



Department of Correction

At a Glance

***Angel Quiros, Commissioner**

***Sharonda Carlos, Deputy Commissioner of Administration**

***William Mulligan, Deputy Commissioner of Operations and Rehabilitative Services**

- **Nick Rodriguez, Administrator of District 1**
- **Eulalia Garcia, Administrator of District 2 and Programs and Treatment Division**
- **Eric Ellison, Director of Parole and Community Services**
- **Antonio Santiago, Director of Security**

***Karen Martucci, Director of External Affairs**

Established – 1968

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

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

Number of full-time employees – 5849

Recurring operating expenses – \$663,551,890

Capital outlay – \$4,209,754

Organizational structure – Three sections of management which are:

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

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

MISSION

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

STATUTORY RESPONSIBILITY

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

PUBLIC SERVICE

The Department of Correction (DOC) on June 30, 2021 confined 9,010 offenders, a 9.56% decrease when compared with the incarcerated population on June 30, 2020. Including those offenders on department administered community supervision, correctional staff supervised on June 30, 2021 a total population of 12,744 offenders, a 14.6% decrease when compared to June 30, 2020.

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

The Deputy Commissioner of the department’s Operations and Rehabilitative Services Division (OARS) currently supervises 13 correctional facilities, which are divided under the direction of two (2) District Administrators. Correctional institutions confine sentenced males and in the case of the York Correctional Institution, sentenced and un-sentenced females. 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 two years or less. The Walker building of the MacDougall-Walker Correctional Institution serves as the intake facility for male inmates with sentences more than two years. The Manson Youth Institution confines sentenced and un-sentenced male offenders between the ages of 15 and 21. This division also maintains a medical–surgical ward at the University of Connecticut (UCONN Ward) in Farmington, Connecticut.

In addition to overall supervision of the department’s correctional custody facilities the OARS Division also includes the department’s Maloney Center for Training and Staff Development, Operations Unit, Parole and Community Services Division, Programs and Treatment Division, and the Security Division.

Department of Correction Districts and their Facilities

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

The DOC continues its department-wide response to the Coronavirus (COVID) pandemic since February 2020 while maintaining operational continuity, safety and security. Mass COVID testing as well as vaccinations for both staff and offenders were arranged and facilitated, and testing continues including of all department staff who have direct offender population contact. A COVID medical-quarantine specific unit, where all symptomatic offenders are managed safely while recovering from COVID symptoms, was originally established at the Northern Correctional Institution. As the offender population's COVID positivity rate declined, this specific COVID unit was later transferred to the MacDougall building at MacDougall-Walker Correctional Institution. The Northern Correctional Institution, a level 5 maximum security prison, was eventually closed during June 2021 as a result of continued decline in the overall offender population and as a cost saving measure for the State of Connecticut.

The department continues to order and manufacture Personal Protective Equipment (PPE) for staff and offenders and facilitate COVID screening tests. The OARS Division transports COVID positive offenders to all medical appointments and facilitates all COVID related transfers appropriately in order to continue mitigating risk of spreading the COVID virus. The OARS Division continues to monitor and work on demobilization efforts, adjusting various activity accordingly as related conditions improve.

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 FY21, inmate-on-staff assaults increased by 63 assaults, +63.00% from the previous year's figure, and increased by +71.58% from the 2-year mark. Inmate-on-inmate assaults decreased by -26.96% from the previous year and decreased -13.38% from the 2-year mark. Inmate fights decreased by -22.57% from the previous year by 90, and decreased -13.38% from the 2-year mark. Inmate disciplinary infractions decreased by -14.98% from the previous year and increased by -5.00% from the 2-year mark. Use of force incidents decreased by -2.69% from the previous year and increased by +27.35% from the 2-year mark.

OPERATIONS UNIT (Reports to Deputy Commissioner of OARS)

In addition to its involvements in most content mentioned immediately prior, the Operations Unit also encompasses an extensive range of emergency response operations including the Correctional Emergency Response Team (CERT); Special Operations Group (SOG); Situational Control (SITCON); Tactical Support Unit (TSU); Emergency Response Plans Unit; and the K-9 Unit. The Operations Unit also oversees the Correctional Transportation Unit (CTU), the Property Claims Office, and the department's Honor Guard and Pipe and Drum Corps.

The CTU provides transportation to the offender population at all security levels, including specialized transportation to offenders with various special needs in an effort to minimize the impact on individual facilities. Both CTU and the K-9 Unit fulfill additional special assignment requests for the department's Parole and Community Services Division as well as for other local authorities.

Operations Unit staff also conduct DOC's staffing analytics and has also recently formed a Data Unit which gathers additional agency-wide data for various statistical analysis and reporting purposes including statutory requirements.

MALONEY CENTER FOR TRAINING AND STAFF DEVELOPMENT
(Supervised by District 1 Administrator who reports to Deputy Commissioner of OARS)

In FY21, the Maloney Center for Training and Staff Development (MCTSD) presented a training series to the department's Correctional Deputy Wardens, Wardens, Directors, and Executive staff on Police Accountability/Use of Force information pertaining to the performance of correctional job duties.

MCTSD conducted four Pre-Service classes since September 2020. Pre-Service Class 279 began on September 11, 2020 and completed on December 3, 2020 with 47 trainees. Pre-Service Class 280 also began on September 11, 2020 and completed on December 3, 2020 with 52 trainees. Pre-Service Class 281 started on December 4, 2020 and completed on February 25, 2021 with 16 trainees. Pre-Service Class 282 started on April 9, 2021 and completed on July 1, 2021 with 22 trainees. All the Pre-Service Classes were in session during the pandemic utilizing adherence to all COVID related safety guidelines and precautions by both staff and trainees. This adherence and precautions continue including facial masks, social distancing and cleaning processes, which were enhanced to further ensure high touch-points are cleaned more frequently as well as additional cleaning supplies continuously on-hand.

MCTSD also conducted four New Supervisor Orientation Classes (NSO). NSO 2020-02 started on August 4, 2020 and completed on August 27, 2020 with 24 supervisors in the training. NSO 21-01 started on January 15, 2021 and completed on January 29 with 18 supervisors in the training. NSO 21-02 began on March 19 and completed April 1, 2021 with 18 supervisors in the training. NSO 21-03 started on May 5 and completed on May 20, 2021 with 17 supervisors in the training. An additional New Supervisor Orientation Class is scheduled to begin in July 2021.

MCTSD also conducted Health Services Unit (HSU) staff's two-week training academy. HSU 20-02 began September 25 and completed October 19, 2020 with 16 health staff. HSU 20-03 began on October 23 and completed on November 16, 2020 with 14 health staff. HSU 21-01 began on February 25 and completed on March 19, 2021 with 15 health staff. HSU 21-02 started on May 28 and completed on June 21, 2021 with 16 health services staff. An additional HSU Class is scheduled to begin in September 2021.

The department's In-Service Training (IST) by MCTSD also continued throughout the pandemic utilizing safety guidelines and precautions. Facility staff were trained at both MCTSD and their facility locations to help further mitigate the risk of virus spread by reducing intermingling of staff from different facility locations. The first day of IST is CPR/First Aid/Fentanyl/NARCAN/N95 Respirator Training, and the second day is Behavior Management Training. In addition, LMS/SABA web-based training is also part of department staff's IST, providing 19 required training courses. MCTSD successfully met OSHA standards/requirements for N95 mask fit testing.

In keeping with the DOC strategic plan, goals and initiatives of collaboration, MCTSD continues to host other agencies needing available training space and resources within COVID pandemic related guidelines and use of safety precautions. MCTSD created new and revised training curriculum for FY21. New courses are an Instructor Development Series; Police Accountability; Respiratory Hazards; OSHA Standard and Fit Testing, BLS CPR, IED and FA 2020 Updates; Oil Spill Plan; Hazardous and Universal Waste; and HSU Alcohol Withdrawal. Course revisions included seven in the Pre-Service series; three In-Service courses, and nine LMS courses. MCTSD also participated in collaborative instruction with CABLE (Hearing voices/trauma); State of CT Judicial Branch (provided curriculum and assistance with Young Adult Programs); and The Law Enforcement Council of CT.

The Firearms Training Unit (FTU), supervised through MCTSD, continued the department's firearms qualifications with a projected 1,517 re-certifications and 223 initial certifications. FTU has done this while adhering to COVID pandemic restrictions and precautions. This unit continued using laser-bullet training as part of the curriculum to improve techniques without the associated cost of using live rounds to assess basic skills. This efficiency has reduced the ammunition usage cost by \$4,000 while

maintaining the same standards. Both firearms ranges, the Cheshire Range and the Enfield Range, have invested time and resources to enable the ability to turn targets once again. This was done to implement time limits for staff qualifications, thus making training more realistic for FY22.

FTU also continues to be an active partner while creating relationships with other law enforcement agencies such as Cheshire Police Department, Enfield Police Department, South Windsor Police Department, the CT Police Officer Standards and Training Council, and the Capital Region Emergency Response Team. As our rapport continues to be successful with the Connecticut Police Academy, FTU continues to send staff for relevant firearms and Use of Force Training at their facility as well. These professional partnerships not only share information amongst one another but, a broad scope of training tips to improve the agencies capabilities. FTU also continues to send staff to the CT Police Academy for relevant firearms and Use of Force training. FTU, through MCTSD, maintains memorandums of understanding with the following agencies for the use of our firearms training ranges: Cheshire Police Department, CT Military Department, Division of Criminal Justice, Enfield Police Department, Meriden Police Department, CT Police Officer Standards and Training Council, Southern CT State University Police Department, Southington Police Department, CT State Marshall Commission, Suffield Police Department, United States Department of Health and Human Services, and the United States Probation Office.

