



# DEPARTMENT OF CORRECTION

## AGENCY PURPOSE

*The functions of the Board of Parole and the Board of Pardons were merged with the Department of Correction to effect economies.*

The Connecticut 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.

## RECENT HIGHLIGHTS

### **MacDougall-Walker Expansion**

Expansion was completed significantly ahead of schedule and below budget estimates. The five new housing units will accommodate up to 600 additional inmates in 300 high security cells all within the original perimeter fence of the facility.

### **Prison Hospice Program**

Expanded to include the York Correctional Institution for women in Niantic. The program, the second of its kind in Connecticut's correctional system, provides palliative care to inmate patients who are either chronically or terminally ill. The program was first introduced to the agency at the MacDougall-Walker Correctional Institution in Suffield almost three years ago. Training and support for the program comes from the National Prison Hospice Program Association and local hospice agencies throughout Connecticut.

### **Professionalism Development Initiative**

The American Correctional Association provided provisional certification status as Certified Correctional Professionals to 14 Correction Officers throughout the agency. Satisfactory achievement of the program will be complete after a one-year probationary period.

### **Certification Program**

Advances the overall knowledge level of practitioners in the field of corrections, helping to ensure that they are aware of most current, innovative, and effective approaches. It promotes the capabilities of correctional professionals to the public by certifying their adherence to the American Correctional Association Code of Ethics. The program also enhances the public image of correctional personnel and, thereby, aids in the recruitment of new, talented staff members.

### **Operation Correction Cares**

Acknowledges the agency's collective desire to support and honor the significant number of staff who have recently been called to active military duty. Through multi-level initiatives, such as fundraisers and publications, the department has supported and recognized these individuals and their families while they are serving in defense of our country.

### **Top to Bottom Review and Reorganization**

Undertaken to streamline the agency, improve overall efficiency, and better meet delineated chain of command responsibilities. To date, the department has reduced the

compliment of Deputy Commissioner positions from four to two, streamlined the layer of mid-level management from the previous structure of six Lead Wardens who oversaw the Department's 18-facilities to two District Administrators.

### **Implementation of Community Reentry Strategies**

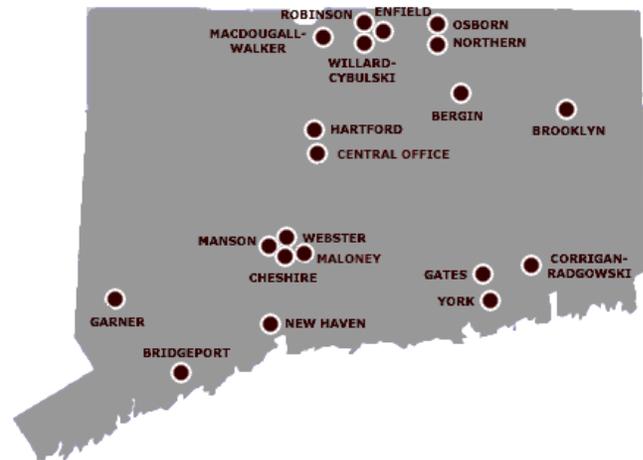
Designed to ensure comprehensive management of the offender while in the community, foster employment and treatment opportunities, and encourage the responsibility of the offender to be a law abiding citizen.

### **Merger of Board of Parole and Board of Pardons**

Occurred per PA 03-6 of the June 30 Special Session. DOC will continue to effectively integrate agency resources and develop collaborative strategies that will benefit the continuum of care, custody and control of the offender. An emphasis on public safety will remain as a cornerstone of this mandate as we venture into a complete and successful integration of services.

### **Aggressive Pursuit of Out-of-state Placement**

To address overcrowding, out-of-state placements continue to be pursued through our existing contract, as well as other providers, by virtue of a Request for Proposal.



