

Department of Correction



At a Glance

SCOTT SEMPLE, Commissioner

Monica Rinaldi, 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

Karl Lewis, Director of Programs and Treatment

Christine Whidden, Director of Internal Security

Karen Martucci, Acting Director of External Affairs

Joseph Haggan, Director of Parole and Community Services

Dr. Kathleen Maurer, Director of Health & Addiction Services

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

David McNeil, Director of the PREA Unit

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 – 6,063

Recurring operating expenses – \$683,837,463

Capital outlay – \$5,269,646

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 (DOC) on June 30, 2015 confined 16,023 offenders, a 3.0% decrease when compared with the incarcerated population on June 30, 2014. Including those offenders on department-administered community supervision, correctional staff supervised on June 30, 2015 a total population of 19,967 offenders, a 2.5% 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 two District Administrators. Correctional institutions confine sentenced males and in the case of the York Correctional Institution, sentenced and unsentenced females. In June 2011, with the closing of the adjoining Gates Correctional Institution, an annex housing 225 men was added to the York Correctional Institution. This was done to insure continued support of the surrounding communities with inmate work crews as well as facilitate the reintegration of offenders who are from southeastern Connecticut. 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 Connecticut. 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. In April 2015, the Cybulski Community Reintegration Center was created within an existing facility, the Cybulski portion of the Willard-Cybulski Correctional Institution. The center is a new program initiative to the department and compliments the Governor's Second Chance Society initiative.

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

Department of Correction Districts and their Facilities/Areas of Responsibilities

District 1	District 2
Enfield CI	Bridgeport CC
Cheshire CI	Brooklyn CI
York CI	Hartford CC/UCONN Ward
Garner CI	Corrigan-Radgowski CI
MacDougall-Walker CI	New Haven CC
Manson YI	Carl Robinson CI
Northern CI	Willard-Cybulski 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 Fiscal Year 2014-2015, key statistics reported inmate-on-staff assaults decreased -4.17% from the previous year's figure, inmate-on-inmate assaults report very slight increase of 0.27%, but decreased -5.19% from the 2-year average. Inmate fights reported a decrease of -2.96% from the previous year. Inmate disciplinary infractions and Use of Force incidents all decreased reporting figures respectively of -6.43% (DR) and -2.92% (Use of Force).

The new staff-scheduling program, ATLAS, has been successfully implemented at all facilities as of July 2015 and several ancillary units. 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. CTU has strengthened their relationship with the Judicial Marshals Service creating new polices which allow for more proactive and efficient methods of transporting offenders reducing delays. New buses were added to the fleet, providing transportation 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 the majority our inmate transportation vehicles and several specialty units 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 Fiscal Year 2015, the Offender Classification and Population Management Unit approved 66,162 population transfers. The Assessment Unit completed 2,400 assessments for male offenders with sentences greater than two years, 580 requests for DNA samples and 275 inquiries regarding Sex Offender Registration, DNA and Dangerous Weapon Offender Registration. The Audits and Training Unit completed 82 hearings for Administrative Segregation or Special Needs statuses. Unit staff was tasked with training approximately 100 staff members on the Judicial Electronic Bridge (JEB) system. Case Notes Unit Staff continued to train facility users upon request in the case notes system, which is used to process all community release packages, and continue to provide technical system support for all facilities. This unit was successfully involved in the Department's LEAN project focusing on community release, which resulted in the creation of the department's centralized Community Release Unit (CRU). The Case Notes unit staff from OCPM was re-allocated to CRU as of March 30, 2015.

SENTENCE CALCULATION AND INTERSTATE MANAGEMENT UNIT

The Sentence Calculation and Interstate Management Unit oversee 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 21 civil and criminal court proceedings to testify on matters involving the department and responded to 70 letters regarding sentence, time calculation and RREC matters.

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. In Fiscal Year 2014-2015, the Discharge Review Panel reviewed 466 cases regarding offenders who required programming, discharge planning, or posed a threat to public safety. Of those cases, 73 rescission hearings were held by the SCIM Unit; fifty-four (54) offenders had their earned credit rescinded.

The Interstate Compact office oversees the corrections compact process and the Interstate Agreement on Detainers. They received 35 referrals from other states for placements in Connecticut; 17 referrals from agency staff for transfer out of state; and 2 out of state offenders were transferred to Connecticut. The unit coordinated 28 interstate movements working in conjunction with both Connecticut and out of state staff. They responded to 416 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 identifications, driver's licenses, social security cards and birth certificates. During Fiscal Year 15 our facilities procured for offenders a total of: 1,423 Birth Certificates, 528 DMV Licenses, 349 Social Security Cards, and 1,082 DMV ID's. 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. During Fiscal Year 2015, the unit supported this plan with the development of the Reintegration Center at Cybulski.

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. 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 total number of staff receiving training from the Programs and Treatment Unit equaled 322 staff members. Staff were provided Counselor Facilitation training and program curriculum training in the areas of Anger Management, VOICES (Victim – Offender Institutional Correctional Educational Services), Good Intentions/Bad Choices, Understanding Domestic Violence and Embracing Fatherhood. Staff was also provided training for ID Procurement/Storage and RT3 Training. 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.

The Offender Re-Entry Program created a partnership with the Department of Veterans Affairs and Connecticut Veterans Centers. An MOU (Memorandum of Understanding) is in place whereby the Veterans Affairs and Veterans Centers present at facilities quarterly to discuss resources available to the incarcerated veterans upon release. Veterans Affairs and Department of Correction computer databases were linked to identify the incarcerated veteran population.

Quarterly uploads have been implemented to examine the entire Department of Correction population for eligibility while weekly uploads help to identify new admits. A partnership has been developed with Connecticut Heroes Project to complete assessments of incarcerated veterans to adequately identify the needs of this population. An ongoing collaboration with Veterans Re-Entry Specialist to address the re-entry needs of returning veterans has been implemented. The first ever veteran's in-reach was conducted with presentations held at Osborn and Willard-Cybulski Correctional Institutions. A proposal was submitted for a Veteran's specific Re-Entry Unit modeled after other Veterans Service Units in the region.

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 Connecticut Department of Labor website. During Fiscal Year 15, there were 5,692 visits to our unit's Job Centers with inmates completing 1,440 resumes with the assistance of our Job Center Counselors.

CENTRALIZED COMMUNITY RELEASE UNIT

The Centralized Community Release Unit was developed by a LEAN event conducted by the Department of Correction.

Full implementation of the Centralized Community Release Unit was on March 20, 2015.

The Centralized Community Release Unit's procedure consists of:

- Promoting public safety by ensuring that offenders are reviewed for Community Release by one high level decision maker, pairing the correct intensity of supervision and dosage of community treatment for each offender. This will be accomplished utilizing new assessment tools such as the Statewide Collaborative Offender Risk Evaluation System (SCORES).
- Promoting staff safety by allowing staff resources to be reallocated and focus more on facility operations. The time that was spent reviewing applications will be used for other critical functions such as clinical supervision of necessary programming.
- Improving the facility environment by enhancing internal communications, allowing supervisors to focus attentions on staff development, training and supervision of employees.
- Simplifying the review process to make it more understandable to the offender population and line staff who interact with them.

- The following are policies that the CRU adheres to:
- An offender will be identified by the facility classification staff as eligible for Community Release.
- Facility staff will assemble materials required for the decision to be made and submit the review electronically to the Centralized Community Release Unit (CRU), (removing four levels of review in the current process).
- CRU will review the materials and render a decision consistent with public safety and risk reduction.
- CRU will notify the facility staff and Parole and Community Service staff electronically of the release decision.

Measures of success from the Centralized Community Release Unit include:

- The timeliness of individual decisions.
- Reduction in the number of cases returned to facilities for more information.
- Increased utilization of residential and non-residential programs.
- Reduced instances of technical and criminal violation.
- Collaboration between various State/Town Agencies.

EDUCATION UNIT

Unified School District #1 (USD #1) is the legally vested school district for the Connecticut 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 2014-2015 school year, USD #1 educated students in basic academic and vocational programs. USD #1 serviced 5,765 unique students through our programs servicing a total of 13,232 students overall through multiple programs and facilities. USD #1 provided our 21-day Re-entry curriculum to our population, resulting in 397 students completing this program.

In addition to the number of students who demonstrated academic grade-level progress and increased vocational skills, USD #1 awarded 781 General Education Diplomas (GEDs), 24 diplomas through the Credit Diploma Program and awarded 10 High School diplomas through State Department of Education based on credits and credentials.

The Career-Technical Programs (vocational programs) issued 2,050 achievement certificates for module completions and 376 certificates for program completions. Our Education Unit also worked collaboratively with colleges to offer both non-credit and credit programming to our offender population.

Due to the discontinuation of the paper and pencil GED test, USD #1 began implementation for the Computer-Based GED test. This included wiring, furnishing and installing computers which will deliver the tests to our population. Additionally, USD #1 revised and implemented a new English/Language Arts curriculum and Math Curriculum to align with the CT Common Core Standards.

VOLUNTEER SERVICES UNITS

One thousand new Volunteers, Interns and Professional Partners (VIPs) refreshed an active corps of 1,387 correctional VIPs to enjoin roughly half of the State's inmate population in the "ABC's of Corrections": Addiction Services, Basic Adult Education Programs and Chaplaincy Services.

Inmates enrolled in voluntary/elective activities were required to remain discipline-free.

Connecticut Department of Correction VIPs contributed 55,468 hours of service during Fiscal Year 14-15. These contributions are valued at \$ 1,279,647, the latest estimate of value of volunteer time by Independent Sector® and the (federal) Corporation for National & Community Service (CNCS); currently rated at \$23.07/hourly for Connecticut, specifically.