MCTSD also oversees the department's Critical Incident Stress Response Team (CIRST). CIRST is a statewide team of DOC employees who have received training to respond and support affected staff members during a traumatic event while utilizing evidence-based, best practice critical incident response techniques. During FY21 the team was activated a total of 32 times. An additional component of the CIRST program is specially trained support/comfort dogs and their handlers, provided by the organization K9 First Responders (K9FR). These specially trained K9's were activated 11 times. During COVID pandemic related restrictions, CIRST response was then limited to utilization of K9FR.

MCTSD also oversees the Military Peer Support Program (MPSP). The MPSP committee is comprised of 20 staff members who offer support to military activated staff members and their families. They are also a support network for staff returning to work after active duty. The committee handles their own fundraising efforts which allows for them to send holiday care packages on behalf of the department to deployed staff members and their families.

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

The Parole and Community Services Division (P&CS) supervises and provides reentry services to offenders released to the community under the jurisdiction of both the Commissioner of Correction and the Board of Pardons and Paroles. This division is comprised of district offices located in Bridgeport, Hartford, New Haven, Norwich and Waterbury and the following specialized units: Residential Services, Central Intake, Residential Intake, Special Management, Mental Health, Fugitive Investigations, Women's Re-Entry, Support Services, and Training and Staff Development. There are 178 staff members of various job classifications assigned to this division. Parole officers in each of the districts and specialized units continually strive to enhance public safety by providing offenders with opportunities to successfully re-integrate into the community and become productive and accountable members of society. As of June 30, 2021, P&CS was responsible for the supervision of 3734 offenders of all release statuses. This represents a 25% decrease in the supervised population from the previous year.

In FY21, this division continued to respond to the COVID pandemic by focusing on strategies to mitigate the spread of the virus, maintain continuity of operations, and provide supportive care for those

testing positive for the virus. Modified operations in the five district Parole offices and the statewide contracted halfway house and scattered-site housing networks remained in place until October 26, 2020 when in-person reporting resumed for offenders categorized as high-risk. Operations resumed fully after June 30, 2021 across all district Parole offices and halfway houses. Halfway house bed capacity remained at 85% to allow providers to maintain quarantine space. The Cochegan House continued to be used as a dedicated halfway house for COVID positive offenders receiving referrals from the statewide congregate halfway house and scattered-site networks. Under this model, all COVID positive halfway house offenders were transported to Cochegan House by DOC Operations Unit staff and spent approximately 14 days in quarantine until medically cleared. Staff from the programs of origin then transported the offenders back to their original location. Other measures employed to mitigate the spread of COVID included providing Personal Protective Equipment (PPE) to all Parole staff, halfway house staff, and halfway house offenders and routinely sanitizing Parole offices and halfway houses. P&CS continued to focus on the release of eligible and appropriate offenders from correctional facilities to halfway houses and community residences with priority given to medically compromised individuals and those over 40 years of age.

This division also continued to implement numerous recidivism reduction strategies funded through a \$3 million award from the Bureau of Justice Assistance (BJA), Second Chance Act, Statewide Recidivism Reduction (SRR) Grant. A primary goal of this initiative is to reduce technical violations of offenders in the community. In support of this project, this division focused on training newly hired Parole officers in evidence-based practices including the Statewide Collaborative Offender Risk Evaluation System (SCORES), the Women's Risk/Need Assessment (WRNA), Effective Practices in Community Supervision (EPICS), and Case Planning Training, coaching, and quality assurance (QA) for Parole officers and supervisors for SCORES, WRNA, and EPICS continued remotely due to the COVID pandemic. These quality assurance sessions were conducted on a quarterly basis through May 2021 and then increased to monthly to further enhance officer skills and effectiveness in assessments and EPICS. As a result of P&CS' efforts focused in these areas, technical violations continued to trend downward for the supervised population. As of June 30, 2021, violations remain steadily down 76% since 2012.

P&CS, on behalf of the department, is also a partner in programs to reduce gun violence including Project Safe Neighborhoods (PSN), a national initiative by the United States Department of Justice to promote safer communities around the country as well as Project Longevity, a community and law enforcement initiative to reduce serious violence. Our Parole officers and supervisors attend monthly meetings for both programs and work closely with other law enforcement agencies and community partners to identify high risk individuals and connect them with services to mitigate their risk of engaging in violence.

P&CS also focused on efforts to address issues around substance use and overdoses among parolees in the community by continuing to utilize its contracted community-based residential substance use inpatient program (APT), as well as the Time Out Program (TOP) diversion procedure to afford enhanced due process and access to evidence-based substance use treatment for appropriate offenders remanded to prison. The division partnered with DOC's Addiction Services Unit (ASU) and Connecticut Community for Addiction Recovery (CCAR) to make referrals to CCAR Recovery Coaches for parolees who may benefit from supportive peer services to facilitate successful recovery from addiction. Additionally, this division collaborated with ASU to facilitate distribution of Naloxone (NARCAN) to offenders discharging from the department's contracted residential providers. In collaboration with DOC's Grants and Contracts Unit, P&CS issued an RFP and rebid the majority of the congregate halfway house and scattered-site housing network. A new 15-bed female work release program was established in New Haven and a Women and Children's program was opened in Bridgeport. The latter program provides housing and reentry services to women along with their children up to age

five. As a result of this RFP, the contracted housing network totaled 1060 beds statewide as of June 30, 2021. These residential programs provide services for mental health, substance abuse, sex offender treatment, transitional housing, and work release. Additionally, contracted non-residential programs provide services in vocational training, domestic violence, sex offender, and cognitive behavioral therapy.

P&CS also continues to be a partner in the Resettlement “SAMHSA” Reentry Program which provides peer-to-peer case management, treatment and support services to individuals diagnosed with a Substance Use Disorder and/or Co-occurring Mental Health who are returning to the greater Hartford community. The Hartford Parole District has also partnered with Connecticut Mental Health Affiliates (CMHA) and ASU to refer parolees to the Step Forward program in the New Britain area for co-occurring treatment including individual therapy, group therapy, case management, medication management, and Medication Assisted Treatment. The Norwich Parole District has partnered with Yale to make referrals to the EXIT-CJS program (Extended Release Medication Implementation Trial for Adults in Criminal Justice Settings). This study aims to help people at release from jail or prison, or those in the community with criminal justice involvement in the past 6 months, who have been addicted to opioid drugs avoid relapse to opioid use. The New Haven Parole District has partnered with Yale to refer parolees to the Yale Living Free Program to for services to address substance use issues.

Collaboration continues with community programs offering offenders opportunities to address educational, housing, social, and familial needs to facilitate successful reintegration. The Bridgeport Parole District is a partner in the GAINS Center for Behavioral Health and Justice Transformation Community of Practice Technical Assistance program: Engaging Clients for Successful Reentry. The goal of the program is to enhance reentry program engagement among individuals returning to the community from jails and prisons by exploring policies and promoting successful practices and approaches related to housing, supported employment, telehealth/teleservices, SUD/MHD treatment, and peer-based recovery services. The Bridgeport Parole District is also part of the Bridgeport Families First program which aims to assist parolee parents and their minor children with a series of complementary interventions designed to address multiple challenges faced by families during the incarceration of a loved one and continuing during the re-entry process.

As part of DOC’s Adult Reentry and Employment Strategic Planning (ARES) grant initiative, the Hartford Parole District has partnered with Capital Workforce Partners (CWP) to make referrals to the CWP-Hartford Building Trades Pilot Program, a Pre-Release General Construction training pilot program which provides pre-apprenticeship training to individuals who are interested in entering construction careers by applying or enrolling into registered construction apprenticeship training programs. The New Haven Parole District continues to refer parolees to the EMERGE Connecticut, Inc. program which provides employability training, literacy workshops, parenting workshops, participation in peer support groups, supportive services advocacy, and construction classroom (CRT) and on-the job (OJT) workshops.

During FY21, P&CS also continued to partner with CSSD to establish access to their Contractor Data Collection System (CDCS). Major implementation activities included documenting data entry/business process needs for residential referrals, and developing and building reports and communications between P&CS and its contracted residential providers. Testing and training of Parole staff and community providers are underway and a first release of built processes is planned for December 2021.

PROGRAMS AND TREATMENT DIVISION (Supervised by District 2 Administrator who reports to Deputy Commissioner of OARS)

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

Community Release Unit (CRU) – CRU prides itself on promoting public safety by ensuring that offenders are reviewed for community release by one high level decision maker and paring the correct level of supervision with dosage of community treatment for each offender. This is accomplished by utilizing assessment tools such as the Statewide Collaborative Offender Risk Evaluation System (SCORES). CRU has enhanced the understanding of how the community release process works with staff members throughout the DOC and with the offender population. CRU continues to look for ways to streamline processes, further communication with its partners, and enhance public safety.

During FY21, CRU reviewed 3,347 cases that were eligible for release consideration. These release types which are governed by Connecticut General Statute and DOC policy include Community Release, Transitional Supervision, DUI Home Confinement, Furloughs, Dual Supervision, and Transitional Placement. CRU also assists the Commissioner in reviewing applicable offenders being considered for release to a contracted nursing facility.

