on My Future. Civic Justice Corps participants were assigned to community service learning projects, supportive services, and educational services in the Milwaukee area. Those in the Focused on My Future program received trainings that integrated meaningful service-learning, instruction, and reflection. Trainees not only learn civic responsibly and engagement, but may earn credentials in high-demand industries.

To ensure a successful transition for youth returning to the Milwaukee area, in 2013 the Southeast Region also continued its work with the Milwaukee Public School System to facilitate youth’s enrollment and placement.

Stakeholder Engagement

DJC continues to foster close working relationships with local police departments and other juvenile justice partners that enhance information sharing and other collaborative efforts. For example, representatives from the Southeast Regional Office are involved in the following efforts: City of Milwaukee Homicide Review Commission; Juvenile Justice Reviews; Non-Fatal Shooting Reviews; Juvenile Offender Workgroup; Milwaukee Commission on Domestic Violence and Sexual Assault; and Milwaukee Reentry Network.

Additionally, DJC’s Northwest Regional Office started a partnership with the Madison Police Department Gang Unit in 2013 to strengthen youth’s community ties and ease their transition from a juvenile correctional institution back into the community. This CARE (*Collaborative Action in Reintegration*) Team relies on the cooperation of law enforcement officers with youth, families, and juvenile probation and parole agents. Each participating office is matched with a youth at the time of admission into the institution and works on the juvenile’s supervision plan while in the institution, during reintegration, and for the duration of community supervision. The officer continues direct and remote contact with the youth and agent throughout supervision and serves as an advocate and liaison in the community. This includes informing the school of the youth’s return, as well as coordinating community service opportunities and researching employment options. Family and parental involvement is encouraged but varies according to individual comfort level and availability. The short-term goal of the CARE Team is to support youth and families while the youth is in a correctional facility and during reintegration. The long-term goal is to increase community cohesiveness by reducing victimization, interrupting the cycle of violence, and fostering multidisciplinary collaboration.

Independent Living Preparation

The Transitional Independent Living Program serves youth aged 17 to 22 who are preparing for independent living. The program is funded by the John H. Chafee Foster Care Independence Grant, as well as Serious Juvenile Offender and Corrective Sanction Program funds. Support services are provided by one social worker and through collaborative efforts with community resources and the juvenile correctional institutions. Services provided include: obtaining essential identification documents; employment preparation services; assistance with acquiring appropriate interview attire or work-related tools, clothing, or equipment; referral to appropriate community resources; enrollment in driver’s education programs; assistance with enrollment and funding for educational programs; and assistance developing a budget, finding affordable housing, and acquiring a bank account. In addition, in 2013 two youth received additional funds offered through the Division of Children and Families’ “One-Time College Housing and Drop Out Prevention Fund.” These funds eliminated barriers and enabled both youth to pursue their educational goals.

Table 9: Transitional Independent Living Program Outcomes

	Chafee Youth	Other Youth	Total	Percent of Total
Youth Served	25	24	49	100.0%
Obtained High School Diploma/HSED/GED	5	4	9	18.4%
Obtained Driver's Permit and/or License	8	8	16	32.7%
Received Employment Preparation Services	23	23	46	93.9%
Obtained full- or part-time employment during the year	9	19	28	57.1%
Received Post-Secondary Educational Support	11	7	18	36.7%
Enrolled in Post-Secondary School/Completed Job Training Program	3	2	5	10.2%

Office of Juvenile Offender Review

The Office of Juvenile Offender Review (OJOR) exercises DJC’s legal authority to release youth from confinement in a juvenile correctional facility. Juvenile Review and Release Specialists at LHS, CLS, and MJTC convene a Joint Planning and Review Committee (JPRC) for each youth admitted to a DJC institution under a juvenile disposition. Based on the JPRC-recommended broad goals, the institution determines each youth’s treatment plan. OJOR and the JPRC regularly monitor each youth’s progress towards meeting release expectations.

Reviews	
Initial (new admission or re-admission)	336
Formal	874
Informal	2
Paper	478
Releases	
Own home on aftercare supervision	36
Own home or group home on Corrective Sanctions supervision	131
Relative home on aftercare supervision	4
Type 2 Residential Care Center	100
Other alternate care facility/program	35

OJOR also oversees the Interstate Compact for Juveniles (ICJ) in Wisconsin, which assists states with the return of youth who run away, escape, or abscond across state lines. ICJ also provides for the cooperative supervision of juvenile probationers and parolees between states. In 2013, DJC and Wisconsin counties provided supervision for 106 ICJ youth from other states and facilitated the return of 34 runaway youth to Wisconsin. Other states provided courtesy supervision for 128 Wisconsin youth.

