



Department of Correction

At A Glance:

ROLLIN COOK, Commissioner

Cheryl Cepelak, Deputy Commissioner of Administration

Angel Quiros, Deputy Commissioner of Operations and Rehabilitative Services

- **William Mulligan, Administrator of District 1**
- **Scott Erfe, Administrator of District 2**
- **Eric Ellison, Director of Parole and Community Services**
- **William Murphy, Director of Programs and Treatment**

Karen Martucci, Director of External Affairs

Antonio Santiago, Director of Security

Established – 1968

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

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

Number of full-time employees – 5976

Recurring operating expenses – \$625,575,227

Capital outlay – \$16,488,858

Organizational structure – Four sections of management which are:

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

There is also an Affirmative Action Unit and a Legal Affairs Unit.

MISSION

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

STATUTORY RESPONSIBILITY

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

PUBLIC SERVICE

The Department of Correction (DOC) on June 30, 2019 confined 13,100 offenders, a 1.99% decrease when compared with the incarcerated population on June 30, 2018. Including those offenders on department administered community supervision, correctional staff supervised on June 30, 2019 a total population of 17,788 offenders, a 1.68% decrease when compared to June 30, 2018.

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

OPERATIONS:

The Deputy Commissioner of the Operations and Rehabilitative Services (OARS) Division supervises 14 correctional facilities, which are divided under the direction of two District Administrators. Correctional institutions confine sentenced males and in the case of the York Correctional Institution, sentenced and un-sentenced females. There are approximately 12,950 incarcerated individuals. Correctional centers in Hartford, Uncasville, Bridgeport and New Haven serve primarily as jails, acting as intake facilities for un-sentenced males, though they also process and confine males with sentences of two years and longer. The Walker building of the MacDougall-Walker Correctional Institution serves as the reception center for male inmates with sentences longer than two-years. The division also maintains a medical–surgical ward at the University of Connecticut (UCONN Ward) in Farmington, Connecticut. The Manson Youth Institution confines sentenced and un-sentenced male offenders between the ages of 15 and 21.

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

The department’s Parole and Community Services Division, which was moved under OARS Division supervision during FY19, oversees and provides support services to offenders released to the community under the jurisdiction of both the Commissioner of Correction and the Board of Pardons and Paroles.

The OARS Division also supervises the Operations Unit which encompasses a staffing analysis team (Operations Unit); the Property Claims Office; a range of emergency operations, including Correctional Emergency Response Team (CERT), Special Operations Group (SOG), Situational Control (SITCON), Tactical Support Unit (TSU), Emergency Plans Unit and the K-9 Unit; the Correctional Transportation Unit (CTU); and the department's Honor Guard and Pipe and Drum Corps.

During FY19, this division also continued the department’s efforts focusing on the Young Adult Offender (YAO) units opened last fiscal year. The YAO program provides young adult offenders ages 18-25, identified as mentees, with access to developmentally appropriate programming that seeks to engage them as productive members of society and encouragement by mentors who are older offenders serving lengthy sentences, specially selected and trained to live and work with the young adult offenders. This program, for which staff received specialized training, expanded beyond the first dedicated unit – for young male offenders which at Cheshire Correctional Institution, known as the T.R.U.E. Unit (Truthfulness, Respectfulness, Understanding and Elevating) – to a second dedicated unit for young female offenders at the York Correctional Institution, named the W.O.R.T.H. Unit (Women Overcoming Recidivism Through Hardwork).

FY19 also brought the further development of collaborations between the department, community organizations and state legislators regarding employment and housing elements for formerly incarcerated individuals re-entering communities.

Department of Correction Districts and their Facilities/Areas of Responsibilities

District 1	District 2
Brooklyn CI	<i>Bridgeport CC</i>
Cheshire CI	Corrigan-Radgowski CC
MacDougall-Walker CI	Hartford CC/UCONN Ward
Manson Youth Institution	New Haven CC
Osborn CI	Northern CI
Willard-Cybulski CI	Robinson CI
Garner CI	York CI

The OARS Division continues to track, review and identify trends with statistical information compiled from the facilities through the Statistical Tracking Analysis Report (STAR Report) to determine any discernible patterns that may impact facilities. In FY19, inmate-on-staff assaults were the same as the previous year’s figure and decreased by 17.65% from the 2-year mark. Inmate-on-inmate assaults increased by 3.54% from the previous year and increased 17% from the 2-year mark. Inmate fights increased by 11.97% from the previous year and increased 14.40% from the 2-year mark. Inmate disciplinary infractions decreased by 1.58% from the previous year and decreased by 10.03% from the 2-year mark. Use of force incidents increased by 22.55% from the previous year and increased by 4.33% from the 2-year mark.

The ATLAS payroll and scheduling program has been implemented at all facilities to include custody and non-custody oriented job classes. It has assisted with staff scheduling by allowing operational staff to view staffing needs specifically by day and hour. The system makes daily rosters as well as staffing needs readily available by displaying time-off taken by staff and overtime needed. This system has allowed for a streamlined scheduling process and has eliminated redundancy; it generates more accurate and detailed reporting; and it requires less manual input by scheduling, payroll and operations staff.

The Correctional Transportation Unit (CTU) provides transportation to a great number of the offender population with various security levels. Specialized transportation usage has increased to provide services to offenders with various special needs, in an effort to minimize the impact on facilities. CTU provides transportation for special assignments and details for Parole and local authorities when requested.

The ActSoft GPS system modules have been installed into inmate transportation vehicles. This system enhances safety and security by optimizing emergency response times and increasing communication efficiency. The GPS system has the capability of contributing to significant savings in fuel and maintenance by optimizing routes and by minimizing idle/stop times, thereby increasing efficiency. The GPS system generates real-time detailed reports that allow greater visibility into daily transportation operations; this includes routing and dispatching activities, as well as historical data.

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

The Parole and Community Services Division is comprised of district offices located in Bridgeport, Hartford, New Haven, Norwich and Waterbury and the following specialized units: Residential Services; Central Intake; Special Management; Mental Health; Fugitive Investigations; DUI; Women’s

Re-Entry; Support Services; and Training and Staff Development. There are 170 staff members assigned to the Division. Parole Officers in each of these districts and units continually strive to enhance public safety by providing offenders opportunities to successfully re-integrate into the community and become productive, accountable members of society. On July 1, 2019, the Division was responsible for the supervision of 4,614 offenders. The mission and vision statements of the Division read as follows: *Mission* – The Division of Parole and Community Services shall provide offenders with re-entry opportunities, consistent with public safety, informed by evidenced-based assessment, supervision, and treatment strategies. *Vision* – The Division of Parole and Community Services shall enhance public safety, reduce recidivism, and assist offenders to become law abiding members of society.

The supervised population has been managed by building on the previous success of the existing model of supervision driven by the following well established guiding principles: providing effective supervision and enforcement of conditions imposed on offenders under all forms of release; focusing on successful strategies to reduce recidivism and support the re-integration of offenders into the community by providing programs and structured activities with clearly defined behavioral expectations; striving to employ evidence-based practices, emergent technology, and innovation to ensure effective supervision, service delivery, and accountability; providing a range of social, substance abuse, and support services through contracted and non-contracted providers and in collaboration with other state, municipal, and private agencies; and enforcing the provisions of the Interstate Compact Agreement for offenders from other jurisdictions in accordance with Section 54-133 of the Connecticut General Statutes.

In FY19, the Division continued to implement numerous recidivism reduction strategies funded through an award from the Bureau of Justice Assistance (BJA), Second Chance Act, Statewide Recidivism Reduction (SRR) Grant. The Second Chance Act (Pub. L. 110-199) provides a comprehensive response to the increasing number of incarcerated adults and juveniles who are released from prison, jail, and juvenile residential facilities and returning to communities. The Second Chance Act Programs are designed to help communities develop and implement comprehensive and collaborative strategies that address the challenges posed by offender re-entry and recidivism reduction. Section 101 of the Second Chance Act authorizes federal awards to states that may be used for demonstration projects to promote the safe and successful re-integration into the community of individuals who have been incarcerated or detained and reduce overall recidivism rates. A multi-disciplinary oversight committee charged with implementing key SRR initiatives met on a weekly basis throughout the year. Training and technical assistance was provided by the Center for Effective Public Policy, University of Cincinnati (UC), University of New Haven, and Ashley Bauman, LLC, as described in a five-year plan officially known as the *Statewide Adult Recidivism Reduction Strategic Planning & Implementation Guide*.

