



Department of Correction

At a Glance

Angel Quiros, Acting Commissioner

Cheryl Cepelak, Deputy Commissioner of Administration

William Mulligan, Acting Deputy Commissioner of Operations and Rehabilitative Services

- **Nick Rodriguez, Acting Administrator of District 1**
- **Nick Rodriguez, Administrator of District 2**
- **Sharonda Carlos, Administrator of District 3 and Programs and Treatment Division**
- **Eric Ellison, Director of Parole and Community Services**
- **Antonio Santiago, Director of Security**

Karen Martucci, Director of External Affairs

Established – 1968

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

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

Number of full-time employees – 6117

Recurring operating expenses – \$639,177,220

Capital outlay – \$2,554,065

Organizational structure – Three sections of management which are:

Operations and Rehabilitative Services; Administration Division; External Affairs Division.

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, 2020 confined 9,963 offenders, a 23.95% decrease when compared with the incarcerated population on June 30, 2019. Including those offenders on department administered community supervision, correctional staff supervised on June 30, 2020 a total population of 14,923 offenders, a 16.11% decrease when compared to June 30, 2019.

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

OPERATIONS:

The Deputy Commissioner of the Operations and Rehabilitative Services (OARS) Division supervises 14 correctional facilities, which are divided under the direction of three (3) District Administrators. Correctional institutions confine sentenced males and in the case of the York Correctional Institution, sentenced and un-sentenced females. There are approximately 9,963 incarcerated individuals. 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 and un-sentenced male offenders between the ages of 15 and 21.

The OARS Division oversees programming for the state through the Programs and Treatment Services Division which provides a wide range of offender programming in addition to the department’s offender classification system and population management, re-entry services, community release processing, education and religious services.

The department’s Parole and Community Services Division, which was moved under OARS Division supervision during FY20, oversees 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 OARS Division also supervises the Operations Unit which 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.

During FY20, this division also continued the department’s efforts focusing on the Young Adult Offender (YAO) units opened last fiscal year. 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 Hard work).

FY20 also brought further development of collaborations between the department, community organizations and state legislators regarding employment and housing elements for formerly incarcerated individuals re-entering communities.

In February 2020 the agency began implementation of a large scale pandemic response plan in response to the Coronavirus (COVID) pandemic. The agency ordered and manufactured Personal Protective Equipment (PPE) for staff and offenders and has a three-month supply inventory for any surge in cases. The OARS division identified a medical-isolation COVID unit at Northern CI where all symptomatic offenders that tested positive could be managed safely until recovered from COVID symptoms. The OARS division transported COVID positive offenders to all medical appointments and facilitated all COVID related transfers. The OARS division identified a process to screen and quarantine new offender admissions to DOC custody to mitigate risk of spreading the COVID virus. The OARS division facilitated mass COVID screening for the offender population and arranged the subsequent management of offenders based on their test results. This division also worked with the Office of the State Comptroller to facilitate mass testing of all department staff who have direct offender contact. The OARS division continues to monitor and work on demobilization efforts to return various activities as conditions improve.

Department of Correction Districts and their Facilities/Areas of Responsibilities

District 1	District 2	District 3
Brooklyn CI	Bridgeport CC	Willard-Cybulski CI
Cheshire CI	Corrigan-Radgowski CC	York CI
Garner CI	Hartford CC & UCONN Ward	Programs & Treatment Division
MacDougall-Walker CI	New Haven CC	
Manson Youth Institution	Northern CI	
Osborn CI	Robinson CI	

The OARS Division continues to track, review and identify trends with statistical information compiled from the facilities through the Statistical Tracking Analysis Report (STAR Report) to determine any discernible patterns that may impact facilities. In FY20, inmate-on-staff assaults decreased by 26 assaults, -20.63% from the previous year's figure, and decreased by -20.63% from the 2-year mark. Inmate-on-inmate assaults decreased by -9.12% from the previous year and decreased -5.90% from the 2-year mark. Inmate fights were the same as the previous year at just over 840, and an increase of 11.74% from the 2-year mark.

Inmate disciplinary infractions decreased by -11.79% from the previous year and decreased by -1.17% from the 2-year mark. Use of force incidents decreased by -12.69% from the previous year and decreased by -7.01% from the 2-year mark.

The ATLAS payroll and scheduling program has been implemented at all facilities to include custody and non-custody oriented job classes. It has assisted with staff scheduling by allowing operational staff to view staffing needs specifically by day and hour. The system makes daily rosters as well as staffing needs readily available by displaying 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. Specialized 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 details for Parole and local authorities when requested.

The Act-Soft GPS system modules have been installed into inmate transportation 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.

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

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; Residential Intake; Special Management; Mental Health; Fugitive Investigations; Women's Re-Entry; Support Services; and Training and Staff Development. There are 179 staff members of various job classifications assigned to this Division. Parole Officers in each of the districts and units continually strive to enhance public safety by providing offenders with opportunities to successfully re-integrate into the community and become productive and accountable members of society. On June 30, 2020, the Division was responsible for the supervision of 4,960 offenders of all release statuses. This represents a 7% increase compared to the previous year.

In FY20, the Division continued to implement numerous recidivism reduction strategies funded through a \$3 million award from the Bureau of Justice Assistance (BJA), Second Chance Act, Statewide Recidivism Reduction (SRR) Grant. A primary goal of this initiative is to reduce technical violations of offenders in the community. In support of this project, the Division focused on providing training for DOC contracted non-profit community residential service providers through the University of Cincinnati Criminal Institute (UCCI). During the month of August 2019, Core Correctional Practices (CCP) was provided to a number of participants from across the network and Women's Risk Needs Assessment (WRNA) training to those providers serving female offenders. Continued SCORES training for newly hired parole officers was conducted during the months of September 2019 and March 2020. Case planning training for newly hired parole officers was held in October 2019 and January 2020.

The Division continued to implement the Effective Practices in Community Supervision (EPICS) model of offender engagement designed to teach skills to assist offenders make better decisions and reduce technical violations. Training, coaching, and quality assurance for parole officers and parole supervisors for the Statewide Collaborative Offender Risk Evaluation System (SCORES) continued remotely due to the COVID-19 pandemic. These quality assurance sessions were conducted on a quarterly basis. As a result of the Division's focused efforts in these areas, technical violations continued to trend downward for the supervised population. As of June 30, 2020, violations were down 76% since 2012.

Auditing of parole officer compliance with quality assurance implemented tracking logs for both SCORES and EPICS evaluations continued and was routinely reviewed by management. Managers received EPICS reports for the total number of EPICS sessions required per officer to evaluate

engagement and participation. The FY 2018-2019 Quality Assurance Data Comparison Report was presented to the CTDOC Oversight Committee on February 19, 2020. Quality assurance coaches reached out to individual parole officers by phone since March 2019 due to the COVID-19 pandemic to discuss caseloads, work flow, and how they are managing changes in supervision.

In collaboration with the Board of Pardons and Paroles and DOC's Addiction Services Unit, the Division implemented a new Time Out Program (TOP) diversion procedure to afford enhanced due process and access to evidence-based substance use treatment for appropriate offenders remanded to prison. The University of Cincinnati's Cognitive Behavioral Intervention-Core Curriculum (CBI-CC) was adopted as the curriculum to address the behavioral issues as well as substance abuse issues. UC staff redesigned the structure of both curricula to fit the TOP program's 60-day time requirement. TOP and UC staff collaborated to ensure the redesign maintained programmatic fidelity.

The Division continued to partner with CSSD to establish access to their Contractor Data Collection System (CDCS). Major implementation activities included: fully executing and funding MOA; documenting data entry/business process needs; identifying system reporting needs for CBT referrals; establishing parole user roles in the system; developing and building reports; testing and training of parole staff and community providers.

The Division partnered with DOC's Addiction Services Unit, Community Partners in Action, and Inter-Community Inc. as part of a SAMHSA Resettlement Grant to facilitate continuity of care and coordination of services for offenders with substance use and mental health issues.

The Division responded to the emerging COVID-19 pandemic by focusing on mitigating the spread of the virus, maintaining continuity of operations, and providing supportive care for those afflicted. Modifications were made simultaneously to the operations of the five district parole offices and the statewide contracted halfway house and scattered-site housing networks. Phase 1 operations focused on limiting activity within the parole offices and halfway houses while Phase 2 modified activities outside of the parole offices and halfway house programs. Phase 1 protocols were implemented briefly in both areas on March 13, 2020 and then quickly elevated to Phase 2 on March 17, 2020. Phase 2 protocol continued through June 30, 2020. Halfway house bed capacity was reduced to 85% to allow providers to maintain quarantine and isolation space and also continued through June 30, 2020.

In early April 2020, the Division established a halfway house (Cochegan House) dedicated to housing COVID-19 positive offenders to serve the needs of the statewide congregate halfway house and scattered-site networks. Under this model, all COVID-19 positive halfway house offenders were transported to Cochegan House by DOC Tactical Operations staff to spend approximately 14 days in isolation until medically cleared. Staff from the programs of origin then transported the offenders back to their original location. Other measures employed to mitigate the spread of COVID-19 included providing Personal Protective Equipment (PPE) to all parole staff, halfway house staff, and halfway house offenders and routinely sanitizing parole offices and halfway houses.

