

June 1, 2012



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# 2011 Annual Report



Wisconsin Department of Corrections—Division of Juvenile Corrections

## Administrator's Message

Dear Juvenile Justice Service Partners,

On Monday, March 6, 2012, I assumed the role of Administrator of the Division of Juvenile Corrections (DJC). I am excited to be returning to the Division in which I began my correctional career. I have experience in the private sector as well where I worked at a residential treatment center for at-risk youth. This is where I became knowledgeable about county human services as it relates to child welfare and juvenile delinquency. I believe that together, we are working to reduce juvenile recidivism while maintaining community safety. I look forward to meeting other members of Wisconsin's vibrant juvenile justice network. Together we can and do make a difference!

DJC is pleased to share information about our 2011 programs and outcomes. We are committed to providing information to counties, judges and other juvenile justice service partners about our work with youth who have been sent to the Department of Corrections.

The successful consolidation of the juvenile institution operations was the most significant accomplishment of 2011. After planning and gathering valuable input from counties and others, the last remaining youth at Ethan Allen School were transferred to Lincoln Hills School on June 14, 2011. The last few girls at Southern Oaks Girls School were transferred on June 27, 2011 to a new, bifurcated Copper Lake School located on the grounds of Lincoln Hills School.

Progress was made on several important initiatives including:

- **Staff was trained on COMPAS (Correctional Offender Management Profiling for Alternative Sanctions)**, a new risk/needs assessment and case planning system. This system will enable youth to be more effectively matched to programs based on their risk to reoffend and their primary treatment needs.
- **The Evidence Based Program/Practice Steering Committee** held its first meeting in August, 2011. The Committee developed a comprehensive EBP Action Plan and started a review of the Division's core program areas which include ADDA, mental health, sex offender programming, and cognitive intervention. The purpose of the review is to ensure that program content reflects the latest research and evidence about effective treatment approaches for youth.
- **An initiative to use trauma informed approaches** in our interactions with youth was launched with training for several staff in September, 2011. Grant funding through the Department of Health Services will allow further planning and Division-wide incorporation of key concepts that will make our services more sensitive to the many youth who have histories of trauma.

As the year ended, new funding challenges emerged as additional reductions to the allocations of Youth Aids to counties were required. As we all manage the funding hardship, the Division will continue to strive to operate more efficiently and to provide effective and evidence-based services to youth.

Your feedback or questions about information in this report is welcomed. The report is also available on our web site at [http://www.wi-doc.com/index\\_juvenile.htm](http://www.wi-doc.com/index_juvenile.htm).

Respectfully,

Cari J. Taylor,  
Administrator

## Consolidation



Over the past several years, the daily population at the juvenile institutions continued to decline which resulted in growing deficits within the Division. In order to more fully address the persistent situation, the Governor acted to consolidate the three institutions into two institutions at a single location on the grounds of Lincoln Hills School. Part of the impetus for the change originated with one of the recommendations of an 11 member study committee of juvenile justice experts appointed by the Governor during the previous year. They conducted a formal, independent review of the institutions, heard testimony of juvenile justice partners and examined numerous statistical reports. The committee issued its recommendations to the Governor and the Department Secretary.

Staff was informed in March of the consolidation and it was successfully implemented on July 1, 2011. Organizational change of this magnitude within such a short time frame was a major accomplishment. The work was a success because of valuable input from the counties and from other Divisions with the Department including the Divisions of Management Services, Adult Institutions and Community Corrections. Ethan Allen School was closed on June 14, 2011 and remaining boys there were transferred to Lincoln Hills School. The Southern Oaks Girls School was closed on June 27, 2011 and the few girls still placed there were moved to the new bifurcated Copper Lake School located on the grounds of Lincoln Hills. As a result of the consolidation, increased savings and improved operational efficiencies will be possible.

### Average Daily Population: Institutions

CY	Lincoln Hills School	Ethan Allen School	Southern Oaks / Copper Lake <sup>2</sup>	SPRITE	Mendota Juvenile Treatment Center	Total
2007	223.19	280.92	54.55	3.46	28.96	591.08
2008	224.92	266.38	65.16	6.06	28.84	591.36
2009	188.71	227.50	58.82	6.02	28.82	509.87
2010	159.98	184.30	33.29	1.55	28.90	408.02
2011	214.79	115.10 <sup>1</sup>	18.59	----- <sup>3</sup>	27.93	318.86 <sup>4</sup>

<sup>1</sup> Ethan Allen School was closed on June 14, 2011 and the remaining boys were transferred to Lincoln Hills School.

