



State of Connecticut
Department of Correction

PROMOTING PROGRESSIVE EXCELLENCE



Strategic Plan
2009-2012

M. Jodi Rell
Governor

Brian K. Murphy
Commissioner

SAFETY, SECURITY & GOOD ORDER
WORKFORCE EXCELLENCE
ORGANIZATIONAL COMPETENCE
COMMUNITY RE-ENTRY MODEL
PROGRAMMATIC INTEGRITY
AND FIDELITY
SYSTEM DELIVERY
OF HEALTH CARE
SAFETY, SECURITY & GOOD ORDER
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OF HEALTH CARE

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Commissioner Theresa C. Lantz swears in a class of correctional professionals at the nationally accredited Maloney Center for Training and Staff Development.



The seal of the Department of Correction, State of Ohio, is centered in the background. It features an eagle with spread wings at the top, a shield with a scale of justice and a sword, and the text "DEPARTMENT OF CORRECTION" and "STATE OF OHIO".

Mission Statement

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

Letter from the Commissioner



December 18, 2009

As commissioner of the Connecticut Department of Correction I welcome your review of our Strategic Plan. You will find that it reflects and supports the priorities of our mission; to protect the public, protect staff and provide for the safe, secure and humane supervision of offenders with opportunities that support successful community reintegration.

On a daily basis our staff of correctional professionals insures the safety, security and order of our correctional facilities. This by itself is always a challenge that our dedicated men and women appropriately and effectively managed.

Since assuming the leadership of the agency, that challenge has been compounded by the economic constraints that our state as well as our country are currently confronting. In response my message to our agency has been to stay the course. We will remain true to the values and goals that this Strategic Plan provides for us.

As good stewards of the taxpayers' money we are doing more with less. Staff is taking on additional areas of responsibility, refocusing on doing our jobs more effectively, efficiently and smarter than ever before.

This strategic plan, is our roadmap through 2012. It is my pleasure and privilege to serve as the acting commissioner of the agency and I look forward to the strides that we will make in the coming years.

Sincerely,

A handwritten signature in black ink that reads "Brian K. Murphy". The signature is written in a cursive style with a stylized flourish at the end.

Brian K. Murphy
Acting Commissioner

STRATEGIC INITIATIVES

Safety, Security and Good Order

Workforce Excellence

Organizational Competence

Community Reentry Model

Program Integrity and Fidelity

System Delivery of Health Care

INTRODUCTION

In the field of corrections change is inevitable, progress is optional. During the course of the previous three-year period, the Department of Correction was guided by the first of its strategic plans, which laid out a clear framework for progress. Yet also during this time period, one of the most horrific crimes in Connecticut history was committed and greatly impacted the efforts of the Department and the other members of the state's criminal justice community. The aftermath of this event would also push the state's offender population to its highest level ever. In what would prove to be a true test of an effective strategic plan, its base principles continued to act as our guideposts as we carefully reviewed, revised and ultimately were the better for the process. This plan seeks to continue on that path of progress and excellence by reinforcing and building on our success in such areas as:

- Public, staff and offender safety
- Reentry collaboration with the state's urban areas and other key stakeholders
- Evidence-based practices in core program areas
- Offender health services
- Community supervision and management of offenders

This plan capitalizes on the reputation the DOC has been able to establish; the strong professional workforce it employs and its clear vision with a focus on offender reentry to law abiding citizenship. Underlying all we do is an unwavering commitment to public safety.

OUR STAFF

It is our 7,000 employees that on a daily basis allow our agency to progress with steadfast determination. It is their commitment and dedication to our mission, and the values and diversity they embody that is the engine which drives our success.

OUR COMMUNITY

It is clear that the Department, which is first and foremost tasked with the custody and care of incarcerated offenders, is limited as to its capabilities beyond the prison gate. Our focus will be on further developing our collaborations throughout the state, especially with the urban areas to which the majority of offenders will return. The goal is to ensure that there is a system in place that will provide a continuity of supervision and support that moves the offender from incarceration dependency to community self-sufficiency. Key partners in this process include: the Board of Pardons and Paroles, the Department of Mental Health and Addiction Services, the Department of Social Services, the Department of Labor, the Department of Veterans Affairs, the Court Support Services Division of the Judicial Branch, the state legislature, non-profit providers and community leaders.

