

Department of Correction



At a Glance

JAMES E. DZURENDA, Commissioner

Scott Semple, Deputy Commissioner of Operations and Rehabilitative Services

Cheryl Cepelak, Deputy Commissioner of Administration

Angel Quiros, Administrator of District 1

Peter Murphy, Administrator of District 2, External Security & CTU

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Dr. Kathleen Maurer, Director of Health & Addiction Services

Sandra A. Sharr, Esq., Director of Legal Affairs

David McNeil, Director of PREA

Holly Darin, Director of Affirmative Action

Established – 1968

Statutory authority – Conn. Gen. Stat. Sec. 18-78

Central office – 24 Wolcott Hill Road, Wethersfield, CT 06109

Number of full-time employees – 6,006

Recurring operating expenses – \$673,898,539

Capital outlay – \$6,537,551

Organizational structure – Five sections of management which are Operations and Rehabilitative Services; Administration; Parole and Community Services; External Affairs; and Health and Addiction Services. As well as an Affirmative Action Unit, a PREA Unit and a Legal Affairs Unit.

Mission

The Department of Correction shall strive to be a global leader in progressive correctional practices and partnered re-entry initiatives to support responsive evidence-based practices aligned to law-abiding and accountable behaviors. Safety and security shall be a priority component of this responsibility as it pertains to staff, victims, citizens and offenders.

Statutory Responsibility

The Department of Correction, by direction of the courts, confines and controls accused and sentenced offenders in correctional institutions, centers and units, and by statute administers medical, mental health, rehabilitative, and community based service programs.

Public Service

The Department of Correction on June 30, 2014 confined 16,523 offenders, a 2.7% decrease when compared with the incarcerated population on June 30, 2013. Including those offenders on department-administered community supervision, correctional staff supervised on June 30, 2014 a total population of 20,474 offenders, a 2.7% decrease when compared to June 30, 2013.

OPERATIONS AND REHABILITATIVE SERVICES DIVISION (Reports to the Commissioner)

The Deputy Commissioner of the Operations and Rehabilitative Services (OARS) division oversees 15 correctional facilities, which are divided under the direction of three District Administrators. Correctional institutions confine sentenced males and in the case of the York Correctional Institution, sentenced and unsentenced females. There are approximately 16,000 incarcerated offenders. Correctional centers in Hartford, Uncasville, Bridgeport and New Haven serve primarily as jails, acting as intake facilities for unsentenced males, though they also process and confine males with sentences of two years and longer. The Walker building of the MacDougall-Walker Correctional Institution serves as the reception center for male inmates with sentences longer than two-years. The division also maintains a medical-surgical ward at the University of Connecticut (UCONN Ward) in Farmington CT. The Manson Youth Institution confines sentenced male offenders between the ages of 14 and 21. The OARS division also includes both the Parole and Community Services Division, responsible for the supervision of offenders in the community as well as programming for the state; and the Programs and Treatment Services Division which provides a wide range of offender programming as well as overseeing the department's offender classification system and population management.

Additionally, the OARS division oversees the Operations Unit under the auspices of the Director of Tactical Operations. This unit encompasses a staffing analysis team; a range of emergency operations including Correctional Emergency Response Team (CERT), Special Operations Group (SOG), Situational Control (SITCON), Tactical Support Unit (TSU), and the K-9 Unit comprised of 23 dog-handler teams; as well as the department's Honor Guard and Pipe and Drum Band.

Graph of the Districts and their Facilities/Areas of Responsibilities

District 1	District 2	District 3
Enfield CI	Bridgeport CC	Brooklyn CI
Cheshire CI	New Haven CC	Robinson CI
Corrigan-Radgowski CC	Hartford CC	Willard-Cybulski CI
Garner CI	UCONN Ward	York CI
MacDougall-Walker CI	External Security	Programs & Treatment Services
Manson YI	Central Transportation Unit	
Northern CI		
Osborn CI		

The OARS division continues to track, review and identify trends with the statistical information compiled from the facilities through the Statistical Tracking Analysis Report (STAR Report) to determine any discernible patterns that may impact facilities. In FY14, key statistics reported inmate-on-staff assaults decreased -1.03% from the previous year's figure, inmate-on-inmate assaults decreased -5.45% from the previous year, and inmate fights reported a slight increase of 6.55% from the previous year. Inmate disciplinary infractions, Use of Force incidents, and Use of Chemical Agent all decreased slightly, reporting figures respectively of -3.47% (Discipline), -8.60% (Use of Force) and -1.72% (Use of Chemical Agent).

The new staff-scheduling program, ATLAS, has been successfully implemented at several facilities as of May 2014. It has assisted in scheduling staff and storing the information into a database that can specify by day and hour, the time taken by staff and/or overtime used. This new system will allow us to streamline the scheduling process, eliminate redundancy and generate a more accurate as well as detailed report; requiring less manual input by the scheduling lieutenants, payroll department and operations staff.

The Correctional Transportation Unit (CTU) has been restructured and expanded to include supervisory staffing, allowing for greater accountability and efficiency. New buses were added to the fleet, providing transport to a greater number of the offender population with various security levels. Special transportation usage has increased to provide greater services to offenders with various special needs, minimizing the impact on the facilities. CTU provides transportation for special assignments and special detail for Parole and local authorities when requested.

The ActSoft GPS system modules have been installed into several of our transportation vehicles as part of a pilot program. This system will enhance our safety and security measures when transporting offenders by optimizing response time for emergencies as well as communicating information efficiently. The GPS system has the capabilities of producing significant savings in fuel and maintenance by optimizing routes, minimizing idle/stop time, setting custom boundaries and perimeters. The GPS system immediately generates, in real-time, detailed reports that allows greater visibility into daily mobile operations to include route assignments and dispatching activities as well as historical data.

PROGRAMS AND TREATMENT DIVISION (Reports to the Deputy Commissioner of OARS)

The Programs and Treatment Division supports the Department's mission through provision of a wide range of institutional programs and services designed to impact recidivism and assist offenders with successful reintegration into the community. This division has oversight of most programs in correctional facilities, re-entry services, job centers, parenting programs, and ID location and connection prior to the offender's release. The division is also responsible for managing the placement of offenders in facilities, special management populations, interstate compact systems, and the Risk Reduction Earned Credit program.

OFFENDER CLASSIFICATION AND POPULATION MANAGEMENT

In FY14, the Offender Classification and Population Management Unit approved 67,251 population transfers. The Assessment Unit completed 1,670 assessments for male offenders with sentences greater than 2 years, 520 requests for DNA samples and 238 inquiries regarding sex offender registration and DNA questions. The Audits and Training Unit completed 101 hearings for Administrative Segregation or Special Needs statuses. Unit staff was tasked with implementing and training the new SCORES (Statewide Connecticut Offender Risk Evaluation System) instrument. CaseNotes Unit staff continued to train approximately 200 facility staff members in the CaseNotes computer system, which is used to process all community release packages, and continued to provide

technical system support for all facilities. This unit also is involved in the department's LEAN initiative, focusing on the community release process.

SENTENCE CALCULATION AND INTERSTATE MANAGEMENT UNIT

The Sentence Calculation and Interstate Management Unit oversees the offices of Central Records, the Central Records Warehouse, Risk Reduction Earned Credits (RREC) and the Interstate Compact. Central Records manages central record keeping and sentence calculation functions. They attended 23 civil and criminal court proceedings to testify on matters involving the department and responded to 172 letters regarding sentence, time calculation and RREC matters. The Central Records Warehouse relocated their second storage location to a different agency building which provides more efficient access to discharged files.

