



State of Connecticut Department of Correction

Building

Upon

Our

Success:

Strategic Initiatives

July 2005



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Governor

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Connecticut Department of Correction

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Introduction

Workforce Excellence

Organizational Competence

Community Re-Entry Model

Programmatic Integrity and Fidelity

System Delivery of Health Care

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Introduction

Beginning in the mid-1990's the Connecticut Department of Correction, through a "Back to Basics" philosophy, stabilized its operations, which had previously been subject to escapes, disturbances and violence. By utilization of an effective inmate classification process, which individually addresses the security and programmatic needs of each offender, a correctional environment was established that ensures the safety of the community through the secure and orderly functioning of the state's correctional facilities.

This continuing foundation of success, has provided the opportunity for the agency to proceed to the next level in correctional excellence. Recognizing that more than 95 percent of the inmate population will eventually return to the community, the Department, under Commissioner Theresa C. Lantz, has adopted a Community Re-Entry Model of corrections, which seeks to insure the successful reintegration of offenders into law abiding society once they have served their sentence.

Under the Lantz administration the Department's Mission Statement was changed to read,

"The Department of Correction shall protect the public, protect staff and provide safe, secure and humane supervision of offenders with opportunities that support successful community reintegration."

The last phrase indicates the Department's commitment to reinforce the offender's responsibility to be law-abiding, to reduce recidivism, reduce community revictimization and to reduce the cost of holding offenders accountable.

This is not a repeat of the errors of the past that permitted offenders to return to Connecticut's communities after having served only a fraction of their sentence. Under the Community Re-Entry Model, offenders will most often serve nearly 100 percent of their sentence, with a bridge period spent in the community under Department supervision.

Through evidence based practices, the agency continues to emphasize critical programming such as education, substance abuse treatment and parenting skills to those offenders who will soon take the step from incarceration dependency to community self-sufficiency.

Under Commissioner Lantz's guidance the Department has also entered into an era of unprecedented collaboration and cooperation with all three branches of government and other state agencies. Instead of the competition of the past for finite funding which served the same core population of offenders, either while incarcerated or in the community, agencies such as the Board of Pardons and Paroles, the Department of Health and Addiction Services, the Department of Social Services, the Department of Labor, the Department of Veterans Affairs and the Judicial Branch Court Support Services Division have been brought together to address the needs of the inmate population in a cohesive and comprehensive manner that seeks to break the cycle of incarceration.

Through these partnerships, the pioneering Charlene Perkins Pre-Release Center has opened at the York Correctional Institution, preparing departing women offenders with support in the critical areas of employment, housing and continuing community based treatment.

The following initiatives are the goals of the near future for the Department of Correction as it continues on a course of protecting the people of our state, while giving those willing offenders the opportunity to once again become good and productive citizens.

The Connecticut Department of Correction is committed to the concept that public safety is enhanced not just by incarcerating those who have failed in the past to be law abiding, but it is also served by insuring that those who are soon to return to our communities can succeed in the future.



The Connecticut Department of Correction elite Honor Guard and Bagpipe Band set the standard during the agency's Annual Awards Ceremony recognizing correctional excellence.

Workforce Excellence

The foundation of an effective and innovative correctional agency is a dedicated and well-trained workforce. The Department of Correction is committed to providing the citizens of the State of Connecticut with the most professional correctional workforce in the nation. The Department takes seriously its responsibility as a prudent steward of state resources and makes every attempt to control the cost of holding offenders accountable. Through training, mentoring and succession planning, the Department will develop a workforce that will face the challenges of the next decade.

GOAL: Ensure a competent, well-trained, quality, diverse workforce.

OBJECTIVES:

- Deliver continuing, high quality training.
- Utilize an effective performance measurement system for managers.
- Ensure a diverse workforce free of discrimination, harassment and violence.
- Manage staff deployment and associated costs.

ACTIONS:

- Implement a comprehensive recruitment and hiring strategy.
- Establish a dedicated workforce planning committee to anticipate future human resources needs.
- Expand the use of mentoring system-wide.
- Provide human resources career counseling for employees.
- Enforce strict selection criteria for trainers.
- Audit sexual harassment and Affirmative Action directive compliance.
- Implement a succession action plan.



Having completed 10 weeks of rigorous training at the nationally accredited Maloney Center for Training and Staff Development, a new class of correctional professionals salutes the agency's Commissioner during their graduation.

Organizational Competence

The Department of Correction is an agency that has seen unprecedented growth over the past 20 years. Change has been the only constant. It is important that the agency continue to develop its internal administrative capacity in order to increase flexibility, better allocate resources, and plan for a future that promises to be as challenging as the past.

GOAL: Be the best in state government and a national correctional model.

GOAL: Reinforce public confidence and workforce pride.

GOAL: Maintain safety, security, order, accountability and responsibility (SSOAR).