## RECOMMENDED ADJUSTMENTS

### **Reductions**

- Reduce Funds for Parole Merger Efficiency

**2004-2005**

-155,373

### **Reallocations or Transfers**

- Centralize IT Positions at DoIT -1,130,336

**Technical Adjustments**

- Early Retirement Incentive Plan Savings -6,475,723
- Fleet Operations Savings -405,408
- Provide Funding for Substance Abuse Counselors Licensure/Certification 21,350
- Transfer Positions for CORE-CT Implementation -292,931  
*Three positions and their associated funding were transferred to DoIT for CORE-CT implementation.*
- Rollout FY2004 Deficiency in Inmate Medical Services and Augment Mental Health Services 4,400,000  
*Funding of \$4.4 million is provided to rollout the \$3 million deficiency in FY2004 for Inmate Medical Services and to include funding for mental health services centralization.*
- Reduce Workers' Compensation Claims -3,363,960
- Transfer Business Services Funds to DoIT -1,092,696
- Remove Funds for a Community Justice Center for Male Prisoners -2,000,000  
*Section 54 of Public Act 03-01 of the June 30 Special Session transferred funding of \$2 million from Personal Services to the Community Justice Centers account in FY2005. It is not anticipated that a male Community Justice Center will be operating until FY2006.*
- Recalculation of Overtime -2,000,000  
*A \$2 million savings in overtime is expected over FY2005 as inmates are sent to facilities outside the state.*

**AGENCY SUMMARY**

<b>Personnel Summary</b>	2002-2003 Authorized	2003-2004 Estimated	2004-2005 Appropriated	2004-2005 Net Adjustments	2004-2005 Revised Recommended
<u>Permanent Full-Time Positions</u>					
General Fund	6,940	7,007	6,836	-97	6,739
<b>Financial Summary</b>					
	2002-2003 Actual	2003-2004 Estimated	2004-2005 Appropriated	2004-2005 Net Adjustments	2004-2005 Revised Recommended
Personal Services	339,922,750	351,606,098	331,966,246	-11,653,981	320,312,265
Other Expenses	61,520,481	66,713,531	66,536,784	-1,721,763	64,815,021
<u>Capital Outlay</u>					
Equipment	217,260	85,276	180,264	0	180,264
<u>Other Current Expenses</u>					
Out of State Beds	12,174,310	23,355,704	58,670,975	0	58,670,975
Community Justice Center	168,958	0	0	0	0
Stress Management	69,576	100,000	0	0	0
Workers' Compensation Claims	22,255,285	25,279,484	27,489,315	-3,363,960	24,125,355
Inmate Medical Services	76,257,049	77,910,471	76,663,567	4,400,000	81,063,567
Prison Overcrowding	0	1,950,000	3,900,000	0	3,900,000
TOTAL - Other Current Expenses	110,925,178	128,595,659	166,723,857	1,036,040	167,759,897
<u>Pmts to Other Than Govts</u>					
Aid to Paroled and Discharged Inmates	8,850	8,750	8,750	0	8,750
Legal Services to Prisoners	768,595	730,166	768,595	0	768,595
Volunteer Services	168,106	162,221	170,758	0	170,758
Community Residential Services	15,970,227	0	0	0	0
Community Non-Residential Services	1,264,699	0	0	0	0
Community Support Services	0	20,653,284	20,653,284	-155,373	20,497,911
TOTAL - Pmts to Other Than Govts	18,180,477	21,554,421	21,601,387	-155,373	21,446,014
TOTAL - General Fund	530,766,146	568,554,985	587,008,538	-12,495,077	574,513,461



# BOARD OF PARDONS

## AGENCY PURPOSE

*The functions of the Board of Pardons were merged with the Department of Correction to effect economies.*

- To provide jurisdiction over the granting of commutations of punishment or release, either with conditions or absolute, in the case of any person convicted of any offense against the state other than motor vehicle.
- To decide whether to commute the sentence of a person sentenced to death to a lesser penalty.
- To consider pardons based on mercy reviewing the nature of the offense, time since the occurrence, the person's behavior since the offense, lack of criminal record since the offense and any other pertinent information.
- The Board of Pardons consists of five members nominated by the Governor with the consent of the General Assembly.

## AGENCY SUMMARY

<i>Financial Summary</i>	2002-2003 Actual	2003-2004 Estimated	2004-2005 Appropriated	2004-2005 Net Adjustments	2004-2005 Revised Recommended
Other Expenses	28,080	0	0	0	0
TOTAL - General Fund	28,080	0	0	0	0



# BOARD OF PAROLE

## AGENCY PURPOSE

*The functions of the Board of Parole were merged with the Department of Correction to effect economies.*

### **To protect the public:**

- By releasing only those offenders who will likely live and remain at liberty without violating the law.
- By releasing prisoners only under those conditions which will maximize their chances of achieving non-criminal lives.
- By returning to prison any parolee who fails to comply with the conditions of parole or poses a danger to the community.
- By sharing and exchanging information with all areas of the criminal justice system in order to ensure that responsible decisions are made and the welfare of society is protected.