<sup>2</sup> Southern Oaks Girls School was closed on June 27, 2011 and the population of girls was transferred to Copper Lake School.

<sup>3</sup> SPRITE was a short-term adventure-based program that was available as a diversion program for youth committed directly by counties and as a pre-release program for youth transitioning from a DJC institution to the community. The SPRITE program has not operated a session since March 2010.

<sup>4</sup> As Ethan Allen School closed prior to the end of the calendar year, the total average daily population does not equal the sum of individual institution average daily populations.

*"It had strong roots at Southern Oaks Girls School but it is making a fresh start at Copper Lake School!"*

The banner to the right was painted by Ann Pfeil, a former Southern Oaks Girls School instructor, and a small group of students.

The students involved in the project were involved in HSED preparation and completed the project as a demonstration of support for their graduate-peers.

This beautiful piece of artwork was included in one of the first shipments of supplies for the newly opened Copper Lake School.



## Profile of Commitments by County

Wisconsin's juvenile justice system is operated through a partnership between the Division of Juvenile Corrections and the state's 72 counties. The Division provides direct services to youth at two secure juvenile institutions which receive commitments directly from counties. Throughout 2011, the juvenile institution population continued the declining trend of the past several years. The following list shows the number of commitments by county from January 1, 2011 through December 31, 2011.



County	Number	Percent
Adams	1	0.3%
Barron	1	0.3%
Brown	9	2.7%
Burnett	1	0.3%
Chippewa	3	0.9%
Columbia	2	0.6%
Dane	41	12.3%
Eau Claire	1	0.3%
Jefferson	1	0.3%
Juneau	1	0.3%
Kenosha	19	5.7%
La Crosse	1	0.3%
Lincoln	1	0.3%
Manitowoc	1	0.3%
Marathon	5	1.5%
Milwaukee	184	55.1%
Oconto	1	0.3%
Oneida	1	0.3%
Outagamie	3	0.9%
Ozaukee	1	0.3%
Polk	1	0.3%
Portage	1	0.3%
Racine	14	4.2%
Rock	13	3.9%
Rusk	1	0.3%
Sawyer	1	0.3%
Shawano	3	0.9%
Sheboygan	3	0.9%
St Croix	1	0.3%
Taylor	1	0.3%
Trempealeau	1	0.3%
Vilas	1	0.3%
Washington	2	0.6%
Waukesha	5	1.5%
Waupaca	2	0.6%
Waushara	1	0.3%
Winnebago	5	1.5%
Total	334	100.0%

Note: Excludes counties with 0 commitments in 2011. A youth may occasionally have multiple commitments. DATA SOURCE: JJIS and JRS.

## Profile of Commitments by Youth Demographics

Gender	Number	Percent
Female	26	8.4%
Male	282	91.6%
Total	308	100.0%
Age	Number	Percent
13	3	1.0%
14	22	7.1%
15	91	29.5%
16	136	44.2%
17	56	18.2%
Total	308	100.0%
Race	Number	Percent
Asian/ Pacific Is.	3	1.0%
Black	208	67.5%
N. Amer. Indian	5	1.6%
White	92	29.9%
Total	308	100.0%

The profile includes the number of unduplicated youth that have received new commitments to the Division of Juvenile Corrections.



## Profile of Commitments by Offense

Female	Number	Percent
Battery	14	53.8%
Theft	4	15.4%
Robbery	2	7.7%
All Other Crimes	6	23.1%
Male	Number	Percent
Robbery	76	27.0%
Burglary	34	12.1%
Battery	32	11.3%
Weapons Offense	30	10.6%
Theft	26	9.2%
Operate Vehicle w/o Owner's Consent	18	6.4%
Sexual Assault	17	6.0%
All Other Crimes	49	17.4%

### Independent Living Program Services

	Number	Percent
Youth Served <sup>1</sup>	70	N/A
Enrolled in Post-Secondary School and/or Training	26	37.1%
Received employment prep services	70	100.0%
Obtained full or part-time employment	30	42.9%
Obtained independent housing	12	17.1%
Received post-secondary academic support	26	37.1%

<sup>1</sup> Includes 29 youth served through the federal Chafee Independent Living program, as well as 41 youth supervised under the Corrective Sanctions Program and the Serious Juvenile Offender program.