The time that Connecticut Department of Correction VIP's committed to programs/services inside correctional institutions is equivalent to twenty-seven (27) full-time professional positions (at 2,040 hours per year).

Some of the many correctional programs & services supported by our VIP Auxiliary Staff include: AA/NA 12-Step & Panel Fellowship Meetings; Alternatives-to-Violence; Creative Arts; Hospice; Internships; Youth Offender Mentors; School Support Programs (tutors, college classes, vocational planning); Health/Mental Health Clinical Services; Research; and Religious Services. As evidence of the viability of these foundational self-help recovery and restoration activities, most elements were incorporated into Governor Malloy's Second Chance Society inspired Reintegration Unit at Cybulski Correctional Institution.

Recreation Supervisors further enhanced wellness, fitness and voluntary-elective programming for all inmates. Unless restricted due to disciplinary action, inmates were scheduled for indoor & outdoor recreation on a daily basis. Activities included: Aerobics, Cardio Fitness, Soccer, Handball, Weight Conditioning, Arts and Inmate 'Photo Program' Fundraisers. Wardens and Recreation Staff dispersed proceeds to support: Special Olympics, Ronald McDonald House; Domestic Violence Prevention; and Mentor Programs for Children of Prisoners.

RELIGIOUS SERVICES UNIT

Eleven (11) new Chaplains were hired during this period. No other similar period of time ever saw more than six new Chaplains being hired. The turnover rate of slightly more than 21% is due to retirements. We have a current total of 52 Chaplains and have posted and interviewed for an Associate Chaplain (HC-26 Level).

- The Director of the Religious Services Unit received national recognition by being named Chaplain of the Year by the Salvation Army (August 19, 2014).
- All Chaplains received training on RLUIPA (The Religious Land Use and Institutionalized Persons Act) in October, 2014. This vitally important new legislation significantly impacts the religious practices in our facilities.
- In March 2015, all part-time Chaplains who were working fewer than 34 hours per week, and who wished to be increased to 34 hours per week, were increased to that level. They were already receiving benefits.

The Religious Services Unit began offering a three hour training module for all Pre-Service Classes beginning with Class 265 (June 12, 2015). This training will inform all pre-service students about "Religious Services in Corrections"—with emphasis on minority religions and practices, legal issues, etc.

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

The Division of Parole and Community Services is responsible for supervising and providing support services to offenders released to the community under the jurisdiction by both the Department and the Board of Pardons and Paroles. 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 Investigations, 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, 2015, the Division was responsible for the supervision of 3,955 offenders.

In Fiscal Year 15 the following occurred:

- The Division established the Parole and Community Services Training and Staff Development Unit to centralize and enhance the Division's pre-service and in-service training, promote collaboration with other state agencies, identify current and future training goals and objectives.
- The Division implemented the use of the Statewide Collaborative Offender Risk Evaluation System (SCORES) effective June 1, 2015. Staff were trained and certified to administer this Risk/Need Assessment in December of 2014. As a result, the Division revised its Levels of Supervision and Assessment policies to align with this evidence-based risk assessment.
- The Division completed its Residential Services Unit restructuring initiative, a project started in 2013 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. Parole officers have been assigned to work out of the district offices.
- The Department continued its use of Transitional Placement, CGS 18-100(e), to transition eligible and appropriate offenders from halfway houses to community residences.
- 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, the City of New Haven and Court Support Services Division (CSSD). Easter Seals is the contracted service provider.
- 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 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 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 Department of Correction patients residing at 60 West, the highly-skilled nursing home for Department of Correction offenders and Department of Mental Health and Addiction Services (DMHAS) patients requiring long-term care. When being considered for placement, offenders are assessed medically and behaviorally and then presented to a board of psychiatrists to determine any risk factors. The goal of the 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. Parole & Community Services began working with Family Re-Entry on opening a new Mental Health halfway house located in New Haven. In July of 2015 the contracted Mental Health Halfway House was named "Dana's House" in memory of Parole Officer Dana Laudati.
- 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. Quarterly public safety meetings were established in the City of Norwich with elected officials and state and local law enforcement to address the public's concerns related to sex offender housing in the Norwich area.

- The DUI Unit provided supervision for offenders released under CGS 18-100h, 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. The unit, which was created within existing resources, is currently comprised of one manager, six parole officers, and one substance abuse counselor. At the time of this report, the unit averages about 100 offenders on supervision in the community. Additionally, over 1,508 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 continues its close collaboration with Mothers Against Drunk Driving (MADD). All offenders under this supervision are mandated to attend the Victim Impact Panels (VIP's) 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 curfew monitoring for its population. The establishment of this unit has now resulted in the supervision of certain eligible and appropriate offender's serving sentences for Manslaughter 2nd Degree with a Motor Vehicle while Intoxicated and Assault 2nd Degree with a Motor Vehicle while Intoxicated.
- 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, one who oversees the women's halfway house, Hartford House. The unit will assume the oversight and supervision of the new Johnson-Silliman Women and Children's halfway house in August 2014. All seven unit members are 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 the female offenders. The unit has been collaborating with the University of Cincinnati to ensure the WRNA's proper implementation, which has also been implemented at York CI and at the BOPP. Connecticut is one of only two states nationally that conducts the WRNA on the offender at the correctional facility, on parole and on probation as part of the focus to create seamless gender-responsive assessment, treatment and supervision from intake through discharge. This year, P&CS Women's Re-entry Unit has been invited to present at the upcoming Adult and Juvenile Female Offender national conference in October of 2015.
- 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 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, the unit received cases whose special circumstances resulted in a referral from the Director's office, or the Commissioner, some of which were for wanted persons and for high-risk transports of offenders to other states. The 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, the 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, and instructor development programs.

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 each day using radio frequency devices and 275 offenders with GPS.

ADMINISTRATION DIVISION (Reports to the Deputy Commissioner of Administration)

CORRECTIONAL ENTERPRISES

The Correctional Enterprises of Connecticut Unit (CEC) provides goods and services to state agencies, municipalities, and nonprofit organizations while at the same time offering offenders opportunities to develop marketable vocational and occupational skills. The unit operates shops at four facilities in the state and provides goods and services to approximately 150 customers annually.

Some of the improvements and reinvestments into our shops this year include the purchase of a quilting machine for the Osborn textile factory. This machine will allow CEC to quilt in-house rather than incur the enormous shipping costs of sending items out. In an effort to increase throughput from the MacDougall-Walker Correctional Institution (MWCI) metal shop, CEC invested in several new metalworking machines to be located in Cheshire. One complete line of manufactured products for Department of Transportation (DOT) will move from MWCI to Cheshire. At MWCI, the plasma cutter is now vented to the outside which will allow for expanded run times of the machine and improve productivity. Also at MWCI, the duct work was cleaned which now allows the bag house ventilation system to run more efficiently and effectively. Finally, at MWCI CEC constructed a curing room which assisted in the production of 50 epoxy "bar top" tables for UCONN. For future projects, this curing room will allow flexibility to expand into other types of production which require a dust-free, temperature and humidity controlled environment.

Some of the successes for CEC this past fiscal year include expansion and further development of business relationships with other state agencies. The Department of Energy and Environmental Protection (DEEP) increased the number of purchase orders to CEC significantly which led to an increase in shipments of over 85%. A significant amount of this increase is attributed to CEC now manufacturing galvanized metal tube picnic table frames for the state parks.

Another existing customer which showed significant increases in orders was the Department of Transportation. Due to the collaboration of CEC with several levels within the DOT, shipments from CEC exceeded \$430k for the fiscal year. Most of the increase is related to the addition of several new metal manufactured items.

Also, CEC saw a 29% increase in shipments to DMV, which exceeded \$2.1m for the year. This increase is related to DMV's preparation for the implementation of the CIVLS modernization project. CEC also assisted DMV in shipping the new seven character license plates to all of the automobile dealers in the state.

FACILITIES ENGINEERING AND MANAGEMENT UNIT

The Engineering and Facilities Management Unit provides all maintenance, construction, telecommunications, project design, building management, engineering, environmental and fire safety support.

The Unit supervised the completion of 17 construction projects for a total of \$17,702,542.86.

In addition to energy savings, the Unit pursues all available incentives and rebates. During the past twelve months we have received \$19,299.60 in utility incentives and rebates from EverSource. The energy efficiency rebates were for roof top heating unit installations at Carl Robinson Correctional Institution, Cheshire Correctional Institution, and Bridgeport Correctional Center, LED (light emitting diode) lighting upgrades at Cybulski Correctional Institution and the Enfield Firing Range, and installation of an on-demand hot water heater at Hartford Correctional Center.

At the Carl Robinson Correctional Institution library, 25 existing 175W metal halide cylinder type lighting fixtures will be retrofitted with 12, 134W energy efficient Holophane LED, Auto-Sensing, highbay type fixtures. At the Gym, 25 existing 460W metal halide cylinder type lighting fixtures will be retrofitted with 25, 248W energy efficient Holophane LED, Auto-Sensing, highbay type fixtures. Each fixture will include a 360 degree embedded occupancy sensor - ON/OFF with Dimming. The entire project (Gym and Library) will result in an annual savings of 87,561 kWh per year and \$14,885 per year. In addition to energy savings, annual maintenance savings will be \$615.

At Willard Correctional Institution we implemented a water conservation pilot program in a dorm housing unit last fiscal year and completed three more housing units this fiscal year. The pilot housing unit had its water usage monitored prior to the install. Average water usage was 6,500 gallons per day. Once installed, the new water saving devices in the dorm bathroom fixtures 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 are working on a project to expand this technology to the other housing units. This project will pay for itself in 2.36 years.

