

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

Edward Maldonado, Administrator of District 2

Karl Lewis, Director of Programs and Treatment

Antonio Santiago, Director of Security

Karen Martucci, Director of External Affairs

Joseph Haggan, Director of Parole and Community Services

Established – 1968

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

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

Number of full-time employees – 5,279

Recurring operating expenses – \$603,835,118

Capital outlay – \$11,447,805

Organizational structure – Four sections of management which are Operations and Rehabilitative Services; Administration; Parole and Community Services and External Affairs. There is also an Affirmative Action 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, 2018 confined 13,366 offenders, a 7.1% decrease when compared with the incarcerated population on June 30, 2017. Including those offenders on department administered community supervision, correctional staff supervised on June 30, 2018 a total population of 18,093 offenders, a 4.9% decrease when compared to June 30, 2017.

1) OPERATIONS AND REHABILITATIVE SERVICES DIVISION (Reports to the Commissioner)

OPERATIONS:

The Deputy Commissioner of the Operations and Rehabilitative Services (OARS) division oversees 14 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 un-sentenced females. There are approximately 14,100 incarcerated offenders. Correctional centers in Hartford, Uncasville, Bridgeport and New Haven serve primarily as jails, acting as intake facilities for un-sentenced 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 programming for the state; and the Programs and Treatment Services Division which provides a wide range of offender programming as well as overseeing the department's offender classification system and population management.

Additionally, the OARS division oversees the Operations Unit under the auspices of the Director of Tactical Operations. This unit encompasses a staffing analysis team (Operations Unit); 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; the Correctional Transportation Unit (CTU); and the department's Honor Guard and Pipe and Drum Corps.

In 2017, the department opened a Young Adult Offender (YAO) unit. The YAO program provides young adult offenders ages 18-25, identified as mentees, with access to developmentally appropriate programming that seeks to engage them as productive members of society and encouragement by mentors who are older offenders serving lengthy sentences, specially selected and trained to live and work with the young adult offenders. This program, for which staff received specialized training, expanded beyond the first dedicated unit – for young male offenders which at Cheshire Correctional Institution, known as the T.R.U.E. Unit (Truthfulness, Respectfulness, Understanding and Elevating) – to a second dedicated unit for young female offenders at the York Correctional Institution, named the W.O.R.T.H. Unit (Women Overcoming Recidivism Through Hardwork).

Department of Correction Districts and their Facilities/Areas of Responsibilities

District 1	District 2
Brooklyn CI	Bridgeport CC
Cheshire CI	Corrigan-Radgowski CC
MacDougall-Walker CI	Garner CI
Manson Youth Institution	Hartford CC/UCONN Ward
Osborn CI	New Haven CC
Willard-Cybulski CI	Northern CI
York CI	Robinson 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 2017-2018, key statistics reported inmate-on-staff assaults decreased -17.65% from the previous year's figure, and -28.81% from the 2-year mark. Inmate-on-inmate assaults report an increase of 13.00% from the previous year and decreased -5.57% from the 2-year average. Inmate fights reported an increase of 2.17% from the previous year and a decrease of -3.22% from the 2-year average.

Inmate disciplinary infractions reported a decrease of -8.58% and a decrease of -20.93% from the 2-year average and Use of Force incidents decreased by -14.87% from the previous year and decreased by -12.88% from the 2-year average.

The ATLAS staff-scheduling program has been implemented at all facilities 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-off taken by staff and overtime needed. This system has allowed for a streamlined scheduling process and has eliminated redundancy; it generates more accurate and detailed reporting; and it requires less manual input by scheduling, payroll and operations staff.

The Correctional Transportation Unit (CTU) provides transportation to a great number of the offender population with various security levels. Special transportation usage has increased to provide services to offenders with various special needs, in an effort to minimize the impact on 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 of inmate transportation vehicles and several specialty unit vehicles. This system enhances safety and security by optimizing emergency response times and increasing communication efficiency. The GPS system has the capability of contributing to significant savings in fuel and maintenance by optimizing routes and by minimizing idle/stop times, thereby increasing efficiency. The GPS system generates real-time detailed reports that allow greater visibility into daily transportation operations; this includes routing and dispatching activities, as well as historical data.

PROGRAMS AND TREATMENT DIVISION:

CENTRALIZED COMMUNITY RELEASE UNIT

The Centralized Community Release Unit (CRU) was established in March 2015 after a LEAN event conducted by the Department of Correction. This unit prides itself on promoting public safety by ensuring that offenders are reviewed for Community Release by one high level decision maker and paring the correct level of supervision with dosage of community treatment for each offender. This is accomplished by utilizing assessment tools such as the Statewide Collaborative Offender Risk

Evaluation System (SCORES). The CRU has enhanced the understanding of how the community release process works with staff members throughout the agency and with the offender population, and continues to look for ways to streamline processes, further communicate with its partners and enhance public safety.

The CRU reviewed 9,136 cases that were eligible for release consideration. These release types – governed by Connecticut General Statute or Department of Correction policy – include Community Release, Transitional Supervision, DUI Home Confinement, Furloughs, Dual Supervision and Transitional Placement. The CRU also assists the Commissioner in his review of offenders being considered for release to the contracted Nursing Home for end of life care.

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 and family education/parenting. During the 2017-2018 school year, USD #1 educated students in basic academic and vocational programs. USD #1 serviced 4,730 unique students through our programs servicing a total of 9,536 students overall through multiple programs and facilities. Our Education Unit also worked collaboratively with colleges to offer both non-credit and credit programming to our offender population. This was accomplished through private colleges offering free classes to our students, community colleges offering classes paid for by the inmates, and the Second Chance Pell Program.

In addition to the number of students who demonstrated academic grade-level progress and increased vocational skills, USD #1 awarded 147 GED Diplomas, 24 Adult Education diplomas through the Credit Diploma Program, and awarded 11 High School diplomas, based on credits and credentials, through the CT State Department of Education.

The Career Technical Education programs (vocational programs) issued 1,226 achievement certificates for module completions and 219 certificates for program completions. Additionally, the assessment committee has continued to work closely with MasteryConnect to provide professional development to staff on benchmark and grade level assessments in alignment with the English Language Arts and Math Curricula, Connecticut Common Core Standards, and KUDs. The Teacher Evaluation Committee worked diligently to design an evaluation aligned with the Connecticut State Department of Education's SEED model.

OFFENDER CLASSIFICATION AND POPULATION MANAGEMENT

In FY 2018, the Offender Classification and Population Management Unit approved 57,589 population transfers. Due to staff shortages, the assessment unit completed 1293 assessments for male offenders with sentences greater than 2 years, 351 requests for DNA samples and 187 inquiries regarding sex offender registration, DNA and dangerous Weapon Offender Registration. The Audits and Training Unit completed 37 hearings for Administrative Segregation and 9 for Special Needs statuses. The unit reviewed 142 Chronic Discipline packages. Unit staff was tasked with training 131 staff members on the Judicial Electronic Bridge (JEB) system and Classification training.

OFFENDER RE-ENTRY PROGRAM UNIT

The Offender Reentry Program Unit trains staff in the facilitation of core programs in areas such as Cognitive Behavioral Therapy, Victim Impact, and Preventing Domestic Violence. This unit also designs, implements, and evaluates evidence-based or evidence-informed programs. This unit currently oversees a variety of institution-based programs to include Embracing Fatherhood, Good Intentions/Bad Choices, Anger Management, VOICES, and the Second Chance Pell Program. As of

June 2018, 335 offenders in eight facilities were attending college classes through the Second Chance Pell Program. A further 31 offenders had graduated with either an Associate's Degree or a Certificate. The Offender Reentry Program Unit also works in conjunction with community partners to coordinate services for the offender population. Unit staff participate in many steering committees and planning sessions for various community organizations that work to overcome challenges to finding employment, homelessness, transportation, and community programming. As part of an effort to analyze community transition efforts and find efficiencies, the unit has been a strong participant in the Pillar Six Initiative to strengthen supports for the reentry needs of offenders.

