GOVERNOR-ELECT DANNEL MALLOY TRANSITION TEAM
SUB –COMMITTEE ON PUBLIC SAFETY

PUBLIC SAFETY IMPROVEMENTS AND PROMOTING JUSTICE POLICY RECOMMENDATIONS

Submitted by
Theresa Lantz, former Corrections Commissioner
and
Daryl K. Roberts, Chief of Police, City of Hartford

December 20, 2010

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December 20, 2010

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Alphabetical Table of Contents

1. **Bail Bond Reform**
2. **Blum Shapiro Report**
3. **CJPAC Proposals**
4. **Connecticut Non-Profits Proposals**
5. **Daryl K. Roberts Submissions**
6. **Department of Corrections Proposals**
7. **Fire Safety Proposals**
8. **Hartford 200 Neighborhood Group Proposal**
9. **Hartford Business Improvement District (HBID) Proposals**
10. **IMRP Proposals**
11. **Public Defenders Proposals**
12. **State's Attorney Proposals**
13. **Theresa Lantz Submissions**
14. **Resumes**
15. **Security and Emergency Preparedness**

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December 20, 2010

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Subject: PUBLIC SAFETY: Bail Bond Reform

I. Statement of Issue: There has been much criticism of the CT Bail Bond system to include reference to corruption and violent individuals usurping the system and endangering public safety. There must be a comprehensive review and analysis of the Bail Bond system to support public safety.

II. Proposed Action: Initiate a full review and analysis of the CT Bail Bond system to include focusing on the Insurance Department requirements and the impact on the criminal justice system and public safety. Develop recommendations for reform.

A. Prioritization Schedule: OPM/CJPPD to conduct a multi-faceted review and analysis of the CT Bail Bond system, to include the Department of Insurance and CJPAC review, and offer recommendations for reform and public safety enhancement.

B. Fiscal Impact: Staff time for review, analysis and report.

C. How does it tie-in to Malloy/Wyman campaign policy? Improve public safety and promote justice.

III. Long-term Needs/Vision: Bail Bond system reform

IV. Jobs Impact & Other Benefits: N/A

V. Dissenting Opinions & Other Relevant Items: N/A

References:

http://www.ctpost.com/news/article/Officials-say-Connecticut-s-bail-system-in-need-723847.php

http://www.ct.gov/cid/lib/cid/press_release_bailbondreform.pdf

http://www.ctnewsjunkie.com/ctnj.php/archives/entry/bail_bond_industry_needs_reform/

http://www.cga.ct.gov/2003/pridata/Studies/Bail_Final_Report.htm

PUBLIC SAFETY: Drug Policy/Prison Reform

Institute for Municipal &Regional Policy, Central Connecticut State University
Lead Author: Robert Painter, M.D

I. Statement of Issue

State policy toward illegal drugs is expensive, ineffective, and destructive of neighborhoods and families. It is taxing for law enforcement officials forced to utilize dangerous methods to interrupt the flow of illegal drugs, methods which have had no effect upon the drug market, the level of drug addiction, or the negative impact of illegal drug use on our youth. These methods reflect a moral judgment of problem drug users and a conception of the use of illegal drugs and drug addiction as a crime rather than as a social, medical, and public health issue. It fails to recognize the need for expanded treatment options instead of incarceration.

Although the use of illegal drugs is approximately equal across all economic, social, ethnic, and racial groups, and more than 80% of drug overdose deaths in Connecticut occur in the suburbs, the major concentration of drug sales occur in the cities (at minimum a $42 million market in Hartford) and therefore focuses law enforcement on the cities which provide the majority of residents who are arrested and incarcerated. Users in non-urban areas who are not 'caught' are not prosecuted.

II. Proposed Action

1. A review of sentencing policies, reserving jail time for offenses that are a threat to the health and safety of Connecticut's citizens.
2. Continue improvements to probation, parole, pre-sentencing and non-incarceration programs with regard to supervision, and a more certain, less punitive approach to technical violations (such as Hawaii's HOPES program as instituted by Judge S. Alm).
3. To decrease recidivism and re-incarceration, begin a medical (drug) assisted treatment program in prisons for problem drug users (now prohibited), combined with 'wrap-around social services' to prepare discharged prisoners for return to the community, family, and employment. The treatment and services should be continued uninterrupted into the community for as long as necessary. This better addresses the public safety of the community as well.
4. Approach (as an official policy) problem drug use as we do other chronic diseases such as diabetes or hypertension, recognizing there will be repeated treatment failures as a part of the treatment program which are not a reason for discontinuation of treatment.
5. Review particularly the approach to young people caught up in the use or sale of illegal drugs, since this group is most likely to have positive results from intervention. There should be a review of the effectiveness of the Juvenile Detention Center and possible alternatives used by other states.
6. State sponsored peer reviewed, state of the art prevention programs (the D.A.R.E. program has been proved ineffective) in schools and communities.
7. Decriminalization of marijuana, a substance with less adverse effects than either alcohol or tobacco and the acceptance of marijuana as a legitimate medical treatment, while under a strict state regulation and control. Recognition that marijuana is not a gateway drug, and although not a substance to be recommended for recreational use, its use by adults does not warrant the severity of punishment it now elicits.

8. By policy and educational offerings, encourage and facilitate an increase in the number of physicians and paramedical personnel who can become certified as addiction therapists.
9. No person should be admitted to prison without a rehabilitation plan, assistance in re-entry, and respect for individual dignity.
10. Good behavior should be recognized and rewarded by good behavior time. This is a better system than early discharge based on short sentences.

III. Long Term Needs/Vision

A. *Prioritization Schedule*

Each of these suggestions could, as written, be started at once.

B. *Fiscal Impact*

The reduction in recidivism and re-incarceration by diversion from incarceration to treatment and the institutional treatment of problem drug users in prison will reduce criminal justice costs far beyond the costs of improved treatment and prevention programs. Medical assisted treatment of problem drug users in prison will improve the safety and management of incarcerated individuals

IV. Jobs Impact and Other Benefits

Commitment to job training and mentoring for problem drug users, former felons, and youth at risk will reduce the prison population and set those who might become career prison inmates to productive citizens.

V. Other Relevant Information

1. An extensive review of drug policy options in Connecticut can be found in two June 1997 reports by the Connecticut Law Revision Commission, June 1997.
2. Strong steps have started in diversion of non-violent criminals from prison and in reforming the probation and parole policies that can be further enhanced.
3. Concerns for the public's safety is foremost in the Department of Correction' thinking. These concerns are better served by better preparing an inmate for safe re-entry, programs that reduce recidivism and re-incarceration, and treatment of drug addiction. For every person diverted from a recurring life of re-incarceration, $40,000 or more is saved per year.
4. See attached documents entitled: "Final Costs Article - Painter Pease" and "Harm Reduction potential in the US" for more detailed policy statements.

Subject: PUBLIC SAFETY: Greening Connecticut's Correctional Facilities

Institute of Municipal & Regional Policy, Central Connecticut State University
Lead Author: Lauren Payne

I. Statement of Issue

Given the current environmental and economic climates, it would be beneficial for Connecticut's correctional facilities to build upon their efforts and develop a culture of sustainability that can reduce not only the human impact on the environment, but also the facilities impact on taxpayers. The development of a sustainability plan that includes not only facility changes, but also inmate education in areas of green job skills, would not just reduce the environmental impact of the facilities, but could also impact recidivism rates.

II. Proposed Action

There are a variety of angles from which the issue of sustainability can be approached. The first and foremost step is educating the agency administrators, facility employees and inmates about sustainability through lectures, workshops and educational forums.

The second facet is to develop a long-term sustainability plan. This plan could be as simple as establishing a five year plan geared at addressing easily accessible and less costly means of reducing the CT Department of Correction's resource consumption or be a lengthier plan that results in making significant reduction in externally supplied and generated resource consumption. The latter would have the most significant impact in reducing the operating costs of the correctional facilities over-time.

And third, the area of green job skills is one which is rapidly growing. The majority of these jobs will be in the vocational sector, requiring specific vocational training but not necessarily a high level of education. Utilizing the current educational system in place within DOC, one could easily add a green component to many of the programs. By adding a green job component to the current curriculum, the financial impact is minimal but it creates the possibility of reducing recidivism rates through creating an opportunity for greater access to employment.

III. Long-term Needs/Vision

A. *Prioritization Schedule*

Educating Agency Employees and Inmates

Begin by developing a series of informative sessions to educate employees and inmates. The goal of these forums is for inmates and employees to understand what sustainability means and to introduce the concept of green jobs and potential opportunities available in this area.

Creation of a Sustainability Plan

Creating a long term, living sustainability plan would enable the correctional facilities to reduce operating costs. By beginning with the smaller programs, such as reexamining the current recycling program, and then moving to larger projects such as determining the impact of relighting, efforts can built upon and enhanced in a manageable fashion.

Education and Training in Green Jobs for Inmates

CTDOC currently offers educational opportunities in a variety of areas to which a sustainability component could easily be incorporated. An example is the landscaping program. The addition of courses on the usage of native flora and natural means of pest control would be very valuable for someone planning on working in the field- and could be implemented by inmate teams that go out into the community to provide landscaping.

Additionally, it may be worth examining the potential of developing paid, part-time post-incarceration internships/apprenticeships with businesses around the state, particularly in cities and towns where large percentages of inmates are released. Creating these networks will enable offenders upon release the opportunity to put into practice their skills, gain out-of-prison job experience and a person who could potentially serve as a reference.

B. Fiscal Impact

The funding for the sustainability programming can be achieved through a variety of methods, including the reallocation of existing department funds, volunteerism and applying for grants. There are a variety of potential grants available for programs focusing on sustainability and may be granting funding specific to new and innovative programs targeting inmates. In terms of volunteerism, there are multiple non-profit agencies that could be asked to donate their time, particularly for the educational components.

Additionally, as a sustainability plan is implemented, cost savings can be reinvested into further resource reduction efforts so as to minimize the need for additional funding.

IV. Jobs Impact and Other Benefits

Adopting sustainability initiative would not only have a direct benefit of reducing the environmental footprint of the facilities along with reducing the strain on tax payers, but also impact recidivism rates. Educating inmates in sustainability and having them involved in the implementation of the programs at the facilities, will give inmates skills and experience in green jobs. These skills will assist them in gaining employment and also reducing recidivism rates post-incarceration.

V. Other Relevant Information

Correctional facilities across the nation are starting to embrace sustainability and develop long-term plans. Washington State Department of Corrections offers a great example as to what can

be done in sustainability efforts. The primary focus of the program has been the fifteen correctional facilities. The committee developed a twenty-five year sustainability plan with milestones defined at the five year and twenty-five year mark. Baseline data were collected predominantly in 2004 and since then has shown, almost across the board, marked reduction in the following areas: energy consumption per square foot, energy reduction per offender, reduced waste water discharge, reduced potable (drinking) water use, solid waste reduction, paper use reduction, vehicle fuel use reduction.

Subject: Reentry Proposals

Submitted by:

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The Statewide Reentry Roundtables Collaborative wants to ensure we put our best foot forward, and as such are uncertain about submitting policy papers on specifics such as housing, employment and sentencing, without the full vetting of the entire group. At the very least we wanted the new administration to know that the roundtables exist and are a valuable resource, and are coming together collectively to try and further add value to our efforts. Please let me know if you have any questions about our proposal.

Speaking as Director of a state funded policy institute, I know you have a lot on your plate and would be very willing to lend a hand should you need any administrative assistance in your efforts. Aside from our full time staff, we have some dedicated student workers and University Assistants who would relish the opportunity to assist and be involved.

Subject: PUBLIC SAFETY: Blum Shapiro Report (7/10)
Subjected by: Theresa Lantz

I. Statement of Issue: Need for comprehensive review and analysis of the recommendations incorporated in the Blum Shapiro Report: Connecticut Regional Institute for the 21st Century: Assessment of Connecticut's Correction, Parole and Probation Systems, July 2010 (PDF included in report).

II. Proposed Action: OPM's CJPPD should conduct a review and analysis of the report's Observations and Findings and Recommendations, focusing on immediate action areas for enhancement
A. Prioritization Schedule: Review and analyze as soon as possible; utilize the knowledge and resources of CJPAC; reach out to business community for partnerships
B. Fiscal Impacts: N/A
C. How does it tie-in to Malloy/Wyman campaign policy? Promotes public safety and government efficiency

III. Long-term Needs/Vision: Report offers many recommendations for enhancement of reentry and criminal justice enhancement and accountability. All recommendation should be vetted for impact and benefit.

IV. Jobs Impact & Other Benefits: N/A

V. Dissenting Opinions & Other Relevant Items: N/A

Source Documents:

http://ctregionalinstitute.files.wordpress.com/2010/10/prisonreportppt.pdf

http://ctregionalinstitute.files.wordpress.com/2010/10/prisonsummaryfinal.pdf

Connecticut Regional Institute for the 21st Century

Assessment of Connecticut's Correction, Parole, and Probation Systems

July, 2010

Final Report

BlumShapiro

Accounting | Tax | Business Consulting

The passion to unlock potential

Contents

1. Background
2. Approach
3. Interviews Conducted
4. Connecticut's Correction, Parole, and Probation Systems
5. National Correction System Trends
6. Connecticut's Initiatives to Improve
7. Observations
8. Findings and Recommendations
9. Other States
10. Appendix
    1. Probation and Parole
    2. CJPAC Full Membership List
    3. Research Literature

Background

The Connecticut Regional Institute for the 21st Century (CRI) has conducted research on a number of important state public policy issues and published results to provide information and recommendations that generate discussion and action that enhance the state's overall competitiveness.

CRI retained BlumShapiro to report on the Criminal Justice System in the State of Connecticut. The scope of this review includes Department of Correction, Court Support Services Division of the Judicial Branch and Board of Pardons and Parole. As agreed upon with CRI, BlumShapiro has followed the approach described on the next page and is pleased to provide this report as a result of our work.

Approach

BlumShapiro performed extensive research of existing studies and work performed on the Correction, Parole, and Probation Systems. This research was validated by performing interviews with as many key stakeholders as would agree to be interviewed. The interviews provided a better understanding of the many different stakeholders and perspectives that effect the criminal justice system in Connecticut. This research was used to develop findings and recommendations that could be used to improve the criminal justice system in Connecticut.

Interviews Conducted

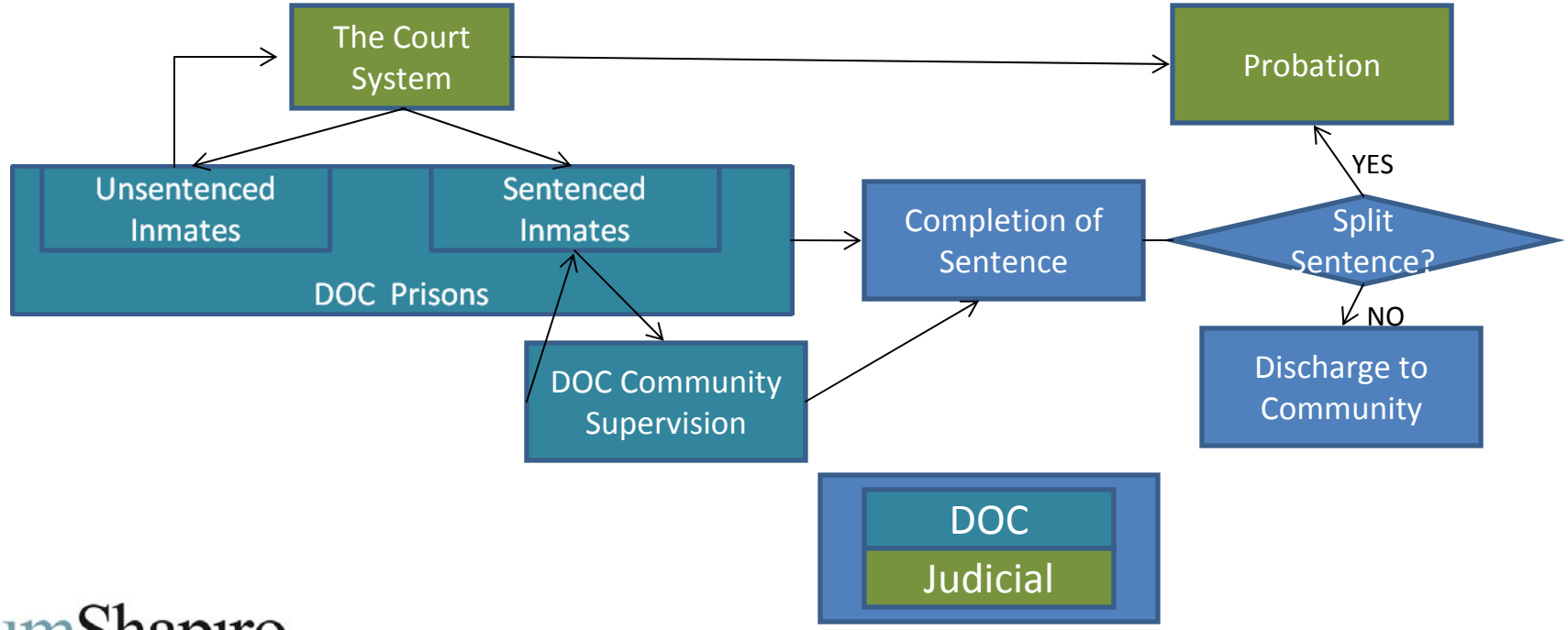
- Brian Austin, Undersecretary, OPM
- Bill Carbone, Executive Director, Court Support Services Division, Judicial Branch
- Andrew Clark, Central Connecticut State University
- Allison DeFoor, Florida
- Liz Dupont-Diehl, Career Resources Inc, Vice President of Development and Communication
- Bill Dyson, Former Connecticut State Legislator
- Bob Farr, Chairman, Board of Pardons and Parole
- LaResse Harvey, A Better Way Foundation, Policy Director
- Kevin Kane, Chief States Attorney
- John Kissel, Connecticut State Senator
- Stephen Lanza, Family ReEntry, Executive Director
- Theresa Lantz, Former Department of Correction Commissioner
- Mike Lawlor, State Representative and Senate Chairman of the Judiciary Committee
- George Lomabardi, Director – State of Missouri Department of Corrections
- Jerry Madden, Texas State Representative
- Linda Mills, Annie Casey Foundation
- Brian Murphy, Department of Correction, Commissioner
- David Nee, Graustein Memorial Fund
- John Padilla, Annie Casey Foundation
- John Santa, Santa Energy - Bridgeport, Chairman
- David Stevenson, Fellowship House Ministries – President
- Mike Thompson, Council of City Governments – New York

