

Department of Correction



At a Glance

SCOTT SEMPLE, Commissioner

Monica Rinaldi, Deputy Commissioner of Operations and Rehabilitative Services

Cheryl Cepelak, Deputy Commissioner of Administration

Angel Quiros, Administrator of District 1

Peter Murphy, Administrator of District 2 & External Security

Karl Lewis, Director of Programs and Treatment

Christine Whidden, Director of Security

Karen Martucci, Acting Director of External Affairs

Joseph Haggan, Director of Parole and Community Services

Dr. Kathleen Maurer, Director of Health & Addiction Services

Nicole Anker, Esq., Director of Legal Affairs

David McNeil, Director of the PREA Unit

Holly Darin, Director of Affirmative Action

Established – 1968

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

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

Number of full-time employees – 5,602

Recurring operating expenses – \$661,361,270

Capital outlay – \$6,376,672

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

Mission

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

Statutory Responsibility

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

Public Service

The Department of Correction (DOC) on June 30, 2016 confined 15,319 offenders, a 4.4% decrease when compared with the incarcerated population on June 30, 2015. Including those offenders on department administered community supervision, correctional staff supervised on June 30, 2016 a total population of 19,725 offenders, a 1.2% decrease when compared to June 30, 2015.

OPERATIONS AND REHABILITATIVE SERVICES DIVISION (Reports to the Commissioner)

The Deputy Commissioner of the Operations and Rehabilitative Services (OARS) division oversees 15 correctional facilities, which are divided under the direction of two District Administrators. Correctional institutions confine sentenced males and in the case of the York Correctional Institution, sentenced and unsentenced females. There are approximately 15,000 incarcerated offenders. Correctional centers in Hartford, Uncasville, Bridgeport and New Haven serve primarily as jails, acting as intake facilities for unsentenced males, though they also process and confine males with sentences of two years and longer. The Walker building of the MacDougall-Walker Correctional Institution serves as the reception center for male inmates with sentences longer than two-years. The division also maintains a medical-surgical ward at the University of Connecticut (UCONN Ward) in Farmington Connecticut. The Manson Youth Institution confines sentenced male offenders between the ages of 14 and 21. The OARS Division also includes both the Parole and Community Services Division, responsible for the supervision of offenders in the community as well as programming for the state; and the Programs and Treatment Services Division which provides a wide range of offender programming as well as overseeing the department's offender classification system and population management. In April 2015, the Cybulski Community Reintegration Center was created within the existing Willard-Cybulski Facility (Cybulski Building). The level 2 center is a new program initiative to the Department and compliments the Governor's Second Chance Society concept which focuses on preparing offenders for release back into the community through targeted programming and chosen educational/vocational pathways. In October 2015, a new Veterans' Service Unit was created at the Cybulski Center for eligible offenders who served in the military and in April 2016, a new DUI Unit for those eligible offenders. Additionally, the OARS division oversees the Operations Unit under the auspices of the Director of Tactical

Operations. This unit encompasses a staffing analysis team (Operations Unit) and the Property Claims Office, a range of emergency operations including Correctional Emergency Response Team (CERT), Special Operations Group (SOG), Situational Control (SITCON), Tactical Support Unit (TSU), Emergency Plans Unit and the K-9 Unit comprised of 17 dog-handler teams; as well as the department's Honor Guard and Pipe and Drum Band.

Department of Correction Districts and their Facilities/Areas of Responsibilities

District 1	District 2
Enfield CI	<i>Bridgeport CC</i>
Cheshire CI	Brooklyn CI
York CI	Hartford CC/UCONN Ward
Garner CI	Corrigan-Radgowski CI
MacDougall-Walker CI	New Haven CC
Manson YI	Carl Robinson CI
Northern CI	<i>Willard-Cybulski CI</i>
Osborn CI	Cybulski Community Reintegration Center (Cybulski Building)

The OARS division continues to track, review and identify trends with the statistical information compiled from the facilities through the Statistical Tracking Analysis Report (STAR Report) to determine any discernible patterns that may impact facilities. In fiscal year 2015-2016, key statistics reported inmate-on-staff assaults decreased -3.80% from the previous year's figure, and -7.81% from the 2-year mark. Inmate-on-inmate assaults report a decrease of -1.64% from the previous year and decreased -1.37% from the 2-year average. Inmate fights reported a decrease of -8.80% from the previous year and a decrease of -11.50% from the 2-year average. Inmate disciplinary infractions rose slightly by 2.05% from the previous year, however decreased by -4.51% from the 2-year average and Use of Force incidents decreased by -2.61% from the previous year and decreased by -5.45% from the 2-year average.

The new staff-schedule program, ATLAS, has been successfully implemented at all facilities as of July 2015 and several ancillary units. It has assisted in scheduling staff and storing the information into a database that can specify by day and hour, the time taken by staff and/or overtime used. This new system will allow us to streamline the scheduling process, eliminate redundancy and generate a more accurate as well as detailed report; requiring less manual input by the scheduling lieutenants, payroll department and operations staff.

The Correctional Transportation Unit (CTU) has been restructured and expanded to include supervisory staffing, allowing for greater accountability and efficiency. CTU has strengthened their relationship with the Judicial Marshals Service creating new policies which allow for more proactive and efficient methods of transporting offenders reducing delays. New buses were added to the fleet, providing transportation to a greater number of the offender population with various security levels. Special transportation usage has increased to provide greater services to offenders with various special needs, minimizing the impact on the facilities. CTU provides transportation for special assignments and special detail for Parole and local authorities when requested.

The ActSoft GPS system modules have been installed into the majority our inmate transportation vehicles and several specialty units as part of a pilot program. This system will

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

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

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

OFFENDER CLASSIFICATION AND POPULATION MANAGEMENT

In FY 2016, the Offender Classification and Population Management Unit approved 67,206 population transfers. Due to staff shortages, the assessment unit completed 1,312 assessments for male offenders with sentences greater than two years, 297 requests for DNA samples and 227 inquiries regarding sex offender registration, DNA and dangerous Weapon Offender Registration. The Audits and Training Unit completed 75 hearings for Administrative Segregation or Special Needs statuses. Unit staff was tasked with training approximately 110 staff members on the Judicial Electronic Bridge (JEB) system, Offender Based Tracking System (OBTS) and Classification training.

SENTENCE CALCULATION AND INTERSTATE MANAGEMENT UNIT

The Sentence Calculation and Interstate Management Unit oversees the offices of Central Records, the Central Records Warehouse, Risk Reduction Earned Credits (RREC) and the Interstate Compact. Central Records manages central record keeping and sentence calculation functions.

They attended 30 civil and criminal court proceedings to testify on matters involving the department and responded to 62 letters regarding sentence, time calculation and RREC matters. The Risk Reduction Earned Credit office provides technical assistance and training to facilities regarding earned credit matters and ensures the appropriate application of credits for offenders nearing an end of sentence discharge. In Fiscal Year 2015-2016, the Discharge Review Panel reviewed 545 cases regarding offenders who required programming, discharge planning, or posed a threat to public safety. Of those cases, 32 rescission hearings were held by the SCIM Unit; twenty nine (29) offenders had their earned credit rescinded.

The Interstate Compact Office (ICO) oversees both the Corrections Compact and Interstate Agreement on Detainers (IAD) processes. Twenty-seven out of state inmates were temporarily transferred to Connecticut under the IAD to resolve pending charges in our state. Sixty-three Connecticut inmates were temporarily transferred out of state under the IAD to resolve pending charges in another state. Twenty-four Form 6's Evidence of Agent's Authority to Act for Receiving State were processed. The ICO received 25 referrals from other states for

placements in Connecticut and 15 referrals from agency staff for transfers out of state. Seven Connecticut inmates were transferred out of state and five out of state offenders were transferred to Connecticut. The unit coordinated 27 additional interstate movements working in conjunction with both Connecticut and out of state staff. They responded to 233 letters regarding interstate matters.

OFFENDER RE-ENTRY SERVICES UNIT

The Offender Re-entry Services Unit has been tasked to assist the offender prior to release with procurement of identification. This includes state identifications, driver's licenses, social security cards and birth certificates. During Fiscal Year 15 our facilities procured for offenders a total of: 1,617 Birth Certificates, 724 DMV Licenses, 703 Social Security Cards, and 1,187 DMV IDs. This unit also works with community agencies and halfway houses to ensure continuity of care for releasing offenders. All facilities have a re-entry counselor whose primary focus is assisting the offenders with re-entry needs including identification, clothing, family reunification, and employment. This is consistent with the agency's Offender Management Plan which outlines procedures to manage and prepare an offender for release from sentence onset through discharge to the community. During Fiscal Year 2016, supported this plan with development of Veterans Unit at Cybuski CI.