The Division continued to establish collaborative contractual relationships with the CT Judicial Branch, Court Support Services Division (CSSD) when possible to standardize services and reduce duplication. This was accomplished with Cognitive Behavioral Therapy (CBT) and EVOLVE domestic violence services statewide. CBT was utilized for Parole and Community Services' (PCS) offenders to teach the individuals skills that will assist them in making better decisions. The program is called Reasoning and Rehabilitation 2 (R&R 2). The evidence-based curriculum for CBT R&R 2 consists of 14 sessions. Groups meet two times per week for an hour and a half for seven weeks. The Division established an arrangement with CSSD to refer individuals to The Alternative in Community (AIC) programs located throughout CT. Referrals began on August 1, 2018 and continued through September 30, 2018. During this time BJA grant funds were not spent providing CBT services to participants. CSSD had available state funds to make R&R 2 available to parolees. Referrals for R&R 2 services are monitored daily to ensure they are made in accordance with service criteria based on risk

level, supervision level and management of behaviors in order to attend the group. The Division also began partnering with CSSD to establish access to their Contractor Data Collection System (CDCS). Major development activities to implement this access include: fully execute and fund and MOA; document data entry/business process needs; identify system reporting needs for CBT referrals; establish Parole user roles in the system; develop and build reports; testing and training of Parole staff and community providers; and undertake preliminary gathering of documentation needs for halfway house (HWH) data entry screens, database storage and reports. Collectively, these collaborative arrangements with CSSD resulted in Division access to evidenced-based services, increased efficiencies, and cost savings for both agencies.

Grant funded training was provided by the University of Cincinnati to Department of Correction Addiction Services Unit (ASU) Substance Abuse Counselors and Supervisors who work with offenders remanded to the Department's Time Out Program (TOP). On April 1-3, 16 Substance Abuse Counselors and Supervisors completed Cognitive Behavioral Intervention – Substance Abuse (CBI-SA) End User Training; and April 15-18, 15 Substance Abuse Counselors, Supervisors and Social Workers went through Cognitive Behavioral Intervention – Core Curriculum (CBI-CC) End User training.

These trainings were in response to the Correctional Program Checklist (CPC) report completed earlier on the grant. The reasons for choosing these curricula developed by UC were two-fold: the two curricula emphasize cognitive-behavioral based skill building activities to assist with cognitive, social, emotional, and coping skill development; and the curricula are flexible and could be modified according to the program's needs (i.e., several points of entry into the program, modules can be added or removed according to program's schedule) without compromising fidelity of the interventions.

The CBI-CC curriculum was included to address the behavioral issues as well as substance abuse issues. UC staff redesigned the structure of both curricula to fit the TOP program's 60-day time requirement. TOP and UC staff collaborated to ensure the redesign maintained the programmatic fidelity of the curricula.

The Parole and Community Services Division also established the position of Supervising Psychologist 2 to provide clinical consultation and assessment for complex cases and oversee and serve as liaison with contracted providers of behavioral health and other services. The position is also used to measure and evaluate the effectiveness of the various recidivism reduction strategies employed by the Division; and, conduct criminal justice system data analysis consistent with current Results Based Accountability methodology related to the Division's re-integration and recidivism reduction strategies.

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

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

CENTRALIZED COMMUNITY RELEASE UNIT

The Centralized Community Release Unit (CRU) was established in March 2015 after a LEAN event conducted by the Department of Correction. This unit prides itself on promoting public safety

by ensuring that offenders are reviewed for Community Release by one high level decision maker and paring the correct level of supervision with dosage of community treatment for each offender. This is accomplished by utilizing assessment tools such as the Statewide Collaborative Offender Risk Evaluation System (SCORES). CRU has enhanced the understanding of how the community release process works with staff members throughout the agency and with the offender population. CRU continues to look for ways to streamline processes, further communication with its partners and enhance public safety. From January-December 2018, CRU reviewed 8,278 cases that were eligible for release consideration. These release types, governed by Connecticut General Statute or Department of Correction policy, include Community Release, Transitional Supervision, DUI Home Confinement, Furloughs, Dual Supervision and Transitional Placement. CRU also assists the Commissioner in his review of offenders being considered for release to the contracted Nursing Home for end of life care.

EDUCATION UNIT

Unified School District #1 (USD #1) is the legally vested school district for the Connecticut Department of Correction. USD #1 provides academic and vocational services, special education, English as a Second Language and other opportunities, including reentry classes and family education/parenting. During the 2018-2019 school year, USD #1 educated students in basic academic and vocational programs. USD #1 serviced 4,190 unique students through our programs servicing a total of 7,830 students overall through multiple programs and facilities.

In addition to the number of students who demonstrated academic grade-level progress and increased vocational skills, USD #1 awarded 139 GED Diplomas, 54 Adult Education diplomas through the Credit Diploma Program, and awarded 12 High School diplomas, based on credits and credentials, through the CT State Department of Education.

The Career Technical Education programs (vocational programs) issued 1,228 achievement certificates for module completions and 188 certificates for program completions. Additionally, the Student Assessment Committee has developed the Mastery Connect database to successfully align student achievement scores from the Test of Adult Basic Education (TABE) with English/Language Arts and Mathematics Curriculums to assist teachers in identifying and remediating learning deficits. The Committee also developed a vocational support rubric to assist instructors in tracking their students' competency in theory-related reading and math applications. A new curriculum review team has been established to upgrade the various Social Studies curricula (i.e. Civics, US History, etc.) to incorporate the new standards that have emerged since the previous curriculum was drafted.

This year the District has embarked on a new-5-Year Strategic Planning initiative to develop program design and instructional paradigms aligned to College and Career Readiness Standards as detailed in the CT Common Core Standards.

OFFENDER CLASSIFICATION AND POPULATION MANAGEMENT

In FY19, the Offender Classification and Population Management Unit approved 56,707 population transfers. The assessment unit completed 995 assessments for male offenders with sentences greater than two years and 185 requests for DNA samples. The Audits and Training Unit completed 31 hearings for Administrative Segregation and five for Special Needs statuses. The unit reviewed 95 Chronic Discipline packages. Unit staff was tasked with training 71 staff members on the Judicial Electronic Bridge (JEB) system and Classification training.

OFFENDER PROGRAMS UNIT

This Unit provides a comprehensive evaluation of all programming offered by the Department in relation to the mission statement. The Unit seeks to insure that the Department meets the

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

OFFENDER RE-ENTRY PROGRAM UNIT

The Offender Reentry Program Unit utilizes the risk-need-responsivity model as the guiding principle in implementing effective correctional treatment practices that provide the offender population with meaningful programs, services, and opportunities focused on their rehabilitation needs. With an emphasis on program fidelity, the Offender Re-Entry Programs Unit trains staff in the facilitation of core programs in areas such as Cognitive Behavioral Therapy, Victim Impact, and Preventing Domestic Violence. This unit also designs, implements, and evaluates evidence-based or evidence-informed programs to address criminogenic needs. This unit currently oversees a variety of institution-based programs to include Embracing Fatherhood, Good Intentions/Bad Choices, Anger Management, VOICES, and the Second Chance Pell Program. As of May 2019, 494 offenders in eight facilities were attending college classes through the Second Chance Pell Program. Since the Second Chance Pell Program began, 190 certificates or Associates Degrees have been earned.

The Offender Reentry Program Unit also works in conjunction with other state agencies, community partners, and the statewide Re-Entry Collaborative to coordinate services for the offender population and work collaboratively to reduce barriers to successful re-entry. Unit staff participate in many steering committees and advisory boards for various commissions and community organizations that work to overcome challenges to finding employment, homelessness, transportation, and community programming. Aligned with these efforts, this Unit is spearheading several grant and statewide initiatives in workforce development. Offenders will be trained in in-demand vocations, have access to apprenticeship opportunities, and become part of a skilled workforce in the pipeline to fill hiring needs and further economic growth in the state. As one of five pilot sites in the nation, this Unit is also leading a multi-agency effort to implement model practices to strengthen family bonds and improve parent-child relationships.

OFFENDER RE-ENTRY SERVICES UNIT

The Offender Reentry Services Unit assists offenders with obtaining proper identification (birth certificates, Social Security cards, and DMV identification) prior to their release. During FY19, Re-entry counselors obtained a total of 1671 birth certificates; 2048 Social Security cards; 401 DMV driver licenses; and 1885 DMV non-driver identification cards. Reentry counselors at 12 facilities also focus on other community transition needs to include: housing/2-1-1 queries; medical insurance; clothing; family reunification; and employment. Consistent with the agency's Offender Accountability Plan, this unit has a collaborative relationship with community agencies and halfway houses to ensure continuity of care and services for releasing offenders.

RELIGIOUS SERVICES UNIT

The Religious Services Unit serves the incarcerated population currently through the following number of chaplains: 12 Roman Catholic, 9 Muslim, 14 Protestant, 2 Jewish and 2 Native American, in addition to the help of 4 contracted chaplains as needed each week.

