

DIVISION OF JUVENILE CORRECTIONS

2014 Annual Report



May 2015

Division of Juvenile Corrections

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State of Wisconsin
Department of Corrections

Scott Walker
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May 1, 2015

Dear Juvenile Justice Service Providers:

We are pleased to present you with the 2014 Division of Juvenile Corrections Annual Report. This report is intended to provide our county partners and other juvenile justice professionals with information and data about the programs DJC offers and the services it provides to youth in its care.

During 2014, change continued to be the emphasis as emerging and ongoing research helped guide the Division's movement away from treating youth like adults. While this is a departure from what has been traditionally done in juvenile justice, DJC is moving in a direction that will provide better outcomes and success. It is critical as an agency that we understand adolescent brain development, trauma-informed care, positive youth development, and how all of this collectively impacts and influences the work we do. Through positive approaches and strategies, true change can begin.

The 2014 Annual Report is filled with information on education, programming, recidivism, and population trends. It also highlights a number of initiatives over the past year including the opening of the Grow Academy and the continued implementation of COMPAS with our county partners. We hope you enjoy the information provided in this year's report.

Thank you for everything that you do as we all work together focused on the future of our youth.

Most Sincerely,

A handwritten signature in black ink that reads "E. F. Wall".

Edward F. Wall
Secretary



Scott Walker
Governor

Edward F. Wall
Secretary

State of Wisconsin Department of Corrections

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Paul J. Westerhaus
Administrator

May 1, 2015

Dear Juvenile Justice Service Partners:

It is amazing how quickly time passes; it feels like just yesterday DJC's annual report was reformatted to provide a more robust picture of juvenile corrections. I also find myself reflecting on the state of juvenile justice in Wisconsin as a whole and the role that DJC plays in the system. It has been rewarding to see the progress counties and DJC achieve as together we continue to utilize evidence-based practices and strategies to provide youth with opportunities for success. DJC is committed to ongoing collaboration with our network of state, county, and private-sector professionals in order to continually improve the juvenile justice system.

One of DJC's major initiatives in 2014 was the opening of the Grow Academy, a 12-bed male facility located on five acres outside the city of Oregon, Wisconsin. It boasts an agri-science curriculum with cognitive intervention and offers trauma-informed care treatment. The Grow Academy has experienced a great deal of early success throughout its development and implementation and the Division looks forward to continuing its growth. Further information about this program is found in the body of this report.

As I indicated in last year's annual report, DJC is interested in conducting more thorough recidivism analysis in order to assist the Division's efforts to have data-driven decision-making. It is important to look at recidivism data in the context of the larger juvenile justice system. In August 2014, Wisconsin participated in a national recidivism pilot with six other states through the Council of Juvenile Correctional Administrators (CJCA). Wisconsin's two-year recidivism rate was the third lowest among the seven participating states. Moving forward, DJC will continue to participate in further phases of this process. At the same time, county recidivism efforts should be encouraged and supported through unified standards in order to get a better picture of the overall juvenile justice system. Statistics and discussion regarding recidivism data for DJC's 2010 release cohort are also included in this report.

In October 2014, DJC completed its first data collection cycle as part of the candidacy phase of CJCA's Performance-based Standards initiative. Through such data collection, PbS will help DJC measure and evaluate its programs and services. Throughout the candidacy phase, DJC is expected to revise policies, procedures, and practices to better align with national outcome measures.

The Division continues to incorporate trauma-informed care and evidence-based practices into daily practices at the facility, program, and supervision levels. At the juvenile correctional facilities, for example, DJC has reduced the use of room and security confinement for the youth in our care. Additionally, in the field, there is a continued emphasis on comprehensive care and family involvement. Family engagement councils have been established to increase family participation in the decision-making process regarding youth care. Overall, utilizing "what works" research with youth will continue to provide a roadmap for the Division and the larger juvenile justice system.

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>.

Sincerely,

Cari J. Taylor
DJC Administrator in 2014

2014 Annual Report

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Department Vision

The Department of Corrections' vision is to achieve excellence in correctional practices while fostering safety for victims and communities.

Department Mission

The Department of Corrections' mission is to:

- Protect the public, our staff, and those in our charge.
- Provide opportunities for positive change and success.
- Promote, inform, and educate others about our programs and successes.
- Partner and collaborate with community service providers and other criminal justice entities.



Cari J. Taylor
DJC Administrator in 2014

Enacting the principles laid out in the Department's Vision and 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.

Division Responsibilities

The Division of Juvenile Corrections (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, and may be supervised by DJC or at the county level. Youth continue to be on correctional supervision for an average of 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. Additionally, DJC provides a number of short-term placement options:

- **The Lincoln Hills and Copper Lake Schools' Short-Term Reentry Programs:** targeted for certain lower-risk youth who are identified by the court as benefiting from a maximum of a 120-day placement at Lincoln Hills or Copper Lake School. Under this program, preparation to reintegrate youth into the community begins during the initial reception process with the goal of targeting and providing the skills each youth needs to succeed upon reentry. Youth receive treatment and educational programming while in the program and receive a detailed and focused community reintegration plan upon leaving the juvenile correctional facility.
- **The Corrective Sanctions Program (CSP):** combines intensive surveillance, individualized structured case planning, community program services and support, and graduated rewards and sanctions. Intended to promote community safety, youth accountability, and pro-social skill-building for youth who committed offenses for which community-based supervision provides adequate accountability.
- **Abbreviated Reception AODA/Substance Use Disorder Treatment (ARAT):** specifically designed for youth who have been unsuccessful in treatment or have not been appropriate for treatment in a less restrictive setting.
- **The Grow Academy:** a 120-day residential program for male youth that offers an alternative to juvenile incarceration, is ordered via a direct county commitment, or is an option for youth returning from a juvenile correctional placement. The Grow Academy opened in 2014 and features an agricultural science curriculum and treatment programming that together teach youth the skills they need to successfully reintegrate into and be productive members of their communities.

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

Juvenile Demographics

Population Trends

Though crimes committed by juveniles – and subsequent arrests and adjudications – continue to decline through much of Wisconsin and the greater United States, DJC’s juvenile correctional facility population increased slightly in 2014. This uptick diverged from what was seen in 2013; overall, the average daily population in 2014 was comparable to rates last seen in 2011 and 2012. The greatest percentage increase was seen among girls at Copper Lake.

This increase at the facilities was not reflected in the community population. The field’s average daily population decreased from approximately 169 in 2013 to 147 in 2014.

Year	Lincoln Hills School	Ethan Allen School ¹	Copper Lake School/ Southern Oaks Girls School ²	The Grow Academy/ SPRITE ³	Mendota Juvenile Treatment Center	Total
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
2014 ⁵	241.2	-	34.6	4.5	28.7	306.8

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 Grow Academy opened on the former site of the SPRITE program in June of 2014. The SPRITE program ended in 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 facility average daily populations.

⁵ Because the Grow Academy opened halfway through 2014, the reported average daily population captures only part of a year. Therefore, the total average daily population for 2014 underreports the sum of individual facility average daily populations.