OFFENDER RE-ENTRY PROGRAM UNIT

The Offender Re-Entry Program Unit designs, implements and evaluates evidence-based programs to ensure offender accountability, offering opportunities to lessen the likelihood of recidivism and thereby increase the safety of the public. The unit's curriculums are evidence-based or supported and are updated as needed. We also provide clinical supervision by way of training and observation to ensure the effective delivery of the curriculum. The total number of staff receiving training from the Programs and Treatment Unit equaled 347 staff members. Staff were provided Counselor Facilitation training and program curriculum training in the areas of Anger Management, VOICES (Victim – Offender Institutional Correctional Educational Services), Good Intentions/Bad Choices, Understanding Domestic Violence and Embracing Fatherhood. Staff was also provided training for ID Procurement/Storage and RT3 Training. Staff working with our parenting programs oversee and ensure our facility-based as well as outside contracted programs are conducted in a consistent and effective manner.

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

Quarterly uploads are implemented to examine the entire DOC population for eligibility while weekly uploads help to identify new admits. A partnership has been developed with CT Heroes Project to complete assessments of incarcerated veterans to adequately identify the needs of this population. An on-going collaboration with Veterans Re-Entry Specialist to address the re-entry needs of returning veterans has been implemented. Fiscal Year 2016, 27 Veterans with inmate status have secured housing upon release at Homes for the Braves.

Through the unit's Job Centers, incarcerated offenders are provided an employment readiness program which includes resume writing, soft skills training, mock interviews and interviewing skills, and research on the CT Department of Labor website. During FY16, there

were 6,299 visits to our unit's Job Centers with inmates completing 1,763 resumes with the assistance of our Job Center Counselors.

CENTRALIZED COMMUNITY RELEASE UNIT

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

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

The Centralized Community Release Unit's procedure consists of:

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

The following are policies that the CRU adheres to:

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

Measures of success from the Centralized Community Release Unit includes:

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

EDUCATION UNIT

Unified School District #1 (USD #1) is the legally vested school district for the Connecticut Department of Correction. USD #1 provides academic and vocational services, special education, English as a Second Language and other opportunities, including reentry classes, resource fairs and family education/parenting. During the 2015-2016 school year, USD #1 educated students in basic academic and vocational programs. USD #1 serviced 5,634 unique students through our programs servicing a total of 12,425 students overall through multiple programs and facilities. USD #1 provided our 21-day Re-entry curriculum to our population,

resulting in over 440 students completing this program. Our Education Unit also worked collaboratively with colleges to offer both non-credit and credit programming to our offender population whenever possible. This was done through private college's offering free classes to our students and community colleges offering classes paid for by the inmates.

In addition to the number of students who demonstrated academic grade-level progress and increased vocational skills, USD #1 issued 16 Adult Education diplomas through the Credit Diploma Program and awarded 15 High School diplomas through State Department of Education based on credits and credentials. Due to the change-over to GED, numbers were not available at time of print.

Due to the discontinuation of the paper and pencil GED test, USD #1 began implementation for the Computer-Based GED test. This included wiring and installing computers and furnishing classrooms to meet the technological requirements to deliver the tests to our population. This process was done with the use of federal monies and at no cost to the state.

By June 2016 we had all but three of our scheduled facilities testing. Teachers have done an outstanding job preparing our students for the new GED. Professional development and training was necessary and in some cases required in order to make the change from the older version paper and pencil GED test to the computer-based test.

The Career-Technical Programs (vocational programs) issued 1,182 achievement certificates for module completions and 440 certificates for program completions. Our Workforce Development plan includes opportunities for our students to connect with outside businesses once released based on their performance within our school programs. We have put efforts into this component to be consistent with our Second Chance Society initiative.

VOLUNTEER SERVICES UNITS

More than 1,300 Department of Correction Volunteers, Interns and Professional Partners (VIPs) work with approximately half of the State's inmate population, assisting them with the "ABC's of Corrections": Addiction Services, Basic Adult Education Programs and Chaplaincy Services. Inmates enrolled in voluntary/elective activities were required to remain discipline-free.

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

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

RELIGIOUS SERVICES UNIT

Although two new Chaplains were hired during this period, the total number of staff Chaplains has been reduced from 52 to 42, plus two Chaplains on personal service contracts. One Chaplain died during the year and his position has not been re-filled. When fiscal constraints necessitated cutbacks, those who retired were not replaced. We continue at the present time with our existing staff “stretched” to compensate for the losses.

- A nationally recognized expert gave a training day for all top administrators on RLUIPA, new important legislation that significantly impacts the religious practices in our facilities.
- The Religious Services Unit presents a training module for all Pre-Service Class members, informing them of “Religious Services in Corrections”—with emphasis on minority religions, legal issues, etc.
- Annual Religious Services Audits were held in all facilities.
- The Director of Religious Services participated in the training opportunities of both the summer and winter national Correctional Congresses of the American Correctional Association. This training benefited the DOC and the Religious Services Unit.
- Day long Chaplain Denominational Meetings are held twice a year. All the Chaplains of the same denomination, e.g., Protestant, Catholic, Islamic, meet for training and issues specific to their religious denomination.

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

The Division of Parole and Community Services (P&CS) supervises and provides support services to offenders released to the community under the jurisdiction of both the Commissioner of Correction and the Board of Pardons and Paroles. The Division is comprised of district offices located in Bridgeport, Hartford, New Haven, Norwich and Waterbury and the following specialized units: Residential Services, Central Intake, Special Management, Mental Health, Fugitive Investigations, DUI, Women’s Re-Entry, Support Services, and Training and Staff Development Unit. There are 152 staff members assigned to the Division. Parole officers in each of these districts and units continually strive to enhance public safety by providing offenders opportunities to successfully reintegrate into the community and be productive, accountable members of society. On July 1, 2016, the Division was responsible for the supervision of 4,414 offenders. This represents a 12% increase in the overall supervised population when compared to the previous year.

In support of the Department's Mission/Vision Statement and the Governor’s Second Chance Society Initiative, P&CS recently updated its Mission/Vision statements. This revision was completed after soliciting input from all P&CS employees and is listed below:

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

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

The increase in the community population was managed by building on the previous success of the existing model of supervision driven by the following well established guiding principles:

- Supervise and enforce conditions imposed on offenders under all forms of release.

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

In FY16, the Division eliminated fourteen contracted nonresidential programs as part of the Department's deficit reduction strategy. These programs provided the following services: behavioral health, i.e., outpatient and intensive outpatient substance abuse treatment; anger management; mental health treatment; employment services; and support services, i.e., bus tokens, clothing, and identification procurement. In response to the elimination of these programs, parole officers and contracted residential program providers began making referrals for the above services to private nonprofit agencies in local communities on a fee-for-service basis under Medicaid entitlements or to state agencies, i.e., DMHAS, LMHAs, DOL, or DSS. This private nonprofit and state agency referral approach is intended to result in offenders developing the necessary skills and linkages to access critical services available to them in their natural communities following discharge from community supervision. There were no changes to domestic violence or sex offender treatment service contracts.

In the near future, a recent policy change issued by the U.S. Department of Health and Human Services Centers for Medicare and Medicaid Services (CMS) is expected to extend Medicaid coverage to all Department of Correction offenders residing in halfway houses. As a result, these individuals will receive medical, mental health, and substance abuse services in local communities instead of correctional facilities.

Expanded parole officer engagement with non-contracted community providers in the areas of behavioral health, employment, and support services is expected to promote a cultural shift within the parole officer ranks that favors a treatment response to certain behaviors over an enforcement oriented approach.

The Division completed several changes to its contracted residential program network in order to foster expanded re-entry opportunities. Six residential programs providing inpatient substance abuse treatment were converted to work release or temporary supportive housing models. In response to the opioid crisis impacting offenders under supervision across the state, a total of 62 residential inpatient substance abuse treatment beds at the Apt Foundation in Bridgeport were re-purposed for use by offenders engaging in substance abuse while under community supervision. The past practice had been to place offenders in inpatient programs immediately following release to community supervision for a period of 30-45 days. The length of stay at the Apt Foundation will be based on clinical recommendations, in line with a medical model, instead of predetermined time frames. Parole officer of inpatient substance abuse treatment beds in lieu of technical violations is also expected to contribute to the culture shift toward treatment while in the community.

