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To: All Division Administrators
Chief Legal Counsel

From: Edward F. Wall, Secretary

Subject: CL / LHS

As you are all aware, the OOS became aware of allegations concerning the possible mistreatment of youth by a small number of our security staff at CL/LHS late last year. As a result of that information, we immediately placed staff associated with the allegations received on Administrative Leave pending an investigation. We contacted the sheriff to notify him of the information we had, as required by law and requested that the sheriff allow us to take the investigation to the Department of Justice, Division of Criminal Investigation so that a neutral and detached review could be done. That investigation commenced in January of 2015.

Over this last year, the DOJ has continued their investigation and we have assisted in any way possible. As other allegations have been found, we have placed any personnel associated with allegations of abuse or neglect immediately on Administrative Leave pending investigation. From the DOC standpoint, I know we have leaned forward at every step to assure we did everything possible to facilitate the investigation and take appropriate measures to guarantee safety.

Recently, our department was briefed on the DOJ findings in their investigation. At that time they expressed a concern that there was a "culture" at CL/LHS with some staff that may leave youth at risk for harm. That revelation was concerning to me as I know it has been for all of you. In keeping with the expectations we have regarding the safety and security for our youth and staff alike, we made changes in operations to include:

- Appointment of the new Administrator of the Division of Juvenile Corrections
- Appointment of the new Superintendent of CL/LHS
- Assignment of the DAI Security Chief and two DAI Captains to CL/LHS to assist the new administration in reviewing operational, technological and training protocols.
- All HR transactions dealing with allegations of misuse of authority, abuse or any type of injury to a youth, no matter how slight, is immediately reported to the OOS.
- Immediately establish a youth injury review panel that will include DJC administration, the OOS and Chief Legal Counsel. This panel will review every injury to any youth, regardless of how it was sustained.

Since that briefing, we experienced another incident this past weekend where a youth was assaulted by a staff member and sustained serious physical injury due to the actions of a youth counselor. Although I remain confident that the vast majority of staff at CL/LHS is caring, trusted and do their jobs as expected, there remains a concern that some people may not perform to the standards we expect. Therefore, I am instructing that the following steps be taken immediately and without delay:

- Expedite all investigative and disciplinary proceedings against any staff member who has been identified as being involved in abuse, neglect, assaultive actions or any wrong doing whatsoever towards any youth in our custody now or in the past.
- Utilize whatever resources are necessary within any DOC division to accomplish the investigative, disciplinary or training requirements focused on assuring that the youth and staff at CL/LHS are safe and secure. If outside assistance is required, make that request through the OOS without delay.
- Identify the immediate training needs for supervisors and staff at CL/LHS with particular emphasis on:
 - a) Use Of Force (Planned, Reactionary or Incidental)
 - b) Documentation of any and all Incidents / Investigations / Allegations
 - c) Preservation of Evidence and Crime Scenes
 - d) Incident Response Protocols
 - e) POSC training to DAI standards
 - f) Professional Communication Skills
 - g) Intermediate Control Methods / Devices
 - h) De-Escalation Training
- Create an aggressive training plan to bring all security staff up to the standards instructed in the DAI Pre-Service Academy.
- Assess technological needs to assure monitoring and recording of critical areas is accomplished. Report without delay to the OOS on identified gaps and mitigation requirements.
- Review of all cases in which use of force was utilized against any youth in our custody over the last five years to ascertain patterns or repeated instances of staff involvement.

I know that each of you share my concern regarding our critical role in providing public safety and assuring the safe, secure and humane treatment of those in our custody. The serious nature of the issues at CL/LHS demands our full and undivided attention and no efforts will be spared in making sure that we deliver on our mission. Thank you for all of your efforts.