Year	Aftercare	Corrective Sanctions	Total
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
2014	64.0	83.1	147.1

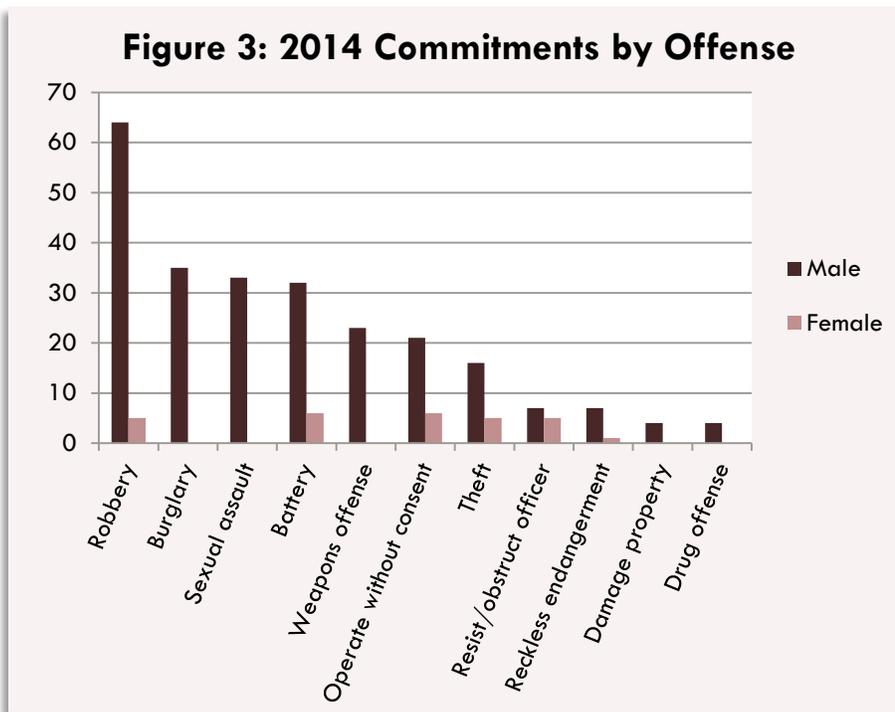
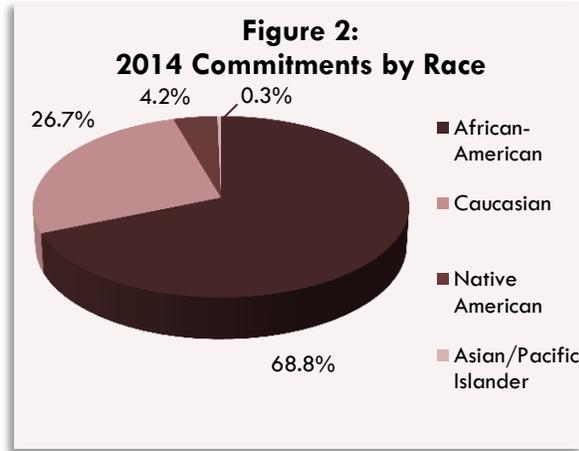
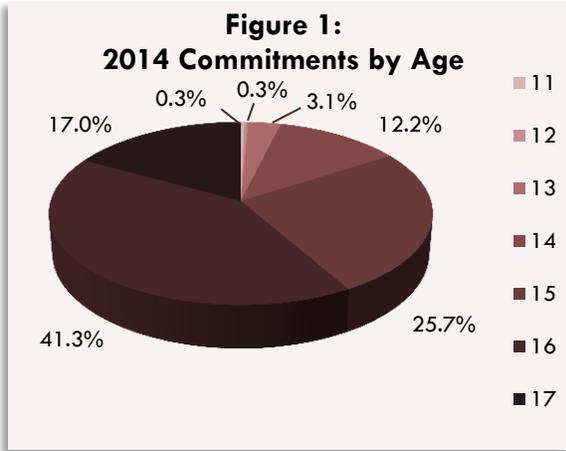
Success!

A 16-year-old male youth was adjudicated for Repeated Sexual Assault of the Same Child. While at LHS, he completed the Sex Offender Treatment Program and the Victim Impact Program, received individual counseling, had a job, and completed his HSED. In March 2013, he was released to a residential care center, where he received recreational therapy, vocational training, independent living skills training, and continued sex offender treatment. Within seven months he transitioned to an independent living program, continuing his Sex Offender Relapse Prevention group and individual counseling. He also completed a job training program and obtained full-time employment. In Fall 2014, the youth received an award for his positive adjustment in the community, and, in December 2014, he graduated from trucking school. He continues to do well and work full-time as he looks for employment in the trucking field.

Juvenile Commitment Trends

In 2014, DJC admitted 288 Wisconsin youth with new court commitments to its juvenile correctional facilities. Of these youth:

- 257 were male and 31 were female;
- 41.3 percent were 16 years old at the time of commitment, while 41.6 percent were age 15 or younger;
- 68.8 percent were African-American and nearly 26.7 percent were Caucasian.



A juvenile may have more than one commitment. Collectively, the 288 youth admitted in 2014 had 301 new commitments, including 249 juvenile commitments, 48 serious juvenile offender commitments, and four tribal commitments.

Of the most serious offenses committed by youth placed at juvenile correctional facilities in 2014, the most common among males included robbery (64), burglary (35), sexual assault (33), and battery (32). The most common offenses among females were operating vehicle without owner's consent (6), battery (6), resist/obstruct an officer (5), robbery (5), and theft (5).

¹ Youth may be committed on multiple cases with each case containing multiple offenses.

² Offenses with three or fewer occurrences in 2014 are excluded from this chart. These include: tribal crimes, felony traffic offenses, other person crimes, disorderly conduct, other crimes against children, other public safety crimes, arson, and homicide.

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 their 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 expand the 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 structure services to ensure that we have maximum positive impact on youth and recidivism as juvenile justice continues to evolve.

Tables 3-5 detail the recidivism trends among DJC youth released from a juvenile correctional facility in 2010. DJC counts an offender as a recidivist if he or she is found by a Wisconsin court to have committed a new criminal offense within three years of his or her 2010 release date. Days spent in a Wisconsin correctional facility count towards the three-year period over which recidivism is measured. As in previous years, probation recidivists account for the largest proportion of the recidivist population in this analysis.

Table 3: One-Year Recidivism Rates for 2010 Release Cohort

	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
2010 Release Cohort	484	100.00%	61	100.00%	545	100.00%
Non-Recidivists	309	63.84%	55	90.16%	364	66.79%
Juvenile Recidivists ¹	19	3.93%	0	0.00%	19	3.49%
Prison Recidivists ²	53	10.95%	1	1.64%	54	9.91%
Probation Recidivists ³	103	21.28%	5	8.20%	108	19.82%
Total Recidivists	175	36.16%	6	9.84%	181	33.21%

Table 4: Two-Year Recidivism Rates for 2010 Release Cohort

	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
2010 Release Cohort	484	100.00%	61	100.00%	545	100.00%
Non-Recidivists	221	45.66%	45	73.77%	266	48.81%
Juvenile Recidivists ¹	21	4.34%	0	0.00%	21	3.85%
Prison Recidivists ²	82	16.94%	1	1.64%	83	15.23%
Probation Recidivists ³	160	33.06%	15	24.59%	175	32.11%
Total Recidivists	263	54.34%	16	26.23%	279	51.19%

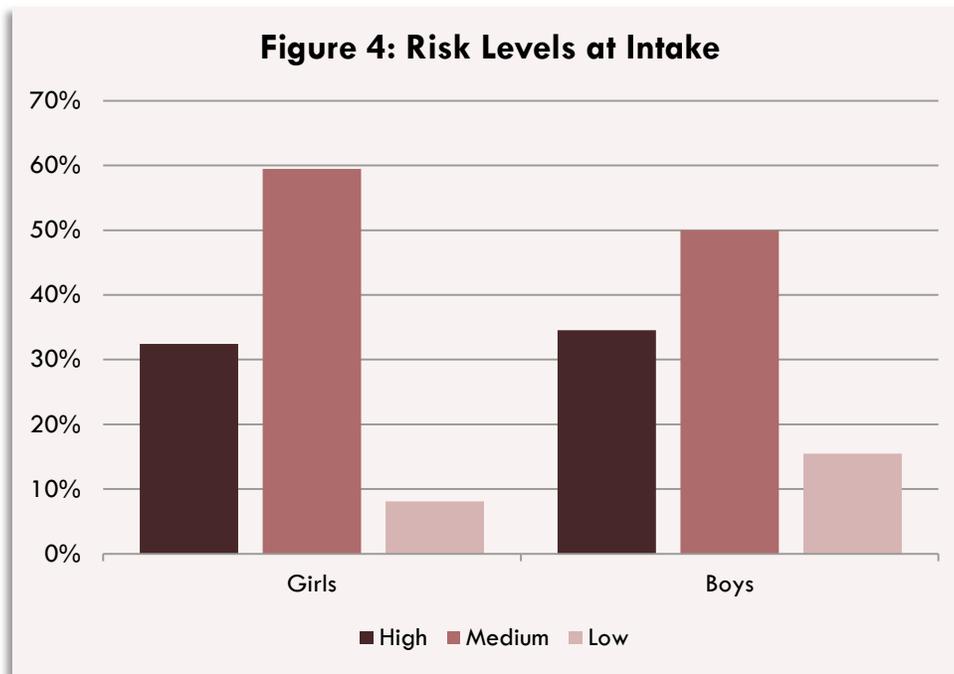
¹ Committed a new offense during the three-year follow-up period that resulted in a new juvenile commitment.