The New Haven Re-entry Initiative ended on 12/31/15. The services continue under the Warren Kimbro Re-Entry Program (WKRP) with an alternate funding source. The collaborative

project between the New Haven District Parole Office, Easter Seals, the City of New Haven, Community Action Network, and Project Moore provides support services to offenders returning to the City of New Haven.

The Division's Women's Re-entry Unit staffing was expanded to allow for gender responsive evidenced-based assessment and supervision of all female offenders throughout the state.

Effective January 1, 2016, the Division eliminated the use of radio frequency electronic monitoring devices and transferred all appropriate offenders to GPS following a thorough review. GPS technology provides better monitoring capabilities at a comparable or reduced cost. In support officer safety, the Division requested and received statutory authority to access the Connecticut State Police Firearms Database to better determine the presence of firearms in residences visited by parole officers.

Mi-Fi Cards were issued to all parole officers covering remote geographic areas to provide access to information when meeting with offenders in the field or office.

The Division participated in LEAN events to identify efficiencies in the DUI Home Confinement and Community Release process for offenders being released to district offices and halfway houses.

Narcan training was provided and kits were issued to all parole officers, parole supervisors, and contracted halfway house employees to allow these staff to render assistance in the event of a drug overdose.

ADMINISTRATION DIVISION (Reports to the Deputy Commissioner of Administration)

CORRECTIONAL ENTERPRISES

The Correctional Enterprises of Connecticut Unit (CEC) plays an important role in supporting the Department of Correction Second Chance Society initiatives. By state statute, CEC is authorized to provide goods and services to state agencies, municipalities, and nonprofit organizations while at the same time offering offenders opportunities to develop marketable vocational, occupational and soft skills. The unit operates shops at four facilities in the state and provides goods and services to approximately 150 customers annually. CEC recently began collaborating with the Cybulski Reintegration Center and has some offenders transported daily to participate in our programs at the Osborn and MacDougall facilities.

Some of the improvements and reinvestments into our shops this year include the purchase of a second Roland sign printing machine for the Sign Shop and a reconfiguration of the shop layout to expedite the production process of aluminum signs and to handle the significant increase in the volume of sign orders. Successfully completed the move for highway reflector and delineator production from MacDougall to Cheshire.

Invested over \$40,000.00 in equipment to include Tennsmity hydraulic metal shear, Baileigh Notcher, Scotchman hydraulic universal punch machine, and Pexto box and pan brake. Completed \$68,000.00 upgrade to the operational controls of plastic bag producing equipment in the Plastic Bag Shop to improve reliability, efficiency, and serviceability. At MacDougall, in the Wood Shop, CEC invested in a Striebig panel saw to increase production capacity, reduce waste, and to provide a higher level of safety. Also in the Wood Shop, CEC purchased a variety of vacuum clamping systems, routers, and buffers to fabricate solid surface countertops. In the Metal Shop, CEC purchased two 450Mpa Miller welders to be able to weld thicker steel used on Department of Transportation (DOT) plow frames. Finally, in the Metal Shop CEC purchased a

10 ton Nevins Power pipe bender to bend pipe used on the Department of Energy and Environmental Protection's (DEEP) picnic tables.

Some of the successes for CEC this past fiscal year include expansion and further development of business relationships with other state agencies. CEC's work with UCONN yielded an increase of 62% in revenue over the prior fiscal year. Much of this work was related to the reupholstering of furniture. Because many of the pieces of furniture that UCONN has are of high quality, these items can be reupholstered and refinished at a significantly lower cost than buying new furniture. CEC is also providing many custom fabricated items for UCONN including kitchen and bathroom cabinets and countertops. DEEP continued to provide many opportunities for CEC. CEC received significant orders for metal picnic table frames, embroidered and silk screened staff clothing items, aluminum signs, uniform patches, and to accommodate DEEP's needs, CEC now produces wood signs for the state parks.

Another existing customer which provided significant orders to CEC was the Department of Transportation. CEC continued to provide custom metal products, highway reflectors and delineators, embroidered baseball caps and a wide variety of decals to DOT. In addition, CEC entered into an MOU with DOT for the production of construction zone signage. DOT was producing these items in its own sign shop however, CEC is able to produce the signs and provide savings to DOT.

For the Department of Motor Vehicle (DMV), CEC completed transition of all license plate production to the new seven character configuration. Inventory, shipping, and delivery processes are now in accordance with the DMV's modernization requirements including pick/pack operation of low volume plates.

FACILITIES ENGINEERING AND MANAGEMENT UNIT

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

The Unit supervised the completion of 24 construction projects for a total of \$4,058,015.70.

In addition to energy savings, the Unit pursues all available incentives and rebates. During the past twelve months we have received \$86,689.95 in utility incentives and rebates from EverSource. These energy efficiency rebates were for lighting upgrades, laundry upgrades, roof top units, and a cooling tower.

The Unit also received funds from DEEP through their Lead by Example Program. During the past twelve months we received \$764,992.58 in project funding. These funds were used for lighting upgrades, a boiler room pump, roof top units, laundry consolidation/upgrades and kitchen hood controls.

At Corrigan CI we performed an exterior lighting upgrade. This project replaced all of the existing exterior building wall-pack lights and pole lights with high-efficiency LED lighting. This will save on both electrical consumption and manpower as they won't have to be touched for at least 10 years.

At the York CI facility we replaced the cooling tower. This project replaced the original cooling tower, which serves the entire York compound buildings. It was original in 1992 and was well past its useful life. It is more efficient than the original unit, thus will save on electrical consumption.

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

At Carl Robinson a laundry consolidation and upgrade was added for the 15 dorm environment housing units. Each housing unit had a 30lb washer and a 30lb dryer, which was expensive to maintain and also consumed about 40 hours per week of maintenance staff time to make repairs. A costs study was performed and significant savings was achieved by adding a Central Laundry facility at Carl Robinson. By purchasing 3 new 160lb washers, 1 new 70lb washer, 1 new 80lb dryer and 3 new 150lb dryers this provided a reduced daily water consumption from 21,454 to 7,450 gallons. That is a saving of 5 million gallons of water a year. An added new ozone system also reduced hot water consumption by 4.1 million gallons. And new high-efficiency equipment will save the department around \$100,000 a year.

Also, at Carl Robinson a total of 24 HVAC roof top units were replaced. The existing rooftop gas fired cooling/heating units were installed in the late 1980's and were in need of replacing. These Units were replaced with 24 new Carrier high-efficiency, single package, gas fired rooftop cooling/heating units with return air enthalpy sensors. These new units were installed by DOC maintenance staff saving the agency approximately \$100,000 in outside labor costs. The project will, also, save 213,048 kWh/yr., which will result in an annual savings of \$31,957. In addition, the project will save approximately \$10,000 per year in maintenance costs and will improve the system efficiency.

At Hartford CC a total of 20 HVAC unitary rooftop units were replaced. These units were installed between 1974 and 2000. Implementing this project will result in significant saving and reduced maintenance costs to the agency. The calculated yearly energy saving were determined to be \$45,905.00. The total cost for this project was \$338,509.00 which were funded by Department of Energy and Environmental Protection Lead by Example program. No agency money were utilized.

At New Haven CC a door control system was replaced. The purpose of this project was to improve the reliability and reduce the electrical hazards with the existing door control rocker switches. Replacing this system would greatly improve the facility operations of the localized door controls and reduce the potential electrical hazards by implementing low voltage controls as well as touchscreen operations.

Due to budgetary constraint this project was entirely developed, designed, built, programmed and installed by FMEU staff. We also provided several days of technical training NHCC Correctional staff and system operations and modes of operations.

The DOC Environmental Unit currently is working 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 a new above ground tank. During this fiscal year we have replaced one underground tank at the Niantic Annex and one at Carl Robinson CI with above ground tanks.

The DOC Environmental Unit is certified to assist with the daily operations of the Enfield/Somers drinking water system. Utilizing our staff we achieved a savings of \$26,815 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, and inspect the condition of underground & aboveground storage tanks. They also utilize the Paint Care Program for disposal of latex and oil based paints.

By utilizing our staff we have achieved an average cost savings of \$21,900.00 compared to using services by contracted vendors.

FISCAL SERVICES

The Fiscal Services Unit administered the Department's budget, directed commissary and warehouse operations, centralized services, contracting, inmate accounts and maintained purchasing, accounts payable, accounting functions and executes analysis, lean events and performance measurers.