Beyond each chaplain's existing levels of higher education, this unit is currently encouraging each of its chaplains to also participate in a Clinical Pastoral Education (CPE) to enhance current religious services to our incarcerated population. CPE is a premier clinical training that further establishes professional chaplains through additional training in providing denominational specific care to like-minded parishioners as well as greater chaplaincy care to all incarcerated individuals of all faith traditions including those who may have no religious inclination. Chaplains do not impose their selected morality or religious dogma, but can work with every incarcerated individual in their moments of need and provide spiritual care with extremely high moral and ethical standards. CT DOC is currently the only corrections agency in the United States offering Clinical

Pastoral Education (CPE) in the prison setting. While currently working with Norwalk Hospital, we strive to become our own CPE site in the future in affiliation to the Association of Clinical Pastoral Educators (ACPE).

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

SENTENCE CALCULATION AND INTERSTATE MANAGEMENT UNIT

The Sentence Calculation and Interstate Management (SCIM) Unit oversees the offices of Central Records, Interstate Compact, Risk Reduction Earned Credit (RREC) and the Records Warehouse. Central Records manages record keeping and sentence calculation functions while providing assistance to Records staff located at correctional institutions and community offices. During this fiscal year, staff attended and/or provided testimony for 8 civil/criminal court proceedings that involved the Department of Correction (DOC). They also responded to 1955 letters from the Office of the Attorney General, Division of Public Defender Services, private attorneys, Office of the Chief State's Attorney and offenders.

Ongoing communication with the Office of the Attorney General is conducted due to matters related to pending litigation, current legislation, Appellate and Supreme Court matters as well as research of prior DOC policies and court decisions. The Central Records office also provides technical assistance and training to facilities regarding sentence calculation and the application of credit along with auditing individual time sheets to ensure accuracy prior to an offender's discharge date. Statewide audits are performed on single topics to ensure groups of similar inmates are calculated pursuant to all sentencing statutes. Central Records staff also processed 302 certificates from the Board of Pardons and Paroles. The unit works with other State and Federal agencies which include, but are not limited to, the Department of Children and Families, Sentence Review Division, Department of Mental Health and Addiction Services and the Social Security office. During this fiscal year, the SCIM Unit responded to 1505 requests and 2389 phone calls.

Along with sentence calculation, members of the SCIM Unit are assigned to the Discharge Review Panel (DRP). This panel reviews offenders who require programming, discharge planning or pose a possible threat to public safety.

In Fiscal Year 2018-2019, the DRP reviewed 283 cases. Of those cases, 26 rescission hearings were held and 17 cases resulted in rescission of RREC.

The Records Warehouse maintains master files of offenders who discharged from the Department of Correction. The unit processes requests regarding readmitted offenders, addresses Freedom of Information requests and responds to subpoenas for offender who have discharged from DOC custody. During this fiscal year, staff processed 14,615 readmit requests and accepted 16,350 files.

The Interstate Compact Office (ICO) oversees both the Corrections Compact and Interstate Agreement on Detainers (IAD) processes. 33 out-of-state inmates were temporarily transferred to Connecticut under the IAD to resolve pending charges in our state. 51 Connecticut inmates were temporarily transferred out-of-state under the IAD to resolve pending charges in another state. 29 *Form 6's Evidence of Agent's Authority to Act for Receiving State* were processed. The ICO was involved in 2 Executive Agreements, 4 transfers via Writ - Ad Prosequendum, and 2 Witness to Testify/ Interstate Subpoenas. The ICO received 24 referrals from other states for placement in Connecticut and 14 referrals from agency staff for transfers out-of-state. 6 Connecticut inmates were transferred out-of-state and 6 out-of-state offenders were transferred to Connecticut. The unit coordinated 44 additional interstate movements working in conjunction with both Connecticut and out-of-state staff. They responded to 190 letters regarding interstate matters.

VOLUNTEER SERVICES UNIT

Approximately 3,700 Connecticut Department of Correction Volunteers, Interns and Professional Partners (VIPs) provide services for the State's inmate population. VIPs assist with the "ABC's of

Corrections”, participating in Addiction Services, Basic Adult Education Programs and Chaplaincy Services. VIP led activities encourage enrolled inmates to remain discipline free.

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 (to include the prison arts program); Hospice; Internships; Youth Offender Mentors; School Support Programs (tutors, college classes, vocational planning); Health/Mental Health Clinical Services; Research; Reintegration Support Programs; People Empowering People and Thresholds (decision making, communications skills and problem solving groups); Yoga and Meditation; and Religious Services.

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

2) ADMINISTRATION DIVISION (Reports to the Commissioner)

AFFIRMATIVE ACTION

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

The Unit prepared and submitted the Department of Correction’s Affirmative Action Plan, which was approved by the Commission on Human Rights and Opportunities in April of 2019. At the end of the fiscal year, the number of people of color in the full-time workforce was 2379 (40.6 % of the total full-time workforce of 5861). The total number of female staff in the full-time workforce was 1773 (30.3% of the total full-time workforce of 5861).

During this fiscal year, Unit collaborated with Human Resources to organize two career fairs at Maloney Center for Training and Staff Development. On December 15, 2018, a Correction Officer Career Event was held and a diverse pool of over 1,000 prospective employees from all areas of Connecticut attended to learn about the new recruitment and hiring process for the Correction Officer position. Attendees were able to talk to the custody staff one-on-one regarding the Correction Officer career, the new physical ability test and components of the 12-week training academy. Additionally, Human Resources staff provided information on how to apply for the Correction Officer position using the Department of Administrative Services’ JobAps online portal. The Affirmative Action Unit spent most of the month of December reaching out to the public and agency staff to notify them of this event and the Correction Officer job posting. Flyers were disseminated to colleges, public libraries, Town Halls, Chambers of Commerce, YMCAs, fitness centers, post offices, grocery stores, churches, military organizations, and businesses throughout Connecticut and Massachusetts.

On March 27, 2019, a Careers in Corrections event was held. The focus of this event was primarily careers in the agency’s inmate medical services due to the fact that in July of 2018, the agency assumed responsibility for all prison medical services that previously were provided by the University of Connecticut. In addition to inmate medical services, staff from Mental Health, Addiction Services, Unified School District #1, Religious Services, Parole and Community Services, Board of Pardons and Parole, Facility Staff, Maloney Center for Training and Staff Development, Administrative Clerical, Volunteer Services, Human Resources, Equal Employment Opportunity, Food Services, Engineering and Facilities/Maintenance, Management Information Systems and Correctional Enterprises were also present to provide information regarding the multitude of careers and careers paths in the agency. At this event, staff from Human Resources conducted 8 individual demonstrations applying for job

openings using the JobAps online portal. The Affirmative Action Unit again engaged in extensive outreach for this event and over 300 people attended.

BEST PRACTICES UNIT

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

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

CORRECTIONAL ENTERPRISES

The Correctional Enterprises of Connecticut Unit (CEC) consists of the Industries manufacturing operations (14) and the District Commissaries (3). CEC contributes to and supports the Department of Correction reintegration initiatives by offering approximately 515 offender program participants' opportunities to develop marketable vocational, occupational, and soft skills. CEC is authorized under Connecticut State Statute CGS. 18-88 to provide goods and services to state agencies, municipalities, nonprofit organizations, and benefit corporations. The Industries operations are at Cheshire CI, Osborn CI, MacDougall-Walker CI, Carl Robinson CI and York CI and provide a variety of goods and services to approximately 150 qualified customers annually. Commissary is authorized under the same statute to provide offenders an opportunity to purchase snacks, electronics, clothing, and other sundry items with their own funds. Commissary operates through District Commissary operations located at MacDougall-Walker CI, Cheshire CI, and York CI. Each District Commissary is responsible for providing Commissary services to an assigned group of facilities. Under state statute, both Industries and Commissary are mandated to be financially self-supporting for staff salaries and operating expenses. Both Industries and Commissary met this requirement for FY2019.

CEC was the beneficiary of second grant from the J. Walton Bissell Foundation to the American Printing House for the Blind (APH). This grant enabled the purchase of additional equipment for the new CEC Braille transcription program at the York facility. For this endeavor, CEC has partnered with the Department of Rehabilitation Services, Bureau of Education and Services for the Blind (BESB). BESB provides on-site training for the offenders in this highly marketable skill. In the first year of operation, three offenders have received nationally recognized certifications in Literary Braille Transcription by the Library of Congress through the National Federation of the Blind. Seven other offenders have submitted their final manuscripts for grading and certification. Having certified offenders now allows CEC to begin revenue generating operations with BESB as our initial customer for the transcription and production of Braille books for k-12 students in CT and with future opportunities with APH. The revenue generated will allow this operation to grow and add new offenders and help to keep the operation financially self-supporting.