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.

Table 5: Three-Year Recidivism Rates for 2010 Release Cohort						
	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
2010 Release Cohort	484	100.00%	61	100.00%	545	100.00%
Non-Recidivists	172	35.54%	42	68.85%	214	39.27%
Juvenile Recidivists ¹	21	4.34%	0	0.00%	21	3.85%
Prison Recidivists ²	97	20.04%	2	3.28%	99	18.17%
Probation Recidivists ³	194	40.08%	17	27.87%	211	38.72%
Total Recidivists	312	63.84%	19	30.65%	331	60.07%

Figure 4 provides a breakdown of the risk levels of new intakes in 2014. The great majority of males and females had medium or high risk, with nearly a third of each population exhibiting a high risk to reoffend. Because COMPAS was not introduced until 2012, similar data are not available for the 2010 release cohort. Given that DJC is responsible for youth for whom numerous interventions previously failed and for those who are committed as serious juvenile offenders, it is appropriate to assume that there was a similar risk level distribution among youth released in that year, with the predominance of high- and medium-risk youth contributing to the recidivism rates presented above. Moving forward, DJC hopes to more closely examine the relationship between youth risk level and recidivism.



Facility 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 2014, the facilities had 286.4 full-time equivalent (FTE) staff positions, including youth counselors, teachers, social workers, mental health staff, and various other positions that support facility 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 facility. 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 2014, 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 has been housed on the grounds of the Mendota Mental Health Institute, a state mental health facility in DHS.

The Grow Academy

In June 2014, DJC opened the Grow Academy, a residential program that can house up to 12 young men ages 14-18. Located in the Division's Northwest Region, the Academy provides an alternative to juvenile incarceration for county juvenile justice agencies around the state, as well as an opportunity to reintegrate youth returning to the community from a juvenile correctional facility. It exemplifies the Division's mission to balance the protection of the community with youth accountability and competency building by seeking to make at-risk youth responsible and productive members of their communities.



The Grow Academy is an innovative experiential education program that aligns with national juvenile justice trends promoting community-based alternatives to correctional facilities for youth involved with the juvenile justice system. Youth in the 120-day program can earn high school credits and develop valuable employment skills in the classroom and in the garden. The Grow Academy's unique agri-science curriculum incorporates hands-on learning in:

- organic vegetable farming,
- composting,
- raising small farm animals,
- pollinators,
- food systems,
- carpentry and construction,
- nutrition and wellness,
- food preparation and ServSafe certification, and
- food marketing and sales.

An on-site social worker provides trauma-informed cognitive behavioral therapy to all of the youth and the program's teacher develops an academic and career portfolio outlining the skills youth will learn while attending the Academy. They are connected with local employers to practice their interviewing skills, with the possibility of securing an apprenticeship or employment opportunities upon graduation from the program. Additionally, all youth engage in restorative justice by donating their service and produce to the local community.

County juvenile justice agencies can refer youth to the Grow Academy through three different methods: under an order for county supervision as part of an Experiential Education Program under Wisconsin Statute section 938.34(7)(g), as part of a stayed correctional order, or as the result of a direct correctional placement. For direct placements, youth spend 21 days in reception at LHS before they are released to the Grow Academy. Additionally, DJC staff may choose to send youth to the Grow Academy as a “step down” following their release from LHS.

To learn more about the Grow Academy please visit: <http://doc.wi.gov/Families-Visitors/Juvenile-Services/The-Grow-Academy> and be sure to check out the program on YouTube at: <https://www.youtube.com/watch?v=9ZaAM1MJS1s>

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 opportunities while earning high school or college credit.

During the 2013-2014 school year:

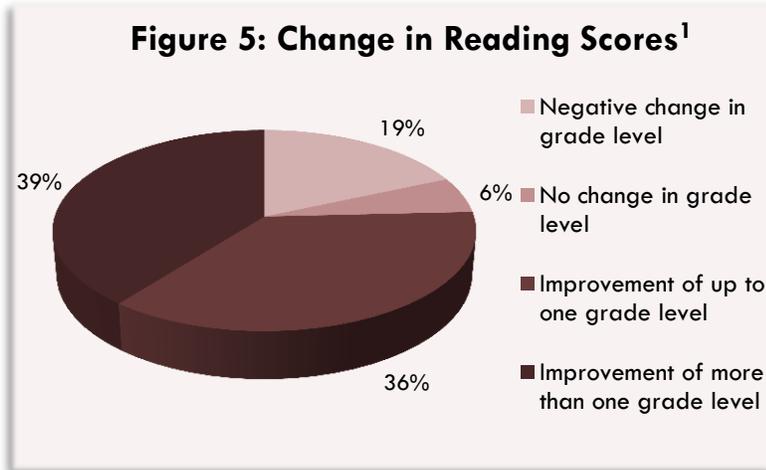
- 499 youth participated in educational programming.
- All 499 also received transition services addressing further schooling and/or employment.
- 52 youth were enrolled in HSED programming and 44 earned their HSED.

Achievement	LHS	CLS	Total
Middle School Credits Earned	29.33	.25	29.58
High School Credits Earned	634.01	98.00	732.01
High School Diplomas Awarded	10	7	17
High School Equivalency Diplomas Awarded	39	5	44
Career and Technical Education Credits Earned	29.00	.25	29.25

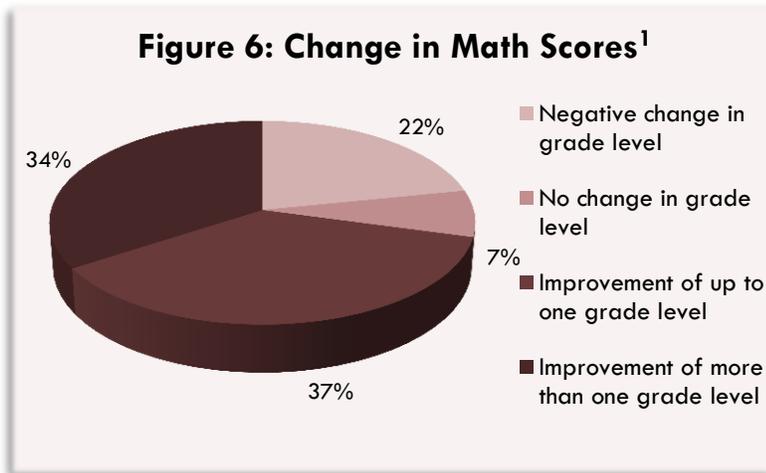
During a youth’s initial days at a juvenile correctional facility, staff use the STAR Renaissance Reading and Math assessment to determine his or her academic needs. The results of the assessment are used to help students and teachers plan appropriate educational services for the duration of the youth’s placement at the facility. These results are applied in conjunction with an understanding of each youth’s individual learning needs. During the 2013-14 school year, 35.2 percent of CLS youth and 40.6 percent of LHS youth had special education needs, compared to a statewide average of 13.8 percent.

DJC’s educational staff helped students at LHS and CLS learn important skills and make significant academic improvements during the 2013-14 school year. Staff implemented or continued to build upon a number of important student-focused initiatives like Positive Behavioral Interventions and Supports, Blended Learning, and Infinite Campus, as discussed in the 2014 Major Initiatives section of this report. These initiatives and the staff’s efforts to implement them demonstrate DJC’s commitment to providing an educational experience tailored to each youth, which affords them the knowledge and skills necessary to pursue opportunities in the community that do not result in further involvement with the criminal justice system.