Budget/Accounting/Accounts Payable coordinated the tracking, projection, and reporting functions of general fund appropriations exceeding \$684 million dollars encompassing 76 separate spending plans and provided all financial reporting requirements of the agency's non-appropriated funds. Account Payables processed 29,952 invoices while aggressively pursuing prompt payment discounts. Through prompt payment and diligent cash management Fiscal Services saved \$172,484 in Fiscal Year 2016.

The Purchasing section prioritized expenditures against limited funds, handling over 14,850 requisitions and 8,403 purchase orders.

The Contracts Administration component managed over 400 contracts and agreements with a combined value in excess of \$303 million.

The Warehouse unit encompasses two supply warehouses that service fifteen facilities and disbursed inventory valued over \$8 million and one uniform warehouse which distributed to over 4,300 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 12,300 capital and controllable assets located in 15 facilities valued at over \$42.6 million and controlled disposition of surplus items valued at \$2.25 million.

Centralized Services oversaw and enforced policies for agency wide usage of vehicles and mobile communication devices. Vehicle mileage is reported monthly for 605 vehicles, 509 which are leased and 96 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 253,321 individual receipts and issuing 23,686 checks during the fiscal year. The Inmate Trust Fund had an asset value of \$2,748,080.83 as of June 30, 2016.

The Correctional Commissaries received over 815,000 orders generating sales in excess of \$ 17,530,954 including a holiday program offering an expanded menu of items. The Commissary sales resulted in approximately \$376,801 in sales tax collected and forwarded to the Revenue Department.

In addition, the Commissaries covered more than \$2,717,871 in payroll expenses and \$120,094.54 in wages to inmates.

Some notable accomplishments for DOC's Fiscal Services unit for FY 16 include:

Upgrade of Commissary System

Commissary and Inmate Account staff were successful in implementing an upgrade to our Syscon system. The system is utilized for both the tracking of inmate funds and the purchasing of items by inmates from the Department's commissary.

Reorganization of Fiscal Services

Purchasing and Accounts Payable successfully accomplished a split of reporting structure to accommodate a separation of duties and further enhance internal controls within Fiscal Services.

Lean

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

- DOC November 2015 Kaizen Event – The November Kaizen event was held the week of November 30 through December 4, 2015. At this event four lean projects went through the Kaizen process, including a lean project for the Board of Pardons and Paroles.
- DOC March 2016 Kaizen Event – The March Kaizen event was held the week of March 14 through March 18, 2016. At this event three lean projects went through the Kaizen process.
- In March 2016, at the request of OPM, DOC participated in the filming of Lean training videos with Gemba Academy. DOC had representatives from five lean teams provide their perspective and insights on their lean experience in support of this important initiative.
- Annual Lean Showcase: DOC attended OPM's Spring Lean Showcase at the Capitol building, which provides an opportunity for state agencies (e.g. DOT, DEEP, DOH, DAS, DPH, DMHAS, etc.) to present lean accomplishments and initiatives with other state agencies, legislators, and the general public.

Performance Measures

- The Department of Correction continues its work in supporting its strategic goals of Public Safety, Efficiency and Wellness. Fiscal Services in cooperation with the various units develop performance measures. A few examples are:
- A 35% increase in case reviews through DOC's newly formed Community Release Unit. Reducing the time related to staff disciplinary reviews by 82% with a new Expedited Corrective Action Plan.
- Increasing the number of monthly releases under DUI Home Confinement program by 57%.
- Increasing the number of offenders arriving at halfway houses with ID's by 6% over four months thereby improving their ability to obtain employment and services in the community.

Community Services Contracts

Contracts has worked closely with Parole and Community Services to implement the restructuring of community services delivery to better support individual reentry needs in the community and to reduce contracting costs by over \$8 million.

Consolidation of Warehouses

DOC's warehouses were consolidated into one primary Central Supply Warehouse in the north in order to more efficiently support recent changes in DOC operations. This warehouse provides all of the main supplies for offenders, buildings, and facility staff needs.

A scaled down DOC south warehouse continues to provide support for inmate specific items including such items as woman's clothing and related products.

DOC's Uniform Warehouse began the planning stage of a relocation of its operation from Cheshire to Enfield, where it is anticipated that reduced travel time and more efficient use of facility space will continue to improve its operations.

Set-Aside

Despite the reduction in our operating budget and the loss of Small/Minority Businesses on DAS contracts, DOC achieved 98% its Small Business Enterprise (SBE) set-aside goal. This is a huge accomplishment and the Agency makes every effort to meet or exceed our annual goals. In the past three fiscal years this agency has exceeded our annual compliance rates. (FY15 at 114%, FY14 at 134% and FY13 at 201%).

Stand-a-lone Printer Replacement Project:

Over the last two years Fiscal Services as evaluated and replaced over 215 leases. During that time, we eliminated 17 leases and created 37 new leases for new units that replaced standalone printer or provided increased functionality where needed.

Despite the increase, the monthly cost has only increased by \$31,000 annually which is fractional in comparison with the money we are saving by reducing cost related to stand alone printers and fax machines. In 2012, annual agency costs for ink cartridges totaled \$404,930.69. Ink costs this fiscal year total \$183,460.48 – that's over \$200K in annual savings.

Accounts Payable Invoicing

The Financial Services Accounts Payable unit has taken advantage a new policy addressing the acceptance of vendor invoices via electronic mail. Internal procedures have been implemented and the agency is working with vendors for acceptance into this new initiative. This has increased efficiencies and timelines for payment by eliminating the previous manual process awaiting receipt of invoices through the mail, opening and time stamp process.

Cost of Incarceration

In Fiscal 2016, the agency collected \$5,630,236 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.

Grant Financial Reporting

In FY 2016, the Accounting unit was responsible for the financial reporting of 21 separate grants, representing federal funds received directly from the Federal government, pass-through grants from the State Department of Education and Office of Policy and Management, and grants received from private entities. Overall, the agency received federal funds totaling \$2,535,643 and expended \$2,417,953 in support of agency programs.

NUTRITION AND FOOD SERVICES UNIT

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

The Unit feeds approximately 15,500 inmates per day, three times per day, 365 days a year, totaling approximately 16,972,500 meals per year. Even with the increasing prices of food, the approximate cost per inmate per day is \$2.93.

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

The Unit continues with an innovative program in which several facilities are producing rolls from scratch to be used in place of sliced bread to offset the cost of bread. Three of these facilities send rolls out to facilities that do not have the equipment and space availability. The replacement of bread with rolls has resulted in a savings of approximately \$50,000 per year.

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

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

Working with Correctional Managed Health Care (CMHC), a more effective Therapeutic Diet menu has been developed, implementing low fat, low cholesterol cook chill products through the Food Production Center, helping to aid the facilities in serving special diets to inmates. We have changed the diabetic snack bag items resulting in an approximate savings of \$40,000 per year. We continue to work with CMHC to help educate the inmate population on healthy eating habits to help reduce the need for special medical diets, which will help lower the cost of medical expenses.

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

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

HUMAN RESOURCES

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

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

Due to the fact that roughly 500 NP-4 and NP-8 employees are eligible to retire, it is critical that the agency is prepared to backfill positions within the custody chain of command. The Recruitment Unit focused efforts on ensuring that adequate applicant pools were available for all of our positions, especially our custody positions such as Deputy Warden, Captain, Lieutenant and Correction Officer.

Correction Officer Process

The August 2014 Correction Officer exam yielded over 4,600 applicants. The unit continued to follow the process established to review applications and select candidates for interviews. Due to staffing shortages, interviews were scaled back to one panel and held three days per week, interviewing a total of thirty (30) applicants per week. An additional six hundred (600) Correction Officer candidates were interviewed and added to the applicant pool for classes during this fiscal year. Interviews for Correction Officer were suspended indefinitely in April of 2016, as Recruitment Unit resources were reallocated to assisting with layoffs.

Pre-Service Classes (New Hires)

On October 2, 2015 Class 266 was held. The class included 156 Correction Officers, 2 Commissary Operators, 2 State Librarians, 2 Correctional Food Services Supervisors, and 1 Chaplain.

On November 13, 2015 Class 267 was held. The class included 66 Correction Officers, 1 Commissary Operators, 11 Correctional Counselor Trainees, 1 Counselor, 2 Plumber Steamfitters, 2 Correctional Electricians, 1 General Maintenance Officer, 1 Vocational Instructor, 1 State School Teacher, 3 Correctional Food Services Supervisors, and 1 Chaplain.