The Risk Reduction Earned Credit office provides technical assistance and training to facilities regarding earned credit matters and ensures the appropriate application of credits for offenders nearing an end of sentence discharge.

The Interstate Compact office oversees the corrections compact process and the Interstate Agreement on Detainers. They received 29 referrals from other states for placements in Connecticut; 16 referrals from agency staff for transfer out of state; and 4 out of state offenders were transferred to Connecticut. The unit coordinated 34 interstate movements working in conjunction with both Connecticut and out of state staff. They responded to 356 letters regarding interstate matters.

OFFENDER RE-ENTRY SERVICES UNIT

The Offender Re-entry Services Unit has been tasked to assist the offender prior to release with procurement of identification. This includes state IDs, driver's licenses, social security cards and birth certificates. During FY14, 468 offenders were reunited with 671 forms of ID through this unit. This is in addition to any and all IDs sent with an offender upon discharge from a facility. This unit also works with community agencies and halfway houses to ensure continuity of care for releasing offenders. All facilities have a re-entry counselor whose primary focus is assisting the offenders with re-entry needs including identification, clothing, family reunification, and employment. This is consistent with the agency's Offender Management Plan which outlines procedures to manage and prepare an offender for release from sentence onset through discharge to the community.

OFFENDER RE-ENTRY PROGRAM UNIT

The Offender Re-Entry Program Unit designs, implements and evaluates evidence-based programs to ensure offender accountability, offering opportunities to lessen the likelihood of recidivism and thereby increase the safety of the public. During this report period, this unit has purchased and implemented a gender specific parenting program for our female population and also purchased and implemented a youth specific life skills curriculum to be used at two of our facilities. The unit's curriculums are evidence-based or supported and are updated as needed. We also provide clinical supervision by way of training and observation to ensure the effective delivery of the curriculum. The Offender Re-Entry Program Unit has also signed three Veteran specific MOUs to increase the services provided to the Veteran population prior to release. Staff working with our parenting programs oversee and ensure our facility-based as well as outside contracted programs are conducted in a consistent and effective manner. Through the unit's Job Centers, incarcerated offenders are provided an employment readiness program which includes resume writing, soft skills training, mock interviews and interviewing skills, and research on the CT Department of Labor website. During FY14, there were 6,341 visits to our unit's Job Centers.

EDUCATION UNIT

Unified School District #1 (USD #1) is the legally vested school district for the CT Department of Correction. USD #1 provides academic and vocational services, special education, English as a Second Language and other opportunities including reentry classes, resource fairs and family education/parenting. During the 2013-2014 school year, USD #1 educated students in basic academic and vocational programs. USD #1 serviced 6,057 unique students through our programs servicing a total of 14,396 students overall through multiple programs and facilities.

In addition to the number of students who improved their academic and vocational skills, USD #1 awarded approximately 700 GED Diplomas, 15 diplomas through the Credit Diploma Program, and awarded 18 High School diplomas through credits and credentials.

The Career-Technical Programs (vocational programs) issued 2,108 achievement certificates for module completions and 430 certificates for program completions. Unified School District #1 also works collaboratively with some of the community and private colleges to offer both non-credit certificate programs and college programming to our offender population.

RELIGIOUS SERVICES AND VOLUNTEER SERVICES UNITS

During FY14, the Religious Services Unit provided 18,009 worship services, study sessions and other spiritual programs. Offender attendance at these programs and services totaled approximately 284,253. There were approximately 30,818 counseling occasions during the year.

This year, 1,283 new Volunteers, Interns and Professional Partners (VIPs) refreshed an active corps of 1,570 correctional VIPs to enjoy a monthly average of 11,691 offenders in Addiction Services, Continuing Education, Religious Fellowship and Fitness/Recreational activities. Offenders enrolled in voluntary/elective activities were required to remain discipline-free.

Correctional VIPs contributed 42,638 hours of service supporting diverse programs and services including Alcoholics Anonymous/Narcotics Anonymous; Alternatives-to-Violence; Creative Arts; Hospice; Internships; Parenting; Victim Services; and Religious Services.

These services were valued at a rate of \$26.43 hourly by federal and state authorities. The total in-kind value of the department's VIP contributions given this measure is \$1,126,922. By measure of the total hours contributed, VIP's contributed the equivalent of 30 full-time positions to functions or activities not available through paid staff.

PAROLE AND COMMUNITY SERVICES DIVISION (Reports to the Deputy Commissioner of OARS)

The Parole and Community Services Division is responsible for supervising and providing support services to offenders released to the community under supervision authorized by both the department and the state's Board of Pardons and Paroles (BOPP). The division is comprised of district offices located in Bridgeport, Hartford, New Haven, Norwich and Waterbury and the following specialized units: Residential Services, Central Intake, Special Management, Mental Health, Fugitive Investigation, DUI, Women's Re-entry, and Support Services. Parole officers in each of these districts and units continually strive to enhance public safety by providing offenders opportunities to successfully reintegrate into the community and be productive, accountable members of society. On July 1, 2014, the division was responsible for the supervision of 3,968 offenders.

The third and final phase of the CaseNotes Enhancement Project was implemented, which was financed through federal stimulus funds in a grant to the state's BOPP. This release consisted of the Parole and Community Services Division entering and accessing case management information via a Web-based Portal system.

The New Haven Re-entry Initiative, funded under the Second Chance Act, continued to provide services to moderate and high-risk offenders returning to the City of New Haven. Services begin 30 days prior to offender release and continue for up to a one-year period. This is a collaborative effort between the Department of Correction, the City of New Haven and the Judicial Branch's Court Support Services Division. Easter Seals is the contracted service provider of this initiative.

The division's Hartford, New Haven and Bridgeport District Offices participated in Project Longevity, a multi-agency law enforcement collaboration to reduce gun violence. Several parole officers were recognized with awards from the U.S Attorneys' Office for their contributions to this initiative.

The division utilized a blend of electronic monitoring technology to enhance the community supervision of offenders. These devices consisted of radio frequency devices to monitor offender curfew compliance and Global Positioning System (GPS) units to allow parole officers to determine an offender's current or past location. Parole officers monitored an average of 650 offenders daily using radio frequency devices and 225 offenders with GPS. The division transitioned all two-piece GPS devices to newer, more reliable, one-piece units resulting in increased effectiveness and a considerable cost savings.

RESIDENTIAL SERVICES UNIT

In FY14, the division continued with its Residential Services Unit restructuring initiative, a project started last year to ensure a more efficient use of its contracted halfway house bed network and enable a more consistent presence by parole officers in these programs. Three of the five parole districts have been restructured thus far. Parole officers in the remaining two districts continue to be responsible for referring and placing offenders into the residential programs in addition to providing supervision for this population. As part of the restructuring, counselors would assume placement responsibilities and perform administrative functions related to release planning.

The department increased its use of Transitional Placement (TP), Conn. Gen. Stat. Sec. 18-100(e), to transition eligible and appropriate offenders from halfway houses to community residences. The number of offenders on TP was 150 on July 1, 2014 compared to only 27 on July 1st of the previous year.