As shown in Figure 5, 39 percent of students who completed pre- and post-test assessments improved their reading scores by more than one full grade level, and 36 percent improved their reading scores by up to one grade level. As shown in Figure 6, 34 percent of students improved their math scores by more than one full grade level, and 37 percent improved their math scores by up to one grade level.



¹ Among the 363 students who were in educational programming for the entire 2013-14 school year and completed both the pre-test and post-test for reading.



¹ Among the 284 students who were in educational programming for the entire 2013-14 school year and completed both the pre-test and post-test for math.

Success!

A 14-year-old girl was committed to CLS in April 2013 for battering a shelter care staff person. She also had a lengthy history of assault, truancy, self-harm, and alcohol and drug use. Though the youth initially struggled to stay motivated at CLS, she ultimately participated in a number of treatment groups. She also received individual counseling for issues including self-harm, eating disorders, and family relationships. After a year and a half at CLS, the youth was released to her mother's home in another state under the Interstate Compact for Juveniles. Initial reports indicate that she is doing very well in her new placement; she attends school regularly and follows household rules.

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

Table 7: Primary Facility Programs and Services
<p><u>Juvenile Cognitive Intervention Program (JCIP)</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>Substance Use Disorder (SUD) Treatment</u> SUD treatment is provided to youth at LHS and CLS who were found during the facilities’ screening and assessment processes 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>Sex Offender Treatment (SOT)</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 facility 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>Aggression Replacement Training (ART)</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>TRIAD</u> TRIAD is a treatment group designed to treat young women with histories of substance abuse, emotional problems and trauma (in the form of violence and/or abuse). Many adolescent girls may have strong survival skills but poor coping skills. The group aims to build on the perseverance they have but replaces maladaptive coping skills with more positive and empowering skills. The group is organized into four modules: Mindfulness, Interpersonal Effectiveness Skills, Emotion Regulation and Distress Tolerance.</p>
<p><u>Psychological Services</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>

Other Treatment Programs

- Families Count is a "bridge" program for youth re-entering the community that educates families about how JCIP concepts and skills work to help their youth remain crime-free as they reintegrate. LHS and CLS conducted a combined total of six Families Count and individual session events throughout 2014 serving 44 youth and 71 family members. Individual sessions are an alternative to the group sessions and provide families the opportunity to be involved even if they are unable to attend one of the scheduled Families Count events.
- Healthy Relationships is a program for female youth at CLS that addresses their relationship issues – including boundaries, spirituality, and relationships with self, family, peers, and authority figures. In 2014, every girl placed at CLS participated in Healthy Relationships.
- 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 Victim Impact Program emphasizes victims' rights and makes youth aware of crime's harmful effects, especially on people. In 2014, 106 total youth enrolled in the program. Eleven of the 17 girls who participated successfully completed; 76 of the 89 boys who participated successfully completed the program as well.

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 from Milwaukee, Madison, Appleton, and Green Bay every week. In 2014, 1,509 visitors utilized the free shuttle service to attend 741 individual visitation sessions.
- LHS and CLS utilize videoconference technology to connect youth at the facilities to their communities for the purposes of family visits, court appearances, and county contacts, as well as for Office of Juvenile Offender Review conferences. In 2014, the facilities conducted over 1,000 videoconferences.

Positive Youth Development Programs and Activities

- Both LHS and CLS held their annual Summer Games in 2014. Staff at each facility organized separate week-long celebrations of competition and teamwork that culminated in school-wide picnics and awards ceremonies. Emphasizing cooperation, sportsmanship, and fun, youth who participated in the Summer Games participated in individual and team sporting events as well as other competitions and activities.
- 23 LHS youth participated in WIAA High School Basketball. Both the varsity and junior varsity teams enjoyed successful seasons: the varsity team went 7-5, qualifying as a #6 seed in the high school playoffs where they lost to #3 seed Hurley. The JV team had an undefeated record for the second consecutive year.
- LHS youth participated in sweat lodge ceremonies through the Great Lakes Inter-Tribal Council. This council educates DJC facility staff and youth about Native American issues and involves youth in Native American cultural events, spiritual life classes, and skills and craft activities.



Youth participate in team building activities such as the high ropes course.

- Approximately 50 CLS youth participated in Girl Scouts and were involved in making tie blankets, performing plays, learning communication skills, fostering teamwork, cooking on a budget, baking, building self-esteem, setting goals, and completing arts and crafts. In 2014, the Girl Scouts also sold 463 cases (more than 5,500 boxes) of Girl Scout cookies and earned \$3,063 for their troop.
- 10 LHS youth participated in the annual Torch Run with local law enforcement and helped raise more than \$500 for the Special Olympics.
- CLS and LHS students helped raise over \$1,400 for the American Cancer Society during The Relay for Life 'Relay Recess' in May 2014. Over 140 youth and staff were able to participate in three different stations that educated them about ways to lead a healthy lifestyle.
- The Copper Lake Garden Project provided CLS youth the opportunity to plant and maintain three raised garden beds. The youth who participated took pride in their ability to raise fruits and vegetables and learned to use the produce in meals of their own.
- Express Yourself Milwaukee, a group celebrating and teaching the ways that the arts can transform the lives of underserved urban youth in the Milwaukee community, visited LHS and CLS to provide sessions in dance, art, drums, and poetry.
- The University of Wisconsin-Stevens point (UWSP) Poetry Project began in 1996 when a former DJC youth who went on to attend UWSP thought back on how valuable her creative writing was with helping her to process her experiences prior to and during her time at the juvenile correctional facility. Throughout its 18 years, youth have consistently noted that the poetry program prompts their personal growth and will benefit them in future social and professional interactions. In 2014, 28 UWSP student volunteers worked with 363 DJC youth who collectively submitted 102 poems for publication. Two of those poems are below:



I Was Told

Today I was told I don't belong here
I was told
There is something about me
That gives hope
That I will have a future, a life, and a purpose
The system is not made for me
And the life I chose
Was just not meant to be
Today, I will move forward,
And I will choose to follow my dreams
And let all of you see the real me

-S.T., CLS

Freedom

Have you ever been trapped?
Have no place to go
Have no face to show
It's not fun
To not have a destination to run to
Or no home to go home to
When you're moving place to place
With no purpose
It's hard to show positive emotions
On the surface
When you don't know where to turn
Or which way to run
Don't stop in your tracks, or retract your steps
Just keep pushing yourself to move on
Keep going
And lead yourself to freedom

-J.C., LHS

Positive Youth Perspective

A CLS student penned the following letter on the day before her release from the school. Her letter attests to the transformations at-risk and delinquent youth can undergo when given the opportunity to learn, grow, and regain control of their lives. It also illustrates what a successful outcome can look and feel like from a youth's perspective.

This is my last 24 hours here, in this institution, and I sit here and write this for others to read. It's hard to refrain from counting the hours, minutes and seconds that I have left here. However when I pause to think of it all; in the end, it was worth it. The time that I spent here was worth it.

I spent 8 months and 10 days here – this time. Last time that I was here, I was here for 6 months. That's spending over a year of my life here, and I said that it was worth it. Never before did I think that my viewpoint would change, but it has.

Sometimes it's easy to be here; it's easy to fake your way through the system, and to tell everyone what they want to hear. That's what I did, I knew what to tell them, and I knew how to act. I knew that if I played the game, that I would be home soon.

But that was last time. This time, it was harder. It's harder to accept the fact that you have a problem that needs fixing, it's harder to be honest with yourself; not to mention being honest with your family and social workers, and it's HARD, so hard, allowing people to have that key to all of the things you never told anyone before. Allowing them to dig deeper inside of you where no one has taken the time to go before, but I allowed it. I, myself, started to go there, and it hurt like you wouldn't believe, but we need to go there, we need to allow others to venture there.

I didn't think that I would ever appreciate a therapist; I HATED it when a judge would recommend for me to go to therapy, but now, even through all of the hurt that I experience, I need it. I need to know myself, and I need help getting there. Sometimes I hate what we talk about; I hate that he made me admit that I was weak, that I had no courage, that I'm a runner, and that I live in a fantasy world. One of the worst feelings you can experience is the hurt that comes when you admit to yourself, that you are not what you always wanted to believe that you were.