OUR PROCESSES

To ensure our continued ability to maintain safety, security and good order, there is a commitment to efficient and effective operational practices in our Department. To maintain and strengthen our diverse and professional workforce, the Department will continue our accredited training and developmental programs to prepare staff for future challenges. To build on our organizational competence, there will be a greater focus on data driven decision-making as well as research and evaluation. And to be sure that our partnerships and collaborations continue to be enforced, a focus on our system of sharing information and data will be a priority.

Following are the CT DOC's strategic initiatives, goals, objectives and actions for the next three years that provide a roadmap for our agency and assurance to our stakeholders of our commitment to maintaining correctional excellence in the State of Connecticut.



The agency's Correctional Emergency Response Team (CERT), made up of highly trained and motivated staff, stands ready to insure the safety and security of the correctional institutions.

I. SAFETY, SECURITY AND GOOD ORDER

The Department of Correction is committed to maintaining safe, secure and orderly correctional facilities throughout the state. Ensuring this environment is the core of the Department's mission. By providing safe facilities, with an atmosphere that fosters respect and accountability, offenders have the opportunity to grow and develop new skills through programs and education, with the goal of successful community reintegration. This strategic initiative is integrated through every division of the DOC and serves as a cornerstone of its day-to-day operations.

Goal: Ensure public safety

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

Goal: Reinforce public confidence and workforce pride

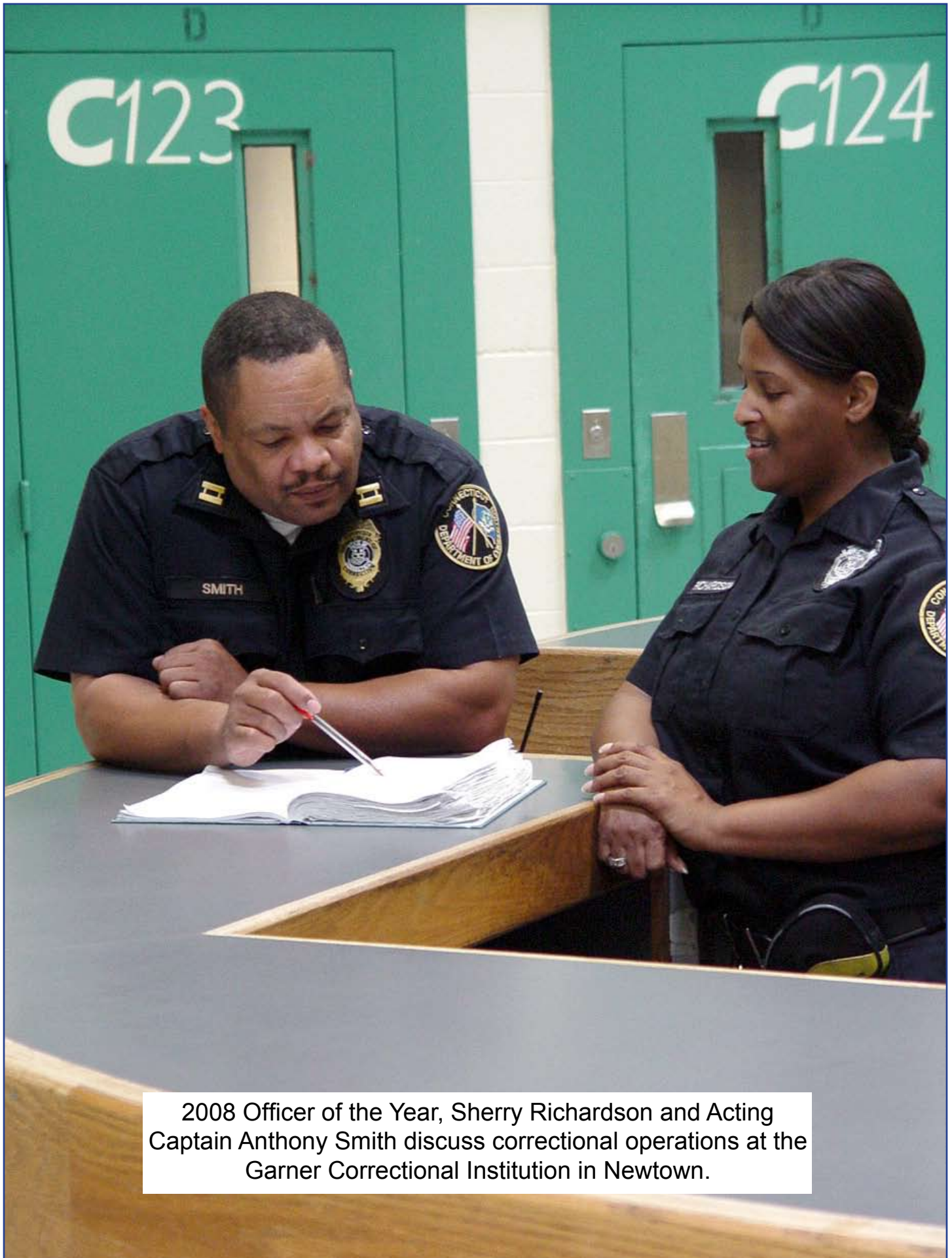
Goal: Manage using data driven decisions/evidence based practices