CEC continues to collaborate with the Cybulski Reintegration Center and has increased the number of offenders being transported daily to participate in our programs at the Osborn facility. The CEC Osborn Laundry operation implemented a nationally recognized certification program through the Association for Linen Management (ALM). The program is a combination of the curriculum provided by ALM along with practical on-the-job work experience. Upon completion of the program, successful program participants will receive their certification as a Certified Washroom Technician (CWT). Many private sector commercial laundries have stated that this would be a valuable tool for the offenders to have upon their release to be able to gain meaningful employment.

To enhance the safety and security in the Cheshire Marker and Graphic Arts Shops, CEC had security cameras installed in both of these areas where none existed before and a state-of-the-art metal detector installed in the Marker Shop. The camera system and metal detector at MacDougall Industries were also upgraded and replaced. Both Cheshire Industries and Commissary are working closely with the facility and are having inmates from the TRUE Unit classified to work assignments within each respective area.

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

The CEC Sales staff have successfully focused on expanding relationships and developing opportunities with other state agencies, non-profit organizations, colleges and universities.

The top ten customers, which generated 94% of the annual sales for CEC for FY2019 were DOC, DMV, DOT, UCONN, DEEP, DOC Commissary, ECSU, DDS, DESPP, and Killingly Board of Education.

Commissary packages and ships approximately 10,000 orders each week and generated annual sales of \$16,906,298.73 including a holiday program offering an expanded selection of items. These sales resulted in \$345,765.11 in sales tax collected and forwarded to the Department of Revenue Services. In addition, Commissary covered \$3,047,402.24 in staff payroll expenses and \$112,815.63 in compensation to assigned program participant offenders. A portion of the net income for Commissary is transferred to the Inmate Welfare Fund.

FACILITIES MANAGEMENT AND ENGINEERING UNIT

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

The Unit supervised the completion of ten (10) construction projects for a total of \$4,373,947.00. There are currently 22 projects in progress.

In addition to continued energy savings, the Unit pursues all available incentives and rebates. During the past twelve months we have received \$433,851.00 in utility incentives from EverSource. These energy efficiency incentives were for kitchen hoods, along with interior and exterior lighting.

For the Hartford CC facility, submitted a State Agency Small Business Energy Advantage application to DEEP, Eversource, and UI for the interior lighting/kitchen hood controls project. The project was approved for funding with a \$85,821 Eversource incentive and a \$5,213 UI incentive. The project will result in an annual savings of 282,352 kWh and an annual cost savings of \$45,881. In addition to electric savings, the project will result in an annual natural gas savings of 5,154 ccf and an annual savings of \$3,402. In addition, the project will result in an annual reduction in oil consumption of 19,837-gallons, 335,507 pounds of CO₂, 239 pounds of SO₂, and 207 pounds of NO_x.

For the Hartford CC facility, submitted a State Agency Small Business Energy Advantage application to DEEP and Eversource for the Hartford CC interior lighting project. The project was approved for

funding with a \$43,607 Eversource incentive. The project will result in an annual savings of 233,691 kWh and an annual cost savings of \$36,829. In addition, the project will result in an annual reduction in oil consumption of 16,124-gallons, 272,713 pounds of CO₂, 194 pounds of SO₂, and 168 pounds of NO_x.

For the Manson Youth Institution, submitted a State Agency Small Business Energy Advantage application to DEEP and Eversource for the Manson exterior lighting project. The project was approved for funding with a \$44,892 Eversource incentive. The project will result in an annual savings of 176,304 kWh and an annual cost savings of \$26,199. The project is equivalent to 88,595-gallons of oil not burned, or 1,153 tons of CO₂ emissions avoided, or 538 tons of coal not burned, or 286 homes provided with power for 1 year, or 201 cars taken off the road for 1 year. In addition, the project will result in an annual reduction in oil consumption of 12,165-gallons, 205,747 pounds of CO₂, 146 pounds of SO₂, and 127 pounds of NO_x.

At the Brooklyn CI facility, a new stand-alone Private Branch Exchange (PBX) telephone system was installed to replace the existing phone switch that was outdated and obsolete.

At Corrigan/Radgowski, the Cochegan House, a 60' x 96' modular building was put in place for use as a half-way house. The Engineering Unit helped facilitate this project. It will open in fall of 2019.

At Cybulski CI, a 27'6" x 65' modular program building was put into place due to a program expansion for the Community Reintegration Center at the facility. The Engineering Unit helped facilitate this project. It opened in October of 2018.

At the Garner CI facility, a new stand-alone PBX system was installed to replace the existing phone switch that was outdated and obsolete.

At Osborn CI, a new fire alarm system was replaced in cell blocks A through Q due to the old system being obsolete and parts were no longer available.

The DOC Environmental Unit continues to work on the removal of underground storage tanks. All underground tanks are being tested for integrity. Tanks that are at their end of life expectancy are being removed and replaced with new above ground tanks. During this fiscal year we removed (3) 30,000 gallon fuel oil tanks at Osborn Boiler Room, removed (2) 3,000 gallon tanks at York CI and replaced with new above ground tanks, removed (1) 2,000 gallon diesel tank and (1) 3,000 gallon fuel oil tank, and removed (3) 2,000 gallon diesel tanks at York (North Dorm/Fenwick/Shaw)

The DOC Environmental Unit is certified to assist with the daily operations of the Enfield/Somers drinking water system. Utilizing our staff we achieved a savings of \$57,487 versus contracting out DPH requirements for water systems.

DOC Environmental Unit staff continued to be certified to test underground tank and lines, conduct cathodic protection tests, prepare tank closure reports, act as project manager for tank removal projects, and inspect the condition of underground & aboveground storage tanks. By utilizing our staff we have achieved an average cost savings of \$48,860 compared to using services by contracted vendors.

FISCAL SERVICES

The Fiscal Services Unit administered the Department's budget, directed warehouse operations, centralized services, inmate accounts, purchasing, accounts payable, payroll and accounting functions. Budget/Accounting coordinated the tracking, projection, and reporting functions of general fund appropriations exceeding \$646 million dollars encompassing 82 separate spending plans and provided all financial reporting requirements of the agency's non-appropriated funds.

Account Payables processed 33,187 invoices while aggressively pursuing prompt payment discounts. Through prompt payment and diligent cash management Fiscal Services saved \$110,662 in Fiscal Year 2019.

The Purchasing section prioritized expenditures against limited funds, processing over 9,008 requisitions and over 11,276 purchase orders with annual Other Expenses expenditures of approximately \$68 million.

The Contracts Administration component managed over 451 contracts and agreements with a combined value in excess of \$257 million.

The Warehouse unit encompasses two supply warehouses that service sixteen facilities and disbursed inventory valued over \$5.8 million and one uniform warehouse which distributed to over 4,400 correctional employees valued at approximately \$1.3 million.

The Asset Management group tracked, accounted for, performed physical inventories of, and reported on the agency's approximately 11,900 capital and controllable assets located in 16 facilities, all Parole Offices and Central Office valued at over \$48 million and controlled disposition of surplus items valued at \$2.6 million.

Centralized Services oversaw and enforced policies for agency wide usage of vehicles and mobile communication devices. Vehicle mileage is reported monthly for 600 vehicles, 533 which are leased and 67 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 247,085 individual receipts and issuing 27,084 checks during the fiscal year. The Inmate Trust fund had a balance of \$3,674,344 as of June 30, 2019.

The Payroll unit processed biweekly payroll of approximately \$17,478,627 for an average of 5,892 employees each pay period in Fiscal Year 2019.

Some notable accomplishments for DOC's Fiscal Services unit for FY 19 include:

In Fiscal 2019, the agency collected \$5,690,858.70 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.

Despite the reduction in our operating budget and the loss of Small/Minority Businesses on DAS contracts, DOC achieved 184% 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.

Through prompt payment and diligent cash management, the Fiscal Services Unit saved \$105,185 during FY19.

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

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

responsibilities, and providing guidelines in the performance of specific tasks in accordance with State Statute and Agency Directives.

Accounts Payable: The Accounts Payable Unit successfully transitioned the review and processing of Inmate Medical Billing from UCHC/CMHC for an average of 13,300 inmates in 14 Correctional Facilities.

Community Support Services Accomplishments:

- Successful implementation of COLA increases for Health and Human Service Contract employees.
- Provided an external portable AED unit to all halfway houses that did not have one. All HWH now equipped with one.
- Partnership with Judicial Branch Court Support Services Division to provide Cognitive Behavioral Therapy Programming for DOC Parolees at no cost.
- Collaboration efforts with Judicial Branch Court Support Services Division (CSSD) resulting in the development of an agreement to expand CSSD's Contractor Data Collection System (CDCS) for data entry on CTDOC Parolees. The system will enhance CTDOC's data collection and analysis efforts as well as improving reporting efficiency for providers.

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

Notable achievements include:

- DOC held Kaizen events for four (4) new Process Improvement Projects and closed out/completed one (1) process improvement project during the fiscal year.