Connecticut's Correction, Parole, and Probation Systems[1 2]

In the systems assessed there are 2 governing entities:

1. Department of Correction (DOC)
   - Prisons
   - Community Supervision Programs/Parole

2. Judicial Branch
   - Courts
   - Court Support Services - Probation



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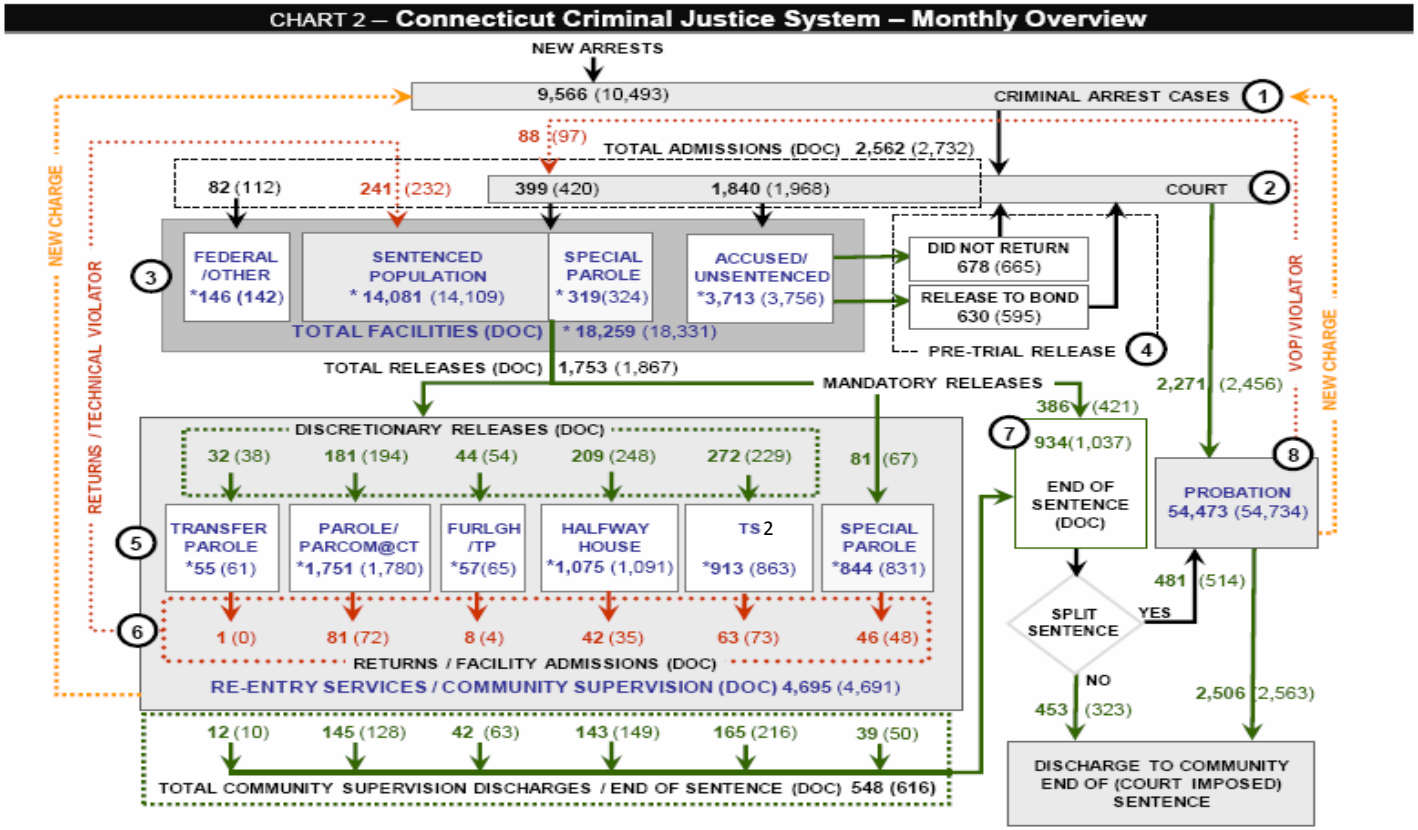
[1]Source : OPM – 2010 Annual Correctional Population Forecast Report Page 7
[2] Source : Criminal Justice Policy and Planning Division – Monthly Indicators, May 2010 Page 2

Connecticut's Correction, Parole, and Probation Systems [1]

Connecticut's Correction, Parole, and Probation Systems are complex and have many cause and effect relationships between various elements in the system.



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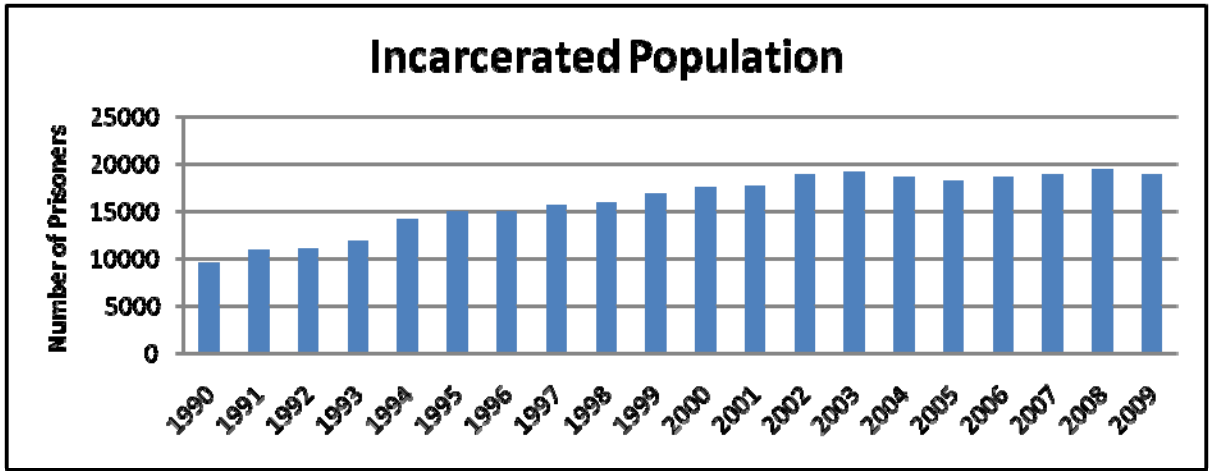
[1] Source: OPM Criminal Justice Policy and Planning Division: Monthly Indicators Report, May 2010; page 2

[2] TS = Transitional Supervision – Discretionary Release of Prisoners to Parole

Connecticut's Correction, Parole, and Probation Systems



Source: Department of Corrections Website http://www.ct.gov/doc/cwp/view.asp?a=1505&q=265586

- The CT Prison population has risen and fallen in the last decade.[1]
  - Between January and November 2006 the prison system added inmates at a rate of 130 per month.
  - Between August and December 2007, in the immediate aftermath of the Cheshire home invasion and murders, the prison population increased at a rate of 317 inmates per month.
  - In the period from October 2008 through January 2010, the prison system lost inmates at a rate of 107 per month.
- OPM anticipates that although the prison population in the state will continue to trend downwards, it will move at a much slower rate than in the recent past and will begin to stabilize.[1]
- Connecticut has a unified correction system. We are one of 6 states that have this system. This structure is an advantage to driving consistent policy in the entire system.

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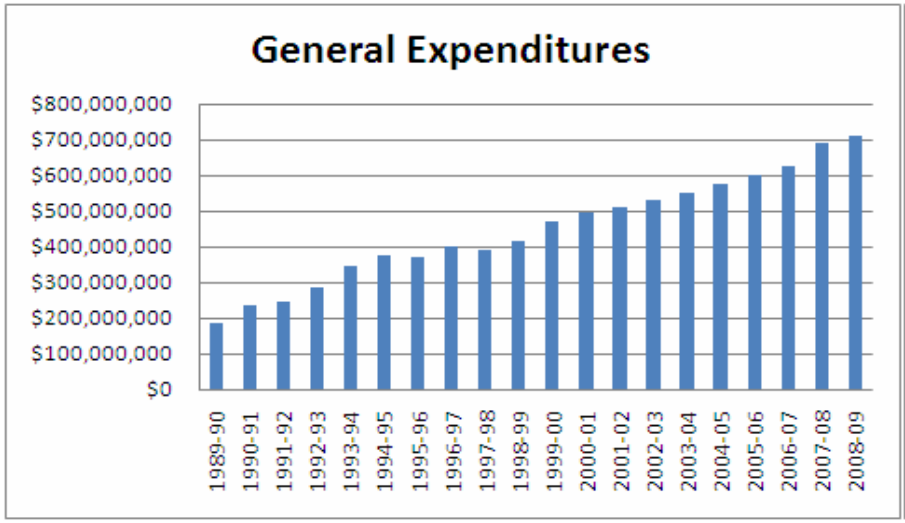
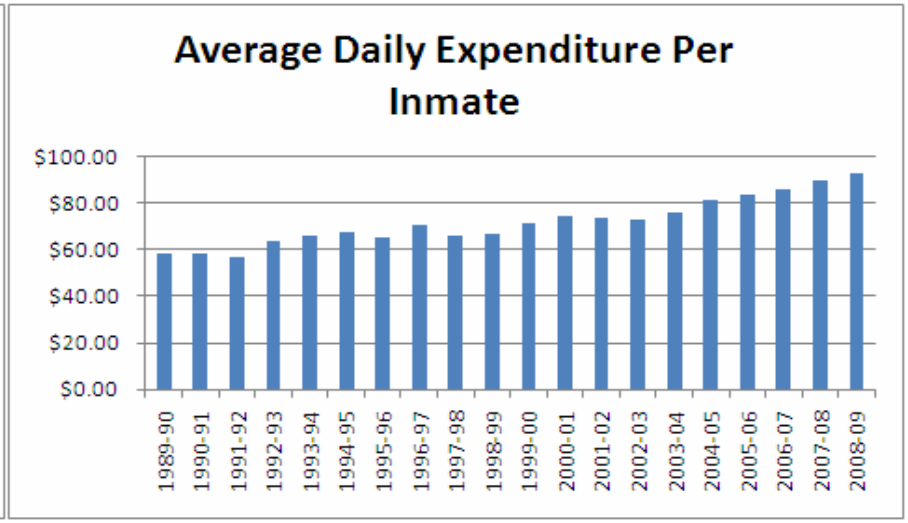
[1] Source : 2010 Correctional Population Forecast Report

Connecticut's Correction, Parole, and Probation Systems

Includes the Prison System and Community Supervision/Parole



Source: Department of Correction Website: http://www.ct.gov/doc/cwp/view.asp?a=1505&q=265586



Source: 2009 CT Department of Corrections Annual Report p. 8

- The General Expenditure at DOC has increased by 280% since 1990 while the Daily Expenditure per inmate has risen 57% in that same time period.
- 2008 – 2009 Department of Correction: $710,139,836
- 2008 – 2009 Average Daily Expenditure per Inmate: $92.35[1]

[1]It is not valid to assume that reducing prison headcount saves $92.35/day per prisoner. The cost of incarceration varies by type of prisoner.

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Connecticut's Correction, Parole, and Probation Systems

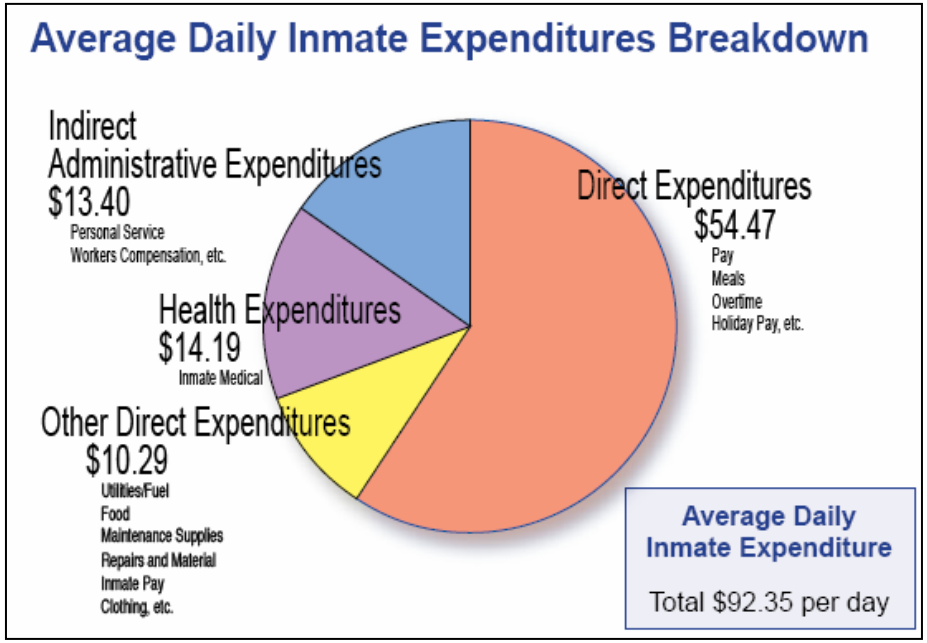
Comparable States Daily Expenditure per Inmate

– These states have a unified correction system similar to Connecticut and represent the best comparable information.

State	Year	$
Delaware[1]	2008	82
Connecticut[2]	2009	92
Hawaii[3]	2006	110
Alaska[4]	2005	110
Rhode Island[5]	2009	119
Vermont[6]	2009	139

[1]Source: State of Delaware, Department of Correction, FAQs, http://doc.delaware.gov/faqs.shtml
[2]Source: 2009 CT Department of Corrections Annual Report p. 8
[3]Source: The Louisville Courier-Journal: Andrew Wolfson, *Hawaiian Women Incarcerated in KY--double punishment*, February 19, 2006, http://realcostofprisons.org/blog/archives/2006/02/hawaiian_women.html
[4]Source: Juneau Empire: Tony Carroll, *Many Alaska prison inmates still being sent thousands of miles away,* http://www.juneauempire.com/stories/103105/sta_20051031003.shtml
[5]Source: Rhode Island Department of Corrections*, Cost per Offender – FY 2009 Actual Expenditures*, http://www.doc.ri.gov/documents/administration/Cost%20Per%20Offender%20-%202009%20Actual%20Expenditures.pdfm
[6]Source: Vermont Department of Corrections, Facts and Figures FY 2009, http://www.doc.state.vt.us/about/reports/ff2008_adobe/view

Connecticut's Correction, Parole, and Probation Systems



Source: 2009 CT Department of Corrections Annual Report p. 8

- 58% of Department of Correction's total budget is related to direct staffing
- Based on our understanding of the current union contracts, the most effective way to control this cost is to reduce the number of inmates. By doing this it may be possible to close facilities or parts of facilities. Personnel can then be reallocated amongst facilities and over time can be reduced.

Connecticut's Court Support Services

Court Support Services (Probation) Cost – State Fiscal Year 2006[1]

Net State Cost	$	91,552,100
Per Diem cost per Client	$	10.24
Per Annum cost per Client	$	3,736

[2]

- More Current Data for the Cost of Probation was not available.
- The Cost of Probation is significantly less than the cost of incarceration.

[1]Source: CT General Assembly - Office of Fiscal Analysis – SFY 2006
[2]It is not valid to assume that reducing probation headcount saves $10.24/day per client. The cost of probation varies by type of client.

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Connecticut's Correction, Parole, and Probation Systems

- Recidivism in Connecticut
  - In their 2010 Annual Recidivism Study OPM finds recidivism in Connecticut is generally consistent with other states for the categories of recidivism that were reported. As in past studies on both the state and national level, offenders that were discharged after completing community supervision programs, like parole or transitional supervision, had the lowest recidivism rates among all groups of offenders in the study. For example, while 36.6% of all offenders were re-incarcerated for new sentences within 3 years of release, 27.9% of offenders completing transitional supervision and 24.7% of offenders completing parole were re-incarcerated for new sentences. [1]
- National Recidivism Rates (published June 2006) [2]
  - 67% of offenders were re-arrested.
  - 52% were re-incarcerated to serve a new prison sentence.