OBJECTIVES:

- Protect the public
- Ensure staff and inmate safety
- Maintain good order in facilities through leadership and clearly defined expectations, policies, and practices

ACTIONS:

- Continue to develop, implement and audit effective security policies / procedures
- Upgrade physical plants as deemed necessary and appropriate
- Enhance the inmate database
- Enhance STAR / ComStat reporting and utilize its findings to address safety and security concerns
- Evaluate processes, incorporate best practices and assess the use of technology in managing inmates, to include:
 - Count
 - Transportation
 - Intake / release
 - Classification process
 - Assessment process
 - Community release



2008 Officer of the Year, Sherry Richardson and Acting Captain Anthony Smith discuss correctional operations at the Garner Correctional Institution in Newtown.

II. WORKFORCE EXCELLENCE

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

Goal: Ensure a competent, well-trained, quality, diverse workforce

Goal: Thoroughly prepare staff for promotional and advancement opportunities

OBJECTIVES:

- Develop and implement a comprehensive recruitment, hiring and retention strategy
- Deliver effective, high quality, performance based training
- Utilize an effective performance measurement system for all staff
- Ensure a diverse workforce free of discrimination, harassment and violence
- Provide wellness and EAP services
- Provide a reward and recognition program

ACTIONS:

- Continue to conduct effective labor-management meetings
- Promote affirmative action and staff diversity
- Implement a well defined promotion process
- Develop targeted recruitment strategies
- Enhance leadership development at all levels
- Implement an agency-wide workforce development plan



Officer Edwin Rodriguez of the Hartford Correctional Center performs his assigned tour to insure the well being of the inmate population.

III. ORGANIZATIONAL COMPETENCE

The Department of Correction is an agency that has seen unprecedented growth over its 40-year history. Change has been the only constant. It is vital that the agency continue to develop its internal administrative capacity in order to increase management flexibility, better allocate resources, and plan for a future that promises to be as challenging as the past.

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

OBJECTIVES:

- Set clear policies and procedures
- Conduct meaningful performance evaluations
- Stress accountability to the public
- Foster effective external/internal communication and relations
- Support a positive working relationship with the unions
- Develop technological capability
- Manage within allocated human and fiscal resources

ACTIONS:

- Implement a strategic planning and performance measurement system that is cross-functional and linked with budget development
- Link objective measures of strategic goals to performance evaluation for all levels of management
- Establish a research and evaluation practice
- Address staff, inmates and public concerns / issues in a timely manner



Parole Officer Izeah Hogan searches a community based offender to insure public safety and compliance with required conditions of release.

