# TABLE OF CONTENTS

Message from the Warden........................................................................................................3

DOC Mission Statement, Vision Statement, and Core Values..................................................4

Institution Profile .....................................................................................................................5

Community Relations Board ................................................................................................7

Acronyms ................................................................................................................................7

Education Department – Marshland School
   Academic and Vocational Programs................................................................................8
   Community Service Program..............................................................................................9

Behavioral Health Unit ........................................................................................................9

Programs .................................................................................................................................9

Restorative Justice ................................................................................................................10

Security ..................................................................................................................................10

Institution Complaint Review System ..................................................................................10

Volunteers ..............................................................................................................................10

Highlights of the Year ...........................................................................................................11

Workplace Enhancement Committee (WPEC) Activities.....................................................11

WCI Giving Back ..................................................................................................................11

Institution Contacts ..............................................................................................................12
MESSAGE FROM THE WARDEN

Welcome to Waupun Correctional Institution (WCI) Annual Report for Fiscal Year 2021 covering July 1, 2020, through June 30, 2021. Correctional institutions are much more complex operations than most people realize. The annual report is published with a desire to provide readers with more detailed information regarding WCI in general and over the last year. Hopefully this report will also provide a small glimpse into some of the positive happenings that take place within Wisconsin’s oldest correctional institution.

Waupun Correctional Institution is an essential part of history within the city of Waupun. The facility has stood tall, serving Wisconsin for 170 years, since beginning operations in 1851. The institution was here ten years before Abraham Lincoln took office and continues to be a proud part of the Waupun Community. Our Community and Corrections Relations Board meets three times a year to discuss current events at our facilities and discuss community issues or concerns. WCI is an active member in the Dodge County Executive Law Enforcement Association and we support local causes through the institution Workplace Enhancement Committee.

This year has been challenging year at Waupun Correctional Institution. One of top challenges involved managing a global pandemic, COVID-19. Just a month before the start of the fiscal year the impact of the disease began to impact operations leading to a period of virtual shutdown. Eventually over 700 individuals contracted the disease which tragically included 4 deaths. Combined efforts of many, particularly our Health Services staff, had resulted in Waupun being virtually COVID-free since October 2020. In 2021, vaccines were administered to all those who desired to receive them.

Despite all of the challenges both within and from beyond the institution the staff at Waupun continued to carry out the mission statement of the Department of Corrections. A mission statement helps define the purpose of an organization in simple and concise terms. This allows the mission to be more easily understood by all employees of the organization as well as all those that it serves. The Department of Corrections “Four P’s” 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.

While this mission and its acronym (The Four P’s) may be easy to remember, it is made up of very complicated, challenging, and unending sets of tasks. The mission of the Department is completed day after day at WCI. The efforts of our staff allow the citizens of Wisconsin to sleep easy at night knowing their safety is being safeguarded and their futures are being made brighter.

No annual report on operations at Waupun Correctional Institution would be complete without making mention of the people who work at this institution. Employees at WCI have a spirit of cooperation, a commitment to one another, and resilience in the face of incredible challenge that should be the envy of all. There is something uniquely special about the people who work at this facility and I know that I am proud to have the opportunity to work with them each day.

If you have occasion to meet someone who works at Waupun Correctional Institution, I hope you will take a moment to think about the work they do each day, each month, and each year. If you feel safe in your community, I hope you might also consider offering that person a simple, “Thank you” for their service. I have no doubt they would appreciate it and I know they have earned it.

Randall R. Hepp
Warden
Mission Statement

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.

Vision Statement

To achieve excellence in correctional practices while fostering safety for victims and communities.
- Every Person, Every Family, Every Community Matters.

Core Values

We are accountable to each other and the citizens of Wisconsin.
- We manage our resources in an efficient, effective, sustainable, and innovative manner.
- We demonstrate competence and proficiency in the work necessary to accomplish our mission.
- We take individual responsibility for how we plan, perform, and manage our work.