In ongoing support to the department and its administration and certainly as part of the department's response to the COVID-19 pandemic since early 2020, this unit provides vital review and process of offenders eligible for release. CRU has been able to assist in the lowering of the overall agency facility count, while continuing to ensure public safety as a priority. The lowering of the count has assisted in the department's response during the pandemic including helping mitigate risks of spreading the virus by better social distancing within facilities. Since the start of the pandemic, CRU has assisted in several department policy revisions and provides ongoing assistance to the Office of the Attorney General in support of numerous lawsuits against the State; and continues to respond to an extensive increase in phone calls and written correspondences including emails from attorneys, offenders, family members, and legislators inquiring about release policies. Since the establishment of the Community Release Unit in 2015, its staff have reviewed a total of 50,791 cases for discretionary release consideration.

Education Unit – Unified School District #1 (USD#1) is the legally vested school for the CT DOC, providing academic and vocational services, special education, English as a Second Language, and other opportunities including transitional support and connection to post-secondary classes.

During the 2020-2021 school year, USD#1 provided educational services to 3,622 students throughout the department. Although there were many COVID pandemic related challenges, USD#1 was able to make many strides.

One of our major accomplishments was the purchase of innovative Smart Boards for several of our schools. This new technology will allow teachers and students the opportunity to connect to live resources once the schools are wired for internet access. Students and teachers at MYI are on the verge of having internet in the classrooms which is a major accomplishment. At the completion of this project,

students will be able to access education through asynchronous and synchronous options in the event they are unable to attend school in-person.

Due to the impact of cultural and social concerns in recent years, USD#1 has instituted Social Emotional Learning (SEL) into our curriculum. By using the CASEL model, students are engaged in lessons to address a variety of social concerns.

USD#1 continues to partner with Eastern CT University on the Big Read Project. This project offers books to students at three of our schools for free. The books are culturally rich and offer diverse perspectives through literature. USD#1 is also partnered with The University of Connecticut (UCONN) to certify some of our teachers in the Early College Experience (CEC). Once certified, these teachers will offer college level courses for credit, to students at MYI.

During the 2020-2021 school year, our district continued to participate with the Juvenile Justice Policy and Oversight Committee (JJPOC). Through JJPOC, we have worked with the Department of Children and Families (DCF) Education Oversight Committee to align educational practices across agencies and districts. Additionally, we continue participation in the ARES Grant project, a grant awarded by the US Department of Justice with an emphasis on improving employment outcomes for returning citizens.

USD#1 has also developed several committees to assist in moving the district forward on goals for the coming school year with a focus on developing systems to improve data collection, writing our district's improvement plan for the next few years, and revamping our curriculum for several subject areas.

With numerous staff retirements this past year and more expected, USD#1 started the process of refilling critical vacancies to ensure we remain in compliance with data reporting to CT State Department of Education, as well as offering appropriate classes for alignment with the new graduation requirements for the State.

Offender Classification and Population Management Unit (OCPM) – In FY21, the OCPM Unit approved 23,241 population transfers, which significantly decreased from the previous year due to the COVID pandemic. Due to staff shortages, the Assessment Unit in OCPM completed 511 assessments for male offenders with sentences greater than two years and 90 requests for DNA samples. The Audits and Training Unit in OCPM completed 35 hearings for Administrative Segregation and one for Special Needs statuses. The OCPM Unit reviewed 91 Chronic Discipline packages and 69 High Security packages. OCPM Unit staff were also tasked with training 39 staff members on the Judicial Electronic Bridge (JEB) system and seven staff members attended Classification training. OCPM also conducted Objective Classification audits at the New Haven Correctional Center and the Bridgeport Correctional Center.

Offender Programs Unit - The Offender Programs Unit provides a comprehensive evaluation of all programming offered by the department in relation to its Mission statement. This unit also seeks to ensure the department meets the programmatic needs of the offender population as identified through each inmate's individual Offender Accountability Plan, and maintains a related Compendium of Programs that are offered throughout the department. Through evidence-based analysis, the Offender Programs Unit also seeks to ensure the finite financing available to the department 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 database. Although COVID pandemic related restrictions proved challenging, the Offender Programs Unit transitioned from group-style programming to in-cell programming with some success.

Offender Re-Entry Services Unit – The Offender Re-Entry Services Unit is responsible for assisting discharging offenders with their community transition or basic needs to include: housing referrals, medical insurance, clothing, transportation, employment referrals, and identification procurement. During FY21, unit staff procured a total of 1,123 birth certificates; 1,207 Social Security cards; 267 DMV driver licenses; and 710 DMV non-driver identification cards for the offender population. This was a challenging accomplishment during the COVID pandemic when the DMV was not able to come to facilities to conduct their monthly DMV Trip for offenders to obtain new DMV identification, in addition to vital records offices which were either closed or working limited days in office.

In addition to discharge planning, the Offender Re-Entry Services Unit collaborates with other state agencies and community organizations to establish in-reach, facility-based programs focusing on essentials such as financial literacy, family reunification, employment, veteran services, educational and vocational needs. The Re-Entry staff attend the CT Re-Entry Collaborative Roundtables where resources are obtained to share with the re-entry population and are able to network with community providers to enhance our re-entry services. An extensive initiative by this unit during FY21 was partnering with the Connecticut Coalition to End Homeless to create the DOC Re-Entry Housing Assistance Program (DRHAP) to secure safe and appropriate housing for our most vulnerable population. The Re-Entry Services Unit made 355 housing referrals to CCEH for this housing program. DOC partners with Reentry Welcome Centers in Hartford and New Haven and will provide the offenders with direct transportation to the Reentry Welcome Centers upon discharge. Reentry staff referred 84 offenders to Project Welcome Home in New Haven and 112 were referred to the Reentry Welcome Center in Hartford. More towns are looking to create Welcome Centers in different areas of the state that DOC is looking forward to partnering with. With funding from the Department of Transportation, DOC's Offender Re-Entry Services Unit was able to purchase approximately 40,000 bus passes/tokens for the multiple transit systems around the state. The bus passes were delivered to the facilities, Parole district offices and contracted halfway houses for offenders to use.

Religious Services Unit – The Religious Services Unit serves the incarcerated population through the following number of chaplains: 10 Roman Catholic, 12 Muslim, 11 Protestant, 2 Jewish and 3 Native American, in addition to the help of 3 contracted Chaplains. These highly trained Chaplains serve in all 13 of our facilities and interact with all of the offenders in some manner. They also supervise 1,500 Volunteers who supplement our programs. Our vision has evolved to consider every program we run in light of how it may best lead to successful community reintegration as well as more peaceful and well-adjusted life while incarcerated.

Although the COVID pandemic forced us to cancel all collective religious services for a time, the Chaplains continued to visit the housing units daily and provide a peaceful, non-anxious presence for the incarcerated population as well as the staff. The pandemic's affects have been a time like none we ever experienced, and the Chaplains remained dedicated to doing all they could to help the incarcerated population and staff adjust and provide someone safe and grounded to talk to. The pandemic effected thoughts amongst staff and offenders about one's own mortality. Many staff avoided going home to protect their family members from possible COVID exposure. The added stress to an already extremely stressful job took a toll on staff beyond what most people are aware. In January 2021 we had most of our Chaplains again offering Worship Services for the offenders.

We started a new training program, "Nonviolent Communication and Needs Based Awareness," which teaches staff better communication with others and self, through effectiveness and compassion. Chaplains and Counselors are currently in this 10-session training program. This results in more effective de-escalation and communication that also builds-up, rather than tear-down.

We also developed a training program on "Unconscious Bias and Racism in Corrections" this year. We held three all-day workshops for Chaplains, Counselors, Deputy Wardens and other supervisors.

Additionally, Associate Chaplain Christie has been offering Mindfulness programs for staff and incarcerated individuals for more than a year now. This enhances staff wellness and is also very effective for offender rehabilitation.

The Religious Services Unit offers a wide range of worship services, religious studies, special religious programs, and counseling to the incarcerated population. Typically, we annually offer more than 24,600 hours of ministry time; more than 14,000 worship services and religious programs; and more than 15,800 individual and group counseling sessions by the Chaplaincy staff. Due to pandemic related restrictions, some past year's numbers were lower at only 7,196 hours of ministry time and only 4,112 worship services and religious programs; but there were a total of 16,913 individual and group counseling sessions. The counseling increased as Chaplains focused on that during restrictions on collective services.

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

Beyond each Chaplain's existing levels of higher education, this unit continues to encourage each of its Chaplains to participate in Clinical Pastoral Education (CPE). CPE is a premier clinical training program that further educates professional chaplains through additional training in providing denominational specific care to like-minded parishioners as well as greater chaplaincy care to all incarcerated individuals of all faith traditions, including those who may have no religious inclination. Chaplains do not impose their selected morality or religious dogma, but can work with every incarcerated individual in their moments of need and provide spiritual care with extremely high moral and ethical standards. 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).

Sentence Calculation and Interstate Management Unit (SCIM) – SCIM 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 seven civil/criminal court proceedings that involved the Department of Correction (DOC). They also responded to 2461 letters or inquiries from the Office of the Attorney General, Division of Public Defender Services, private attorneys, Office of the Chief State's Attorney, as well as 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 786 certificates from the Board of Pardons and Paroles. SCIM also 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 Administration. During this fiscal year, the SCIM Unit responded to 649 requests and 1842 phone calls. In addition to this, 605 Lump Sum packages were processed.

The Records Warehouse maintains master files of offenders who discharged from the Department of Correction. The unit processes requests regarding readmitted offenders, addresses Freedom of Information requests, and responds to subpoenas for offenders who have discharged from DOC custody. During this fiscal year, staff processed 7,579 readmit requests and accepted 11,011 files.