OBJECTIVES:

- Set clear policies and procedures.
- Conduct meaningful performance evaluations.
- Stress accountability to the public.
- Foster effective external/internal relations.
- Develop technological capability.
- Manage within allocated human and fiscal resources

ACTIONS:

- Implement a strategic planning and performance measurement system that is cross-functional and linked with budget development.
- Upgrade CorrectNET access and expand to all correctional facilities.
- Conduct a comprehensive review of Administrative Directive structure and content to ensure that policies are clear.
- Link objective measures of strategic goals to performance evaluation for all levels of management.



As cadets, line personnel, and managers, staff receive on-going training that utilizes a foundation of mentoring guidance to insure that today's expectations and tomorrow's challenges are met with a national model of excellence.

Community Re-Entry Model

Public safety is the primary goal of the Connecticut Department of Correction. Most offenders housed in correctional facilities in Connecticut will be released within the next five years. Assisting these offenders in their transition to law-abiding citizens, the agency has placed a new emphasis on community support and supervision. Because it is a unified system, including pre-sentence facilities as well as parole supervision, the opportunity exists for the Department to intervene in an offender's life from the time of incarceration until the satisfaction of any post-incarceration community supervision. This continuity of custody, care and control allows the Department to address the risk and needs of offenders, and ultimately to reduce recidivism.

GOAL: Reduce recidivism

GOAL: Reinforce law-abiding behavior

GOAL: Reduce the cost of holding offenders accountable

OBJECTIVES:

- Reaffirm continuity of custody, care and control.
- Enhance residential and non-residential programs.
- Establish a linkage between facility programs and community success (Offender Accountability Plan).
- Utilize evidence-based practices when developing programs.
- Collaborate with The Board of Pardons and Paroles, the Department of Mental Health and Addiction Services, Department of Social Services, Department of Labor, Department of Children and Families, Department of Veteran's Affairs and the Judicial Branch.
- Partner with community housing, faith-based, governmental, law enforcement and educational organizations to promote safer communities and crime prevention.

ACTIONS:

- Finalize consolidation of Community Enforcement and Parole Field Services.
- Develop Administrative Directives, Unit Directives and Post Orders for Parole and Community Services
- Convene a multi-disciplinary Re-Entry Steering Committee
- Develop evidence based program model covering the continuum of an offender's time under supervision.
- In collaboration with the Board of Pardons and Paroles, develop an offender assessment strategy for incoming sentenced offenders.
- In collaboration with the Department of Mental Health and Addiction Services, expand the number of programs available to offenders who are nearing re-entry with mental health or substance abuse issues.
- In collaboration with the Department of Mental Health and Addiction Services and the Judicial Court Support Services Division, develop an Alternative to Incarceration Center for offenders with significant mental health issues.
- Complete a systematic review of community treatment services and contracts in order to ensure the most efficient delivery of programming.
- Create a system-wide directory of interested community and faith-based partners.



To insure that the public is protected, Parole and Community Services staff closely supervises those appropriate offenders who will serve a transitional period of their sentence in the community. Here an offender is checked for the prohibited use of alcohol.

Programmatic Integrity and Fidelity

The Department is committed to the efficient delivery of programs, both within its facilities and to the offenders supervised in the community. The agency recognizes that a large body of research exists which will assist in the development and maintenance of programs that address the criminogenic needs of offenders. The Department is committed to continue the process of aligning its programs to the best practices in the country, and to developing systems to ensure program integrity and fidelity. Only through effective, well delivered programming will the Department realize its goal of reduced recidivism and effect the quality of life of offenders, their families and the citizens of the State of Connecticut.

GOAL: Provide programs that support the agency mission.

GOAL: Provide programs that conform to evidence based practices.

GOAL: Maintain continuity of program success from confinement to community.

GOAL: Integrate programs with organizational culture.

GOAL: Reduce recidivism

OBJECTIVES:

- Implement evidence based principles and practices.
- Monitor facility programs and support of programs.
- Concentrate on the following program areas:

Substance Abuse	Domestic Violence
Parenting	Educational/Vocational Training
Cognitive Behavioral	Transitional Services
Faith-Based Services	

ACTIONS:

- Implement the RT3M program screen to track individual programming usage.
- Conduct audits of facility programs to ensure program fidelity and system-wide consistency.
- Develop a risk and needs assessment instrument for non-parole release decision-making.
- Integrate an evaluation component into all new programs.



Director of Security, Dennis Jones, addresses inmate graduates who have obtained their GED diploma with the educational opportunities available through Unified School District #1.

System Delivery of Health Care

The Department of Correction, through its partnership with the University of Connecticut Health Center, provides constitutional, cost effective care to offenders. The Department recognizes that the health, mental health and addictive issues faced by our offenders reflect the problems of the public at large. Consequently, it is essential that the Department further develops its synergistic partnerships with public health, social services, mental health and addiction services agencies in the state.

GOAL: Provide constitutional care to inmates.

GOAL: Ensure efficiency of health care delivery.