Lean Events: Fiscal Services facilitated a Lean Kaizen event held October 18th through November 2nd. Three Lean teams participated: Nurse Scheduling – Involved developing consistent scheduling practices across all facilities, which will be used for the implementation of Kronos, Health Services Transition Implementation – This project involved developing a high level work plan for all the health services activities that still need to be accomplished as part of the transition from UCONN. Human Resources Hiring – This project reviewed and streamlined DOC's hiring and promotion process. DOC assisted the Department of Administrative Services and the KRONOS project by mapping the time keeping, scheduling, and time management functions for three (3) business units within DOC.

- DOC staff participated in the Outcome Measures in POS Contracts for Residential Services Process Improvement event, which was facilitated by the Office of Policy and Management and included both State and Non-profit provider participants.
- 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. This year's showcase was held on 04/30/19 at the State Capitol building.

FOOD AND NUTRITIONAL UNIT

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

The Unit feeds approximately 13,400 inmates per day, three times per day, 365 days a year, totaling approximately 14,600,000 meals per year. Even with the increasing prices of food, the approximate cost per inmate per day is \$2.94.

The food production center (cook/chill) provides approximately 1,000,000 lbs. of food for all facilities throughout the state as part of our cost saving initiatives.

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, which has resulted in cost savings for the state.

The Unit continued to institute a more health conscientious menu, providing more protein and fiber, and lowering fat content in the meals. Taking advantage of opportunity and spot buys has helped with cost savings for the department.

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

Working with the departments Health Services Unit to help move towards a more effective Therapeutic Diet menu, implementing low fat, low cholesterol cook chill products through the Food Production Center, helping to aid the facilities in serving special diets to inmates. We will be working with the DOC Health Delivery System to help educate the inmate population on healthy eating habits to help reduce the need for special medical diets, which will help lower the cost of medical expenses.

We have implemented a plant-based menu option for the inmate population. This healthier alternative menu is available to the entire inmate population.

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

We continue to run Café 24 at Central office in Wethersfield, working with the re-integration unit at Cybulski CI, we are teaching qualified inmates the culinary skills they will need to gain employment once they are discharged from the facility.

We continue to work with the BEST Practices Unit to secure grants and federal funding for equipment and vehicle replacements.

HEALTH AND ADDICTION SERVICES DIVISION

After twenty years of contracting out medical services for offenders, on July 1, 2018, the Department of Correction took responsibility for the healthcare needs of the offenders under its supervision.

The Department of Correction provides comprehensive health care to the offender population that meets a community standard of care, and includes medical, mental health, dental, addiction and ancillary services, in compliance with applicable state and federal laws and consent decrees.

The leadership of the Health and Addiction Services Division is comprised of: a Chief Operating Officer; Chief Addiction Services Officer; Chief Medical Officer; Chief Mental Health Officer; four Regional Chief Operating Officers; a Chief Nurse Executive; two Regional Nursing Directors; a Dental Director; a Director of Psychology; and a Regional Mental Health Director.

Some of the accomplishments of the Health and Addiction Services Division during FY19 include:

- The elimination of the Utilization Review Committee (URC).
- The creation of the Patient Priority and Transportation Process (PPT) instituted. The PPT process replaced the URC. The PPT process schedules and prioritizes offenders' healthcare management based on medical necessity.
- Grants awarded for automated Medication Assisted Treatment (MAT) equipment at the York Correctional Institution.
- Electronic Medication Record (eMAR) beta test design for the Manson Youth Institution and York Correctional Institution.
- Electronic Health Record (EHR) training and implementation.
- Request for Proposals (RFPs) were written and posted for Inmate Medical Services, Pharmacy Supply, Telemedicine, and Laboratory Services.

- Questions on the RFPs were analyzed and answered as part of the RFP Process
- Plan for centralization of medical records was developed, reviewed, and placed on hold.
- Metrics Committee developed.
- IT hired programmer to be able to pull metrics reports.
- IT acquired and installed additional server equipment for EHR reporting and backup.
- RFP Committee met and evaluated RFPs for Inmate Medical Services, Telemedicine, Laboratory, and Pharmacy with recommendations to the Commissioner.
- Multidisciplinary Leadership Team workshop to address staffing/post plans.
- Multi-disciplinary Workforce Team (1199) workshop to involve line staff and address staffing/post plans.
- The first in a series of PPT coordinator meetings was held.
- **Lean** event dealing with Infirmery Bed Space.
- Physicians resumed weekly bed space calls amongst providers to better manage infirmery bed space.
- New Haven Correctional Center infirmery temporarily opened on weekends to address bed shortage.
- In process of negotiating contracts with new pharmacy, laboratory, telemedicine providers.
- eMAR testing continues at the York Correctional Institution – exploring pharmacy vendor eMAR as well.
- The York Correctional Institution participated in a National Commission on Correctional Health Care (NCCHC) survey for the facility’s Opioid Treatment Program in January with accreditation received in April. The accreditation is good until 2020.
- Leadership disciplines working on editing, revising, existing HSU policies and converting them to DOC policies and Administrative Directives – completed and in review by the agency’s Legal Affairs Unit.
- Policy Committee to commence in July.
- Assignments made to Regional Chief Operating Officers
 - Credentialing Process
 - Par Stock vendor/process - in order to acquire more fiscally favorable pricing.
 - Medical Records
 - Metrics
 - National Health Service Corps – Tuition reimbursement program for providers in underserved areas.
- A career/recruitment fair for potential HSU employees was held on March 27, 2019
- RFP for Inmate Medical Services (IMS) 2.0 posted as there was insufficient response to IMS RFP 1.0
- An Office Assistant was hired to perform credentialing and organization chart construction/maintenance.
- Facility specific task forces developed among HSU and custody staff members for each facility to develop plan for medication pass with new packaging.
- Suicide Prevention Committee re-instituted in the spring under guidance of Dr. Craig Burns.
- Preliminary logistics for laboratory change implemented.

- Preliminary logistics for pilot test of telehealth services at Corrigan-Radgowski Correctional Center and the York Correctional Institution.
- Statewide Dental Department Meeting(s) – one with dentists only and one with all dental staff.
- Statewide Facility Case Managers Meeting (PPT)
- Facility Organization charts largely completed
- HSU members traveled to East Jersey State Prison to observe the facility’s Med-Pass and Pharmacy room.
- Automated MAT dosing room at the York Correctional Institution under construction.
- Focus groups conducted among various healthcare specialties to discuss recruiting techniques and salaries as compared to those in the public sector.

From January 1, 2019 through July 1, 2019 a number of significant Health and Addiction Services leadership positions were filled including: the Chief Medical Officer - commenced June, 21; the Regional Chief Operating officer for SE Region; the Regional Chief Operating Officer for SW Region identified and hired; and a Dental Director was identified and hired.

Addiction Services Unit

The Addiction Services Unit provides a graduated system of substance abuse treatment programs. Based on the offender's individual need which is determined through a formal assessment, they may receive treatment in: Tier 1, a twelve session Pre-Release Substance Treatment Program focusing on drug and alcohol education, re-entry and reintegration issues for offenders returning to the community; Tier 2, a 10 week, intensive outpatient program with a curriculum that helps develop an understanding of addiction; Tier 4, which is a residential six month program in a modified therapeutic community setting. Tiers 2 and 4 offer an Aftercare Program designed to provide a continuum of care and maintenance of recovery. The Driving under the Influence (DUI) program offers intensive treatment to offenders who have committed driving related offenses. An assessment conducted by the Addiction Services Unit determines the appropriate level of treatment based on the identified need. The treatment levels are divided by tracks offering a range of 1- 4, based on the offender’s treatment need. The Addiction Services Unit provides treatment for those offenders who are returning from Parole as part of the Time Out Program. This program is a collaboration between Parole and the Addiction Services Unit. Those offenders who are returned are given 5 weeks of substance abuse interventions including community referrals for treatment upon discharge. In addition, the Addiction Services Unit offers specialized treatment options to the female and the young adult population. The conservative estimation is that about 75% of all incarcerated offenders have an existing substance use disorder. The Addiction Services Unit strives to offer treatment to all offenders during their incarceration. Recent efforts have increased to also connect offenders to community treatment providers prior to their release from incarceration.

Recovery Coaching - The Addiction Services Unit has been collaborating with Connecticut Community for Addiction Recovery (CCAR) to provide training in Recovery Coaching to offenders who are incarcerated. The collaboration has begun to work with the offenders in the Tier 4 Residential Units for those who have graduated and displayed positive behaviors and attitudes towards recovery. This collaboration will allow staff to become “train the trainers” and, in turn, to train the offenders. CCAR will play a role by engaging the offenders, both while incarcerated and in the community. Connecticut is the leader in Recovery Coach training for those who are currently incarcerated. In addition, Recovery Coaching will be expanded to include a pilot program that will include Recovery Coaches working with the Addiction Services Unit at Osborn and York Correctional Facility. This

program will allow for the offender to work on their recovery with those who have lived experience(s).