We do what’s right - legally and morally - as demonstrated by our actions.
- We value courage, candor, and conviction of purpose.
- We expect ethical behavior and integrity in all we do.
- We require honesty, adherence to the law, and the fair and equitable treatment of others.

We recognize employees as the department’s most important resource.
- We work towards building a workforce of diverse individuals who achieve great things together.
- We recognize exemplary performance.
- We advocate in the best interest of our workforce.

We value safety – for our employees, the people in our charge and the citizens we serve.
- We provide the resources and training necessary for employees to safely accomplish our mission.
- We operate safe and secure facilities.
- We offer opportunities for offenders to become productive members of their communities.

We expect competence and professionalism in our communications, demeanor, and appearance.
- We demonstrate knowledge and skills within our areas of responsibility.
- We respond effectively and appropriately in our interactions and communications.
- We treat all people with dignity and respect.
- We recognize that we have one opportunity to make a positive first impression.
  To achieve excellence in correctional practices while fostering safety for victims and communities.

“Effort and courage are not enough without purpose and direction.”
John F. Kennedy
INSTITUTION PROFILE

Waupun Correctional Institution
200 S. Madison Street, P.O. Box 351
Waupun, WI 53963-0351
(920) 324-5571

Fast Facts
Opened: 1851
Security Level: Maximum
Operating Capacity: 1290 Males
Current Population: 937 Males (6/30/21)
Number of Uniformed (Security) Staff: 315 FTE
Number of Non-uniformed Staff: 123.10 FTE
Inmate to Staff Ratio: 3 to 1
Number of Acres: 24
Special Units: Behavioral Health Unit

Expenditure Information

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2019-2020</th>
<th>FY 2020-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Salary</td>
<td>23,563,935.00</td>
<td>21,634,301.00</td>
</tr>
<tr>
<td>LTE Salary</td>
<td>140,643.00</td>
<td>67,848.00</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>10,322,106.00</td>
<td>9,697,410.00</td>
</tr>
<tr>
<td>Supplies and Services</td>
<td>3,694,758.00</td>
<td>3,342,241.00</td>
</tr>
<tr>
<td>Capital</td>
<td>510,713.00</td>
<td>123,923.00</td>
</tr>
<tr>
<td>Fuel and Utilities</td>
<td>2,891,400.00</td>
<td>2,435,258.00</td>
</tr>
<tr>
<td>Repair and Maintenance</td>
<td>257,198.00</td>
<td>267,432.00</td>
</tr>
<tr>
<td>Central Generating Plant</td>
<td>2,787,208.00</td>
<td>2,098,136.00</td>
</tr>
<tr>
<td><strong>Total Expenditures:</strong></td>
<td><strong>$44,167,961.00</strong></td>
<td><strong>$39,666,549.00</strong></td>
</tr>
</tbody>
</table>

Inmate Obligations Collected

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2019-2020</th>
<th>FY 2020-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Loans</td>
<td>1,556.42</td>
<td>5,501.59</td>
</tr>
<tr>
<td>General Loans</td>
<td>181.21</td>
<td>693.46</td>
</tr>
<tr>
<td>Medical Co-Pay Loans</td>
<td>4,443.60</td>
<td>5,072.72</td>
</tr>
<tr>
<td>Medical Co-Pays</td>
<td>8,122.65</td>
<td>9,010.22</td>
</tr>
<tr>
<td>Victim-Witness Surcharge</td>
<td>12,775.38</td>
<td>15,493.99</td>
</tr>
<tr>
<td>DNA Surcharge</td>
<td>34,328.70</td>
<td>45,928.29</td>
</tr>
<tr>
<td>Restitution</td>
<td>154,494.44</td>
<td>215,650.44</td>
</tr>
<tr>
<td>Institution Collections</td>
<td>12,278.06</td>
<td>23,314.64</td>
</tr>
<tr>
<td>Child Support</td>
<td>37,117.02</td>
<td>31,547.01</td>
</tr>
<tr>
<td>Filing Fees</td>
<td>21,203.83</td>
<td>32,813.99</td>
</tr>
<tr>
<td>Child Pornography</td>
<td>1884.39</td>
<td>895.26</td>
</tr>
<tr>
<td><strong>Total Inmate Collections</strong></td>
<td><strong>$288,385.70</strong></td>
<td><strong>385,921.61</strong></td>
</tr>
</tbody>
</table>
COMMUNITY & CORRECTIONS RELATIONS BOARD