Being here, it helped me; and it was worth it. Because I came back here, I graduated. Something I never thought that I would do. I'm smart and completely capable, but I hated school. Now, I cannot wait to begin my college career. Being here, it helped me to understand that I'm not the only one who's gone through these things. That other people have gone through, and are going through the same things that I have gone through. During my time here, I learned how my actions affects others. Not only including my crimes, but also what I say what I do and what I don't do. Everything that we do affects someone; whether or not I want it to.

I have learned so many things, and I cannot even begin to list them all. Some of the things that I've learned here, I have learned them unconsciously. Not even realizing that my brain was taking notes during this unplanned lesson. And while I will never forget all that I've learned here, there is one thing that I have acquired and I will never forget; take everything in front of you as a new opportunity. Recognize your potential, find it, and grasp it with both hands. The time you spend here, take it as an opportunity to change. People can tell you that you messed up, and that's why you're here, but you never made a wrong choice. The choices that you made at the time, were the ones that you thought would lead you towards the goal that you were currently looking at. No choices are wrong because you learn something from every choice you make. Finally, I made the choice to take hold of my life. No longer will I be afraid of failure; no longer will I run or give up. It will be hard, but I know that I can do it. Instead of sitting in the stands watching the fight, I'm going to climb into the ring. Even if I get knocked down, I will get back up. And as long as I never crawl out of the ring, I am not a failure. I will fight, and I will win.

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 correctional facility under a juvenile disposition. Based on the JPRC-recommended broad goals, staff determine each youth’s treatment plan. OJOR and the JPRC regularly monitor youth’s progress towards meeting release expectations.

OJOR also oversees the Interstate Compact for Juveniles (ICJ) in Wisconsin, which helps to return youth who have run away, escaped, or absconded to Wisconsin across state lines, as well as to return delinquent or runaway Wisconsin youth. In 2014 the Wisconsin interstate compact office assisted with the return of six non-delinquent runaway youth and 12 delinquent runaway youth to their home states, and also facilitated the return of 18 non-delinquent runaway youth and 12 delinquent runaway youth to Wisconsin.

ICJ also provides for the cooperative supervision of juvenile probationers and parolees between states. As of December 31, 2014, 47 of 83 transfer of supervision (probation/parole) cases from other states in 2014 remained active and were being supervised by either DJC agents or local county workers. Approximately 65 Wisconsin juveniles received courtesy supervision in other states.

Table 8: 2014 OJOR Activity	
Reviews	
Initial (new admission or re-admission)	382
Formal	993
Informal	4
Paper	445
Releases	
Own home on aftercare supervision	43
Own home or group home on Corrective Sanctions supervision	131
Relative home on aftercare supervision	6
Type 2 Residential Care Center	90
Other alternate care facility/program	39



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

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



Southeast Regional Office and Milwaukee Unit Office

- 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, Chippewa Falls, and Sheboygan.

DJC is available to provide youth supervision in all counties in the state of Wisconsin; in 2014 it contracted with 20 counties for aftercare services. The Division also provided Corrective Sanctions supervisions for youth in a total of 35 counties. Seeking to foster positive working relationships with the counties, DJC once again provided additional information about its program options and supervision services. After visiting 15 counties in 2013, Division field supervisors and agents made presentations to 46 more counties throughout 2014.

In 2014, 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 16-year-old male was committed to LHS in 2010 for engaging in repeated acts of sexual assault of the same child. He completed several treatment programs while at the facility. Since returning to the community, he has participated in individual counseling, sex offender treatment, and independent living skills programming. He earned his high school diploma, obtained his driver's license, and completed an independent living program. He currently works full-time and lives independently in his own residence.

Programs and Services

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

Primary Treatment Programs and Services

Table 9 describes key programs and services offered to youth in the community.

Table 9: 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 2014, DJC contracted with 35 organizations throughout the state for 79 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 2014, 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 juvenile correctional facility 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 2014, 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.</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>

Other Treatment Services

About 30 days before a youth's release, DJC holds a transition team meeting to prepare for his or her exit from the juvenile correctional facility and successful reintegration into the community. 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 available to the youth upon release.

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. Youth may participate in Phase 3 as a self-paced program facilitated by their agent or as part of a group. Phase 3 focuses on helping the youth develop skills to increase impulse control and reduce the number and severity of rule and law violations.

Reentry Services

In 2014, DJC entered into a new collaborative partnership with the Milwaukee County Department of Health and Human Services and La Causa that aims to help Milwaukee County youth with serious mental health issues safely and successfully reenter the community after placement at a juvenile correctional facility. Services begin while the youth is in the transition phase at the facility and emphasize helping families to remain connected and involved throughout the reentry planning process. Additionally, DJC continued its partnership with Wraparound Milwaukee with combined funding from DJC and the Milwaukee County Delinquency and Court Services Division. Through the Wraparound Provider Network, Wraparound Milwaukee provides care coordinators who work closely with the youth's DJC agent and offers services based on individual client needs. In 2014, this program served 23 DJC youth.



DJC also continued its participation in the St. Charles Reentry Program in 2014. 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 during the JPRC process. In 2014, the St. Charles Program served 67 DJC youth.

Employment and Education Services

Also in the Southeast Region, DJC continued its collaboration with the Milwaukee Workforce Investment Board in two U.S. Department of Labor grant-funded programs: Focused on My Future and the WestCare Face Forward program. Those in the Focused on My Future program received trainings that integrated meaningful service-learning, instruction, and reflection. Trainees not only learned civic responsibility and engagement, but also had the opportunity to earn credentials in high-demand industries. The WestCare Face Forward program is a voluntary reentry program where youth receive services including intake and assessment, case planning, mentoring, cognitive behavioral therapy, life skills, education and employment coordination, and family and community reintegration.

Agents in the Northwest Region collaborate with local Workforce Investment Act programs to help youth obtain and sustain employment. Youth participate in employment and educational programming through Operation Fresh Start, a program that helps youth work toward their high school diploma, learn job skills, develop career goals and strategies to achieve them, and serve their communities in Dane County. The Northland House Group Home in Wausau has an employment coordinator on staff who helps youth obtain employment by relying on close relationships with local employers.

Throughout the state, DJC agents work to ensure a successful transition for youth returning to their communities by working with the youth's home school districts to facilitate their successful enrollment and placement in local schools.

Family Engagement

A major focus of DJC's in 2014 was to partner with individuals and their families within the community. For example, staff in DJC's Northwest Region continued to develop the Community Cooperative Council in Madison's Allied Drive Neighborhood. Council meetings are a venue to provide information to the local community about the resources and expectations of a healthy community while also serving as a support network for families. Meetings are attended by a diverse group of individuals and organizations involved in education, treatment, community betterment, and law enforcement fields.



Additionally, in the Southeastern Region, staff continued the Family Engagement Workgroup that began in December 2013. The purpose of the workgroup is to create an environment where families, especially parents and guardians, feel welcome to participate in and provide input about their child's supervision.

Supervision Services

DJC contracts with community coaches in the Northwest Region to assist agents with supervision; these coaches are similar to youth counselors in the Southeast Region. In 2014, the Northwest Region contracted for services with 20 community coaches to provide services to 73 youth around the state.

In addition to face-to-face contact with agents, community coaches, and/or youth counselors, youth being supervised in the community may be monitored via electronic monitoring or, the Department's Global Positioning System (GPS) technology. In 2014, 188 youth were monitored using electronic monitoring. Twenty-two additional DJC youth were monitored using GPS, up from five the previous year.

Youth on community supervision may be required to complete community service as part of a court order or as part of the Corrective Sanctions Program. In 2014, youth in the Southeast Region participated in three community clean-up events in Milwaukee, and several youth also participated in a 'Stop the Violence' community event hosted at the North Avenue Boys and Girls Club in Milwaukee. In the Northwest Region, youth participated in the Darbo Worthington Neighborhood family picnic where they sponsored children's games through the Operation Good Neighbor initiative.