MENTAL HEALTH UNIT

The Mental Health Unit provided specialized supervision and support to offenders on parole and transitional supervision who either have a current diagnosis of a significant mental health disorder or who have been voted to medical or compassionate parole. These offenders are released to the community with a detailed plan for both treatment and supervision. This unit also continued to provide supervision for all offender-patients residing at 60 West, the highly-skilled nursing home for Department of Correction offender-patients and Department of Mental Health and Addiction Services patients requiring long-term care. When being considered for this placement, offenders are assessed medically and behaviorally and then presented to a board of psychiatrists to determine any risk factors. The goal of this assessment is to confirm that a person is so medically compromised that he or she no longer poses a risk to public safety. The nursing home is the first of its type in the country.

SPECIAL MANAGEMENT UNIT

The Special Management Unit (SMU) continued to employ its comprehensive sex offender management approach, which includes containment of offenders and collaboration between sex offender treatment providers, victim advocates, law enforcement, and polygraph examiners. Sexual offender recidivism rates remained at less than 1% for the SMU population. SMU officers coordinate monthly compliance-check operations with state and local law enforcement in varying jurisdictions. The use of polygraph examinations for the unit's population further guided supervision and treatment

interventions. SMU parole officers supervised offenders residing in the 12 department-contracted beds at The January Center, a residential inpatient program for sexual offenders.

DUI UNIT

The DUI Unit provided supervision for offenders released under Conn. Gen. Stat. Sec. 18-100(h) regarding DUI Home Confinement. This legislation allows certain offenders to be released to home confinement during the mandatory portion of their sentence, if both eligible and appropriate. This unit, which was created within existing department resources, is currently comprised of one manager, six parole officers, and one substance abuse counselor. At the time of this report, the unit averages approximately 100 offenders on supervision in the community. Additionally, over 900 offenders have been released to DUI Home Confinement status since the program's inception in February 2012. All offenders released to home confinement status are intensely supervised for compliance with their conditions. The unit also continues its close collaboration with Mothers Against Drunk Driving (MADD). All offenders under this supervision are mandated to attend the Victim Impact Panels with MADD and may also complete community service with MADD. The use of Vivitrol, which blocks the effects of alcohol, is being explored with this population on a voluntary basis. The unit is also beginning to pilot the use of in-home digital image breath alcohol technology with radio frequency for its population. The establishment of this unit has now resulted in the supervision of certain eligible and appropriate offenders serving sentences for "Manslaughter 2nd Degree with a Motor Vehicle while Intoxicated" and "Assault 2nd Degree with a Motor Vehicle while Intoxicated".

WOMEN'S RE-ENTRY UNIT

The division's Women's Re-entry Unit supervised about one-half of all female offenders released to the community using its evidenced-based, gender responsive trauma-informed approach. This unit is comprised of one parole manager and six parole officers; one from each district office with the exception of Hartford, where there are now two parole officers including one who oversees the women's halfway house, the Hartford House. This unit will assume the oversight and supervision of the new Johnson-Silliman Women and Children's halfway house in August 2014. All six unit members have completed gender-specific training through the Judicial Branch's Court Support Services Division (CSSD)/Office of Adult Probation's training academy as well as The Women's Consortium; and have also been trained and certified to administer the Women's Risk Needs Assessment (WRNA), which is utilized by the officers to assess the specific risks and needs of female offenders. This unit has been collaborating with the University of Cincinnati to ensure the WRNA's proper implementation, which is also being implemented at the department's York Correctional Institution as part of the focus to create seamless gender-responsive assessment, treatment, and supervision from intake through discharge.

SUPPORT SERVICES UNIT

In FY14, the division established the Support Services Unit with a mission to conduct audits of critical operational and administrative functions. These audits are intended to enhance public safety by ensuring compliance with policy and procedure.

FUGITIVE INVESTIGATIONS UNIT

The Fugitive Investigations Unit conducted an increased number of extraditions along with meeting its core mission of locating and apprehending parole absconders, Transitional Supervision and halfway house escapees/walk-aways, and inadvertent releases. The unit conducted high risk movements for the department's Offender Classification and Population Management Unit and the Office of the Chief States' Attorney. In addition, there were cases of special circumstances resulting in referral to this unit from the director of Parole and Community Services Division or the Commissioner; some of which

were for wanted persons and for high-risk transports of offenders to other states. This unit continues to be a longstanding member of the United States Marshal Service/Violent Felony Fugitive Task Force and partners with the Connecticut State Police. Finally, in both joint task force operations and through requests for assistance by other law enforcement agencies, both federal and local, this unit assisted those agencies in the apprehension of several additional persons wanted on outstanding felony warrants. The unit's training expertise is highly sought after in a variety of disciplines and unit members instruct at the Connecticut Police Academy for recruit, in-service training, and instructor development programs.

ADMINISTRATION DIVISION (Reports to the Commissioner)

CORRECTIONAL ENTERPRISES

The Correctional Enterprises of Connecticut Unit (CEC) provides goods and services to state agencies, municipalities and nonprofit organizations while simultaneously offering offenders an opportunity to develop marketable vocational and occupational skills. This unit operates shops at four department facilities and provides goods and services to approximately 150 customers annually.

Some of the improvements and reinvestments into our shops this year include a full upgrade of all washing machines and dryers in our laundry; control upgrades to shear and press brake at the metal shop; purchase of an additional ink jet direct vinyl printing machine and a new silk screen station for the graphic arts shop; the purchase of a Xante envelope and color press for the print shop; and the purchase of new dies for making license plates which now allows Department of Motor Vehicle the ability to offer seven character plates.

Some of the successes for CEC this past fiscal year include expansion and further development of business relationships with other state agencies. University of Connecticut in Storrs showed an increase in orders of 37% over the prior year with a volume now exceeding \$127,000.00. Part of this increase was for the building of eight kitchen cabinet and solid surface countertop units. These eight units are a test and if approved, may lead to a long term project to complete the entire complex with over 300 kitchens.

Another existing customer which showed significant increases in orders was the Department of Developmental Services (DDS). Last year, DDS purchased approximately \$34,000.00 in various products from CEC. This year, with the orders of several kitchen cabinet and countertop units, CEC has shipped nearly \$137,000.00 in products and has orders in-house now for an additional \$151,000.00.

Also, CEC saw a 30% increase in orders from the Department of Energy and Environmental Protection with total orders of approximately \$100,000.00 for the year. This increase was primarily in embroidered and silk screened garments for employee uniforms.

FACILITIES MANAGEMENT AND ENGINEERING UNIT

The Facilities Management and Engineering Unit provides all maintenance, construction, telecommunications, project design, building management, engineering, and fire safety support. This unit supervised the completion of 31 construction projects for a total of \$6,678,229.20.

In addition to energy savings, the unit pursues all available incentives and rebates. During the past twelve months we have received \$7,037.50 in utility incentives and rebates from United Illuminating.

The Energy Unit initiated two energy conservation projects with the Department of Energy and Environmental Protection (DEEP) utilizing their Lead by Example program. These projects involved the replacement of two chillers at the department's Brooklyn Correctional Institution and Radgowski Correctional Center facilities. The existing chillers were both original equipment and had exceeded

their useful life. The new chiller units improve the system efficiency, reduce electric consumption and optimize comfort throughout the buildings.