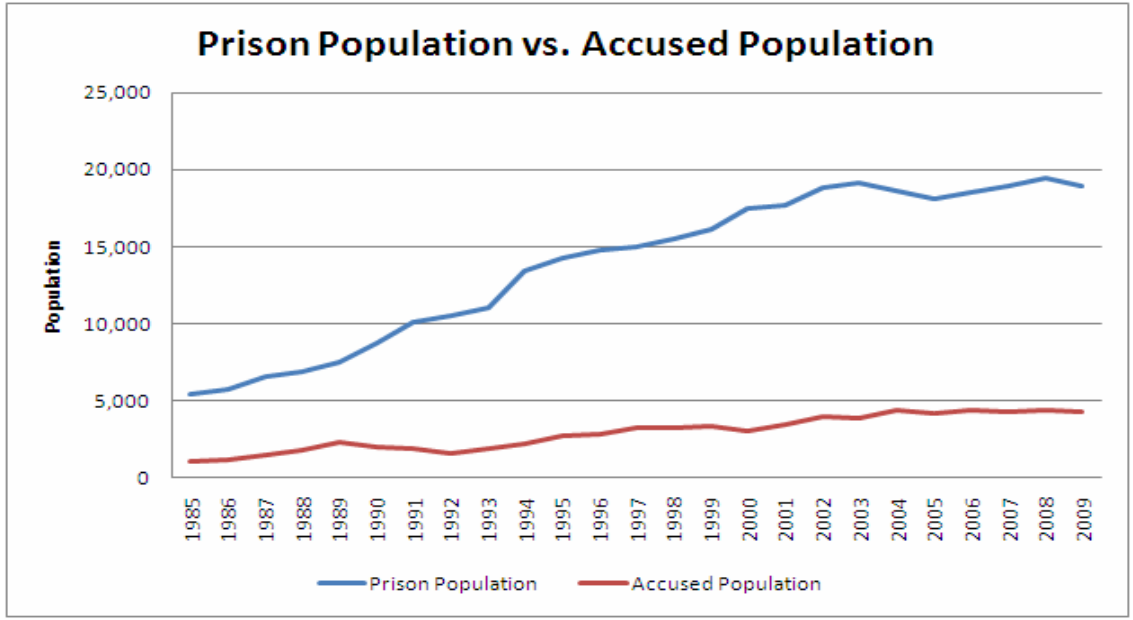
[1] Source : 2010 Annual Recidivism Report, State of Connecticut, Office of Policy and Management, Criminal Justice Policy and Planning Division, February 15, 2010. Page 3

[2] Source : The Commission on Safety and Abuse in America's Prisons, Gibbons, Katezenbach, Vera Institute of Justice – pg.106

Connecticut's Correction, Parole, and Probation Systems[1 2]

- Prison Growth has **not** been caused by growth in crime rates. Prison growth has been caused by policy choices.[3]

Since 1985 the prison population has increased significantly while crime rate has stayed fairly constant



[1]Source : For Years 1985 - 1999 : OPM Reentry Strategy Plan 2007 (Page 19)
[2] Source : For Years 2000 – 2009: DOC Website; http://www.ct.gov/doc/cwp/view.asp?a=1505&q=265598
[3]Specific policy areas that could be looked into include: domestic violence, mandatory minimums, and DUIs.

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National Criminal Justice System Trends

Increased Prison Spending does not correlate to reduced crime

"There is little debate that imprisonment has protected communities from many of the most violent and menacing criminals, and that some offenders should be locked up purely for the sake of punishment. But in casting a wider net for criminals, prisons have snagged many smaller fish. A growing body of research is showing the limits of incarceration as a sanction for these lower level and less frequent lawbreakers, both in terms of its cost-effectiveness and its impact on crime."

Source: *One in 31: The Long Reach of American Corrections*; PEW Center on the States; March 2009; page 17

National Criminal Justice System Trends

There is no such thing as an "Average Prisoner"

"To understand this, it's important to remember that all offenders aren't the same. They present different threats to public safety, and thus their incarceration pays vastly different dividends. Criminologists long ago demonstrated that imprisonment of the *average* offender serves to avert many crimes that would otherwise carry considerable public cost. But more recent and refined research reveals that measuring the impacts of the average prisoner hides as much as it reveals because offenders - and their crime related impacts - vary so dramatically.

One such study, published by the Manhattan Institute, ranked all male inmates entering the Arizona prison system in terms of the harm they created in the year before incarceration. Those at the 80th percentile of harm, the research showed, created almost $220,000 in social costs. But those at the 50th percentile - the median - inflicted $25,500 in social costs, while those at the 20th percentile were responsible for just $3,950 in social costs. The authors concluded that for Arizona and the two other states they analyzed (New York and New Mexico), incarceration for half of all entering prisoners would cost taxpayers more than it was worth, in terms of crimes avoided." [1]

This same concept applies in Connecticut's Criminal Justice System. It is not valid to assume that reducing prison headcount saves $92.35/day per prisoner. The cost of incarceration varies by type of prisoner.

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[1]Source: *One in 31: The Long Reach of American Corrections*; PEW Center on the States; March 2009; page 18

National Criminal Justice System Trends

The Declining Impact of Incarceration on Crime

"Aside from evidence that incarceration doesn't "pay" for all *current* prisoners, there are separate reasons to question its value as a broadly applied correctional tool for the *future*. One is what economists call the law of diminishing returns. Here, diminishing returns means that the larger the group of offenders scooped up by prisons, the lower the payoff for states in terms of crime reduction. It certainly pays to remove the most prolific offenders from the streets. But once they are locked up, more incarceration grabs the second and third and tenth tier offenders who are less likely to commit as many crimes. So gradually, the crime-prevention payoff declines. Diminishing doesn't necessarily mean no returns at all, but it does mean that each additional prison cell provides less public safety benefit."

Source: *One in 31: The Long Reach of American Corrections*; PEW Center on the States; March 2009; page 18

National Criminal Justice System Trends

The "Tipping Point" – Where additional incarceration will have little effect on crime

"More recently, scholars have explored the tipping point concept in incarceration on a 50-state basis. A 2006 study suggests that, after exceeding a threshold in the range of 325 to 430 inmates per 100,000 residents, incarceration fails to reduce crime - and may even increase it. Imprisonment was more useful, the authors argue, when state incarceration rates hovered around 111 per 100,000 in the 1970s, or around 207 per 100,000 in the 1980s, than when they accelerated to 397 per 100,000 in the 1990s. Today, of course, the national rate of imprisonment is significantly higher - 506 per 100,000." [1]

- To be within this threshold CT's incarcerated population would range between *11,375 to 15,050*.
- CT's sentenced, incarcerated population as of September 2010 is 13,855. [2]

[1] Source: *One in 31: The Long Reach of American Corrections*; PEW Center on the States; March 2009; page 19
[2] Source: Office of Policy and Management: Monthly Indicators Report, September 2010; page 2

National Correction System Trends

- Support for Community Corrections is critical going forward

  "Building more prisons is not a cost-effective path to greater public safety. Policy makers must confront the reality that, for the foreseeable future, roughly seven out of every ten offenders will continue to serve all or part of their sentences in the community. Ensuring public safety and balancing a budget, then, require states to strengthen badly neglected community corrections systems, so they can become credible options for more of the lowest risk offenders who otherwise would be in prison. This means states must take a harder look at which offenders should be locked up and which can be managed effectively in the community. It means they must give community corrections agencies the tools and incentives they need to do their jobs effectively and hold them accountable for implementing the supervision strategies that reflect the wisdom gathered through a quarter century of research on recidivism reduction." [1]

Connecticut Average Costs Per Day:

- Parole – Data was requested but is not currently available
- Probation - $10.40
- Prison – $92.35

[1] Source: *One in 31: The Long Reach of American Corrections*; PEW Center on the States; March 2009; page 22
[2] Source : CT General Assembly - Office of Fiscal Analysis – SFY 2006
[3] Source : 2009 CT Department of Corrections Annual Report p. 8

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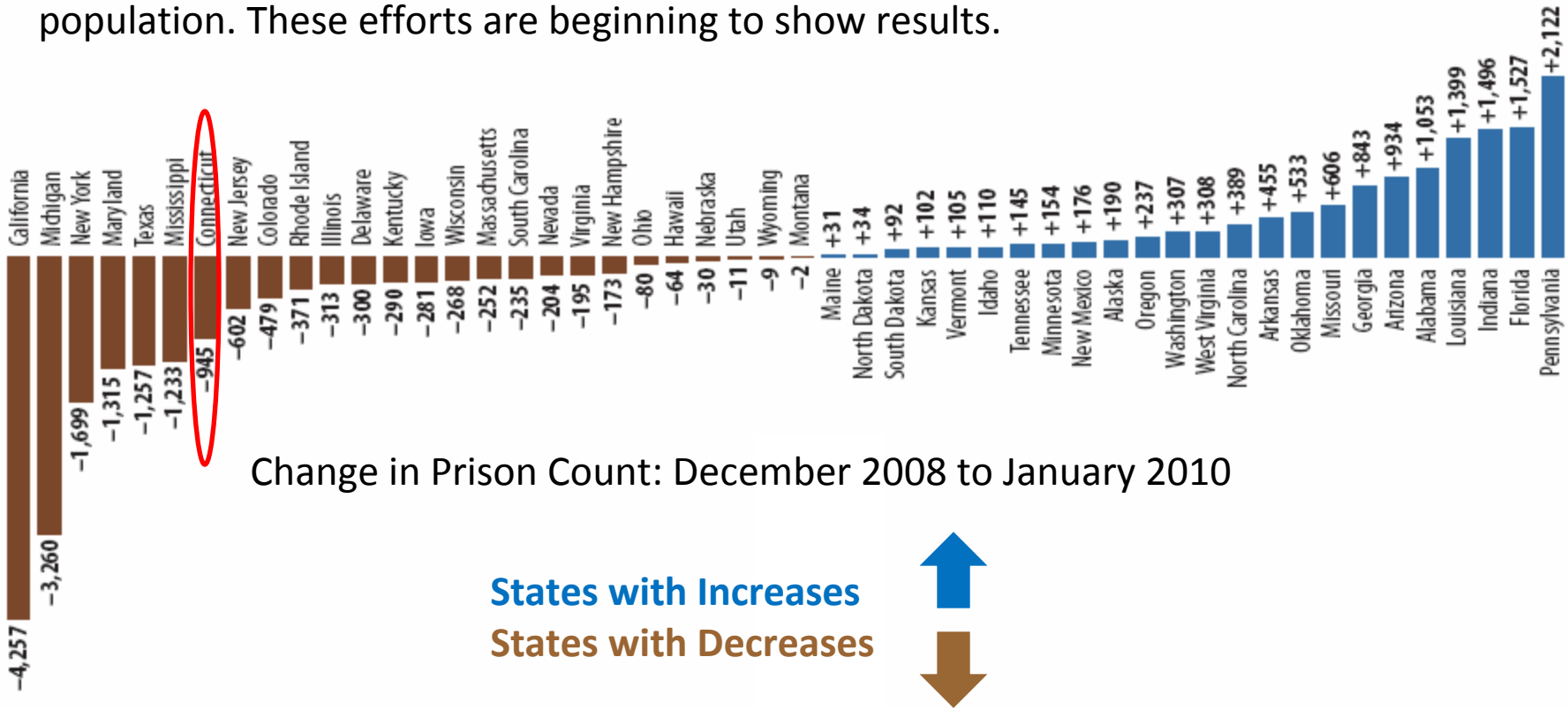
Connecticut's Initiatives to Improve

Connecticut has put in place specific strategies, programs, structures and processes to implement more effective community corrections and to control prison population. These efforts are beginning to show results.



Change in Prison Count: December 2008 to January 2010

States with Increases

States with Decreases

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Source: Pew Center on the States, Prison Count 2010, March 2010

Connecticut's Initiatives to Improve[1]

"Connecticut's prison population declined moderately during 2008. Between January 1, 2008 and January 1, 2009, the prison population fell by 460 inmates, a 2.4% decline. In 2009, the decline in the inmate count was much more dramatic. Between January 1, 2009 and January 1, 2010, the State had 925 fewer inmates in its prisons, a decline of 4.9%. The decline of 2009 led DOC to close one prison facility.

The decline in the State's prison population, during the last year in particular, reflected a series of smaller, incremental factors coming into alignment. These factors included:

- A gradual increase in the number of offenders released each month into community supervision programs;
- A steady reduction of the offender backlog (that began in 2007) through discharges and releases into community programs;
- Fewer-than anticipated monthly admittances of unsentenced offenders, particularly during the summer and fall;
- Increased efficiency in pre-trial diversion programs;
- Optimized population management;
- Greater accountability and improved operational efficiency;
- and expanded collaboration between various criminal justice agencies including the Board of Pardons and Paroles, CSSD, and DOC.

OPM anticipates that although the prison population will trend downward, it will move at a much slower rate than in the recent past and begin to stabilize."

[1] Source: Connecticut Office of Policy and Management 2010 Annual Correctional Population Forecast Report. Page 18

Connecticut's Initiatives to Improve

Creation of the Criminal Justice Policy and Planning Division within the Office of Policy and Management

In accordance with Public Act No. 05-249[1] : The division shall develop a plan to promote a more effective and cohesive state criminal justice system and, to accomplish such plan, shall:

1. Conduct an in-depth analysis of the criminal justice system;
2. Determine the long-range needs of the criminal justice system and recommend policy priorities for the system;
3. Identify critical problems in the criminal justice system and recommend strategies to solve those problems;
4. Assess the cost-effectiveness of the use of state and local funds in the criminal justice system;
5. Recommend means to improve the deterrent and rehabilitative capabilities of the criminal justice system;
6. Advise and assist the General Assembly in developing plans, programs and proposed legislation for improving the effectiveness of the criminal justice system;
7. Make computations of daily costs and compare interagency costs on services provided by agencies that are a part of the criminal justice system;
8. Make population computations for use in planning for the long-range needs of the criminal justice system;
9. Determine long-range information needs of the criminal justice system and acquire that information;
10. Cooperate with the Office of the Victim Advocate by providing information and assistance to the office relating to the improvement of crime victims' services;
11. Serve as the liaison for the state to the United States Department of Justice on criminal justice issues of interest to the state and federal government relating to data, information systems and research;
12. Measure the success of community-based services and programs in reducing recidivism; [and]
13. Develop and implement a comprehensive reentry strategy as provided in section 18-81w, as amended by this act; and
14. Engage in other activities consistent with the responsibilities of the division.

[1] Source: Public Act No. 05-249; http://www.cga.ct.gov/2005/act/Pa/2005PA-00249-R00HB-06976-PA.htm

Connecticut's Initiatives to Improve

Creation of the Criminal Justice Policy Advisory Committee (CJPAC) – see Appendix 2 for Current Membership in this Committee

Criminal Justice Policy Advisory Commission established under Public Act 06-193 shall: [1,2]

1. Develop and recommend policies for preventing prison and jail overcrowding;
2. Examine the impact of statutory provisions and current administrative policies on prison and jail overcrowding and recommend legislation to the Governor and the General Assembly;
3. Research and gather relevant statistical data and other information concerning the impact of efforts to prevent prison and jail overcrowding and make such information available to criminal justice agencies and members of the General Assembly;
4. Advise the undersecretary of the Criminal Justice Policy and Planning Division on policies and procedures to promote more effective and cohesive state criminal justice and juvenile justice systems and to develop and implement the offender reentry strategy as provided in 18-81w, as amended by this act;
5. Assist the undersecretary of the Criminal Justice Policy and Planning Division in developing the recommendations included in the report and presentation made by the division pursuant to section 4-68p, as amended by this act.

[1] Source: Public Act No. 06-193; http://www.cga.ct.gov/2006/ACT/PA/2006PA-00193-R00HB-05781-PA.htm
[2] Source: Office of Policy and Management Website; http://www.ct.gov/opm/cwp/view.asp?a=2970&q=383604

Connecticut's Initiatives to Improve

Creation of The State of Connecticut Re-Entry Strategy [1]

The goal of a statewide re-entry strategy is to enhance public safety by reducing recidivism, relapse and revocation by implementing an integrated, collaborative and cost effective approach to managing an offender's transition from incarceration to the community. An integrated statewide re-entry strategy requires the collaboration of stakeholders who steadfastly reinforce the offender's responsibility to lead a law-abiding and productive life in the community, and provide the necessary support and intervention to meet that purpose.

Stakeholders include:

- Criminal justice employees across all branches of government, state and federal
- Community and Non-profit organizations
- Offenders
- Connecticut citizens

Through this collaborative effort, relationships will foster and strengthen a culture change throughout the criminal justice system and follow into the community. This will contribute to the success of an offender's transition from incarceration dependency to responsible community self-sufficiency.

[1] Source: "Partners In Progress: The State of Connecticut Re-Entry Strategy: February 15, 2009; Page 5

Connecticut's Initiatives to Improve

Creation and Expansion of the Jail Re-Interview Program[1]

- The Jail Re-interview Program (JRIP), administered through CSSD, works closely with the DOC and the Division of Public Defender Services to develop community based alternative release plans for defendants held on bond. The data clearly illustrate the proficiency of the JRIP program in successfully identifying defendants who can be supervised in the community while their criminal cases are pending and ultimately assisting the DOC with regard to prison and jail overcrowding.

SFY	Offenders Interviewed	# of Offenders Released from DOC	%
2006	9,801	6,371	65%
2007	10,885	7,468	69%
2008	15,949	10,257	64%
2009	15,548	10,426	67%

[1] Source: "Partners In Progress: The State of Connecticut Re-Entry Strategy: May, 2010; Page 10

Observations

- Many societal issues, outside the scope of this work, have direct impact on the prison population.
  - Employment
  - Housing
  - Mental Health
  - Education
  - Substance Abuse
  - Parenting
- Connecticut's prison growth has not been caused by growth in crime rates. Prison growth has been caused by policy choices.
- Connecticut's Criminal Justice System is complex:
  - Spans multiple state agencies and branches of government
  - There are many cause and effect relationships in the system
- Connecticut's Prison and Probation Systems are costly.
- There is not one or a small group of recommendations that will have a large immediate impact on the system. There needs to be many smaller initiatives, rooted in a common strategy, that will need to be accomplished to yield benefits.