### **To give victims a voice:**

- By ensuring victims are notified of pending hearings and are advised of their rights and options within the parole process.
- By ensuring that concerns of crime victims are heard and given due consideration.

## AGENCY SUMMARY

	2002-2003	2003-2004	2004-2005	2004-2005	2004-2005
<b>Personnel Summary</b>	Authorized	Estimated	Appropriated	Net	Revised
				Adjustments	Recommended
<u>Permanent Full-Time Positions</u>					
General Fund	83	0	0	0	0
<b>Financial Summary</b>	2002-2003	2003-2004	2004-2005	2004-2005	2004-2005
	Actual	Estimated	Appropriated	Net	Revised
				Adjustments	Recommended
Personal Services	4,950,165	0	0	0	0
Other Expenses	1,185,021	0	0	0	0
<u>Capital Outlay</u>					
Equipment	23,664	0	0	0	0
<u>Pmts to Other Than Govts</u>					
Community Residential Services	1,742,434	0	0	0	0
Community Non-Residential Services	1,731,016	0	0	0	0
TOTAL - Pmts to Other Than Govts	3,473,450	0	0	0	0
TOTAL - General Fund	9,632,300	0	0	0	0



# DEPARTMENT OF CHILDREN AND FAMILIES

## AGENCY PURPOSE

Improving child safety, ensuring that more children have permanent families, and advancing the overall well-being of children is the central focus of the Department of Children and Families (DCF). DCF protects children who are being abused or neglected, strengthens families by giving parents and caretakers tools to better raise children, and builds on existing strengths in families and communities to help children facing emotional and behavioral challenges, including those committed to the Department by the juvenile justice system. To meet these goals, the Department's activities include:

- Protecting children and youth who are reported as abused or neglected.
- Strengthening families so children can remain safely at home.
- Finding permanent homes for children and youth through reunification with their families, subsidized guardianship with a relative, adoption or independent living.
- Helping foster and relative parents and other substitute caregivers provide temporary care when children cannot reside at home.
- Providing appropriate mental health and substance abuse assessment, treatment and aftercare to address the behavioral health needs of Connecticut's children.
- Restructuring and reforming the delivery of children's behavioral health services in collaboration with the departments of Social Services and Mental Health and Addiction Services.
- Addressing the specialized needs of infants and young children as well as the unique behavioral health challenges facing children in the foster care system.
- Meeting the behavioral health needs of youth committed to the Department as delinquents in the juvenile justice system.

## RECENT HIGHLIGHTS

### ***Improving Services for Children and Families***

In October 2003, the Department entered an agreement with the Federal Court and lawyers representing children in foster care to improve services for children and families and to end the judicial oversight of the agency by November 2006. The agreement establishes the Transition Task Force, consisting of DCF Commissioner Darlene Dunbar, Office of Policy and Management Secretary Marc S. Ryan, and Court Monitor Dr. D. Ray Sirry, to improve services by meeting a number of specific outcome measures for children and families. The Task Force is designing and managing changes needed at the Department to make these improvements. 145 new casework positions were established and 100 new cars acquired to allow more time for direct interaction with children and families. In addition to lowering caseloads and increasing assigned field days for caseworkers, the Task Force has made other improvements that will enable the Department to more effectively and efficiently meet the needs of the children and families it serves. Enhanced flexible funding will enable the Department to obtain services on a timely basis and meet targeted and individualized needs. A new organizational structure that eliminates a layer of administration and places more management resources in the field to directly support casework will localize decision making and allow the agency to become a more responsive, neighborhood-based service provider.

### ***Permanent Homes For Children***

In FY2003, more than 600 children in state foster care found a permanent home through DCF. Three hundred ninety five were adopted and 233 found permanency through a subsidized guardianship.

### ***Protecting and Serving Children***

- In FY2003, the DCF Hotline received 48,131 reports of abuse and neglect. Of those, 34,032 were sent to regional offices for investigation.