Promotional Processes

Deputy Warden – In order to ensure that the agency always has a viable pool of candidates for this position, the exam has been put on continuous recruitment, which allows new applicants to be added to the list as they qualify for promotion. The Deputy Warden process has been on Continuous Recruitment since 2013, and since then six exams have been offered. After each exam, candidates are eligible to submit an application process and are invited to interview with a panel of Wardens. There are currently sixty-two (62) candidates available to fill promotional opportunities for Deputy Warden.

Correctional Captain – The Correctional Captain process has been on Continuous Recruitment since 2014, and since then four exams have been offered. After each exam, candidates are eligible to submit an application and are invited to interview. Similarly to the Correctional Lieutenant process, candidates were assigned an overall rating based on their most recent performance evaluations, discipline history, time & attendance, promotional evaluation by their facility supervisors and their performance in their interview. The most recent exam was promulgated in September, 2015. After each exam, candidates are added to the existing pool. There are currently just over seventy (70) candidates available to fill promotional opportunities for Correctional Captain.

Correctional Counselor Supervisor – The recruitment process for Correctional Counselor Supervisor is identical to Correctional Captain. The most recent exam was promulgated in October, 2015. There are currently over one hundred and forty (140) candidates available to fill promotional opportunities for Correctional Counselor Supervisor.

Correctional Lieutenant - Nearly five hundred (500) candidates passed the Correctional Lieutenant Exam and were invited to apply for positions. Over four hundred (400) candidates responded and were assigned an overall rating based on their exam score, most recent performance evaluations, discipline history, time & attendance, and promotional evaluation by

their facility supervisors. This process was completed in September, 2015 and to date forty-nine (49) candidates have been promoted to Correctional Lieutenant. This pool will be used to fill promotional vacancies through at least March, 2017.

Parole Officer – Parole Officer is another classification that is on Continuous Recruitment. An exam was promulgated in 2013 that does not expire until March, 2018. Over two hundred and eighty (280) candidates are on this exam list, and were invited to apply and interview for positions at the Parole & Community Services Division and at the Board of Pardons and Paroles in separate and independent processes. An additional one hundred and sixty-three (163) new candidates have been added recently to this exam list and these candidates will ultimately be invited to interview and be added to the pool.

Layoffs

In April, 2016 it became evident that the agency was going to have to do layoffs to close the fiscal gap in our budget and make the necessary cuts required by the Office of Policy and Management. The Human Resources Division was tasked with carrying out this process. Key HR staff were designated as team leads assigned to different Bargaining Units. These teams reviewed seniority lists, contract language and the instructions sent out by the Office of Labor Relations to ensure that any layoffs were done correctly. Layoff notices first started being given out on April 21, 2016. Initial layoff notices were given out on April 21, 2016 and April 25, 2016. One hundred and eighty-seven were served. Human Resources collaborated with the Unions to ensure that adequate representation was available to all staff. The following week, the first bumping sessions were held in Cheshire at the Maloney Center for Training and Staff Development. Again, this was a collaborative effort between the agency and the unions. After meeting with Human Resources and Union staff to review their bumping options, employees were brought to another room where HR staff were on hand to sit with employees one on one to fill out SEBAC/Re-Employment paperwork, answer benefit questions, unemployment questions or even to assist with retirement paperwork. The noticing and bumping process continued until early June. Subsequent meetings were held for employees to notify the agency of their bumping option choices. At each meeting, Human Resources staff were ready to answer questions on retirement, Reemployment/SEBAC issues, benefits, etc.

A total of 247 Department of Correction employees were impacted by the layoff process:

- 144 were ultimately laid off
- 61 were able to exercise their bumping rights
- 19 retired in lieu of layoff
- 23 were able to find employment at other agencies through the various NP-3, P-4 and P-5 job fairs which were hosted by OLR

Retirement Processing – During this annual period the division counseled, audited and processed a total of three hundred and fifty-two (352) retirements for agency employees with the majority being hazardous duty employees in the classification of Correction Officer.

CORE Self Service Computerized Time and Attendance – This project was launched a few years ago to transition the payroll reporting process from paper timesheets to an automated, employee initiated process. All Central Office locations are currently on the new system. We are now

converting small segments of employees located in the facilities. We are currently working on the update of organizational charts which will then enable us to initiate proper coding.

Atlas Rosters Front End System – During this annual period the Payroll Unit, in conjunction with the custody operations Atlas team, completed the initial two phases of computerizing the manual time and attendance roster system. As of June 30, 2016, fifteen (15) facilities and three (3) specialized units were processing in Atlas for all of their custody staff. In addition the electronic passing of all time, attendance and overtime is now processing for over half of the facilities and units with the remainder to be completed by October 1st. Approximately 500 remaining non-custody staff will be processing in ATLAS by the end FY 16-17.

The Atlas Program process assists facilities, fiscal, custody operations, payroll and the HR unit in compiling employee data related to time and attendance, overtime, employee dependability reports and assists with compiling information required per the Corrections NP4 and Correctional Supervisor NP8 Bargaining Unit Contracts.

LEAN Initiatives – The Department of Correction HR was invited to participate in a statewide LEAN process being run by the Exam Unit of the Department of Administrative Services. This LEAN process focused on making the state exam process quicker as well as looking at how applications are tracked, managed and reviewed. As one of the largest state agencies in Connecticut and one that utilizes every type of state exam administration, we participated in the LEAN event as a customer of the DAS process.

Negotiations –The Human Resources Unit has seven (7) managers participating in the statewide contract negotiations process for the NP-4, NP-8, P-5, P3B, NP-2, NP-3 and P-4 bargaining units. Our biggest bargaining unit, NP-4, has just entered into interest arbitration.

Expedited Correction Action Process (ECAP) - In the previous Fiscal Year, the HR division worked with the Corrections NP4 and Correctional Supervisors NP8 Bargaining Unit membership to successfully develop and implement the Expedited Correction Action Process (ECAP). 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. During this Fiscal Year we have had a total of forty-three (43) ECAP cases reviewed; thirty-seven (37) of those cases qualified for an ECAP Stipulated Agreement and six (6) did not qualify. Out of the thirty-seven (37) cases that did qualify, thirty-six (36) have been completed with an average completion time of twenty-six (26) working days as opposed to the average of nine (9) to twelve (12) months under a traditional system.

The Department of Correction Annual Memorial Ceremony - The Human Resources unit along with the Center for Training and Staff Development held the Annual Memorial Ceremony on May 6, 2016. The ceremony was held at the Maloney Center for Training and Staff Development and honored three (3) fallen employees.

The Annual Manson Scholarship Breakfast -The Human Resources unit coordinated the John R. Manson Scholarship program in which we granted scholarships to two (2) students from the University of Connecticut. The Human Resources unit also coordinated the annual breakfast to honor those recipients which was held on January 16, 2015 at the Department of Correction Central Office.

MALONEY CENTER FOR TRAINING AND STAFF DEVELOPMENT

The Maloney Center for Training and Staff Development (MCTSD) oversees all departmental training for the Department of Correction. This consists of Pre-Service Training for incoming Correction Officers and annual In-Service Training for all current personnel. In addition to three training buildings and two department-wide Firearms Training ranges, Maloney utilizes the former Webster Correctional Institution facility as a satellite training location.

Curriculum redesign has been a main focus at MCTSD during FY16. The Pre-Service curriculum is being modified and streamlined with a focus on sound adult learning theories and practices; ensuring relevance, rational, realism, reinforcement, repetition, progressiveness and effectiveness. Additionally, all other curriculum under development uses the same comprehensive design that improves the learning process for all students.

Newly designed curricula introduced in FY16 training included: Unique Needs of Female Offenders; Unique Needs of Offenders with Mental Illness; Religious Service in Corrections; Cultural Competency; and Correctional Stress and Trauma.

Two Pre-Service classes were conducted to fill position gaps due to department retirements. These two classes totaled 252 new employees at the time.

Annual In-Service Training for FY16 consisted of 8-hours of instructor-led training to 3,614 staff; 12-hours of Learning Management Systems (LMS) computer-based training, at 54,460 modules taken by staff in both mandatory and elective topics; and 20-hours of facility-specific training to 3,614 staff.

MCTSD also facilitated job classification-specific training to 295 staff between the department's Parole and Community Services Division, Education Unit and clerical employees, as well as CT Board of Pardons and Paroles staff. Training was also provided to 264 staff of UConn's Correctional Managed Health Care.

The Firearms training curriculum underwent some changes which included the addition of scenario-based situations. Firearms training in FY16 focused primarily on initial certifications of 134 staff, due to the large numbers of agency retirements during the fiscal year.

Four New Supervisor Orientation classes, totaling 72 new supervisors, were conducted for newly promoted staff department-wide.