At Enfield and Willard-Cybulski Correctional Institutions we removed laundry equipment from the housing units and centralized the laundry at each facility. This centralization will save us approximately \$139,000 each year by reducing water and energy consumption. Between all three buildings we will save 8.5 million gallons of water each year. Payback on these projects was less than 2 years. Both laundries have been running for several months and have proved successful. We are hoping to implement the same program at Carl Robinson and MacDougall next year.

At Garner Correctional Institution Engineering and Facilities Management completed the replacement of an integrated correctional security control system. This was the first time the agency accomplished this effort without outside contractor support. Engineering provided software configuration and system drawings. Facility maintenance staff systematically removed obsolete control equipment, installed new programmable logic controllers and graphical operator control PC (personal computer) workstations employing touch screen monitor technology. In addition, a new isolated industrial Ethernet network was installed to provide communication for system control components. This provided a cost savings of approximately \$305,000.

At Willard Correctional Institution the door control system was upgraded to new programmable controllers and touch screen control panels. Engineering staff developed all software configurations and facility staff removed and replaced obsolete controllers and pushbutton panels.

At the MacDougall-Walker Institution campus the closed circuit surveillance system was upgraded to an enterprise video management system. The new system provides enhanced video recording and gives the correctional management staff the ability to view and control cameras in either building from any single video review station. In addition, as a new investigative tool, it reduces the time for video review and development of investigation reports.

At Radgowski Correctional Center the chiller was replaced. This project consisted of replacing the old inefficient original chiller with a new energy efficient unit utilizing LBE funding (DEEP's Lead by Example). This project funding ultimately saved the department \$125,000.00 for installation. This includes electricity usage savings and maintenance staff man-hours that were needed to maintain the original equipment to running condition.

At Brooklyn Correctional Institution the chiller was replaced. This project consisted of replacing the old inefficient original chiller with a new energy efficient unit utilizing LBE funding. This project funding ultimately saved the department \$195,000.00 for installation. This includes electricity usage savings and maintenance staff man-hours that were needed to maintain the original equipment to running condition.

The FM&EU Engineering staff are partnering with DEEP in implementing a Performance Contracting program for Department of Correction facilities. This project will upgrade or replace outdated Mechanical/HVAC, Electrical, Plumbing, and Building control systems with innovated

modern equipment. Implementing these measures will reduce electric, natural gas, water consumption, sewer usage and improve the overall building performance and efficiency. Part of this process is to do an Investment Grade Energy Audit (IGEA) in which Department of Correction has hired Johnson Controls to perform at four of our correctional facilities in District 1. The IGEA has been completed and Department of Correction along with DEEP are in the final review process. The overall project will pay for itself with the energy savings in 15 years.

The Department of Correction Environmental Unit is certified to assist with the daily operations of the Enfield/Somers drinking water system. Utilizing our staff we achieved a savings of \$41,600 versus contracting out DPH requirements for water systems.

The Department of Correction Environmental Unit staff became certified to test tank and lines, conduct cathodic protection testing, plus they continue to inspect the condition of underground & aboveground storage tanks. By utilizing our staff we have achieved an average savings of \$50,745.00 compared to using services by contracted vendors.

FISCAL SERVICES

The Fiscal Services Unit administered the Department's budget, directed commissary and warehouse operations, centralized services, inmate accounts and maintained purchasing, accounts payable, and accounting functions.

Budget/Accounting coordinated the tracking, projection, and reporting functions of general fund appropriations exceeding \$684 million dollars, encompassing 76 separate spending plans and provided all financial reporting requirements of the agency's non-appropriated funds.

The Purchasing/Accounts Payable section prioritized expenditures against limited funds, handling over 9,500 purchase orders and 27,874 invoices while aggressively pursuing prompt payment discounts. Through prompt payment and diligent cash management, Fiscal Services saved \$168,585 in Fiscal Year 2015.

The Contracts Administration component managed over 425 contracts and agreements with a combined value in excess of \$212 million.

The Warehouse unit encompasses two supply warehouses that service sixteen facilities and disbursed inventory valued over \$8 million and one uniform warehouse which distributed to over 4,300 correctional employees valued at approximately \$1.4 million.

The Asset Management group tracked, accounted for, performed physical inventories of, and reported on the agency's approximately 12,930 capital and controllable assets. These assets are located in 16 facilities valued at over \$43.5 million and controlled disposition of surplus items valued at \$5,547,468.

Centralized Services oversaw and enforced policies for agency wide usage of vehicles and mobile communication devices. Vehicle mileage is reported monthly for 607 vehicles, 495 which are leased and 112 are owned. In addition to Vehicle maintenance, complaints and violations are routed through this unit. This unit also processed requests to add new lines, upgrade cell phones and procure various accessories and equipment.

The Inmate Accounts unit managed and accounted for all funds earned, received, or expended by inmates, processing 248,122 individual receipts and issuing 22,120 checks during the fiscal year. The Inmate Trust Fund had an asset value of \$3,027,787.74 as of June 30, 2015.

The Correctional Commissaries had sales in excess of \$ 17,375,979.85. The Commissary sales resulted in approximately \$384,132.39 in sales tax collected and forwarded to the Revenue Department. In addition, the Commissaries covered more than \$2,523,436.72 in payroll expenses.

Some notable accomplishments for Department of Correction's Fiscal Services Unit for Fiscal Year 2015 include:

The Department of Correction achieved 110% of its Small Business Enterprise (SBE) set-aside goal and 116% of its Minority Business Enterprise (MBE) set-aside goal.

Through prompt payment and diligent cash management Fiscal Services saved \$168,585 in Fiscal Year 2015.

- Inmate Legal Aid Program: A request for proposals was issued in February of 2015 for the Inmate Legal Aid Program (formerly known as the Inmate Legal Assistance Program). A new vendor selected for this important program and a new contract in place before the end of the fiscal year. The new contract was developed, negotiated, finalized and executed by June 26, 2015. The new contract contains enhanced/improved performance metrics which will now provide data by facility. The new reporting requirements will give the agency greater insight into the quality and quantity of the services being rendered by the vendor. It will also provide insight into where issues may exist within our system. The new agreement represents a significant improvement over the previous contract and will also provide the agency with cost savings.
- Bond Fund Status Report: Fiscal Services created a Bond Fund Status report for the management and efficient and timely use of agency bond funds. This report provides a summarization and detailed backup on the fiscal status of Bond Authorizations for the Department of Correction. This new report provides timely and accurate information to decision makers. As a result of this effort, over \$850,000 in unused bond fund surplus balances from dormant completed projects were identified and deemed appropriated to re-allocate for use within the agency.
- Warden's Monthly Fiscal Report: A new supplemental monthly report for all Facility Operations spending plans was implemented. This color coded, user friendly financial summary "report card" was created to assist the Facility Wardens with the management of their budgets by focusing on the individual line items within their budget that they can manage through discretionary approval processes. The fiscal report card compares year to date expenditures with line item allocations and highlights the current status of each line item into three categories. The three color coded categories are: Green - no apparent threat of deficiency / Yellow - line items that need to be watched and / Red - line items that are or about to be in deficit. In addition to this quick reference, the Warden can simply click on the hyperlinks available within each line item to drill down to a more defined detailed backup worksheet on the description of what was purchased or requisitioned from the District Stock Warehouses. "Budget Analysts" have been directed to meet face to face with Wardens on financial report discussion at least once a quarter.
- Fiscal Services Efficiency Improvements: Fiscal Services experienced significant staff turnover this fiscal year with at one point being down 27 positions. Despite the staffing constraints, significant effort was made in improving process efficiency. Efficiency highlights include:
- Reduced Statewide Facility Pick Up by the ITF Courier: The facility pick up was streamlined through a combination of scheduling changes and institution of an email notification system. Facilities now email if they have a pick up. This has eliminated unnecessary trips.
- Stand-a-lone Printer Replacement Project: In Fiscal Year 15, 14 locations were inventoried and 291 standalone printers were targeted for elimination. Fiscal Services staff worked with MIS to replace standalone printers, copiers, fax machines and scanners with Multi-Function Printers, eliminating high cost units and re-purposing efficient units (from areas where they have been eliminated). This effort has significantly reduced the number of peripherals (fax machines, printers, and scanners) purchased this year, reduced the number of peripherals requiring IT

support, helped standardize peripheral models used (which in turn results in a reduced inventory of cartridges to be kept on hand) and significantly reduced the amount of toner purchased this year.

- Asset Management Public Surplus Process: Asset Management participated in a mini-kaizen event to streamline the surplus property process. Their efforts have improved communication with Department of Administrative Services (DAS) by including them in the LEAN process discussion, which allowed for new ideas to be exchanged and created a better understanding of Department of Administrative Services needs in the Public Surplus Property process; improved the sharing of information with Department of Administrative Services and the facilities, by including better pictures of assets to be disposed and recommendations from the facilities on whether certain items should be recommended for scrap; reduced the processing of time for surplus property, by clearly identifying roles and responsibility in the process, including having asset management act as the point of contact between the buyer and the facility and helped standardize the involvement of Department of Correction facilities in the surplus process and allow them to focus on safety and security.
- Electronic Mileage Sheet Submission: Central Services began working with Department of Correction staff on submitting mileage sheets electronically. The mileage reporting process was streamlined and a mileage sheet template was created and downloaded by MIS onto the Department of Correction Intranet page. The template is accessible to all of the Vehicle liaisons and instructions were emailed to unit supervisors so that mileage sheets are submitted electronically to Central Services and the Biznet information entered by a liaison. Staff worked with liaisons experiencing difficulty grasping the process and all liaisons are properly submitting electronic mileage sheets.
- Phone Line Transfer: Central Services worked with MIS to streamline the movement of phones by groups from one manager to another manager. Previously each phone line would need to be moved individually as managers moved from one facility to another. This created logistical problems for proper phone bill approval. Straightening out the phone bills for approval was time consuming. Working with MIS, a solution was developed so that phone lines could be moved by groups or by individual line saving a significant amount of time when manager assignments were changed and improved the phone bill approval process.
- Working Dogs and GL71 (d): A justification was submitted to requesting that Department of Administrative Services add working dogs to GL71 (d) to expedite purchases. Permission granted on 9/5/14. This eliminated the need for staff to spend time drafting and advertising bids through the Department of Administrative Services portal and conducting bid reviews. Purchasing has been able to purchase 3-4 dogs this fiscal year utilizing GL71 (d) (non-competitive bidding) to expedite purchases.
- Warehouse Ordering Standardization: The North and South Warehouses ordering systems were standardized and the use of an electronic ordering form was implemented.
- Shredder Bins: Fiscal Services initiated the move away from individual shredding machines to shredder bins services by certified vendors on contract. Procedures to be followed by Central Office Units using the service were developed and disseminated.
- Phone Line Elimination: Central Services initiated and completed an update of all flip phones, conducted a phone line audit in the process and eliminated 30 phone lines that were not being used, annual savings of approximately \$6,750.
- Veterinary Services: Fiscal Services research the agency's use of veterinary services and determined that extensive veterinary expenses routinely exceeded Department of Correction's purchasing authority. Staff was directed to work with the K-9 unit to draft specification/standards for a veterinary contract for working dogs. A contract was bid in