- A total of 91,188 children received services from the Department.

### ***College Program for Children in Foster Care***

In FY2003, 228 youth in foster care attended a two or four-year college with DCF's assistance. Youth must maintain good grades, contribute \$500 of their own money, comply with program rules and apply for all available grants and scholarships to offset the cost of school.

### ***Supportive Housing for Recovering Families***

About 160 families with parents recovering from substance abuse receive supportive services through the Department annually. After receiving substance abuse treatment, parents are placed into apartments with Section 8 vouchers where they also receive intensive case management. About two-thirds of families end involvement with the child protective services system following participation in the program.

### ***Services at the Connecticut Juvenile Training School***

A number of initiatives are underway to improve services at the Training School. More than 200 staff members are receiving training to become substance abuse counselors. In addition, a unique mentoring program has staff serving as mentors on their own time to boys at CJTS.

### ***Juvenile Services for Females***

With the closing of Long Lane School in 2002, the Department developed a program for girls committed to it as delinquents by Juvenile Court at Connecticut Children's Place. In addition, a number of privately run programs have been and continue to be under development to meet the needs of this population.

### ***Juvenile Services in the Community***

A proven effective community based program called Multi-Systemic Therapy served 437 youth who have substance abuse or other anti-social behaviors. This program wraps services around a youth and family that are designed to meet

their individualized needs. Recidivism into the juvenile justice system has been shown to be reduced as a result, and the service is more cost effective than residential programs.

**Community Based Behavioral Health Services**

Connecticut Community KidCare provided a variety of services in the community to children and youth with complex behavioral health needs. Individualized treatment plans are developed to provide a combination of clinical services with non-traditional support services to enhance children's ability to succeed in home, school and community. The Department funds crisis intervention, home-based services, extended day

treatment and care coordination services to children whose behaviors put them at risk for hospital or residential levels of care. More than 1,200 calls were received during the first quarter of FY2004 by the statewide network of mobile crisis units. Over 1,000 of those cases were resolved without the need for hospitalization. At the close of the quarter, 628 children received care coordination services. More than 200 families were receiving home-based services from clinicians and paraprofessionals who work intensively with families where a child is at risk for out of home placement.

**RECOMMENDED ADJUSTMENTS**

<b>Reallocations or Transfers</b>	<b><u>2004-2005</u></b>
<ul style="list-style-type: none"> <li>• Implement the Behavioral Health Partnership Beginning October, 1, 2004 <i>Reallocates funding to reflect services subject to the Partnership; community service resources are complementary to and supportive of the Family Support Services option.</i></li> </ul>	0
<ul style="list-style-type: none"> <li>• Centralize IT Positions at DoIT</li> </ul>	-2,125,927
<ul style="list-style-type: none"> <li>• Reallocate Funding to DMR for Services to 18 Youths Aging into DMR Care <i>Realign funds previously transferred annually by DCF to DMR via a Memorandum of Understanding for services to 18 youths aging out from DCF to DMR's care.</i></li> </ul>	-2,130,207
<b>Technical Adjustments</b>	
<ul style="list-style-type: none"> <li>• Fund Additional Social Work Positions and Expenses for the Exit Pan <i>145 new Social Work series positions are established to meet caseload requirements for the Exit Plan. Operating expenses for the new positions are funded. An Emergency Needs fund of \$1 million, as requested by the Monitor, is annualized.</i></li> </ul>	9,262,087
<ul style="list-style-type: none"> <li>• Fund Anticipated Caseload Levels in Adoptive and Foster Care</li> </ul>	5,929,640
<ul style="list-style-type: none"> <li>• Annualize Unbudgeted Board and Care Single Cost Rate Increases</li> </ul>	3,677,761
<ul style="list-style-type: none"> <li>• Fund Anticipated Expenditures for Workers Compensation Costs</li> </ul>	3,369,026
<ul style="list-style-type: none"> <li>• Annualize FY2004 Deficiency - Personal Services, Other Expenses and Board and Care - Residential Services</li> </ul>	20,335,064
<ul style="list-style-type: none"> <li>• Fleet Operations Savings</li> </ul>	-452,640
<ul style="list-style-type: none"> <li>• Transfer Business Services Funds to DoIT</li> </ul>	-516,736
<ul style="list-style-type: none"> <li>• Early Retirement Incentive Plan Savings</li> </ul>	-5,689,415
<b>Expansion Adjustments</b>	
<ul style="list-style-type: none"> <li>• Develop Family Support Services <i>Establish new program, Family Support Services, to provide intensive services to clients transitioning from Residential Treatment to Community Services. Option includes establishing seven new Family Support Teams, "Wrap" services, community residential services as well as reallocation of some current services dollars and anticipated savings from a reduction in the number of clients in Residential Treatment settings.</i></li> </ul>	4,927,043
<ul style="list-style-type: none"> <li>• Streamline Finalization of Adoption Process <i>In an effort to reduce the time to finalize adoptions, as required by the Exit Plan, DCF will hire three attorneys and five paralegal positions and the Attorney General's Office will hire five additional attorneys. Funding for all positions is in DCF's budget.</i></li> </ul>	974,730
<ul style="list-style-type: none"> <li>• Enhance Supportive Housing Capacity <i>Additional funds are provided to expand the support services component in the Supportive Housing initiative including substance abuse treatment programs for 180 new families.</i></li> </ul>	2,116,049
<ul style="list-style-type: none"> <li>• Enhance Recruitment and Retention of Adoptive and Foster Care Parents</li> </ul>	500,000