IV. COMMUNITY REENTRY MODEL

Public safety is the primary mission and responsibility of the Connecticut Department of Correction. Most of the offenders housed in correctional facilities in Connecticut will be released within the next five years. In supporting the transition of these offenders to law-abiding citizenship, the agency has emphasized community support and supervision. Because it is a unified system, including pre-trial and sentenced facilities as well as community supervision, the Department has an opportunity to re-direct an offender's behavior from the time of incarceration until the satisfaction of any community supervision to the end of sentence. This continuity of custody, care and control allows the DOC to address the risk and needs of offenders, to reduce recidivism and most importantly to enhance public safety.

Goal: Enhance public safety

Goal: Reduce recidivism

Goal: Reinforce law-abiding behavior

Goal: Reduce the cost of holding offenders accountable

OBJECTIVES:

- Partner with community based housing, faith-based, governmental, law enforcement and educational organizations to promote enhanced reentry support for returning offenders resulting in safer communities and crime prevention
- Reaffirm continuity of custody, care and control
- Utilize the Technical Violation Unit at Robinson Correctional Institution and a comparable function at the York Correctional Institution for all parole and Transitional Supervision violators who can be safely returned to the community

ACTIONS:

- Define and strengthen needed residential and non-residential programs
- Assess the relationship of the Offender Accountability Plan to facility programs and subsequent community success
- Utilize evidence-based practices to designate programs
- Expand collaboration with community and legislative stakeholders, non-profit providers, and state agencies to include the Board of Pardons and Paroles, the Department of Mental Health and Addiction Services, Department of Social Services, Department of Labor, Department of Children and Families, Department of Veteran's Affairs and the Judicial Branch
- Implement a gender responsive, trauma informed case management model for female offenders
- Fully implement the agency's risk assessment strategy



State School Teacher Janet Washo of the MacDougall-Walker Correctional Institution in Suffield works with offenders to obtain the proven programmatic benefits of education.

V. PROGRAM INTEGRITY AND FIDELITY

There is a set of principles to be followed in order for correctional programs to be effective. We refer to adherence to these principles as *program integrity*. One of these principles is that we should conduct programs that are deemed effective based on outcome and research evidence. Once such programs have been identified, another principle is that we should deliver these programs as they have been designed. This principle is referred to as *program fidelity*. The Department of Correction is committed to reaching the highest possible level of program integrity and fidelity in its efforts to reduce recidivism among released offenders.

Goal: Concentrate on programs that support safety within DOC facilities and reduce rates of recidivism

Goal: Enhance in each program offered both program integrity and program fidelity

Goal: Reinforce alignment of the organizational culture with the goals of offender rehabilitation and reintegration into the community

Goal: Increase the proportion of offenders who are placed into community supervision and community based programming

Goal: Increase the use of evaluation methodology to promote excellence in offender programming

OBJECTIVES:

1. Fully implement risk and needs assessments to target program assignments

2. Concentrate on the following core program areas:

- Substance Abuse
- Domestic Violence
- Parenting
- Education/Vocational Training
- Cognitive Behavior
- Transitional Services
- Faith-based Services