accordance with Department of Administrative Services' requirements to obtain a multi-vendor contract for veterinary services, Contract 14PSX0263. This has resulted in the agency being in compliance with state purchasing rules and has resulted in uniform services and pricing. It has also improved and streamlined our veterinary procurement practices.

- Debit Release Cards: Upon discharge/release from a Department of Correction facility, inmates are provided with a debit card that contains the remaining balance of funds in their inmate account. This will largely replace the current practice of issuing a check after the inmate is discharged and mailing it to their last known address - which most often results in a returned check. We expect that overtime this will reduce the number of defunct inmate accounts that must be purged. The purging process is labor and time intensive. Ultimately, we expect this advance to reduce the manpower need in Inmate Accounts which will free up resources to be deployed elsewhere in Fiscal Services. This effort began last fiscal year with a 3 month pilot at New Haven Correctional Center. The pilot proved to be largely successful. Based on that experience we began rolling it out to all discharging facilities. As of the end of the fiscal year, this capability was in place at almost all discharging facilities. The roll out should be complete early in the new fiscal year. It has already resulted in labor savings for ITF and better service to discharging inmates.
- E-Procurement Module Transition: Implementation of the E Procurement LEAN Project began in July with each subsequent month bringing more and more units on board. (The project began in Fiscal Year 14 with the February 2014 Kaizen event). Prior to the implementation of this project only 19% of requisitions were submitted and processed electronically. In June, 99% of the requisitions received were through the E-Req module. This project has been extremely successful and has met the goal of 98% of all requisitions being submitted and processed electronically. In Fiscal Year 14, 2,211 E-Reqs were processed and 9,290 Paper Reqs were processed. In Fiscal Year 15, 14,597 E-Reqs were processed and 781 Paper Reqs were processed. This project is evidence that the agency's efforts to incorporate a continuous improvement philosophy into the agency's DNA through the use of LEAN is working.

Department of Correction LEAN

Fiscal services coordinates and provides staff support to the agency's LEAN initiative. The agency's LEAN initiative has continued to expand and improve. To date the Agency has held 3 formal Kaizen events and two "mini" 3 day Kaizen events. A total of 15 formal LEAN projects have been initiated. Four of these projects have successfully concluded. The balance is in various stages of implementation.

Notable Achievements include:

- LEAN 101 Training: To date over 102 Department of Correction staff has attended LEAN 101 training and four staff has become LEAN Leader certified.
- Department of Correction September 2014 Kaizen Event: The September Kaizen event was held the week of 9/15 - 9/19. At this event 4 LEAN projects went through the kaizen process.
- Department of Correction February 2015 Kaizen Event: The February Kaizen event was held the week of 2/23 -2/27. At this event 4 LEAN projects went through the kaizen process.
- DUI Tracking Process Mini LEAN: A "mini" LEAN event was held 3/24/15 through 3/26/15 to improve the DUI Tracking Process.
- Asset Management "Mini LEAN": A "mini" LEAN event was held on 3/4/15 and 3/5/15 to improve the surplus property process. Based on this LEAN event a dedicated asset management surplus property email mail box was created (and is now in use), a box truck was leased from Department of Administrative Services for use by agency staff to pick up claimed items and move surplus items and surplus property procedures have been drafted, approved and

distributed to agency staff. Based on proposed changes to the current process, they anticipate reducing the maximum amount of time to dispose of Department of Correction surplus property assets by over 57 days (52% improvement) when fully implemented.

- Other Notables:
- Annual LEAN Showcase: Department of Correction attended OPM's Spring LEAN Showcase at the Capitol building, which provides an opportunity for state agencies (e.g. DOT, DEEP, DOH, DAS, DPH, DMHAS, etc.) to present LEAN accomplishments and initiatives with other state agencies, legislators, and the general public. Department of Correction highlighted the Interstate Inmate Transfer Project and the Community Release Project at this well attended event.
- Interagency LEAN Medicaid Process Improvement: Department of Correction participated in an Interagency LEAN Medicaid Process improvement event to reduce duplication and improve the efficiency in handling Medicaid applications. This project included participation from other agencies such as: CSSD, DDS, UCHC/CMHC, and DSS.
- Department of Correction November 2015 Kaizen Event: The next LEAN event is scheduled for November 30-December 4, 2015.

FOOD AND NUTRITION UNIT

The Food and Nutritional Unit provides food services to the inmate population.

The Unit feeds approximately 16,500 inmates per day, three times per day, 365 days a year, totaling approximately 18,100,000 meals per year. Even with the increasing prices of food, the approximate cost per inmate per day is \$3.08.

The Food Production Center (Cook/Chill) provided over 4,725,000 lbs. of food for all facilities this year for the inmate population's consumption, which includes fresh fruit and vegetables through the Department's commitment to utilize Connecticut grown produce.

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

The Unit continued to institute a more health conscious menu, providing more protein and fiber, and lowering fat content in the meals. Taking advantage of opportunity and spot buys has helped with cost savings for the department. The Unit has taken advantage of using fresh produce from facility gardens throughout the state.

The Units master menu has significantly lowered sodium levels and increased fiber, this is in an effort to increase nutritional value and more healthy eating habits for the inmate population.

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, helping to aid the facilities in serving special diets to inmates. We continue to work with CMHC to help educate the inmate population on healthy eating habits to help reduce the need for special medical diets, which will help lower the cost of medical expenses.

Working with Population Management and the judicial system, we streamlined the distribution of court meals for inmates. With a more accurate count of needed meals, the unit has saved approximately \$40,000 this year.

We have re-opened Café 24 at the department's Central Office. Working with the newly formed re-integration unit at Cybulski CI, we are teaching qualified inmates the culinary skills they will need to gain employment once they are discharged from the facility.

We continue to provide fresh produce to our facilities and charities through our farming program, providing approximately 50,000 pounds of produce.

HUMAN RESOURCES

The Human Resources Division (HR) is responsible for the recruitment, promotion and selection of employees, administering the payroll, workers' compensation, employment benefits, labor relations functions, and facility/unit human resources generalist functions.

The recruitment unit is challenged daily to come up with innovative solutions to address our growing applicant pools. Generally when positions for our agency are posted, the response is tremendous. Staff in the recruitment unit must custom tailor recruitment process to meet the needs of the agency in a timely manner, while ensuring all applicants are treated equitably and that our mechanisms for selecting candidates are consistent and fair.

Correction Officer Process - In August of 2014, the Recruitment Unit faced a challenge when the position of Correction Officer was posted and the agency received over 4,600 applications for several hundred positions that became vacant due to retirements and anticipated future retirements. The unit developed criteria to review the applications to determine the selection of candidate applications that would be selected for interviews. Interviews were scheduled and held by three panels, three days per week, interviewing a total of 90 applicants per week. Interviews began in October of 2014 and were scheduled through June of 2015. The unit successfully reviewed the 4,600 applications received. The recruitment process continues based on the fact that the agency has approximately 600 Correction Officers still eligible to retire as of July 1, 2015.

Correction Officer Application Process Computerized - In September based on the criteria identified the HR unit compiled all of the necessary forms relating to the application process for Correction Officer positions and with the assistance of the MIS Unit placed them on the Department of Correction Website. Upon notification from the Department of Administrative Services that an applicant successfully passed the examination they were directed to the Department of Correction Website for the application process. This process streamlined the application process and saved valuable resources and time for the HR unit.

Pre-Service Classes (New Hires) - On October 3, 2014 Class 262 new hires were processed that included 35 employees in a number of classifications that included Chaplain, Correctional Recreation Supervisors, Correctional Food Service Supervisors, Correctional Substance Abuse Counselors and State School Teachers.

On January 9, 2015, Class 263 new hires were processed that included 85 Correction Officers and 1 Chaplain.

On March 6, 2015, Class 264 new hires were processed that included 210 Correction Officers 20 employees in a number of classifications that included Chaplain, Correctional Food Service Supervisors, Correctional General Maintenance Officers, Correctional Locksmith, Mail Handler and Parole Officer.

On June 12, 2015, Class 265 new hires were processed that included 157 Correction Officers, 48 employees in a number of classifications that included Parole Officers, Correctional General Maintenance Officers, Correctional HVAC, Correctional Food Service Supervisors, State School Teacher, Correctional Vocational Instructors and Correctional Commissary Operators.