The unit supported the entire agency by leading the first two department teams in testing software that will replace the department's current entire computer system. The unit also took responsibility in preparing the agency for an ultimately successful FBI audit of their Criminal Justice Information System.

OFFENDER RE-ENTRY SERVICES UNIT

The Offender Reentry Services Unit assists offenders with obtaining proper identification (birth certificates, Social Security cards, and DMV identification) prior to their release. During FY18, reentry counselors obtained a total of 1,890 birth certificates; 2,056 Social Security cards; 660 DMV driver licenses; and 1,798 DMV non-driver identification cards. Reentry counselors at 12 facilities also focus on other community transition needs to include: housing/2-1-1 queries; medical insurance; clothing; family reunification; and employment. Consistent with the agency's Offender Management Plan, this unit has a collaborative relationship with community agencies and halfway houses to ensure continuity of care and services for releasing offenders.

RELIGIOUS SERVICES UNIT

Our Connecticut Department of Correction Chaplains are the best in the nation and have much to be proud of. We currently have 10 Roman Catholic, 9 Muslim, 14 Protestant, 2 Jewish and 2 Native American Chaplains. Our DOC Chaplains have an average of 6.5 years of college ranging from an Associate's Degree, to several earning Doctorates. CT DOC Chaplains are among the most educated staff in our DOC.

CT DOC is the only DOC in the United States offering Clinical Pastoral Education (CPE) in the prison setting. Currently we are working with Norwalk Hospital, but in the coming years we are striving to become our own CPE site, affiliated with the Association of Clinical Pastoral Educators.

The Director of Religious Services received The Judith Coleman Chaplain Offender Program Award August 20, 2017 for developing and continuously running a program, "Spirituality and Addiction Recovery in Prison", from 2008 to 2017.

The Director of Religious Services participated in the American Academy of Religion-Governmental Chaplaincy and Religious Diversity training November 18 – 20, 2017.

SENTENCE CALCULATION AND INTERSTATE MANAGEMENT UNIT

The Sentence Calculation and Interstate Management (SCIM) Unit oversees the offices of Central Records, Interstate Compact, Risk Reduction Earned Credit (RREC) and the Records Warehouse. Central Records manages record keeping and sentence calculation functions while providing assistance to Records staff located at correctional institutions and community offices. During this fiscal year, staff attended and/or provided testimony for 6 civil/criminal court proceedings that involved the Department of Correction (DOC). They also responded to 155 letters from the Office of the Attorney General, Division of Public Defender Services, private attorneys, Office of the Chief State's Attorney and offenders. Ongoing communication with the Office of the Attorney General is conducted due to matters related to pending litigation, current legislation, Appellate and Supreme Court matters as well

as research of prior DOC policies and court decisions. The Central Records office also provides technical assistance and training to facilities regarding sentence calculation and the application of credit along with auditing individual time sheets to ensure accuracy prior to an offender's discharge date. Statewide audits are performed on single topics to ensure groups of similar inmates are calculated pursuant to all sentencing statutes. Central Records staff also processed 311 certificates from the Board of Pardons and Parole. The unit works with other State and Federal agencies which include, but are not limited to, the Department of Children and Families, Sentence Review Division, Department of Mental Health and Addiction Services and the Social Security office. During this fiscal year, the SCIM Unit responded to 1,712 requests and 2,515 phone calls.

Along with sentence calculation, members of the SCIM Unit are assigned to the Discharge Review Panel (DRP). This panel reviews offenders who require programming, discharge planning or pose a possible threat to public safety. In this fiscal year, the DRP reviewed 201 cases. Of those cases, 29 rescission hearings were held and 17 cases resulted in rescission of RREC.

VOLUNTEER SERVICES UNIT

More than 3,500 Department of Correction active Volunteers, Interns and Professional Partners (VIPs) work with approximately half of the State's inmate population, assisting them with 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.

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; Reintegration Support Programs; People Empowering People and Thresholds (Decision Making and Problem Solving); Yoga and Meditation; 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.

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, Computer Forensics, Telephone Monitoring and External 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, Computer Forensics, Telephone Monitoring and External 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 24 different local community, state, and federal groups.

Computer Forensic Unit

For FY18, the CFU has worked on a total of 144 cases which included Phones: 93, Computers: 32, Gaming: 2 and Media: 17.

External Unit

The External Unit provides an intelligence gathering conduit for the exchange of intelligence information related to criminal and terrorist activity with federal, state, local and judicial agencies. This unit also assists with gathering intelligence on the prison population and in facilitating and interviewing subjects of investigations.

Investigations Unit

The Investigations Unit is responsible for internal investigations and the review of incoming publications to assess compliance with Departmental policy. During FY18, this unit conducted 134 formal investigations and 13 informal inquiries.

Pursuant to Sections 18-81-28 through 18-81-51 of the Regulations of Connecticut State Agencies, the Media Review Board as part of this unit is required to review all incoming media for prohibited or objectionable material. The Media Review Board reviewed 1,539 media items during FY18.

PREA Investigations Unit

The PREA Investigations Unit was established in June 2013. This unit is comprised of five (5) staff members that are responsible for investigating all allegations of Sexual Abuse within the CT Department of Correction, maintaining statistical information for federal compliance, updating training material for staff inmates, coordination with in-state and out of state agencies, and coordination with the Victim Advocate office to ensure compliance with the federally mandated PREA Standards.

The CT Department of Correction promotes a “Zero Tolerance” policy for sexual abuse and sexual harassment of inmates. The inmate population is able to call a toll free number to report allegations directly to the PREA Investigations Unit, Connecticut State Police and Victims/Advocate office. The Victim Advocates office continues to provide the proper support to inmate survivors.

This unit continuously works together with statewide agencies such as Court Support Services Division, Community Confinement, Department of Children and Families, Security Division, and Parole & Community Services Division to achieve statewide compliance.

In 2017 the PREA Investigations Unit was assigned 93 cases beginning January 1, 2017 through December 31, 2017 and has completed 45 of these investigations with three (3) substantiated cases. Through the investigative process, data is collected and compiled for the Federal Sexual Victimization survey, CTDOC website statistics and federally mandated audits. This administrative data collection is based on allegations of sexual victimization by other inmates or staff that are reported to correctional authorities. The collection includes an enumeration of incidents reported to state prison systems, which is inclusive of all state halfway house programs.

The statewide PREA Coordinator meets annually with each facility administrator and facility PREA compliance manager. This technical assistance visit gives on-going training in sustainability and current updates to the PREA requirements. The CTDOC began the second cycle of US Department of Justice PREA Audits beginning in August 2017 and this cycle will conclude in August 2019. Five (5) of fifteen (15) correctional facilities and five (5) of the contracted residential providers have also been audited and have been determined to be in full compliance. Through the audit process the CTDOC will gain an understanding of the nuances of running a correctional facility to meet the strict guidelines of the PREA protocol through the Auditor Assessment Plan.

The PREA standards are now in the fifth (5) year since being implemented and there is a better understanding from staff and inmates on what defines sexual abuse and sexual harassment. Staff continue to receive training through Maloney Center for Training and Staff Development with inmates receiving continued education through the intake process and orientation counseling.

Security Risk Groups Unit

During FY18, the Security Risk Groups (SRG) Unit has conducted 27 trainings on current trends in SRG identification and management for numerous agencies throughout the State. The majority of training was conducted for our facility staff, various Police Explorer Units and the Connecticut State Police.