In our continuing efforts to reduce project costs, this unit has taken on additional in-house design, acquisition of equipment and installation of security-type equipment at various facilities. After successfully completing the security system upgrade at the Brooklyn Correctional Institution with a savings of \$62,929.00, the decision was made to begin the development, design, and purchase of equipment for the complete upgrade of door controls at the Cybulski Correctional Institution. Similar to Brooklyn Correctional Institution, this project will provide a fully computerized door control system. The entire project design, configuration and installation of all equipment will be done by department staff. Total project costs are currently \$53,220.81. Similar projects accomplished by contractors have ranged up to \$94,000.00. Cost saving of \$40,779.19 to the agency will be achieved by utilizing staff resources.

We also implemented a water conservation pilot program in a dorm housing unit at Willard Correctional Institution. The pilot housing unit had its water usage monitored for over one month prior to the install. Average water usage was 6,500 gallons per day. Once we installed the new water saving devices to the dorm bathroom we lowered the water usage to approximately 2,300 gallons per day. That is a reduction of 4,200 gallons per day. This equates to 1.53 million gallons of water a year in one housing unit. We are currently working on a project to expand this technology to the other housing units. This project will pay for itself in 2.36 years.

The Environmental Unit took initiative to attend an EYZ3 Locator Plus training for testing the integrity of tanks and lines in accordance with 40 CFR 112. The cost savings for training department staff and purchasing the equipment versus external service-contracts for testing all of the department's tanks is a first-year cost savings of \$9,312 and over \$20,000 every year thereafter.

The Environmental Unit staff became certified to test and inspect the condition of underground and aboveground storage tanks. By utilizing unit staff, we achieved an average savings of \$49,400.00 from the previous year when these services were contracted to external vendors. The unit also has licensed staff to conduct cathodic protection testing which continues to provide annual savings of \$2,625.00.

FISCAL SERVICES

The Fiscal Services Unit administers the department's budget; directs commissary and warehouse operations, centralized services, and inmate accounts; and maintains purchasing, accounts payable and accounting functions.

Budget/Accounting coordinated the tracking, projection and reporting functions of general fund appropriations exceeding \$677 million dollars, encompassing 76 separate spending plans, and provided all financial reporting requirements of the agency's non-appropriated funds.

In FY14, the department began an effort to incorporate a continuous improvement through the adoption of LEAN initiative principles, methods and practices. Through LEAN, the department empowers staff to identify and implement process improvements that allow the department to become more efficient in the utilization of its resources and more effective in the delivery of its mission; with the ultimate goal of reducing recidivism and improving offender outcomes, while creating a leaner and more cost efficient and effective corrections system in Connecticut.

The department achieved 126% of its Small Business Enterprise (SBE) set-aside goal and 134% of its Minority Business Enterprise (MBE) set-aside goal. The department had an SBE goal of \$5,584,258 and contracted for \$7,039,383. It had an MBE goal of \$1,396,064 and contracted for \$1,875,955.

Through prompt payment and diligent cash management, the Fiscal Services Unit saved \$170,599 during FY14.

FOOD AND NUTRITION SERVICES

The Food and Nutritional Unit provides food services to the offender population; feeding approximately 17,000 offenders per day, three times per day, 365 days a year, and totals approximately 18,615,000 meals per year. Even with increasing food prices, the approximate cost per offender per day is \$2.78.

In FY14, the Food Production Center (Cook/Chill) provided over 4,725,000 pounds of food for the offender population's consumption, including fresh fruit and vegetables through the department's commitment to utilize Connecticut grown produce.

This unit continues with an innovative program in which 13 department facilities have embarked upon making bread-rolls from scratch, which replaces sliced-bread to offset cost. Three of these facilities send rolls out to facilities that do not have the equipment and space availability. The replacement of sliced-bread with rolls has resulted in a savings of approximately \$70,000 per year.

Taking advantage of opportunity and spot-buys has also helped with cost savings for the department. This unit has taken advantage of using fresh produce from facility-based gardens throughout the department.

Working with Correctional Managed Health Care (CMHC), a more effective Therapeutic Diet menu has been developed, implementing low fat, low cholesterol cook/chill products through the Food Production Center. This process aids department facilities in serving special diets to offenders. We continue to work with CMHC to help educate the offender population on healthy eating habits, which can help reduce their need for special diets and lower medical expenses.

HUMAN RESOURCES

The Human Resources (HR) Unit is responsible for approximately 6,000 positions and meeting the needs of the selected employees who fill these positions; in conjunction with the administration of policies, procedures, bargaining unit contracts and rules, regulations, and state and federal statutes. Responsibilities of the HR Unit include recruitment; selection and retention of employees; in-service training; administering the payroll functions; workers' compensation program; employee health and other benefits such as deferred compensation; labor relations functions which includes grievances, arbitration and state prohibited practices hearings; response to HR-specific freedom of information inquiries; and the generalists functions at facilities and units throughout the department.

Due to the large volume of approximately 1,100 employees eligible for hazardous duty retirement between June 2013 through July 1, 2015, the department conducted two hazardous duty retirement counseling sessions during December 2013 and April 2014 and in conjunction with the State Comptroller's Retirement Counseling Division. The department processed approximately 360 pre-audits for these two sessions. In FY14, the HR Unit counseled, audited and processed a total of 469 retirements for department employees with the majority being hazardous duty employees.

This unit was successful in the implementation of the computerized CORE Self-Service time and attendance process for units located at the department's Central Office facility; doing away with paper processing of biweekly timesheets for approximately 300 employees. This project continues through identifying all employees who are not part of the Atlas 24/7 master-roster computerized system currently being implemented at department facilities. Employees identified will become part of the CORE Self-Service computerized time and attendance.

The Annual Manson Scholarship Breakfast was held at the department's Central Office on January 17, 2014. The department was able to honor two recipients this year whose achievements met the requirements of the scholarship fund.

The Workers Compensation Dependability Unit continues to process and return employees back to work under the department's recuperative and light duty program. A total of 136 employees returned under the recuperative-post program and 143 employees under the light-duty program for FY14.

MALONEY CENTER FOR TRAINING AND ORGANIZATIONAL DEVELOPMENT

The Maloney Center for Training and Staff Development (MCTSD) oversees all department-conducted training. The scope of training begins with pre-service orientation for newly hired staff and in-service training for current staff, which includes New Supervisor Orientation and Leadership training for existing supervisors. The Organizational Development Unit serves as a resource to the department in areas of organizational development services such as strategic planning and performance improvement initiatives.

In addition, 108 newly promoted supervisors were prepared for initial supervisory duties in the revised New Supervisors Orientation (NSO) program.

A total number of 85,499 training hours were completed by staff in FY14. Of those total training hours, 32,208 hours were through instructor-led programs and 53,291 hours were through web-based offerings. Of note, 14,912 hours of weapons training were conducted to maintain weapons qualifications. A total of 342,380 training hours were conducted for Pre-Service to prepare new staff for duty. A total of 8,890 training hours were conducted for CPR certifications. Another 1,339 training hours were conducted for Sexual Harassment awareness and prevention; and 5,917 training hours were conducted for Sexual Assault Prevention and Intervention/PREA.

The Maloney Center for Training and Staff Development completed American Correctional Association re-accreditation in June 2014 and met 100% of mandatory standards.

MANAGEMENT INFORMATION SYSTEMS UNIT/RESEARCH UNIT

The Management Information Systems Unit (MIS) maintains the department's computer network and all hardware and software systems, as well as administering the extraction and reporting of data from department systems. The unit also provides technology support for the state's Board of Pardons and Paroles.