In keeping with the Department of Correction's Strategic Plan Goals and Initiatives of collaboration, MCTSD is also the host site where other agencies conduct testing and trainings including the Department of Administrative Services, Federal Bureau of Investigation, Judicial Branch, Connecticut Training and Development Network, and multiple municipal police departments.

Beyond various Department of Correction specific meetings and trainings, other events hosted by MCTSD were the department's Staff Memorial Service, week-long LEAN/Kaizen processes and Agility Validation/Assessment testing.

Maloney Center for Training and Staff Development maintains its American Correctional Association's accreditation.

MANAGEMENT INFORMATION SYSTEMS UNIT

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

The use of video conferencing within the department continues to be an integral part of communication that allows for the safety and security of staff, offenders and the general public. Starting in FY 2011 when the use of video conferencing was expanded we have grown from 5079 conference held to FY 2016 when 7917 conferences were held. During that entire time period 41,881 video conferences were held or almost 7000 per year on average. Almost 3000 more hearings were held in this last fiscal year compared to FY 2011. The average is almost 2000 more per year since we expanded the capabilities. More parole hearings are being done this way, more out of state hearings are being conducted, more probation reviews, just to name a few of the many types of hearings being held.

As part of the statewide migration of the state's data center from East Hartford to Groton all DOC equipment was moved and is up and running. DOC has limited equipment in the state data center but one of the critical pieces are the servers used to run our internal DOC portal. This project was completed on July 28, 2015.

The classrooms at the Maloney Center for Training and Staff Development were all upgraded to new network equipment and upgraded to Office 2013 to allow for ATLAS System training. Atlas is the 24 x 7 scheduling system that DOC uses in conjunction with CORE-CT for its Operations staff. This was completed on July 31, 2015.

Service Desk is the ticketing system used to track customer requests. The system had been an internal system to MIS but as part of the MIS LEAN was being expanded to allow customers to enter their own tickets. The pilot was completed in August, 2015 and went into production on August 26. The new system includes a complete set of videos to help staff navigate through the process of using the tool. Since its inception on August 26, 3932 out of 6437 tickets have been created by customers through the ticketing system. During this last year 61% of the tickets were created by customers through the new ticketing system. This is a tremendous time saver for both the customers as well as MIS staff.

The annual IRS data survey for the Questionable Return Program was completed and submitted to the IRS on September 15, 2015. CTDOC was one of 10 states asked to pilot the Secure Data Transfer protocol and we were able to do so successfully.

In September 2015 MIS was able to successfully migrate 41 virtual servers from our old computer room to our new computer room. 14 servers and PC's were moved to the new CS1 cluster. This enabled us to power down the old equipment and retire them saving energy costs in the process. We also successfully moved the routers in the old computer room to the new computer room. From February 10 through February 13 a number of real servers and other equipment was migrated from the old computer room to the new computer room. This included all of the Central Office servers as well as part of the new VNX2 storage array. The following week Central Office backup process was upgraded. Several old servers that are no longer needed because of the migration were decommissioned.

A new feature was added to Case Notes dealing with the Notice of Application for hearing function to notify both DOC's Victim Services Unit as well as the OVS unit within Judicial. This feature will increase the time for notification of parole hearings to our respective victims. This is an automated feature and no longer requires information to be scanned and

emailed. This is a more streamlined approach and less labor intensive. The new feature went live on September 28, 2015.

MIS staff successfully set up various parole offices to access the DESPP Firearms database through the COLLECT terminals. Based on legislation PCS was granted access to view the Firearms database as of October 1, 2015. MIS and PCS staff worked together to determine all of the access points.

MIS staff then worked with DESPP staff to register an IP address to connect to the system. DESPP then activated the accounts as of October 1, 2016. The new access give PCS staff information as to who owns guns at various locations so that when they are making house visits they are aware of what guns may be at that location and providing the PCS staff with more information to keep themselves and the occupants safe.

MIS and Fiscal Services completed the process of setting up all of the new Multi-Function Printer scanners with a secure scan option. The MIS technical team completed a process of connecting to all of the new MFP devices and updating them to include the secure scan option. Information was sent out to the entire agency on October 19 outlining the procedures for using the MFP's whether using secure or unsecure. As MFP devices are swapped out they will be set up with both options.

DOC and DSS collaborated on an enhancement to the file transfer process that had been in effect. DOC had been sending DSS a file twice a month so that DSS could track Medicaid information. The new process allows DSS to attach data to this file and send it back to DOC to be updated. The critical feature is that DSS is sending back a DSS identifier to be kept in the DOC files. The new identifier will allow both groups a better way to track and match offenders. This process should enhance the Medicaid process and should slow the process of removing individuals from the Medicaid roles thus allowing the offenders the ability to retain their Medicaid rights. This was completed on October 16, 2015.

The configuration and installation of a network connection was completed on October 29, 2015 at the new Cybulski Reintegration Center. Software for the PC's was loaded for those devices to be used in the Echo Unit of the Reintegration Center. The PC's and printers were deployed on December 30, 2015. The devices for the Veteran's unit were installed in March of 2016.

Working in conjunction with Judicial and DAS/BEST, DOC MIS was able to successfully connect the Court Support Services Division jail re-interview group to the Judicial network from Hartford CC, Bridgeport CC and New Haven CC. This allows JRI staff to use DOC equipment to link back to their home sites on the Judicial network. JRI staff can now more easily conduct their interviews with offenders. Hartford CC was completed in September, 2015. Bridgeport CC was completed on October 30, 2015 and New Haven CC was completed on December 4, 2015.

Office 2013 upgrade project was completed on October 31, 2015. Most staff had been upgraded by the end of June, 2015 but a final push was done in October and a final forced upgrade was completed on October 31, 2015. Approximately 2,350 PC's were upgraded. The installation for Office 2007 was disassociated and can no longer be installed. The new TAG 11 Inmate Banking and Commissary system went into production on December 14, 2015.

The Case Notes cloud application successfully migrated to the new computer room on January 31, 2016. The application is now more robust giving staff greater response time to the application. Staff began using the new application on February 1, 2016.

As part of the Governor's Second Chance Initiative a new network connection was established for the American Job Center which is housed at New Haven CC. Wiring and network switch installations were completed and all PC's were configured and installed by February, 26, 2016.

Due to the financial struggles of the state in FY 16 and beyond we were asked for a series of very complex reports dealing with trend data on the number of parolees per year sorted by a variety of area like age, gender, race and ethnicity. Reports also included breakouts by cities with the largest number of parolees, largest number of residential participants, largest number of those completing residential programs and being released, are referred back to prison during participation, are employed after exit, and are in stable housing after exit, as well as re-incarceration rates after exit.

Work was completed to get the York CI reintegration center/job center setup to allow computer access for the offenders within the program. The PC's were all setup with special typing software and access to the Khan Academy. The new center opened on February 18, 2016. Changes were made to the Offender Based Information System as well as Case Notes to allow for the new processing of RREC based on the outcomes of the RREC LEAN project. The changes were completed by February 1 to match the date when the new RREC policy took effect. The new timesheets for this process were run on March 1, 2016.

Working in collaboration with Engineering Services, DAS and Waterbury Parole and Community Supervision, MIS moved the network equipment from the old Waterbury PCS office to the new office.

Three network switches were configured and installed along with the networking, power and KVM equipment at the new location on March 17. On March 22 the old office was shut down and equipment was removed from the old office and installed along with the router at the new office. The server used for Waterbury was removed and brought back to the computer room to be operated remotely. The new office went live on March 22.

As part of the DUI LEAN project work was completed to upgrade the Offender Based Information system to more effectively track DUI information in the system. The changes allow the DUI unit greater capability to track the effectiveness of the program and where any gaps exist. The changes went into production in March, 2016.

As part of the department's overall network upgrade the network connection to Brooklyn CI was upgraded to a new fiber connection. Brooklyn was the last of the facilities to go onto the fiber network. The new circuit is almost 67 times faster than the old connection. This now allows staff at Brooklyn to connect to various systems much quicker than before. The project was completed on April 6, 2016.

Working collaboratively MIS and Education were able to save the department over \$40,000 by using the Education discount to buy Microsoft Licenses to be used for the GED project. This was accomplished in April, 2016.

The new version of McAfee antivirus was deployed to almost 2500 PC's. The new patch is more comprehensive and should provide even more anti-virus, spam and spyware protection. The changes went into effect in April, 2016.