In response to the pandemic, the Division released an unprecedented number of eligible and appropriate offenders to halfway houses and community residences between March 1 and June 30, 2020. This number totaled 2,793 in the following categories: releases to community residences, releases to halfway houses and releases from halfway houses. Between February and March alone, the number of discretionary releases from prison increased 72% compared to the previous month as parole staff were redeployed to support the release of the discretionary population prior to the end of their term of incarceration.

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

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

COMMUNITY RELEASE UNIT

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

From July 1, 2019- June 30, 2020, CRU reviewed 7,361 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. CRU also assists the Commissioner in their review of offenders being considered for release to the contracted Nursing Home for end of life care. Since 2015, CRU has reviewed 47,573 cases.

As COVID-19 struck the Connecticut Department of Correction in 2020, the Community Release Unit has been vital to the agency by continuing to review and process eligible offenders for release and provide ongoing support to the DOC Administration. The Unit has been able to assist in the lowering of the overall agency facility count, while ensuring that public safety is priority. The lowering of the count has assisted the agency's response during COVID, by assisting in the ability to better socially distance in facilities in an attempt to stop the spread of the virus.

During COVID-19 CRU has assisted in several agency policy changes and has provided ongoing assistance to the Office of the Attorney General, in support of numerous lawsuits the State has received. CRU has also answered an untold number of phone calls, emails, letters of correspondence and inmate requests pertaining to the release questions during the COVID crisis, which has provided answers to questions from family members, attorneys, lawmakers and offenders.

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 2019-2020 school year, USD #1 serviced 4,712 unique students through our programs educating a total of 6,034 students overall through multiple programs and facilities.

FY20 brought the following accomplishment for this unit, including receiving the Connecticut Department of Correction's Unit of the Year award for the very first time.

The Transition and Support Services Unit (TSSU) was launched providing a continuum of services for those enrolled in Unified School District #1. The emphasis of TSSU includes improving employment outcomes and vocational development, transition for academic success, and post-secondary and higher

education. A certified school social worker works specifically on transition for students under the age of 22 from enrollment through reintegration into the community.

Succession Planning and Staff Development continued to building the capacity of all staff in USD #1 through school based, district wide, and community supported professional development opportunities. The leadership forum, superintendent's advisory team, district committees, facility visits, end of year conference, fall conference, and administrative council committees are current examples of opportunities that engender personal growth and district improvement.

The Superintendent's Advisory Team was created to increase communication and collaborative efforts throughout the district. The Team meets monthly and provides an opportunity for unfiltered feedback at the grassroots level.

Administrative Council Committees were created to support best practices and move the district forward. Those committees are Strategic Planning, Leadership Forum, Safety Committee, Information and Procedures Handbook, District Data Committee, X Drive and Website Updating, and Student Assessment.

Quarterly newsletters and PRIDE submissions have brought more department wide awareness to the life changing work of the district. The work of the District assists in keeping facilities safe and reduces the creation of more victims.

Unified School District #1 participated in the ARES Grant project, a grant awarded by the US Department of Justice with an emphasis on improving employment outcomes for returning citizens. The career technical education programs were highlighted and applauded as employers from the community and industry professionals who were part of the Industry Business Advisory Group (IBAG) visited classrooms.

Through the work of the District's Strategic Planning Committee, we have been developing new vision, mission, and belief statements. These statements will be used in concert with data to develop goals and corresponding action plans that will lead the district for the next 5 years.

Upon the suspension of in person instruction in March of 2020, Unified School District #1 continued to provide students with high quality and rigorous content aligned, individualized work utilizing a remote/connected learning model. Students throughout the district received personalized contact from members of the students' education team and weekly lessons and feedback. The continuity of learning included a Summer Reading Project where high interest, leveled texts were selected supporting a District-wide initiative that provided opportunities for students to express their learning in creative ways. Students have continued to receive credits and credit hours, certificates, and diplomas. Unified School District #1 educators continued to grow professionally through webinars, conferences, and professional dialogue on a myriad of subjects that contribute to maximizing outcomes for our students during the Covid pandemic and beyond.

The Connecticut State Department of Education mandated all school districts to provide a comprehensive reopening plan with three contingencies responsive to changes in health and safety due to Covid-19. All plans were required to include a full time, in person model, a hybrid model, and a remote learning model. Unified School District #1's Reopening Plan was submitted to the Connecticut State Department of Education on July 24, 2020.

Unified School District #1 staff returned on Friday, August 14th to prepare for reopening. On Tuesday, September 8th, Unified School District #1 will return to full time, in person learning.

OFFENDER CLASSIFICATION AND POPULATION MANAGEMENT (OCPM) UNIT

In FY 2020, the Offender Classification and Population Management Unit approved 41,448 population transfers. Due to staff shortages, the assessment unit completed 520 assessments for male offenders with sentences greater than 2 years and 133 requests for DNA samples. The Audits and Training Unit completed 68 hearings for Administrative Segregation and four for Special Needs statuses. The unit reviewed 155 Chronic Discipline packages and 74 High Security packages. Unit staff was tasked with training 84 staff members on the Judicial Electronic Bridge (JEB) system and 48 staff members attended Classification training.

OFFENDER PROGRAMS UNIT

This Unit provides a comprehensive evaluation of all programming offered by the Department in relation to the mission statement. The Unit seeks to insure that the Department meets the programmatic needs of the offender population, as identified through each inmate's individual Offender Accountability Plan. The Unit maintains a Compendium of Programs that are offered within the Department. Through evidence based analysis, the Unit seeks to insure that the finite financing afforded the agency is spent on programming that is of proven effectiveness in altering the criminology of the offender population. A computer based assessment program records the programmatic participation of every offender in a researchable data base.

OFFENDER RE-ENTRY PROGRAM UNIT

The Offender Reentry Program Unit utilizes the risk-need-responsivity model as the guiding principle in implementing effective correctional treatment practices that provide the offender population with meaningful programs, services and opportunities focused on their rehabilitation needs. The Offender Reentry Program Unit works in conjunction with other state agencies and community partners, and the statewide Re-Entry Collaborative to coordinate services for the offender population and work collaboratively to reduce barriers to successful re-entry.

OFFENDER RE-ENTRY SERVICES UNIT

The Offender Re-Entry Services Unit is responsible for assisting discharging offenders with their community transition or basic needs to include: housing referrals, medical insurance, clothing, transportation and identification procurement. During FY20, re-entry staff procured a total of 1,218 birth certificates, 1,567 Social Security cards, 322 DMV driver licenses and 1,183 DMV non driver identification cards for the offender population. In addition to discharge planning, the Re-Entry Unit collaborates with other state agencies and community organizations to establish in-reach, facility based programs focusing on essentials such as financial literacy, family reunification, employment, educational or vocational needs. This unit's largest initiative over the last year was partnering with the Connecticut Coalition to End Homeless to secure safe and appropriate housing for our most vulnerable population.

RELIGIOUS SERVICES UNIT

The Religious Services Unit serves the incarcerated population currently through the following number of chaplains: 10 Roman Catholic, 11 Muslim, 15 Protestant, 2 Jewish and 3 Native American, in addition to the help of 3 contracted chaplains. These highly trained Chaplains serve in all 14 of our facilities and interact with all of the offenders in some manner. They also supervise over 1,500 Volunteers who supplement our programs. Our vision has evolved to consider every program we run in light of how it may best lead to successful community reintegration as well as more peaceful and well-adjusted life while incarcerated.

Although the 2020 pandemic has limited the number of programs we can offer, our Chaplains continue to visit housing units and provide inmate and staff counseling daily.

This Unit offers a wide range of worship services, religious studies, special religious programs and counseling to the inmate population. Typically, we annually offer more than 80,000 hours of ministry time, more than 20,000 worship services and religious programs and more than 50,000 individual and group counseling sessions by the Chaplaincy staff.

The ultimate purpose of these services is to effect positive change in the inmate population based on religious values that translate into a secure and safe environment while incarcerated and a successful and permanent return to society. For those offenders who may never be released, the Unit's programs and services are intended to provide spiritual strength and comfort as they cope with that reality and to assist them during their incarceration.

Beyond each chaplain's existing levels of higher education, this unit continues to encourage each of its chaplains to participate in Clinical Pastoral Education (CPE). CPE is a premier clinical training program that further educates professional chaplains through additional training in providing denominational specific care to like-minded parishioners as well as greater chaplaincy care to all incarcerated individuals of all faith traditions including those who may have no religious inclination. Chaplains do not impose their selected morality or religious dogma, but can work with every incarcerated individual in their moments of need and provide spiritual care with extremely high moral and ethical standards. CT DOC is currently the only corrections agency in the United States offering Clinical Pastoral Education (CPE) in the prison setting. While currently working with Norwalk Hospital, we strive to become our own CPE site in the future in affiliation to the Association of Clinical Pastoral Educators (ACPE).

Religious Services provided training to all Top Managers in the DOC on Native American Religious Traditions in 2019. Our Unit regularly attends the American Correctional Association (ACA) Conferences and Director Williams sometimes presents workshops. Director Williams sits on the Ethics Committee, Substance Disorders Committee and the Legal Issues Committee of the ACA, and is the VP of the American Correctional Chaplains Association.

The Religious Services Unit additionally presents training to all new Pre-Service Class members to inform them of "Religious Services in Corrections" including various faith traditions as well as legal content.

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.

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.