Independent Living Preparation

The Transitional Independent Living Program serves youth ages 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 Sanctions Program funds. One full-time transitional independent living social worker, in collaboration with community partners and the juvenile correctional facilities, provides participating youth with important support services. These include but are not limited to: obtaining essential identification documents; employment preparation services such as developing a resume, job search and retention skills, and interview preparation; assistance with acquiring proper 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.

Table 10: Transitional Independent Living Program Outcomes

	Chafee Youth	Other Youth	Total	Percent of Total
Youth Served	18	37	55	100.0%
Obtained High School Diploma/HSED/GED	5	7	12	22%
Had High School Diploma/HSED/GED prior to 2014	9	22	31	56%
Obtained Driver's Permit and/or License	6	13	19	35%
Had Driver's Permit and/or License prior to 2014	4	6	10	18%
Received Employment Preparation Services	14	31	45	82%
Obtained full- or part-time employment during the year	14	28	42	76%
Received Post-Secondary Educational Support	10	14	24	44%
Enrolled in Post-Secondary School/Completed Job Training Program	5	8	13	24%
Received housing, home management or home supply assistance	11	9	20	36%
Received assistance with enrollment in a health care plan	6	3	9	16%

Stakeholder Engagement

DJC continues to foster close working relationships with local police departments and other juvenile justice partners to enhance information sharing and other collaborative efforts. In February 2014, DJC partnered with the Milwaukee Police Department (MPD) and the District Attorney’s Office to develop the Juvenile Milwaukee Collaborative Offender Re-entry Program (JMCORP) focused on youth in Milwaukee’s police districts three and seven. Officers team with DJC agents to conduct pre- and post-release visits with a youth’s family, allowing the agencies to identify and provide extra services and support that may benefit the youth. Additionally, this collaboration allows for real time information-sharing, swift responses to violations, and informal mentoring by officers. In 2014, 14 Milwaukee youth were identified and supervised in the community as part of JMCORP.

Along with the JMCORP collaboration, DJC became involved with the Milwaukee Homicide Review Commission, which is funded through the Project Safe Neighborhoods grant. Project Safe Neighborhoods is a nationwide anti-gang and anti-gun violence effort. The grant’s three main objectives in Districts 3 and 7 in Milwaukee are: 1) reduce the number of aggravated assaults and armed robberies involving a firearm; 2) reduce juvenile offender group violence through real-time intelligence-led policing; and 3) reduce repeat offending through outreach efforts. In conjunction with the grant, DJC was able to pay for additional supervision of youth via GPS monitoring and mobile technology resources.

In the Northwest Region DJC is an active participant on Gang Task Forces. These task forces work to develop and implement prevention, intervention, suppression, and re-entry programs and strategies related to youth gang issues and violence. They facilitate information-sharing, increase awareness related to youth gang issues, and strive to prevent youth from becoming involved in gangs. Northwest Region staff also participate in the Dane County Violence Reduction Call Tree, a partnership between the Dane County Department of Human Services, Madison-area schools, the Dane County Juvenile Reception Center, and local law enforcement. This initiative aims to increase information-sharing between parties in order to prevent violent acts by youth.

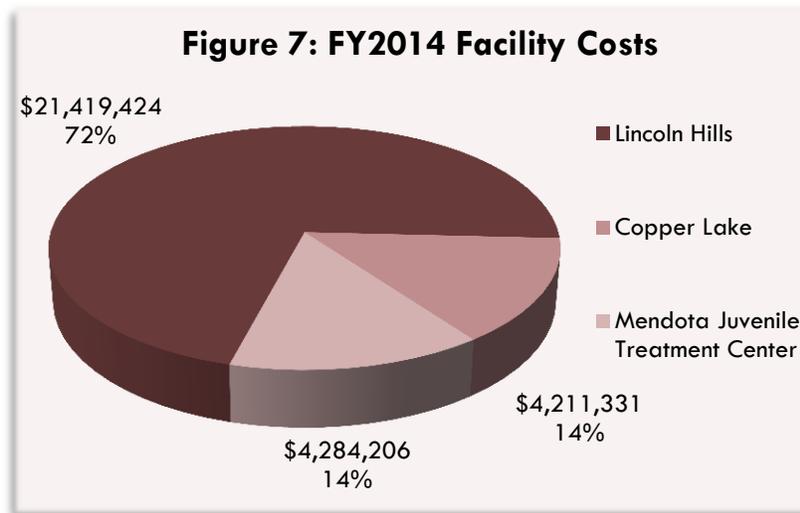
As another part of DJC’s efforts to combat gang membership and violence, staff in the Northwest Region continued their partnership with the Madison Police Department Gang Unit. The CARE (Collaborative Action in Reintegration) Team strives to strengthen youth’s community ties and ease their reintegration. A participating Madison police officer is matched with a youth at the time of admission into a juvenile correction facility and works on the youth’s supervision plan. The officer continues direct and remote contact with the youth and agent throughout supervision and serves as an advocate and liaison in the community.

Fiscal Overview

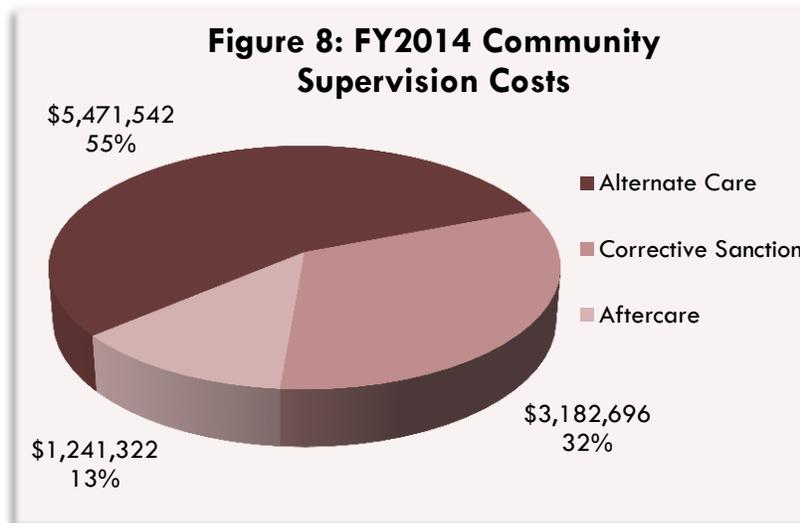
In fiscal year 2014, DJC disbursed \$92.2 million in aid and local assistance to counties and other governmental entities through Community Youth and Family Aids, Community Intervention Programs, Indian Juvenile Placement Reimbursements, and reimbursement to Lincoln County for expenses incurred as a result of housing the juvenile correctional

facilities. This was a one percent increase over fiscal year 2013. 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.

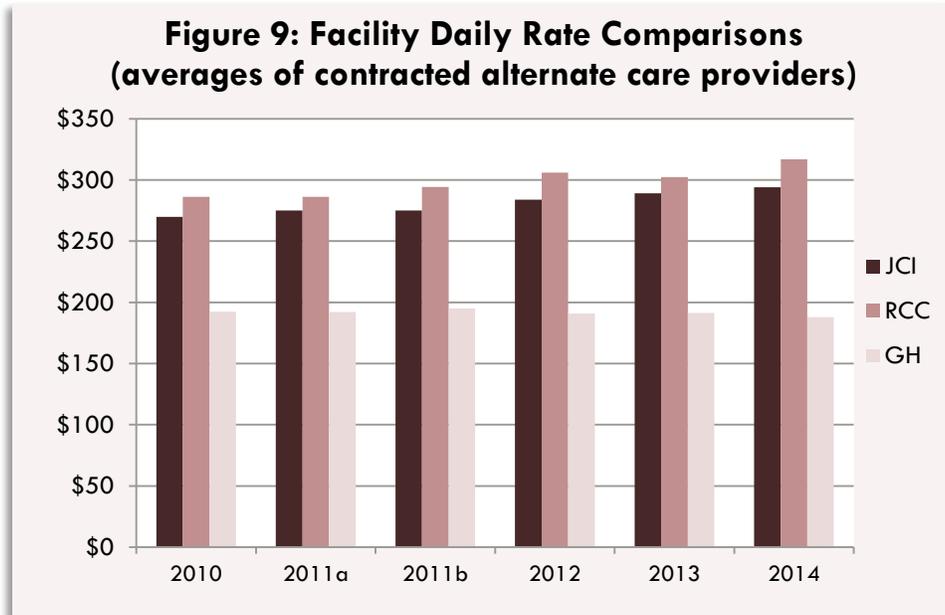
Assistance Category	Amount
Youth Aids	\$88,455,900
Community Intervention	\$3,613,400
Indian Juvenile Placements	\$75,000
Reimbursement Claim to Lincoln County	\$18,000
Total	\$92,162,300



¹ Given that the Grow Academy did not open until June 2014, FY2014 financial data are not available for that facility. FY2015 data for the Academy will be included in DJC's 2015 Annual Report.