Correctional Lieutenant Process - In the months of May and June over 400 Lieutenant applications were processed and the final list of eligible candidates will be available July of 2015. The recruitment unit developed a strategy to fairly and consistently evaluate a candidate's suitability for promotion within a two month period of time after the exam list had been released. This streamlined the promotional/recruitment process which will allow the agency to fill critical Lieutenant vacancies in a timely manner.

Retirement Processing - During this annual period the division counseled, audited and processed a total of 436 retirements for agency employees with the majority being hazardous duty employees in the classification of Correction Officer.

CORE Self Service Computerized Time and Attendance - In November 2014, the HR unit completed Phase 2 of Phase 3 of the implementation of Self Service Time and Attendance for the agency. Phase 2 consisted of the Board of Pardons and Parole and Parole and Community Services employees which affected 200 employees.

Atlas Rosters Front End System - During this annual period the payroll unit in conjunction with the custody operations Atlas team computerized the manual time and attendance roster system. As of June 2015, 14 facilities were processed in Atlas with one remaining facility. The Atlas Program process will assist facilities, fiscal, custody operations, payroll and the Human Resources unit in compiling employee data related to time and attendance, overtime, employee dependability reports and assist with compiling information required per the Corrections NP4 and Correctional Supervisor NP8 Bargaining Unit Contracts.

LEAN Initiatives - The Human Resources division participated in the agencies LEAN Initiatives for the Investigate Process in September. In February the division participated in the MIS Unit Matrix and Inmate/Central Transportation Unit and in April the Atlas Program Initiative.

Human Resources Middle Management/Supervisor Training Program - The Human Resources Labor Relations Unit working with the Fiscal and Affirmative Action Divisions developed a middle management/supervisory training. In June the Human Resources Division completed the implementation of the training with the Facility Engineering Division and the Food Service Division. Participants expressed their thanks in having an overall understanding of all the divisions and how their interaction plays a key part in their management/supervisory role within the agency.

Expedited Correction Action Process (ECAP) - In April the Human Resources division, working with the Corrections NP4 and Correctional Supervisors NP8 Bargaining Unit membership, successfully developed and implemented the Expedited Correction Action Process. The ECAP process is offered to employees who have been identified in an investigation and have admitted to the actions identified that are subject to a higher level of discipline. The employee is offered a Stipulated Agreement with specific actions that will be applied to the employee. The program was developed to reduce trauma that employees may be subject to during the course of a full investigation.

The Department of Correction Annual Memorial Ceremony was held on May 1, 2015, at the Maloney Center for Training and Staff Development honoring our fallen employees.

The Annual Manson Scholarship Breakfast honoring two recipients from the University of Connecticut was held at Department of Correction Central Office on January 16, 2015.

MALONEY CENTER FOR TRAINING AND STAFF DEVELOPMENT

The Maloney Center for Training and Staff Development (MCTSD) oversees all departmental training for the Department of Correction. This consists of Pre-Service Training for incoming Correction Officers, annual In-Service Training for all current personnel, and Leadership Training for purposes of promotion/advancement. In addition to the three training buildings and two firearms ranges, Maloney utilizes the Webster building as a satellite training area.

To better achieve goals and to maintain efficiency and productivity, Maloney hired a Curriculum Manager who specializes in adult learning theories and concepts. Revisions of existing departmental curricula are being made with strong focus on current trends in correction such as Prison Rape Elimination Act (PREA), Female Offender, Youth Offender, Transgender and Mental Health. New curricula that have been incorporated are Vicarious Trauma to address employee wellness, and Religious Services to increase awareness of religious rights of the offender population.

During 2014-2015, five (5) Pre-Service classes were conducted due to the influx of department wide retirements. The five classes totaled 752 new staff.

Annual In-Service Training for non-supervisors and supervisors is composed of one day of instructor lead training, twelve (12) hours of on-line (Learning Management System) training, and twenty (20) hours of facility-based training. The Maloney Center for Training and Staff Development

is responsible for the instructor lead and on-line training. The instructor lead training is broken into two parts. Part one focuses on the departmental Use of Force policy and part two focuses on the use of web based and facility based training. Supervisors were also offered a second day of instructor lead training focusing on Leadership and Maintaining Professional Boundaries. Overall, instructor lead totals were 2,502 for non-supervisor and 1,064 for supervisor. There were 30,117 web based course completions; 2,475 CPR re-certifications; 1,363 sexual harassment training completions; and 3,377 PREA training completions.

Two (2) New Supervisor Orientation (NSO) classes were conducted for department-wide promotions. The two classes totaled 35 new supervisors.

In keeping with the Department of Correction Strategic Plan Goals and Initiatives of collaboration, Maloney Center for Training and Staff Development hosted a department wide training for all Deputy Wardens in collaboration with Judicial. Maloney Center for Training and Staff Development has been the host site for several outside agencies to conduct testing and trainings for the Department of Administrative Services, Federal Bureau of Investigation, Judicial, Connecticut Training and Development Network and multiple municipal police departments.

In striving toward Wellness, agency wide PREA training was conducted to prepare each facility and staff before the PREA audits. The focus was on compliance with the federal standards of PREA. Staff Wellness events were hosted at Maloney with a focus on overall health, wellness and morale. The events included a Wellness Fair, Obstacle Course Challenge, Bench Press Off and a Squat Off challenge. With a heavy focus on staff wellness and based on the outcome of the UCONN study and Mentor Program, Maloney created an Employee Centered Program for Wellness that has five (5) facilities currently participating.

To ensure Public Safety, the Enfield and Cheshire Firearms Ranges conducted initial certification and annual re-certification classes with a total of 1,713 staff in attendance.

To maximize limited resources, the Webster building is being utilized to host numerous trainings for LEAN, departmental tactical training, COLLECT training, New Supervisor Orientation and Cheshire In-Service training.

Maloney Center for Training and Staff Development maintains the American Correctional Association accreditation.

MANAGEMENT INFORMATION SYSTEMS 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 Board of Pardons and Paroles.

The use of video conferencing within the department continues to grow. During the last 5 years the number of video conferences held has gone up each year. 5,079 were held in Fiscal Year 2011, 6,454 in Fiscal Year 2012, 6,963 in Fiscal Year 2013, 7,317 in Fiscal Year 2014 and finally 8,151 in Fiscal Year 2014. Over 3,000 more hearings were held in this last fiscal year compared to four years ago. More parole hearings are being done this way, more out of state hearings are being conducted, more probation reviews, just to name a few of the many types of hearings being held.

The CORE network infrastructure was updated the weekend of September 20-21. At the same time the chiller remediation was completed by TRANE. These upgrades now allow for the computer room migration to begin from the old room to the new room. This also allows for the CORE network to be upgraded at Cheshire. This will allow for the network upgrade on the entire Cheshire campus.

The upgrade of all machines, PC's, laptops, phones, etc. from the Windows XP operating system to the Windows 7 operating system was completed on October 31, 2015. All of the facilities, Parole Offices, Board of Pardons and Paroles as well as Department of Correction's Central Office were upgraded. 2,600 machines were upgraded. 310 ACCESS databases were converted. 270 were MIS sponsored

databases and 40 were developed outside of MIS. This was an agency wide project and took approximately 6 months to complete.

The Cheshire campus, which consists of Cheshire Correctional Institution, Manson Youth Institution, Webster, Correctional Institution, Maloney Center for Training and Staff Development, as well as many staff houses, was upgraded to a new high speed network. All of the distribution switches at Maloney Center for Training and Staff Development, Webster, Cheshire Correctional Institution and Manson Youth Institution were replaced. There were 52 switches and UPS systems to replace as part of this project. The speed of the data circuit serving 944 and 954 Highland Avenue are now on a high speed fiber optic connection that is over 600 times faster than the old circuit. The old T1 circuit and associated router were removed from service, which will save over \$6,000 per year. Additional saving should be realized due to increased productivity. This project was completed on January 15, 2015. 260 blackberry devices were upgraded to iPhones by the middle of January, 2015. All blackberry users have been switched over to iPhones using the Good App. The project was the first step in the migration to Exchange 2013. The migration to Exchange 2013 was completed by Monday, February 23. This included migrating all Email accounts to the new system as well as migrating all iPhones to the new Exchange 2013 server.

The MIS team completed the LEAN event for the MIS Unit Matrix on February 27. The team put together its recommendations and made a final presentation to the whole LEAN group and guests on Friday, February 27. The purpose was to help MIS achieve efficiencies that will ultimately improve how our customers are able to use technology.

The new Central Re-Entry Unit opened on March 30. Work that was completed by MIS to help with this start up included opening up the network connection at 3 Walker Drive and moving the connection onto the high speed fiber channel at Enfield and off of the T1 line that is used by the other houses on Walker Drive. The work on Case Notes was also completed to allow the change in workflow for the new unit. The new workflow allows the unit to render the final decision on offender approvals, denials and cases to be continued for all community release types.

The new Converged Data/SAN network has passed initial testing and is now in production, for SAN traffic and user data. This gives the Department of Correction a redundant, dual 80Gb per second fabric system that should meet our data center bandwidth needs for the foreseeable future. The new Cisco UCS management system has been researched, designed and configured. The various pools, policies and templates have been setup for the TAG 11 servers. 8 new servers have been built from the templates for the TAG system. This completes the first phase of this project. This project was completed on March 31, 2015.

Department of Correction in conjunction with CMHC has completed the design and configuration of Department of Correction systems to consolidate CMHC traffic on the Cheshire campus. The campus include Cheshire CI, MYI, Webster CI, Maloney Training Center, District 2 Operations and all houses and offices that are part of the campus. This consolidation will save the State the monthly costs associated with one of the CMHC Fibertech WAN circuits. This work was completed by June 11, 2015.