Special Intelligence Unit

The Special Intelligence Unit (SIU) provides intelligence gathering methods designed to ensure the highest standards of integrity and also sparks a significant amount of criminal intelligence information by providing indispensable resources to support federal, state and municipal law enforcement agencies. This unit provides 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 SIU 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 5,487 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

The Telephone Monitoring Unit (TMU) has increased its staffing levels from 4 full time investigators to 7 permanent positions as a result of the high demand of assistance from outside law enforcement agencies. This year, TMU staff assisted outside law enforcement in nearly 365 investigations involving over 440 inmates. The unit concentrates primarily on reviewing telephone communications

as well as incoming and outgoing mail for targeted inmates. Nearly 500 subpoenas were honored for testimony, call records, phone recordings and original pieces of mail, and the TMU staff were called upon to testify in 22 court cases during this time period. The unit manages approximately 450,000 telephone calls and an average of 10,000 visiting calls placed by offenders each month.

2) ADMINISTRATION DIVISION (Reports to the Commissioner)

AFFIRMATIVE ACTION

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 2018. At the end of the fiscal year, the number of people of color in the full-time workforce was 2013 (37.9 % of the total full-time workforce of 5308). The total number of female staff in the full-time workforce was 1385 (26.1% of the total full-time workforce of 5308).

During this fiscal year, the Unit continued to provide training to staff on Sexual Harassment, Discrimination, Workplace Diversity, and Cultural Competency. In addition, the Unit provided support and assistance to the development of Diversity Councils at each facility which provide line staff with the opportunity to understand, value, appreciate, and respect staff diversity.

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 BPU reports to the Deputy Commissioner of Administration. The BPU collaborates closely with other DOC divisions and units as well as a number of other agencies and universities conducting evaluation and research. The Director of the BPU chairs the DOC's Research Advisory committee which functions as an Institutional review Board, insuring the protection of human subjects who are involved in research. The Director of the BPU is regularly called on to consult with senior staff and others regarding significant initiatives, most recently the state's efforts in Results First, the Phoenix Project which is working to bring about culture change in the DOC, and the TRUE Unit funded and supported by the Vera Institute.

The 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. The Grant Manager is also responsible for managing the Department's grant awards and sub-awards. Many of the grants submitted by the Grants Manager are a joint collaboration between Department of Correction and other agencies and organizations. In 2017 and 2018, the Grants Manager was able to apply for grants for the Department of Correction, and to submit sub-award applications with other agencies and organizations, that brought funding into the state for addiction services, Medication Assisted Treatment (MAT), compliance with the Prison Rape Elimination Act (PREA), equipment for correctional facilities, and for staff training and development.

CORRECTIONAL ENTERPRISES

The Correctional Enterprises of Connecticut Unit (CEC) consists of the Industries manufacturing plants and the District Commissaries. CEC contributes to and supports the Department of Correction Second Chance Society initiatives by offering offender program participants' opportunities to develop marketable vocational, occupational, and soft skills. CEC is authorized under Connecticut State Statute CGS. 18-88 to provide goods and services to state agencies, municipalities, and nonprofit organizations. Effective October 2018, the statute will also include benefit corporations as potential customers. The Industries plants operate at Cheshire, Osborn, MacDougall, and York facilities and provide goods and services to approximately 150 qualified customers annually. Commissary is authorized under the same statute to provide offenders an opportunity to purchase snacks, electronics, clothing, and other sundry items. Commissary operates through District Commissary operations located at the MacDougall, Cheshire, and York facilities. Each District Commissary is responsible for providing Commissary services to an assigned group of facilities.

CEC was the beneficiary of a grant from the J. Walton Bissell Foundation to the American Printing House for the Blind (APH). This grant enabled the purchase of equipment and for CEC to start-up a Braille transcription program at the York facility. For this endeavor, CEC has partnered with the Department of Rehabilitation Services, Bureau of Education and Services for the Blind (BESB). BESB will be providing training for the offenders who, upon completion, will receive various levels of national certification in Braille transcription. Once the offenders are certified, both BESB and APH will provide opportunities for revenue generating Braille transcription for K-12 students which will enable CEC to continue and expand the program.

CEC continues to collaborate with the Cybulski Reintegration Center and has increased the number of offenders being transported daily to participate in our programs at the Osborn facility.

The Industries Shops in Cheshire have implemented a program to track and document skills inmates acquire through their specific work assignments. This program tracks hours worked in each assignment and the skills required to perform in their specific role. Both Cheshire Industries and Commissary are also working closely with the facility and preparing to classify inmates from the T.R.U.E. Unit to work assignments within the each respective area.

CEC continues to fulfill all license plate needs for the Department of Motor Vehicles. Series, special interest and vanity plates are being delivered in an expeditious manner to all branches as required. CEC produces approximately 600,000 sets of license plates annually in 95 different plate types.

The CEC Sales staff have focused on expanding relationships and developing new furniture and reupholstery opportunities with other state agencies, colleges and universities and have furthered the partnership with Capital Region Education Council (CREC). New furniture and reupholstery work is performed at MacDougall. Some of this successes this past fiscal year include a new furniture project for DCF for Hudson St. in Hartford that was over \$200k. Also, the colleges and universities are realizing significant financial savings and are expanding green initiatives by reupholstering furniture rather than buying new. CEC also completed the reupholstery and re-painting of 700 auditorium seats at Derby High School.

DEEP continued to provide many opportunities for CEC including significant orders for metal picnic table frames, embroidered and silk screened staff clothing items, aluminum signs, uniform patches, and metal pipe gates for the entrances to state parks.

DOT continued to purchase many fabricated metal products, highway reflectors, trash liners, work zone signs and other items from CEC.

Commissary generated sales of \$16,847,536.71 including a holiday program offering an expanded selection of items. These sales resulted in \$357,637.42 in sales tax collected and forwarded to the

Department of Revenue Services. In addition, Commissary covered \$2,945,331.03 in staff payroll expenses and \$112,734.69 in compensation to assigned program participant offenders.

FACILITIES MANAGEMENT AND ENGINEERING 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 nine (9) construction projects for a total of \$1,183,233.00. There are currently 26 projects in progress.

In addition to continued energy savings, the Unit pursues all available incentives and rebates. During the past twelve months we have received \$395,831.00 in utility incentives from EverSource. These energy efficiency incentives were for kitchen hoods, and interior and exterior lighting. We have, also, received from United Illuminating \$23,427.00 in utility incentives. These efficiency incentives were for exterior and interior lighting, and HVAC system upgrades.

At the New Haven CCC facility (16), 440 watt high pressure sodium lighting for the recreation yard exterior building lights were replaced with 150 watt energy saving LED lighting. This will provide a cost savings of \$5,666 per year. Also, at the facility, the parking garage lighting was replaced with (145) energy saving 70 watt LED lighting. This will provide a cost savings of \$14,206 per year.

At the Robinson CI facility interior lighting was upgraded in the inmate visitor center, A Hall, medical areas, education areas, operations lobby and Building 1-6 housing units and the gym. This will provide an annual cost savings of \$41,362 per year.

At the Corrigan/Radgowski facilities interior lighting was upgraded in Corrigan inmate cells and medical, along with Radgowski in A, B, C & D dorms and bath and laundry areas. This will provide an annual cost savings of \$39,715 per year.

At the Brooklyn CI facility interior and exterior lighting was upgraded in the administration areas, maintenance areas, gym, and housing units, along with outside exterior poles and flood lights. This will provide an annual cost savings of \$29,523 per year.

Video head-end upgrades to Verint Systems (DOC video recording standard) were completed at Brooklyn CI, Willard/Cybulski, Carl Robinson, and Cheshire CI. York CI has completed the Verint upgrade and the integration of the East and West sides into single recording and viewing. This project replaced VCRs and DVR recording systems, which is now obsolete.