Expansion of Medication for Addiction Treatment (MAT) Programs - The Addiction Services Unit has been offering medication for addiction treatment with a primary focus on Methadone for those who have an opioid use disorder. The first program started in 2013 and has expanded to six of our facilities which include 3 jails, 1 prison and 2 combined jail/prison. We currently treat between 275 and 300 patients daily and are expanding to include both maintenance which refers to maintaining an offender on Methadone and induction which refers to initiation of an approved MAT medication. All of these treatment programs are grant-funded from multiple sources including the Department of Justice through Connecticut's Office of Policy and Management, and State Targeted Response (STR) funding through DMHAS. In addition, extended release naltrexone (Vivitrol) and buprenorphine/naloxone (Suboxone) are also becoming available at several facilities.

HUMAN RESOURCES

The Human Resources Division (HR) coordinates all HR related activities across the agency including talent acquisition; employee development; HR administration to include leave management, worker's compensation and benefits; spearheads the agency's labor relations and focuses the agency's organizational optimization efforts.

The HR team maintains process control over all of the agency staffing efforts to ensure that hires are made in the most high quality, timely and cost-effective way while ensuring all applicants are treated equitably and that our mechanisms for selecting candidates are consistent and fair.

The largest recruitment effort undertaken by the agency is the corrections officer process. The agency hires between 250 and 400 corrections officers annually to replace retirements and promotions in order to maintain optimum staffing levels that will ensure coverage for safety and security and minimize the need for overtime.

The agency posted an announcement for corrections officer hiring in December 2018; this posting netted more than 3000 candidates. For this announcement we introduced a corrections officer physical ability test. The test was specifically designed to assess candidate's physical ability to perform the work of corrections officer. The physical ability testing was conducted between February 2019 and May 2019. We completed the first cadet class from this recruitment list in May 2019; subsequent classes are scheduled for September and November 2019.

The HR team conducts recurring large recurring promotional processes for the classifications of Deputy Warden, Counselor Supervisor, Captain, Lieutenant and Counselor. Opportunities were posted for counselor supervisor, captain, deputy warden and Lieutenant in 2019; from those postings new certified lists have been developed and differentiated candidate slates created.

HR continues to develop processes and tools to enable efficient succession planning within the agency. A process for aspiring lieutenants featuring an individual development plan for candidates was launched in 2018; we are currently developing analogous processes for captains, deputy wardens and other promotional custodial classifications.

Staffing for the recently insourced health services function remains a high priority for human resources. While it is a challenging recruitment environment we continue to make strong progress with our staffing efforts including having a management team that is in place and stable and we have developed and are executing to a solid resource and recruitment plan.

Retirement Processing – During FY19 the HR team counseled, audited and processed a total of 282 retirements for agency employees with the majority being hazardous duty employees in the classification of Correction Officer.

Core CT Self Service Computerized Time and Attendance – HR has led the agency to transitioning all staff from legacy time and attendance systems to automated processes; either using the custody roster software or Core Self-Service

LEAN Initiatives – HR continues to conduct process improvement events each year. In the past year HR has driven lean process improvements to reduce the cycle time of staffing and to improve the insights gained from exit interviews.

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

Employee Assistance Unit (EAU) - Our labor partners have been working with the agency to develop a peer-based employee assistance unit to provide real-time assistance to our employees, especially in times of crisis. While we are continuing to formalize the structure and the operational guidelines for the team, there is already been tremendous work done by this unit. The EAU has assisted dozens of employees in times of great need, predominately involving mental health and substance issues.

MALONEY CENTER TRAINING & STAFF DEVELOPMENT

At the request of department administration, the agency has been analyzing various job classes to enhance job standards. Comprehensive class standards further establish consistency in training and employee performance expectations. The Maloney Center for Training and Staff Development (MCTSD) assisted by facilitating the completion of the Developing a Curriculum (DACUM) process in FY19 for the Correctional Counselor Supervisor Position. Through this process it was determined that an additional DACUM will be initiated in FY20 regarding the position of Unit Manager. The DACUM is a two-part process and is conducted through agency staff as Subject Matter Experts (SMEs). It incorporates the use of an SME focus group in a facilitated storyboarding process to capture the major duties and related tasks included in an occupation as well as the essential knowledge, skills and traits associated with the occupation; including validation of the results by an additional subgroup of SMEs.

In keeping with the Department of Correction's Strategic Plan Goals and Initiatives of collaboration, MCTSD continues to host other agencies needing available training space and resources. Agencies collaborating with MCTSD include the Department of Administrative Services, The Brain Injury Alliance of CT, Dept. of Public Health, Office of Probation, Dept. of Transportation, Dept. of Labor, the CT Police Officer Standards and Training Council, the Federal Bureau of Investigation, the Judicial Branch, the Connecticut Training and Development Network as well as multiple municipal police departments.

MCTSD has also worked in collaboration with the office of the Attorney General. In addition to providing training space and resources MCTSD has also hosted multiple career fairs and employee wellness events to include flu clinics, blood drives, and exercise programs/nutrition seminars available to all Agency Staff.

MCTSD conducted four Pre-Service classes since august of 2018; Class 270 started on 8/3/18 with 169 trainees. It included 120 Correction Officers, 11 Maintenance staff, 20 Treatment staff, nine Education staff, and various other support staff. Class 271 started on 10/12/18 with 79 trainees. It included 61 Correction Officers, five Maintenance staff, five Treatment staff, and various other support staff. Class 272 started on 12/7/18 with 88 trainees. It included 80 Correction Officers, five

Maintenance staff, and other support staff. Class 273 started on 5/10/19 with 136 trainees. It included 105 Correction Officers, 12 maintenance staff, 10 Treatment staff, four Food Service staff, and the first five members from the Health Services Unit to come through the 12-week academy.

During FY 19 MCTSD staff members revamped the Course Evaluation Forms. The forms were modified for each Pre-Service course to capture specific information in regards to Course Content, Materials/Handouts, Application/Skills and Instructors. The new forms also allow for narratives to be written for Most Important Information, Concepts or Skills and Other Comments. With this captured information we can modify curriculum accordingly based on the needs of the students.

The training academy also oversees the Agency's Critical Incident Stress Response Team (CIRST), a statewide team of Connecticut Department of Correction employees, who have received training to respond and support affected staff members during a traumatic event while utilizing evidence based, best practice critical incident response techniques.

During FY19 members of the CIRST team were activated a total of 27 times. The CIRST team members also responded to ten support activations. An additional component of the CIRST program is specially trained support/comfort dogs and their handlers - provided by the organization K9 First Responders. These specially trained K9s responded to 11 activations and ten support activations.

The agency's Firearms Training Unit also falls under the supervision of the MCTSD. The Firearms training unit provides initial as well as recertification training to select Agency staff members for both pistol and rifle firearms. During FY19 the Firearms Training Unit provided: pistol only initial training to 97 staff members; initial pistol and rifle training to 298 individuals; pistol only recertification to 115 employees; and pistol and rifle recertification to 1,721 employees.

The Firearms Training Unit certified a total of 2,231 Department staff member during FY19. During the same time period the Unit used 363,645 rounds of pistol ammunition, and 175,850 rounds of rifle ammunition.

MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems Unit (MIS) maintains the Department's computer network and all hardware and software 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.

During FY19 the Agency's MIS Unit accomplished the following: 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. MIS supports all equipment at facilities and maintains connections to all video locations.

Service Desk is the ticketing system used to track customer requests. The system is an internal system to MIS and it allows customers to enter their own service tickets. During this last fiscal year 17556 tickets were handled by the DOC IT staff, an increase of 51% from FY18 due to transition of Correctional Managed Health Care (CMHC) staff to DOC, additional PCs, medical devices and new applications. Out of the total service tickets, there were 479 research related requests and 969 Health Service/EHR related requests.

Network Risk Assessment - Report done by outside vendor was presented to the executive team. The report highlighted the need for investment in security tools/software and training for staff. Project plan was developed and presented to Deputy Commissioner Cepelak. Budget adjusted for FY20 to reflect security needs and project kick-off.

CMHC Network Transition - Conducted numerous tests in conjunction with UConn IT to switch CMHC network and all of the medical equipment over to DOC network. Migrated all of Dental data, Monthly Report Data, OrgPlus Data from CMHC server to DOC server. Worked with UConn

networking team to migrate to new firewall. Setup all security and user groups for all CMHC staff on DOC domain.

