

Scott Walker  
Governor

Edward F. Wall  
Secretary



State of Wisconsin  
Department of Corrections

Division of Juvenile Corrections  
3099 E. Washington Avenue  
Post Office Box 8930  
Madison, WI 53708-8930  
Telephone (608) 240-5900  
Fax (608) 240-3370

John D. Paquin  
Administrator

**ADMINISTRATOR'S MEMO TO COUNTIES**

**MEMO # 15-17**

**DATE:** December 8, 2015  
**TO:** County Departments of Human/Social Services Directors  
**FROM:** John D. Paquin, Administrator   
**SUBJECT:** Personnel Changes and Investigations in the Division of Juvenile Corrections

Upon the retirement of Paul Westerhaus, I was pleased and honored to be appointed the Administrator of the Division of Juvenile Corrections (DJC). Most recently, I was Assistant Administrator of the DOC's Division of Adult Institutions. I've held numerous positions in DOC over the years, from Correctional Officer to Field Supervisor to Warden. I am looking forward to new challenges and learning opportunities through joining DJC's outstanding management team. As well, I am looking forward to meeting you and hearing your views on how DJC can continue to provide excellent service to your agencies, courts, and communities.

In another leadership change, Wayne Olson has been appointed to the position of Superintendent at Copper Lake/Lincoln Hills Schools, replacing the retiring John Ourada. I have known Wayne Olson for many years and have always been impressed with his steady and controlled leadership style. He brings focused determination and a strong reputation of getting things accomplished into this new position. I am confident that he will be a great addition to our leadership team in the DJC. Wayne has 20 years of experience working for the DOC, most recently as Deputy Warden at the Prairie Du Chien Correctional Institution. He also was Superintendent at Gordon Correctional Center and Thompson Correctional Center.

As many of you are aware, late last year DOC became aware of allegations concerning possible mistreatment of youth by a small number of security staff at CLS/LHS. DOC took immediate steps to address those allegations, including placing staff on administrative leave, initiating internal investigation by DOC's Office of Special Operations, and referring cases to local law enforcement. In addition, to ensure a thorough and neutral review, DOC requested that the Department of Justice, Division of Criminal Investigation conduct an independent investigation, which began in January 2015.

Since that time, the DOJ has continued their investigation, and DOC has cooperated and assisted in any way possible, including proactively working with DOJ to ensure that any new allegations are immediately addressed to ensure the safety of youth. Most recently, a team of DOJ agents were at LHS over the weekend to secure records and interview large numbers of staff and youth.

DOC management and staff continue to cooperate with these efforts in order to ensure a complete, thorough, and impartial investigation.

The investigation remains ongoing, and therefore the specific findings have not yet been released. However, DOJ recently briefed DOC leadership and expressed concern that there may be attitudes among some CLS/LHS staff that do not meet DJC's standards for adequately protecting youth from harm. Therefore, in order to take every possible step to ensure the safety of youth in our care, a number of actions have been taken drawing on resources from throughout the Department of Corrections. We are expediting investigations and disciplinary proceedings against any staff member who has been identified as being involved in any mistreatment of youth and increasing review of human resource transactions by DOC management. Staff from other divisions will assist DJC management in reviewing operational, technological, and training protocols. Any youth injury, regardless of how it was sustained, will be reviewed by a multi-disciplinary, cross-divisional team. Training for supervisors and staff at CLS/LHS will be increased, and we are assessing technological needs, including cameras, and expediting the process of mitigating any identified gaps.

I recognize and understand that these events raise concerns among all of you. I am confident in the DJC management team, and I know that the vast majority of staff at CLS/LHS are committed, caring individuals who go above and beyond in serving our youth. I am committed to taking all necessary actions to ensure the safety and well-being of youth in our care so that we can continue to partner with you in ensuring public safety and providing effective treatment for some of the most challenging youth in the juvenile justice system. We will continue to share information with you as we are able, and we appreciate your patience and partnership during this challenging time.

Cc: Edward F. Wall, Secretary, DOC  
Deirdre A. Morgan, Deputy Secretary, DOC  
Don Friske, Assistant Deputy Secretary, DOC  
Freda-Ellen Bove, Administrator, DCF/DSP  
Ron Hermes, Director, Bureau of Permanence and Out of Home, DCF/DSP  
Wendy Henderson, Director, Office of Youth Services, DCF/DSP  
John Tuohy, Director, Bureau of Regional Operations, DCF/DES  
Emily Tofte, Section Chief, Child Welfare Licensing Section, DCF/DSP  
Bill Hanna, DHS Area Administrator  
Greg Van Rybroek, Director, DHS/MJTC  
DHS/DCF Area Administrators  
DHS/DCF Human Service Area Coordinators  
DOC/DJC Management staff  
County Youth Aids contacts  
Court-attached juvenile court intake offices