The Interstate Compact Office (ICO) oversees both the Interstate Corrections Compact (ICC) and Interstate Agreement on Detainers (IAD) processes. Four out-of-state inmates were temporarily transferred to Connecticut under the IAD to resolve pending charges in our state, and 17 Connecticut inmates were temporarily transferred out-of-state under the IAD to resolve pending charges in another state. Eight Form-6's Evidence of Agent's Authority to Act for Receiving State were processed. The ICO was involved in three transfers via Writ - Ad Prosequendum. One Connecticut inmate was transferred out-of-state and one out-of-state offender was transferred to Connecticut. The unit coordinated 13 additional interstate movements working in conjunction with both Connecticut and out-of-state staff. They performed 194 classification actions and responded to 139 letters regarding interstate matters. Several operations of the ICO were and continue to be impacted by COVID-19; only necessary moves and transports have been conducted. Our team takes proactive, preventative, and precautionary measures to ensure that IAD and ICC offenders are transported safely and in a timely manner. This requires extensive coordination and collaborative efforts with our out-of-state partners, FIU, SOG, medical personnel, and the equivalent counterparts in various status/jurisdictions.

Volunteer Services Unit – Since March 2020, the pandemic has restricted VIP services. Prior to the COVID pandemic, approximately 3,400 Connecticut Department of Correction Volunteers, Interns and Professional Partners (VIPs) provided services to the State's offender population. VIPs assist with the "ABC's of Corrections" by participating in Addiction Services, Basic Adult Education Programs, and Chaplaincy Services. VIP-led activities encourage enrolled offenders to remain discipline free.

VIP Auxiliary Staff facilitate programs which include Medication Assisted Treatment Programs; AA/NA 12-Step & Panel Fellowship Meetings; Alternatives-to-Violence; Creative Arts (to include the prison arts program); Hospice; Internships; Youth Offender Mentors; School Support Programs (tutors, college classes, vocational planning); Health/Mental Health Clinical Services; Research; Reintegration Support Programs; People Empowering People and Thresholds (decision making, communications skills and problem solving groups); Yoga and Meditation; and Religious Services (i.e. Jumah, Taleem, Kairos, Alpha, Jehovah's Witness Services, etc.). The programs listed above and all other VIP programs support many of our correctional programs and services.

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

SECURITY DIVISION (Reports to the Deputy Commissioner of OARS)

The Security Division has the responsibility of ensuring safety and security of the department. This division is comprised of Investigations, Security Risk Group, Special Intelligence, Digital Forensics Intelligence, Telephone Monitoring, External Units, and the Prison Rape Elimination Act (PREA) Unit. The division's 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, Digital Forensics Intelligence, 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.

Digital Forensics Intelligence Unit – The Digital Forensics Intelligence Unit is responsible for the analysis of computers, cellphones, and other electronic devices, to include the Securus/JPay tablet. In addition, the DFIU conducts open source intelligence investigations; which is the collection and analysis of information that is gathered from public or open sources. FY21, DFIU worked on a total of 74 cases which included: Cellular Devices: 39, Computers: 13, Gaming Systems: 8 and Digital Media: 14.

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

Investigations Unit – The Investigations Unit is responsible for internal investigations and the review of incoming publications to assess compliance with departmental policy. During FY21, this unit conducted 314 investigations. Pursuant to Sections 18-81-28 through 18-81-51 of the Regulations of Connecticut State Agencies, the Media Review Board as part of this unit is required to review all incoming media for prohibited or objectionable material. The Media Review Board reviewed 3,377 media items during FY21.

Prison Rape Elimination Act (PREA) Investigations Unit – The department’s PREA Investigations Unit was established in June 2013. This unit’s staff are responsible for investigating all sexual abuse allegations within CT DOC; maintaining statistical information for federal compliance; updating training material for staff and offenders; coordinating with both CT and other states’ agencies; and coordinating with the CT Office of the Victim Advocate to ensure compliance with federally mandated PREA Standards.

The CT DOC promotes a “Zero Tolerance” policy for sexual abuse and sexual harassment of incarcerated individuals. The incarcerated population is able to call a toll free number to report allegations directly to the PREA Investigations Unit, the CT State Police, as well as the CT Office of the Victim Advocate which provides proper additional support to incarcerated survivors.

In FY21, the PREA Investigations Unit was assigned 57 cases and has completed 45 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, DOC website statistics, and federally mandated audits. This administrative data collection is based on allegations of sexual victimization by other offenders or staff as reported to correctional authorities. The collection includes an enumeration of incidents reported to the state’s prison system which is inclusive of all state halfway house programs.

This unit continuously works together with other DOC staff and statewide agencies such as Court Support Services Division, Community Confinement, Department of Children and Families, DOC’s Security Division, and DOC’s Parole and Community Services Division in order to achieve statewide compliance.

The statewide PREA Coordinator meets annually with each DOC facility’s administrator and PREA compliance manager. This technical assistance meeting gives on-going training on sustainability and current updates to the PREA requirements. The DOC began the second cycle of US Department of Justice (DOJ) PREA Audits in July 2021 after delay due to COVID pandemic related restrictions. The PREA Unit has been working with a DOJ certified auditor to conduct eight facility audits which will be

completed by October 2021. This will overlap into the final audits for the audit year of 2021-2022 to complete the third cycle of audits.

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

Security Risk Groups Unit (SRG) – During FY21, SRG continues to be an integral part of training various law enforcement agencies throughout the State on current trends, identification and management of security risk groups; sharing pertinent information on current gang trends, specific gang identifiers and gang hierarchy structures while identifying/monitoring the most active gangs and gang members both in and outside DOC. SRG also focuses on tracking and identifying current/former gang members within DOC to ensure safety and security within its facilities as well as the community. This fiscal year, the unit has been working to expand the unit and explore modifications to the current management of SRG members within the DOC while continuing to work closely with various agencies throughout the State such as the Connecticut State Police, Parole and Probation, Juvenile Probation, the FBI, the ATF and various statewide task forces. The SRG Unit has also been working closely with the Connecticut State Police POST to provide an up-to-date training pertaining to Gangs and Gang Management, as a part of the in-service training of local municipalities as well as the Connecticut State Police.

Special Intelligence Unit (SIU) – 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 and its relationship to facility issues as well as its impact on the surrounding communities.

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, the Connecticut Intelligence Center, the Cold Case Unit, and the FBI.

This unit completed 6,871 Connecticut On Line Law Enforcement Telecommunication (COLLECT) background investigations of all Department employees, applicants, contractual employee, promotions, lateral transfers, weapon certification, volunteer, vendors, researchers, media, and labor relations.

In addition, SIU provides various services to include but not limited to Cell Phone Detection within our facilities; tracking and handling of Confidential Informants and its policy and audits; Surveillance Equipment for Covert Operations; Computer Assisted Photo Identification (CAPI) requests for lineups; as well as 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 (TMU) – This unit continues to operate with eight assigned positions as a result of the high demand of assistance from outside law enforcement agencies. In FY21, unit staff assisted outside law enforcement in nearly 323 investigations involving over 384 offenders. TMU concentrates primarily on reviewing telephone communications as well as incoming and outgoing mail of identified offenders. This unit manages approximately 58,533 telephone calls and an average of 806 visiting calls placed by offenders each month. TMU also assists in monitoring facilities for any safety and security concerns. The unit's staff also conducted monitoring of various external protest activities for any possible threat posed to the safety and security of our facilities. With the courts closed for a time during the COVID pandemic, 204 subpoenas were honored for testimony and TMU staff were called upon to testify in 3 court cases.

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 May of 2021. The Department hired 658 staff and met 56.2% of its hiring goals. Additionally, the Department promoted 259 individuals and achieved 72.7% of its promotional goals.

At the end of the fiscal year, the number of people of color in the full-time workforce was 2,505 (43.6% of the total full-time workforce of 5,751). The total number of female staff in the full-time workforce was 1,761 (30.6% of the total full-time workforce of 2,505).

During this fiscal year, the Unit provided training to new and current employees on Sexual Harassment, Discrimination and Workplace Diversity. This included the mandatory Sexual Harassment training required by Public Acts 19-16 and 19-93, which together constitute the Time's Up Act. Pursuant to The Times-Up Act, the Unit also developed a notice which is distributed on a quarterly basis to all new and existing employees notifying them that Sexual Harassment is illegal as well as the remedies available to them.

The Unit continued to provide Cultural Competency training to pre-service classes, health services staff, new supervisors, and selected facilities upon request. As a supplement to the trainings it currently offers, the Unit began to develop new trainings (proactive and remedial) to address cultural awareness/sensitivity, civility in the workplace, and diversity related issues.

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 400 offender program participants' opportunities to develop marketable vocational, occupational, and soft skills. CEC is authorized under Connecticut State Statute CGS. 18-88 to provide goods and services to state agencies, municipalities, nonprofit organizations, and benefit corporations. The Industries operations are at Cheshire CI, Osborn CI, MacDougall-Walker CI, Carl Robinson CI and York CI and provide a variety of goods and services to approximately 100 qualified customers annually. Commissary is authorized under the same statute to provide offenders an opportunity to purchase snacks, electronics, clothing, and other sundry items with their own funds. Commissary operates through District Commissary operations located at MacDougall-Walker CI, Cheshire CI, and York CI. Each District Commissary is responsible for providing Commissary services to an assigned group of facilities. Under state statute, both Industries and Commissary are mandated to be financially self-supporting for staff salaries and operating expenses. Both Industries and Commissary met this requirement for FY2021.