The entire physical transition work of all network devices and all user computers was completed on schedule on December 12th. Over 750 pieces of medical equipment, computers, scanners, other medical devices, users and their user data were transitioned over to DOC network.

Existing medical applications at UConn are currently being used as we are developing them in-house.

Electronic Health Records (EHR) - EHR system fully operational. Completed new accounts for users and granted them access to the MFP scanning. Wireless access points for EHR installed and configured at Cheshire IC and Bridgeport CI. Built a new server (proxy server) to control internet access for EHR machines. Installed and updated Provider Billing application for Health Services to use at Central Office. Built second EHR license server as a backup server. Setup access for three Attorney's General Office users from their office to EHR throughout DOC portal. EHR password reset process developed and finalized, it will allow selected user to reset password after hours and on-call. New enhancements to the system on going.

Case Notes System - Intake and Assessment (CARA) project development and design is completed. It will streamline current practice of how an offender get the intake and offender accountability programs assigned and track all the reporting of the intake cycle.

Implemented Cognitive Behavioral Therapy (CBT) program for Second Chance Grant workflow and data tracking in Case Notes. This is a new process implemented in Case Notes that will allow field parole officers to refer offenders with behavioral issues to CBT program providers in the community. Implemented Toxicology Policy for Parole & Community Services Level of Supervision Testing Schedule which includes Parole Officer and Parole Manager Dashboards and compliance checklists. Implemented new Parole Violation Report.

Implemented time out program (TOP) Diversion Policy and Work Flow. It provides Substance Abuse Treatment for offenders returned to custody for non-compliance with the stipulations and/or conditions of their release from a DOC facility.

Offender photo (CAPI) Stations - All offender photo stations have been equipped with Windows 10, Visual Studio 2015, and portrait photos for Interstate Compact Offender Tracking System (ICOTS). Corrected photos to match inmates' profile and added photos for Halfway House inmates.

New Haven Parole Office - Installed new equipment, network and telephone circuits and wiring at the new office location. Parole office move completed in November.

Windows 10 Upgrade - Upgrade of all DOC PCs is scheduled to be finished by December 2019. Currently 77 percent of all devices have been upgraded. Project is on schedule.

DOCWEB Intranet Page - CORE-CT training videos were produced and posted under the HR home page for all CMHC staff transitioning over to DOC.

Network - Replaced Cisco routers. Two Domain Controller Servers are now installed and running at DOC data center. Old Data Center room completely migrated and all equipment shut down. New computer lab room was setup with 29 computers for training.

Disaster Recovery Site (DR)- Established presence and connectivity to DR site in Groton Data Center. Work continues in FY20 to bring the DR site fully on line. All of our current servers, applications and systems will be replicated to the new DR site for emergency operations.

Novell Migration - Conversion of our legacy Novell Systems (e-directory) to all Microsoft Servers and Services is underway. This will improve our network, login process and save money by not renewing the software. Work continues in FY20, deadline is December 2019.

Oracle Migration - All current applications migration from Oracle platform to Microsoft in progress. Migration will save agency money by not renewing Oracle software licenses. Work will continue in FY20, deadline is November 1, 2019.

Case Notes Migration - Migration of Case Notes system from IBM Lotus Notes to Microsoft platform in progress. Work will continue in FY20, data migration deadline is September 1, 2019. Data migration is the first stage of the process, second stage in this process is to migrate the the application which will start subsequently.

On July 1, 2019, MIS Department was officially renamed to Information Technology Department (IT Department)

3) EXTERNAL AFFAIRS DIVISION (Reports to the Commissioner)

The External Affairs Division, a direct report to the department's Commissioner, is comprised of the Office of Public Information, the Freedom of Information Unit, the department's Victim Services Unit, the Office of Standards and Policy, and the Agency's Legislative Liaison. This division is responsible for fostering and maintaining the department's liaison and communication functions throughout state government, among the agency's staff, to media outlets, the general public and other interested parties. The External Affairs Division seeks to support the department by ensuring that accurate and complete information regarding the agency, within the parameters of safety and security, is available in a timely and beneficial fashion. During Fiscal Year 19, the External Affairs Division submitted and assisted other units, including the Fiscal Services Unit in the Department's various reporting requirements to state government administration on behalf of the Department's Commissioner. In addition, the director's office of this division continued to assist in organizing the Department's annual facility tours for local, state and federal officials and staff of the Judicial Branch, including the state's judges and members of the state's Sentencing Commission. Each of the Department's correctional facilities are made available at a minimum of once a year for these prescheduled tours. The annual tours have proven beneficial in providing educational insight on the correctional environment for the state's legislators and representatives of Connecticut's criminal justice system

FREEDOM OF INFORMATION UNIT

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

The Freedom of Information Unit responded to approximately 3,000 requests department-wide during FY19. There were 49 Freedom of Information complaint hearings of which 22 were mediated and resolved, 21 were ruled in the department's favor, and 2 are pending final decisions. This represents a decrease from the prior fiscal year. The significant decrease in the number of hearings is contributed to the elimination of the former practice in which the Freedom of Information Commission was automatically added as a respondent if an inmate filed a complaint against any state agency or municipality.

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

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

The Freedom of Information Unit is currently working on testing and implementing a much more cost effective redacting software to implement in all facilities. This functionality will enable the expansion

of redacting software to all facility liaisons to be more efficient and will require less usage of resources, i.e. paper, toner, and personnel time.

LEGISLATIVE LIAISON UNIT

In this long General Assembly session, the Legislative Liaison Unit monitored, provided testimony and/or advanced a large number of bills affecting the agency and responded to a significant number of inquiries from state/federal public officials & agencies in addition to Connecticut residents. Three important laws affecting the department were enacted: **Public Act 19-80, An Act Concerning Access To Medical Records In The Possession Of The Commissioner Of Correction** which allows an inmate, his or her legal representative, or the legal representative of an inmate's estate to receive certain medical records and requires the DOC to post on its website, and in all of its medical units, notice informing inmates that they are required to sign a release if they wish to give their family or emergency contacts access to their medical information; develop a frequently asked questions (FAQ) document that details the steps for investigating an inmate fatality or permanent injury and includes all relevant forms and contact information; and post the release form and FAQ document on its website and make them available in all of the department's medical units; **Public Act 19-167, An Act Concerning The Release Of Inmates Suffering From Opioid Use Disorder And Repealing Obsolete Department Of Correction Statutes** requires the DOC to provide inmates who self-identify as suffering from or relapsing into an opioid use disorder with information on opioid use disorder treatment options. The bill also repeals obsolete DOC statutes on employing prisoners sentenced to death, the Enfield Medium Correctional Institution (the facility closed on January 23, 2018), and a pilot program to use a debit account system for inmate phone calls; and **Public Act 19-42, An Act Establishing A Council On The Collateral Consequences Of A Criminal Record** establishes a 20-member Council on the Collateral Consequences of a Criminal Record. The council must study discrimination faced by people in the state living with a criminal record and develop legislative recommendations to reduce or eliminate discrimination based on a person's criminal history. The Commissioner of Correction, or his designee, will serve on this Council. In addition, numerous legislators, federal and state legislative staff/interns and other state / local officials participated in the annual tours of the correctional facilities and parole district offices. The Legislative Liaison Unit is also an active partner with the state-wide non-profit community providing re-entry services for ex-offenders and is staffing the DOC's Industry Advisory Group to encourage employers to hire ex-offenders.

OFFICE OF PUBLIC INFORMATION

The Office of Public Information supports the department's mission and vision by ensuring that information concerning department operations and activities are presented to state government, the media, and the public and other interested parties in a timely, proactive and professional manner. It is responsible for acting as a liaison for the agency with other federal, state and local government's bureaus, departments and agencies; it also is responsible for the agency's external communications with the news media; the public including friends and family of the offender population; as well as internal communication with the agency's approximately 6,000 staff assigned throughout the state.

During Fiscal Year 19, the Public Information Office responded to more than 8,000 inquiries received via telephone, postal mail and email. Requests for information come from a wide variety of sources including media outlets; general public; family and friends of current offenders; current and former offenders; victims of crime; legal representatives; legislators; local, state and federal public safety officials; international Consulate General Offices; and other parties. Additional inquiries and correspondences received by the Office of the Governor from constituents and specifically regarding matters pertaining to the Department of Correction were also responded to by this unit on behalf of the

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

The 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 19 regarding the management of our offender population. Media tours of our correctional facilities highlighted the safe and effective management of our prison population. Public Information Officers continually endeavor to provide the news media with interesting, timely and informative stories about the activities of the department. The Office of Public Information continues to coordinate the placement of an increasing number of agency related news items (both television and print) as part of the agency's efforts to promote transparency in State government.