The contract for the new Offender Management Information System was signed on April 23, 2015. The kick-off meetings with the vendor were held on May 28, 2015. The Purchase Order, 152709, has been processed. The sandbox was completed by early June and SME review and testing was started and will last until sometime in July, 2015. Gap Analysis will begin once the SME review and testing have been completed.

Department of Correction has migrated most of its applications that run on the Oracle database from the Oracle 10G version to Oracle 11G. Oracle 10G is no longer supported so we have migrated to a supported version of the product. This involved moving most of the Department of Correction web applications from the old environment to the new environment. This was completed on May 30, 2015.

GED Testing sites were completed at Carl Robinson CI, Osborn CI and York CI by the end of June. Inmates began taking the new electronic GED tests on June 4 at CRCI. Two inmates were able to successfully login and take the tests. More have since started to take the tests at CRCI. Over the next six months inmates at most of the Department of Correction facilities will have the ability to take the test electronically.

Office 2013 has been rolled out to the entire agency. This is an upgrade from Office 2007 to 2013. Everyone on staff has the ability to launch this upgrade at their leisure. Many staff are now using the new version. Information was sent out to the agency and an article has been written that will appear in the July edition of PRIDE. The upgrade was official on June 30, 2015.

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.

The Special Intelligence Unit, Security Risk Group Intelligence Unit and Telephone Monitoring Unit work closely together in the gathering of gang intelligence information. The Security Risk Group Intelligence Unit provided training in gang identifier recognition, latest trends and management techniques to over 29 different local community, state, and federal groups.

Annual Accomplishments July 1, 2014 - June 30, 2015

Special Intelligence Unit

The Special Intelligence Unit (SIU) provided intelligence gathering methods designed to ensure the highest standards of integrity. The SIU also sparks a significant amount of criminal intelligence information by providing indispensable resources to support federal, state and municipal law enforcement agencies.

The SIU provided analytical data, tracking internal trends related to serious assaults, gang activity, violence, weapons and narcotics; its relationship to facility issues as well as its impact on the surrounding communities.

The SUI is committed to networking with the State's Attorney Office, Attorney General, and municipal agencies in an effort to support gun violence reduction strategies and provide analytical data for the purpose of tracking violent offenders in our partnership with the Shooting Team Task Force, Connecticut Intelligence Center (CTIC), Cold Case Unit, FBI and the Serial Killer Task Force.

The SIU completed thousands of Connecticut On Line Law Enforcement Telecommunication (COLLECT) backgrounds investigations of all Department employees, applicants, contractual employee, promotions, lateral transfers, weapon certification, volunteer, vendors, researchers, media and labor relation.

In addition, the SIU provide various services to include but not to limit; Cell Phone Detection within our facilities, the tracking and handling of Confidential Informants and its policy & audits, Surveillance Equipment for Covert Operations, Computer Assisted Photo Identification (CAPI) for lineups, Department of Motor Vehicle Secondary Offender Identification Project and the Project Management of the TouchPay Lobby Kiosks, Debit Release Card, Self-Bond Process, Admitting and Processing Kiosk, Video Visitation and all of its related training.

Telephone Monitoring Unit

TMU staff assisted outside law enforcement in over 255 investigations involving over 300 inmates. The phone monitoring unit concentrates primarily on reviewing telephone communications as well as incoming and outgoing mail for targeted inmates. Our unit has honored nearly 425 subpoenas for testimony, call records, phone recordings and original pieces of mail.

Security Risk Groups

From July 2014 to June of 2015, the SRG Unit has conducted 29 trainings on current trends in Security Risk Group identification and management. It was conducted for numerous agencies throughout the State. The majority of training was conducted for our Pre Service classes. October of 2014 – SRG Unit staff testified for the State of Georgia in a murder trial in Georgia. The inmate was in Connecticut custody and was designated as a Blood.

Investigations Unit

The Investigations Unit is responsible for internal investigations and the review of incoming publications to assess compliance with Departmental policy, From July 2014 to June 2015, the unit conducted 125 formal investigations and 26 informal inquiries. Pursuant to Sections 18-81-28 through 18-81-51 of the Regulations of Connecticut State Agencies, the Media Review Board is required to review all incoming media for prohibited or objectionable material. The Media Review Board reviewed 2,971 media items from July 2014 to June 2015.

BEST PRACTICES UNIT

The Best Practices Unit (BPU) seeks to improve policies and practices while fostering and promoting evaluation-based and results-based policies and practices within the Connecticut Department of Correction (DOC). The Best Practices Unit reports to the Deputy Commissioner of Administration. The BPU has worked closely with other Department of Correction departments, agencies, and organizations on research projects, programs, and other initiatives. One of the projects is the New Haven Reentry Initiative which has helped to transition offenders back into the communities of the New Haven area. With Department of Correction assistance, these efforts will be sustained through state funding. The Director of the BPU chairs the DUI Advisory Committee and heads up the evaluation of the DUI Home Confinement initiative. BPU staff are currently engaged in a number of research efforts, all designed to improve policies and practices to get better outcomes.

The Research Advisory Committee (RAC) is chaired by the Director of the BPU and co-chaired by the Associate Research Analyst with BPU. From 2014 to 2015, this committee has approved several research projects and dissertations research with Department of Correction, Yale University, University of Connecticut, University of Connecticut Health Center, Department of Mental Health and Addictions Services, University of Hartford and more. The RAC reviews and monitors all human subjects' research that is conducted within the Department of Correction.

Department of Correction's Grant Unit resides within the BPU. The Director of BPU and the Grants Manager work collaboratively to submit grant applications for units, programs, and facilities of Department of Correction. Many of the grants submitted by the Grants Manager are a joint collaboration between Department of Correction and other agencies and organizations. In 2014 and

2015, the Grants Manager was able to submit and apply for grants for Department of Correction and other agencies and organizations. These grants included the State Criminal Alien Assistance Program (SCAAP), Residential Substance Abuse Treatment (RSAT), Prison Rape Elimination Act (PREA), Second Chance Act (SCA) Recidivism Strategic Planning, Greenhouse Gardening, Tobacco & Health Trust Fund for Smoking Cessation Program, Connecticut Department of Energy and Environmental Protection's (DEEP) Electric Vehicle Charging Station, and the DEEP Diesel Reduction to name a few. The Grant Manager also facilitated the funds from the grant awards and sub-awards.

PREA INVESTIGATIONS UNIT

The PREA Investigations Unit has made great strides in leading the state towards compliance of the PREA Standard which was established by the Department of Justice on August 20, 2012. Through educational programs, extensive staff training, coordination of audits, training with various outside state and private agencies, we were able to stay on task and complete our goal to detect and prevent the instances of sexual abuse and sexual harassment by providing staff members and inmates with the specific tools needed to deter these behaviors. The PREA Unit and the Department of Correction promote a "Zero Tolerance" policy for sexual abuse and harassment of inmates. All PREA cases are closely monitored and investigated.

Through the investigative process data is collected and compiled so corrective action can be taken to ensure that the inmate population is free from victimization while they complete their sentence of incarceration. The information is used to create a collective effort in maintaining a safer environment for all. This is done by identifying security issues such as blind spots, potential victims, potential aggressors, equipment upgrades, staffing management and updates to the administrative directives.

The Prison Rape Elimination Act created the position of an agency wide PREA coordinator to implement statewide PREA compliance in preparation for mandated audits of agencies under the direct control of the Executive Branch of the State of Connecticut. The process has involved establishing coordination between agencies such as 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. CONNSACS has provided victims with support and guidance in coping with their trauma while incarcerated. These tools available to victims can potentially reduce recidivism and deter aggressors from future criminal activity.

In Fiscal Year 14, the PREA unit received approximately 141 investigations and completed 120. The unit has achieved compliance by providing staff with educational programs, distributing sound information and increasing the awareness of PREA standards. Along with videos and handouts that are distributed to the inmates during orientation, more visual aids such as phone numbers and "zero tolerance" signs were posted throughout the facility to maintain compliance and inform inmates. The unit continuously works together with statewide agencies such as Court Support Services Division, Community Confinement, Department of Children and Families, and local municipalities to achieve statewide compliance of PREA.

Web-Based PREA Intake/Assessment System

Began working with MIS to create a web-based program that would enable facilities to track intakes, assessment dates, reassessment dates, medical and mental health services and assessments for just cause. To meet federal guidelines the intake form 9306/2 form was updated to include a PREA screening to establish housing guidelines for at risk offenders when entering a facility on an initial intake or inter-facility transfer.

Utilizing a web-based program will enable the department to go paperless in the future as well as having real time information readily available for facilities.

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 2015. At the end of the fiscal year, the number of people of color in the full-time workforce was 2,140 (36.5% of the total full-time workforce of 5,867). The total number of female staff in the full-time workforce was 1,555 (26.5% of the total full-time workforce of 5,867).

During this fiscal year, in addition to the existing training for new and current employees on Sexual Harassment, Discrimination, and Workplace Diversity, the Unit provided training to new supervisors, diversity councils, and pre-service classes on Cultural Competency. In addition, the 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 74 bills of interest to the agency during the regular session of the legislature and received and responded to approximately 83 inquiries from elected officials and members of the public. About 35 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 was successful in passing 1 proposal which was signed into law during the 2015 General Assembly Session. After several years of effort, Parole Officers will finally be authorized to access all of the State Police's firearms registries when supervising inmates on community release. This will increase safety for both the Parole Officers and the General Public (incorporated in *Public Act 15-216*).

Other legislation of interest to the Department which passed during the session include: *Public Act 15-216* which requires the Department of Correction to provide the General Assembly with additional details on Risk Reduction Earned Credits (RREC) and requires Wardens to verify RREC credits for every inmate released. *Public Act 15-5* which requires the Department of Correction Commissioner or his designee to serve on an interagency working group on a two-generational school readiness and workforce development pilot program. The same Public Act also requires the Department of Correction to report to the General Assembly on all its offender programming - both institutional and in the community.