The focus of the Waupun Community & Corrections Relations Board is to promote positive communications between Waupun Correctional Institution, Dodge Correctional Institution, John C. Burke Correctional Center and the local community. It serves as a forum for providing public information and education, sharing issues and concerns, and dealing with items of mutual interest. The first meeting of the board was held on January 27, 1992. The board meets three times per year or as concerns arises.

Jason Benzel, Warden
Dodge Correctional Institution

Honorble Steven Bauer
Dodge County Circuit Court

Randall Hepp, Warden
Waupun Correctional Institution

Kurt Klomberg, District Attorney
Dodge County

Nicholas Redeker, Superintendent
John C. Burke Correctional Center

Julie Nickel, Mayor
City of Waupun

Daisy Chase, Deputy Warden
Dodge Correctional Institution

Kathy Schlieve, City Administrator
City of Waupun

Emily Propson, Deputy Warden
Waupun Correctional Institution

Angela Hull, City Clerk
City of Waupun

Mary Wendel, Field Supervisor
Division of Community Corrections

Kyle Hunter, Representative
Waupun Memorial Hospital

Daryl Daane, Pharmacist Supervisor
DOC Pharmacy

Wayne Buteyn, Representative
Werner Harmens Furniture

Scott Louden, Chief
Waupun Police Department

Steven Hill, Superintendent
Waupun Area School District

Jeremy Rasch, Deputy Chief
Waupun Police Department

J. Bur Zeratsky, Executive
National Rivet & Manufacturing Co.

Dale Schmidt, Sheriff
Dodge County

Senator Dan Feyen
18th Senate District

Peggy Novak, Coordinator
Dodge Co. Victim/Witness Assistance

Representative Michael Schraa
WI State Assembly

Amy Nehls, Director
Dodge County Emergency Management

Mike Thurmer
Interested Citizen

Brent Matzen, Pastor
Trinity Church

BJ DeMaa, Fire Chief
Waupun Fire Department

Steve Lenz, Athletic Director
Waupun School District

Wesley Ray, Correctional Services Manager
BCE Correctional Farms

Terri Crisp, President
National Exchange Bank & Trust

Tim Lakin, Chief of Staff
WI State Assembly

Joe Meagher, Deputy Director
Dodge County Emergency Management

Nicole Gill, Vice President Patient Care
Serv. Waupun Memorial Hospital
ACRONYMS

ABE Adult Basic Education
ACA American Correctional Association
ADA Americans with Disabilities Act
ADL Activities of Daily Living
AED Automated External Defibrillator
ANI American Numeracy Institute
BHU Behavioral Health Unit
BMC Building Maintenance & Construction
BOCM Bureau of Classification and Movement
BSI Badger State Industries
BTO Better Treatment Options
CCE Corrections Complaint Examiner
CCI Columbia Correctional Institution
CGIP Cognitive Group Intervention Program
CGP Central Generating Plant
CIP Crisis Intervention Partner
CNU Crisis Negotiation Unit
CPR Cardiac Pulmonary Resuscitation
CQI Continuous Quality Improvement
CRB Community Relations Board
CRO Central Records Office
DBT Dialectical Behavior Therapy
DCC Division of Community Corrections
DCI Dodge Correctional Institution
DFD Division of Facilities Development
DOA Department of Administration
DOC Department of Corrections
DS Disciplinary Separation
ED Executive Directive
EMC Engineering, Maintenance, and Construction
EOS Electronic Open Stacks
ERU Emergency Response Unit
FLCI Fox Lake Correctional Institution
GD Gender Dysphoria
GED General Education Diploma
GTF Gang Task Force
GP General Population
HACCP Hazard Analysis Critical Control Point
HIPAA Health Insurance Portability and Accountability Act
HS High School
HSED High School Equivalency Diploma
HSU Health Services Unit
HVAC Heating, Ventilating, and Air Conditioning
ICRS Inmate Complaint Review System
ICS Incident Command System
IMR Illness Management and Recovery
JBCC John Burke Correctional Center