At the Garner CI facility interior lighting was upgraded in the kitchen, multi-purpose room, B, D, E, F, G, and H Blocks, West & East Corridors, main control, visiting areas, and medical areas. This will provide an annual cost savings of \$34,568 per year.

At the Garner CI facility, the gymnasium floor totaling 7,400 square feet, was removed and a new epoxy floor was poured. The original VCT flooring was coming up in many areas causing hazardous

conditions and was replaced for safety reasons. This floor is set up so inmates can play basketball, volleyball, and handball.

At the Cheshire CI facility, the old galleys original 1913 roof has been replaced with new terra cotta tiles and the original gutter system has been restored to the original design. The only modification made was the addition of snow guards to the entire roof line for pedestrian safety. As a quick note, the same manufacturer of this terra cotta tile is still in business and through the bidding process won the award a second time a hundred years later.

At the Niantic Complex there was a renovation project in the South Dorm. The dorm was originally built in 1988. The following was upgraded: All lighting was retrofitted to LED, exterior lighting revamped with LED lighting, new fire alarm system, new Verint camera system, new on-demand hot water system, bathrooms renovated with energy efficient toilets and sinks. All walls were refinished and painted, ceilings were redone and new vinyl flooring.

At York CI a high voltage upgrade was completed. DOC conducted a survey that determined we could add approximately twelve buildings to the existing generator service, which allowed DOC to remove three smaller generators and oil tanks as a cost savings for the agency estimated at \$20,000 annually and not having to ever replace a tank in the future.

The DOC Environmental Unit continues to work on the removal of underground storage tanks. All underground tanks are being tested for integrity. Tanks that are at their end of life expectancy are being removed and replaced with new above ground tanks. During this fiscal year we have replaced two underground tanks at York CI with above ground tanks, one at the CPC Building and the other at the Thompson building. Two additional tanks were removed at York but did not need to be replaced.

The DOC 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 \$58,698 versus contracting out DPH requirements for water systems.

DOC Environmental Unit staff continued to be certified to test underground tank and lines, conduct cathodic protection tests, prepare tank closure reports, and inspect the condition of underground & aboveground storage tanks. By utilizing our staff we have achieved an average cost savings of \$61,559 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, purchasing, accounts payable, payroll and accounting functions.

Budget/Accounting coordinated the tracking, projection, and reporting functions of general fund appropriations exceeding \$604 million dollars encompassing 76 separate spending plans and provided all financial reporting requirements of the agency's non-appropriated funds.

Account Payables processed 30,773 invoices while aggressively pursuing prompt payment discounts. Through prompt payment and diligent cash management Fiscal Services saved \$119,579 in Fiscal Year 2018.

The Purchasing section prioritized expenditures against limited funds, processing over 8,005 requisitions and over 9.025 purchase orders.

The Contracts Administration component managed over 442 contracts and agreements with a combined value in excess of \$260 million.

The Warehouse unit encompasses two supply warehouses that service sixteen facilities and disbursed inventory valued over \$6 million and one uniform warehouse which distributed to over 4,300 correctional employees valued at approximately \$1.7 million.

The Asset Management group tracked, accounted for, performed physical inventories of, and reported on the agency's approximately 12,200 capital and controllable assets located in 16 facilities, all Parole Offices and Central Office valued at over \$48.5 million and controlled disposition of surplus items valued at \$3.1 million.

Centralized Services oversaw and enforced policies for agency wide usage of vehicles and mobile communication devices. Vehicle mileage is reported monthly for 588 vehicles, 525 which are leased and 63 are owned. In addition, 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 245,379 individual receipts and issuing 26,871 checks during the fiscal year. The Inmate Trust fund had a balance of \$3,159,892 as of June 30, 2018.

The Payroll unit processed biweekly payroll of approximately \$15,060,730 for an average of 5,285 employees each pay period in Fiscal Year 2018.

Some notable accomplishments for DOC's Fiscal Services unit for FY 18 include:

Despite significant budget issues during FY18, DOC's Personal Services (PS) expenditure for FY18 was \$5,074,425 less than its PS expenditure in FY17 and its Other Expenses (OE) expenditures for FY18 were \$882,000 less than its FY17 OE expenditures.

In Fiscal 2018, the agency collected \$6,465,907 in "Cost of Incarceration" reimbursements that were deposited back into the State's General Fund. The Agency collaborates with the Department of Administrative Services/Recovery Unit and the State Attorney General's Office in the administration of cost of incarceration recoveries in accordance with CT State Statutes and Regulations.

The Uniform Warehouse, in combination with DOC MIS, successfully added and implemented a Jacket Ordering module for the existing on-line Uniform Ordering System.

Fiscal Services completed an RRP and related contract for Medication Assisted Treatment to

Incarcerated Offenders at Osborn Correctional Institution. Funding for this program were provided by DMHAS via a federal grant.

Fiscal Services contracted for an additional 110 work release/supportive housing/scatter site beds for Parole and Community Services.

Fiscal Services coordinated the relocation/reallocation of leased office equipment from areas where significant operational changes were made due to facility closings and reorganization. These moves resulted in an approximate savings of an additional \$3200/month or \$38,400 annually in costs for new leases that would have been needed.

Fiscal Services guided DAS and CEC through the contract extension negotiation process as both were unfamiliar with the contract and with Commissary. The new addendum to the contract extends it through June 30, 2023 and adds additional revenue and the potential of additional revenue to DOC. Contract highlights are as follows: Extended for 5-years to 6/30/2023; Adds \$10,000 to the motor vehicle rebate for a total of \$50,000 per year paid quarterly; Increases of merchandise purchase rebate from 3% to 6%, which has the potential to increase bottom line profits by an estimated \$350,000 per contract year; and elimination of the minimum monetary purchase thresholds, which eliminates any concerns with loss of rebate revenue due to decreasing inmate populous. This contract extension was completed in April. The revised contract terms will significantly increase the profitability of the Commissary.

Fiscal Services supported the agency in its transition of Inmate Medical Services from UConn (UCHC) to DOC by establishing a new medical supplies supply chain for the agency, preparing and processing 18 transition agreements (agreements between DOC and UCHC for the continuance of various services. These agreements are designed to keep in place these services for a period sufficient to allow for DOC put into effect more permanent solutions for these needs), preparing and coordinating RFPs for medical services and integrating 645 new employees (who transitioned from UCHC) into DOC's payroll.

Lean:

Fiscal Services coordinates and provides staff support to the agency's lean initiatives. Notable achievements include:

Fiscal Services facilitated two Kaizen events in October 2017 for Asset Management and Employee Off-Boarding which are currently in the implementation stage of their project.

Five Lean projects completed their implementation during the fiscal year including; Offender Identification, Uniform Distribution, Food Production, Atlas Roles and Responsibilities, and Union Business Leave/Union Release Time. This brings the total number of completed projects to seventeen.

Annual Lean Showcase: DOC 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.

FOOD AND NUTRITIONAL UNIT

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

The Unit feeds approximately 14,000 inmates per day, three times per day, 365 days a year, totaling approximately 15,330,000 meals per year. Even with the increasing prices of food, the approximate cost per inmate per day is \$2.87.

As part of the LEAN initiative, we have transferred some meal production back to the facilities, optimizing staff and reducing production and transportation costs. The food production center (cook/chill) provides approximately 1,100,000 lbs. of food for all facilities throughout the state.

The Unit continues with an innovative program in which several facilities are producing rolls from scratch to be used in place of sliced bread to offset the cost of bread. The replacement of bread with rolls has resulted in a savings of approximately \$8,000 per year.

The Unit continued to institute a more health conscientious 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 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 will be working with the new DOC Health Delivery System 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.

We continue to follow the Federal Child Nutrition food program at Manson Youth Institution in Cheshire and York Correctional Institution in Niantic.