As part of a cost reduction process DOC and CMHC combined to build an inter-connect network at MacDougall-Walker, Corrigan-Radgowski and the Enfield Campus. This allows the DOC switch and the CMHC switch to communicate directly and save money by not needing another fiber link installed at the various facilities. The work At MacDougall-Walker was

completed in April, 2016 and the work at Corrigan-Radgowski and the Enfield Campus was completed in June, 2016.

Revisions were made to the DOC website to allow for a new web page to be added for those staff impacted by the layoffs. The new page is the Resource Information for Staff Impacted by Job Loss Transition. This was completed by April 21, 2016.

As part of the Data Center migration the 10.80 conversion project has been completed at Central Office. This is another step towards HIPAA compliance and eliminates security risks that we may have been vulnerable to in the past. This was a major upgrade and provides greater security to the DOC network. Most of the facilities except for the Enfield Campus have been upgraded and all of the connections at Central Office were completed.

Updates were made to both OBIS and Case Notes as part of an upgrade for tracking inmate ID information on the property screens. Updates were made to the property screen to allow additional codes to be entered onto the property screen to track various forms of ID's (Birth Certificate, Driver's License, Green Card, Social Security Card, etc.). Updates were then made to the program display screen to display the various forms of ID so that the Discharge Planners know if an offender has ID or not. Information from the Property file is also included in the download from OBIS to Query Builder. New functionality was then added to Case Notes to download the data from Query Builder and then display this information in Case Notes. Case Notes will show an id icon and also form of id. This will help CRU and PCS to process offenders with an ID in place. Changes were completed on June 21, 2016.

SECURITY DIVISION

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

The Investigations Unit has the primary responsibility of conducting internal investigations at the direction of the Commissioner as well as joint investigations with federal, state and local authorities. This unit also conducts security audits and oversees the disposal of contraband collected in the facilities.

Members of the Security Risk Group, Computer Forensics and Telephone Monitoring Units work collaboratively to acquire, analyze and disseminate pertinent security information throughout the department and law enforcement community. Through targeted and random monitoring of non-privileged communication, both internal and external criminal activity is reduced and in some cases prevented.

The Special Intelligence Unit provides an intelligence gathering conduit for the exchange of intelligence information with federal, state, local and judicial agencies related to criminal and terrorist activity.

This unit is also responsible for the forensic examination of computer and digital media devices in support of investigations to recover, analyze and document evidence.

The Special Intelligence Unit, Security Risk Group Intelligence Unit and Telephone Monitoring Unit work closely together in the gathering of gang intelligence information. The Security Risk Group Intelligence Unit provided training in gang identifier recognition, latest trends and management techniques to over 22 different local community, state, and federal groups.

Special Intelligence Unit

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

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

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

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

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

Telephone Monitoring Unit

TMU staff assisted outside law enforcement in over 305 investigations involving over 400 inmates. The phone monitoring unit concentrates primarily on reviewing telephone communications as well as incoming and outgoing mail for targeted inmates. Our unit has honored nearly 450 subpoenas for testimony, call records, phone recordings and original pieces of mail. Due to our success and an influx of requests by outside law enforcement, our staff has increased from 4 telephone monitors to 8 in an attempt to regulate and monitor nearly 400,000 telephone calls placed by offenders each month.

Security Risk Groups

From July 2015 to June of 2016, the SRG Unit has conducted 22 trainings on current trends in Security Risk Group identification and management. It was conducted for numerous agencies throughout the State. The majority of training was conducted for our Pre Service classes and the West Hartford Police Department Regional In-Service training.

Computer Forensic Unit

The Computer Forensic Unit worked on a total of 158 cases involving 164 devices.

- 120 Cell Phones
- 16 PCs
- 4 Gaming systems
- 24 labeled as other devices

Investigations Unit

The Investigations Unit is responsible for internal investigations and the review of incoming publications to assess compliance with Departmental policy, From July 2015 to June 2016, the unit conducted 145 formal investigations and 14 informal inquiries.

Pursuant to Sections 18-81-28 through 18-81-51 of the Regulations of Connecticut State Agencies, the Media Review Board is required to review all incoming media for prohibited or objectionable material. The Media Review Board reviewed 1,826 media items from July 2015 to June 2016.

BEST PRACTICES UNIT

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

The Research Advisory Committee (RAC) is chaired by the Director of the BPU. From 2015 to 2016, this committee has approved several research projects and dissertations research with Department of Correction, Yale University, University of Connecticut, University of Connecticut Health Center, Department of Mental Health and Addictions Services, University of Hartford and more. The RAC reviews and monitors all human subjects' research that is conducted within the Department of Correction.

Department of Correction's Grant Unit resides within the BPU. The Director of BPU and the Grants Manager work collaboratively to submit grant applications for units, programs, and facilities of Department of Correction. Many of the grants submitted by the Grants Manager are a joint collaboration between Department of Correction and other agencies and organizations. In 2015 and 2016, the Grants Manager was able to submit and apply for grants for Department of Correction and other agencies and organizations. The Grant Manager also facilitates the funds from the grant awards and sub-awards.

PREA INVESTIGATIONS UNIT

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

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

The Prison Rape Elimination Act created the position of an agency wide PREA coordinator to implement statewide PREA compliance in preparation for mandated audits of agencies under the direct control of the Executive Branch of the State of Connecticut. The process has continued to coordinate between agencies such as the Connecticut State Police (CSP), Connecticut Alliance to End Sexual Violence (formally known as CONNSACS) and Correctional Managed Health Care (CMHC). We continue to improve inmate's ability to report all allegations of sexual abuse as confidentially as possible. The Connecticut Alliance to End Sexual Violence has provided victims with support and guidance in coping with their trauma while incarcerated.

We have increased access for advocates to enter the facilities to have a one on one crisis support services through Professional Visits. These tools available to victims can potentially reduce recidivism and deter aggressors from future criminal activity.

In FY16, the PREA unit received approximately 136 investigations and completed all 136. The unit has achieved compliance by providing staff with educational programs, distributing PREA Standards Guide, and increasing the awareness of PREA standards. Along with videos and handouts that are distributed to the inmates during orientation, more visual aids such as phone numbers and "zero tolerance" signs (both English and Spanish) were posted throughout the facility to maintain compliance and inform inmates. The unit continuously works together with statewide agencies such as Court Support Services Division, Community Confinement, Department of Children and Families, and local municipalities to achieve statewide compliance of PREA.

Web-Based PREA Intake/Assessment System

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

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

PREA Facility Audits

All fifteen (15) of the department's correctional facilities successfully passed the PREA Audits, with three of the facilities achieving "Exceeds Standards". The PREA Unit with the auditor will create an Assessment Plan and Schedule. PREA audits encompass the three phases: Pre-Audit, Audit, and Post-Audit/Correction Action. All facilities successfully completed the first two (2) phases resulting the post audit corrective phase unnecessary.

AFFIRMATIVE ACTION UNIT

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

The Unit prepared and submitted the Department's Affirmative Action Plan, which was approved by the Commission on Human Rights and Opportunities in April of 2016. At the end of the fiscal year, the number of people of color in the full-time workforce was 2,098 (37.5% of the total full-time workforce of 5,600). The total number of female staff in the full-time workforce was 1,484 (26.5% of the total full-time workforce of 5,600).

During this fiscal year, in addition to the existing training for new and current employees on Sexual Harassment, Discrimination, and Workplace Diversity, the Unit provided Cultural Competency training to Top Managers, new supervisors, diversity councils, and pre-service classes. In addition, the Unit continued to support and assist the development of Diversity Councils at each facility which provide line staff with the opportunity to understand, value, appreciate, and respect staff diversity.

LEGISLATIVE LIAISON UNIT

In this short legislative session, the Legislative Liaison Unit tracked and monitored close to 40 bills of interest to the agency and responded to numerous inquiries from both state and federal public officials & agencies as well as members of the public. Well over 65 legislators, federal and state legislative staff/interns and other state / local officials participated in the annual tours of the correctional facilities. Additional tours were conducted with a particular focus on Inmate Medical Services and Education, including Vocational Education, and their impact on the agency's budget.

Legislation of interest to the agency which passed during the session: Public Act 16-186, An Act Concerning Detained Youth which requires the Department of Correction to annually report on the frequency and use of physical restraint and seclusion on children and youth age 20 or younger who are in DOC custody at the John R. Manson Youth Institution in Cheshire.

EXTERNAL AFFAIRS DIVISION (Reports to the Commissioner)

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

During Fiscal Year 16, the External Affairs Division submitted, and assisted other units including the Fiscal Services Unit and the Legislative Liaison Unit, in the department's various reporting requirements to state government administration on behalf of the department's Commissioner.