The CEC Braille Transcription Program at the York facility completed its' third full year of operation. This program is a collaborative effort between DOC and the Department of Rehabilitation Services, Bureau of Education and Services for the Blind (BESB) in partnership with the American Printing House for the Blind (APH) and made possible by two grants from the J. Walton Bissell Foundation. For this endeavor, CEC has partnered with BESB which provides on-site training for the offenders in this highly marketable skill. In the past year, six offenders have received nationally recognized certifications in Literary Braille Transcription by the Library of Congress through the National Federation of the Blind. This brings our total of certified offenders to fifteen. Two additional offenders have been added to the program and are training and working toward certification and two others are working toward advanced certifications. 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. Both Cheshire Industries and Commissary are working closely with the facility and are having inmates from the T.R.U.E. Unit classified to work assignments within each respective area.

CEC continues to fulfill all license plate needs for the Department of Motor Vehicles. Series, special interest and vanity plates are being delivered in an expeditious manner to all branches as required. CEC produces approximately 600,000 sets of license plates annually in 95 different plate types. CEC also invested over \$100,000 in capital equipment for license plate production in this fiscal year.

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 customers in terms of revenue received for CEC in FY2021 were DOC, DMV, DOT, DEEP, UCONN, DOC Commissary, SCSU, DDS, and DESPP.

Total sales for CEC for FY21 were \$7.3 million.

Commissary receives, processes, packages and ships orders each week to the inmate population. Commissary processed between 7,000 and 8,000 orders per week. For the fiscal year Commissary generated annual sales of \$13,812,987.35 including a holiday program offering an expanded selection of items. These sales resulted in approximately \$336,000 in sales tax collected and forwarded to the

Department of Revenue Services. In addition, Commissary covered \$3,095,516.43 in staff payroll expenses and \$104,589.43 in compensation to assigned program participant offenders. A portion of the net income for Commissary is transferred to the Inmate Welfare Fund. In an effort to keep communication open between offenders and their families, each week, each inmate that placed an order from Commissary received two free stamped envelopes. A total of over 754,000 stamped envelopes were given out to offenders during the fiscal year.

Throughout FY 2021, both Commissary and Industries faced many Covid-related challenges which included shops and locations being shut down for extended periods of time and many inmate program participants and staff members becoming infected with Covid. As staff and inmates recovered throughout the year and some of the restrictions were lessened, CEC started to resume closer to normal operations.

EMPLOYEE ASSISTANCE UNIT

The Connecticut Department of Correction supports and offers a free program to support DOC staff overall health and wellness. The unit provides real-time assistance to our employees meeting all types of personal/professional needs and stressors, particularly in times of crisis. This program is available 24hrs/day, 365days/week to provide support services, resources, and referrals to all DOC employees, their family members, and retirees. Since the inception on 9/27/2019, the EAU has assisted thousands of employees in times of great need, predominately involving mental health, trauma, addiction, job stress, and interpersonal relationship issues.

The **Employee Assistance Unit “EAU”** (*different from the external state contracted Employee Assistance Program*) is a **DOC internal, clinically guided, peer-led, mentoring-based model**. This modality is the standard of care for law enforcement, uniform service providers (i.e.: police, firefighters, corrections, EMS, military). The program is not intended to be a direct clinical service model. Instead it is psychological first aid program; a peer to peer support program providing real-time assistance to all DOC employees, their family members, and retirees. Peer Counselors serve as mentors within this program. The EAU program provides services and assistance including support, information, resources, referrals, education, and other. The support provided is an empathetic, compassionate, therapeutic, and dedicated peer counselor mentorship. “*Peers Helping Peers*” program. We also help motivate and connect individuals to seek professional treatment by providing personalized and vetted providers and services to meet their individualized needs.

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

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

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

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

The unit is staff by one clinically licensed Director, 8 additional full-time staff, and several (6) part-time and advisory board members (also including union E-board members).

Unit accomplishments Include (fiscal July 1, 2020- June 30, 2021):

- Continued to support staff and provide EAU key services for personal/job problems in addition to increased COVID mental health and medical/time issues- in person, via telehealth, or videoconference for initial intakes, and ongoing follow-ups. Continued at 100% work capacity in spite of pandemic as a mobile/remote unit per origination
- Following newly implemented unit COVID-19 Emergency Preparedness Plan to continue providing critical support services to staff while following safety guidelines (including Microsoft Office 365 & Microsoft Teams applications for EAU telework)
- The unit continued to provide agency and community based services during the COVID-19 pandemic without disruption- providing services to:
 - 649 New clients: DOC staff custody 522, DOC staff non-custody 92, DOC family/loved ones 22, DOC retirees 13
 - Top 4 predominant presenting issues: job stress (1), COVID/medical (2), mental health/trauma/PTSI (3), substance use disorders- SUD (4)
 - Providing total contacts during the 18,354 fiscal year
 - Referrals to 44 inpatient programs & 212 outpatient referrals
 - 228 Helpline calls
 - Conducted 48 facility tours, visits, & presentations
- Presented the program overview to every community-based district parole unit (Hartford, Bridgeport, Waterbury, New Haven, and Norwich).
- The Unit continued to provide 68 outreach/marketing presentations (either in-person, or via video conferencing, Microsoft TEAMS) to ensure extensive support was available to staff during this difficult and trying year.
- The unit continued to manage a 24/7/365 Help-Line (1-844-997-4EAU), fielding 251 calls for assistance
- Vetted numerous mental health, addiction, private practitioners and dual diagnosis facilities for employees. Some were included in our database as newly available residential, intensive IOP, and outpatient/counseling providers; some were excluded or removed due to complaints of poor services, or unprofessional/unimpressive standards of care. New and ongoing providers include those now providing telehealth services
- Expanded and enhanced EAU provider/resource statewide database
- Ongoing meetings with DOC legal to assist in development of EAU directives and confidentiality parameters with the Commission for exclusions to directives (i.e.: 2.2 for Sexual Harassment).

- Ongoing live or virtual awareness presentations to Military Peer Support staff and new recruits, New Supervisor Orientations (for new or promoted DOC staff), new academy recruits, facility nursing staff Health Services Unit (including Supervisor’s Meetings), and facility wellness events and fairs (as permitted due to COVID).
- Initiated relationships and presented to CT statewide agency commissioners about program and discussions with some regarding implementation of similar support programs for their staff
- Working on trainings for team: MHFA, QPR, ASIST, CIMS, CABLE etc.- but pandemic safety guidelines pushed timelines and trainings out
- Continued to refer to the 20 EAU vetted participating hotels offering first responder discounts for DOC staff due to COVID-19. Working on continued relationship discounts/alliance for post pandemic for trainings, conferences, etc. for DOC staff.
- Drafted “lessons learned” response regarding agency COVID-19 for EAU
- Maintained weekly EAU Team video conferencing meetings, some included guest presenters to participate as appropriate and participated in ongoing Director’s meeting with new Deputy Commissioner of Administration

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 twenty-two (22) construction projects for a total of \$1,071,660.30. There are currently 36 projects in progress.

In addition to continued energy savings, the Unit pursues all available incentives and rebates. During the past twelve months we have received \$892,751.36 in utility incentives from EverSource. These energy efficiency incentives were for LED lighting retrofitting for Northern CI, Osborn CI and MacDougall-Walker CI.

As part of Governor’s Executive Order 1 - GreenerGovCT, the Facilities Management and Engineering Unit coordinated with DEEP in another energy efficiency project. This agreement was signed off on March 31, 2021 for a project cost of \$6,123,988.20. This project will consist of an Energy Management System (EMS) for MacDougall-Walker CI. This is to replace the original 1992-93 electronic/pneumatic Johnson Controls Metasys EMS, which is no longer supported by the manufacturer. The new system will include pressure independent unit control valves on both chilled and hot water systems that will further increase system and central plant efficiencies. We will, also, be working with Eversource for any cost incentives as well.

Another part of the Governor’s Executive Order is an LED Lighting agreement that was signed off last year in February 2020 for a project cost of \$2,158,790.80 and was paid by DEEP LBE funds. This project is for retrofitting all interior lighting to LED lighting and replacing all exterior pole lighting fixtures to high efficiency LED bulbs and fixtures. The following facilities that have completed the lighting upgrades in 2021 are: Walker CI, Osborn CI and Northern CI. MacDougall CI is currently in

progress. This will result in 54,609,040 kWh energy savings, which is the equivalent to supplying 6,501 homes with electricity for one year.

Also, as part of the Governor's Executive Order 1, DOC, along with OPM, is working with Connecticut Green Bank to bring solar power to facilities to help reduce greenhouse gas emissions by 2030. This pilot is on track to produce 13.3 megawatts of clean electricity. Ten Interconnect Agreements were signed off in April 2021, as well as, the License Agreements, by DOC and the AG's office. Currently, we are working on the interconnection requirements with Eversource. Solar gardens will be placed at or near: Cheshire CI, Manson Youth, Robinson CI (4), Willard CI, Cybulski CI, Enfield CI, and Osborn CI and will generate between 156,342.0 kWh and 3,282,748.0 kWh of electricity in the first year.

DOC is working with Connecticut Green Bank and Source One to finalize the scope of work to prepare a Request for Proposal (RFP) for a Fuel Cell sustainability project at York CI. We plan to acquire the fuel cell via a PPA with the CT Green Bank. With the PPA there will be no upfront cost to the agency, the winning vendor will install and maintain the fuel cell, and DOC will purchase the electricity produced at a discount rate over the term of the contract. The heat produced by the fuel cell will be used free of charge to preheat the facility heating water that will reduce the amount of gas used by the boilers further increasing the fuel cell overall benefit/savings for DOC. It will also result in lower carbon emissions. The LREC (low emissions Class 1) was signed off in October 2020 through Eversource Energy.