We continue to run Café 24 at Central office in Wethersfield, working with the 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 work with the BEST Practices Unit to secure grants and federal funding for equipment and vehicle replacements.

HEALTH AND ADDICTION SERVICES DIVISION

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. CT DOC performs an oversight role in that the day-to-day care is

provided by our vendor, Correctional Managed Health Care, a unit of the University of Connecticut Health Center. This changed July 1, 2018 when the health care delivery system transitioned to CT DOC. The CT DOC Health and Addiction Services 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 was 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, "Go Live" for the EHR was implemented in April 2018 and has remained on schedule and on budget.

Applying for Health Benefits: Due in large part to a LEAN process event, the application for medical benefits across the criminal justice system has been streamlined. The efforts have resulted in the streamlining of paper applications and their submission, thereby reducing duplication; increased electronic use of the Health Insurance Exchange (ACCESS HEALTH CT) in order to increase access to healthcare coverage; direct electronic feed to DSS from Department of Correction; an increase in the overall percentage of the eligible population for seamless benefits and continuity of care, and increase data sharing and improved 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; verification of Medicaid status at intake, currently; a daily report is fed to DSS for incoming and outgoing inmates from the jails; and the most significant is non termination of benefits. Since April 1, 2015, inmates entering Department of Correction are no longer terminated from Medicaid coverage. The manual "suspension" workaround is in effect. Moreover, the 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. This project has resulted in much improved access to healthcare services for inmate patients as they re-enter the community, and subsequently better care upon re-entry.

Mental Health Services: Connecticut Department of Correction provides mental health services to un-sentenced and sentenced inmates through the current memorandum of agreement with UCONN Health Correctional Managed Health Care (CMHC). Un-sentenced 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 the individual needs of the inmate. 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 interpersonal and psychosocial functioning secondary to mental health and/or cognitive impairment which make it difficult for them 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 over 400 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. These intensive mental health services are provided for adult male offenders at Garner CI and Osborn CI, while services for young male offenders and females are provided at Manson Youth Institute and York CI, respectively. These services include psychiatric evaluation and treatment in the form of psychotropic

medication, individual and group psychotherapy and use of the specialized housing setting as a milieu-style environment. Treatment is provided by on-site, unit based mental health staff daily on first and second shift (8AM-9PM). Outpatient mental health services are provided by facility based mental health professionals at these, and all other correctional facilities throughout the state. These include psychopharmacological and psychotherapeutic interventions. Additionally, those inmates identified as requiring intensive mental health services are provided with mental health specific discharge planning services in order to coordinate care upon release back into the community. This is typically done in collaboration with DMHAS, DDS, Veteran's Health Administration (VHA) and other community mental health providers.

Multi-Agency Re-Entry Advisory Group: The Multi-Agency Re-Entry Advisory Group (MARAG) 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 months to over a year or more 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 review and analyze what aspects of their discharge planning can be improved upon, to make their return to the community more durable. Additionally and when warranted, significant efforts are made to support the safe and successful transition of these inmates into the community through multi-disciplinary and interagency consultation, innovative application of available resources, and Community Supervision. The MARAG membership includes staff from Programs and Treatment Unit, Population Management and Classification, Mental Health (including Sex Offender Treatment), Discharge Planning, CSSD, the Mental Health Parole Unit, and DMHAS.

Addiction Services Unit: 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. The Driving under the Influence (DUI) program offers intensive treatment to offenders who have committed driving related offenses. An assessment conducted by the Addiction Services Staff determines the appropriate level of treatment based on the identified need. The treatment levels are divided by tracks offering a range of 1- 4, based on the offenders treatment need. The Addiction Services Unit provides treatment for those offenders who are returning from Parole as part of the TOP program. This program is a collaboration between Parole and ASU. Those offenders who are returned are given 5 weeks of substance abuse interventions including community referrals for treatment upon discharge. The conservative estimation is that about 75% of all incarcerated offenders have an existing substance use disorder. ASU strives to offer treatment to offender during their incarceration. Recent efforts have increased to also connect offenders to community treatment providers prior to their release from incarceration.

Recovery Coaching: The Addiction Service Unit has been collaborating with Connecticut Community for Addiction Recovery (CCAR) to provide training in Recovery Coaching to offenders who are incarcerated. The collaboration has begun to work with the offenders in the Tier 4 Residential Units who have graduated and displayed positive behaviors and attitudes towards recovery. This

collaboration will allow staff to become “train the trainers” and, in turn, to train the offenders. CCAR will play a role by engaging the offenders, both while incarcerated and in the community. Connecticut is the leader in Recovery Coach training for those who are currently incarcerated.

Expansion of Medication for Addiction Treatment (MAT) Programs. CT DOC has ongoing medication for addiction treatment (MAT) programs utilizing methadone at five of our facilities. We have programs at three jails: Bridgeport Correctional Center, New Haven Correctional Center, Hartford Correctional Center; one prison: Osborn Correctional Institution; and our women’s facility, York Correctional Institution, which is both a prison and jail. We treat between 125 and 150 patients daily. All of these treatment programs are grant-funded from multiple sources including the Department of Justice through Connecticut’s Office of Policy and Management, and State Targeted Response (STR) funding through DMHAS. In addition, extended release naltrexone (Vivitrol) and buprenorphine/naloxone (Suboxone) are also available at several sentenced facilities through referrals to community providers that are made prior to release and the medication is administered post release.

HUMAN RESOURCES

The Human Resources Division (HR) is responsible for the recruitment, promotion and selection of employees, administering workers’ compensation claims, 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 for positions such as Correction Officer. Generally when positions for this classification 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.

The Recruitment Unit focused efforts on ensuring that adequate applicant pools were available for all of our positions, especially our custody positions such as Deputy Warden, Captain, Lieutenant and Correction Officer.

Correction Officer Process – The recruitment unit continues to work with the August 2014 Correction Officer exam which yielded over 4,600 applicants. Several custody supervisors were added to the unit in order to move the large volume of applications through the pre-employment vetting process.

Pre-Service Classes (New Hires)

Correction Officer Class 268 graduated on February 1, 2018. On April 13, 2018, Class 269 was held. The class included 97 Correction Officers and 55 other positions such as food service supervisors, maintenance staff and counselors. Several employees from DCF were offered positions in the class (due to the closing of CJTS).

On August 3, 2018 Class 270 was held. The class included 125 Correction Officers, 29 employees from CJTS (mostly for Parole positions) and 20 other staff including teachers, maintenance, food services and religious services.

Promotional Processes/IDP (Individual Development Plan)

The recruitment unit continues to conduct large promotional processes for the classification of Deputy Warden, Counselor Supervisor, Captain, Lieutenant and Counselor. A committee has been formed as a result of the NP8 negotiations to study the promotional process for Lieutenant and Captain. The Department has recently launched an Independent Development Program at several facilities in order to provide line staff with an opportunity to work on skills necessary to promote to the next level. The program focuses on Developmental Activities: such as mentoring, role playing, on the job training, seminars, study/reading, shadowing, classroom training, special projects, presentations, self-directed activities and coaching.

Health Services Division-On July 1, 2018, the Department of Correction transferred in 643 employees who were formerly Correctional Managed Health Care/UCHC. Positions, both filled and vacant, were transferred and recoded to the DOC. The previous scheduling/pay system was discontinued (Kronos) and a new self-service process (CORE-CT) was initiated. Recruitment for high level management and specific health care classifications has been challenging. We are currently recruiting for over fifty (50) positions.

Retirement Processing – During this annual period the division counseled, audited and processed a total of one hundred and forty-two (142) retirements for agency employees with the majority being hazardous duty employees in the classification of Correction Officer.