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

department's correctional facilities are made available 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.

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, the public and other interested parties in a timely, proactive and professional manner. It is responsible for liaison functions to other components of state government; also the agency's external communications with the news media; the public including friends and family of the offender population; as well as internal communication with the agency's approximately 6,000 staff assigned throughout the state.

During Fiscal Year 16, the Public Information Office responded to more than 7,600 inquiries received via telephone, postal mail and email. Requests for information come from a wide variety of sources including media outlets; general public; family and friends of current offenders; current and former offenders; victims of crime; legal representatives; legislators; local, state and federal public safety officials; international Consulate General Offices; and other parties. Additional inquiries and correspondences received by the Office of the Governor from constituents and specifically regarding matters pertaining to the Department of Correction were also responded to by this unit on behalf of the Office of the Governor and the department's Commissioner.

Through its presence on the internet at www.ct.gov/doc, the department is able to share a variety of information to interested parties on demand.

During Fiscal Year 16, the Office of Public Information responded to inquiries related to implementations of legislative Public Acts which directly affect department policy. The Office of Public Information continues to utilize the department's public website as the forum to provide convenient access to this information for family and friends of our incarcerated population, as well as their legal representatives. In addition, the External Affairs Division nurtures the relationship between the State's Office of the Victim Advocate, Judicial Branch's Office of Victim Services and the department's Victim Services Unit to prevent whenever possible the re-victimization of crime victims.

The External Affairs Division and Office of Public Information are responsible for informing the media of department activity. Media interests continued in Fiscal Year 16 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 department continues to delve into the world of social media with its official Twitter account; providing additional advisories on prompt information and activity to 'followers' (observers/interested parties) within local state and nationwide government and public safety fields, media organizations, family and friends of incarcerated individuals, and the general public.

The Office of Public Information also assists with the internal intranet site – DOCWEB, which seeks to keep staff informed of department information and events. This unit also

continues to produce the department's monthly newsletter, "PRIDE at Work", as well as the Annual Report publication.

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

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

FREEDOM OF INFORMATION UNIT

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

The Freedom of Information Unit responded to approximately 2,500 requests department-wide during Fiscal Year 16. There were 31 Freedom of Information complaint hearings of which 29 were ruled in the department's favor. This past fiscal there has been a significant increase of offenders filing complaints with the Freedom of Information Commission.

This unit also conducted numerous training modules to enhance the knowledge of facility staff through one on one trainings and group trainings, while maintaining the integrity of the Freedom of Information Act. Open communication between staff liaisons and offenders continues to take place but seem to have little to no effect on the number of complaints being filed by offenders.

VICTIM SERVICES UNIT

The Victim Services Unit strives to be at the forefront for the empowerment of victims in the trauma healing process through the promotion of self-advocacy. It supports the mission of the Department of Correction by enhancing community safety through positive collaboration with other state agencies and vendors by providing victims with timely notifications of an inmate's change of status. During Fiscal Year 2015-2016 the Victim Services Unit completed 771 new victim registrations and also completed 470 End of Sentence notifications. The Victim Services Unit processed 1175 Notice of Applications for Sentence Reductions and 78 Pardon Applications. They also completed 751 notifications for Community Release Review along with 276 Parole Hearing Notifications. The Statewide Automated Victim Information Notification (SAVIN) system has 15,460 active registered victims. The Victim Services Unit continues positive collaborations both within the agency and with community partners and colleagues.

OFFICE OF STANDARDS AND POLICY

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

During Fiscal Year 16, the Office of Standards and Policy updated 29 Administrative Directives. These Directives included a total of 124 documents, many of which included both English and Spanish versions, forms and attachments.

AUDIO/VIDEO PRODUCTION UNIT

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

Due to budgetary constraints, the staff position for the Audio/Visual Production Unit was eliminated. Realizing the vital role that the Audio/Visual Production Unit plays in supporting the agency's training objectives, it is hoped that the position will be refilled in the future.

HEALTH AND ADDICTION SERVICES DIVISION (Reports to the Commissioner)

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

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

Applying for Health Benefits: Due in large part to a LEAN process event, the application for medical benefits across the criminal justice system has been streamlined. The efforts have resulted in the streamlining of paper applications and their submission, thereby reducing duplication; increased electronic use of the Health Insurance Exchange (ACCESS HEALTH CT) in order to increase access to healthcare coverage; direct electronic feed to DSS from Department of Correction; an increase in the overall percentage of the eligible population for seamless benefits and continuity of care, and increase data sharing and improved communication and efficiencies. Some of the key accomplishments through this process are: Department of Correction and DSS are manually able to update the SSN when discrepancies are found; verification of Medicaid status at intake, currently; a daily report is fed to DSS for incoming and outgoing inmates from the jails; and the most significant is non termination of benefits. Since April 1, 2015, inmates entering Department of Correction are no longer terminated from Medicaid coverage. The manual "suspension" workaround is in effect. Moreover, the Department of Correction provides a manual daily feed to DSS so that inmates remain eligible based upon criteria used. Department of Correction and DSS are currently developing an electronic interface.

Mental Health Services: Connecticut Department of Correction provides mental health services to unsentenced and sentenced inmates. Unsentenced inmates often require assessment,

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

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

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

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

creating a recordable CD. Residents attend school, recreation, 12 – Step meetings, health and religious services.

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

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

Jail Diversion (DMHAS) and Mental Health Jail Re-Interview (CSSD): The Department of Correction and CMHC continue to coordinate with DMHAS to provide onsite re-entry programming for inmates with mental illness who will be returning to the care of DMHAS upon release. Staff is actively involved with discharge planners to maximize appropriate early release options for un-sentenced inmates with psychiatric disabilities. Department of Correction is part of a collaborative program called ASIST that provides day reporting, housing, assessment and case management services for psychiatrically disabled inmates releasing to the community. All mental health services are provided in concert with effective medication management when clinically indicated. Discharge planners are available throughout the state to assist inmates with identified mental health needs to establish access to services, upon release. Additionally, through a collaborative agreement, Department of Correction participates with DMHAS and CSSD in providing ASIST Emergency Housing funds for a limited period to a small number of presented and screened individuals who need this support to ensure continued safe and adaptive transition into the community. This vital service is provided to individuals who, in the absence of this support, would end up homeless, resulting in feeding criminogenic need, as opposed to continued stable functioning in the community.

Veterans Administration/ Department of Correction Partnership: There are a significant number of veterans in Department of Correction's population. As such, the development and implementation of strategies need to be initiated through collaborations with State Agencies and Community Associates, in order to maximize the use of community partner resources.

A group was formed to evaluate the impact on veterans and to develop prevention strategies along with public/private stakeholders. Some of the key elements of this group

involve early identification of veterans with mental health issues who enter Connecticut Department of Correction for improved continuity of care, and assistance with discharge planning for those veterans leaving the system. The identification of statewide VA resources for veterans is critical, especially when looking for opportunities for discharge status re-assessment for those inmates with dishonorable discharges and for those with other than honorable discharges. Also playing a significant role is the identification of possible temporary housing opportunities for veterans leaving the system to help them avoid homelessness. This group has built solid interagency collaboration, coordination and oversight for eliminating barriers to permanent supportive housing. It has also developed short/long term plans to meet the mental health needs of those veterans who are entering Connecticut Department of Correction, as well as to those releasing inmates, in order to reduce homelessness.

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

Sex Offender Treatment Program: Sex offender treatment programs/strategies represent various approaches used to prevent convicted sex offenders from committing future sex offenses. Studies have demonstrated that treatment decreases violations of probation and parole remands, decreases the number of inmates incarcerated, and provides therapy for offenders with Mental Health disorders and addictions. Treatment is available at six facilities (Brooklyn, Cheshire, Garner, Manson, York and Osborn) and is being administered in three (3) tiers. The first is the Short Term Group which involves Cognitive Behavioral Treatment, including static/dynamic risk factors, healthy sexuality, cognitive distortions and release planning. Next, is the Track 1 Program which follows the Good Life Model. This program includes engaging the client in the treatment process, offending cycle, static and dynamic risk factors, cognitive distortions, emotional regulation, healthy sexuality, victim empathy, share autobiography and a risk reduction plan. And lastly, the Track 2 Program which involves developing skills to manage risk, self-regulation skills, pro-social attitudes and behaviors, healthy interpersonal skills, complete victim impact statement and developing a risk plan for deviant sexual arousal.

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 15, the unit responded to 60 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 all appeals brought before the Freedom of Information Commission. In addition, 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, and PREA.