LTE Limited Term Employee
MA Medical Assistant
MH Mental Health
MICA Mentally Ill and Chemically Addicted
MPTC Moraine Park Technical College
MUM Madison Urban Ministries
OC Oleoresin Capiscum
ORA Offender Records Assistant
OSCI Oshkosh Correctional Institution
PEO Program Escort Officer
PLA ProLiteracy America
PMR Presumptive Mandatory Release
POA Power of Attorney
POS Purchase of Service
POSC Principles of Subject Control
PRC Program Review Committee
PREA Prison Rape Elimination Act
PSU Psychological Services Unit
PTSD Post Traumatic Stress Disorder
RHU Restrictive Housing Unit (formerly segregation)
SMU Special Management Unit
SOT Sex Offender Treatment
SRT Special Review Team
SSD Social Services Department
STAR Student Achievement in Reading
STG Security Threat Group
T4C Thinking for Change
TABE Test of Adult Basic Education
TTC Transitional Treatment Committee
UAT User Acceptance Testing
UCC Unified Corrections Coalition
WCI Waupun Correctional Institution
WICS Wisconsin Integrated Corrections System
WILC Wisconsin Institutions Literacy Council
WITS Wisconsin Inmate Trust System
WPEC Workplace Enhancement Committee
WRC Wisconsin Resource Center
WSPF Wisconsin Secure Program Facility
WTCS Wisconsin Technical College System
EDUCATION

**Academic**
- Test of Adult Basic Education (TABE)
- Adult Basic Education (ABE)
- GED Testing Center

**Vocational**
- MPTC Career and Technical Education (CTE)
- Building Maintenance and Construction (BMC)
- Correspondence/Distance Learning Courses

**Education Department – Marshland School**

It is the mission of Marshland School to offer quality adult educational programs that will provide a strong foundation to enable inmates to be productive workers, family members, and citizens while incarcerated and upon release from prison. Through programs at Marshland School, inmates are provided a variety of educational offerings focused on academics, career and technical education, and life skills for successful reentry.

The purpose of the Adult Basic Education Program (ABE) is to assist students in obtaining the knowledge and skills necessary for future success. In order to facilitate more efficient and effective instruction, all inmates complete the Test of Adult Basic Education (TABE) to determine their current functioning levels in math, and reading. They are then placed in the appropriate education level, developing the reading, writing, reasoning, and mathematics skills necessary to pass the four GED examinations (Science, Social Studies, Math, and Reasoning through Language Arts) as well as the Wisconsin State Civics exam. Additional coursework in Health, Civics, Employability Skills, and Career Awareness may lead to a High School Equivalency Diploma (HSED) issued through the Wisconsin Department of Public Instruction.

Marshland School has eight teachers, a guidance counselor, librarian, office operations associate, and an education director. All courses are taught by instructors certified through Wisconsin Technical College System (WTCS) and Moraine Park Technical College (MPTC). In 2020-21, despite being limited by COVID-19 protocol, educators at WCI’s Marshland School helped ten students to graduate with their GED/HSED.

Six secondary academic education classes, offered through a partnership with MPTC, are available for students who have completed their high school/equivalency education. A one-year technical diploma in Building Maintenance and Construction (BMC) is available for interested students. In 2020-21, two WCI inmates earned their technical diploma and graduated from the program. Additionally, both of those students completed a pre-apprenticeship certification through the Wisconsin Department of Workforce Development.