As seen in Figure 9, the daily rate for DJC’s juvenile correctional facilities and contracted community-based residential care centers have increased over time. However, the daily group home rate has declined slightly since rate regulation went into effect in 2011.



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.

2014 Major Initiatives

New Programming and Continual Improvements

Performance-based Standards



In 2014 DJC began working with the Performance-based Standards (PbS) Learning Institute to better track, monitor, and improve performance at CLS and LHS, joining a collection of agencies in over 30 other states who already work with PbS. The PbS data-driven improvement model identifies, monitors, and improves conditions of confinement and treatment services in residential facilities and programs using national standards and performance outcome measures. 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, at the heart of PbS, using the data to create improvement and reforms.

DJC completed its first round of data collection in October 2014; the second round took place in April 2015. Through summary data that PbS provides, DJC is able to compare outcome data to previous data collection periods and to the PbS field. This allows DJC and the PbS Institute to identify both progress and ongoing problem areas and to develop subsequent facility improvement plans as needed.

Blended Learning Initiative

In March 2014, the National Center for Educational Excellence in Alternative Settings selected CLS and LHS to participate in their Blended Learning Initiative (BLI). Staff have learned how to utilize specific applications in the classroom that will teach the youth twenty-first century skills and prepare them to return to their schools in the community. Teachers also employ software for their own lesson preparation and instruction. As part of the BLI, youth at the facilities have limited, monitored access to the Internet. In the future, BLI will also link living units to the education program so that students can learn outside typical school hours.



Infinite Campus

In 2014, DJC signed a contract with Infinite Campus to provide DJC with educational software for CLS, LHS, MJTC, and the Grow Academy. Infinite Campus will not only allow the different facilities to improve how education data are collected, entered, and analyzed, but also provide unprecedented communication and sharing with schools that youth under DJC supervision may attend prior to or after their time at a juvenile correctional facility. The software is widely used throughout Wisconsin, which will permit electronic transfer of student records to DJC when a youth is committed to LHS or CLS and as youth transfer back to local school districts when they return to the community. Infinite Campus went live in January 2015.

Positive Behavior Interventions and Supports

In 2014, CLS and LHS staff collaborated with the Positive Behavior Interventions and Supports (PBIS) technical assistance center within the larger Department of Education's Office of Special Education Programs to improve practices and consistency at the schools. In conjunction with PBIS, they successfully completed the first full year of defining, teaching, and supporting appropriate student behavior at LHS and CLS. Practices and improvements made at DJC's facilities throughout the year included:

- Emphasis on using a common language with youth and establishing common goals and expectations
- Increased communication with parents about youth's positive progress and behavior
- Implementation of quarterly incentive group rewards and school-wide incentives that promote fun and cooperation
- Introduction of a PBIS award at the Summer Games
- Introduction of staff incentives to promote staff application of the PBIS principles and practices
- Continual use of assessments and booster sessions to ensure fidelity to the initiative and help DJC progress through the different tiers

Trauma-Informed Care

Many youth who are under the custody or supervision of DJC have experienced significant trauma including neglect, abandonment, physical or sexual abuse, and varying degrees of family involvement in their lives. Because of the extensive neurological research regarding the adverse effects that childhood trauma can have on brain development, including its potential to increase a person's risk for significant health and social problems later in life, DJC has continued to emphasize trauma-informed care (TIC) practices. It seeks to develop a treatment culture that is responsive to trauma related needs by modifying policies and practices surrounding behavior modification programs, increasing family involvement in youth treatment, introducing sensory interventions and calm rooms, and providing a positive environment for youth to practice safe coping skills and work through challenging situations.

Trauma informed care efforts in 2014 continue those started in 2012. These include extensive staff training in trauma-informed care and associated methodologies, new substance abuse programming, trauma related screenings, PBIS initiatives, and other programming to support and enhance the implementation of TIC. Additionally, the DuBois Housing Unit was selected as the pilot unit to begin DJC's system-wide implementation of TIC. In 2014, DJC completed extensive renovations to the DuBois Living Unit, transforming the look and feel of the physical environment to be less 'institutional' and instead increase feelings of safety, comfort, and learning by making it more home- or school-like. The renovations included repainting with a softer color scheme, removing heavy grates from windows and radiators, spraying a protective liner on the ceilings and around door frames to reduce noise, and providing chalk boards on the backs of doors so youth can express themselves artistically without damaging property. In 2015 DJC plans to refurbish two more living units in many of the same ways. This will help move forward DJC's commitment to increase awareness about the serious effects of childhood trauma and improve how staff interact with and treat affected youth.

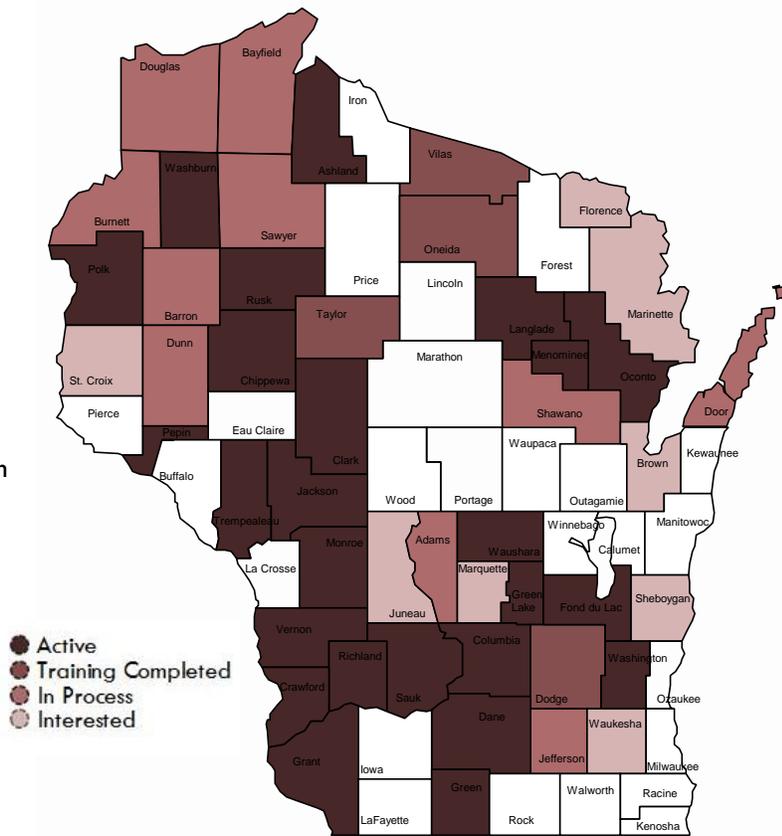
COMPAS

The Department of Corrections uses COMPAS as its statewide automated risk assessment and unified case planning system. DJC uses the tool to assess the risk and criminogenic needs of every youth on initial commitment to LHS or CLS. DJC social workers and agents use assessment results to determine which needs to address in treatment and to help develop or update case plans.



In addition to completing risk and needs assessments for all youth entering or leaving a juvenile correctional facility, in 2014 DJC staff completed assessments for youth currently being supervised but who were released from LHS or CLS prior to the implementation of COMPAS. Also in 2014 the maintenance of supervision rules was shifted to COMPAS. Having the rules electronically will permit sharing of certain rules with law enforcement via the TIME System in early 2015.