The department continues to delve into the world of social media with its official Twitter account; providing additional advisories on prompt information and activity to 'followers' within local state and nationwide government and public safety fields, media organizations, family and friends of incarcerated individuals, and the general public. With more than 1,500 followers, social media has given the agency the opportunities to enhance transparency and share positive stories about new initiatives. The Office of Public Information also assists with the internal intranet site – DOCWEB, which seeks to keep staff informed of department information and events. This unit also continues to produce the department's bimonthly newsletter, "PRIDE at Work" aimed at effective communication with our agency employees and supporting employee wellness. This unit also continues working with the state's Office of the Attorney General, providing technical supports for the defense of lawsuits brought against the department; and continues assisting in coordinating the state Connecticut Television-Network's technical coverage of the state's Board of Pardons and Paroles hearings held within the department's facilities.

This past fiscal year saw the broadcast of a story which aired on the critically acclaimed CBS news program 60 Minutes which highlighted the agency's Emerging Adult Unit located at the Cheshire Correctional Institution. The program, which garnered international attention was the culmination of nearly two years of filming, and interviews. After the shows initial airing even Hollywood producers make inquiries regarding the Emerging Adult Program.

Other notable accomplishments during FY19 was a, first ever in Connecticut, live streamed simulcast between The Cheshire Correctional Institution and John Jay College in New York City of a panel discussion hosted by the Vera Institute for Justice. The technological component of the simulcast took months of preparation and resulted in a technically flawless event.

In June of 2019 the agency celebrated the one year anniversary of the young adult unit for females known as the WORTH Unit located at the York Correctional Institution. The anniversary, as well as the initial opening ceremony of the unit garnered significant print and television news media coverage. Due in large part to the fact that the WORTH Unit is the first of its kind in the nation it has and continues to draw consistent media attention, not least of which was an article that appeared in internationally published magazine, Vanity Fair.

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

OFFICE OF STANDARDS AND POLICY

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

During **FY19**, the Office of Standards and Policy updated nineteen (19) Administrative Directives. These directives included over one-hundred (100) associated documents; which include Spanish translations and forms/attachments. Forty-nine (49) Exceptions and Inclusions were also processed. Three (3) state correctional Public Information Office surveys nationwide, regarding correctional policy subject matter, were initiated and completed.

Noteworthy projects completed during this fiscal year include:

- The Department of Correction ended our contract with Connecticut Managed Health Care (CMHC) and took over the review and revision of eight hundred and sixty-one (861) medical policies. Also included with the medical policy are various medical manuals which are reviewed and updated to reflect current practice.
- Revised Administrative Directive 6.5 Use of Force and Administrative Directive 6.6 Reporting of Incidents and created a form that follows constitutional guidelines in regards to reporting incidents in which force is utilized.
- Updated Administrative Directive 10.6 Inmate Visits. The update aimed at ensuring family involvement between inmates and their ties in the community.

VICTIM SERVICES UNIT

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

During Fiscal Year 2018 the Victim Services Unit completed 660 new victim registrations, 580 End of Sentence notifications, we processed 1,006 Notice of Applications for Sentence Reductions and 70 Pardon Applications. Victim Services also completed 596 notifications for Community Release Review along with 275 Parole Hearing Notifications.

The Statewide Automated Victim Information Notification (SAVIN) system had 19,420 new registrations (which includes, victims, criminal justice professionals, legal representatives, inmate's family members and the public). The Victim Services Unit continues positive collaborations with our community partners and colleagues.

4) LEGAL AFFAIRS UNIT (Reports to the Commissioner)

The Legal Affairs Unit is a direct report to the Commissioner of the Department and serves as a liaison to the Office of the Attorney General on all legal matters affecting the agency, as well as with the State and Federal Courts throughout Connecticut. During the course of a year the unit oversees an average of 1,200 or more lawsuits as well as more than 100 Probate Court cases involving offenders. Additionally, during FY 19, the unit received and responded to 52 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 43 appeals brought before the Freedom of Information Commission.

During FY 19, the unit continued to provide substantial internal legal support to the Department, providing legal expertise in areas such as employment law, inmate and employee constitutional rights, contracts, health law, school law, legislation, and PREA.

5) SECURITY DIVISION (Reports to the Commissioner)

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

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

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

The Special Intelligence Unit (SIU) provides an intelligence gathering conduit for the exchange of intelligence information with federal, state, local, and judicial agencies related to criminal and terrorist activity. This unit is also responsible for the forensic examination of computer and digital media devices in support of investigations to recover, analyze and document evidence.

The Special Intelligence Unit, Security Risk Group Intelligence Unit and Telephone Monitoring Unit work closely together in the gathering of gang intelligence information. The Security Risk Group Intelligence Unit provided training in gang identifier recognition, latest trends and management techniques to over 36 different local community, state, and federal groups.

Computer Forensic Unit - For FY19, the CFU has worked on a total of 200 cases which included Phones: 101, Computers: 24, Gaming: 61 and Media: 14.

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

Investigations Unit - The Investigations Unit is responsible for internal investigations and the review of incoming publications to assess compliance with Departmental policy. During FY19, this unit conducted 127 formal investigations and 27 informal inquiries.

Pursuant to Sections 18-81-28 through 18-81-51 of the Regulations of Connecticut State Agencies, the Media Review Board as part of this unit is required to review all incoming media for prohibited or objectionable material. The Media Review Board reviewed 1,298 media items during FY19.

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

The CT Department of Correction promotes a “Zero Tolerance” policy for sexual abuse and sexual harassment of inmates. The inmate population is able to call a toll free number to report allegations

directly to the PREA Investigations Unit, Connecticut State Police, and Victims/Advocate office. The Victim Advocates office continues to provide the proper support to inmate survivors.

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

In 2019 fiscal year, the PREA Investigations Unit was assigned 52 cases and has completed 23 of these investigations with determinations of substantiated, unsubstantiated or unfounded. Through the investigative process, data is collected and compiled for the Federal Sexual Victimization survey, CTDOC website statistics and federally mandated audits. This administrative data collection is based on allegations of sexual victimization by other inmates or staff that are reported to correctional authorities. The collection includes an enumeration of incidents reported to state prison systems, which is inclusive of all state halfway house programs. The statewide PREA Coordinator meets annually with each facility administrator and facility PREA compliance manager. This technical assistance visit gives on-going training in sustainability and current updates to the PREA requirements. The CTDOC began the second cycle of US Department of Justice PREA Audits beginning in August 2016 and this cycle will conclude in August 2019. Thirteen of fifteen correctional facilities and many of the contracted residential providers have also been audited and have been determined to be in full compliance. Through the audit process the CTDOC will gain an understanding of the nuances of running a correctional facility to meet the strict guidelines of the PREA protocol through the Auditor Assessment Plan.

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

Security Risk Groups Unit - During FY19, the Security Risk Groups (SRG) Unit has conducted 36 trainings on current trends in SRG identification and management for numerous agencies throughout the State. The majority of training was conducted for our facility staff, various Police Explorer Units and the Connecticut State Police. The SRG Unit works diligently with Outside Law Enforcement regarding current trends and gang identifiers. The SRG Unit tracks and identifies current/former gang members within the DOC to ensure safety and security within its facilities as well as the community.

Special Intelligence Unit - The Special Intelligence Unit (SIU) provides intelligence gathering methods designed to ensure the highest standards of integrity and also sparks a significant amount of criminal intelligence information by providing indispensable resources to support federal, state and municipal law enforcement agencies. This unit provides analytical data, tracking internal trends related to serious assaults, gang activity, violence, weapons, and narcotics; its relationship to facility issues as well as its impact on the surrounding communities.

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

The SIU completed 5,658 Connecticut On Line Law Enforcement Telecommunication (COLLECT) backgrounds investigations of all Department employees, applicants, contractual employee, promotions, lateral transfers, weapon certification, volunteer, vendors, researchers, media, and labor relation.

In addition, SIU provides various services to include but not to limit; Cell Phone Detection within our facilities, the tracking and handling of Confidential Informants and its policy & audits, Surveillance Equipment for Covert Operations, Computer Assisted Photo Identification (CAPI) for

lineups, and the Project Management of the Touch Pay Lobby Kiosks, Debit Release Card, Self Bond Process, Admitting and Processing Kiosk, Video Visitation and all of its related training.

Telephone Monitoring Unit - The Telephone Monitoring Unit (TMU) has increased its staffing levels from 5 full time investigators to 7 permanent positions as a result of the high demand of assistance from outside law enforcement agencies. This year, TMU staff assisted outside law enforcement in nearly 375 investigations involving over 450 inmates. The unit concentrates primarily on reviewing telephone communications as well as incoming and outgoing mail for targeted inmates. 496 subpoenas were honored for testimony, call records, phone recordings and original pieces of mail, and the TMU staff were called upon to testify in 25 court cases during this time period. The unit manages approximately 58,420 telephone calls and an average of 6,622 visiting calls placed by offenders each month.