During this fiscal year, staff attended and/or provided testimony for 7 civil/criminal court proceedings that involved the Department of Correction (DOC). They also responded to 2302 letters or inquiries from the Office of the Attorney General, Division of Public Defender Services, private attorneys, Office of the Chief State's Attorney and offenders.

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 1120 requests and 2509 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 Fiscal Year 2019-2020, the DRP reviewed 217 cases. Of those cases,

12 rescission hearings were held and 11 cases resulted in rescission of RREC. 805 Lump Sum packages were processed.

The Records Warehouse maintains master files of offenders who discharged from the Department of Correction. The unit processes requests regarding readmitted offenders, addresses Freedom of Information requests and responds to subpoenas for offender who have discharged from DOC custody. During this fiscal year, staff processed 10,504 readmit requests and accepted 17,300 files.

The Interstate Compact Office (ICO) oversees both the Interstate Corrections Compact (ICC) and Interstate Agreement on Detainers (IAD) processes. 12 out-of-state inmates were temporarily transferred to Connecticut under the IAD to resolve pending charges in our state. 37 Connecticut inmates were temporarily transferred out-of-state under the IAD to resolve pending charges in another state.

The unit coordinated 43 additional interstate movements working in conjunction with both Connecticut and out-of-state staff. They performed 248 classification actions and responded to 162 letters regarding interstate matters. Several operations of the ICO were and continue to be impacted by COVID-19; our team takes proactive, preventative, and precautionary measures to ensure IAD and ICC offenders are transported safely and in a timely manner.

VOLUNTEER SERVICES UNIT

Prior to March 12, 2020, approximately 3,400 Connecticut Department of Correction Volunteers, Interns and Professional Partners (VIPs) provided services for the State's inmate population. VIPs assist with the "ABC's of Corrections", participating in Addiction Services, Basic Adult Education Programs and Chaplaincy Services. VIP led activities encourage enrolled inmates to remain discipline free. Between March and the present date, VIP services has been restricted due to the Coronavirus (COVID-19).

VIP Auxiliary Staff facilitate programs which include: Medication Assisted Treatment Programs; AA/NA 12-Step & Panel Fellowship Meetings; Alternatives-to-Violence; Creative Arts (to include the prison arts program); 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, communications skills and problem solving groups); Yoga and Meditation; and Religious Services (i.e. Jumah, Taleem, Kairos, Alpha, Jehovah's Witness Services, etc.). The programs listed above and all other VIP programs support many of our correctional programs and services.

As evidence of the viability of foundational recovery and restoration activities, most elements are incorporated into the State of Connecticut Second Chance Society inspired Reintegration Unit at Cybulski Community Reintegration Center and the State of Connecticut Department of Correction's programs for young adults incarcerated in CT ages 18 through 25, the TRUE and WORTH units located at the Cheshire Correctional Institution and York Correctional Institutions respectively.

SECURITY DIVISION (Reports to the Deputy Commissioner of OARS)

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 (SIU) 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 36 different local community, state, and federal groups.

Computer Forensic Unit - The Computer Forensic Unit is responsible for assisting in the analysis where computers, cellphones, and other electronic devices are the target of an investigation. The Unit was also responsible for the testing and analyst of the new JPay tablet which is currently being tested at one of our facilities. FY20, CFU worked on a total of 123 cases which included Phones: 32, Computers: 57, Gaming: 12 and Media: 22.

External Security Unit - The External Security 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 FY20, this unit conducted 187 investigations.

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 1,309 media items during FY20.

PREA Investigations Unit - The PREA (Prison Rape Elimination Act) Investigations Unit was established in June 2013. This unit is comprised of 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 and 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.

This year the unit has been assisting the Connecticut State Police with the implementation of the PREA standards within their existing lock ups and policies.

In FY20, the PREA Investigations Unit was assigned 54 cases and has completed 42 of these investigations with determinations of substantiated, unsubstantiated or unfounded. 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 2016, and this third cycle was scheduled to begin in March 2020 but due to the COVID pandemic they are being delayed without penalty. Full compliance of the PREA standards has been achieved in the previous two audit cycles. 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.

Security Risk Groups Unit - During FY20, the Security Risk Groups (SRG) Unit has conducted 40 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, Local Police Departments, School Resource Officers, and the Connecticut State Police. This fiscal year, the SRG Unit focused on working closer with Outside Law Enforcement regarding specific gang related incidents and identifying the most active gangs/gang members in various areas. The SRG Unit shares pertinent information on current gang trends, specific gang identifiers and gang hierarchy structures while identifying/monitoring the most active gangs and gang members both within and outside DOC. The SRG Unit focuses on tracking and identifying current/former gang members within the DOC to ensure safety and security within its facilities as well as the community.

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, and the FBI.

The SIU completed 7,479 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, SIU provides 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, and the Project Management of the Touch Pay 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) continues to operate with 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 263 investigations involving over 425 inmates. The unit concentrates primarily on reviewing telephone communications as well as incoming and outgoing mail for targeted inmates. Beginning in March of 2020, the TMU unit began

conducting facility monitoring, specifically targeting both identifying COVID-19 inmates along with identifying any concerns to the safety and security within facilities during the pandemic. Along with monitoring the pandemic, the TMU conducted monitoring for various protests held which could pose a threat to the safety and security of our facilities. With the courts closed due to COVID-19, 204 subpoenas were honored for testimony. TMU staff were called upon to testify in 14 court cases during this time period. The unit manages approximately 61,363 telephone calls and an average of 3,432 visiting calls placed by offenders each month.

2) ADMINISTRATION DIVISION (Reports to the Commissioner)

AFFIRMATIVE ACTION UNIT

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

The Unit prepared and submitted the Department of Correction's Affirmative Action Plan, which was approved by the Commission on Human Rights and Opportunities in May of 2020. At the end of the fiscal year, the number of people of color in the full-time workforce was 2370 (40.5 % of the total full-time workforce of 5859). The total number of female staff in the full-time workforce was 1777 (30.3% of the total full-time workforce of 5859).

On October 12, 2019, and October 19, 2019, the Department of Correction partnered with Middlesex Community College to run, "The City of Corrections" class. This class was once again featured as part of MxCC's Super Saturday Seminars, and was a two-day class that was taught on the Department of Correction. This class was offered to the student body at Middlesex Community College along with members of the local community in the Middletown CT area.

This class connected students to the world of the State of Connecticut's Department of Correction. Students were introduced to the DOC thru an interactive lecture and practical exposure that consisted of various correctional staff as guest speakers. Students learned the historical origin of the DOC, and how it has progressed into current times. Some of the class had an emphasis on rehabilitation and reintegration, and also introduced the students to the organizational structure of the DOC and how it operates to ensure public safety, staff wellness, and efficiency. This class exposed students to various correctional jobs, policies, practices, and structure. Students were also exposed to various correctional jobs to include Correctional Warden, Correction Officer, K-9 Unit, CERT Team, Gang Intelligence Unit, Security Division, Health Services Unit, and Parole and Community Services. This was done via guest speakers from all of the above referenced job categories. Students were instructed on the recruitment process for the agency, and provided materials on how to apply for various positions within the DOC. They were also informed about the various incentives when working for the DOC to include the retirement plan. In addition, students were provided a tour of the Cheshire Correctional Institution so they can get a live-close up view of the workforce within the DOC.

This was a huge outreach initiative for the agency because it not only educated the students on the organizational make-up of the DOC, but it provided them with an intimate view of the DOC's jobs and how they are performed, and most importantly how to apply for these opportunities. This outreach initiative reached all racial and gender demographics which resulted in a diverse audience. As a result, many students voiced their new found interest in working for the DOC and stated that they would be awaiting any future career opportunities.

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.

CORRECTIONAL ENTERPRISES

The Correctional Enterprises of Connecticut Unit (CEC) consists of the Industries manufacturing operations (14) and the District Commissaries (3). CEC contributes to and supports the Department of Correction reintegration initiatives by offering approximately 515 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, nonprofit organizations, and benefit corporations. The Industries operations are at Cheshire CI, Osborn CI, MacDougall-Walker CI, Carl Robinson CI and York CI and provide a variety of goods and services to approximately 100 qualified customers annually. Commissary is authorized under the same statute to provide offenders an opportunity to purchase snacks, electronics, clothing, and other sundry items with their own funds. Commissary operates through District Commissary operations located at MacDougall-Walker CI, Cheshire CI, and York CI. Each District Commissary is responsible for providing Commissary services to an assigned group of facilities. Under state statute, both Industries and Commissary are mandated to be financially self-supporting for staff salaries and operating expenses. Both Industries and Commissary met this requirement for FY2020.

The CEC Braille Transcription Program at the York facility completed its' second full year of operation. This program is a collaborative effort between DOC and the Department of Rehabilitation Services, Bureau of Education and Services for the Blind (BESB) in partnership with the American Printing House for the Blind (APH) and made possible by two grants from the J. Walton Bissell Foundation. For this endeavor, CEC has partnered with BESB which provides on-site training for the offenders in this highly marketable skill. In the past year, nine offenders have received nationally recognized certifications in Literary Braille Transcription by the Library of Congress through the National Federation of the Blind. Ten additional offenders have been added to the program and are training and working toward certification. Having certified offenders now allows CEC to begin revenue generating operations with BESB as our initial customer for the transcription and production of Braille books for k-12 students in CT and with future opportunities with APH. The revenue generated will allow this operation to grow and add new offenders and help to keep the operation financially self-supporting.