*Our mission:  
"Hold youth accountable by requiring them to contribute to the recovery of victims and the community."*

### Community Service Hours Completed

Location	Hours
Northwest Regional Office	1,454.5
Southeast Regional Office	70.0
Total	1,524.5



### Restitution Paid

Location	Amount
Northwest Regional Office	\$15,350.93
Southeast Regional Office	2,211.75
Copper Lake School	438.00
Ethan Allen School	4,595.40
Lincoln Hills School	20,686.29
Mendota Juvenile Treatment Center	1,658.16
Southern Oaks Girls School	541.66
Total	\$45,482.19

In addition to the program-specific outcomes, DJC promotes youth accountability to their community and victims through restitution payment and community service.

## Recidivism Rates

The Department of Corrections is currently working on a revised, automated method of recidivism calculations that will be consistent throughout the Department and with National Standards being set by the Association of State Correctional Administrators.

	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>2007 Release Cohort</b>	412		57		469	
<b>Non-Recidivists</b>	136	33.0%	40	70.2%	176	37.5%
<b>Juvenile Recidivists</b>	20	4.9%	4	7.0%	24	5.1%
<b>Prison Recidivists</b>	72	17.5%	2	3.5%	74	15.8%
<b>Probation Recidivists</b>	184	44.7%	11	19.3%	195	41.6%
<b>Total Recidivists</b>	276	67.0%	17	29.8%	293	62.5%

Note: The recidivism definition includes:

1. New commitments to DJC, sentences to adult prison, and sentences to adult probation.
2. An offender is counted as a recidivist if the offense date of a new offense is within three years of their release date in 2007.
3. Days spent in a Wisconsin correctional facility do not count towards the three-year period over which recidivism is measured.



## Assessment, Services and Programs

At each institution, individualized case management services are coordinated through the Office of Juvenile Offender Review, which also functions as the release authority. DJC assesses youth when they enter DJC custody and throughout their supervision. Based on the youth's identified needs, they are assigned to participate in programs designed to meet those needs and provide them with the tools to successfully reintegrate into the community. In addition to the programs shown in the table, youth may participate in individual or group therapy addressing topics such as mental health needs, parenting, sexual and physical abuse, and relationships.

	2011 Program Completions		
	Successful	Partial	Unsuccessful
<b>AODA Education, Treatment, or Relapse Prevention</b>			
Ethan Allen School	38	2	2
Lincoln Hills School	117	12	1
Southern Oaks Girls School	19		8
<b>AODA Program for Returning Youth</b>			
Ethan Allen School	4	3	1
Southern Oaks Girls School	9		
<b>Juvenile Cognitive Intervention Program: Phase 1 – Choices</b>			
Copper Lake School	4		
Ethan Allen School	50	4	5
Lincoln Hills School	112	9	2
Southern Oaks Girls School	12		1
<b>Juvenile Cognitive Intervention Program: Phase 2 – Changes</b>			
Copper Lake School	4		
Ethan Allen School	34	2	1
Lincoln Hills School	109	4	
Southern Oaks Girls School	11	1	2
<b>Juvenile Cognitive Intervention Program Phase 3 - Challenges</b>			
Northwest Region	7	2	
Southeast Region	3	26	2
<b>Juvenile Cognitive Intervention Program for Returning Youth</b>			
Copper Lake School	1		
Ethan Allen School	10	2	
Lincoln Hills School	2	1	
<b>Sex Offender Treatment</b>			
Ethan Allen School	4		
Lincoln Hills School	12		1
<b>Victim Awareness</b>			
Lincoln Hills School	79		7
Southern Oaks Girls School	26	5	3
<b>PRIDE Program</b>			
Lincoln Hills School	15		11
<b>Anger Management</b>			
Lincoln Hills School	16		

## Ethan Allen Students Tied for First Place in Book Competition

In March of 2011, students that were at Ethan Allen School who participated in a statewide competition called Battle of the Books (BOB) were able to read the impressive headline that they were winners. The EAS All-Star team beat out 60 other schools in the high school division to secure top honors with a tie for first place.

Initially, 27 EAS youth read nearly 250 books over five months. Nineteen youth in six teams competed against each other, and Andrews Cottage was declared the EAS winner. From there, an All-Star team was selected to battle against 60 others in the high school statewide competition where the students read more books and answered questions.

The sponsor of the BOB, the Wisconsin Educational and Media Technology Association (WEMTA), presented a congratulatory plaque to the Ethan Allen School BOB All-Stars, and EAS Librarian Linda Hull was there to accept it on behalf of the team. Hull said everyone hoped for the best but the tie for first place took even them by surprise.