For the York CI facility, DOC worked with Eversource on a cost incentive project for three, natural gas-fired boiler controls located at the Central Power Plant. The BurnerMate System is a combustion control system with parallel positioning, O2 trim and VFD forced draft fan speed control, draft measurement and boiler feed water control, which will benefit with cost savings. The project was approved for funding with a \$252,687.20 Eversource incentive. The project will result in annual gas savings of 40,473 ccf and annual electrical savings of 24,623 kWh.

At Hartford CC, the garage lighting was replaced with energy saving LEDs, which will be an annual cost savings of \$9,340.00 and a simple payback within 3.3 years.

At York CI, the North Dorms (Building 22) were renovated with the following: fully remodeled bathrooms, updated lighting to LEDs, ceiling and wall repairs, reinforcement of the cubical half walls, and new flooring.

The following facilities received additional camera and software systems for staff and inmate safety:

Bridgeport Parole; Hartford Parole; Webster Building, CERT Building; Recycling Building; Enfield Warehouse; Osborn CI and Robinson CI.

MAT (Medication Assisted Therapy) Clinic expansion/renovations were completed this year. The following facilities include Bridgeport CC, Corrigan CI, Cybulski CI, Hartford CC, New Haven CC, Osborn CI, Robinson CI and Walker CI. Each dosing room included CCTV camera installations, steel rolling doors, steel doors with keypad door locks, security alarm systems, safes, sinks and refrigerators.

At Robinson CI, in order to be in ADA compliance, there were four (4) handicap ramps installed on Buildings 3, 4, 5 & 6.

At Manson Youth Institution, a vocational Barber Shop was constructed for the Education Unit. It consists of (9) work stations, (3) shampoo sink stations and a new air conditioning system.

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 (1) 10,000 gallon #2 heating oil underground storage tank from Gates Powerhouse (Niantic); (1) 2,500-gallon underground fuel oil tank at Brooklyn CI was removed and replaced with a new 10,000-gallon above ground storage tank. A second 10,000-gallon underground fuel tank for Brooklyn's main building was filled in and abandoned underground; and (1) 6,000-gallon underground fuel tank was removed at Cheshire CI for the kitchen generator and a new 4,000-gallon above ground tank was installed.

The DOC Environmental Unit is certified to assist with the daily operations of the Enfield/Somers drinking water system. By utilizing our staff, we achieved a savings of \$91,314 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 \$119,075 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 \$666.1 million dollars encompassing 78 separate spending plans and provided all financial reporting requirements of the agency's non-appropriated funds.

Account Payables processed 39,289 invoices while aggressively pursuing prompt payment discounts. Through prompt payment and diligent cash management Fiscal Services saved \$148,362 in Fiscal Year 2021

The Purchasing section prioritized expenditures against limited funds, processing over 8,270 requisitions and over 10,252 purchase orders.

The Contracts Administration component managed over 400 contracts and agreements with a combined annual value in excess of \$86.2 million.

The Warehouse unit encompasses two supply warehouses that service fourteen facilities and disbursed inventory valued over \$8.1 million and one uniform warehouse which distributed to over 4,300 correctional employees valued at approximately \$942,681.

The Asset Management group tracked, accounted for, performed physical inventories of, and reported on the agency's approximately 11,531 capital and controllable assets located in 20 facilities, all Parole Offices and Central Office valued at over \$60.8 million and controlled disposition of surplus items valued at \$765,000.

Centralized Services oversaw and enforced policies for agency wide usage of vehicles and mobile communication devices. Vehicle mileage is reported monthly for 606 vehicles, 538 which are leased and 68 are owned. In addition, Vehicle maintenance, complaints and violations are routed through this unit. This unit also processed requests to add new lines, upgrade cell phones and procure various accessories and equipment.

The Inmate Accounts unit managed and accounted for all funds earned, received, or expended by inmates, processing 186,588 individual receipts and issuing 30,833 checks during the fiscal year. The Inmate Trust fund had a balance of \$6,638,938 as of June 30, 2021.

The Payroll unit processed biweekly payroll of approximately 18,285,189 for an average of 5,876 employees each pay period in Fiscal Year 2021.

Some notable accomplishments for DOC's Fiscal Services unit for FY 21 include:

In Fiscal Year 2021, the agency collected \$5,718,747.59 in "Cost of Incarceration" reimbursements that were deposited back into the State's General Fund. The Agency collaborates with the Department of Administrative Services/Recovery Unit and the State Attorney General's Office in the administration of cost of incarceration recoveries in accordance with CT State Statutes and Regulations.

Through prompt payment and diligent cash management, the Fiscal Services Unit saved \$148,362 during FY21.

Kronos Implementation: Fiscal Services' Payroll unit was at the fore front of the agency's implementation of Kronos. This was an enormous undertaking for Payroll and for DOC. Payroll went live with Kronos on 03/26/21. The go live experienced no major issues. Payroll continues to work with CORE, DAS and the Kronos Team on any issues that arise. Staff did an excellent job navigating a difficult transition; completing all necessary and required implementation tasks while seamlessly processing the agency's biweekly payroll.

ESF7 Supply Effort: DOC Fiscal Services continued to support the state's COVID 19 response by acting as the state's purchasing agent for PPE and other statewide COVID 19 procurement items as well as providing all requested and required, necessary and appropriate support to the state's ESF7 Supply Effort. Throughout FY21, Fiscal Services staff were deployed at the ESF-7 Warehouse to assist with procurement activities and with receivers. These staff continued to cover their regular DOC duties throughout the pandemic.

FOOD AND NUTRITIONAL UNIT

The Food and Nutritional unit provides 3 nutritionally balanced meals per day for the offender population. This includes a multitude of medically ordered diets as well as all observed religious diets. In 2020/21 the unit served over 11 million meals. Due to the supply chain issues and resulting price increases caused by COVID 19 our daily food cost per inmate rose from \$3.04 in 2019/20 to \$3.24 in 2020/21. We were able to minimize the increase through proactive bulk and opportunity purchasing. Supply chain issues continue primarily due to labor shortages relative to transportation.

Unit accomplishments include a reduction in overtime of 10.8% as compared to 2019/20. This was accomplished through proactive hiring to achieve full staffing. We also collaborated with the Medical Unit to address the explosion of medically ordered diets. As a result, a new Electronic Health Record (EHR) was developed and implemented which will streamline and regulate the issuing of medical diets. The team was also able to eliminate a number of diets that are no longer considered medically necessary. Additionally, through the implementation of a 5year capital plan we were able to complete a number of projects throughout the state while addressing aging equipment as well as issues most pressing at the facility level. Finally, we implemented a comprehensive temperature monitoring system at our central production facility in Niantic. This system provides a monitor and alert function for temperatures on the large refrigerator and freezer units at the facility. These storage areas can hold over \$500,000 in food product.

The Food Service Unit staff continues to overcome any challenges arising from the ongoing COVID 19 pandemic. As a result, there has been no disruption to our delivery of meals to the offender population.

HEALTH AND ADDICTION SERVICES DIVISION

The CT DOC Health Services Unit provides inmate health care across 13 facilities statewide in four service lines: Medical, Mental Health, Dental, and Addiction Treatment. The Unit employs medical providers, nurses, mental and behavioral health providers, dentists with clinical support staff, addiction treatment counselors, phlebotomists, radiology technicians, and administrative support staff. The medical providers deliver acute and chronic primary care with medical specialties provided by outside sources. Mental and behavioral health is provided all-inclusive within our facilities. Dental provides all but the most complex dental procedures in-house. Addiction Treatment provides for Medication for Opiate Use Disorder (MOUD) and well as addiction related programming.

Over last year, automated dosing rooms for MOUD (Medication for Opioid Use Disorder) were constructed and became operational several DOC facilities. Through grant and budget allocated monies, previous plans for expansion of automated dosing rooms and Addiction Treatment services have commenced at Carl Robinson, Corrigan, Osborn, Willard-Cybulski, Walker, Bridgeport, New Haven, and Hartford.

The Pharmacy vendor was switched and successfully implemented in the FA of 2019 and continues to result in enhanced clinical support and significant fiscal savings. New processes were developed and implemented across the facilities. The electronic Medication Administration Record (eMAR) that was developed and implemented in 2019 continues to undergo improvement in workflows and reporting

capabilities so Health Services may become a data driven decision making entity. several new electronic interfaces developed for both the pharmacy and eMAR surrounding Covid testing and vaccination

The Laboratory vendor was switched and successfully implemented in 2019 with similar outcomes to the Pharmacy switch. Several new data interfaces were devised in 2020 to handle the large amount of Covid testing and vaccination data surrounding the pandemic

The CT DOC Health Services Unit continues to conduct the ongoing operation spawned from a one of a kind Hepatitis C mass screening of the inmate population with over 21,000 screens performed and continued and immediate treatment of over 700 inmates determined to have chronic Hepatitis C.

The CT DOC Health Services Unit continues to screen intakes in the jail facilities for. The Agency developed and moved a Covid Recovery Unit between two facilities where symptomatic Covid patients could recover in isolation from others with enhanced medical assessment and care. Continued mass testing is ongoing biweekly across all facilities. Several policies and procedures surrounding Covid were implemented. As of 6/30/21 tens of thousands Covid tests were administered across the inmate population. These tests were both PCR and rapid antigen tests.

Several medical providers joined the Agency over the last year. This led to inmate medical requests being addressed in a timely manner with over 24,000 encounters with medical providers over the year.