The use of video conferencing within the department continues to increase, as it has annually for the last five years. During FY10, 4,722 video conferences were held; in FY11, a total of 5,079; in FY12, a total of 6,454; in FY13, a total of 6,963; and finally in FY14, a total of 7,317 were held. Over 2,500 more hearings were held in this last fiscal year compared to four years ago. More parole hearings are being conducted in this manner, as well as out of state hearings and probation reviews, just to name a few.

The nightly download process to share data with the new CT Health Information Exchange went into production on September 30, 2013 in advance of the October 1, 2013 start of the Exchange. This new download process sends a list of all offenders who are either incarcerated or in halfway housing to the Exchange to validate whether an individual needs to participate in the Exchange.

The CT SAVIN system went into full production on November 26, 2013. This new system provides notifications to victims, their families and other interested parties on change in an offender's status as they are released or transferred from department supervision. Each evening, information is fed into the SAVIN system from the Inmate Query System. The Query system also takes real time feeds from our Offender Based Information System and sends messages to SAVIN every 15 minutes with these updates.

Changes were made to the Offender Based Information System that allows the department to track and pre-register all offenders requiring dangerous weapons registration in accordance with recent legislation. The changes took effect on January 1, 2014.

A new interface was completed in January 2014 with TouchPay, which allows anyone to utilize TouchPay as a method to make a deposit to an offender's fund account. The new system allows funds to be deposited at kiosks located within department facilities, and also allows funds received from an offender during intake to be deposited through TouchPay to their offender account.

A new Media Review application was migrated/re-written from Access into .Net SQL server and went into production in May. This system allows for the more efficient tracking of media requested by

offenders and for the department to better manage what media content offenders may or may not view/listen to.

SECURITY DIVISION

The Security Division has the responsibility of ensuring the safety and security of the department. This division is comprised of the Investigations, Security Risk Group, Special Intelligence, and Telephone Monitoring Units.

The Investigations Unit has the primary responsibility of conducting internal investigations at the direction of the Commissioner as well as joint investigations with federal, state and local authorities. This unit also conducts security audits and oversees the disposal of contraband collected in the facilities. Members of the Security Risk Group and Telephone Monitoring Units work collaboratively to acquire, analyze and disseminate pertinent security information throughout the department and law enforcement community. Through targeted and random monitoring of non-privileged communication, both internal and external criminal activity is reduced and in some cases prevented. The Special Intelligence Unit provides an intelligence gathering conduit for the exchange of intelligence information with federal, state, local and judicial agencies related to criminal and terrorist activity. This unit is also responsible for the forensic examination of computer and digital media devices in support of investigations to recover, analyze and document evidence.

In FY14, the Security Division conducted more than 165 formal investigations and collaborated with outside law enforcement in numerous criminal investigations. This division works closely with the Office of the Chief State's Attorney, by department staff assigned to criminal intelligence task forces and assistance on "Cold Case" files.

The Special Intelligence Unit, Security Risk Group Intelligence Unit and Telephone Monitoring Unit work closely together in the gathering of gang intelligence information. Significant improvements were made to streamline the collection by analyzing and disseminating this criminal intelligence information. The Security Risk Group Intelligence Unit provided training in gang identifier recognition, latest trends and management techniques, not only to department staff but also to over 29 different local community, state, federal, and military groups.

BEST PRACTICES UNIT

The Best Practices Unit (BPU) seeks to foster and promote evaluation-based and results-based policies and practices within the Connecticut Department of Correction. Reporting to the Deputy Commissioner of Administration, the ultimate goal of this unit is to improve department policies and practices.

As part of the BPU, the Research Advisory Committee (RAC) was created to assist, review and promote research within the department. In review of proposed research, RAC strives to insure that research ultimately assists the department to improve policies and practices to achieve better outcomes. The BPU is committed to coordinating, managing and conducting research and evaluations that align with the mission and strategic plans of the Department of Correction. During FY14, this unit assisted a number of evaluation efforts including Driving Under the Influence (DUI) Home Confinement Program, anger management programs, Domestic Violence Program, administration segregation and chronic discipline units, and smoking cessation. The unit is a resource for the entire department as it designs, adopts and evaluates programs, and assists the department in implementing the Results-Based Accountability analysis and the Results-First methodology.

The department's Grants Unit also resides within the BPU. The Director of BPU and the Grants Manager work collaboratively to submit grant applications for department units, programs and facilities. Many applications submitted are also a joint collaboration between the Department of Correction and other agencies and organizations.

PREA INVESTIGATIONS UNIT

The department's PREA Investigations Unit was established on June 1, 2013 and created to prevent, detect and respond to prison rape; by enforcing national standards adopted by the Department of Justice under the Prison Rape Elimination Act of 2003 (PREA). The primary responsibility of this unit is to internally investigate incidents of sexual abuse and sexual harassment of offenders. Through the investigative process, data is collected and compiled so corrective action can be taken to ensure that the offender population is free from victimization while they complete their sentence of incarceration. The information compiled is used to create a collective effort in maintaining a safer environment for all. This is conducted by identifying security issues such as blind spots, potential victims, potential aggressors, equipment upgrades, staffing management, and updates to the department's Administrative Directives.

The Prison Rape Elimination Act created the position of a department PREA coordinator to implement statewide PREA compliance in preparation for mandated audits of state agencies under the direct control of the Executive Branch of the State of Connecticut. This process has involved establishing coordination between various state agencies including the Connecticut State Police (CSP), Connecticut Sexual Assault Crisis Services (CONNSACS), and Correctional Managed Health Care (CMHC). Memorandums of Understanding (MOU's) were created with each of these agencies to ensure PREA compliance. The CSP responds to each PREA related incident and determines if a criminal investigation is required. CONNSACS provides victims with support and guidance by making available an advocate throughout the investigative process. CMHC provides their standard of care and necessary referrals for any offender who has been victimized. Additionally, an auditor selection process was created and completed which resulted in establishing a timeline for PREA audits.

In FY14, the PREA unit received more than 216 investigations and completed 206. The unit has made great strides in achieving compliance by creating education programs, distributing information, and increasing awareness of the PREA standards. The unit continues to work with statewide agencies such as the Judicial Branch's Court Support Services Division, Community Confinement, Department of Children and Families, and local municipalities to achieve statewide compliance of PREA.

AFFIRMATIVE ACTION UNIT

The Affirmative Action Unit ensures that the principles of Equal Employment Opportunity, Affirmative Action and Diversity are integral parts of the employment and advancement process.

The unit prepared and submitted the department's Affirmative Action Plan, which was approved by the Commission on Human Rights and Opportunities in April of 2014. At the end of the fiscal year, the number of people of color in the full-time workforce was 2,116 (35.4% of the total full-time workforce of 5,984). The total number of female staff in the full-time workforce was 1,567 (26 % of the total full-time workforce of 5,984).