"We were hoping to be in the top ten, but aiming for the top five," said Hull. "When the standings were revealed...we were thrilled to be tied for 1st place. To exceed our expectations was glorious!" Hull said the All-Star did extremely well, missing only two questions out of 25 and only one of out five on a tie-breaker. She said she was very proud of the team's efforts. "Not one of these All-Star youth has had previous accolades for academics, nor had a vision of his potential. (But) each youth demonstrated hard work, perseverance, and social skills and they are definitely winners to me," said Hull.

In addition to the first place plaque, the top three teams in each division had their pictures posted on the WEMTA website without identifying names. The entire Department sends congratulations to the EAS All-Stars and all the EAS youth who took part in the BOB!!

*"To exceed our expectations was glorious!"*

## Educational Progress

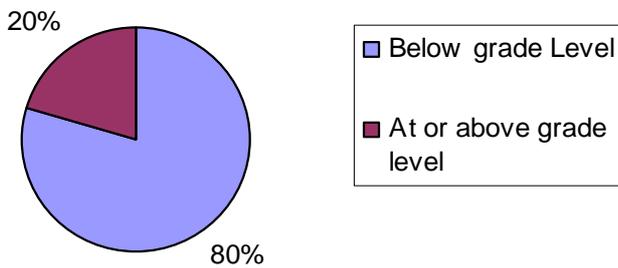
Each juvenile correctional institution school provides educational services designed to meet the individual youth's need. Depending on their age and academic progress, youth may work to earn middle school or high school credits towards grade advancement and a diploma, or they may work towards the High School Equivalency Diploma (HSED).

### School Year Ending June 30, 2011

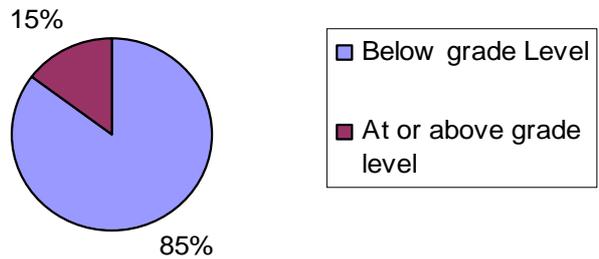
	EAS	LHS	SOGS	Total
Middle School Credits Earned	6	7.25	2.125	15.375
Middle School Promotions	6	0	3	9
High School Credits Earned	589.625	381.5	105.75	1,076.875
High School Diplomas awarded	1	3	0	4
HSEDs awarded	84	114	14	212
Students enrolled in job training	242	233	60	535

## Title I Reporting 7/1/2010 to 06/30/2011

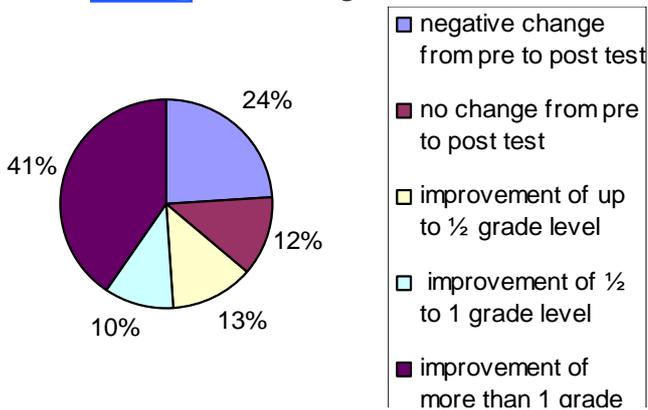
**Title I Reporting**  
for School Year from 7/1/2010 to 6/30/2011  
547 DJC Students in Placement  
Reading Levels at Placement



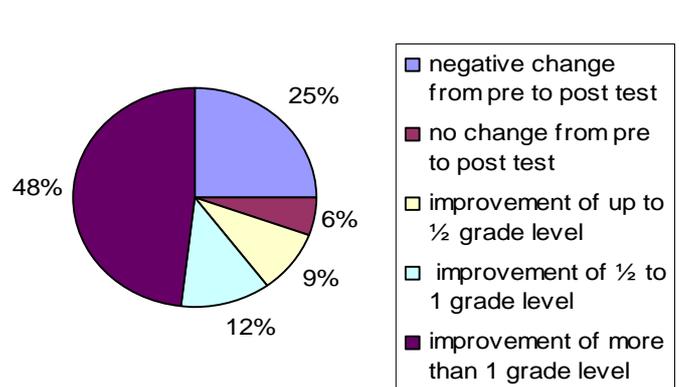
**Title I Reporting**  
for School Year from 7/1/2010 to 6/30/2011  
547 DJC Students in Placement  
Math Levels at Placement