GOAL: Control the cost of health care services.

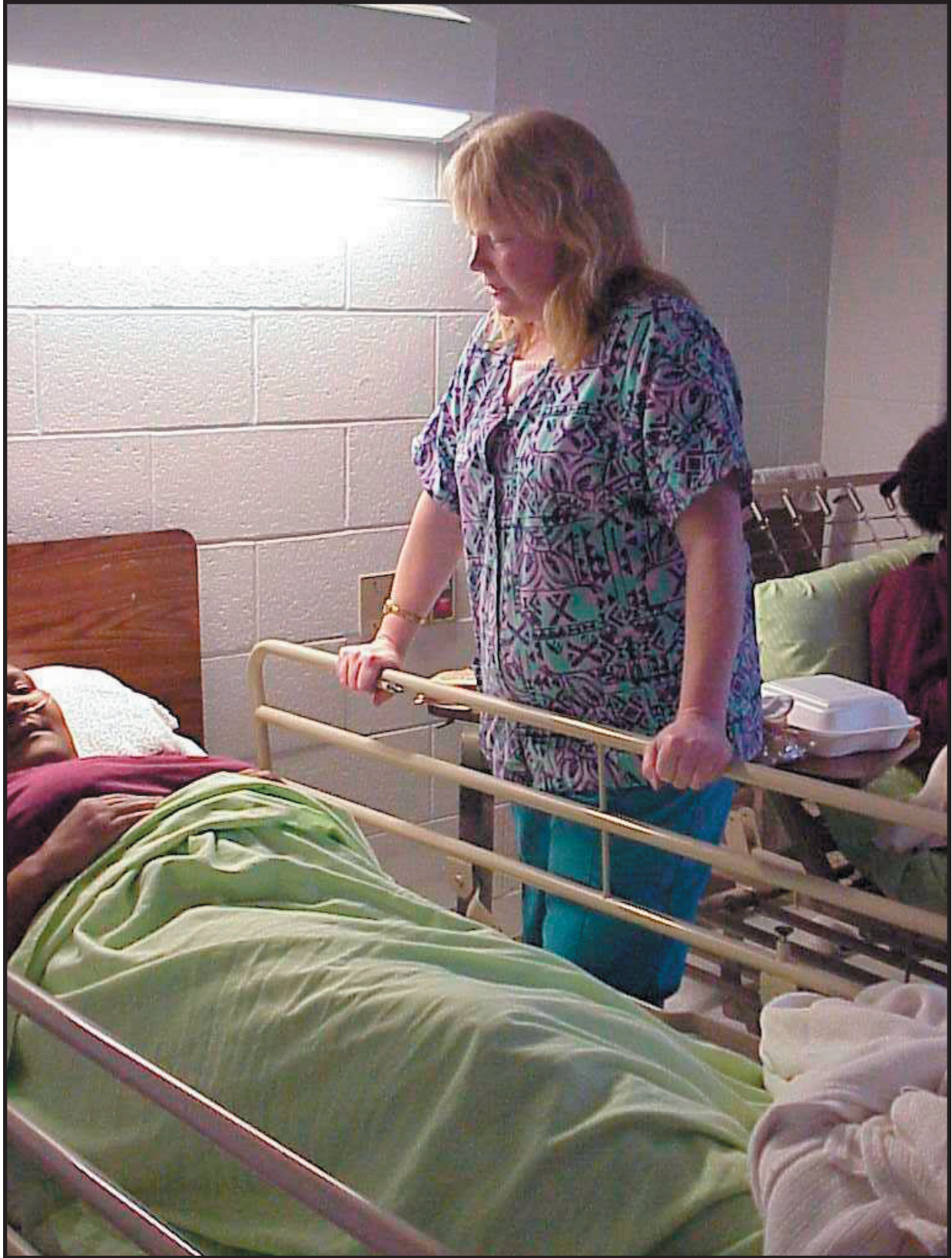
GOAL: Address the health care needs of offenders to support public health.

OBJECTIVES:

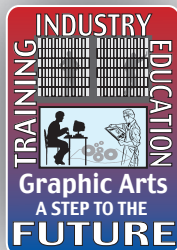
- Effective oversight of the agreement with the University of Connecticut Health Center.
- Consolidation and management of medical and mental health needs in coordination with facility operational needs.
- Maintain continuity of care from intake to community.
- Focus on substance abuse recovery.
- Identify and remove opportunities for offender self harm/suicide.
- Collaborate with public health agencies.

ACTIONS:

- Develop evidence-based standards for the effective delivery of health care programs and services across facilities.
- Collaborate with the University on a program of quality improvement.
- Develop a comprehensive strategy for linking offenders nearing re-entry with community health services.
- Conduct an analysis of the health care staffing needs at each facility.
- Finalize medical/mental health consolidation.



Compassionate and dedicated medical and mental health care is provided through the committed staff of the University of Connecticut Correctional Managed Health Care.



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