2013 was the first complete year that ICJ staff nation-wide (with the exception of Georgia) used the Juvenile Interstate Data System (JIDS). JIDS allows state ICJ offices, county juvenile justice offices, and state corrections field offices to electronically manage ICJ case information. It is anticipated that in 2014 Wisconsin’s ICJ staff will begin piloting JIDS with selected staff members at DJC’s Northwest and Southeast Regional offices.



Success!

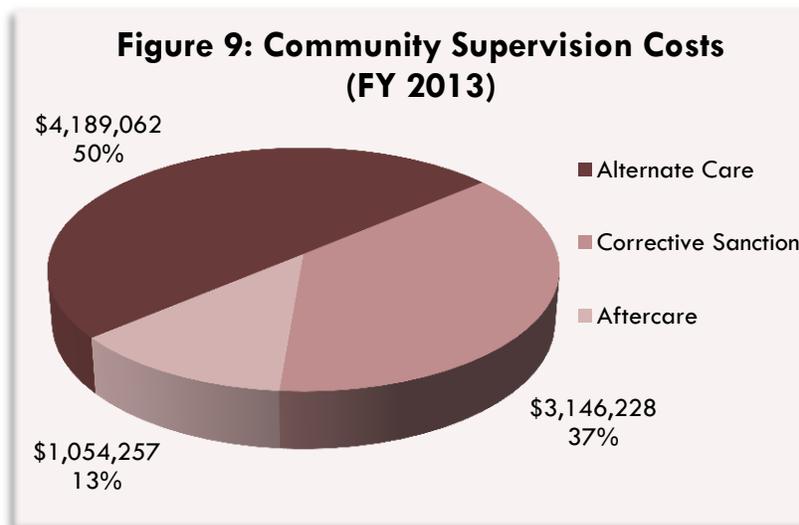
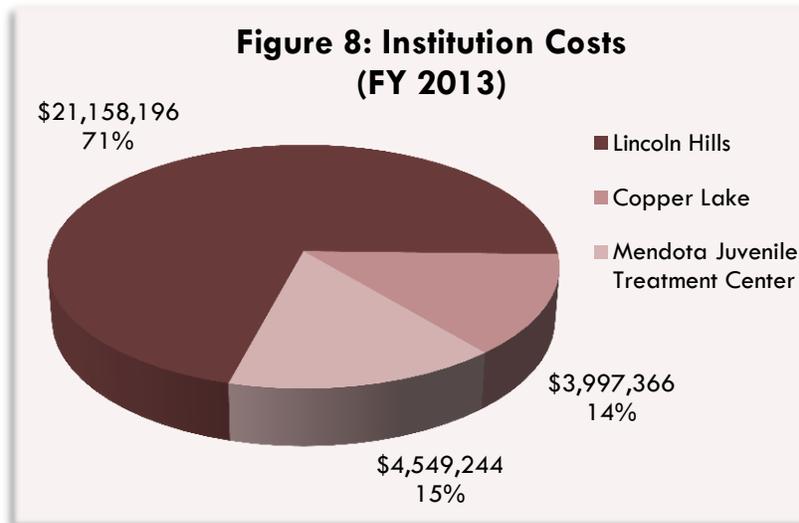
A 17-year-old male youth was committed to Lincoln Hills for repeated acts of sexual assault. During his commitment, he participated in institutional programming including JCIP, sex offender therapy, and intensive mental health treatment. Since being placed in an alternate care facility, he has remained out of the institution and committed himself to his education. This youth earned the honor of student of the month and is working towards his high school diploma. He plans to attend a technical college to pursue a degree in the Culinary Arts.