**Title I Reporting**  
for School Year from 7/1/2010 to 6/30/2011  
229 DJC Students with Pre and Post Tests  
Reading Level Changes at Post Test



**Title I Reporting**  
for School Year from 7/1/2010 to 6/30/2011  
229 DJC Students with Pre and Post Tests  
Math Level Changes at Post Test



Divide  
Add  
Subtract  
Multiply  
To the power



### Average Daily Population: Community Supervision (Field)

CY	Aftercare	Corrective Sanctions Program	Total
2007	79.69	137.17	216.86
2008	69.49	141.38	210.87
2009	84.58	146.53	231.11
2010	73.82	133.05	206.87
2011	67.27	131.04	198.31

Community supervision services for youth released from DJC institutions are provided through two Regional Offices and eight local offices that reach across the state. In 2011, 22 counties contracted with the state to provide aftercare services. The remaining counties provide their own aftercare. In addition, DJC supervises all youth in the Corrective Sanctions Program, which provides intensive supervision with electronic monitoring and global positioning system (GPS), and youth who were committed under the Serious Juvenile Offender program. The average daily population of youth supervised in the community by DJC totaled 198.31 in Calendar Year 2011.



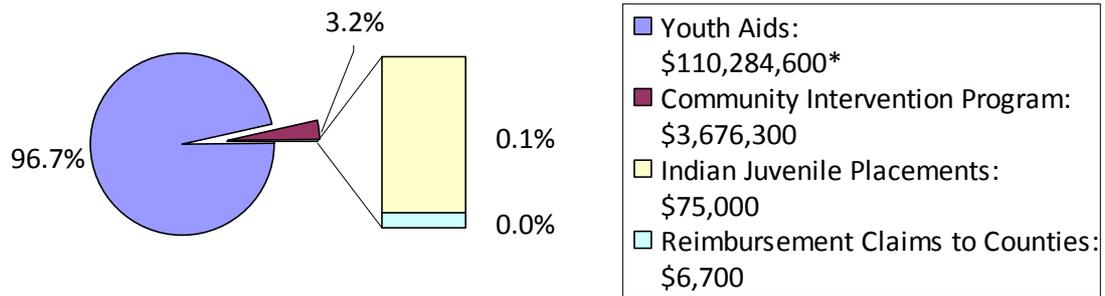
### Youth Living Arrangements (upon release from Institutions)

Placement	Number	Percent
Parental Home on Aftercare	71	17.8%
Relative Home on Aftercare	4	1.0%
Parental or Relative Home on Corrective Sanctions	209	52.4%
Alternate Care (Foster Home, Group Home, or Residential Care Center)	115	28.8%
Total Number of Youth Released	399	100.0%

## Revenue and Expenditures

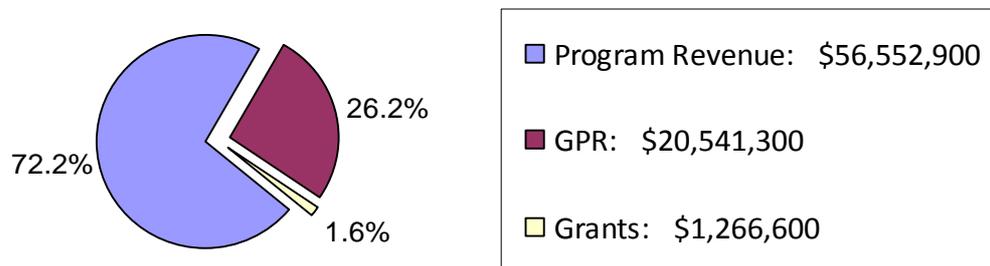
In fiscal year 2011, DJC administered a total of \$114.1 million in aid to counties, including Youth Aids, Community Intervention Program, Indian Juvenile Placements, and reimbursements to counties that house a JCI for costs incurred by their courts, sheriffs departments, and other local agencies. Counties use these funds to pay DJC for its supervision of youth in JCIs and the community, as well as for their own community juvenile justice expenses. These programs are primarily funded by GPR.

Aid to Counties, FY 2011



\* Includes approximately \$14.6 million in FY 2010 expenditures that were recorded in FY 2011.

Expenditures By Revenue Source, FY 2011



Expenditures, FY 2011