CORE Self Service Computerized Time and Attendance – This project was launched a few years ago to transition the payroll reporting process from paper timesheets to an automated, employee initiated process. All Central Office locations are currently on the new system. We are now converting small segments of employees located in the facilities. We are currently working on the update of organizational charts which will then enable us to initiate proper coding. During June, 2018, over six hundred staff from the Correctional Managed Health Care division were transitioned on to the self service system.

Atlas Rosters Front End System – In 2018, the Food Services Department was transitioned on to the Atlas roster/overtime system.

LEAN Initiatives – The Department of Correction HR continues to conduct process improvement events each year. Several results from these initiatives have been integrated into DOC operations.

Negotiations –The State reached agreements with both SEBAC and individual bargaining units during the summer of 2017. Most bargaining units settled on a compensation package which included a \$2,000.00 bonus payable on July 1, 2018. The HR department worked along with support from the Department of Administrative Services and the Office of Labor Relations to process this payment for

July 1, 2018. Negotiations were conducted during 2018 for the newly unionized Deputy Warden classification. The matter is heading for interest arbitration sometime in September 2018.

Expedited Correction Action Process (ECAP)-The Department continues to administer the ECAP process. The ECAP process is offered to employees who have been identified before an investigation as engaging in conduct where the penalty is typically at a low level and the employee has acknowledged that the agency has enough evidence available to take action against him/her. The employee is offered a Stipulated Agreement meting out discipline (at a lower level) and setting forth provisions for resolution of the matter and/or future behavior of a similar nature. The program was developed to reduce trauma that could result from a full investigation in terms of length of time to complete an investigation and severity of penalty.

LEGISLATIVE LIAISON UNIT

In this short General Assembly session, the Legislative Liaison Unit monitored, provided testimony and/or advanced a large number of bills affecting the agency and responded to a significant number of inquiries from state/federal public officials & agencies and Connecticut residents. Three important laws affecting the department were enacted: **Public Act 18-4, An Act Concerning The Fair Treatment Of Incarcerated Persons**, which is landmark legislation protecting female and transgender offenders while in custody; **Public Act 18-63, An Act Concerning Special Parole For High-Risk, Violent and Sexual Offenders** which targets the sentence of Special Parole to the offenders who need to be closely monitored; and **Public Act 18-155 An Act Concerning The Administration Of The Department Of Correction** which requires the commissioner to establish a wellness initiative for employees who interact with inmates at correctional facilities and adds benefit corporations to the entities that may purchase articles, materials, or products produced or manufactured by the Correctional Enterprises of Connecticut. In addition, numerous legislators, federal and state legislative staff/interns and other state / local officials participated in the annual tours of the correctional facilities and parole district offices. The Legislative Liaison Unit has also been an active partner with the state-wide non-profit community providing re-entry services for ex-offenders.

MALONEY CENTER TRAINING & STAFF DEVELOPMENT

The Maloney Center for Training and Staff Development (MCTSD) oversees all departmental training for the Department of Correction. This consists of the Pre-Service Training for incoming Correctional Employees as well as annual In-Service Training for all current personnel. In addition to three training buildings on the campus of MCTSD and two Firearms Training Ranges, MCTSD also utilizes satellite training locations within the department at the former Webster Correctional Institution facility, the MacDougall-Walker Correctional Institution, and the York Correctional Institution.

MCTSD conducted (2) Pre-Service classes after a 2-year hiatus; class 268 with 102 trainees and Class 269 with 152 trainees. 50 staff from the Connecticut Justice Training School (CJTS) were among the staff of class 269, and successfully transitioned into the Connecticut Department of Correction. Building upon the curriculum revamp of FY 2017, the two Pre-service classes were the first to use the new curriculum. Strong emphasis was focused on learning and managing the unique needs of Offenders with Mental Illness, of Female Offenders, of Male Offenders and of Gender Non-

conforming Offenders. Additionally, focus on enhanced de-escalation skills were introduced into the Pre-Service program, as part of an overall agency effort to reduce incident and trauma with the facilities.

The Firearms Training Unit (FTU) of MCTSD continued the agency firearms qualifications with 1,104 re-certifications and 121 initial certification. The FTU introduced laser-bullet training as part of the curriculum, to improve techniques without the associated cost of using live rounds to assess basic skills. This efficiency has reduced the ammunition usage cost by \$4,000 while maintaining the same standards. The FTU also continues to be an active partner with other Law Enforcement agencies, maintaining active relationships with the Cheshire PD, Enfield PD, the CT Police Officer Standards and Training Council (POSTC), the Capital Region Emergency Response Team (CREST) and the South Windsor PD, sharing information and training tips to improve agency capability. The FTU also had one of its members become 1 of 12 advanced Firearms Instructors in a course conducted by CT POSTC.

MCTSD conducted a revamped Instructor Development Program (IDP) for its' faculty as well as a Hearing Voices Instructor Program, as part of the enhanced effort to effectively instruct agency staff in managing offenders with Mental Illness. MCTSD made conscious efforts this fiscal year to increase the credentialing of its staff to ensure quality training.

MCTSD spearheaded the effort with the York Correctional Institution to conduct (3) 3-week sessions to train staff on managing the Unique Needs of Young Adult Offenders (YAO). 75 York CI staff were put through the program to support the agency initiative of managing the YAO population with progressive, effective methods.

MCTSD improved the physical structure of the Academy to support training efforts. A 28-terminal computer lab was established in an unused storage room to be a viable resource for caseload management training, web-based training applications and the Offender Management Information System (OMIS) initiative. Additionally, a cell-block simulation center was developed to give new staff the ability to conduct hands-on training in a controlled environment to support the adult learning efforts established in FY 2017.

At the request of department administration, the agency has been analyzing various job classes to enhance job standards. Comprehensive class standards further establishes consistency in training and employee performance expectations. MCTSD assisted by facilitating two DACUM's (Developing a Curriculum) in FY18 for the Correctional Officer and Parole Manager positions. The DACUM is a two-part process and is conducted through agency staff as Subject Matter Experts (SMEs). It incorporates the use of an SME focus group in a facilitated storyboarding process to capture the major duties and related tasks included in an occupation as well as the essential knowledge, skills and traits associated with the occupation; including validation of the results by an additional subgroup of SMEs.

In keeping with the Department of Correction's Strategic Plan Goals and Initiatives of collaboration, MCTSD continues to host other agencies needing available training space and resources. Agencies collaborating with MCTSD include the Department of Administrative Services, the CT Police Officer

Standards and Training Council, the Federal Bureau of Investigation, the Judicial Branch, the Connecticut Training and Development Network as well as multiple municipal police departments.

The Critical Incident Stress Reduction Team (CIRST) responded to 23 Call-Outs providing staff that have experienced a traumatic event with grief support, incident debriefing, and situational intervention. CIRST maintains a high level of skill and knowledge by attending and providing training throughout the year. April 16, 2018 CIRST attended Veterans in Crisis Training presented by the Veterans Administration Hospital at the Berlin Police Department. May 21 – May 23 MASCA Conference CIRST participated in the CT DOC Employees Wellness Continuum. June 20, 2018 CIRST attended First Aid Mental Health, the signs and symptoms for critical responders to notice.

MANAGEMENT INFORMATION SYSTEMS

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.

FY18

The use of video conferencing within the department continues to be an integral part of communication that allows for the safety and security of staff, offenders and the general public. During Fiscal Year18, close to 7,000 video conferences were held.

Service Desk is the ticketing system used to track customer requests. The system is an internal system to MIS and it allows customers to enter their own service tickets. During this last fiscal year 11611 tickets were handled by the DOC IT staff, an increase of 43% from FY17 due to new systems being on line and the transition of CMHC staff to DOC. Out of the total service tickets, there were 513 research related requests completed.