Observations

- Connecticut has seen a recent reduction in prison population but the cost of the Department of Correction continues to rise.
- National studies and data suggest that treatment, reentry, rehabilitation and community corrections programs are much more cost effective and appropriate compared to imprisonment.
- Connecticut has taken steps in the adoption of National Trends to improve Correction, Parole, and Probation.
- Investments in this system must be measured and managed, however, immediate payback may not occur. Many of these initiatives will take several years to yield benefits. Therefore, a long-term planning horizon (6-10 years) must frame any go-forward strategy.
- The two major focuses to reduce prison population are:
    1. Diversion from entering
    2. Elimination/Reduction from re-entering

These two elements must be the focus of a comprehensive go-forward strategy

Recommendations

Formalize and adequately fund a steering mechanism across the entire criminal justice system.

- Leadership of the entire Connecticut justice system is critical too insure alignment of the many disparate components of the existing systems.

- Rationale for change
  - There is no one person or group with appropriate authority that manages Connecticut's Criminal Justice System.
  - Connecticut's Correction, Parole, and Probation Systems cost $801M.
  - There are many components to our existing system.
  - The components of the current system have direct cause and effect relationships between each other.
  - Without a single authority it will be very difficult to manage and improve the system in a timely and cost efficient manner.
  - There is no one person or entity with responsibility and accountability for this system.

- Potential Implementation Approaches
  - Extend the role, responsibility and authority of CJPAC.
  - Consider alternative organizational structure options to properly establish a leadership position.
  - Adequately fund and staff this mechanism to ensure measurement and accountability.

Recommendations

The steering mechanism needs to develop a comprehensive strategy for Connecticut's Criminal Justice System

- The strategy must set the philosophy by which Connecticut will manage this system.
- The strategy should leverage the work performed by CJPAC and the Governor's Task Force on Criminal Justice.
- The strategy must include specific accountabilities for delivery of agreed upon priorities, a measurement system for results and a mechanism to make adjustments as more is learned.
- The strategy must set a framework for improvements to the Criminal Justice System for the next 10 years.
- This strategy must be created in collaboration between the Executive and Judicial Branch.

- Rationale for change
  - Connecticut does not currently have a documented, agreed upon Criminal Justice Strategy.
  - Connecticut has made strides with the formation of CJPAC, the Governor's Task Force and has been fortunate to have the outstanding personal working relationships amongst leadership of its major Criminal Justice departments. This ad-hoc structure should be formalized and accountability measures should be developed.

Recommendations

Establish and monitor a measurement system across Correction, Parole, and Probation.

- A major component of the "steering" mechanism must be to establish relevant performance metrics across the entire justice system. These metrics must be used to measure progress, effect of specific programs and establish goals for the system to achieve. These metrics must be inclusive (cost, recidivism, crime, etc) and be used to measure the cost/benefit of the entire system.

- Rationale for change
  - There are no system wide metrics today.
  - There are very few metrics that measure the cost/benefit of specific programs and initiatives.

- Potential Implementation Approaches
  - Evaluate and implement the work underway by the Washington State Institute for Public Policy to develop an analytical tool for Washington, and perhaps other states, to identify evidence based policy options to reduce crime rates and lower the taxpayer costs of the criminal justice system. [1]
  - A unit that is appropriately funded and staffed must be established as part of the "steering" mechanism. This unit should have the responsibility to measure the system and all of its components. It should be independent of DOC, Judicial and Parole.
  - Consider the adoption of a Results Based Accountability (RBA) model used in the Connecticut Legislature which helps legislators assess the effectiveness and impact of programs they fund. [2]

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[1] Source: Washington Institute for Public Policy; Fight Crime and Save Money: Development of an Investment Tool for States to Study Sentencing and Corrections Public Policy Options, April 2010
[2] Source: Implementing Results-Based Accountability in the Connecticut General Assembly, Office Of Fiscal Analysis, August 7, 2007

Recommendations

Develop a comprehensive information system across Correction, Parole, and Probation.

- To support the "steering" mechanism an information system strategy must be developed and implemented.

- Rationale for change
  - There is not an integrated information system across the Criminal Justice System today. As a result there are significant information islands that exist at DOC, Judicial and Parole.
  - The lack of information sharing across DOC, Judicial and Parole played a major role in the Cheshire incident. [1]
  - Significant investment has been already made in this area with very few results.

- Potential Implementation Approaches
  - Evaluate other successful state models such as the Pennsylvania Justice Network (JNET).
  - Centralize I.T. responsibility within the "Steering" mechanism.

[1] Source: CT Office Of Policy and Management; Final Report of the Governor's Sentencing and Parole Review Task Force, January 22, 2008

Recommendations

Review, analyze and standardize the risk assessment instruments that should be utilized across Correction, Parole, and Probation.

- Currently different risk assessment instruments are used by Court Support Services, Department of Corrections and Parole.

- Rationale for change
  - A consistent method of assessment and visibility of those results should allow for better and more consistent decision making throughout the system.

- Potential Implementation Approaches
  - A task force is scheduled to begin work on this in August 2010. This effort should remain a priority and accountability for delivery of recommendations should be established.

Recommendations

Continue to build and enhance partnerships and collaborations with community based service providers.

- Rationale for change
  - Enhanced information sharing between agencies and community partners.
  - Timely outreach with offenders who are released from prison. The first 72 hours following a release are the most critical time to provide a support network.

- Potential Implementation Approaches
  - Evaluate the use of Reentry Councils. Consider existing models in New Haven, Hartford and Bridgeport as examples for other communities.
  - Role and Responsibility of community based service providers should be defined in the strategy for Connecticut's Criminal Justice System.

Recommendations

Institute the use of meritorious good-time for certain offenders

- Should be linked to existing re-entry strategy

- Rationale for change
  - There are two major benefits from such a program:
    - Provides DOC with an incentive based tool to motivate inmates.
    - If used appropriately will reduce prison population.
  - Classify certain offenses/offenders where eligibility for good time is not an option.
  - Must fund prisoner improvement programs that have meritorious good time as an outcome.

- Potential Implementation Approaches
  - Implement program targeted at lowest risk inmates initially.
  - Measure the recidivism and population results.
  - Make decision on maintaining, expanding or eliminating the program.

Recommendations

Renegotiate Union contracts

- Connecticut union contracts provide little flexibility to allow for the reduction of cost in the criminal justice system.

- Rationale for change
  - If Connecticut is to effectively manage the cost/benefit of its Correction, Parole, and Probation Systems than more flexibility is required to manage the largest cost in the system.
  - The only way to control labor cost in the system is to reduce the number of inmates. This will allow for the possibility to close facilities or parts of facilities. Under current contract these closures would not result in the ability to reduce headcount. The only benefit that can be derived is to redeploy personnel amongst other facilities and avoid the cost of overtime.

- Potential Implementation Approaches
  - Benchmark other state contracts to Connecticut's contracts specifically focusing on:
    - Worker's compensation
    - Work schedules
    - Overtime
    - Sick time
  - Partner with unions and explore gainsharing opportunities.

Recommendations

Connecticut's business community should be included in the Criminal Justice strategy and structure.

- Rationale for change
  - There is limited business community involvement in the current system.
  - Appropriate business representation to facilitate discussion regarding providing jobs for ex-offenders as well as provide business perspective to the management and measurement of the Criminal Justice System would be healthy.

- Potential Implementation Approaches
  - Include business input to Criminal Justice strategy.
  - Include business representation in CJPAC.

Recommendations

The current Department of Correction re-entry programs both internal and community based need to be funded and sustained; however, there need to be specific measurement systems at the program level to determine cost effectiveness.

- Rationale for change
  - With the pressure to reduce cost in the budgeting process we must understand that these programs yield significant return on reducing recidivism.
  - To support this statement, specific measurement of the programs need to be implemented.

- Potential Implementation Approaches
  - As part of the Information Technology strategy these measurement systems need to be designed and ultimately implemented.
  - Connecticut must resist the temptation to reduce funding for these programs.

Recommendations

Within the context of an overall Justice System strategy examine the racial disparity of Connecticut's prison population.

- Rationale for change
  - Connecticut's prison system ranks among the highest in the nation in terms of racial disparity.[1]
  - Begin to understand and link the reasons for the disparity back to core issues:
    - Employment
    - Housing
    - Education
    - Parenthood

- Potential Implementation Approaches
  - The recently passed approval of a Sentencing Commission should have this issue as a priority when examining current Connecticut law.

[1]Source: Mauer, Marc & King, Ryan S. (July 2007). Uneven Justice: State Rates of Incarceration By Race and Ethnicity. *The Sentencing Project.*

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Recommendations

Extend the early release furlough program for appropriate inmates.

- Rationale for change
  - This program allows an inmate to re-establish his or her ties to the community and look for suitable employment while under supervision.
  - If implemented correctly, this program should reduce prison headcount.

- Potential Implementation Approaches
  - Evaluate current early release furlough program and assess its effectiveness.
  - Evaluate the use of mandatory community supports to improve the recidivism results of this program.

Recommendations

Consider implementing the Hawaii Opportunity Probation with Enforcement (HOPE) Probation program model which has yielded success in Hawaii.

- Rationale for change
  - In 2004, First Circuit Judge Steven Alm launched a pilot program to reduce probation violations by drug offenders and others at high risk of recidivism. The high-intensity supervision program, called HOPE, is the first and only of its kind in the nation. Probationers receive swift, predictable and immediate sanctions – typically resulting in several days in jail – for each detected violation, such as detected drug use or missed appointments with a probation officer.[1]
  - In a one-year observation period, HOPE probationers were[2]
    - 55% less likely to be arrested for a new crime.
    - 72% less likely to use drugs.
    - 61% less likely to skip appointments with their supervisory officer.
    - 53% less likely to have their probation revoked.
    - As a result, they served or were sentenced to, on average, 48% fewer days of incarceration than the control group.

Sources:
[1]Hawaii State Judiciary Website: Hope Probation, http://www.courts.state.hi.us/special_projects/hope/about_hope_probation.html
[2]National Institute of Justice, DOJ Sponsored Evaluation: HOPE Evaluation Findings http://www.hopeprobation.org/wp-content/uploads/2009/06/HOPE-graph-NIJ.pdf

Recommendations

Establish a faith based pilot initiative within the incarcerated male population.

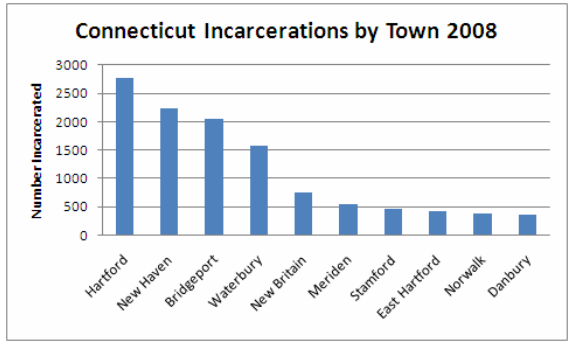
- Rationale for change
  - A successful female faith based program is in effect in the York facility. This program has reportedly yielded the lowest recidivism rates in the Connecticut system.
  - Other states such as Florida have seen good results from these programs.

- Potential Implementation Approaches
  - Seek advice from States where these programs have been successful to establish the pilot.
  - Dedicate space in a level 2 or level 3 facility to pilot approach.
  - Solicit and agree with a community based provider to manage and/or operate the program.

Recommendations

Examine and address issues related to prison-based gerrymandering. A longstanding flaw in the Census counts incarcerated people as residents of the prison location as opposed to the town in which the offender lives.

- Rationale for change
  - Understated population count results in reduced tax dollars to the communities that serve as 'home' to offenders.



2009 DOC Annual Report p. 14

- Potential Implementation Approaches
  - Address through General Assembly Bill No. 5523[1] which calls for adjustment of census data to count persons incarcerated in correctional institutions in the population count of the towns where they resided prior to incarceration.

[1]Source: State of Connecticut, General Assembly Bill 5523; http://www.cga.ct.gov/2010/TOB/H/2010HB-05523-R00-HB.htm

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What other States Have Done to Improve….

Michigan (Improvement Initiatives – Inmate Reduction, Sentencing, Recidivism, Community Supervision) [1,2]**:**

- Reduced the number of inmates who serve more than 100% of their minimum sentence.
- Eliminated mandatory minimum sentences for drug offenses and incorporated sentencing provisions into the guidelines system with enhanced judicial discretion .
- Decreased parole revocation rates.
- Enhanced reentry planning and supervision.
- Parole Release: Use of data-driven policies to identify lower-risk cases for release, establishment of greater range of intermediate sanctions for rule violators, and designation of two "reentry prisons" to assist in planning for release.
- Established the Michigan Prisoner Reentry Initiative to develop locally-based planning focusing on services in housing, employment, substance abuse, and other areas designed to increase prospects for successful reentry.

[1] Source: "Downscaling Prisons", Greene & Mauer; 2010
[2] Source:"Prison Count 2010" PEW Center on the States; 2010

What other States Have Done to Improve….

Nevada (Improvement Initiatives – Inmate Reduction, Sentencing) [1,2] **:**

- Legislature voted to enact several policy measures that increased program credits awarded for in-prison education, vocational and substance abuse treatment.
- Expanded the number of credits people in prison and on community supervision can earn for "good time" and compliance with conditions.
- Reinstated an advisory commission to review sentencing and corrections policies for effectiveness and efficiency.

New York (Improvement Initiatives – Inmate Reduction, Sentencing, Community Supervision) [1,2] **:**

- Scaled back the "Rockefeller Drug Laws" to reduce the scope of mandatory sentences.
- Drug Treatment Alternative to Prison program established by the Brooklyn District Attorney's Office to divert prison-bound defendants into treatment programs helped to reduce use of incarceration, and was expanded to other prosecutor's offices statewide.
- Implemented "merit time" credits and other incentives for participation in education and vocational training, treatment and other services to speed parole consideration.
- Increased use of release programs and incentives to shorten time served in prison for people convicted of drug violations and other non-violent crimes.

[1] Source:"Downscaling Prisons", Greene & Mauer; 2010
[2] Source:"Prison Count 2010" PEW Center on the States; 2010

What other States Have Done to Improve….

Missouri (Improvement Initiatives –Reentry) [1] **:**

- The Missouri Reentry Process utilizes evidence-based programming and activities with an emphasis on preparing offenders to return to the community with the tools they will need to be successful.
- Local Community Reentry Teams: 40 MRP Teams throughout the state who analyze the gaps in their local communities and apply appropriate reentry practices. These teams include membership from partnering state agencies, community organizations, law enforcement, faith based organizations, ex-offenders, treatment providers and other citizens within the community.

Texas (Improvement Initiatives – Inmate Reduction, Community Supervision) [2,3] **:**

- Invested in a network of residential and community-based treatment and diversion programs. This strategy has greatly expanded sentencing options for new offenses and sanctioning options for probation violators.
- Increased its parole grant rate and shortened probation terms.

[1] Source: State of Missouri, Department of Corrections – Summary of Reentry Projects; October 1, 2009
[2] Source:"Downscaling Prisons", Greene & Mauer; 2010
[3] Source:"Prison Count 2010" PEW Center on the States; 2010

What other States Have Done to Improve….

Mississippi (Improvement Initiatives –Inmate Reduction, Community Supervision) [1] **:**

- Non violent offenders are eligible for parole after serving 25% of their prison sentence.
- Worked with the Bureau of Justice Assistance to design and implement a parole risk assessment instrument.
- Meritorious Earned Time (MET) for selected offenders. MET moves up both the parole eligibility date and the offenders release date.
- Implemented reform that gives the Department of Corrections the authority to allow persons convicted of most drug crimes to be placed under house arrest with electronic monitoring.

[1] Source: JFA Institute; Reforming Mississippi's Prison System, 2009

APPENDIX

Appendix 1: National Correction System Trends

Probation and Parole – Community Corrections:

"The public's perception of corrections most commonly centers on prisons and jails—buildings with bars, locked cells and uniformed guards. But far more offenders pay for their crimes through community sanctions, including drug courts, home detention and electronic monitoring, residential facilities with treatment, and day reporting centers.

The centerpiece of community corrections is probation and parole. Offenders placed on probation - derived from the Latin word *probatum*, for "the act of proving"—are typically lower level offenders who are allowed to remain in the community provided they exhibit good behavior and meet other conditions while supervised by a probation officer. With origins in this country dating to the mid-19th century, probation is ordered by a judge and served under threat of more serious sanctions. If a probationer violates conditions governing his or her community release, a judge may impose additional rules or require a term in custody.

Parolees, by contrast, are offenders who have spent time in prison and are released to complete the remainder of their sentence under supervision in the community. Intended in part to smooth a prisoner's transition back to society, parole, which became prevalent at the turn of the 19th century, is sometimes ordered by appointed parole boards, which also craft conditions governing a parolee's release. More often, the date of parole release reflects an offender's original sentence, perhaps shortened by credits for a clean disciplinary record or completion of in-prison programs. In the community, parolees are supervised by a parole officer and subject to similar rules as those on probation. If parolees violate the rules of their release, they too face penalties including re-incarceration."