In addition to its use of the standard youth assessment at the facilities, DJC started using the abbreviated 12 question risk assessment to determine youth eligibility to participate in programming at the Grow Academy. DJC staff also complete the primary needs assessment for



youth under Interstate Compact supervision. In 2014, DJC completed 421 COMPAS assessments while county partners finished 805 assessments of varying types. This was up from just 44 assessments by counties in 2013. The map and accompanying key show how COMPAS use grew in Wisconsin in 2014.

Foster Grandparents Program

In September 2014, the Foster Grandparents program at CLS and LHS received the Daily Point of Light Award #5298 from Points of Light, the world's largest organization dedicated to volunteer service. This award acknowledges the outstanding impact the Foster Grandparents program volunteers have on youth at CLS and LHS. The Foster Grandparents typically spend five to six hours each weekday providing academic support and



individualized attention to youth both in and outside of the classroom. These interactions help the youth learn important social skills and develop meaningful inter-generational relationships that both they and volunteers are grateful for beyond their time in the program.

Foster Grandparent volunteers have contributed over 960,000 hours in service to youth during the program's more than 40 year history. They truly exemplify Points of Light's belief that volunteers have the power to spark change and improve the world through community service.

Wisconsin Juvenile Justice Network (WJJN)



In 2014, DJC partnered with juvenile justice partners from across the state to form the Wisconsin Juvenile Justice Network (WJJN). The collective goal of these state agencies, county departments, and juvenile justice-oriented organizations is to develop a web-based juvenile justice resource network and learning collaborative. The founding members' shared belief is that youth contact with the justice system should be rare – it should only occur when it is necessary for community safety and youth accountability – and it should also be fair and beneficial to those it serves. The WJJN hopes to ensure that is the true nature of such contacts by facilitating information sharing between juvenile justice partners. By doing so, the network will help

foster a service delivery approach that projects a collective voice for advancing evidence-based practices and policies. These, in turn, will shape practices effective for working with youth currently in or at risk of being involved in the juvenile justice system and their families.

The WJJN partners' combined efforts to study and implement what works in redirecting youth, reducing reoffending behavior, realigning existing practice, and creating new resources allowed them to take the first steps to build and sustain a collaborative statewide juvenile justice system.

So far the WJJN has finalized its organizational structure, mission, values, and foundational principles. In 2014 it also participated in outreach efforts aimed at communicating with, and soliciting input from, juvenile justice partners. This helped to identify system needs and gaps in service. Throughout 2015 the WJJN will continue to develop a practice model for statewide use that could serve as a common platform to help guide mutual efforts to improve the state's juvenile justice system. The WJJN will also continue to develop, and possibly launch, the WJJN website. This will facilitate information-sharing and provide resources and information to an online community of juvenile justice stakeholders and practitioners across the state.

Contract Compliance Reviews

To increase oversight of and collaboration with contracted providers, in 2014 DJC began contract compliance checks of its alternate care providers. These included a mix of provider types, such as group homes, residential care centers, and transitional living programs, and are intended to determine the consistency with which providers abide by contract terms. Findings from the five reviews staff completed in 2014 show that providers are largely in compliance with the requirements of their contracts and are eager to embrace new and innovative programming, including evidence-based initiatives. These reviews have allowed DJC staff to have a greater understanding of the care and services being provided to youth currently supervised in the community and have opportunities to offer guidance and feedback to providers.

DJC staff will continue to conduct these reviews over the course of several years. Though the Division prioritizes providers who receive frequent youth placements, the intent is that staff will visit and review all contracted providers over time. This contract compliance process may ultimately correspond with Correctional Program Checklist evaluations, an evidence-based review process that measures providers' program quality and which is currently underway in the Department of Corrections' adult divisions.

State and Community Partnerships

In 2014, DJC was an active participant on a number of teams, committees, and other groups not previously mentioned that address juvenile justice issues at the state, local and national level, including:

- Children Come First Advisory Committee
- Council of Juvenile Correctional Administrators
- Council of Juvenile Correctional Administrators' Recidivism Committee
- Dane County Coordinated Action Service Enhancement Team
- Dane County Juvenile Delinquency Committee
- Department of Children and Families PATHs to Success Pilot Project
- Department of Children and Families Secretary's Child Welfare Advisory Council
- Department of Children and Families Out of Home Care Committee
- Department of Children and Families Foster Care Extension Allocation Workgroup
- Department of Children and Families Rate Regulation Committee
- Department of Public Instruction Exclusionary Discipline Task Force
- Interstate Compact for Juveniles Executive Committee
- Milwaukee Commission on Domestic Violence and Sexual Assault
- Milwaukee County Juvenile Justice Review Committee
- Milwaukee County Department of Health and Human Services Justice and Mental Health Collaborative Grant Steering Committee
- Milwaukee Workforce Investment Board's Youth Council
- Office of Children's Mental Health Executive Council
- Office of Children's Mental Health Collective Impact Committee
- Safe Schools Healthy Students Initiative
- Wisconsin Court Appointed Special Advocates Association
- Wisconsin County Human Service Association Executive Board
- Wisconsin County Human Service Association Policy Advisory Committee
- Wisconsin Juvenile Court Intake Association

Success!

A CLS youth was adjudicated for Possession of a Dangerous Weapon by Child at the age of 15. She completed Aggression Replacement Therapy, Juvenile Cognitive Intervention Program 1 & 2 (JCIP) and Victim Awareness. She also participated in individual counseling and the Healthy Relationships program. She was afforded the opportunity to return home on electronic monitoring but quickly began to slip back into her previous behaviors. When she returned to CLS she had just given birth to a baby girl. During her return stay, she completed JCIP Repeaters course, finished Alcohol and Other Drug Abuse programming, and obtained her HSED. Since being re-released to the community, she has remained committed to reach her self-identified goal to become a registered nurse. DJC's Independent Living Program (ILP) has assisted her with the college enrollment process, but the youth has demonstrated personal motivation by regularly taking the initiative to seek out her own answers and coming prepared to ILP meetings. She is currently enrolled full-time in her first semester of college and juggles the responsibility of raising a child with the support of her family. She has consistently earned A's and B's in her courses and truly enjoys the rewards of working hard to reach her goals.

Success!

A youth under DJC supervision helped extinguish a grease fire at a restaurant where he was working. The youth stated that he initially turned off the stove when he noticed the fire and then used metal cooking pans to cover and smother it. The youth, who lived at a group home that teaches youth age 18 independent living skills, was working at an A&W when he noticed a fire on a stove. An employee of the group home said, "the firemen were impressed that he knew what to do, kept a level head, and did not panic and remembered what he was taught. The firemen thanked him for staying calm under the circumstances. They were able to call off all other stations that were going to respond to the call." The Department of Corrections administration were also very impressed. "When faced with a critical incident like a fire, the youth was able to draw on training he received while under DJC supervision. Credit goes to the youth for his actions and to those staff who taught the necessary skills to react," said DJC Administrator Cari Taylor. "Our youth do amazing things each and every day. This is one such example and we couldn't be more proud." Added Secretary Edward Wall: "We are extremely proud of the actions of this individual in the face of danger. He stayed calm and used the training provided to him to put the fire out and potentially saved others from being harmed."

Success!

A 16-year-old youth was adjudicated for Armed Robbery and Second Degree Recklessly Endangering Safety. He started his commitment at LHS but was eventually transferred to MJTC. While there, he completed JCIP, Social Communications Group, Right Choices Group, recreational therapy, Independent Living Skills Group, and Anger Control Training. He also participated in individual/family therapy and earned his HSED. Within a year, he was released home. While in the CSP program, he participated in individual counseling and the St. Charles Re-Entry Program. He reported as scheduled, had no positive UA's, was never sanctioned, and worked his way up to Manager at McDonald's. He has also been actively involved in his son's life. The youth was removed from electronic monitoring due to his progress and positive behavior. He is also enrolled in the Big Step Employment Program and recently started a landscaping job. Now almost 20 years old, he is working to save money so he can rent his own apartment and live independently.