**AGENCY SUMMARY**

<b>Personnel Summary</b>	2002-2003	2003-2004	2004-2005	2004-2005	2004-2005
	Authorized	Estimated	Appropriated	Net	Revised
				Adjustments	Recommended
<u>Permanent Full-Time Positions</u>					
General Fund	3,463	3,454	3,457	66	3,523

Budget Summary

<b>Financial Summary</b>	2002-2003 Actual	2003-2004 Estimated	2004-2005 Appropriated	2004-2005 Net Adjustments	2004-2005 Revised Recommended
Personal Services	204,058,843	206,140,547	213,887,461	4,549,759	218,437,220
Other Expenses	35,335,135	39,058,944	38,151,567	1,363,571	39,515,138
<u>Capital Outlay</u>					
Equipment	-3,500	1,000	1,000	0	1,000
<u>Other Current Expenses</u>					
Short Term Residential Treatment	653,517	656,777	656,801	-230,000	426,801
Substance Abuse Screening	1,662,972	1,679,336	1,679,398	0	1,679,398
Workers' Compensation Claims	7,095,620	8,341,962	6,181,254	3,369,026	9,550,280
Local Systems of Care	998,375	1,767,800	1,869,671	0	1,869,671
Behavioral Health Partnership	0	0	0	83,656,000	83,656,000
Family Support Services	0	0	0	10,292,219	10,292,219
Emergency Needs	0	0	0	1,000,000	1,000,000
TOTAL - Other Current Expenses	10,410,484	12,445,875	10,387,124	98,087,245	108,474,369
<u>Pmts to Other Than Govts</u>					
Health Assessment and Consultation	249,280	263,374	263,384	0	263,384
Gts Psychiatric Clinics for Children	13,094,105	12,678,893	12,679,379	0	12,679,379
Day Treatment Centers for Children	5,275,746	5,339,499	5,339,696	-1,860,000	3,479,696
Juvenile Justice Outreach Services	2,581,182	3,039,596	3,307,907	0	3,307,907
Child Abuse and Neglect Intervention	5,329,850	5,319,252	5,319,449	-1,054,412	4,265,037
Community Emergency Services	173,709	176,414	176,421	0	176,421
Community Based Preventive Services	2,658,586	2,751,101	2,751,203	-657,674	2,093,529
Family Violence Outreach and Counseling	493,568	498,316	498,335	0	498,335
Support for Recovering Families	2,336,558	2,552,029	2,552,095	1,866,049	4,418,144
No Nexus Special Education	6,664,083	6,957,594	7,457,870	0	7,457,870
Family Preservation Services	6,517,789	6,493,120	6,493,360	-1,648,227	4,845,133
Substance Abuse Treatment	3,063,201	3,575,018	3,575,136	-833,000	2,742,136
Child Welfare Support Services	331,254	375,299	375,312	-34,000	341,312
Board and Care for Children - Adoption	44,388,868	47,959,689	55,021,769	-2,857,432	52,164,337
Board and Care for Children - Foster	75,190,279	80,976,640	79,958,551	8,787,072	88,745,623
Board & Care - Residential	127,306,048	145,877,443	135,091,448	-63,415,476	71,675,972
Individualized Family Supports	6,590,635	7,997,355	7,510,237	-577,000	6,933,237
Community KidCare	13,207,707	13,374,996	13,362,886	-1,540,000	11,822,886
Stamford Child Guidance	10,000	0	0	0	0
Covenant to Care	150,000	150,000	150,000	0	150,000
Neighborhood Center	77,500	100,000	100,000	0	100,000
TOTAL - Pmts to Other Than Govts	315,689,948	346,455,628	341,984,438	-63,824,100	278,160,338
TOTAL - General Fund	565,490,910	604,101,994	604,411,590	40,176,475	644,588,065