Source: *One in 31: The Long Reach of American Corrections*; PEW Center on the States; March 2009; page 6

Appendix 2: CJPAC Full Membership List March 2010 [1]

- Brian Austin, Jr., Esq., Chair, Undersecretary Criminal Justice Policy and Planning, Office of Policy and Management
- Linda Agnew, Acting Commissioner, Department of Labor
- Claudette J. Beaulieu, Deputy Commissioner, Department of Social Services
- William H. Carbone, Executive Director, Court Support Services Division, Judicial Branch
- Judge Patrick Caroll III, Deputy Chief Court Administrator, Judicial Branch
- George Coleman, Deputy Commissioner, Department of Education
- Rev. Shelly Copeland, Executive Director, Capitol Region Conference of Churches
- John A. Danaher, Esq., Commissioner, Department of Public Safety
- Laurie Deneen, Esq., Public Member
- Robert Farr, Esq., Chairman, Board of Pardons and Parole
- J. Robert Galvin, MD, MPH, Esq., Commissioner, Department of Public Health, Government Official
- Susan I. Hamilton, Esq., Commissioner, Department of Children and Families
- Richard P. Healey, Esq., Public Member
- Kevin T. Kane, Esq., Chief State's Attorney
- James L. Kenny, Police Chief, Vernon Police Department
- Nancy Kushins, Executive Director, CT Sexual Assault Crisis Center (CONNSACS), Victim Services
- Brian K. Murphy, Acting Commissioner, Department of Correction
- Patricia A. Rehmer, Acting Commissioner, Department of Mental Health and Addiction Services
- Susan O. Storey, Esq., Chief Public Defender
- Amalia Vazquez-Bzdyra, Esq., Commissioner, Department of Public Utility Control, Government Official

[1]Source: Connecticut Office of Policy and Management Website; http://www.ct.gov/opm/lib/opm/cjppd/cjcjpac/cjpac_member_update_10.pdf

APPENDIX 3: RESEARCH LITERATURE

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National Parole Resource Center Learning Site

I. **Statement of Issue:** The Connecticut Board of Pardons and Paroles has been selected by the National Parole Resource Center to serve as a Learning Site for Paroling Authorities and Supervision Agencies throughout the country. The National Parole Resource Center (NPRC) is funded by the Bureau of Justice Assistance (BJA) in partnership with the National Institute of Corrections (NIC) and administered by the Center for Effective Public Policy (Center) and its partner, the Association of Paroling Authorities International (APAI). The purpose of the NPRC is to support and shape the future of parole as an increasingly effective stakeholder in the criminal justice system. One goal of the NPRC is to assist paroling authorities and supervision agencies to enhance their practices by building upon the lessons emerging from the research on evidence-based practices, effective decision-making practices, and the effectiveness of collaboration among justice system partners.

II. **Prioritized Action:** NPRC Advocates were introduced to the Board of Pardons and Paroles at a September 2010 meeting. Since that time, three subcommittees were established to review aspects of parole as it relates to the practice targets identified by Board members as priorities for focus in the coming months. These subcommittees include; Standard & Special Conditions of Parole/Impact on Violation Process. Policies and Decision Making Guidelines. Core Competencies for Parole Board Members.

   A. **Prioritization Schedule:** NPRC liaisons met with the Board and management staff for a full day of training and discussion on November 30, 2010. Emphasis was placed on core competencies for Board members, agency vision and mission, and interviewing and motivational techniques. The Board expects to have the assistance of the NPRC through June 2011 and intends to invest the time and talents of a broad cross section of staff in working toward these goals. Anticipated outcomes of the Learning Site Initiative will be addressed.

   B. **Fiscal Impacts:** This initiative is funded through federal grant and comes at no cost to the agency.

III. **Long Term Needs/Vision:** The Board of Pardons and Paroles envisions gaining insight and guidance with establishing state-of-the-art empirically-based policies and practices that will establish a cohesive framework for decision-making and condition-setting and utilize the guiding principles of Risk, Need, Responsivity, and Dosage. In working toward this vision, the Board is working with a site Liaison to assess current policies and practices as the paroling authority and establish an overall strategic plan.

IV. **Jobs Impact & Other:** Through this process the Board seeks to develop Standard and Special Conditions of Parole that are designed to maximize successful offender re-entry and assist the supervising entity with offender management. Clarification on agency policy and procedures will provide direction to staff that is designed to minimize confusion and redundancy. Parole release decision-making guidelines will improve the Board's ability to make consistent release decisions across panels and correctional institutions. In developing a set of core competencies for Parole Board members the agency intends to further professionalize their overall functionality

V. **Dissenting Opinions & Other Relevant Items:** None

Structured Decision Making

I. **Statement of Issue:** Achieve greater consistency in decision making through a framework of structured decision making and utilization of a stand-alone assessment tool such as the Ohio Risk Assessment System, which assesses both risk for recidivism and criminogenic needs, both upon intake and again at re-entry review.

II. **Prioritized Action:** The Board has been selected to participate in a Structured Decision Making training program for panel members. The purpose of this training is to assist Parole Board Members in practicing a standardized decision framework. This practice has been developed for use by the National Parole Board of Canada and the Correctional Service of Canada. It incorporates information that is highlighted by research and evidence-based practice in risk assessment and release decision making. The content areas and strategies provide a framework for panel members to follow. By considering specific domain areas, decision makers reflect a quality decision, thereby providing a clear, empirically based, rationale for their decision.

   A. Prioritization Schedule: Meetings with a representative of the National Parole Board of Canada started in December 2010 and will continue through January of 2011. We have begun the process of assessing the necessary information required in order to utilize the framework model and determine its potential efficacy for the agency. Collaboration between staff from the Board of Pardons & Paroles and the National Parole Board of Canada is necessary to take a historical look at a sampling of our recent parole decisions, scoring these cases according to the framework model and comparing the results with the actual decisions made. An additional facet of this project looks at the success of these paroled offenders under supervision. Together a determination of the benefit of a structured decision making process will result, and will require training for the Parole Board and associated staff in the application of this tool to cases going forward.

   B. Fiscal Impacts: This initiative comes at no cost to the agency. The Ohio Risk assessment is a proprietary instrument and the Structured Decision Making training program for panel members was obtained through a grant.

III. Long Term Needs/Vision: Establish a framework for risk and needs assessment and decision making that will remain in place in the inevitable event of panel member turnover.

IV. Jobs Impact & Other Benefits: Significant reduction in learning curve for new parole panel members allowing for continued operations during the transition.

V. **Dissenting Opinions & Other Relevant Items:** None.

Case Notes Upgrade and Enhancement

I. **Statement of Issue:** Case Notes is an existing automated system that supports the consideration of offenders for parole as well as their supervision in the community. The Board of Pardons and Paroles and Department of Correction are in the process with $600,000.00 of grant funding upgrading their existing Case Notes system.

II. **Proposed Action:** The upgrading of the Case Notes system is a top priority for the Board of Pardons and Paroles. Currently two Parole and Community Services Managers are serving as Project Manager and Enhancement Training Coordinator, respectively, dedicating the bulk of their time to this work. Additionally, one Parole Officer is assigned full-time to development work, as well as one Information Technology.

   A. **Prioritization Schedule:** The project has immediate priority. It is anticipated that this project will reach completion and will be ready for implementation on or about December 31, 2011.

   B. **Fiscal Impacts:** The project is being funded through federal grant therefore there is no fiscal impact to the agency.

III. **Long Term Needs/Vision:** The final version of the Case Notes system will reduce repetition and redundancy through the various enhancements, thereby increasing user efficiency. Of significant importance is the capacity that the Case Notes system will create for obtaining valuable statistical information regarding the parole eligible population in our state, as well as the functions of the agency. Overall, the information gained through the implementation of this project will serve to increase agency efficiency and productivity while advancing our ability to utilize evidence based practices in our process.

IV. **Jobs Impact and Other Benefits:** The Case Notes system upgrade will allow greater efficiency by automating many of the manual tasks currently completed by staff in addition to converting all parole files to an electronic format. The upgrade and enhancement will allow for electronic information sharing with Judicial and State and Local Law Enforcement. This enhancement will provide real-time access to parolee information, increasing public safety.

V. **Dissenting Opinions & Other Relevant Items:** None

Transition of Pardons Board Members

I. **Statement of Issue**: Replacement and transition of seven part-time Pardons Board members.

II. **Prioritized Action**: Through a staggered replacement of Pardons Board members over a period of six months the current Pardon's Hearing Schedule will not be disrupted.

   A. **Prioritization Schedule**: Pardons panels consist of three members each who sit on both a Pre-Screening Hearing and a Full Hearing for each scheduled docket (see attached schedule). Training for Pardon's Board members, beyond a full day overview of relevant documents and materials, consists largely of participation in the process through shadowing of current members. Replacing one to two members per month over the period January through June 2011 would enable new members to participate in a full cycle while shadowing prior to managing a docket on their own.

   B. **Fiscal Impacts**: None.

III. **Long Term Needs/Vision**: In staggering the replacement of Pardons Board members the current schedule of hearings is maintained. In so doing, public safety is enhanced by providing relevant experience and training to those imbued with the authority to grant or deny pardons.

IV. **Jobs Impact & Other Benefits**: Pardon Hearings are scheduled at courthouses throughout the state for the coming year and would not require any changes under the proposed process. A smooth transition ensures that the needs of interested community partners who have a stake in the expunging of records pertaining to their citizenry are met.

V. **Dissenting Opinions & Other Relevant Items**: See attached Pardons hearing schedule.

Replacement of all full and part-time Parole Board Members.

I. **Statement of Issue**: Development of a transition plan in the event that all full and part-time Parole Board members are replaced.

II. **Prioritized Action**: A period of training in relevant subject matter would require a minimum of **six** weeks during which time parole-grant hearings would cease.

   A. **Prioritization Schedule**: An initial training program consisting of nineteen modules exists for new parole board members (see attached outline). Modules are designed to be presented over the course of one day each. Additional training in the form of mock hearings is required absent actual parole hearings being conducted. In total a period of no less than six weeks is recommended to ensure maximum assimilation.

   B. **Fiscal Impacts**: A disruption in the parole grant hearing schedule (see attached yearly calendar and January hearing schedules) ultimately affects the total prison population by reducing the number of offenders who are granted parole and awaiting release. This would also cause great disruption in the facilities in terms of scheduling of hearings, and stress on the inmate population. Approximately 450 offenders would need to be rescheduled going forward, and this could result in an increase in the prison population and a resulting increase in costs. It is also likely that a new Board would be initially less efficient in hearings, thus reducing the number of inmates that can be heard during a hearing, causing further delays in hearings.

III. **Long Term Needs/Vision**: The agency seeks to prepare panel members to make suitability decisions regarding parole release for eligible offenders. Our goal is to provide both initial and ongoing training including the most current research, trends and practices in parole decision making. An initial immersion in the related materials could serve to more fully prepare Parole Board members for their duties. The current weekly schedule of training sessions (see attached calendar) provides an ongoing opportunity to cover updated information.

IV. **Job Impacts & Other Benefits**: Training is provided by agency managers who have responsibility over various areas, and knowledge and expertise in specific topics, as well as by officials from other collaborating criminal justice agencies. An initial training period offers an opportunity to train all new members at one time and has the least impact on training staff time. With training as the focus for a period of six weeks, the staff will set aside responsibilities in other areas, such as hearing preparation, that require attention. A focused period of training has the potential to better prepare the new Board members.

V. **Dissenting Opinions & Other Relevant Items**: Care must be taken to weigh the fiscal impact regarding the total prison population with the potential benefits to a focused period of training. Approximately 450 offenders would need to be rescheduled going forward. However, the current practice of hearing many offenders between one year and eighteen months prior to eligibility could reduce the impact by allowing sufficient time for release at eligibility.

Replacement of Part of Parole Board

I. **Statement of Issue**: Development of a transition plan in the event that a portion of the full and part-time Parole Board members are replaced.

II. **Prioritized Action**: A staggered replacement of Board members allows for training in the form of participation in the process through shadowing of current Parole Board members at actual hearings after an initial overview.

   A. **Prioritization Schedule**: An initial overview consisting of items II, X, XII and XVIII of the Training Outline (attached) followed by participation and shadowing of current Board members would be afforded to the new Parole Board members and would allow the current schedule of hearing to go forward. Additional modules would be incorporated into the weekly training cycle. Should new Board members be brought in at different times, such a cycle would need to be repeated.

   B. **Fiscal Impacts**: Costs associated with salaries for new full time Board members and per diem payment for new part time members during the overlapping period need to be addressed. Exploration of personal service contracts may be a consideration.

III. **Long Term Needs/Vision**: Experience suggests that training through first hand participation and shadowing is the best teacher for the role that Parole Board members take on. Keeping current members on while training new members accomplishes two goals. There is no disruption in the hearing schedule thereby ensuring a continuous stream of offenders granted parole and pending release. The new Board members are afforded the best possible opportunity for training in the role they will assume.

IV. **Job Impacts & Other Benefits**: Adding replacement Board members while the current Board is still functioning provides a seamless transition in terms of hearings and serves public safety by ensuring the best understanding of related processes.

V. **Dissenting Opinions & Other Relevant Items**: Should a decision be made to stagger the start dates of a portion of incoming Board members, the cycle of training and

shadowing would need to be repeated. Training is provided by agency managers who have responsibility over various areas, and knowledge and expertise in specific topics, as well as by officials from other collaborating criminal justice agencies. A repeating cycle of training has the potential to disrupt operations as trainers take additional time away from their primary responsibilities.

PAROLE BOARD TRAINING CALENDAR 2010

MARCH	**2nd**	**9th**	**16th**	**23rd**	**30th**
	Addiction Services - Ken Mathewson	Residential Unit - Tom O'Connor & Staff	Spirituality - Religion in Recovery - Reintegration - Laurie Etter & Chuck Williams	TOP Program Northern SRG - Paul Oulette/John Aldi	Awards Ceremony
APRIL	**6th**	**13th**	**20th**	**27th**	
	General Probation & Specialized Units Overview - Bill Anselmo & Brian Coco	CRT - Contracted Substance Abuse Provider - Deb Koval	Bridgeport District - Parole Managers Noto and Williams	Compendium Overview - Kim Sharpe	
MAY	**4th**	**11th**	**18th**	**25th**	
	Victim Services with Carmen & Melissa & OVS Staff	Meeting with Chairman Farr	York CI/Marilyn Baker & CPC with DW Karen Oien & Staff	Mandatory Staff Meeting - Maloney Training Center - Café 24 Room	
JUNE	**1st**	**8th**	**15th**	**22nd**	**29th**
	State Police COLLECT System Overview - Joan Hilliard & Sue Rogasky	Office of State Ethics - Board Members & Parole Managers	Mental Health Unit Ride - Alongs	Re-Entry Services with Donna Cupka & Kim Sharpe	Health Issues, Medial & Compassionate Parole with Dan Bannish
JULY	**6th**	**13th**	**20th**	**27th**	
	NO TRAINING	Juvenile Services - Mark White - Regional Manager	Office of the Victim Advocate Michelle Cruz	Staff Meeting - Café 24 - Steve Strom on Revocations & 85% Update	
AUGUST	**3rd**	**10th**	**17th**	**24th**	**31st**
	Manson Youth Institute - Warden Feliciano & Staff - Tour	Unified School District I - Superintendent Angela Jalbert - DOC Wethersfield	Hartford District Parole - Parole Managers Anderson & Barwikowski	Correctional Enterprises w/ David Brown, Director at MacDougall-Walker CI	Norwich District with PM Jennifer Bennett & Staff

COLOR KEY: Green = DOC; Red = Outside Agency; Yellow = Field Trip; Blue = Pending; Purple = All Staff

PAROLE BOARD TRAINING CALENDAR 2010

SEPTEMBER	7th	14th	21st	28th	
	Lotus Notes Navigation Refresher - Jess Bullard	Criminal Thinking & Assessment with Dr. Damon Mitchell, CCSU	NO TRAINING	Staff Meeting - EAP Update & Dr. Rentler - Vicarious Trauma	
OCTOBER	**5th**	**12th**	**19th**	**26th**	
	Salient Factor Score - Rich Sparaco	Randy Wallace - Connection Staff - Static 99 & VRAG - Meet w/Becky Ney	Willard-Cybulski Warden Torres & DW Pidgeon	DOC Volunteer Services w/ Doug Kulmaz	
NOVEMBER	**2nd**	**9th**	**16th**	**23rd**	**30th**
	Garner CI - Warden Semple & Staff	Brooklyn CI - Warden Light & Staff	Bergin CI - Warden Rinaldi & Staff	No Training - Holiday Week	NPRC - Richard Stroker & Becki Ney - Board Retreat - Managers to Attend
DECEMBER	**7th**	**14th**	**21st**	**28th**	
	Staff Meeting - MCTSD Auditorium SAVIN w/OVS & CMHC Medical / Compassionate Parole	Overview of NPRC Committee Proposals re: Parole Conditions and Decision Making	ICAOS Rules Changes with John Defeo, Interstate Unit Manager	No Training - Holiday Week	

COLOR KEY: Green = DOC; Red = Outside Agency; Yellow = Field Trip; Blue = Pending; Purple = All Staff

Training Outline
for
New Parole Board Members

I. Welcoming Remarks

II. Overview of Parole

- Brief History
- General Statutes
- Parole Hearing Process & the Role of Officers and the Board
- Standard & Additional Conditions of Parole

III. Legal Issues

- Attorney General's Office
- State's Attorney's Perspective
- Overview of Public Defender's Role

IV. Parole Intake and Assessment Unit

V. Role of Parole Officer in the Facility

VI. Department of Correction Modules

- Ethics & Sexual Harassment
- Workplace Violence
- Security Risk Groups
- Classification & Records

VII. Overview of Pardons Unit

VIII. Police Chiefs Association

IX. CSSD, Pre-Sentence Investigation & Juvenile Records

X. Aspects of ParoleSummary

XI. Electronic Review of Materials

- Overview of Lotus Notes Application
- Overview of Applicable Websites

XII. Victim Services & Parole

- Victim Outreach
- Victims and the Hearing Process
- Role of the Office of Victim Services
- State's Perspective - State Victim Advocate
- Role of the DOC Office of Victim Services

XIII. Risk Assessment Application

XIV. Sex Offender Evaluation for Parole Consideration & the Special Management Unit

- Connection: Center for the Treatment of Problem Sexual Behavior
- UCONN Managed Healthcare
- Parole & CS Special Management Unit
- CONNSACS

XV. Mental Health Evaluation for Parole Consideration & the Mental Health Unit

- DOC Mental Health & Addiction Services
- Parole & CS Mental Health Unit
- Garner CI
- Role of BOPP Supervising Psychologist

XVI. Parole & Community Services Division

- Overview
- Residential Unit
- Connecticut Association of Non-Profits

XVII. Interstate Compact for Adult Offender Supervision Overview

- ICAOS Web-Based On-Demand Training

XVIII. Revocation & Rescission Unit Overview

- Revocation Regulation
- Revocation & Rescission Hearings

XIX. National Trends in Parole, Overview of Evidence Based Practices, The Role of the Board in Collaboration and Success Driven Re-Entry

Subject: PUBLIC SAFETY: A Proposed system of RE-Entry for Connecticut

Submitted by: Maureen Price-Boreland, Executive Director, Community Partners in Action

STATEMENT OF THE ISSUE: Despite many significant efforts across Connecticut by several state agencies, the Department of Correction, the judicial branch, the legislative branch, the Governor's office, countless non-profits and faith based organizations; there is a void for a more coordinated, systemic approach to Re-entry.