Division of Juvenile Corrections Initiatives

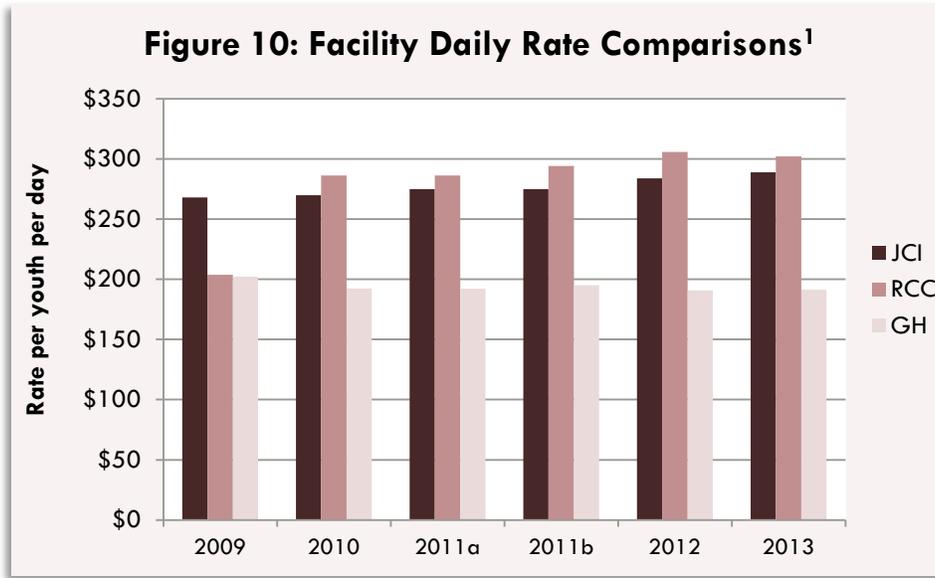
Fiscal Overview

In fiscal year 2013, DJC disbursed \$91.2 million in aid and local assistance to counties and other governmental entities through Community Youth and Family Aids, Community Intervention Programs, Indian Juvenile Placement Reimbursements, and reimbursement to Lincoln County for expenses incurred as a result of housing the juvenile correctional facilities. This was a 14 percent increase over fiscal year 2012. Counties use these funds to pay DJC for its supervision of youth in the juvenile correctional facilities and the community, as well as for their own community juvenile justice expenses. These programs are primarily funded by the state's general purpose revenue (GPR).

Assistance Category	Amount
Youth Aids	\$87,665,500
Community Intervention	3,504,300
Indian Juvenile Placements	67,900
Reimbursement Claim to Lincoln County	4,900
Total	\$91,242,600



As seen in Figure 10, the daily rate for DJC's juvenile correctional institutions, as well as those for the community-based residential care centers and group homes with which the Division contracts, has increased over time.



¹ State-mandated rate regulation of residential care centers and group homes went into effect in July 2011. To consistently document the impact of rates on DJC both before and after regulation, rates presented for residential care centers and group homes are the average daily rates of all DJC-contracted facilities. "2011a" corresponds to average rates prior to regulation; "2011b" corresponds to average rates following regulation. Residential care centers and group home rates are on a calendar year cycle. JCI rates are statutorily mandated and are on a fiscal year cycle.

Major 2013 Initiatives

DJC Program Services Unit

In May 2013, DJC created the Program Services Unit dedicated to coordinating and enhancing education and treatment programming. The Juvenile Program Services Supervisor oversees the unit, which includes the Special Education Coordinator, County Liaison, and Program and Education Coordinator. This unit monitors program- and education-related grants, coordinates training on evidence-based practices, and collaborates with counties and other juvenile justice system partners on delinquency issues.

The DJC Evidence Based Practices Steering Committee was also reconstituted in September 2013 to lead the strategic implementation of evidence-based practices and programs across DJC. With input from DJC staff, the Committee created a detailed EBP Action Plan based on the National Institute of Corrections' Eight Principles of Effective Intervention. This plan will guide DJC's efforts in the coming years to incorporate effective, research-based practices throughout our secure facilities and community operations.

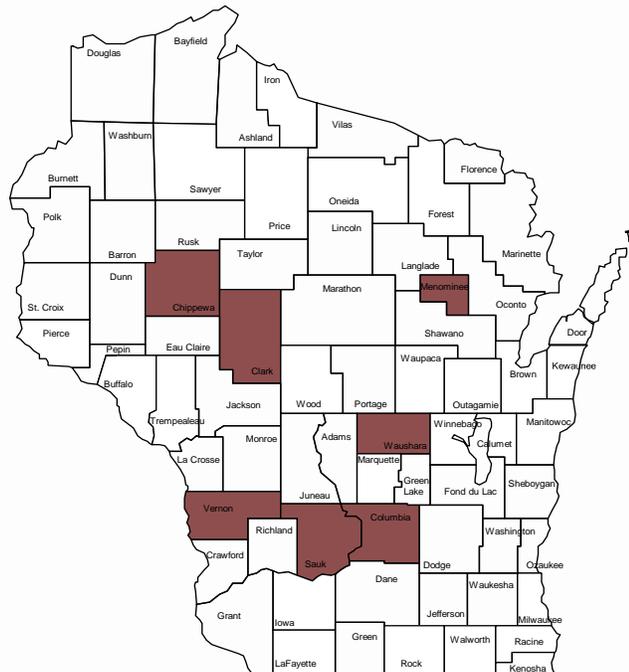
COMPAS

The Department of Corrections uses COMPAS as its statewide automated risk assessment and unified case planning system. Effective June 1, 2012, DJC began assessing every youth on initial commitment to LHS or CLS for risk and criminogenic needs using COMPAS. Assessment results are used to determine which needs will be addressed in treatment, and to aid DJC social workers and agents as they develop case plans that are regularly reviewed and updated.