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

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

That assessment was completed and final report was submitted to CT DOC in the Winter of 2021. The report contained no surprises and documented largely what we already knew. A detail project management form was developed and the recommendations from the report are currently being addressed largely through policy change and metrics/KPI designation and publication. The Agency was able to hire an informatics nurse who is spearheading much of these reports and EHR modifications with an IT developer.

Relations with UConn are much improved with continued negotiations and collaboration in the area of our specialty medical services and inpatient care.

A new “homegrown” system to request and manage outpatient specialty services was developed internally with our own IT and informatics nurse. The system was implemented at the end of June 2021 allowing the agency to cease an arrangement with UConn for portal access in this area. The process formerly known as PPT was changed to OSS v- Outpatient Specialty Services.

An RFP is out for “pre-service review” of OSS requests to ensure the requests are medically necessary and the required pre-work is completed before the specialist encounter.

Addiction Treatment Unit

The Addiction Treatment Unit provides a graduated system of substance abuse treatment programs. Based on the offender's individual need, determined through a formal assessment, they may receive treatment in any of the various program including Tier 1: a 12-session pre-release 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 or Tier 4: a 6-month inpatient residential program in a modified therapeutic community setting. Upon completion of Tier 2 or Tier 4, offenders are offered an Intensive Aftercare Program designed to provide a continuum of care and maintenance of recovery. The Driving Under the Influence (DUI) Program offers intensive treatment to offenders who have committed driving related offenses. An assessment conducted by the Addiction Treatment Unit determines the appropriate level of treatment based on the identified need. The treatment levels are divided by tracks offering a range of 1- 4. The Addiction Treatment Unit and Parole have collaborated to provide treatment for those offenders who are returning from Parole. The Time Out Program (TOP) gives offenders who have returned 5 weeks of interventions including community referrals for treatment upon discharge. In addition, the Addiction Treatment Unit offers specialized treatment options to the female and the young adult population. The conservative estimation is that about 75% of all incarcerated offenders have an existing substance use disorder. The Addiction Treatment Unit strives to offer treatment to all offenders during their incarceration. Recent efforts have increased to also connect offenders to community treatment providers prior to their release from incarceration.

SMART Recovery

The Addiction Treatment Unit offers SMART Recovery groups at Manson Youth, York CI, Cybulski CI, Cheshire CI and Brooklyn CI for the young adult population. SMART Recovery focuses on services for those under the age of 28 who have an issues with substance use and abuse. SMART focuses on self-empowerment, avoids labels, and supports Medicated Assisted Treatment. In addition to evidence based curriculum groups SMART offers alternative peer groups where young adults learn social skills, conflict resolution, and how to fun while sober. SMART Recovery also offers Family and Friends groups which focus on self-care, positive communications, and healthy boundaries. All five Correctional facilities offer a Family and Friends component that is run by a trained Addiction Treatment staff member.

Recovery Coaching

The Addiction Treatment Unit has been collaborating with Connecticut Community for Addiction Recovery (CCAR) program to provide training in Recovery Coaching to offenders who are incarcerated. This collaboration between both programs has allowed the offenders in the Tier 4 Residential Units who continue to demonstrate positive attitudes and behaviors, the ability to work towards becoming a Recovery Coach in their community upon their release. In addition to this opportunity for offenders, the Addiction Treatment Counselors have been trained as “Train the Trainer” to assist the offenders in the process to become a Recovery Coach. Connecticut is the leader in Recovery Coach training for those who are currently incarcerated. In addition to training inmates to become a Recovery Coach, Recovery Coaches are currently working with the Addiction Treatment Unit at our sentence facilities: Osborn, York, Robinson, Cybulski, as well as our jail facilities: Hartford, Corrigan, Bridgeport, and New Haven Correctional Centers to successfully reintegrate inmates in to their

communities. This program allows for the inmates to work on their recovery with those who have lived experience(s). Recovery Coaches are available to discharging offenders that have an identified substance use disorder. Recovery Coaches assist with community based resources, support, and guidance for our inmates who are re-entering the community. This program is expanding to offer Recovery Coaching in all Correctional Facilities, Parole offices, and Halfway Houses.

NARCAN

NARCAN is currently being distributed at all State of Connecticut Department of Correction (DOC) facilities to discharging inmates. These inmates have been identified as at risk for potential opioid overdose upon their release. In addition to those that we have identified as at risk, any inmate that is discharging from our custody can request a NARCAN kit. Training on signs of overdose and how to respond to an overdose emergency is now being provided in all of the DOC facilities to the inmate population. NARCAN will now also be available for distribution at all five Parole District offices in the state. Parole officers that identify an offender on their caseload as at risk of overdose, will provide the offender with a NARCAN kit. The Addiction Treatment Unit is also providing NARCAN kits to every offender that discharges from the APT foundation- Residential Substance Abuse Treatment program. NARCAN kits and training are also being offered to the Community Contracted Provider Halfway House programs and to some of the scattered housing sites. Finally, the Addiction Treatment Unit is targeting the families of inmates discharging from our correctional facilities and/or Half Way House programs. The Department of Correction is offering those families training and education about signs and symptoms of an overdose, how to utilize nasal NARCAN and finally providing them with an overdose awareness kit that will include two doses of nasal NARCAN.

Medication for Opioid Use Disorder (MOUD) Programs

The Addiction Treatment Unit has been offering medication for addiction treatment with a primary focus on Methadone for woman who have an opioid use disorder since 1998. Expansion to the first male jail was in 2013 at New Haven Correctional Center. Four additional programs were added and by 2018 to make a total of 6 MOUD programs. These were satellite programs where the community vendor would pour methadone in the home clinic and bring methadone into the facilities for daily administration. In 2021, the existing 6 programs became licensed opioid treatment programs; offering the full scope of care from inside the DOC. Expansion plans also included adding three more programs at facilities that did not have a MOUD program. We currently treat between 475-500 patients daily as we have expanded to offer the full scope of services from an opioid treatment program. The treatment programs are state funded except for Hartford Correctional Center which is funded through State Opioid Response federal grant. Please see the expansion plans outlined in three phases which provide a clear description of each phase and where the programs are functioning.

Phase 1: Enhance Existing Services- Creating facility-based MOUD licensed treatment centers. This was designed to build upon our existing programs, by enlarging the capacity of each, and expanding the range of medications utilized. Each facility has its own vendor-based fully licensed OTP and provides the full range of services available within an opioid treatment program. Existing vendors (RNP, CHR, APT) have enhanced their existing services to include the use of all three medications; develop a fully licensed OTP within DOC facilities that utilizes automated medication dispensing technologies, and covers the full range of MOUD through the continuum of care.

1. Hartford Correctional Center in Hartford, CT
2. Bridgeport Correctional Center in Bridgeport, CT
3. New Haven Correctional Center in New Haven, CT
4. Corrigan Correctional Center in Uncasville, CT

5. Osborn Correctional Institution in Somers, CT
6. York Correctional Institution in Niantic, CT

Phase 2: Three new programs added at facilities that currently do not have MOUD care. The new programs have expanded to the following facilities: 1) Carl Robinson Correctional Institution in Enfield, 2) Willard-Cybulski Correctional Institution in Enfield, and 3) Walker Reception Center in Suffield, CT. The new programs established in 2021 have begun treatment for our population and work to include all three medications (methadone, buprenorphine & XR Naltrexone) by December 2021.

All 9 MOUD programs are operational, accredited, and licensed Opioid Treatment Programs and plan to offer all three FDA approved medications by the end of 2021.

Phase 3: The third phase of the expansion at DOC consists of adding additional programs at facilities that do not currently offer MOUD.

HUMAN RESOURCES AND LABOR RELATIONS

As part of the State's effort to continue to improve services while reducing cost, the areas of Human Resources and Labor Relations have been centralized into statewide functional units contained within the Department of Administrative Services and the Office of Policy and Management (OPM) respectively. On August 28, 2020, all HR staff were transitioned to DAS and all labor relations staff were transitioned to the office of Labor Relations (OLR), which is part of OPM.

All of the human resources and labor relations services that had been done by DOC staff are now done by DAS and OLR.

- Work related to managing worker's compensation was centralized into a functional unit at DAS that supports DOC as well as other public safety agencies. Workers compensation for our health services teams were centralized into a functional unit that supports that group as well as other state agency's health services employees.
- Work related to managing medical leaves was centralized to a centralized unit supporting DOC as well as other public safety agencies
- Work supporting military leaves was transitioned to a different centralized unit that administers leaves for DOC and other public safety agencies
- Work related to retirements, including managing purchases, was centralized in a unit that specializes in retirements with a focus on hazardous duty retirement
- Much of the support work related to agency staffing was transitioned to the Talent Solutions team which is a centralized unit at DAS
- The work of HR that was not centralized is completed by DAS employees who are assigned to work with DOC. That group is separated into two units:
 - Human resources generalists - HR generalists are tasked with coordinating all of the HR work that is not part of the centralized units for their assigned groups. This work includes position management, performance and development coaching and counseling, workforce planning, training, and day-to-day operational partnership
 - Agency staffing team - The agency staffing team, in concert with their colleagues in talent solutions, complete end-to-end staffing activities for the agency including mass recruitments such as correction officers and correctional supervisors as well as managing

the staffing needs of the supporting functions in the agency. This team liaises between the HR generalists who coordinate position management and the hiring managers at the agency

- Labor Relations was centralized in a public safety focused unit at OPM - the work of labor relations is completed by OLR employees who are assigned to support the agency

INFORMATION TECHNOLOGY DEPARTMENT (formerly Management Information Systems)

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

Fiscal Year 2021

New video system installed at all facilities, 46 rooms configured, 40 at DOC facilities and 6 at BoPP doubling the capacity for court hearings. New scheduling application is used to scheduling time for hearings. IT supports all equipment at facilities and maintains connections to all video locations.