In light of current and expected retirements, the unit in collaboration with staff from the department's Human Resources Unit began working on innovative ways to improve upon our existing outreach and recruitment to reach out and ensure a diverse pool of job applicants. The department's first Career Expo was organized and held and the Correction Officer exam was offered, both in late summer 2014. Staff from all units of the department participated in the expo, which provided an opportunity for current staff and members of the public to learn about the various careers within the department as well as information on the Correction Officer application and exam process. Those in attendance also had an opportunity to enroll online with the Department of Administrative Services toward taking the Correction Officer Exam. Members of the Affirmative Action Unit posted flyers at public libraries, town halls, chambers of commerce, YMCAs, post offices, grocery stores, churches, and businesses throughout the state. Informational meetings were also held with several churches and community organizations to answer questions regarding the Career Expo and Correction Officer exam. Additionally, targeted emails were sent to representatives of colleges with teaching programs, food

service, nursing, clerical, and maintenance/technical programs; and a department email account was created for questions regarding the Career Expo and Correction Officer Exam. Finally, department staff were notified of this event through email, roll-call notices and flyers posted at all the department's facilities.

During FY14, in addition to the existing training for new and current employees on Sexual Harassment, Discrimination and Workplace Diversity, the Affirmative Action Unit began training new supervisors on Cultural Competency. This unit continued to support and assist the development of Diversity Councils at each facility which provides line-staff with the opportunity to understand, value, appreciate, and respect staff diversity.

LEGISLATIVE LIAISON UNIT

The Legislative Liaison tracked and monitored close to 55 bills of interest to the agency during the regular session of the legislature and received and responded to approximately 140 inquiries from elected officials and members of the public. About 25 legislators, federal and state legislative staff and other state and local officials participated in the annual tours of the correctional facilities.

Through its liaison the agency submitted four proposals for consideration during the 2014 General Assembly which did not get signed into law. They are as follows: Senate Bill 461, An Act Concerning Duties of Department of Correction Officials as Peace Officers; Senate Bill 466, An Act Concerning Correctional Administrators; An Act Providing Department of Correction Staff Access to Firearm Data and An Act Concerning Fraudulent Liens. For the agency, there were no major changes in terms of fiscal impact, laws, or programming.

Other legislation of interest to the Department that passed during the session includes *Public Act 14-217, An Act Implementing Provisions of the State Budget for the Fiscal Year ending June 30, 2015* – which requires the agency's Commissioner or designee to serve on the new Juvenile Justice Policy and Oversight Committee to evaluate the juvenile justice system. This Public Act also requires the agency to provide training, quality assurance and evaluation of programs to support community reentry and community programs. Finally, it requires the agency to assess the effectiveness of our vocational education programs and our Medication Assisted Therapy pilot project.

EXTERNAL AFFAIRS DIVISION (Reports to the Commissioner)

The External Affairs Division, a direct report to the department's Commissioner, is comprised of the Office of Public Information, the Freedom of Information Unit, the department's Victim Services Unit, the Office of Standards and Policy, and the Audio/Visual Production Unit. This division is responsible for fostering and maintaining the department's liaison and communication functions throughout state government, among the agency's staff, to media outlets, the general public, and other interested parties. The External Affairs Division seeks to support the department by ensuring that accurate and complete information about the functioning of the agency, within the parameters of safety and security, is available in a timely and beneficial fashion.

During FY14, the External Affairs Division submitted, and assisted other units including the Fiscal Services Unit and the Legislative Liaison Unit, in the department's various reporting requirements to state government administration on behalf of the department's Commissioner.

The director's office of this division was also extensively involved in assisting the department's York Correctional Institution host the Judicial Branch/Media Committee's annual "Law School for Journalists" event. This event included an extensive panel presentation and facility tour; enhancing communications by directly educating members of the media on department policy as it relates to the judicial process and the many components of offender supervision from admission to end of sentence.

Similarly, the unit continued organization of the department's practice of annual facility tours for local, state and federal officials, staff of the Judicial Branch including the state's judges and, as of this year, members of the state's Sentencing Commission; providing visitors with the opportunity to see firsthand the workings of a correctional institution. Each of the department's incarceration facilities are made available once a year for these prescheduled tours, with respect to facility operations. The annual tours have proven beneficial in providing educational insight on the correctional environment as it directly relates to visiting legislators and representatives of Connecticut's criminal justice system.

OFFICE OF PUBLIC INFORMATION

The Office of Public Information supports the department's mission and vision by ensuring that information concerning department operations and activities is presented to state government, media, the public and other interested parties in a timely, proactive and professional manner. It is responsible for liaison functions to other components of state government; also the agency's external communications with the news media and the public including friends and family of the offender population; as well as internal communication with the agency's approximately 6,000 staff assigned throughout the state. It is also responsible in a constituent correspondence collaboration with the Office of the Governor.

Electronic correspondence provides an additional mechanism of communication between the Department of Correction and vast inquiries received. During FY14, this unit continued to field approximately 7,000 inquiries and correspondences via telephone, postal mail and internet. The scope of assistance provided by this office, often directly and at times by referral, varies widely in subject and requestor including media outlets; general public; family and friends of current offenders; current and former offenders; victims of crime; legal representatives; legislators; public safety members of local, state and federal levels throughout the nation; international Consulate General Offices; and other parties. Additional inquiries and correspondences received by the Office of the Governor from constituents and specifically regarding correctional matters, were also responded to by this unit on behalf of the Office of the Governor and the department's Commissioner.

Through its presence on the internet at www.ct.gov/doc, assisted by this unit and in association with the department's Management Information Services Unit, the department continues to provide interested parties with an eased navigation, transparent and resourceful view of the department.

The Office of Public Information continued response in FY14 to inquiries related to implementations of legislative Public Acts which directly affect department policy. Effective July 1, 2013, language outlined in Public Act 11-51, established clear criteria for the calculation of parole eligibility dates for offenders serving a violent offense, as defined by the Board of Pardons and Parole. This legislation excludes the application of Risk Reduction Earned Credit towards a parole eligibility date for offenders serving an 85 percent sentence. This continues to be a subject matter of government and public inquiry.

The Office of Public Information continues to utilize the department's public website as the forum to provide convenient access to this information for family and friends of our incarcerated population, as well as their legal representatives. In addition, the External Affairs Division nurtures the relationship between the State's Office of the Victim Advocate, Judicial Branch's Office of Victim Services and this department's Victim Services Unit to ensure crime victims are educated on the affect this, and other legislative decisions, have on offenders' time calculations.

In November 2013, this unit assisted in notification to both the offender population and registered victims of crime regarding certain external legislative proposals and a related public hearing by the CT Sentencing Commission, on reconsiderations of juvenile sentencing matters; very specifically regarding juvenile offenders who were under the age of 18 at the time the crime was committed and were sentenced to more than 10 years. More than 350 notifications were distributed to applicable offenders currently under the supervision of the Department of Correction. More than 180

notifications were also distributed to all registered victims of those specific offenders, through the division's Victim Services Unit.

The External Affairs Division and Office of Public Information continue as catalysts for informing the media of department activity. Media interests continued in FY14 on the management of our offender population. Media tours of our correctional facilities spoke to the safe and effective management of our population during temporary overflow situations. Public Information Officers continually endeavor to provide the news media with interesting, timely and informative stories about activities of the department, including successes of the department's DUI Home Confinement Program and continued initiations of additional animal-related programs throughout the department. In addition to its main public website and keeping momentum on communications, the department has engaged an official Twitter account; providing additional advisories on prompt information and activity to 'followers' (observers/interested parties) within local state and nationwide government and public safety fields, media organizations, family and friends of incarcerated individuals, and the general public.

The Office of Public Information also assists with the internal DOCWEB Intranet site which seeks to keep staff informed of department information and events. This unit also continues to produce the department's monthly newsletter, "PRIDE at Work", as well as the Annual Report publication.