This lack of coordinated services results in:

- A fragmented approach to re-entry that lacks an agreed on vision and mission for the State of Connecticut
- State agencies are inconsistent and bifurcated in their approach to service delivery
- Lack of a coordinated system produces programming based on individual agency ideology vs. well established, evidenced based, client centered services that take into consideration the real life barriers of the offender population, coupled with resources and how to best balance them with outcomes
- Inconsistent tools for measuring success
- No statewide consistent measurement and recording of success

Research has made clear that punishment-driven approaches alone are not effective in reducing recidivism or preventing future crime. To encourage successful offender reentry and prevent future crime, state officials must address the reasons why offenders become involved in the criminal justice system. Without effective intervention, offenders will leave incarceration facing those same challenges without the tools necessary to overcome them.

Challenges that include:

Education Barriers. More than one-third of offenders in prison have not earned a high school diploma or GED and 4 out of 5 have not received any postsecondary education. While most prisons offer educational classes (e.g., Adult Basic Education, Adult Secondary Education), only a portion of inmates receives these services.

Employment Barriers. Furthermore, the lack of job skills, the deterioration of skills while incarcerated, intermittent work histories, and the stigma of being in prison make finding legitimate and well-paying employment in the community difficult.

Substance Abuse and Addiction. *A large number of offenders* are substance dependent. Four times the rate of addiction experienced by the general population. Yet only a small number participates in substance abuse programming prior to release.

Mental Health Concerns. Mental health problems affect the majority of both male (55%) and female (73%) adults in prison. Women offenders often suffer from depression, anxiety disorders (e.g., PTSD), and eating disorders, while substance abuse and antisocial personality disorders are more prevalent among men.

Homelessness. For offenders who may have been homeless prior to incarceration and struggle to find sustainable, affordable housing after release, only a small number will have the opportunity to live in a halfway house or other community release program.

Caring for Children. For the majority of offenders who have dependent children, reentry brings an increased responsibility for the physical, emotional, and financial wellbeing of others.
Other Survival Concerns. For offenders who are released from prison without the necessary identification (e.g., birth certificate, state issued identification) and transportation options (e.g., personal vehicle, a residence near public bus routes), obtaining appropriate housing, employment, and services can be quite challenging if not impossible.

PROPOSED ACTION/FRAMEWORK FOR OFFENDER RE-ENTRY:

A. ORGANIZATIONAL CHANGE; This requires a broad overview of the criminal/community justice system that will adopt a common vision, examine every aspect of the current system state wide to encompass, the initial assessment and case management upon entrance into the correction's system, the transition of offenders from institutions to the community, post release supervision and management practices. The goal is to determine whether current policies and practices reflect the philosophy of a sustained and progressive path to offender success, reduced recidivism and increased public safety.

B. ESTABLISHMENT OF A CENTRALIZED POLICY BODY- Although there are current state sponsored groups that have re-entry as part of their agenda, the current activities and structure does not provide a statewide systemic approach to revamping re-entry. Re-entry is one of the agenda items. This proposed approach recommends a Re-entry Commission whose only agenda is a coordinated result based focus on re-entry.

At the policy level, the Governor should implement a decision-making body (Re- Entry Commission) authorized to review and set policy for the state on reentry issues. The Policy group should include key stakeholders who have a commitment to or responsibility for community safety

This Commission should be complemented by a secondary level team of managers who are charged with implementing the decisions of the policy team. Individuals should come together to reconcile the goals and missions of the agencies they represent with a shared system wide vision for offender reentry. These policy teams should create an infrastructure that develops policies, remove organizational barriers that inhibit and conflict with collaborative decision- making and compliments the larger re-entry effort.

Re-entry Courts should be considered as part of the option for operationalizing a coordinated Re-entry approach. Structurally accountable models need to be implemented; whose very structure promotes coordination, stability, and program effectiveness over time. This effort would be an extension of the drug court model, which has been identified as an effective means to rehabilitate, hold accountable and reintegrate the high risk, non-violent drug involved offender back into the community.

C. PLANNING PROCESS: The Planning Process should include:

- A coordinated and agreed upon vision and mission
- Appoint the team/leadership to undertake the process

- Research on effective evidenced based practices
- Collect data on current status
- Determine the strengths and gaps in current efforts
- Develop and prioritize goals
- Develop specific objectives for each goal
- Implement the strategy
- Monitor the impact of the strategy
- Maintain momentum

FISCAL IMPACT/POTENTIAL BENEFITS: A Re- entry model that promises to reduce reliance on prison will produce significant cost savings to the state of Connecticut that will be realized in the near future and foreseeable future.

The measurement of the impact would rely on a comprehensive statistical analysis however it is known that the cost of incarceration averages $30,000- $35,000 per year, while a systemic coordinated re-entry process cost between $4,000 for supervision -$10,000 for treatment based services.

If Connecticut develops a more coordinated and informed system, there will be an opportunity to more accurately measure the deliverables to include duplication of services or repeated efforts.

Long-term Needs/Vision: There is a shift nationally in the attitude toward imprisonment and prisons. An increasingly and significant number of key stakeholders are cognizant of the significant financial and social cost of incarceration and committed to the need for effective alternatives. Recent Federal commitment has included the Second Chance Act and the Prison Re-entry Initiatives that demonstrate a bi-partisan effort to work collaboratively in mindfully integrating the offender into the community.

Connecticut has received federal awards for both the Prison Re-entry Initiative and the Second Chance Act through collaborations with Community Agencies, The Department of Correction and CSSD. These successful efforts have put Connecticut on the national stage and provide a model for programming. Connecticut is positioned to expand these efforts on a statewide basis.

Jobs Impact and other Benefits: Realignment of re-entry services should not influence job reductions. In keeping with Malloy's campaign policy, a coordinated approach will allow the above offender's challenges and deterrents for success to be addressed in a statewide collaborative manner, thus creating better alignment with assessment of needs, provision of services to meet those needs, monitoring progress and recording results. This will create a model for service delivery, reduce duplication of fragmented services and position the state to be more pro-active, plan action based on common vision and modify and tailor resources to achieve desired outcomes.

RELEVANT REFERENCES/REPORTS

Governor's Task Force on Sentencing and Parole- Offers a recent overview of recommendations for addressing issues in the Connecticut's Criminal Justice System
http://www.ct.gov/opm/cwp/view.asp?a=2976&q=404538&opmNav_GID=1797&opmNav=|46658|

RE-Entry Court represents efforts designed to create a coordinated/centralized approach to RE-Entry Services http://www.reentrycourtsolutions.com/articles/ten-reasons-to-build-a-reentry-court-in-2010/

US Department of Labor – Public Partnership Re-Entry Opportunities and the Second Chance Act of the Bureau of Justice offer comprehensive models for community re-entry programs.
http://www.doleta.gov/RExO/eta_default.cfm

Second Chance Act- Re-Entry Information:
http://www.reentrypolicy.org/government_affairs/second_chance_act

CONNECTICUT ASSOCIATION of NONPROFITS | ...to serve, strengthen and support Connecticut's nonprofit community.

Date: December 16, 2010

To: Theresa Lantz, Co-Chair, Transition Team Policy Committee on Public Safety

From: Julia Wilcox, Senior Public Policy Specialist, CT Nonprofits jwilcox@ctnonprofits.org

Re: CT Nonprofits' Recommendations Re: Mental Health Relative To Public Safety

Recommendations Regarding Mental Health – Relative to Public Safety

I. Statement of Issue:

State prisoners and local jail inmates who had a mental health problem are twice as likely as inmates without a mental health problem to have experienced homelessness in the year before their incarceration. [1] Yet few have access to adequate medical or behavioral health care in the community or during incarceration, which only exacerbates behaviors that lead to arrest. The U.S. Department of Justice reports that more than half of adults in jails or prisons are mentally ill. The Los Angeles County Jail, Cook County Jail (IL), and Riker's Island (NY) each have more mentally ill inmates than any hospital in the U.S. [2] The lack of effective diversions from the justice system into the mental health system leads to the costly and unethical warehousing of people in need of psychiatric treatment. Many people with mental or personality ***disorders*** also have alcohol and substance abuse problems (co-occurring disorders) and comprise a large percentage of jail and prison populations. Despite evidence that treatment greatly reduces the likelihood of repeat offenses and is far less expensive than incarceration, few inmates in need of both mental health and addiction services receive treatment for both while incarcerated.

II. Proposed Action:

- Ensure continuity of health care services for those detained by criminal justice authorities. Regular health services are prone to disruption upon entry to jails and prisons, often aggravating serious health problems such as mental illness, addiction, or HIV. Health care providers in penal institutions should coordinate closely with community-based providers to continue appropriate services and medicine.
- Decriminalize the condition of homelessness. An increasing number of local governments enforce ordinances that prohibit public begging, sleeping on sidewalks, and placing one's belongings under park benches. Unnecessary arrests and incarcerations for such acts disrupt people's tenuous arrangements for shelter and services and complicate access to housing and employment. Communities should reverse policies that jail those in need of greater supports and instead work for effective solutions, such as affordable housing, adequate incomes, and comprehensive health services including addiction and mental health treatment.

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[1] James, D. and Glaze, L. Bureau of Justice Statistics. Mental Health Problems in Prison and Jail Inmates. Sep 2006.

[2] Cox, Judith F., et al. "A Five-Year Population Study of Persons Involved in the Mental Health and Local Correctional Systems." *Journal of Behavioral Health Services and Research* 28:2 (May 2001). 177-87.

[3] Cho, Richard, Corporation for Supportive Housing. "Overlap and Interaction of Homelessness and Incarceration: A Review of Research and Practice." NAHC Research Summit, March 2008.

- Ban discrimination against ex-offenders in housing and employment. Remove restrictions on HUD and local Housing Authorities for offenders. Homelessness and recidivism are among the consequences of these discriminatory policies. Studies have proven that supportive housing reduces criminal justice involvement and mitigates risk for re-incarceration. [3]

A. Prioritization Schedule

Given the critical need for additional resources to provide mental health and addiction treatment, efforts should begin immediately to provide additional treatment and to iimprove service coordination among state and local mental health and criminal justice programs. Improve the ability of offenders with mental health needs to transition successfully between corrections-based and community-based treatment programs.

B. Fiscal Impacts

The economic consequences of mental health issues often coupled with drug abuse severely burden federal, state, and local government resources and, ultimately, the taxpayer. Mental health and drug abuse treatment is cost effective in reducing crime and bringing about associated healthcare, crime, and incarceration cost savings.

Positive net economic benefits are consistently found for mental health/drug abuse treatment across various settings and populations.

The largest economic benefit of treatment is seen in avoided costs of crime (incarceration and victimization costs), with greater economic benefits resulting from treating offenders with co-occurring mental health problems and substance use disorders. Residential prison treatment is more cost effective if offenders attend treatment post release, according to research (Martin, Butzin, Saum, and Inciardi, 1999). Drug courts also convey positive economic benefits, including participant-earned wages and avoided incarceration and future crime costs.

III. Long-term Needs/Vision

Mental health treatment and criminal rehabilitation go hand in hand. To combat mental health and drug-related crime, we must adopt a coordinated long-term strategy of interdiction, accountability and treatment and make these resources more readily available for everyone in need. In addition, we need to:

1. Identify strategies for preventing adults with mental health needs from becoming offenders.
2. Identify strategies for improving the cost effectiveness of services for adults with mental health needs who have a history of offending.
3. Identify incentives to encourage state and local criminal justice, and mental health programs to adopt cost effective approaches for serving adults who are likely to offend or who have a history of offending.

IV. Jobs Impact & Other Benefits

The National Institute of Mental Health estimates that more than 3 million adults aged 18-69 have a serious mental illness. Estimates of unemployment among this group are 70-90%, a rate higher than for any other group of people with disabilities in the USA. Recent surveys report that approximately 70% of those with psychiatric problems rank employment as an important goal.

It has long been known that severe mental illness often impairs dramatically one's capacity to work and to earn a living. It can lead to impoverishment, which in turn may worsen the illness and reverting back to criminal behavior. Thus, all efforts to find employment for these persons are essential since they improve quality of life and reduce both impoverishment and the high service and welfare costs engendered by this group [4].

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[3] Cho, Richard, Corporation for Supportive Housing. "Overlap and Interaction of Homelessness and Incarceration: A Review of Research and Practice." NAHC Research Summit, March 2008.

[4] Henderson, C., Thornicroft, G. & Glover, G.: *Inequalities in mental health*. Br. J. Psychiatry, 173, 105-109. 1998.

V. Dissenting Opinions & Other Relevant Items

Stigma surrounds those with mental illness and the recovery process is often misunderstood. Although stigma and shame are still the dominant attitudes towards mental health, mental illness, and addiction, there has been a dramatic shift in perception during the last 10 years. Advancement and improvements in the legal system have had a positive impact on attitudes and knowledge relating to all disabilities and to mental illness in particular. This has, in turn, created a greater openness towards all mental health issues. Additional contributing factors include public and professional awareness that prolonged hospital or prison stays can be disabling, advances in pharmacology, and a shift in focus from pathology to strengths and abilities. More importantly, a variety of service models have been developed and implemented over the past decade which are successful in helping people with a depressive illness and other mental illnesses to secure and maintain employment.

The mass media often portray persons with mental illness in a most unfavorable light. Since the media play a crucial role in filtering information that reaches the public, it is obvious that all efforts should be made by mental health professionals to work closely with them and to correct the misconceptions which they may harbor.

Related Information & Reports

→ For information related to DOC funded programs provided by the private, nonprofit network available within the communities of Connecticut, please refer to the following:
Directory of Contracted Community Programs: Connecticut Department of Correction - Parole and Community Services, Brian K. Murphy, Acting Commissioner, Joseph Haggan, Director of Parole and Community Services. (November 2009)
http://www.ct.gov/doc/lib/doc/pdf/contractedcommprogdirectory.pdf

→ State of Connecticut 2010 Annual Recidivism Report**:** Annual report published in response to the statutory requirements outlined in Public Act 05-249. The legislation created the Criminal Justice Policy and Planning Division (CJPPD) within the Office of Policy and Management (OPM) and tasked the Division with issuing an annual report on the recidivism of offenders released from the custody of the Department of Correction (DOC) and from probation. (February 15, 2010)
http://www.ct.gov/opm/lib/opm/cjppd/cjresearch/recidivismstudy/2010_0215__recidivismstudy.pdf

→ "Partners in Progress" The State of Connecticut Re-entry Strategy
http://www.ct.gov/doc/lib/doc/PDF/PDFReport/StrategicPlanReentry09.pdf

→ 2009 Annual Report, Connecticut Department of Correction

http://www.ct.gov/doc/lib/doc/PDF/PDFReport/annualreport2009.pdf

→ National Reentry Resource Center- Established by the Second Chance Act, the NRRC provides information related to the field of prisoner reentry. http://www.nationalreentryresourcecenter.org/

→ Final Report of the Governor's Sentencing & Parole Review Task Force - January 22, 2008
http://www.ct.gov/opm/cwp/view.asp?a=2976&q=404538&opmNav_GID=1797&opmNav=|46658|

→ 'Redemption' in an Era of Widespread Criminal Background Checks: National Institute for Justice
http://www.ojp.usdoj.gov/nij/journals/263/redemption.htm#author#author

Sincere appreciation to Sherry Albert, Vice President, Adult Services & Barbara Lazarski, Director of Community Relations; Community Solutions, Inc. for their assistance & efforts related to these recommendations.

CONNECTICUT ASSOCIATION of NONPROFITS | ...to serve, strengthen and support Connecticut's nonprofit community.