July 2017

SCORES was successfully implemented in production into Case Notes. Prison Intake Tool, Supplemental Reentry Tool, Reentry Tool, Community Supervision Tool and WRNS electronic versions were successfully implemented in Case Notes.

September 2017

The new CIU process has been completed in Case Notes. The CIU workflow upgrade was part of a LEAN initiative. This is a new workflow process for CIU that involves all new and re-parole cases moving to CIU. It will enable CIU counselors to track assigned cases to complete the home investigations. The cases remain in CIU until the release is processed or rescinded. The new function will optimize the process flow for district transfers and residential.

Completed changes to the Cost of Incarceration Project dealing with offenders who have been discharged for over 20 years. Jay Tkacz had provided the rules governing the changes and these were worked through the details to implement the changes. If an offender has been discharged for over 20 years then the COI rules no longer apply to that incarceration period and funds can no longer be collected

October 2017

MIS has completed the setup of three environments for OMIS. One environment is a test environment and will be primarily used for conversion testing. The second environment is a training environment and is being used for training of both MIS and business staff in the use of OMIS. The third is a UAT environment. As part of the network upgrade for OMIS and EHR as well as the DOC network in general, Central Office at DOC was moved to the BTOP network.

November 2017

The Case Notes team completed the MA portion of Case Notes. This will now allow the halfway houses access to Case Notes from their remote locations. It will also allow the halfway house providers to get electronic referrals from Parole and Community Services to place offenders in the community. Completed EXPLORE Program and APT Inpatient program electronic referrals in Case Notes. This will allow the treatment providers to get electronic information on offender risk and needs in the community.

January 2018

MIS completed Emergency Connectivity Pilot setup at Corrigan/Radgowski and York CI. This will allow facilities to use mifi devices or staff cell phone as a hot spot during a network outage. More testing needs to be performed before we can expand the program to other locations.

MIS staff completed the OBIS to OBTS shutdown. OBTS has been replaced by CISS so there was no longer a need to send transactions from OBIS (RT) to OBTS.

February 2018

DOC staff completed the migration of the current DOC website to the new format required.

MIS completed the process of replacing all of the DOC WAN routers with new, faster units that are capable of encrypting data at the full speed. As a result, more sites were migrated to the BTOP network Brooklyn CI, Cheshire CI, Osborn CI, Norther CI, Enfield CI, Robinson CI, Willard-Cybulski CI had their network speed doubled. All DOC sites will have live simultaneous connections to both Wethersfield Data Center and to Groton Data Center. The DOC router replacement project resulted in cost savings to the State due primarily to cancellation of our remaining Frontier OC3 ATM circuits and by cancelling our old Crown Castle Fiber circuits at four DOC locations. The total annual savings to the DOC are approximately \$201,600.

York CI Video Conferencing – MaryAnn was able to get the second unit up and running in the A&D area at York CI which will allow for Halfway House inmate conferences to be held. The unit will also now allow for a second unit to be available to more parole and for court hearings.

April 2018

Off Site Storage Project has been completed. This will allow DOC to store the oldest backups at its Webster CI location and the newest will continue to be stored with the vendor, Meyer. This will be a cost saving to the agency and state.

Electronic Health Records (EHR) system went live. All 3 environments are running and all facilities are using the new system.

MIS staff completed the upgrade to the CAPI inmate photo taking process that also included the upgrade to the new ICOTS standard for Portrait photos.

May 2018

All Neopost postal meters have been installed and updated at all facilities and locations for DOC and BOPP.

3) 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 and the Office of Standards and Policy. 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 18, 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 and 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 at a minimum of 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.

FREEDOM OF INFORMATION UNIT

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

The Freedom of Information Unit responded to approximately 3,000 requests department-wide during FY18. There were 65 Freedom of Information complaint hearings of which 62 were ruled in the department's favor. This represents an increase from the prior fiscal year. The significant increase in the number of hearings is contributed to the new policy at the Freedom of Information Commission, where if an inmate files a complaint against a state agency or a municipality, the Department of Correction is automatically added as a respondent to the complaint. Many of these cases the CT Department of Correction did not have direct involvement with the issue at hand. This practice by the Freedom of Information Commission has now ceased.

The Department of Correction continues to find ways that would alleviate the number of hearings it is required to attend while upholding the integrity of the Freedom of Information Act and maintaining a strong working relationship with the Freedom of Information Commission. Open communication between staff liaisons and offenders has also contributed to the withdrawal of many cases.

Additionally, this unit conducted numerous training modules to enhance the knowledge of facility staff through one on one trainings and group trainings. Similarly, the Freedom of Information Unit held meetings with other state agencies and municipalities that handle inmate requests confirming that all agencies adhere to the procedures set forth by the Freedom of Information Commission.

The Freedom of Information Unit was able to get most of the facilities redacting software. This functionality will enable facility liaisons to be more efficient and will require less usage of resources, i.e. paper, toner and personnel time.

Going forward, the Freedom of Information Unit anticipates an increase of FOI requests as the CT Department of Correction begins to take over inmate medical services.

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, the media, and the public and other interested parties in a timely, proactive and professional manner.

It is responsible for acting as a liaison for the agency with other federal, state and local government's bureaus, departments and agencies; it also is responsible for 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 18, the Public Information Office responded to more than 8,000 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. The Department's website was transitioned to a mobile-friendly version on 2/10/18 with the assistance of our Management Information Systems Unit and the contracted vendor Connecticut Interactive, LLC.

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 are responsible for informing the media of department activity. Media interests continued in Fiscal Year 18 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 the activities of the department. Arguably, the agency has coordinated more events than ever before that include media (both television and print) to place an emphasis on transparency.

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' within local state and nationwide government and public safety fields, media organizations, family and friends of incarcerated individuals, and the general public. With more than 1,500 followers, social media has given the agency the opportunities to enhance transparency and share positive stories about new initiatives.

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" aimed at effective communication with our agency employees and supporting employee wellness.

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, internally as well as externally.

FY18 included events with participation from Governor Malloy, local elected officials, criminal justice stakeholders, reform advocates and multiple media outlets; both print and television. There was an extensive amount of positive exposure this past year for the agency and their part with supporting the Second Chance Society initiatives. FY17 wrapped up a two-year documentary film project with Downtown Community Television Center, Inc. resulting in a Frontline film titled "Life on Parole," along with several New York Times print articles related to Connecticut's reentry efforts. The film resulted in showcasing the diligent work of the Parole and Community Services Unit and the complexities involved with supporting offenders through the challenges associated with reentry. On the heels of the Front Line film, the agency commenced with a film project, partnering with both the Judy Dworin Performance Project and the Connecticut Public Television, which aired in October of 2017. This video documentary filmed at four sites including the York Correctional Institution, the Cybulski Reintegration Center; as well as an afterschool program for children with incarcerated parents, at Church of the Good Shepard in Harford; and at a local program for women reentering the community. This film demonstrated the transformational impacts of arts engagement with incarcerated and formerly incarcerated individuals, their children and families, correctional staff, the teaching artists, and partnering social workers. As we continue to partner with the Vera Institute of Justice, who helped launch our young adult units, we are in the planning stages of a panel discussion involving offenders from Cheshire Correctional and students at John Jay College. Our next film project will tell the story of the newly established TRUE Unit for the emerging adult population. We are currently working out the details of a memorandum of understanding with 60 Minutes. Filming will take place at the Cheshire Correctional Institution. The film is anticipated to air in the fall of 2018 and will include success stories of those in the program and personal interviews with our staff that made this happen. Amongst the accomplishments of FY18 was the first ever conference to take place within an operational correctional facility. The Public Information Office coordinated the Reimaging Prison conference hosted by Governor Malloy and the First Lady of Connecticut Kathy Malloy. On 5/30/18, Cheshire Correctional Institution welcomed 140 guests and more than 24 members of the media.