In addition to completing risk and needs assessments for all youth entering or leaving a juvenile correctional institution in 2013, DJC staff took advantage of additional capabilities within the system. These include:

- COMPAS trainings for all staff in order to centralize notes pertaining to youth.
- Movement of all drug tests and educational and employment information into COMPAS from other systems.
- Initial planning to start a review of current community supervision standards in an effort to link those standards to an assessed level of risk.
- Plans to complete assessment for those youth under supervision without a preexisting risk assessment.



As the use of COMPAS continues, data obtained from the database will assist in determining the most pressing needs of youth entering the institution and returning to the community in order to focus resources in those areas.

Use of COMPAS by county juvenile agencies expanded greatly in 2013. During the year, Chippewa, Clark, Columbia, Menominee, Sauk, Vernon and Waushara counties received training and went live. Additional training was provided to Ashland, Douglas, Barron, Burnett, Jackson, Monroe, Richland, and Washburn counties, which will enable them to use COMPAS in 2014. Several additional tools were added for use by these county agencies, including two shorter assessments and a detention screening tool. In 2013, DJC completed 623 assessments and county juvenile agencies did 44. The promotion and sharing of COMPAS with the counties will continue in 2014.

Trauma-Informed Care

DJC has partnered with the Department of Health Services and the non-profit organization Wisconsin Family Ties to use grant funds to help improve DJC's treatment culture, modify policies and practices, and increase family involvement in youth treatment. The overall goal of the youth trauma initiative is to increase awareness of the serious effects of childhood trauma and improve how DJC interacts with affected youth and provides treatment. Program highlights in 2013 included:

- Substance abuse programs continued the evidence-based programs *Seeking Safety* for boys and *Reflections* for girls. These programs seek to simultaneously address trauma with substance use treatment.
- *Sensory interventions* through the use of calming rooms in housing units has produced very promising outcomes. Calming rooms seek to engage as many of the senses as possible by featuring a controlled light source, aromatherapy, and auditory and tactile interventions such as weighted blankets, body pillows, reading materials, music, stress balls and other similar items.



- DJC collaborated with Wisconsin Family Ties to develop the Parent Peer Specialists program. Ten families were recruited to pilot the program in late 2012 and into 2013.

Positive Behavioral Interventions and Supports (PBIS)

Copper Lake and Lincoln Hills Schools began incorporating PBIS into their educational programming in 2012. Since then, trainings by a team of CLS and LHS school personnel have laid the groundwork for school-wide implementation of PBIS throughout 2013. PBIS is an evidence-based method of defining, teaching, and supporting appropriate student behaviors, centered around the idea that all students can benefit from well-implemented practices that create positive school environments. The intervention defines school-wide behavioral expectations in positive terms, which staff members promote by teaching, modeling, and practicing the expectations throughout the year. In 2013, LHS and CLS reinforced these behavioral expectations by incorporating visual aids that display the expectations throughout the school, videos that focus on the established expectations, and booster sessions for groups of students that have difficulty understanding them. Additionally, the expectations are consistently acknowledged through various incentive programs. The goal of implementing PBIS at CLS and LHS is to create a positive school environment that sets forth clear expectations and maximizes student engagement and achievement.

Prison Rape Elimination Act (PREA)

In 2012, the United States Department of Justice issued a final rule adopting national standards designed to prevent, detect, and respond to prison rape. DJC continues to work with the rest of the Department of Corrections (DOC) to evaluate the new PREA standards and their impact on the Department. This allows for the identification of existing gaps and possible strategies that can move DOC into compliance. One immediate and primary effect of the standards has been the housing at LHS of some youth with adult convictions. PREA mandates sight and sound separation between offenders younger than 18 and older inmates, a requirement that is not always feasible in adult facilities.

State and Community Partnerships

In 2013, DJC was an active participant on a number of teams, committees, and other groups to address juvenile justice issues at the state and local level, including:

- The Council of Juvenile Correctional Administrators, a national non-profit organization formed to improve local juvenile correctional services, programs, and practices;
- The Governor's Juvenile Justice Commission, a diverse and collaborative committee that distributes federal juvenile justice grant dollars and aids in the development of juvenile justice policy;
- The Marathon County Sexual Assault Intervention Team, a partnership comprised of professionals from Wausau-area agencies to address the problem of sexual violence;
- The Dane County Violence Reduction Call Tree, a partnership in information-sharing among the Dane County Department of Human Services, Madison-area schools, the Dane County Juvenile Reception Center, and local law enforcement;
- The Milwaukee Homicide Review Commission, which provides a unique forum for addressing violence in the city of Milwaukee and strives to reduce homicides and non-fatal shootings through a multi-level, multi-disciplinary and multi-agency homicide review process;
- The Milwaukee Collaborative Offender Reentry Program (MCORP), which involves multi-agency collaboration with DOC and Milwaukee police officers and aims to decrease the number of absconders and increase the number of ex-offenders who successfully re-enter Milwaukee; and
- Gang Task Forces in Madison, Wausau, and Appleton.