Date: December 16, 2010

To: Theresa Lantz, Co-Chair, Transition Team Policy Committee on Public Safety

From: Julia Wilcox, Senior Public Policy Specialist, CT Nonprofits

Re: CT Nonprofits' Recommendations Re: Substance Abuse Relative To Public Safety

Recommendations Regarding Substance Abuse – Relative to Public Safety

I. Statement of Issue:

The consequences of illicit drug use impact the entire criminal justice system, taxing resources at each stage of the arrest, adjudication, incarceration, and post-release supervision process. Although drug courts and diversion programs in many jurisdictions have helped to alleviate this burden, substance abuse within the criminal justice population remains widespread and under-treated.

Findings show unequivocally that providing comprehensive drug abuse treatment to criminal offenders works, reducing both drug abuse and criminal recidivism. Given the swelling prison population, attributable in large part to drug-related offenses (80 to 85 % with addiction or drug related crimes) accompanied by high rates of recidivism, it is a matter of public health and safety to make drug abuse treatment a key component of Connecticut's criminal justice system. Addressing the treatment needs of substance abusing offenders is critical to reducing overall crime and other drug related societal burdens, such as lost job productivity.

The case for treating nonviolent drug abusing offenders is compelling. Drug abuse treatment improves outcomes for drug abusing offenders and has beneficial effects for public health and safety. Effective treatment decreases future drug use and drug-related criminal behavior, can improve the individual's relationships with his or her family, and may improve prospects for employment.

While individuals progress through drug abuse treatment at different rates, one of the most reliable findings in treatment research is that lasting reductions in criminal activity and drug abuse are related to length of treatment. Generally, better outcomes are associated with treatment that lasts longer than 90 days, with the greatest reductions in drug abuse and criminal behavior accruing to those who complete treatment.

II. Proposed Action:

- Fund treatment and provide enough of it. Connecticut's limited residential treatment beds and treatment slots create long waiting lists that can exacerbate the addiction leading to additional crime and higher recidivism rates.
- Provide additional substance abuse treatment for offenders starting within the facilities and tie treatment to reentry/transition programs to provide support.
- Consider impoverished people who are not able to access insurance that covers the level of care/treatment necessary.
- Lengthen the stay in substance abuse programs to a minimum of 90 days to effect long term positive change.

- Reevaluate sentencing practices and drug laws related to nonviolent drug offenders. Determine if classifications can be modified to result in more misdemeanor offences and corresponding sentences or more alternative sentencing options vs. incarceration, including treatment options.
- Create a comprehensive effort between the Department of Corrections (DOC) and the Court Support Services Division (CSSD) to provide additional transitional and reentry options.
- Remove restrictions on HUD and local Housing Authorities for offenders with possession and sales charges.
- Impact public acceptance through a comprehensive campaign of public education through collaboration of State and private providers.

A. Prioritization Schedule

Given the critical need for additional resources to provide substance abuse treatment, efforts should begin immediately to provide additional treatment and extend the length of treatment to a minimum of 90 days.

B. Fiscal Impacts

The economic consequences of drug abuse severely burden federal, state, and local government resources and, ultimately, the taxpayer. Drug abuse treatment is cost effective in reducing drug use and bringing about associated healthcare, crime, and incarceration cost savings.

Positive net economic benefits are consistently found for drug abuse treatment across various settings and populations.

The largest economic benefit of treatment is seen in avoided costs of crime (incarceration and victimization costs), with greater economic benefits resulting from treating offenders with co-occurring mental health problems and substance use disorders. Residential prison treatment is more cost effective if offenders attend treatment post release, according to research (Martin, Butzin, Saum, and Inciardi, 1999). Drug courts also convey positive economic benefits, including participant-earned wages and avoided incarceration and future crime costs.

III. Long-term Needs/Vision

Drug treatment and criminal rehabilitation go hand in hand. To combat addiction and drug-related crime, we must adopt a coordinated long-term strategy of interdiction, accountability and treatment and make these resources more readily available for everyone in need. The need is to create a comprehensive service plan in coordination with the DOC, CSSD and private providers. Criminal justice supervision should incorporate treatment planning for drug abusing offenders, and treatment providers should be made aware of correctional supervision requirements. The coordination of drug abuse treatment with correctional planning can encourage participation in drug abuse treatment and can help treatment providers incorporate correctional requirements as treatment goals. Treatment providers should collaborate with criminal justice staff to evaluate each individual's treatment plan and ensure that it meets correctional supervision requirements, as well as that person's changing needs, which may include housing and childcare; medical, psychiatric, and social support services; and vocational and employment assistance. For offenders with drug abuse problems, planning should incorporate the transition to community-based treatment and links to appropriate post release services to improve the success of drug treatment and re-entry. Abstinence requirements may necessitate a rapid clinical response, such as more counseling, targeted intervention, or increased medication, to prevent relapse. Ongoing coordination between treatment providers and courts or parole and probation officers is critical in addressing the complex needs of these re-entering individuals.

IV. Jobs Impact & Other Benefits

Effective treatment decreases future drug use and drug-related criminal behavior, can improve the individual's relationships with his or her family, and improve prospects for employment.

V. Dissenting Opinions & Other Relevant Items

Public opinion is often to say that addicts should "just say no" and pull themselves up by their bootstraps while decades of medical and social science research show that addiction is a progressive, chronic and multifaceted disease. They don't always associate crime and recidivism with a substance abuse problem that needs treatment.

"Criminal thinking" is a combination of attitudes and beliefs that support a criminal lifestyle and criminal behavior. These can include feeling entitled to have things one's own way, feeling that one's criminal behavior is justified, failing to be responsible for one's actions, and consistently failing to anticipate or appreciate the consequences of one's behavior.

This pattern of thinking often contributes to drug use and criminal behavior. Treatment that provides specific cognitive skills training to help individuals recognize errors in judgment that lead to drug abuse and criminal behavior may improve outcomes.

Related Information & Reports

→ For information related to DOC funded programs provided by the private, nonprofit network available within the communities of Connecticut, please refer to the following:
Directory of Contracted Community Programs: Connecticut Department of Correction - Parole and Community Services, Brian K. Murphy, Acting Commissioner, Joseph Haggan, Director of Parole and Community Services. (November 2009)
http://www.ct.gov/doc/lib/doc/pdf/contractedcommprogdirectory.pdf

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Sincere appreciation to Sherry Albert, Vice President, Adult Services & Barbara Lazarski, Director of Community Relations; Community Solutions, Inc. for their assistance & efforts related to these recommendations.

Subject: Public Safety: Community Policy Recommendations[1]

Submitted by: Family ReEntry, Inc.

1) Establish cabinet level position (Reentry Czar) to coordinate and direct all matters related to prisoner reentry. Reporting to the Governor, this position will ensure that all relevant agencies (not just criminal justice agencies- i.e. DMV, DSS, Housing, Education, etc) and municipalities are engaged in addressing critical issues and barriers related to successful reentry.
2) Encourage private sector engagement by requesting that Governor appoint a "Blue Ribbon Commission (private sector business leaders)" to solicit ideas and make recommendations – maybe building on CBIA recommendations and Co-Chaired by CBIA.
3) Create mechanism to allow non-profit and state agencies the freedom to discuss issues, ideas and concerns without jeopardizing ability to respond to RFP's.
4) Consolidate adult community corrections (possibly to include juvenile) into single entity, thereby eliminating inefficient redundancies, improving accountability, and strengthening continuity of care and custody.
5) Establish a centralized client database for all offenders under community supervision, linking DOC with contracted community providers, thereby tracking assessments, referrals, and contract and offender compliance. CSSD currently utilizes this technology and may be willing to add DOC providers and offenders at little to no cost. It is separate and distinct from both DOC's "Casenotes" and CSSD's "CMIS" systems.
6) Require Board of Pardons and Paroles to establish release decision-making policies that incorporate actuarial risk and needs assessments. Terms and conditions of parole should be linked to these assessments, as should the availability of services in the community.
7) Support, encourage and help fund regional "Reentry Roundtables", thereby creating a regular forum for local leaders, employers, service providers and law enforcement to communicate and share concerns and ideas.
8) Provide necessary resources to non-profit agencies to perform at the level to which they are contractually and ethically obligated.
9) Fund research and assistance to the children of incarcerated parents as a way to not only improve the lives of those children, but to help find solutions to the causes of intergenerational crime and anti social values.
10) Ensure that all sentenced offenders have bona fide identification upon release.

[1] Compiled by Family ReEntry, Inc. December 16, 2010

Subject: Alternative Incarceration for Women and care of their Children

Submitted by:
Stacey Lawton
Deputy Director
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Lebanon, CT 06249
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In one day we crafted a plan for a residential treatment alternative for women with children. It is uncomplicated and creates a realistic picture of the kind of program this agency or others could put in place and should BE put in place. Our source on the cost of incarcerating women in Connecticut is based on the 2006 OLR report that says it cost $54,000 annually at York C.I..

There is an assumption that we make that these women would have children in the foster care system in Connecticut at the time of their incarceration and that was figured in at approximately $172,800. ($800/month for 18 children for 12 months)

Not included is a figure of $40,000 that appears in the OLR report that accounts for the cost of criminal behavior, police and court costs prior to incarceration or continued and unchecked criminal behavior.

So what you need to know is that for $417,000 we could operate a substance abuse treatment program for women program as an alternative to incarceration that would allow for women to live in the program with their children.

Jailing 10 women and providing care for their kids would minimally cost the state $712,000. We could provide a meaningful and safe program for approximately $300,000 less.

We operate in a universe that proposes at a level of ten beds at a time. 50 beds has never been realistic for us but five programs could collaborate on a similar program with ten beds each. Extrapolating the savings we demonstrate could be pegged at $1.5 million.

There are variables but this is a quick study and analysis and I hope it is helpful to you.

I managed to get it all on one sheet (but there's no room for Jack's paragraph) So maybe (Jack) you could put your paragraph on the second sheet?? Or a cover sheet?? and add a statement that shows the COST SAVINGS to the state if they were to fund a program like this instead of incarcerating women and putting their children in foster care.

The annual cost of incarcerating one woman is estimated at 54k per year. That is $540,000 per year for 10 women.

Assuming those ten women have 18 children, it would cost the state $800/month for each child to be in foster care. (this is a very conservative estimate) That is a foster care cost of $172,800 per year. (800/per month x 18 kids x 12 months)

So the total incarceration and foster care cost annually is $712,800. We can provide a program for $417,163. That is $295,637 LESS!

Keep in mind that I did not add the start up (furnishings and equipment) into the cost of operating the program. This would have falsely inflated the operating costs. So I simply listed them as one time costs (40,000)

Bill will you please double check my numbers?? I did them twice but want to make sure I didn't miss anything. I'll bring a copy with me to L&M tomorrow. Call me if you have questions.

Thanks,

Stacey Lawton
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Subject: Public Safety – Specialized Investigative and Prosecution Team Targeting Individuals Involved in Gun Violence to Reduce Violent Crime

Submitted by: Hartford Police Chief Daryl K Roberts

1) **Statement of Issue:** Create a collaborative team of federal, state and municipal law enforcement, prosecution, parole, probation and state police personnel to target known offenders involved in gun related violence.

2) **Proposed Action:**

Hartford Police Department (One Sergeant and two Detectives)

Connecticut State Police (One Sergeant and two Detectives)

HPD and CSP personnel were responsible for investigative control over the various cases and composition of arrest warrants.

Department of Corrections (One Captain, one Lieutenant from Intelligence)

DOC personnel were responsible for arranging and facilitating interviews within correctional facilities, gathering and filtering intelligence from sources within correction facilities pertinent to ongoing investigations, phone and mail review specific to people of interest involved in ongoing investigations, and support of the investigators.

Office of the Chief States' Attorney (Two Inspectors)

The Inspectors were responsible for support of the investigators, brought State of Connecticut resources, technical assistance, and a practiced, experienced eye to the work being done, having been employed previously as Police Officers in the State of Connecticut. In addition, individual cases as well as groups of cases were examined for the possibility of a State Grand Jury investigation / prosecution.

G.A. 14 (One Inspector, one Prosecutor)

The Inspector from our local court was responsible for support of the investigators, brought a practiced, experienced eye to the work being done, having been employed previously as a Police Officer in the State of Connecticut, and worked as a liaison between the Team and the court.

The Prosecutor from our local court was responsible for coordinating with the investigators and other Team members in regards to applicable charges, preparing an investigation appropriate for prosecution and for associated administrative duties within his normal duties.

3) Long-term Needs/Vision

The cases assigned to the Shooting Team were firearm assaults chosen from the Closed-Inactive file of the Hartford Police Department Major Crimes Division. These are cases that have a lack of solvability based on lack of physical evidence, suspect information, witness information, and in some cases, victim participation.

Cases were also chosen using lab paperwork based upon NIBIN (National Integrated Ballistics Information Network). The Shooting Team often adopted additional Hartford Police cases when the State Lab evidenced that the same firearm was used in multiple events. On occasion, this meant that investigators were able to make arrests on cases with no obvious connectivity. The same gun appearing in more than one incident could mean the involvement of the same suspect, group of suspects, or gang, revealing a pattern crime. This gave Team members additional avenues of investigation, produced leads in related cases, and allowed cases to be chosen in an intelligent, organized manner.

Multiple firearm assault cases that are classified Closed-Inactive created a scenario with great potential for violent retaliation, resulting in an ever present condition of peril for potential unintended victims. In addition, the perception of an epidemic of violent crime, unchecked by arrest, is produced which erodes the public trust in the Police Department and its ability to protect people who cooperate with ongoing investigations.

Based on that scenario, victims and witnesses are fearful of retaliation by the suspect or their affiliates, when they consider cooperating with the Police and had resigned themselves to the philosophy that they would not talk to the Police, no matter what the circumstances.

Other victims and witnesses could, and choose not to, identify the assailant; in some instances because they are not victims or witnesses in the truest sense of the word but are mutual combatants, or are involved in criminal activity during the incident and do not wish to draw attention to that fact or their own criminal conduct.

Other victims and witnesses could not and still cannot, identify the assailants

4) **Jobs Impact & Other Benefits**:

The Shooting Team was able to revisit many cases in which the dynamics present for the victim or witness when the incident occurred, had changed. This change in dynamics was frequently enough to prompt the involved person to volunteer what information they had to offer.

Narcotics- enforcement directed towards people of interest or the area of incident pertinent to ongoing investigations. Information / intelligence sharing.

Conditions- enforcement directed towards people of interest or the area of incident pertinent to ongoing investigations. Information / intelligence sharing.

Midnight Conditions Team- enforcement efforts directed to target areas during peak hours for violent crime during late night / early morning hours of the day. Information / intelligence sharing.

Intelligence Division- enforcement efforts directed towards illegal firearms trafficking, sales, carrying and use. Shared responsibility with the Major Crimes Division for debrief of suspects involved in firearm arrests.

Fugitive Task Force- apprehension of wanted persons involved in ongoing investigations allows Detectives to concentrate on their caseload.

COMPSTAT- examination of recent cases for the purpose of exposing pattern crimes.

Arrests and accomplishments

From 07/08 to 11/10 the Shooting Team obtained forty arrest warrants, predominantly for suspects involved in firearm assaults and shots fired calls.

Shooting Team members have taken part in an FBI Task Force investigation involving DEA and the Connecticut State Police which resulted in over thirty arrests and produced various other cases related to gun violence and narcotics. Twenty six firearms, were seized during the course of the investigation. Additional arrests are expected as a result of the investigation. Additional arrests are also expected in ongoing Hartford Police Major Crimes investigations.