The Office of Public Information also provided some assistance to the department's Media Information Systems Unit on initial submissions toward implementation of the state's Open Data Portal and on-going revisions to the state government website structure. These projects coincide with state administration's continuing efforts of streamlining data availability and processes with its agencies, the public and national interests.

In spring 2014, this unit conducted its training session to designated facility staff on communications and media relations. This included guest-speaker participation by a spokesperson of the Connecticut State Police.

This unit also continues working with the state's Office of the Attorney General, providing technical supports for the defense of lawsuits brought against the department; and continues assisting in coordinating the state Connecticut Television-Network's technical coverage of the state's Board of Pardons and Paroles hearings held within the department's facilities.

The Office of Public Information as part of the External Affairs Division, on behalf of the Commissioner and the Department of Correction, remains committed to effective communication and transparency both internally and externally.

FREEDOM OF INFORMATION UNIT

The Freedom of Information Unit insures the department fully complies with state statutes requiring the open availability of public documents to the public, staff and the offender population, while insuring that safety and security are not compromised.

The Freedom of Information Unit responded to approximately 2,700 requests department-wide during FY14. This represents a significant increase from the prior fiscal year. There were 23 Freedom of Information complaint hearings of which 22 were ruled in the department's favor.

This unit also conducted numerous training modules to enhance the knowledge of facility staff, while maintaining the integrity of the Freedom of Information Act. Open communication between staff liaisons and offenders also contributed to the overall decrease in hearings.

VICTIM SERVICES UNIT

The Victim Services Unit strives to be at the forefront for the empowerment of victims in the trauma healing process through the promotion of self-advocacy. The Victim Services Unit supports the mission of the Department of Correction by enhancing community safety through positive

collaboration with other state agencies and vendors by providing victims with timely notifications of an offenders's change in status, both pre- and post-sentencing.

There are currently over 4,100 victims registered through the department's Victim Services Unit. The unit is also a catalyst in various provisions of opportunity for registered victims' voices to be heard during any community release considerations, including at Board of Pardons and Parole hearings as well as the opportunity to provide a Victim Impact Statement during the community release review process through the assistance of the CaseNotes system.

On November 1, 2013, the Victim Services Unit began utilizing the Statewide Automated Victim Information and Notification (SAVIN) system that has added another technological layer for victims to utilize in receiving notifications. Since its inception, there are 1448 SAVIN-registered victims of Connecticut offenders. The Victim Services Unit continues moving forward with utilizing technology to notify registered victims, including electronic notifications through e-mail addresses provided during the victim registration process.

This unit collaborates intensively with additional state agencies, such as the Office of Victim Services Judicial (OVS) and the Office of the Victim Advocate (OVA), to assist empowerment of victims toward both having their voice heard and proactively prevent re-victimization. The Victim Services Unit also works with both of the department's Internal and External Security Units, as well as external law enforcements, to protect victims from unwanted contact from offenders.

The staff of the Victim Services Unit continues to participate on behalf of the Department of Correction in various informational events representing resources available to victims of crime, and participates on numerous boards and committees working directly with victims' rights concerns and advocacy.

OFFICE OF STANDARDS AND POLICY

The Office of Standards and Policy is responsible for the drafting, review and revision of 147 Administrative Directives and their related 164 attachments and 218 forms. All work is applied using the best practice guidelines, recognized correctional standards and compliance with state laws.

During FY14, the Office of Standards and Policy initiated a comprehensive maintenance review of all directives, forms and attachments. Regardless of the presence or absence of changes, all documents were sent to the responsible Administrators of those individual documents with a request for their review. This review process continues on some documents. This unit receives confirmation of approval on each completed review, which leads to additional processing including both legal and department Commissioner's reviews and approvals.

During FY14, the Office of Standards and Policy has been involved in significant correctional projects. Department leadership has pledged its support to the Department of Correction's commitment to compliance with Federal Standard Guidelines of PREA (Prison Rape Elimination Act). This comprehensive program includes changes to approximately 26 of the department's Administrative Directives, as well as a significant number of forms and attachments. This unit completed a majority of anticipated changes during FY14, and has a strategic management deployment plan regarding all subject related documents for use in training and implementation by the department's Maloney Center for Training and Staff Development as well as the department's PREA Unit.

This unit has also been actively involved in the department's review of its handling of offenders on Restrictive Status, specifically Administrative Segregation. Finalization of this project is anticipated to occur during the first half of FY15.

From May 2013 to present, the Office of Standards and Policy has also been intricately involved in the Youth Exceptions project. The focus of the project involves review of all Administrative Directives with emphasis of the impact of current practices in Connecticut with the youthful offender population in comparison to national standards and best practices. The project is comprehensive in nature including collaborations with members of the Office of the Child Advocate; the Department of

Adolescent Services representing the state's Correctional Managed Health Care; the Children's Protective Services Unit; and administration of the department's Manson Youth Institute, York Correctional Institution and the Office of Standards and Policy.

A new effort initiated by the State of Connecticut, called the LEAN Initiative Project, includes events of intensive internal review toward streamlining processes within a state agency; producing greater performance efficiencies for both that agency and the state at-large. The Department of Correction's Office of Standards and Policy was reviewed as part of the first LEAN Initiative Project event in January of 2014. This event was comprehensive in the sense that a well balanced, experienced team of correctional staff was assembled to identify items of policy and procedure concerns and improvements. Subsequent to that LEAN Initiative event, those recommendations of the group have been initiated and employed by the Office of Standards and Policy with noted improvement in efficiency and output of completed work.

AUDIO/VIDEO PRODUCTION UNIT

The Audio/Video Production Unit, through the application of modern multimedia production techniques, is responsible for the creation of educational aids that are utilized to enhance the extensive pre-service and in-service training provided to department staff on an annual basis. Unit staff also supports the Maloney Center for Training and Organizational Development in its mission of training staff, as well as special departmental functions such as Pre-Service and New Supervisors graduation ceremonies, conferences, and other department activities.

During FY14, the Audio/Visual Production Unit assisted completion of various upgrades to the audio/visual production studio including its editing suite, to training classrooms, and in the gymnasium/auditorium located at the department's Maloney Center for Training and Organizational Development.

This unit also completed some and began other training videos for department use and in some cases use by other agencies and external organizations, including topics of Behavioral Management as well as Affirmative Action related to personnel recruitment. An informational video production was completed on the Medicaid application process, in collaborative effort between the Department of Correction and the Department of Mental Health and Addiction Services. In addition, a training video was produced regarding Pat-Search techniques including its use by the National Institute of Corrections.

The Audio/Visual Unit also continues collaborations and assistance on improvements to the production process of media utilized in the department staff's in-service training modules via the previously implemented and web-based Learning Management System.

HEALTH AND ADDICTION SERVICES DIVISION (Reports to the Commissioner)

The Health and Addiction Services Division provides comprehensive health care to the offender population that meets a community standard of care including medical, mental health, dental, addiction and substance abuse treatment programs, as well as ancillary services, in compliance with applicable state and federal laws. This division is committed to moving forward the mission of the department by ensuring the provision of quality and community standard of care to our offender-patients. In addition, we have responsibility to further the department's mission to support rehabilitation and successful community re-integration.