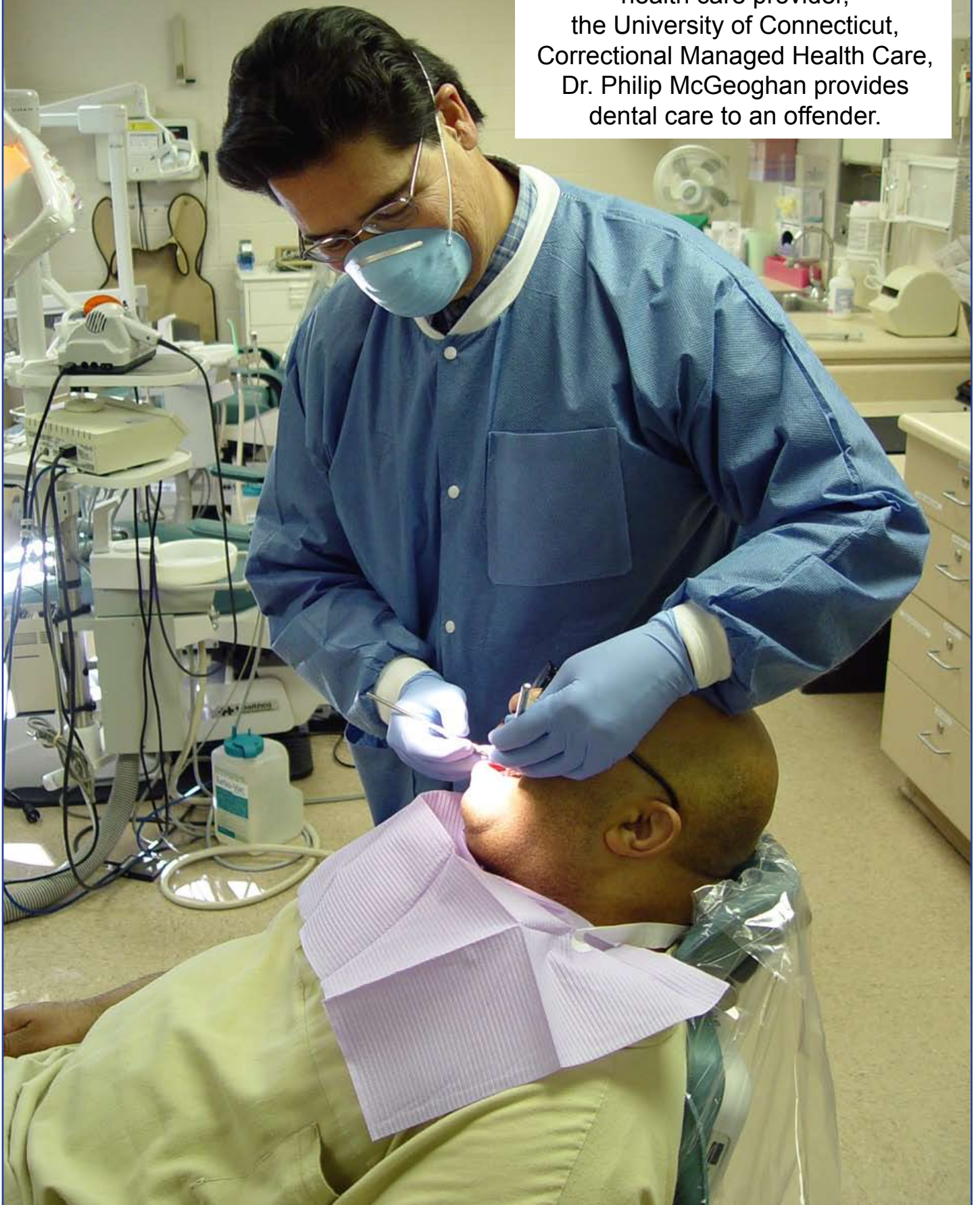
3. Implement evidence based principles and practices

4. Monitor facility programs and support of programs

ACTIONS:

- Conduct audits of facility programs to ensure program fidelity and system-wide consistency
- Develop a risk and needs assessment instrument for non-parole release decision-making
- Integrate an evaluation component into all new programs
- Link facility programs with community supervision

Through the agency's contracted health care provider, the University of Connecticut, Correctional Managed Health Care, Dr. Philip McGeoghan provides dental care to an offender.



VI. SYSTEM DELIVERY OF HEALTH CARE

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

Goal: Provide constitutional care to inmates

Goal: Ensure efficiency of health care delivery

Goal: Control the cost of health care services

Goal: Address the health care needs of offenders to support public health

OBJECTIVES:

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

ACTIONS:

- Develop evidence-based standards for the effective delivery of health care programs and services across facilities – medical / mental health / addiction services/behavioral
- Strengthen the continuum of care model to ensure continuity into the community
- Reinforce collaboration with UCMHC on quality improvement process



The Connecticut Department of Correction's elite Honor Guard represents the dedicated and professional men and women of the finest correctional agency in the country.



Designed by the Graphic Arts class at Osborn CI