Post-secondary educational opportunities are offered to students by accredited universities and colleges. Qualified students may participate in distance/correspondence courses and degree programs. Educational opportunities and career counseling are offered to inmates having a need or an interest in furthering their education.

**Trinity International University**

Through a unique partnership between the Department of Corrections and Trinity International University, 53 incarcerated students were enrolled in a Bachelor’s Degree program at WCI during 2020-21. Over the course of a four-year period, students will earn 124 college credits leading to a Bachelor’s of Arts Degree.

Trinity International University is an accredited liberal arts college located in Deerfield, Illinois, with regional centers in Chicago, Illinois, South Florida, and Southern California. The WCI satellite is staffed by a full-time Dean of Students, additional Trinity staff and adjunct instructors.
2020-21 Highlights

- 150 student enrollment (monthly average).
- 5 students enrolled in BMC (monthly average) with 2 technical diploma completions for the year
- 10 students earned GED/HSED certification

Community Service Program
The community service program is supported by the BMC education class and the Recreation/Hobby Department.

- The Recreation/Hobby Department continues to make crocheted items. Inmate workers are taught to knit and crochet hats and mittens which are donated to the local Head Start program.
- BMC/Wood Shop projects and donations to various non-profit organizations and fund raisers include cutting boards, turkey calls, book shelves, jewelry boxes, step stools, trunks/chests, butterfly houses, tables & chairs, carvings, wood wagons, Noah’s Arks, rocking horses, and miscellaneous wood items. These items are also made available to staff and the public when they are displayed in the front lobby.
- This program has a dual purpose. First, it has significant rehabilitative goals. Not only does it keep inmates occupied in a productive manner, but it provides a means of employment for the inmates. Secondly, inmates cultivate skills which may be used upon their reentry into the community. This allows local communities to gain awareness that the DOC promotes a positive and interactive relationship between the community and the institution.
- The projects employed an average of 8 inmate workers and completed over 1,000 hours of community service.

Donations were given to more than 10 different organizations during fiscal year 2020-21

BEHAVIORAL HEALTH UNIT

The Behavioral Health Unit’s mission is to provide a safe and secure housing location for inmates with serious mental illness. Having a special housing unit increases the efficiency of providing treatment and monitoring to these individuals. The BHU is designed to provide programming targeting a wide range of issues including: psychological disorders combined with behavioral instability and other needs in a “therapeutic community” environment to inmates that have an inability to function adequately within the general population.

Current Statement of Purpose
The BHU is a mental health treatment unit within WCI that provides a safe and secure housing location for inmates with chronic mental health issues. The BHU is designed to provide mental health treatment and programs targeting a wide range of psychological disorders and behavioral instability to inmates with limited abilities to function adequately and safely within a GP environment.

PROGRAMS

WCI offered Thinking for a Change (T4C) and Domestic Violence programming this year. These programs were provided by WCI social workers. Four groups were provided.

WCI has not provided services through POS contracts due to the pandemic related movement restrictions

Below is the data related to essential treatment programs provided through the Social Services Department 7/01/20 to 6/30/21:

<table>
<thead>
<tr>
<th>Program</th>
<th>Enrolled</th>
<th>Terminated/Quit</th>
<th>Completed</th>
<th>% Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>T4C (SW)</td>
<td>18</td>
<td>6</td>
<td>12</td>
<td>66%</td>
</tr>
</tbody>
</table>
OTHER PROGRAMMING:
- Social Workers provide Inmate Orientation and PREA Education to all inmates arriving to WCI, as well as those being discharged from long-term restrictive housing status.

RESTORATIVE JUSTICE

Due to COVID-19 recognition of the restorative justice initiative was not held at WCI.