In late 2013 during a two-day workshop involving a systems mapping process for the adult criminal justice system, stakeholders highlighted opportunities for enhanced system coordination related to the Affordable Care Act. We have been actively moving toward enrolling offenders and detainees in Medicaid at our point of entry (offender intake) process. This approach assures that, upon release, all

who qualify for Medicaid have the necessary medical component in place. Also, through the funding of the state's Office of Policy and Management, the Department of Correction and the Department of Social Services (DSS) are piloting a state medical coverage group for Halfway House (HWH) residents who do not currently qualify for Medicaid. Currently there are approximately 156 offender-patients that can now receive their medical needs through our community providers without having to go back into the prison system. Further, enrolling defendants at court appearances and medical diversion was identified as an intercept point. Through the assistance of the State Chief Attorney's office, along with the Judicial Branch's Court Support Services Division (CSSD), community providers and other stakeholders, we are working toward building a model to ensure Medicaid enrollment and divert offender-patients who have medical or mental health needs as part of their plan recommendation to the Prosecutor and Judge. In addition, another two-day workshop is being planned to detail the process and information flows involved in Medicaid and other entitlement enrollment, including the ability to suspend benefits, the implementation of the electronic enrollment process throughout the Connecticut system, as well as to develop protocols and processes for the exchange of critical information with community health partners who provide care when our offender-patients release.

The department has developed a High Risk Discharge Advisory Group for medical, mental health and substance abuse disorders that identifies specific offenders who are leaving a facility within the next 12 months, with the goal of knowing who these offenders are as much as two years in advance of discharge. Prior to discharge, the needs of each are identified and assessed for those who may pose a potential for high risk to public safety. This identification and planning takes place months in advance of discharge to ensure that release is managed in such a way that public safety is assured and the individual's needs are addressed. Planning is ongoing at bi-monthly meetings to specify individual risks and develop discharge plans to address each risk.

The Department of Correction provides mental health services to un-sentenced and sentenced offenders. Un-sentenced offenders often require assessment, crisis intervention and stabilization services over a short period of time. Sentenced offenders can involve more detailed assessment, treatment planning and programming specific to needs. All offenders receive psychiatric services as needed and have access to mental health care throughout the correctional system. In early summer 2013, a treatment plan and programming was designed to address offenders classified as Mental Health 4 (MH4), who have deficits in their level of functioning from mental health and/or cognitive impairment that make them difficult to manage within the general offender population environment. This design is successful in that it is possible for the offender to manage in a general offender population environment with supports from mental health staff and accommodations as necessary. There are approximately 380 offenders per month classified as MH4 and, given such treatment, many MH4's have received services by the Department of Mental Health and Addiction Services (DMHAS) in the community upon release.

The department continues its collaboration with the state's Department of Social Services to utilize the Statewide Administrative Services Organization (ASO) in order to manage the utilization management of health care for our offender-patients when they are in the community and in our facilities. This enables providers both inside our facilities and in the community to have up-to-date medical information on the offender-patients that we share, and also to provide comprehensive re-entry services to high risk offender-patients.

This division's Addiction Services Unit (ASU) provides treatment for offenders with substance abuse problems from admission through reintegration within the community. The ASU supports the department's mission of public safety and community reintegration through provision of evidence-based assessment, treatment and aftercare services. In FY14, 4,249 offenders were served in various levels of care including brief treatment, outpatient treatment, residential treatment, and in-prison aftercare. The ASU has collaborated with other state agencies and community providers on numerous initiatives to achieve this mission. In collaboration with the DMHAS, transitional aftercare services

are provided through comprehensive case management and substance abuse treatment beginning three months prior to and up to four months after release from prison through the Transitional Case Management program and the Pathways program. A total of 407 offenders were treated and released through the DUI Home Confinement program in FY14. Medication Assisted Therapy and Smoking Cessation programs are being piloted by ASU counselors in department jail facilities.

The Methadone Treatment Program at the New Haven Correctional Center has been in full implementation since October 1, 2013 with the APT Foundation as the service-provider. Thus far, approximately 200 offenders have been referred to this program with approximately 90% meeting criteria to be on the Methadone Maintenance Program (MMP). The department's addictions professionals participate regularly in the program by running a weekly counseling group for all of the participants in the MMP. In addition, APT Foundation and the Department of Correction's Addiction Services personnel conduct joint counseling sessions. Some preliminary results show that only 1% chose not to participate and, of those released, all were connected to their community providers within one (1) day. Data also reveals there is significantly less demand on the mental health providers in the jail facilities since we have instituted the MMP. The Department of Correction plans to expand this program throughout its other facilities.

The department and Correctional Managed Health Care coordinate with DMHAS to provide onsite re-entry programming for offenders with mental illness who will be returning to the care of DMHAS upon release, which includes DMHAS's Jail Diversion Program and Judicial Branch's Court Support Services Division's Mental Health Jail Re-Interview Program. Division staff is actively involved with discharge planners to maximize appropriate early release options for un-sentenced offenders with psychiatric disabilities. The department is part of a collaborative program called Advanced Supervision and Intervention Support Team that provides day reporting, housing, assessment and case management services for psychiatrically disabled offenders releasing to the community. All mental health services are provided in concert with effective medication management when clinically indicated. Discharge planners are available throughout the state to assist offenders with identified mental health needs to establish access to services upon release.

The Department of Correction received funding from the Tobacco and Health Trust Fund to initiate a Smoking Cessation Program to provide offenders with smoking cessation, prevention and relapse prevention, especially evidenced-based programs. This program has provided many educational materials, training, and has funded and worked closely with a number of Federally Qualified Health Centers (FQHCs) to provide continuity of care upon release. The connection with providers in the community is critical to the success not only of our smoking/tobacco cessation efforts but also for our offenders, in the ability to successfully stay in the community. Some of our accomplishments include a Prevalence Study, the establishment of four Local Implementation Teams; piloted the use of nicotine replacement therapy at Hartford Correctional Center; trained department addiction counselors in each of our facilities to provide smoking and tobacco treatment of various types as relevant to the needs of the specific facilities; provided educational materials including the details about the Quit Line, posters, pamphlets, flyers, etc., throughout our facilities; conducted smoking cessation groups at four facilities; incorporated tobacco use prevention into the Inmate Handbook at two facilities; made Community Health Center referrals and provided referral information for FQHC's for 40 offenders; and developed a referral process for offenders leaving our facility through the department's re-entry planners for sustainability purposes.

LEGAL AFFAIRS UNIT (Reports to the Commissioner)

The Legal Affairs Unit is a direct report to the Commissioner of the department and serves as a liaison to the Office of the Attorney General on all legal matters affecting the Department of Correction, as well as with the State and Federal Courts throughout Connecticut. During the course of

a year, this unit oversees an average of 1,200 or more lawsuits as well as more than 100 Probate Court cases involving offenders. Additionally during FY14, the unit responded to 51 complaints filed by either offenders or employees with the Connecticut Commission on Human Rights and Opportunities (CHRO) and the Equal Employment Opportunity Commission. This number represents a significant decrease over FY13. Overall numbers of complaints remain historically high, driven by a large increase in offender CHRO complaints, while the numbers of employee complaints for FY14 continue to be historically low. The Legal Affairs Unit also handled all appeals brought before the state's Freedom of Information Commission. In addition, the unit continued to provide substantial internal legal support to the department through legal expertise in areas such as employment law, offender and employee constitutional rights, contracts, health law, and school law. In addition, this unit gained valuable expertise regarding the Prison Rape Elimination Act (PREA) and significantly aided the development of department-wide PREA standards.