Prior to the pandemic CEC continued 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 CEC Osborn Laundry operation implemented a nationally recognized certification program through the Association for Linen Management (ALM). The program is a combination of the curriculum provided by ALM along with practical on-the-job work experience. Upon completion of the program, successful program participants will receive their certification as a Certified Washroom Technician (CWT). Many private sector commercial laundries have stated that this would be a valuable tool for the offenders to have upon their release to be able to gain meaningful employment.

Both Cheshire Industries and Commissary are working closely with the facility and are having inmates from the T.R.U.E. Unit classified to work assignments within 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 successfully focused on expanding relationships and developing opportunities with other state agencies, non-profit organizations, colleges and universities.

The top ten customers, which generated 96% of the annual sales for CEC for FY2020 were DOC, DMV, DOT, DEEP, UCONN, DOC Commissary, SCSU, DDS, DESPP, and Mystic Aquarium.

Total sales for CEC for FY20 were \$8.1 million which was essentially flat with the prior fiscal year.

Commissary receives, processes, packages and ships orders each week to the inmate population. Prior to the pandemic, Commissary processed between 9,000 – 10,000 orders per week. By the end of the fiscal year, that average has dropped to between 7,000 – 8,000. For the fiscal year Commissary generated annual sales of approximately \$16,150,000 including a holiday program offering an expanded selection of items. These sales resulted in approximately \$384,000 in sales tax collected and forwarded to the Department of Revenue Services. In addition, Commissary covered approximately \$3,100,000 in staff payroll expenses and \$111,000 in compensation to assigned program participant offenders. A portion of the net income for Commissary is transferred to the Inmate Welfare Fund. This fiscal year, \$3000,000 was transferred to the Inmate Welfare Fund.

In mid-March, due to the COVID-19 crisis, CEC altered the operations of both Industries and Commissary to meet the needs of the agency. In Industries, the Upholstery shop at MacDougall, the Textile and Embroidery shops at Osborn, the Sewing shop at York, and the Plastic Bag shop at Cheshire ceased normal production and started making much needed PPE for the DOC. During this time, Industries manufactured over 300,000 fabric inmate masks and over 160,000 fabric staff masks. In addition, Industries produced approximately 6,500 face shields for the agency.

Commissary continued to provide service to the facilities but also facilitated some additional services to the inmates for the agency. The price for all soaps was reduced to sell at cost to the inmate population. For the first week, Commissary provided a free deck of playing cards to each inmate that ordered from Commissary. A total of 7,453 decks were given out. Also, each week, each inmate that placed an order from Commissary received two free stamped envelopes. A total of 177,308 stamped envelopes were given out as the end of June. Finally, through Commissary, the agency provided each inmate a hygiene kit containing deodorant, soap, shampoo, and toothpaste. These kits were distributed every other week with each inmate receiving a total of four kits.

EMPLOYEE ASSISTANCE UNIT

Employee Assistance Unit (EAU)- Our labor partners, in conjunction with the agency has officially developed a clinically-guided, peer-based, internal employee assistance unit to provide real-time assistance to our employees, particularly in times of crisis. This program is available 24hrs/day, 365days/week to provide support services, resources, and referrals to all DOC employees, their family members, and retirees. Since the inception, particularly the beginning of FY'20, The EAU has assisted thousands of employees in times of great need, predominately involving mental health, trauma, and addiction issues.

On September 27, 2019, the Department, in partnership with our labor partners, has formally implemented the **Employee Assistance Unit EAU** (*different from the external state offered ESI-Employee Assistance Program*). The EAU is a **DOC internal, clinically guided, peer-led mentoring model**. This modality is the standard of care for law enforcement, uniform service providers (i.e.: police, firefighters, corrections, EMS, military). The program is not intended to be a direct clinical service model. Instead it is a peer to peer support program providing real-time assistance to all DOC employees,

their family members, and retirees. Peer Counselors serve as mentors within this program to all DOC employees (families, and retirees). The EAU program provides services and assistance including support, information, resources, referrals, education and other. The support provided is an empathetic, compassionate, and dedicated peer counselor mentorship. “Peers Helping Peers” model. We also help motivate individuals to seek outside treatment by providing personalized and vetted providers and services to meet their individualized needs.

EAU’s goal is to provide confidential, resources through clinical and social intervention while maintaining a healthy and balanced work environment for agency employees and their families.

EAU’s mission is to provide confidential peer support, intervention, assist employees with guidance and referral to treatment and other outside support services when appropriate and necessary, to educate and protect staff and family members who work within the Connecticut Department of Correction.

This program is statewide and is an employee benefit which is free, confidential, accessible, 24/7, and offers a toll-free HELP-LINE (1-844-997-4EAU or 4328) which is manned by one of the EA Unit’s peer counselors.

The types of issues common but not exclusively addressed, include but are not limited to: overall stress management/coping skills, stress-related issues such as: job and life stressors, correctional trauma, personal issues including personal trauma, family/interpersonal relationship issues, domestic violence/sexual abuse, medical problems, trauma (PTSD, correctional, personal, military, and other), grief/loss, benefits/DOC paperwork, financial problems, eating disorders, addictions (substance abuse, sex, gambling, food, shopping, social media, etc.),housing, food, and financial insecurities, involvement with mental health issues, and others.

The unit is staff by one clinically trained Director, 5 full-time staff, and several (8) part-time and advisory board members (also union E-board members).

Unit accomplishments Include:

- The unit presented the program overview to every shift at all facilities between September 2019 and March 2020. The unit developed and implemented a 24/365 Help-Line (1-844-997-4EAU).
- Implemented a dedicated EAU email: doc.eau@ct.gov Live 12/27/19
- Finalized newly updated EAU Brochures-being distributed at all facilities and all presentations
- Vetted numerous mental health, addiction, private practitioners and dual diagnosis facilities for employees.
- Finalized info for DOC Power Card- including Toll free 24 hr Helpline and dedicated email
- Built EAU provider/resource statewide database
- Meeting with DOC legal, will be working on EAU directives and confidentiality parameters with the Commission for exclusions to directives (i.e.: 2.2 for Sexual Harassment).
- Conducting Team-building events for various facility medical staff for personnel conflict resolution and enhanced working relationships

- Spoke and continue to speak to MPSP (new recruits), NSO, academy recruits, family members, facility nursing staff HSU (including Supervisor's Meetings), and facility wellness events and fairs.
- EAU brochure and information is included in the Department's wellness newsletter, PRIDE, and included on their Facebook Page.
- Lobbied at statehouse for PTSI worker's comp benefits for CO's in February on behalf of officers
- Initiated relationship with CCADV and CT CISM for staff resources, future training opportunities as well as partnering for grant opportunities for EAU (trainings, supplies, etc.).
- Working on trainings for team: MHFA, QPR, ASIST, CIMS, etc.- team, along with other DOC staff, attended CABLE training.
- Developed unit COVID-19 Emergency Preparedness Plan
- Vetted 20 participating hotels offering first responder discounts for DOC staff due to COVID-19. Working on continued relationship discounts/alliance for post pandemic for trainings, conferences, etc. for DOC staff.
- Researched comprehensive list of restaurants due to COVID-19 (broken down by counties) as well other shopping/retail discounts offering first responder discounts for staff-
- Drafted "lessons learned" response regarding agency COVID-19 for EAU
- Implemented weekly EAU Team audio and video conferencing meetings and invited guest presenters to participate as appropriate.
- Participated in ongoing trainings and webinars such as: Critical Stress in Corrections and "Duty to Intercede: Conceptual, Legal and Cultural Aspects." by Lexipol, Resilience and Resilient Thinking with Christopher Poe by Webex.
- Wrote response to SEC. 18-101g: Establishment of wellness initiative for certain employees for EAU.
- Set up 0365 Microsoft Teams for EAU telework
- Continuing to vet new and existing and multiple MH/SA programs offering telehealth services to staff including: Acadia Health Care Services
- Connected with Jose Matias (6/11) to develop Wellness Steering Committee ideas moving forward
- Continued to support staff and provide EAU key services for personal/job problems in addition to increased COVID mental health and medical/time issues- in person, via telehealth, or videoconference follow-ups
- Continued to support staff and provide EAU key services for personal/job problems in addition to increased COVID mental health and medical/time issues- in person, via telehealth, or videoconference follow-ups
- Implemented Admin supported statewide massive donation drive to support the three (3) separate DOC families displaced by house fires.

EAU data from inception of unit being formally implemented on September 27, 2019 with newly hired Director and recognized/implemented by DOC. There was a significant increase in figures after all shifts/all facility awareness presentations were conducted and the Helpline was established:

2019 totals (September – December) – 3,545 client (aka staff) contacts, seven (7) in-patient placements & 107 out-patient referrals

2020 totals (January – July) – 10,677 client (aka staff) contacts, 301 new clients, 161 **helpline** calls, 22 in-patient placements & 99 out-patient referrals

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 eighteen (18) construction projects for a total of \$704,165.00. There are currently 36 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 \$256,594.00 in utility incentives from EverSource. These energy efficiency incentives were for new replacement chillers at Northern CI, (2) two high temperature/high pressure boilers at the Osborn/Northern Central Heating Plant and lighting upgrades for Osborn CI.