SECURITY

In fiscal year 2020-21, there were 3,786 inmate Conduct Reports processed at WCI. The number of conduct reports decreased from the year before. The breakdown below is by type of conduct report:

<table>
<thead>
<tr>
<th>Type of Conduct Report</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor Contested</td>
<td>1,185</td>
</tr>
<tr>
<td>Minor Uncontested</td>
<td>766</td>
</tr>
<tr>
<td>Major Contested</td>
<td>606</td>
</tr>
<tr>
<td>Major Uncontested</td>
<td>1,229</td>
</tr>
<tr>
<td>Total Conduct Reports</td>
<td>3,786</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conduct Report Appeals</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Majors</td>
<td>160</td>
</tr>
<tr>
<td>Minors</td>
<td>238</td>
</tr>
</tbody>
</table>

INMATE COMPLAINT REVIEW DEPARTMENT

The WCI Complaint Department processed 5,064 complaint submissions during FY 2020-2021

- 2,452 were accepted and assigned a complaint number
- 2,612 were returned to the inmate in accordance with DOC 310

VOLUNTEERS

WCI is extremely fortunate to have the services of many volunteers to assist in the provision of services to inmates. The time and effort they donate is greatly appreciated. Without them, we would not have the ability to offer the variety of programs we have today. All new volunteers are given a thorough orientation to the institution and the DOC’s policies and procedures, including PREA training. Pertinent data on each volunteer providing a service to WCI is maintained in a database. This allows the institution to keep a record of individual emergency contacts for each volunteer and to have easy access to each volunteer’s address and telephone numbers should an emergency arise. Volunteers provide religious, social service, and education services to WCI. While some volunteers may only be able to provide a few hours of service each year, others provide services several hours each week. No matter what the amount, all volunteer services are valuable and appreciated.
**Highlights of 2020-2021**

- Key Tracer installed
- Numerous capital equipment was purchased to help the institution out long term
- BHU (Behavior Health Unit) remodel project is near completion
- New water heaters installed in Food Service
- New natural gas line/regulator installed in the tunnel
- Floor by kitchen kettles replaced to stop leaking in basement
- Several other projects have been approved and are waiting for design/construction to be complete
- Over 560 persons in our custody are fully immunized against COVID-19
- Added a new EKG machine and Exam table
- A new Physician and a new APNP Psychiatry started
- Added an Assistant Health Service Manager position
- Over 7000 labs were completed
- New streamlined medication pass implemented
- New Intake procedure implemented leading to increased accuracy
- WCI was able to cover nightly call for WSPF HSU when they were in need

**Workplace Enhancement Committee (WPEC) Activities**

- Brat fry and chili lunch fundraisers
- School supply drive for Dodge County families in need of assistance
- Clothing drive with Dodge County Sherriff’s office
- Halloween and Valentine’s Day cookie events
- Waupun food pantry food drive
- 12 days of Christmas. Over $1,200 in prizes awarded to WCI staff over 12 business days
- WPEC donated over $300 to the Special Olympics on behalf of the WCI polar plunge team
- WCI Merchandise available for purchase
- 5 memorial donations to staff who had close family pass away
- Distributed freeze pops to all staff on a 90+ degree day
- Purchased Pizza for all staff members

**WCI Giving Back to the Community**

- A Waupun Correctional Institution team of staff/friends/family signed up to participate in the Special Olympics Polar Plunge.
Institution Contacts

**Americans with Disabilities Act (ADA)**
Primary: Jennifer Kettenhoven, CPS-BHU (920) 324-5571 ext. 1157
Alternate: Jeremiah Dawson, Building & Grounds Supervisor (920) 324-5571 ext. 7242

**COMPAS**
Primary: Kristin Stoiber, Social Worker (920) 324-7211
Alternate:

**Limited English Proficiency (LEP)**
Primary: Brett Helmer, Education Director (920) 324-5571 ext. 7231
Alternate:

**Prison Rape Elimination Act (PREA)**
Primary: Yana Pusich, CPS-Litigation Coordinator (920) 324-7232
Alternate: Joseph Falke, Security Director (920) 324-7225