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 **FY17**, the Office of Standards and Policy updated sixteen (16) Administrative Directives and was involved in the creation of 1 new Administrative Directive. These directives included over one hundred (100) associated documents; which include Spanish translations and forms/attachments. Sixty-five (65) Exceptions and Inclusions were also processed. Three (3) state correctional Public Information Office surveys nationwide, regarding correctional policy subject matter, were initiated and completed.

Noteworthy projects completed during this fiscal year include:

- Developed and implemented Administrative Directive 8.17, Gender-Non Conforming; which is the policy which provides a structured approach to the identification, management and treatment of individuals with Gender Dysphoria or Intersexed related conditions.
- Collaborated with the Governor's office to codify regulations for the treatment and care of pregnant inmates.
- Enhanced policy and procedure to address agency interactions and inmate's understanding when dealing with Immigration and Customs Enforcement (ICE).
- Revised Administrative Directive 9.4, Restrictive Status to reflect the codification that no inmate under the age of eighteen (18) shall be placed on Administrative Segregation.

VICTIM SERVICES UNIT

The Victim Services Unit strives to be at the forefront for the empowerment of victims in the trauma healing process through the promotion of self-advocacy. It supports the mission of the Department of Correction by enhancing community safety through positive collaboration with other state agencies and vendors by providing victims with timely notifications of an inmate's change of status. During Fiscal Year 2018 the Victim Services Unit completed 667 new victim registrations and also completed 621 End of Sentence notifications. The Victim Services Unit processed 992 Notice of Applications for Sentence Reductions and 71 Pardon Applications. They also completed 448 notifications for Community Release Review along with 216 Parole Hearing Notifications. The Statewide Automated Victim Information Notification (SAVIN) system has 16,972 registered victims. The Victim Services Unit continues positive collaborations both within the agency and with community partners and colleagues.

4) 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 agency, as well as with the State and Federal Courts throughout Connecticut. During the course of a year the unit oversees an average of 1,200 or more lawsuits as well as more than 100 Probate Court cases involving offenders.

Additionally during FY 18, the unit received and responded to 40 complaints filed by inmates and employees with the Connecticut Commission on Human Rights and Opportunities and the Equal Employment Opportunity Commission. The unit also handled 76 appeals brought before the Freedom of Information Commission. During FY 18, the unit continued to provide substantial internal legal support to the Department, providing legal expertise in areas such as employment law, inmate and employee constitutional rights, contracts, health law, school law, legislation, and PREA.

5) PAROLE AND COMMUNITY SERVICES DIVISION (Reports to the Commissioner)

The Division of Parole and Community Services supervises and provides support services to offenders released to the community under the jurisdiction of both the Commissioner of Correction 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, Support Services, and Training and Staff Development. There are 162 staff members assigned to the Division. Parole officers in each of these districts and units continually strive to

enhance public safety by providing offenders opportunities to successfully re-integrate into the community and be productive, accountable members of society. On July 1, 2018, the Division was responsible for the supervision of 4,725 offenders. This represents a 1.7% increase in the overall supervised population when compared to the previous year. The mission and vision of the Division reads as follows:

Mission: The Division of Parole and Community Services shall provide offenders with re-entry opportunities, consistent with public safety, informed by evidenced-based assessment, supervision, and treatment strategies.

Vision: The Division of Parole and Community Services shall enhance public safety, reduce recidivism, and assist offenders to become law abiding members of society.

While the prison population has steadily decreased over the last several years, the trend has gone in the opposite direction for the community. This growing population has been managed by building on the previous success of the existing model of supervision driven by the following well established guiding principles:

- Providing effective supervision and enforcement of conditions imposed on offenders under all forms of release.
- Focusing on successful strategies to reduce recidivism and support the reintegration of offenders into the community by providing programs and structured activities with clearly defined behavioral expectations.
- Striving to employ evidence-based practices, emergent technology, and innovation to ensure effective supervision, service delivery, and accountability.
- Providing a range of social, substance abuse, and support services through contracted and non-contracted providers and in collaboration with other state, municipal, and private agencies.
- Enforcing the provisions of the Interstate Compact Agreement for offenders from other jurisdictions in accordance with Section 54-133 of the Connecticut General Statutes.

In FY18, the Division implemented numerous recidivism reduction strategies funded through its award of a Bureau of Justice Assistance (BJA), Second Chance Act, Statewide Recidivism Reduction (SRR) grant. A Statewide SRR Kick-off Forum was held followed by training in key disciplines for all parole officers and managers and the establishment of five workgroups charged with implementing key SRR initiatives. Training and technical assistance was provided by the Center for Effective Public Policy, University of Cincinnati, University of New Haven, and Ashley Bauman, LLC, as described in a five-year plan officially known as the *Statewide Adult Recidivism Reduction Strategic Planning & Implementation Guide*. The Division received favorable feedback from the BJA for its implementation work done thus far. Completed grant initiatives include:

- A cultural assessment of the Division's parole officers and managers to better understand organizational culture and align it with recidivism reduction objectives;
- Booster training for the Women's Risk Needs Assessment (WRNA);
- Booster and case management training for the Statewide Collaborative Offender Risk Evaluation System (SCORES);
- Training in Effective Practices in Community Supervision (EPICS) to establish an evidenced-based engagement approach to supervision;
- Correctional Program Checklist (CPC) assessments of the Time Out Program (TOP) and Apt inpatient substance abuse treatment program to ensure services are evidenced-based and delivered with fidelity;
- Revision of the standard conditions of release for all statuses supervised under the Commissioner's authority;

- Development of an incremental sanctions policy to promote the use of appropriate and proportional responses to violations;
- Development of an incentives policy to leverage the principle of positive reinforcement toward successful outcomes;
- Revisions to the current case management policy based on SCORES;
- The establishment of a quality assurance coaching program for SCORES, EPICS, and WRNA;
- Access to an evidenced-based statewide Cognitive Behavioral Therapy program to address behavioral misconduct.

The Division continued to establish collaborative contractual relationships with the Judicial Branch when possible to standardize services and reduce duplication. This was accomplished with Cognitive Behavioral Therapy and domestic violence services statewide. Collaborative agreements also included access to a court administered community service program for offenders in Waterbury. These arrangements resulted in Division access to evidenced-based services, increased efficiencies, and cost savings for both agencies.

The Division expanded its contracted residential program network in order to provide re-entry opportunities for offenders in need of housing and other re-entry services. An additional 57 residential beds in various locations throughout the state were brought on-line for male and female offenders. The procurement of female beds was a priority in support the Commissioner's goal of appropriately reducing the female prison population. As a result, the Division opened a five-bed residential halfway house dedicated to serving female offenders with mental health needs. This program is the first of its kind for the Division and will provide a range of services to females leaving prison directly or those already in the community requiring a higher level of care. This program is overseen by the Division's Mental Health Unit. The expansion also included a 14-bed female work release program which provides re-entry services for those requiring services to assist them with entering the workforce upon release.

Contracted residential providers were provided with training and limited access to the DOC's Casenotes case management system. This initiative resulted in increased efficiencies related to placement referrals and risk assessments.

The Division continued to collect data on Key Performance Indicators to provide regular, objective and quantitative feedback on how well the Division is achieving its goals. This information was used to continually assess performance and guide managerial decisions related to improvements in supervision practices and service delivery. This comprehensive measurement system addresses many of the tasks the Division is responsible for by tracking performance at multiple levels (individual cases, officers, districts/units) and examining both process and outcome measures. The Division's KPIs fall into the following categories: Releases, Assessment, Case Management Plans, Program Intake, Employment, Substance Use, Incremental Sanctions Imposed, Intermediate Sanctions, and Recidivism.