Service Desk is the ticketing system used to track customer requests. During last fiscal year 17,287 tickets were handled by the DOC IT staff. Out of the total service tickets, there were 477 research related requests and 753 Health Service/EHR related requests

Completed migration to Microsoft O365 platform.

Implemented KRONOS system at all facilities.

Upgraded WAN network circuits to twice the speed for the same charge.

Implemented wireless network at BOPP.

Completed virtual distance learning classrooms for inmates at MacDougal and York Facilities.

Completed Methadone dispensing systems for health unit at required locations.

Implemented multiple virtual family social visitations systems at all facilities.

Implemented telehealth virtual systems for Health Unit to conduct remote patient/doctor visits.

Installed Digital Display systems at all facilities for transmission of important messages to all staff.

Ended UConn medical application support contract, savings of 150,000/yr.

CaseNotes enhancements: Time Out Program, Levels of supervision added for Parole, real-time warrant status, track overdoses, domestic violence notifications and hearing disposition enhancements.

Implemented WiFi network at Manson Youth Institution for staff and for US District 1 inmate education, work will be finalized in early FY22.

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 21, 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 previous years, the director's office of this division would organize 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. The COVID-19 pandemic has forced the agency to temporarily discontinue in-person external visits. With the closure of the Legislative Office Building (LOB), communication with legislative leadership has taken place via virtual platforms. In support of transparency during a global pandemic, the External Affairs Division continues to strategize on effective ways to provide prompt and accurate information to the public.

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 4,000 requests department-wide during FY21. There were 93 Freedom of Information complaints of which 42 were mediated and resolved, 1 was ruled in the department's favor, and 50 are either pending being heard or pending final decisions. All operations at the Freedom of Information Commission ceased on March 24, 2020 and later partially resumed in August 2020 creating a backlog of appeals.

The Department of Correction continues to find ways that would alleviate the number of hearings it is required to attend while upholding the integrity of the Freedom of Information Act and maintaining a strong working relationship with the Freedom of Information Commission. Open communication between staff liaisons and offenders has also contributed to the withdrawal of many cases. Due to the Coronavirus Pandemic, all contested hearings are now telephonic and we do not see a change in the future. In lieu of our typical full annual training for the entire department, we conducted numerous one on one trainings with staff and as well as numerous facility-specific trainings as requested.

LEGISLATIVE LIAISON UNIT

As in the last reporting period, the Legislative Liaison responded to a large number of inquiries from state & federal public officials/agencies and Connecticut residents especially concerning the health of inmates during the coronavirus pandemic. The pandemic also caused the cancellation of the annual tours of the correctional facilities and parole district offices. During the 2021 long General Assembly session, the Legislative Liaison was very involved with numerous pieces of legislation. In particular, the Department was successful in passing into law, House Bill 6462 - our omnibus agency bill which among other things: establishes a Reentry Employment Advisory Committee; provides additional protections to the personal data of its employees; and requires that discharging inmates receive debit cards instead of checks for monies in their accounts. Other laws enacted which impact the Department of Correction include: House Bill 6402 – which creates a Postsecondary Prison Education Office Taskforce; House Bill 6667 – which requires DOC Commissioner to review the Department's use of chemical agents in youth facilities; Senate Bill 3 – which creates a Vocational Village modeled after the one in the Michigan Prison system (the state budget dedicates \$20 million in federal American Rescue Plan funds to implement); Senate Bill 660 – which provides all Department employees with the ability to file mental stress workers compensation claims; Senate Bill 753 – which requires the Department to provide the Office of Policy & Management with the home addresses of most inmates for the purpose of drawing state and municipal voting districts boundaries; Senate Bill 972 – which provides inmates with free phone calls and other electronic communication; Senate Bill 1019 – which erases criminal records, including those in the possession of the Department, after certain time periods for many felonies; Senate Bill 1202 – which allows Parolees to vote like in all the other New England states. Also, Governor Lamont issued Executive Order # 21-1 which will require the Department to revise its policies on: solitary confinement, use of restraints and inmate visits after vetoing Senate Bill 1059 which addresses these issues in a different fashion. The Legislative Liaison also actively participated in the Reentry Councils which coordinate services for ex-offenders in 10 regions of the state. Lastly, the Legislative Liaison was involved in the Department's Adult Reentry Employment Strategic Planning Group as part of a U.S. Department of Justice grant.

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 21, the Public Information Office responded to more than 7,900 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.

With the onset of the Covid-19 pandemic, the Public Information Office took on an increased level of responsibility, as it was one of the primary contacts between the incarcerated population and their concerned loved ones in the community. Every day from March of 2020, and continuing well into the spring of 2021, the Public Information Office fielded a virtually continuous number of phone calls from family members seeking information regarding a specific inmate. Many of the callers demanded that their family member be immediately released from incarceration.

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

The 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. Upon the onset of the pandemic, the Public Information Office created a specific Coronavirus Information page on the Agency's website.

Among the information posted on the Coronavirus Information page tracks data pertaining to the number of staff members and inmates who have contracted the Covid-19 virus, as well as the number of individuals in each group that has since recovered. The staff of the Office of Public Information is responsible for collection the various Covid-19 related data, and double-checking to ensure for accuracy. During Fiscal Year 21, the Public Information provided the Covid-19 related data - on a daily basis - for posting on the CT Open Data Portal. Data was also provided - on a weekly basis - to the Associated Press working in conjuncture with the Marshall Project.

The Coronavirus Information page contains links to every pandemic related press release, all staff memos, and memos to the incarcerated population.

The Director of External affairs also maintained a log of all the Agency's efforts with regards to the Covid-19 pandemic.

The External Affairs Division and Office of Public Information are responsible for informing the media of department activity. Media interests shifted to Covid-19 related issues in Fiscal Year 21 regarding the management of our offender population.

With access to outside visitors (including reporters) suspended, there was an increased onus on the Office of Public Information to provide detailed information regarding the positive steps taken to minimize the spread of the coronavirus and ensure the safety of those under our supervision. Every media inquiry print or television, local, national or international is coordinated through the External Affairs Division's Office of Public Information.

The department continues to delve into the world of social media with its official Twitter account; providing additional advisories on prompt information and activity to 'followers' within local state and nationwide government and public safety fields, media organizations, family and friends of incarcerated individuals, and the general public. With approximately 2,400 followers, social media has given the agency the opportunities to enhance transparency and share positive stories about new initiatives.

The External Affairs Division also works to nurture 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 Office of Public Information also continues to produce the department's bimonthly newsletter, "PRIDE at Work" aimed at effective communication with our agency employees and supporting employee wellness.

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 **FY21**, the Office of Standards and Policy updated eight (8) Administrative Directives. These directives included associated documents which include Spanish translations and forms/attachments. Fifty (50) Revisions, Exceptions and Inclusions were also processed.

Noteworthy projects completed during this fiscal year include:

- Revised policy as a result of Public Act 20-1, an act concerning Police Accountability
- Revised and Updated Administrative Directive 9.6 Inmate Administrative Remedies, and 8.9, Health Services Administrative Remedies. This project was initiated in 2017 and was completed in April 2021. It aligns the two policies with one another.
- Published two new Administrative Directives. The first being Administrative Directive 2.28, Employee Respirator Policy. This was developed to provide guidance to Department Employees on Respirator Use as a means of protection against airborne hazards. The second new policy published is Administrative Directive 10.10, Inmate Tablet Use. This policy governs the use of tablets among the inmate population.

Office of Standards and Policy **Tablet Division**

The Tablet Division is responsible for the distribution, maintenance and sustainability of the newly approved and released tablets that have been issued to the inmate population beginning in November of 2020.

During **FY21**, this division has issued 4,000 tablets statewide to the following facilities:

- MacDougall-Walker Correctional Institution
- Manson Correctional Institution
- York Correctional Institution
- Corrigan-Radgowski Correctional Institution
- Carl Robinson Correctional Institution
- Cheshire Correctional Institution

This division is the single point of contact for the Department of Correction and functions in a liaison capacity to:

- uphold safety and security standards
- ensure compliance with the Engineering Department for all infrastructure needs
- Maintain the DOC.TABLET@ct.gov proxy account which receives general inquiries from the public.

- Place content from other departments such as School, Religious Services, Re-Entry, etc. onto the tablet mainframe to deliver enhanced services where capable.
- Maintain the secured messaging system to the inmate population remains operational
- Work with vendors to provide the best content to issue to the inmate population such as music, movies and games.

VICTIM SERVICES UNIT

The Connecticut Department of Correction Victim Services Unit strives to be at the forefront for the empowerment and advocacy of victims. 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 2021 the Victim Services Unit completed 490 new victim registrations, 465 End of Sentence notifications, we processed 1,265 Notice of Applications for Sentence Reductions and 8 Pardon Applications. Victim Services also completed 520 notifications for Community Release Review along with 286 Parole Hearing Notifications.

4) LEGAL AFFAIRS UNIT (Reports to the Commissioner)

The Legal Affairs Unit is a direct report to the Commissioner of the Department and serves as a liaison to the Office of the Attorney General on all legal matters affecting the agency, as well as with the State and Federal Courts throughout Connecticut. During the course of a year the unit oversees an average of 1,200 or more lawsuits as well as more than 100 Probate Court cases involving offenders. Additionally, during FY 21, the unit received and responded to 45 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 appeals brought before the Freedom of Information Commission.

During FY 21, 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.