As part of Governor's Executive Order 1 - GreenerGovCT, the Facilities Management and Engineering Unit coordinated with DEEP to gather data for an energy efficiency project. This agreement was signed off in February 2020 for a project cost of \$2,158,790.80 and will be paid by DEEP LBE funds. This project will consist of retrofitting all interior lighting to LED lighting and replacing all exterior pole lighting fixtures to high efficiency LED bulbs and fixtures. These upgrades are for the MacDougall/Walker, Osborn and Northern CI facilities and will result in greater energy efficiency, as well as, lower utility costs.

Also, as part of the Governor's Executive Order 1, Stephen Link, Director of the Facilities Management and Engineering Unit took part on the Steering Committee as a Senior Sustainability Officer for the Dept. of Correction to help identify pilot projects for state agencies, along with the assistance of 15 other project team members. He coordinated with the Green Bank to put a plan together to bring solar power to facilities to help reduce greenhouse gas emissions by 2030. This pilot is expected to produce 13.3 megawatts of clean electricity.

An agreement between DEEP and the Dept. of Correction for major energy projects at Osborn, Northern and MacDougall- Walker CI was signed off on. This was for the replacement of (2) 190-ton centrifugal chillers and one 2-cell cooling tower with (2) air-cooled chillers for Northern CI; The replacement of (2) high temperature/high pressure boilers, associated pumps and controls for the Osborn/Northern Central Heating Plant; And for the replacement of (6) 300-ton centrifugal chillers and one 3-cell cooling tower for MacDougall/Walker Central Plant. These project costs totaled \$10,992,435.00 and will be paid by DEEP LBE funds. Electrical savings for the chillers will save an annual of 1,294 kWh and natural gas savings for the two boilers will save an annual of 19,201 ccf.

At the Cheshire CI facility, renovations in the laundry building took place to create a Cosmetology Program to give inmates an opportunity to learn a skilled trade while incarcerated and be able to use this skill when they reintegrate into the community. This room consists of five work stations, each with one chair, one ground fault electrical outlet and one safety mirror. It also has two sinks designed for the Cosmetology program.

At the New Haven Correctional Center, a renovation project was completed for all four levels of the parking garage. The parking garage was constructed in the 90's and had begun to show its age with varying states of deterioration. New metal fabrications, unit masonry, concrete rehabilitation / reinforcing, cast in place concrete, storm drainage piping, sealants and new painting, pavement markings, and rehab to both north and south stairwells were part of the renovation.

At Osborn CI, the two stop freight elevator and the four stop passenger elevator car for the four story hospital unit were updated. The existing units were over 50 years old and parts were obsolete. This project also included new fire detection improvements, along with provisions for a CCTV system to be implemented in the future.

At Manson Youth Institution, the Verint video management system software was upgraded, along with the installation of 28 new IP cameras for the school area and other vulnerable areas throughout the facility.

At the MacDougall CI Industries Building, the Verint video management system was upgraded and there were 24 new IP cameras added throughout their space. There was one new Verint recorder server installed, other VMS servers received software upgrades and had added capacity for the entire site.

At Cheshire CI Industries, the Marker Shop Building and Building 3 Sign Shop had a Verint video management system installed. There were 39 new IP cameras installed throughout their space, along with two new VMS servers with updated software that added capacity for the entire site.

At Garner CI, a new Verint video surveillance system was installed. New software upgrades were performed on 201 cameras, along with new servers.

At Hartford CC, a new Verint video surveillance system was installed. New software upgrades were performed on 213 cameras, along with new servers.

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 removed (3) 30,000 gallon fuel oil tanks at Osborn Boiler Room, removed (2) 3,000 gallon tanks at York CI and replaced with new above ground tanks, removed (1) 2,000 gallon diesel tank and (1) 3,000 gallon fuel oil tank, and removed (3) 2,000 gallon diesel tanks at York (North Dorm/Fenwick/Shaw)

The DOC Environmental Unit is certified to assist with the daily operations of the Enfield/Somers drinking water system. By utilizing our staff, we achieved a savings of \$62,900 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, act as project manager for tank removal projects, and inspect the condition of underground & aboveground storage tanks. By utilizing our staff, we have achieved an average cost savings of \$98,056 compared to using services by contracted vendors.

FISCAL SERVICES

The Fiscal Services Unit administered the Department's budget, directed 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 \$648 million dollars encompassing 76 separate spending plans and provided all financial reporting requirements of the agency's non-appropriated funds.

Account Payables processed 33,034 invoices while aggressively pursuing prompt payment discounts. Through prompt payment and diligent cash management Fiscal Services saved \$103,962 in Fiscal Year 2020

The Purchasing section prioritized expenditures against limited funds, processing over 9,794 requisitions and over 12,598 purchase orders.

The Contracts Administration component managed over 473 contracts and agreements with a combined annual value in excess of \$75.2 million.

The Warehouse unit encompasses two supply warehouses that service sixteen facilities and disbursed inventory valued over \$7.5 million and one uniform warehouse which distributed to over 4,400 correctional employees valued at approximately \$1.8 million.

The Asset Management group tracked, accounted for, performed physical inventories of, and reported on the agency's approximately 11,618 capital and controllable assets located in 14 facilities, all Parole Offices and Central Office valued at over \$48.9 million and controlled disposition of surplus items valued at \$1.57 million.

Centralized Services oversaw and enforced policies for agency wide usage of vehicles and mobile communication devices. Vehicle mileage is reported monthly for 606 vehicles, 538 which are leased and 68 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 242,537 individual receipts and issuing 26,250 checks during the fiscal year. The Inmate Trust fund had a balance of \$3,762,639 as of June 30, 2020.

The Payroll unit processed biweekly payroll of approximately \$17,761,222 for an average of 5,959 employees each pay period in Fiscal Year 2020.

Some notable accomplishments for DOC's Fiscal Services unit for FY 20 include:

In Fiscal 2019, the agency collected \$7,185,844.87 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.

Through prompt payment and diligent cash management, the Fiscal Services Unit saved \$141,690 during FY20.

Fiscal Services supported the agency in its transition of Inmate Medical Services from UConn (UCHC) to DOC by negotiating new Pharmacy Services and Laboratory Services contracts. These agreements, with new vendors, have begun to generate savings to the agency.

Fiscal Standards: Fiscal Services completed a review of current Procurement processes for Purchasing, Contracting, P-Card, Capital Project, and Payroll functions to identify need for improvements and to correct deficiencies and make minor lean improvements where required. The unit has prepared comprehensive manuals to document these major functions administered by the Agency's Fiscal Unit and to further standardize agency procedures. The manuals are intended to serve in defining, understanding and communicating agency policies and procedures, identifying responsibilities, and providing guidelines in the performance of specific tasks in accordance with State Statute and Agency Directives.

DOC assisted the Department of Administrative Services and the KRONOS project by mapping the time keeping, scheduling, and time management functions. DOC Payroll has been working closely with the KRONOS team on preparing for the transition to the new system.

DOC Fiscal Services supported the state COVID 19 response by acting as the states purchasing PPE and other statewide COVID 19 procurement team. Over 100 E-Reqs were entered/reviewed and approved during the month of April. Staff were deployed to the EOC Warehouse to assist with receivers, while others covered office duties. With goods being received from multiple sources and at times little backup paperwork provided, a DOC presence was necessary to assist the National Guard. For the foreseeable future the DOC will remain there. The month of May had numerous large orders of PPE's shipping to the warehouse and in many cases multiple vendors shipping the same product which made receiving quite challenging. Also, adding to our challenges was that the warehouse was accepting donated PPE's, FEMA orders, DOC orders as well as other state agencies. The month of June saw many additional orders being received in the warehouse continuing along the lines of the previous two months. These orders were of larger volume then previous months, which made the receiving a bit more challenging. In an effort to develop a 90-day supply of PPE for the state, the ESF-7 Team made the decision to contract with multiple vendors for the delivery of large amounts of PPE, which will be sent in weekly increments through the end of August. The ESF-7 (EOC) Commodity Warehouse in New Britain added 30,000 square feet of additional storage space to accommodate these needs. ESF-7 work was conducted in addition to all of the DOC Fiscal Services staff members regular work. Additionally, DOC Fiscal Services' Accounts Payable staff have been responsible for the processing of ESF-7 related invoices and payments. This work was also in addition to their regular work.

FOOD AND NUTRITIONAL UNIT

The Food and Nutrition unit provides 3 nutritionally balanced meals per day for the offender population. This includes a multitude of medically ordered diets as well as all observed religious diets. in 2019-20 the Unit served over 14 million meals. Even with expected food inflation and the significant cost escalation during the 4th quarter due to the COVID 19 Pandemic, we were able to hold our per day inmate

food cost to \$3.04. In addition, we have provided an “enhanced” menu for offenders during the pandemic which added approximately \$400,000 in food cost during the 4th quarter.

The Pandemic presented a number of challenges to the Unit including quickly changing food delivery methods, supply chain challenges and a significant disruption of DOC and offender food service staff. Our central cook chill facility was an integral part of our response and success. We quickly ramped up purchasing and production at this facility to meet the needs of facilities which had lost the ability to produce meals locally. We were also able to centralize our purchasing and storage to control the distribution of product throughout the state. The entire Unit staff was able to adapt and overcome any and all challenges presented. As a result, throughout the Pandemic there was no disruption in our ability to serve our offender population.