# COUNCIL TO ADMINISTER THE CHILDREN'S TRUST FUND

## AGENCY PURPOSE

The mandate of the Children's Trust Fund is to prevent child abuse and neglect and to establish resources in communities that support and strengthen family functioning.

- Establish and fund programs aimed at reducing the incidence of child abuse and neglect and improving parental relationships and involvement with children.
- Launch initiatives to reduce child maltreatment in various settings: day care centers, schools, and residential facilities.

- Encourage existing agencies to incorporate a prevention component or focus into their ongoing work.
- Enhance knowledge of prevention strategies and approaches in the workforce.
- Support agencies that provide prevention services to families across the continuum of risk for abuse and neglect.
- Through research, develop a body of knowledge to be applied to enhance program effectiveness.

## RECENT HIGHLIGHTS

- **Help Me Grow** is a prevention initiative that identifies and refers young children with behavioral health, developmental and psychosocial needs to community-based programs. The program serves approximately 3,000 families a year.
- **The Nurturing Families Network** (formally Healthy Families) has been expanded to nineteen of the twenty-nine hospitals in the state. The program provides education and support for all interested new parents and intensive home visiting for parents identified at the most risk.
- Funded several nationally recognized prevention programs that support high-risk groups of parents; those involved with domestic violence and substance abuse, addressing mental health concerns and parents of children with special needs and disabilities and working with families of very young truants.
- Provided small grants through a Kinship Fund to children living in the care of a grandparent or other relative guardian that began in New Haven and has been expanded to include the probate courts in Hartford, Bridgeport, Norwich, New London, Waterbury, West Haven and Killingly.
- Established, with the University of Connecticut School of Family Studies, a statewide training and credentialing program for practitioners who work with families. This training emphasizes family interaction and raises the standards of practice in the field. Three thousand students have participated in this training.
- Implemented a Community Partnership program with the Hartford Office of DCF and various organizations in the city. The Community Partnership seeks to engage the full community in efforts to protect children and prevent abuse and neglect.
- Offered training in parenting approaches to human service providers who work with teen fathers throughout Connecticut.
- Launched several new efforts to prevent shaken baby syndrome, address child abuse in youth sports and prevent childhood sexual abuse.

## RECOMMENDED ADJUSTMENTS

### Reallocations or Transfers

- Reallocate Funds to Operating Accounts

**2004-2005**

0

### Technical Adjustments

- Fund Managerial Increases for New Positions

27,500

## AGENCY SUMMARY

	2002-2003	2003-2004	2004-2005	2004-2005	2004-2005
<b>Personnel Summary</b>	Authorized	Estimated	Appropriated	Net	Revised
				Adjustments	Recommended
<u>Permanent Full-Time Positions</u>					
General Fund	0	0	0	9	9
<b>Financial Summary</b>					
	2002-2003	2003-2004	2004-2005	2004-2005	2004-2005
	Actual	Estimated	Appropriated	Net	Revised
				Adjustments	Recommended
Personal Services	0	0	0	590,596	590,596
Other Expenses	0	0	0	35,000	35,000
<u>Other Current Expenses</u>					
Children's Trust Fund	5,498,131	5,533,943	5,541,423	-598,096	4,943,327
TOTAL - General Fund	5,498,131	5,533,943	5,541,423	27,500	5,568,923