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 regarding the agency, within the parameters of safety and security, is available in a timely and beneficial fashion.

During Fiscal Year 15, 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.

In addition, the director's office of this division continued to assist in organizing the department's annual facility tours for local, state and federal officials, staff of the Judicial Branch including the state's judges and members of the state's Sentencing Commission. Each of the department's

correctional facilities are made available once a year for these prescheduled tours. The annual tours have proven beneficial in providing educational insight on the correctional environment for the State's 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 are 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; 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.

During Fiscal Year 15, the Public Information Office responded to more than 7,400 inquiries received via telephone, postal mail and email. Requests for information come from a wide variety of sources including

media outlets; general public; family and friends of current offenders; current and former offenders; victims of crime; legal representatives; legislators; local, state and federal public safety officials; international Consulate General Offices; and other parties. Additional inquiries and correspondences received by the Office of the Governor from constituents and specifically regarding matters pertaining to the Department of Correction 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, the department is able to share a variety of information to interested parties on demand.

During Fiscal Year 15, the Office of Public Information responded to inquiries related to implementations of legislative Public Acts which directly affect department policy.

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 the department's Victim Services Unit to prevent whenever possible the re-victimization of crime victims.

The External Affairs Division and Office of Public Information continue as catalysts for informing the media of department activity. Media interests continued in Fiscal Year 15 regarding the management of our offender population. Media tours of our correctional facilities highlighted the safe and effective management of our prison population. Public Information Officers continually endeavor to provide the news media with interesting, timely and informative stories about activities of the department, including the successes of the animal rehabilitation programs throughout the department.

The department continues to delve into the world of social media with its 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 intranet site – DOCWEB, 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.

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 2,500 requests department-wide during Fiscal Year 15. This represents a decrease from the prior fiscal year. There were 19 Freedom of Information complaint hearings of which 18 were ruled in the department's favor.

This unit also conducted numerous training modules to enhance the knowledge of facility staff through one on one trainings and group trainings, 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

During Fiscal Year 2014-15, the Department of Correction's Victim Services Unit completed 807 new victim registrations associated to 740 inmates. The unit also completed 575 end of sentence letters. 1,123 sentence reduction Notice of Application requests were processed as well as 57 Pardon applications and 17 Sex Offender Review requests. 795 Community Release review letters were issued to registered victims as well as 174 Parole Hearing notifications. The Victim Services Unit also collaborated with the Security Division to issue 36 Direct Orders of No Contact to inmates contacting or attempting to contact victims. Unit staff were both certified as Telephone Monitors through Security Division. Also during this year the Victim Services Unit Notification System went live with the ability to send electronic notifications through e-mail to registered victims and facility Records staff, thus saving standard rate mail costs.

OFFICE OF STANDARDS AND POLICY

The Office of Standards and Policy is responsible for the drafting, review and revision of the department's Administrative Directives in keeping with applicable correctional standards and state law.

During Fiscal Year 15, the Office of Standards and Policy updated 66 Administrative Directives and was involved in the creation of one new Administrative Directive. These Directives included a total of 107 documents, many of which included both English and Spanish versions, forms and attachments. A total of 59 Exceptions and Inclusions were also processed. Six state correctional Public Information Office surveys nationwide regarding correctional policy subject matter were initiated and completed.

Noteworthy projects completed during this fiscal year include achieving compliance with national standards set forth for prisons and jails in the Prison Rape Elimination Act (28 C.F.R. Part 115). These national standards dictate correctional best practices for preventing, detecting and responding to the crime of rape in a correctional setting. Accomplishing compliance, as evidenced by multiple successful independent audits, was a significant endeavor requiring the revision of A.D. 6.12, Inmate Sexual Abuse /Sexual Harassment Prevention and Intervention and 23 other interrelated Directives.

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. The unit also

supports the Maloney Center for Training and Staff 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.

Productivity of the Audio/Visual Production Unit was significantly curtailed during Fiscal Year 15 due to employee attrition, with the sole staff position being vacant for much of the year. Realizing the vital role that the Audio/Visual Production Unit plays in supporting the agency's training objectives, the External Affairs Division along with the Maloney Center for Training and Staff Development, and the agency's Human Resources Unit are involved in ongoing recruitment efforts to fill the vacant position.

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 that includes 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 believe that we have responsibility to further the Department's mission to support rehabilitation and successful community re-integration. Below are some highlights of our initiatives and achievements:

Department of Correction Health Portal: This is a three phase initiative that will establish an electronic health record system within Department of Correction, establish a healthcare portal linking such records to various state agencies, outside community providers, and external hospitals and clinics involved in the healthcare of Department of Correction patients, while also feeding into the state's Health Information Exchange. Through the diligent work of staff, we began this initiative in September 2013, and in 2015, the Department, working with the Department of Administrative Services has selected a vendor and negotiated the contract. The contract is signed and the implementation is underway.

Medicaid Initiatives: Once again, in late 2014, NIC chose Connecticut to support Department of Correction in addressing the identification of multi-agency information flows necessary for enrollment and implementation of electronic processes for the justice involved population, from arrest and booking, through community reentry. During a 2-day workshop, multiple agencies came together on October 23 and October 24, 2014, to detail the process and information flows involved in Medicaid and other entitlement enrollment. This included the ability to suspend benefits, the implementation of the electronic enrollment process throughout the Connecticut system, as well as developing protocols and processes for the exchange of critical information to community health partners who provide care when offenders are released. Through this workshop, three (3) concrete action plans were identified: Criminal Justice cross agency LEAN Project to streamline benefit application, reduce duplication, and integrate ACCESS Health CT's electronic enrollment; conduct a pilot in several high volume courts - use enrollment specialists to check eligibility and enroll individuals post arraignment; and termination vs. suspension of benefits - explore the use of ACCESS Health CT to avoid the termination of benefits during incarceration.

LEAN Event – January 2015: The application for benefits across the criminal justice system has duplications and lengthy paper processes. Therefore, various agencies were entrenched in a week long LEAN process, held in January 2015, in order to analyze processes for the application for benefits. The goals were to streamline paper applications and their submission, thereby reducing duplication; increase electronic use of the Health Insurance Exchange (ACCESS HEALTH CT) in order to increase access to healthcare coverage; provide direct electronic feed to DSS from Department of Correction; increase the overall percentage of the eligible population for seamless benefits and continuity of care, and increase data sharing and improve communication and efficiencies. Some of the key

accomplishments through this process are: Department of Correction and DSS are manually able to update the SSN when discrepancies are found; SS ID shared on RT 50 screen; verification of Medicaid status at intake, currently; a daily report is fed to DSS for incoming and outgoing inmates from the jails; the creation of a field on RT 50 screen to accommodate the DSS Client ID number is currently underway; and the most significant is non termination of benefits. As of April 1, 2015, inmates entering Department of Correction are not terminated from Medical coverage. The manual "suspension" workaround is in effect. Moreover, effective June 1, 2015, Department of Correction provides a manual daily feed to DSS so that inmates remain eligible based upon criteria used. Department of Correction and DSS are currently developing an electronic interface.

Mental Health Services: Connecticut Department of Correction provides mental health services to unsentenced and sentenced inmates. Unsented inmates often require assessment, crisis intervention and stabilization services over a shorter period of time. Sentenced inmates can involve more detailed assessment, treatment planning and programming specific to needs. All inmates receive psychiatric services as needed, and have access to mental health care throughout the correctional system. Specialized treatment and programming continues to be provided to inmates classified as Mental Health 4 (MH4), who have deficits in their level of functioning from mental health and/or cognitive impairment that make it difficult to manage within the general population environment. This design is successful, making it possible for inmates to manage in a more general population-like environment, with supports from mental health staff and accommodations, as necessary. There are approximately 380 inmates per month classified as MH level 4, and given such treatment, many MH4's have received services by the Department of Mental Health and Addiction Services (DMHAS) in the community.

High Risk Discharge Advisory Group: The High Risk Discharge Advisory Group (HRDAG) continues to identify "High Risk" inmates through the help of Connecticut Department of Correction Classification, a means by which offenders who are identified as "High Risk," as it relates to discharge planning. Inmates are identified at least months to over a year prior to discharge, with several individual cases identified up to two years in advance of their end of sentence. Simultaneously and unfortunately if they return, it allows the Department to identify who these individuals are as soon as they reenter into the system, allowing Department of Correction the ability to analyze what portions of their discharge planning can be improved to make their return to the community more resilient. Additionally and when warranted, significant efforts are made to support the safe and successful transition of these inmates into the community through multi-disciplinary consultation, innovative application of available resources, and Community Supervision. The HRDAG membership includes Programs and Treatment, Classification, Mental Health (including Sex Offender Treatment), Discharge Planning, CCSD, the Mental Health Parole Unit, and DMHAS. Of note, to date, 77 inmates who have discharged to the community resulted in their cases being considered closed, and 59 of those inmates have remained in the community. Only a total of 18 of those inmates have returned to the CT Department of Correction (approximately 23% of those identified high risk individuals who have discharged).

Addiction Services Unit – Numbers Served: The Department's Addiction Services Unit served 4,878 offenders in Fiscal Year 2015, with 3,087 successfully completing treatment during this period. The Addiction Services Unit provides a graduated system of substance abuse treatment programs. Based on the offender's individual need which is determined through a formal assessment, they may receive treatment in: Tier 1, a twelve session Pre-Release Substance Treatment Program focusing on drug and alcohol education, re-entry and reintegration issues for offenders returning to the community; Tier 2, a 10 week, intensive outpatient program with a curriculum that helps develop an understanding of addiction; Tier 4, which is a residential six month program in a modified therapeutic community setting. Tiers 2 and 4 offer an Aftercare Program designed to provide a continuum of care and maintenance of recovery. Specialized programs are available for Department of Correction

Community Addiction Services provides substance abuse treatment for offenders placed under supervision in the community, in addition to the contracted programs in the community.