The unit is in the process of evaluation the Master and Common Fare menus for acceptability, nutritional balance and cost. As part of this process a survey was distributed to Offenders to solicit their input. We are also implementing a 5-year capital plan. We will inventory and assess all of the food service equipment, including refrigeration, to determine current condition and life expectancy. This information will be used to plan for replacement in a thoughtful and systematic way.

HEALTH AND ADDICTION SERVICES DIVISION

The CT DOC Health Services Unit provides inmate health care across 14 facilities statewide in four service lines: Medical, Mental Health, Dental, and Addiction Treatment. The Unit employs medical providers, nurses, mental and behavioral health providers, dentists with clinical support staff, addiction treatment counselors, phlebotomists, radiology technicians, and administrative support staff. The medical providers deliver acute and chronic primary care with medical specialties provided by outside sources. Mental and behavioral health is provided all-inclusive within our facilities. Dental provides all but the most complex dental procedures in-house. Addiction Treatment provides for Medication for Opiate Use Disorder (MOUD) and well as addiction related programming.

Over last year, an automated dosing room for MOUD (Medication for Opioid Use Disorder) was constructed and became operational at York Correctional Institute. Through grant monies, plans for expansion of similar automated dosing and Addiction Treatment services have commenced at Carl Robinson, Willard-Cybulski, Walker, and Manson Youth Institutions.

The Pharmacy vendor was switched and successfully implemented in the FA of 2019 which resulted in enhanced clinical support and significant fiscal savings. New processes were developed and implemented across the facilities. A new electronic Medication Administration Record (eMAR) was developed and implemented with several new electronic interfaces developed for both the pharmacy and eMAR.

The Laboratory vendor was switched and successfully implemented with similar outcomes to the Pharmacy switch. A new electronic interface was developed and implemented.

The CT DOC Health Services Unit conducted a one of a kind Hepatitis C mass screening of the inmate population with over 9000 tests conducted allowing commencement of treatment for those inmates infected.

The CT DOC Health Services Unit conducted mass Covid-19 testing across all facilities. The Agency developed a Covid Recovery Unit where symptomatic Covid patients could recover in isolation from others with enhanced medical assessment and care. Continued mass testing is ongoing. Several policies and procedures surrounding Covid were implemented. As of 6/30/20 10,438 Covid tests were administered.

Multiple medical providers joined the Agency over the last year. This led to inmate medical requests being addressed in a timely manner with over 18,000 encounters with medical providers over the year.

The Agency commenced working with an outside entity to assess the Health Services Unit in four areas:

1. Operational Assessment
2. Staffing Analysis
3. Medical Case Audit
4. Medical Management

That assessment has commenced and is underway.

Negotiations are ongoing with UConn for specialty medical services and inpatient care. The contract is expected to be finalized in the fall.

Addiction Treatment Unit

The Addiction Treatment 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 Treatment Unit 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 offender's treatment need. The Addiction Treatment Unit provides treatment for those offenders who are returning from Parole as part of the Time Out Program. This program is a collaboration between Parole and the Addiction Treatment Unit. Those offenders who are returned are given 5 weeks of substance abuse interventions including community referrals for treatment upon discharge. In addition, the Addiction Treatment Unit offers specialized treatment options to the female and the young adult population. The conservative estimation is that about 75% of all incarcerated offenders have an existing substance use disorder. The Addiction Treatment Unit strives to offer treatment to all offenders 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 Treatment 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 for those 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. In addition, Recovery Coaching will be expanded to include a pilot program that will include Recovery Coaches working with the Addiction Services Unit at Osborn and York Correctional Facility. This program will allow for the offender to work on their recovery with those who have lived experience(s).

In addition, CCAR has collaborated with the Addiction Treatment Unit to offer Recovery Coaching at York CI and Osborn CI. Recovery Coaches are available to discharging offenders that have an identified substance use disorder. Recovery Coaches assist with community based resources, support, and guidance. Recovery Coaches have lived experiences and help guide those who are returning citizens. This program is expanding to offer Recovery Coaching in all Correctional Facilities and Parole offices.

SMART Recovery –The Addiction Treatment Unit has begun offering SMART Recovery groups at Manson Youth, York CI, and Cheshire CI for the young adult population. SMART Recovery focuses on services for those under the age of 25 who have an issues with substance use and abuse. SMART focuses on self-empowerment, avoids labels, and supports MAT. In addition to evidence based curriculum groups SMART offers alternative peer groups where young adults learn social skills, conflict resolution, and how to fun while sober. SMART Recovery also offers Family and Friends groups which focus on self-care, positive communications, and healthy boundaries. All three Correctional facilities offer a Family and Friends component that is run by a trained Addiction Treatment staff member.

Expansion of Medication for Opioid Use Disorder (MOUD) Programs - The Addiction Treatment Unit has been offering medication for addiction treatment with a primary focus on Methadone for those who have an opioid use disorder since 2013. The first program started in New Haven jail and has expanded to six of our facilities which include 3 jails, 1 prison and 2 combined jail/prison. We currently treat between 220 and 235 patients daily and are expanding to include both maintenance which refers to maintaining an offender on Methadone and induction which refers to initiation of an approved medication. As the program participant numbers began to increase over the last 2 years, DOC was fastidious in exploring ways to expand the program. There were noticeable gaps in care such as the total numbers of patients treated and facilities served were not adequate, range of medications were not complete and finally MOUD services did not extend through the entire continuum of care. The planning was prompt as the needs of the program were supported by DOC's administration, OPM, DMHAS, DPH and other state agencies. You could say the stars were aligned because the State of Connecticut announced they were allocating funds for DOC's MOUD programs at the same time. The programs in the past have strictly been supported by Federal Grant money funneled through DMHAS and the services provided were based on the amount of funds awarded. The two phases for expansion will provide the enhancement of existing services in facilities with MOUD programs as well as implementation of new programs at facilities currently without MOUD care.

The first phase is to enhance existing services by creating a facility-based MOUD Treatment Center at each current program. This is designed to build upon our existing operating programs, by enlarging the capacity of each, and expanding the range of medications utilized. Each facility will have its own vendor-based fully licensed OTP and provide the full range of services available within an opioid treatment program. Existing vendors (RNP, CHR, APT) have submitted budgets to reflect this enhancement of their existing services to include the use of all three medications, the development of a fully licensed OTP within the CT DOC facility that utilizes automated medication dispensing technologies, and cover the full range of the MOUD continuum of care. The 3 jails at Hartford, Bridgeport and New Haven will all start operating in October 2020 as a fully licensed opioid treatment program and Osborn prison and Corrigan jail in November and December 2020.

The last phase of the expansion plan is to implement new programs at facilities that currently do not have MOUD care. 4 RFP's were submitted to DAS website in January 2020 (*Carl Robinson, Willard Cybulski, Walker Reception Center and Manson Youth*) and 3 signed contracts are in place for all except

Manson youth. The contracts for these 3 programs are fully operational accredited and licensed Opioid Treatment Programs for methadone treatment as well as buprenorphine and naltrexone. CT DOC has purchased the medication dispensing apparatus for each, and has ensured that the facility is appropriate for methadone dispensing. Since there are no operational programs in any of these facilities at this time, there has been extensive work to establish MOUD treatment centers from full renovations of a dosing room to meet DEA licensing requirements, establishing policies and procedures appropriate to each facility and the Addiction Treatment Unit to identify inmate patients in need of opioid use disorder care. Carl Robinson will plan to open during the first week in October 2020, then Walker and Cybulski will follow in November and December 2020. The three new programs will be managed by one of our current vendors, CHR. There are so many accomplishments that the Addiction Treatment Unit has made over that past years and the expansion plans will prove to be as beneficial to improve access to care across all of the Department of Correction in Connecticut.

HUMAN RESOURCES

Currently 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.

COVID-19 (pandemic)

A lot of activity in 2020 has centered around COVID-19. On March 11, 2020, we started receiving guidance from the Department of Administrative Services/Office of Labor Relations on how to handle absences due to the COVID-19 virus. The State approved a block of 14 paid days for employees who could not work from home. The time was later approved for intermittent use effective May 20, 2020. The reason for the leave fell into several categories: employee's own illness, family illness, exposure to the virus, child/elder care, and for instances of compromised health or concern about the environment. To date approximately 29,510 days have been utilized for such purposes.

During this time period, we developed a protocol for handling those testing positive or those exposed to someone positive or symptomatic.

We also instituted a screening system for our staff which includes temperature readings and questions about new symptoms and travel to other areas where there are high rates of COVID-19. Other precautions include mandating face masks, remote meetings, and social distancing.

On July 17, 2020, we started a mandatory testing process in which all our employees will eventually be tested until there are no positive results. Those testing positive are given another 14-.day period to protect the remaining workforce and inmate population, and for the impacted employee's wellbeing. Those employees refusing to participate are placed on unpaid leave of absence.

We also coordinated new telework arrangements for any staff that could work remotely, including those in Human Resources. We have adapted to Microsoft TEAMS and other virtual meeting platforms, as well as working with our IT department to access our remote desk tops.

Centralization

Starting August 28, 2020 Human Resources will be restructured and centralized. Human Resources, including HR generalist work, staffing, workers compensation and leaves management will transition from being managed at the agency level to being coordinated from the Department of Administrative Services. Further the workers compensation, leaves management and talent solutions areas will be centralized and will support other agencies. The HR generalist work will continue to be conducted within DOC facilities though the HR personnel will be transitioned to the Department of Administrative Services. The agency Labor Relations staff will continue to support DOC facilities; the management of that team will transition to the Office of Labor Relations.

Staffing

The DOC staffing area has been tasked with filling multiple Correction Officer positions, as well handling staffing for many other areas such as Education, Maintenance, and Health Services. While recruitment efforts for Correction Officer yield extremely large pools of candidates, finding talent in other areas such as maintenance and health services has been difficult and posed many challenges.

Correction Officer Process – The staffing unit is working with the candidates generated via a 2018 posting via Jobaps (a fairly new automated recruitment program). Individuals from the pool were invited to participate in COPAT, a physical ability process. 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)

We held three (3) pre-service classes in the 19/20 fiscal year. These classes were quite large and some involved two shifts. The first class of the 20/21 fiscal year was much smaller due to the pandemic.

Promotional Processes/IDP

The staffing unit continues to conduct large promotional processes for the classification of Deputy Warden, Counselor Supervisor, Captain, Lieutenant and Counselor. The Department launched a succession planning process and individual development plans (IDPs) at all facilities to provide staff with an opportunity to work on skills necessary to promote to the next level. The program focuses on learning the work required at the next organizational level by a doing that work with leaders who are trained to coach and mentor the IDP process. While this process is effectively working for the lieutenant level and has been rolled out for parole manager, counselor supervisor, captain and deputy warden levels, the pandemic response has slowed our progress in moving this forward more quickly.

Health Services Division - On July 1, 2018, the Department of Correction assumed operational management of inmate health services and transferred in 643 employees who were formerly UConn employees from the Correctional Managed Health Care unit. All employees were integrated into the DOC time labor-management systems.

While recruitment for high level management and specific health care classifications has been challenging, we have increased the net number of health services staff by over 60 people since the beginning of 2019 and have hired 194 new employees and promoted another 68. We are currently recruiting for about 100 positions.

While we provided HR support to health services as a discrete business unit for the first couple of years under DOC, with HR centralization and increased stability of health services beginning August 28, 2018 HR support is now being provided by the HR generalist who supports each individual location that includes health services staff.

Retirement Processing – The facility HR Generalists are currently processes multiple retirements. As of November 2020, the retirement process will become centralized with specialized human resource representatives in the Leaves Unit handling all retirements for the state.

Kronos - Ongoing meetings and discovery have been held in preparation for the implementation of the Kronos scheduling and payroll system. Kronos will take the place of Atlas.

Lean Initiatives – The Department of Correction HR continues to conduct process improvement events each year. An event was held in the Fall of 2019 on the Investigation/Discipline process. Several modifications have been made including merging of multiple routing slips, changing the Incident Report routing process, eliminating duplicative sections on investigations, etc.

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.

MALONEY CENTER TRAINING & STAFF DEVELOPMENT

Maloney Center for Training and Staff Development (MCTSD) has continued analyzing various job classes to enhance job standards. The comprehensive class standards that are a result of these reviews further establish consistency in training and employee performance expectations. MCTSD assisted by facilitating the completion of the Developing a Curriculum (DACUM) process in FY20 for Chief Probation Officer, Adult Probation Officer and Administrative Assistant. Additional work was completed on the DACUM for Correctional Counselor Supervisor and Correctional Captain. The Correctional Captain position can encompass various job assignments to include Unit Manager, Shift Commander, Administrative Captain and Operations Captain, so additional work will need to be done until this can be considered complete.

FY20 included a training series for Correctional Deputy Wardens. This was an effort to familiarize them with the information required to perform job duties as well as a form of succession planning where they are exposed to the next level of supervision. Staff from multiple disciplines served as trainers, including several Correctional Wardens and Directors. There was an opening discussion for a series of training for the Correctional Wardens but the pandemic prohibited further discussion for the time being.

MCTSD conducted three pre-service classes since July 2019. Pre-service class 274 began on September 13, 2019 and completed on December 5, 2019. This class consisted of 136 trainees with the following job classes: 96 correction officers, 17 state school teachers, 1 general maintenance officer, 1 electronics technician, 1 HVAC technician, 5 correctional food service supervisors, 7 correctional counselors, 2 chaplains, 1 correctional treatment officer, 2 pupil service specialists and 3 recreation supervisors. Pre-service class 275 began on November 8, 2019 and completed on January 30, 2020. This class consisted of 113 trainees with the following job classes: 92 correction officers, 1 state school teacher, 1 electrician, 2 plumbers, 1 electronics technician, 1 HVAC technician, 5 commissary operator trainees, 1 counselor, 1 chaplain, 1 correctional counselor trainee, 5 substance abuse counselor (CSAC) trainees, 1 substance abuse counselor (CSAC) and 1 PFE (plant engineer). Pre-service class 276 started on February 14, 2020 and completed on May 21, 2020. This class consisted of 143 trainees with the following job classes: 123 correction officers, 1 vocational education instructor, 1 plumber, 5 general maintenance officers, 3 correctional food service supervisors, 2 store supervisors, 2 chaplains, 1 CSAC trainee, 2 CSAC counselors, 1 recreation supervisor, 1 PFE and 1 correctional industries supervisor.

Pre-service class 276 was in session during the pandemic which resulted in alternate methods of instruction. Trainees had to tele-work for two weeks to reduce the spread of the virus prior to entering correctional facilities for on-job-training. Assignments were sent out and returned via email for review. This experience highlighted the limited technological capabilities that MCTSD has for virtual learning. Since then, Zoom licenses have been purchased, video and camera equipment has been purchased and several classrooms have been converted to accommodate virtual learning. The entire cleaning process has been revamped to ensure high touch points are cleaned more frequently as well as additional cleaning supplies are on hand. Masks are being worn and social distancing is in effect.

MCTSD has started an additional two pre-service classes that are running simultaneously on first and second shift. Pre-service class 277 and 278 both began on July 3, 2020 and are scheduled to complete on September 24, 2020. Pre-service class 277 has 52 trainees in the following job classes: 33 correction officers, 3 plumbers, 1 general maintenance officer, 2 HVAC technicians, 7 correctional food service supervisors, 1 store supervisor, 3 chaplains, 1 CSAC and 1 correctional industries supervisor. Pre-service class 278 has 46 trainees and all 46 of them are correction officers. All Covid-related safety precautions are being followed for staff and trainees.

In addition to pre-service classes, MCTSD held three new supervisor orientation classes (NSO). NSO 2019-02 started on October 11 2019 and completed on October 25, 2019. Thirty supervisors completed this training. NSO 2019-03 started on November 8 and completed on November 22, 2019. Thirty supervisors completed this training. NSO 2020-01 started on January 31 and completed on February 14, 2020. Twenty-seven supervisor completed this training. Two new supervisor classes are scheduled to begin on August 14, 2020 and December 4, 2020. For all three completed courses the following supervisors were in attendance: 49 lieutenants, 1 medical records supervisor, 3 parole managers, 3 supervising psychologists, 3 correctional food service supervisors, 3 correctional maintenance supervisors, 12 counselor supervisors, 14 facility engineer 1 and 2 facility engineer 2.

The last training program for this time frame was the health services staff (HSU) two-week academy. HSU 2019-01 started on October 21, 2019 and completed on November 8, 2019. Eighteen health

services staff completed this program. HSU 2020-01 started on February 28, 2020 and completed on March 11, 2020. Twenty-five health services staff completed this program. Two new classes are scheduled to begin on September 25, 2020 and October 23, 2020. For the two completed classes the following staff were in attendance: 3 clinical social workers, 1 correctional nurse supervisor, 5 dental assistants, 3 correctional nurses, 4 dental hygienists, 2 dentists, 1 clinical social worker, 4 licensed clinical social workers, 4 licensed practical nurses, 2 medical records staff, 4 phlebotomists and 10 registered nurses.

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. FY20 MCTSD partnered with the following agencies on curriculum development and training: Office of the Chief Medical Examiner, CT Training and Development Network, CT Alliance to Benefit Law Enforcement, Department of Transportation and Connecticut OSHA. MCTSD has also partnered with CSSD and the judicial branch for sharing of information for youthful offenders. In addition, the Firearms Unit has memorandum of understanding with the following agencies for the use of our ranges: Cheshire P.D., CT Military Department (CTMD), Division of Criminal Justice (DCJ), Enfield P.D., Meriden P.D., Police Officer Standards and Training Council (POST), Southern CT State University P.D., Southington P.D., CT State Marshall Commission, Suffield P.D., United States Department of Health and Human Services (USDHHS) and the United States probation Office (USPO).

The Enfield range recertified 274 staff members. 27,400 40 caliber (cal) ammo was used and 21,920 rifle rounds were used. Eleven staff members received initial certification. 6,050 40 cal ammo was used and 4,180 rifle rounds was used. Five staff members did not qualify. Three hundred and fifty staff members still need to report to training for re-qualification. The projected use of ammo is 35,000 40 cal and 28,000 rifle rounds.