Tier 1 – served 397 offenders; 307 successfully completed during Fiscal Year 2015

Tier 2 – served 2152 offenders; 1462 successfully completed during Fiscal Year 2015

Tier 4 – served 727 offenders; 317 successfully completed during Fiscal Year 2015

Aftercare – served 128; 101 successfully completed during Fiscal Year 2015

DUI – Served 642 offenders; 483 successfully completed during Fiscal Year 2015

Medicated Assisted Treatment – served 321 offenders in treatment groups that coincide with the medication (methadone).

Integrated MH/SA – served 42 women offenders; 36 successfully completed during Fiscal Year 2015

TOP program – served 377 offenders: 333 successfully completed during Fiscal Year 2015

Seven Challenges – served 92 young offenders

Treatment Unit in E Cottage at MYI: The Addiction Services Unit (ASU) established a Treatment Unit in MYI's E Cottage. The unit is designed to create an environment which values community participation and promotes opportunities for self-investment, such as, therapeutic programs for personal growth. Mutual support and respectful, responsible behavior will be expected where everyone will be held equally accountable. The goal is to assist residents in making healthier and thoughtful decisions in order to achieve their life goals, thereby encouraging a climate of confidence and hopefulness. The Treatment Unit provides self-help elective groups, such as: the Young Men's Group, self-esteem, and I AM Music Program, where interested inmates display their talents and skills creating a recordable CD. Residents attend school, recreation, 12 – Step meetings, health and religious services.

Bridgeport Methadone Treatment Pilot Program: Effective November 2014, the Department of Correction, with support from the Department of Public Health and the Department of Mental Health and Addiction Services, initiated a pilot program for a methadone treatment program at the Bridgeport Correctional Center (BCC). This is now the second treatment program in Department of Correction's male facilities; the other is in the New Haven Correctional Center. Recovery Network of Programs is the provider of Methadone at the Bridgeport facility, and thus far, they have completed screening assessments for approximately 225 individuals and have treated 89 of them. There has been a steady maintenance of methadone for approximately 25 inmates at any one given point. Department of Correction has currently assessed the potential of an Induction Phase, and while maintaining the cap of 25, effective July, 2015, they will be inducting releasing inmates.

The Treatment Pathway (TTP): The Treatment Pathway is a pilot project designed to reduce incarceration and recidivism for those with substance use disorders and, if co-occurring, mental health disorders. The first site for implementation is in the Bridgeport court. The project brings together representatives from CSSD, Department of Correction, the States Attorney's office, local prosecutors, public defenders, the judiciary, and Recovery Network of Programs (RNP), a local community substance use disorder treatment provider. Effective April 2015, the process began with the bail commissioner's review of potential candidates for the program. In general, these candidates have active substance use disorders, are on methadone treatment, and have an arrest for a crime that is minor in nature. The goal of the program is to identify and refer 75 candidates for treatment rather than incarceration. Follow-up is conducted for the 75 candidates to measure outcomes of this Treatment Pathway paradigm. Since its inception, there have been a total of 120 assessment screenings, 24 patients have been accepted and 6 have completed the program.

Jail Diversion (DMHAS) and Mental Health Jail Re-Interview (CSSD): The Department of Correction and CMHC continue to coordinate with DMHAS to provide onsite re-entry programming for inmates with mental illness who will be returning to the care of DMHAS upon release. Staff is actively involved with discharge planners to maximize appropriate early release options for un-sentenced inmates with psychiatric disabilities. Department of Correction is part of a collaborative

program called ASIST that provides day reporting, housing, assessment and case management services for psychiatrically disabled inmates 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 inmates with identified mental health needs to establish access to services, upon release. Additionally, through a collaborative agreement, Department of Correction participates with DMHAS and CSSD in providing ASIST Emergency Housing funds for a limited period to a small number of presented and screened individuals who need this support to ensure continued safe and adaptive transition into the community. This vital service is provided to individuals who, in the absence of this support, would end up homeless, resulting in feeding criminogenic need, as opposed to continued stable functioning in the community.

VA/ Department of Correction Partnership: There is a significant number of veterans in Department of Correction's population. Given such, the development and implementation of strategies need to be initiated through collaborations with State Agencies and Community Associates, in order to maximize the use of community partner resources. A group was formed to evaluate the impact on veterans and to develop prevention strategies along with public/private stakeholders. Some of the key elements of this group involve early identification of veterans with mental health issues who enter Connecticut Department of Correction for improved continuity of care, and assistance with discharge planning for those veterans leaving the system. The identification of statewide VA resources for veterans is critical, especially when looking for opportunities for discharge status re-assessment for those inmates with dishonorable discharges and for those with other than honorable discharges. Also playing a significant role is the identification of possible temporary housing opportunities for veterans leaving the system to help them avoid homelessness. This group has built solid interagency collaboration, coordination and oversight for eliminating barriers to permanent supportive housing. It has also developed short/long term plans to meet the mental health needs of those veterans who are entering Connecticut Department of Correction, as well as to those releasing inmates, in order to reduce homelessness.

Suicide Assessment: A complete suicide assessment is done for every first-time admission and for others who are "flagged" and referred as a result of concerns at the initial intake assessment, or who have characteristics that meet criteria for suicide risk. Every inmate classified in need of ongoing mental health services has an individualized treatment plan. Additionally, the Suicide Elimination Subcommittee of the Medical Legal Risk Committee was formed. It is a multi-disciplinary work group whose goal it is to eliminate suicide within the Connecticut Department of Correction. The Subcommittee is utilizing innovative approaches to proactively identify, treat, and manage those at risk. A Memorandum of Understanding (MOU) was executed with the Department of Developmental Services (DDS) and Connecticut Department of Correction to produce a bilingual video and post it on the website. In this manner, loved ones of offenders can receive information on identifying potential indications of increased risk, and be knowledgeable concerning what actions to take if they see these indicators, or know what to do if they will be delivering troubling news to offenders. By letting families and loved ones know what to look for and who to contact, the Department will be better positioned to assist and support offenders facing additional personal crisis. Plans are also underway to have this same, updated, bilingually presented information offered to all offenders entering our system as a part of orientation. Additionally, posters are being piloted in our facilities so that inmates can reach out to staff if they or someone they know is in crisis and can disclose it to staff that stand ready to help.

Sex Offender Treatment Program: Sex offender treatment programs/strategies represent various approaches used to prevent convicted sex offenders from committing future sex offenses. Studies have demonstrated that treatment decreases violations of probation and parole remands, decreases the number of inmates incarcerated, and provides therapy for offenders with Mental Health disorders and addictions. Treatment is available at six facilities (Brooklyn, Cheshire, Garner, Manson, York and

Osborn) and is being administered in three (3) tiers. The first is the **Short Term Group** which involves Cognitive Behavioral Treatment, including static/dynamic risk factors, healthy sexuality, cognitive distortions and release planning. Next, is the **Track 1 Program** which follows the **Good Life Model**. This program includes engaging the client in the treatment process, offending cycle, static and dynamic risk factors, cognitive distortions, emotional regulation, healthy sexuality, victim empathy, share autobiography and a risk reduction plan. And lastly, the **Track 2 Program** which involves developing skills to manage risk, self-regulation skills, pro-social attitudes and behaviors, healthy interpersonal skills, complete victim impact statement and developing a risk plan for deviant sexual arousal.

Smoking Cessation, Prevention and Education: The Department of Correction (DOC) has received a third year of funding from the Tobacco and Health Trust Fund to continue our work with the Smoking Cessation program. Department of Correction partners with the University of Connecticut, School of Social Work research team and subcontracts with UCHC, the Federally Qualified Health Centers and other Community providers. Beginning in 2015 and during year 3, Department of Correction continues to implement and refine the many effective programs that we have initiated in the Connecticut Department of Correction. More aggressive “in reach” is conducted by the funded Federally Qualified Health Centers and other community providers. FQHCs and other community partners attend our addiction counselor treatment sessions at least monthly in order to meet their patients on a face to face basis. Addiction Services Staff are located in each parole office, who have all received Working Inside for Smoking Elimination (WISE) training, as well as introductions to other modalities. They also help to facilitate referrals to the various health centers and clinics for parolees, and they will be able to help us to identify and craft more effective methods of community handoff. In addition, The Forensic Drug Diversion Clinic (ForDD) is a New Haven program jointly funded by the Yale Law and Psychiatry Program and DMHAS that provides treatment for patients diverted from court with substance use and mental health illnesses. Department of Correction has contracted with ForDD for follow up with both New Haven and York releasing offenders and inmates and to provide an 8 week 8 session tobacco cessation treatment program for these offenders. The ForDD staffs go to York and New Haven facilities and meet offenders who are identified by Addiction Services staff as interested in tobacco cessation. Upon release, the offenders have appointments directly to the ForDD Clinic.

LEAN the DUI Home Confinement Project: The DUI Home Confinement program has been the focus of a LEAN initiative. The purpose of this project was to determine the most efficient way to evaluate the DUI HC program. The March, 2015 LEAN event required all the key stakeholders within the Department of Correction to participate in a review of the current process for identifying, assessing, treating and releasing DUI offenders under community supervision. Process improvements have been initiated and access to the relevant data for evaluation in development.

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 Fiscal Year 15, the unit responded to 65 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 increase over Fiscal Year 14. Overall numbers of complaints remain historically high, driven by a large increase in offender CHRO complaints, while the numbers of employee complaints for Fiscal Year 15 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, PREA and school law.