The Cheshire range recertified 315 staff members. 31,500 40 cal ammo was used and 25,200 rifle rounds were used. There were 12 pistol certified staff members for a total ammo usage of 6,600 40 cal. There were 11 rifle certified staff members for a total ammo usage of 3,850 rifle rounds. Two staff members did not qualify. Four hundred and sixty staff members still need to report for re-qualification. The projected use of ammo is 46,000 40 cal and 36,800 rifle rounds.

MCTSD also oversees the Agency's Critical Incident Stress Response Team (CIRST). CIRST is a statewide team of DOC employees who have received training to respond and support affected staff members during a traumatic event while utilizing evidence based, best practice critical incident response techniques. During FY20 the team was activated a total of 13 times. An additional component of the CIRST program is specially trained support/comfort dogs and their handlers – provided by the organization K9 First Responders. These specially trained K9's were activated 4 times. During the Covid pandemic they were not permitted to respond.

MCTSD also oversees the Military Peer Support Program. This committee is comprised of twenty staff members who offer support to activated staff members and their families. They are also a support

network for staff returning to work after active duty. The committee handles their own fundraising efforts which allows for them to send holiday baskets to families of deployed staff. They completed an active recruitment in FY20.

During FY20 staff at MCTSD were able to restore to fully functioning the Learning Management System (LMS). Due to the pandemic the in person in service training cycle was re-formatted to LMS. All staff are scheduled to receive 40 training hours during FY20. LMS is also used to track all staff training hours. Rosters and attendance lists from facility based trainings are sent directly to MCTSD for entry into the training transcript of each employee.

MANAGEMENT INFORMATION SYSTEMS - Information Technology Department

The IT Department maintains the Department's computer network and all hardware and software as well as DOC users and manages the extraction and reporting of data from department systems. The unit also provides technology support for the Board of Pardons and Parole.

Fiscal Year 2020

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. IT supports all equipment at facilities and maintains connections to all video locations. Project to replace aging equipment and to provide extra video capability in progress and will be completed in early FY21.

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 18,127 tickets were handled by the DOC IT staff. Out of the total service tickets, there were 478 research related requests and 425 Health Service/EHR related requests.

Implemented network Vulnerability and Web scan software as part of the IT Security Project. Project continues in FY21 as other software is needed for data flow control and file monitoring.

Completed Windows 10 upgrade on over 3000 computers at all DOC facilities.

Migrated DOC Portal from Novell eDirectory to newer version using Microsoft Active Directory as part of migration to all Microsoft Product Line.

Migrated eDirectory to Microsoft Active Directory to remove double login function to the network and eliminate Novell user database and passwords.

Migrated File/Print/DNS/DHCP function from Novell/Microfocus to Microsoft.

Retired last of the Windows 2003 and continue to retire 2008 servers as part of the server refresh effort.

Enabled direct access to CaseNotes from DOC network for all users. This eliminated several servers and made the process quicker. Enabled CaseNotes access from VPN portal for users.

Built new applications on VPN Portal (RDS, PuttyPortable, Atlas, MicroMain,) for work from home users.

Enabled DOC network for remote connections for work at home and telework users.

Enabled many DOC staff to work from home due to Covid-19 by providing laptops and access to DOC network.

Implemented F5 Load Balancer on the network to distribute computer task over a set of computing resources to make processing more efficient.

Implemented Redundancy for print server, SFTP, and DHCP network functions to avoid user downtime.

Implemented several interfaces from Electronic Health Record system to labs and providers.

Developed Administrative Remedies Application for DOC Health Unit.

Completed wireless network pilot program at Central Office. Executive area and three conference rooms are ready for wireless use.

Migrated .NET applications from Oracle to SQL server - this project saved over \$250,000 a year in licensing cost.

Successfully completed the data bridge for DOC and CSSD for data exchange between DOC and Judicial.

Implemented Time Out Program workflow in CaseNotes for Parole/Special Parole. Offenders are granted the opportunity to participate in institutional programming and treatment.

Started migration of email to the cloud and implementation of O365 for all DOC users. Project continues in FY21.

Started KRONOS implementation. Project continues in FY21.

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, the Office of Standards and Policy, and the Agency's Legislative Liaison. 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 20, the External Affairs Division submitted and assisted other units, including the Fiscal Services 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 5,000 requests department-wide during FY20. Despite the significant increase in requests from the prior fiscal year, there was only a minimal increase in the number of complaints filed. There were 53 Freedom of Information complaints of which 21 were mediated and resolved, 8 were ruled in the department's favor, and 24 are pending being heard due to the Coronavirus Pandemic. All operations at the Freedom of Information Commission ceased on March 24, 2020 so no other matters were heard beyond that date.

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. Due to the Coronavirus Pandemic, we may see changes in the future as it relates to conducting and participating in hearings. We anticipate a possible transition to telephonic and/or virtual hearings.

Additionally, this unit conducted numerous training modules to enhance the knowledge of facility staff through one on one trainings and group trainings. The Freedom of Information Unit with the help of the Information Technology Department was able to implement redacting software for all facility liaisons to improve efficiency and decrease use of resources such as paper, toner, and personnel time.

LEGISLATIVE LIAISON UNIT

During this reporting period, the unit responded to a large number of inquiries from state & federal public officials/agencies and Connecticut residents especially concerning the health of inmates during the coronavirus pandemic. In addition, numerous legislators, federal and state legislative staff/interns and other state/federal & local officials participated in the annual tours of the correctional facilities and parole district offices which were held before the coronavirus pandemic occurred. During the 2020 short General Assembly session, which was further abbreviated due to the coronavirus pandemic, the Legislative Liaison Unit monitored and provided testimony on bills affecting the agency. The unit also actively participated in the Connecticut Reentry Councils which coordinate services for ex-offenders. The Legislative Liaison Unit also was involved in the Department's Adult Reentry Employment Strategic Planning Group as part of winning a U.S. Department of Justice grant. This included staffing the DOC's Industry Advisory Group comprised of employer representatives to assist ex-offenders in being hired.

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 20, the Public Information Office responded to more than 7,500 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 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 20 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. The Office of Public Information continues to coordinate the placement of an increasing number of agency related news items (both television and print) as part of the agency's efforts to promote transparency in State government.

During FY20 The Office of Public Information played an integral role in the Agency's response to the COVID-19 pandemic. A prominent page on the Department's website was created and dedicated to providing a platform for conveying all information related to the Agency's efforts to minimize the spread of the novel corona virus. The webpage includes information relevant to staff, offenders, the public, as well as the media. In addition, statistics relevant to the novel corona virus, such as number of symptomatic and asymptomatic staff members and offenders can also be found on the page.

The Director of External affairs also maintained (and continues to do so) a log of all the Agency's efforts with regards to the Covid-19 pandemic.

In addition to written communication, the Office of Public Information continues to be the primary point of contact for concerned family members and loved ones of incarcerated offenders. Through telephone calls and emails, the understandably anxious loved ones often pleaded for the immediate release of incarcerated offenders.

By providing a centralized, consistent, professional yet compassionate message, the Office of Public Information staff helped to reassure the public of the Agency's numerous efforts to keep the offenders as safe as possible.

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 approximately 2,300 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 continues to produce the department's bimonthly newsletter, "PRIDE at Work" aimed at effective communication with our agency employees and supporting employee wellness. This unit also helps to coordinate the videotaping and later broadcasting facilities by the Connecticut Television-Network (CT-N) of the State's Board of Pardons and Paroles hearings held within the department's facilities.

Every media inquiry print or television, local, national or international is coordinated through the External Affairs Division's Office of Public Information.

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 **FY20**, the Office of Standards and Policy updated twelve (12) Administrative Directives. These directives included associated documents which include Spanish translations and forms/attachments. Forty-one (41) Revisions, Exceptions and Inclusions were also processed. Four (4) 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 an implementation plan for offender tablets. There is currently a pilot unit that will be expanding in the near future to allow more offenders access to tablets.
- Revised and Updated Administrative Directive 9.5, Code of Penal Discipline which aligns with proper hearing notifications and proceedings for disciplinary issues.
- Revised Administrative Directive 2.13, Employee Work Attire, Personal Appearance and Identification to ensure all staff wear masks while at work in response to COVID-19.
- Revised Administrative Directive 10.6, Inmate Visits requiring all staff members and other individuals entering our correctional facilities to have their temperatures checked in response to COVID-19.
- The unit assisted in publishing eleven (11) Health Services Policies specifically in response to COVID-19. These policies ranged from distribution of PPE to the care and treatment of COVID-19 positive offenders.

VICTIM SERVICES UNIT

The Connecticut Department of Correction Victim Services Unit is at the forefront for victim advocacy and notifications. The unit provides to registered victims, notifications of change in an inmate's custody status. The goal of this unit is to provide victims with a sense of surety and self-confidence and to assist them in navigating through the criminal justice system. The Victim Services Unit supports the mission of the Department of Correction by enhancing community safety through positive collaboration with other state agencies and vendors. We are the catalyst in allowing victims voices to be heard during any community release considerations.

During Fiscal Year 2020 the Victim Services Unit completed 556 new victim registrations, 625 End of Sentence notifications were processed, 993 Notice of Applications for Sentence Reductions and 36 Pardon Applications. Victim Services also completed 724 notifications for Community Release Review along with 346 Parole Hearing Notifications.

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 20, the unit received and responded to 64 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 53 appeals brought before the Freedom of Information Commission.

During FY 20, 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.