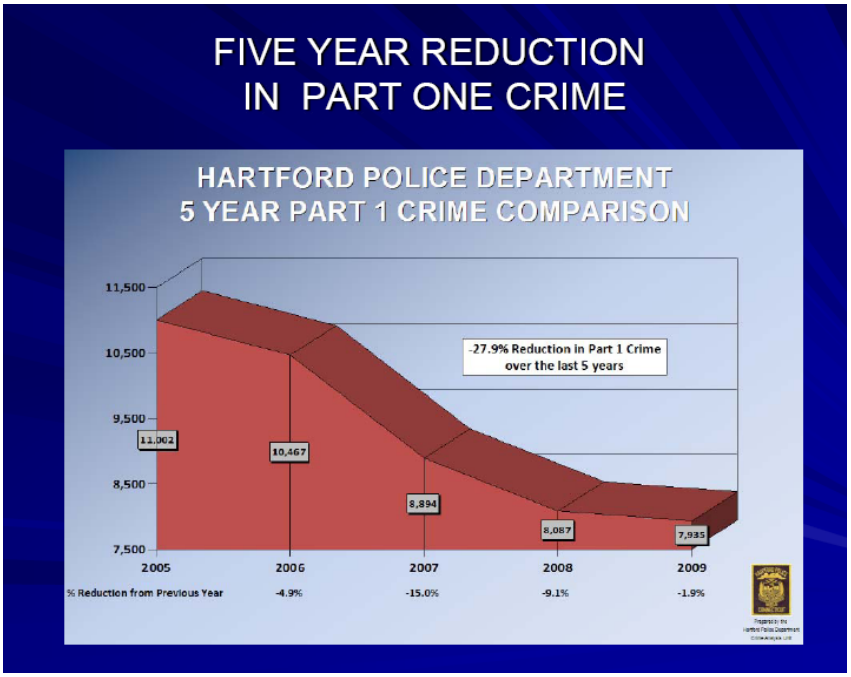
Intra-agency Enhancements

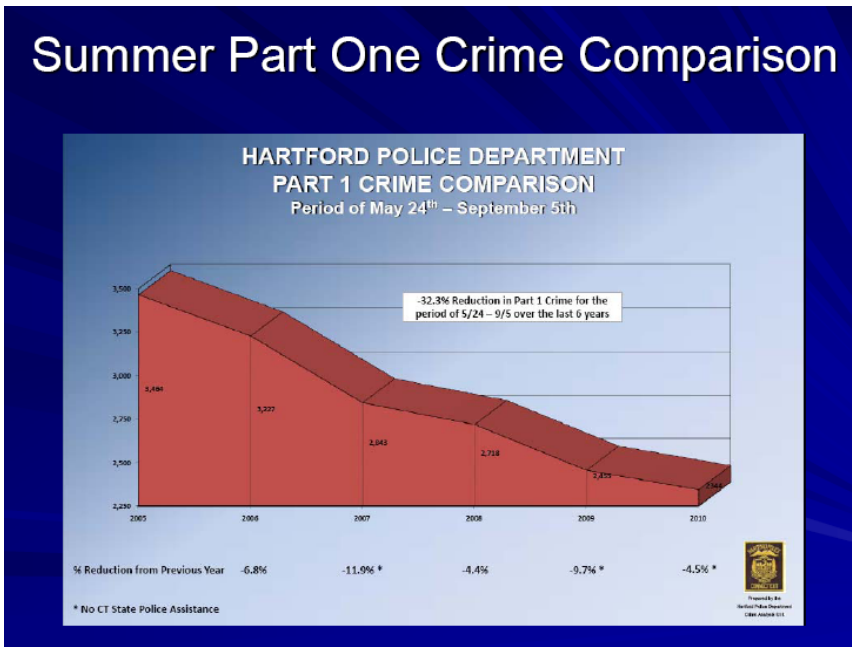
These are the imperative deployments, coupled with traditional policing efforts that enhanced the performance of the Shooting Team and helped make it a success and constitute Best Practices for the Hartford Police Department.

5) Other Relevant Items

Since 2005, due to the efforts of the Hartford Police Department's Neighborhood Policing Plan, Safe City Initiative, and Shooting Team efforts, Part One Crime has been reduced by 29.7 %. Additionally, violence during the summer months has been reduced by 32.3%, resulting in the safest summer in recent history and safest year in the city of Hartford in recorded history.

See the following charts tracking crime over a five year period in Harford.


FIVE YEAR REDUCTION
IN PART ONE CRIME
HARTFORD POLICE DEPARTMENT
5 YEAR PART 1 CRIME COMPARISON
11,500
10,500
9,500
8,500
7,500
-27.9% Reduction in Part 1 Crime over the last 5 years
11,002
10,467
8,894
8,087
7,935
2005
2006
2007
2008
2009
% Reduction from Previous Year
-4.9%
-15.0%
-9.1%
-1.9%


Summer Part One Crime Comparison
HARTFORD POLICE DEPARTMENT
PART 1 CRIME COMPARISON
Period of May 24th – September 5th
-32.3% Reduction in Part 1 Crime for the period of 5/24 – 9/5 over the last 6 years
3,500
3,250
3,000
2,750
2,500
2,250
3,480
3,227
2,843
2,718
2,455
2,342
2005
2006
2007
2008
2009
2010
% Reduction from Previous Year
-6.8%
-11.9% *
-4.4%
-9.7% *
-4.5% *
* No CT State Police Assistance

John C. DeCarlo, Ph.D.
Chief of Police, Branford, CT

Assistant Professor, University of New Haven

Background

Since 1994, the crime rate in America has dropped substantially. It is difficult to pinpoint any particular reason as the sole explanation for this drop in crime. Certainly, factors such as the economy, social structure, increased prison populations, legislative efforts and the police all have contributed to the drop.

Although the crime drop throughout the country has been substantial and might be based on several of the factors cited, the City of New York has experienced twice the crime decline as the rest of the nation. The fundamental change in that city that might explain the rate over and beyond the national decline is the way the city is now policing. Policing in New York City began to change from a traditional model in 1994. Research has shown over the last 50 years that reactive investigation, random patrol and rapid response are ineffective and inefficient ways to police. Unfortunately, this is the way that most of the country and most of the cities in Connecticut still undertake the job of policing.

The Kansas City patrol experiment definitively showed that the random deployment of police resources is largely ineffective in preventing crime. Yet most police departments in the state still deploy policing resources in a random, rather than focused, fashion. The RAND study of detectives showed that without the police engaging the community fully as partners, that approximately 2 percent of crimes might be solved. Yet most investigation is that police currently undertake are totally reactive. In a conversation with the author of the Broken Window theory of policing, Dr. George Kelling, he explained that the primary mission of any police department, as opposed to being reactive, should be to prevent the next crime from occurring.

A more efficient way to police might be gleaned from another important piece of research conducted in Wilmington, Delaware, called the Split Force Experiment. In this study, James Tien worked with the executive staff of the Wilmington, Delaware Bureau of Police to effectively cut the reactive nature of the force and increase the focused patrol efforts, which resulted in a statistically significant drop in crime in this locale well before the national crime drop occurred.

I. Statement of Issue: Police operations and many other facets of the CJ system have not been influenced by research and there is a disconnect between empirical analysis and criminal justice operations.

Although Kansas City, Wilmington and RAND have all taught us vitally important lessons in the way we should be policing, these and more recent important studies of police methodology have largely gone unimplemented.

II. Proposed Action:

The reason behind the poor adoption rate of innovative police methodologies is the poor professional development for police executives. Unlike states such as Ohio, which offer a professional credential for police chiefs, Connecticut does not offer advanced training at the executive policing level. It is imperative that the schism between research and practice be closed. The most effective way to do so is by offering a comprehensive curriculum to police executives which includes not only traditional administrative functions such as budgeting and public administration but topics such as predictive policing and crime control. By working in concert with the Department of Justice, National Institute of Justice and the U.S. Attorney's Office, as well as local prosecutors, it might be possible to identify certain grant solicitations and have police and academics work hand in hand to solve the vexatious problems of crime in Connecticut.

III. Long-term Needs/Vision

Police efficiency

It is incontrovertible that in this challenging economy, the hiring of additional police officers is not a top priority for communities. It is necessary, then, in order to maintain the same levels of service as populations and service needs grow, for police to work more efficiently and to leverage technology to assist their efforts. The adoption of legislation in Connecticut that would allow for the presumption of owner operation of motor vehicles would allow for the implementation automated red light and speed cameras by municipalities throughout the state. In the past, this legislation has not passed the bill phase and yet it works effectively in reducing motor vehicle wrecks in other states. Certain municipalities in Connecticut through directed efforts in modifying traffic behaviors have lowered their motor vehicle wreck rate by as much as 80 percent. The result of these efforts is in lowering traffic injuries for Connecticut families on state roads.

Technologies

The adoption of red light and speed cameras should also have an effect on the monitoring of criminals who commit violent crimes in our state. Like the strategy used by the New York police department in their subway system in 1991, when they reduced violent crime by catching turnstile jumpers, we would likely catch criminals conducting violent crime on the same cameras that were monitoring red lights and vehicle speeds. Surveillance in public areas has proven effective in urban areas across the globe from the London terrorist bombings to surveillance systems which daily prevent crime in New York City.

In effect, having cameras on Connecticut roads is a force multiplier which would feed information to police while allowing them to concentrate their efforts on serious crime. To do more with less is the intent of leveraging police efforts with technology. As Dr. Kelling said, the mission of any police department should be to prevent the next crime.

It is possible for Connecticut to be the first state in the country to use a system of human terrain mapping in which not only crime was mapped, but known dangerous offenders were also tracked in real time. Through inexpensive technologies such as field interview cards and

license plate readers, which were linked in networks, it would be possible to keep track of violent criminals before they committed crimes and if they did successfully perpetrate a crime, police would be able to place them in the vicinity of their nefarious activity. In order for this technology to work on more than a regional basis, it will be necessary to increase the efficacy of Connecticut's public safety information system network. Currently, DOIT is mired in a bureaucratic gridlock which is not conducive to innovation. Both administrative and operational changes to that agency would be necessary to implement an effective model of law enforcement.

The tracking of criminals, along with crime analysis, and the identification of places where criminality repeatedly occurs, are all components of predictive policing, which is the key to preventing crime rather than merely reacting to it. In addition to the executive training formerly mentioned the leveraging of technology and the implementation of predictiveness in policing, it is also necessary to increase the accountability of police agencies.

Accountability

One of the major impediments to accountability in our state is the fact that supervisors are, by law, not allowed to be members of separate labor unions than the people that they supervise. This is a poor model since supervisors and patrol officers all find themselves negotiating common labor contracts but supervisors must then pursue disciplinary actions against fellow union members. Other states use a more effective model where supervisors negotiate separately than the people that they supervise.

Eyewitness Identification

It is sobering to realize that out of the almost 800 DNA exonerations that have occurred through the work of the Innocence Project, almost 80 percent have resulted from eyewitness identification. When a victim or a witness identifies the wrong person in a photo lineup, it means that the actual criminal is still free to commit other crimes and that the criminal justice system has erroneously identified the wrong person. A large body of literature and recommendations by the U.S. Department of Justice has strongly suggested that there are ways to reduce the extent of incorrect identifications. Among these is double blind administration of photo lineups, the advising of witnesses and victims that the culprit may or may not be present in the lineup, and the use of sequential, rather than simultaneous, lineups. Unfortunately, although there has been a bill on the floor of the Connecticut state legislature on several occasions to implement these recommendations as law, the bill has failed on each occasion. This is one simple expedient to insure that the eyewitness prosecutions that we do make in Connecticut have consistently high probative value and high diagnosticity.

Drug Courts

Drug policy in the United States has largely been driven by a sense of penal populism which has resulted in a war on crime rather than attempting to solve some relevant underlying factors

which contribute to the drug problem in America. Drug courts are newer and important developments which hold promise for the rehabilitation of drug offenders. The drug court idea originated in Florida in the late 1980s and enjoys significant financial support from the U.S. Department of Justice. There are several reasons to believe that drug courts might succeed where other diversion programs have failed. One vital difference is the role of judges in drug courts. The judiciary is more involved in administering the progress of cases than in other diversion programs. Cooperation between prosecutors, defense attorneys and treatment personnel is essential to the success of drug courts. The involvement of judges in drug courts is consistent with methods which police have found effective in community orientation and problem solving. A 2008 National Report Card found that no other intervention can rival the results produced by drug courts. In 2008, the Urban Institute released a report which made a strong argument for crime reduction and cost savings aspects of drug courts.

Re-entry

Jeremy Travis, president of John Jay College of Criminal Justice, in his book on prisoner re-entry, reported that the country now has more people in jails and prisons than at any other time in its history. Connecticut is no exception.

Prison is cyclical and those that go in must come out. Without systems in place to reintegrate those who have served prison time, it is a given that they will again commit crime. It is important that the state partner with private agencies to implement successful re-entry programs where former offenders can be counseled and instructed on obtaining work and life skills necessary to be productive, non criminal members of society. Partnerships between parole and probation and police departments with private agencies such as Goodwill/Easter Seals might effectively increase the numbers of former prisoners who do not recidivate. The elimination of legal and practical barriers to reintegration is vital for successful programs. Joan Petersilia, an expert on re-entry, makes specific recommendations for re-entry programs. The first is investment in prison-based rehabilitation programs such as education, treatment programs, substance abuse and anger management. Second, Petersilia recommends restoring discretionary parole release. There is some evidence that prisoners released through discretionary parole are more successful than prisoners released through mandatory release. Her third recommendation is the frontloading of postrelease services in the first six months after a prisoner's release. The first few weeks upon return to the community are the most difficult readjustment period for former prisoners. During this time, they need preparation in the form of job referrals, identification, places to live and service referrals such as substance abuse treatment. And last, Petersilia recommends the elimination of restrictions on convicted offenders such as the barring of former offenders from holding jobs in real estate, nursing, physical therapy and education.

A 1992 federal law requires states to revoke the driver's licenses of convicted drug offenders or lose 10 percent of their federal highway funds. Due to the fact that a large number of jobs have left cities and are now located in peripheral areas, the lack of a driving credential means that it is more difficult for a person to seek and hold work.

DNA

The backlog of DNA cases has been a major impediment to making this technology more widely available. Currently, DNA is only available for major cases and the turnaround time is long. A private company called LODIS is now working with Palm Bay, FL to provide inexpensive, quick turnaround, DNA testing that is available for even relatively minor cases and greatly expands the availability of this emergent technology. In addition, the local departments are paying for the tests. It would be in the State's interest to explore this nascent concept to better use DNA to solve crimes across the spectrum of severity in a timely fashion.

Gun Control

America has by far the largest number of guns of any country in the world. It is also a fact that we are the world leader in gun related violent crime. A large number of these crimes are committed with weapons known as Saturday Night specials, a popular weapon for gang members and others who would have difficulty obtaining firearms legally. Much of the gun violence in cities is gang related and very often has its roots in the drug trade. A disproportionate number of gun incidents in America and in Connecticut are perpetrated by poor, inner city black youths against poor inner city black youths. Interventions such as the High Point North Carolina initiative and the Boston Gun Control Project, both with their foundations rooted in the theory of specific deterrence and reintegrative rather than disintegrative shaming, have been successful in reducing violent crime in those cities. Connecticut should explore proven programs such as these to implement in its urban areas to reduce the occurrence of violent crime.

Police alone cannot adequately address the many conditions that lead to violence in urban areas. Reactive investigation is not enough to staunch the flow of urban violence. Programs which rebuild neighborhood infrastructures, address specific violent offenders and short circuit the flow of aspiring offenders are vital to the amelioration of urban violence in our cities. Prosecutors, police and NGOs must work together under a common plan in order to mitigate the conditions that spawn urban violence. For this reason it is imperative that a policy position be created to coordinate the crime control function in the state of Connecticut.

In conclusion, although crime has dropped significantly in the United States, it has proven in the past to be a cyclical phenomena and we can expect it to, again, rear its ugly head. Waiting for this to occur and not having the policies and resources in place to mitigate crime's deleterious effect on society is a mistake. Using New York City as an example, the City was almost bankrupt in the 1980s. As crime began to be pushed down by politicians and the police, the city experienced an economic rebirth. Although crime is not paramount on the minds of the population at any given time, when it reaches a certain level it affects the quality of life such that it, rather than positive aspects of the community, become the focus of government

IV. Jobs Impact & Other Benefits

The criminal justice system has to be able to deliver a constantly improving service model to the people of the State of Connecticut. By working smarter, we will be able to produce greater returns with the same personnel resources. Connecticut has an excellent police training and certification program as well as a criminal justice system that is capable of great efficiency in its mission. The ultimate strength of building partnerships between the agencies of the CJ system and leveraging technology to support the goals of the system, is a system with higher efficacy which operates at a lower cost.

V. Dissenting Opinions & Other Relevant Items

Many who value the status quo and who have held on to traditional methodologies, even in light of research proving them ineffective, will be resistant to the changes necessary to change the system for the better.

A fundamental counterpoint to change is resistance through embracing a steady state. To paraphrase Jim Collins, The Connecticut Criminal Justice System is poised to go from good to great. It will take the vision, energy and dedication of the new administration's staff to provide the environment for change and innovation.

Subject: Public Safety- School Security

Submitted by:
MELVIN H. WEARING
Director
School Police & Security
280 Tesiny Avenue
Bridgeport, CT 06606

Telephone: (203) 275-1125
Fax: (203) 337-0198

I. Statement of Issue: *A succinct statement of the issue landscape, including concerns attendant to implementing policy directions*.

Having reviewed and concurred with all the initiatives proposed by the Governor elect, and implemented by him as Mayor of Stamford, CT., I would just like to reiterate my strong support for community policing initiatives. I also expanded community policing in New Haven, CT. during my tenure as Police Chief there with similar positive results.

Consequently, serving currently as Director of Security for the Bridgeport School System, I respectfully request assistance to compensate for our loss of 6 School Resource Officers (SRO's), who have been removed from all our challenged middle schools because of funding cut-backs. These officers served as the "community police of the school." Their presence was both a deterrent to antisocial behavior and produced the adult-student relationships which counteracted the "stop snitching" culture and replaced it with one of trust and faith in the justice and enforcement systems. Urban middle schools are the focus of recruitment for local criminal gangs and impact the future of our minority children, as well as the potential security and educational effectiveness of our high schools.

Due to persistent financial stresses, Bridgeport has not been able to introduce available, and in some areas around the state standard, security technology. Grant have permitted the introduction of advanced security technology in 15 of our schools. In keeping with the Governor elects focus on improved information/communication systems, we shall request updated technological security systems for the remaining 16 schools.

II. Proposed Action: *focusing on immediate action areas*

a. Prioritization Schedule

Establishing the priority between competing needs of equal urgency is difficult. Giving the matter considerable thought, we have concluded that security systems in our schools will provide stable hardware to protect buildings, record incident histories, and facilitate the speed, accuracy and

span of communications. Both generally and especially in emergency situations speedy and effective communication and access to previous information is critical, therefore possibly having the necessary equipment will provide the greatest immediate impact on school district security.

However, the importance of SROs should not be underestimated either.

b. Fiscal Impacts

Full system including monitoring devices, continually recording video cameras, communication radios for one school building costs approximately $60,000. Multiplied by 16 more schools, the cost of this effort will total $960,000.

Salary for SROs is approximately $50,000. Multiplied by 6, restoring our SROs in the middle schools that greatly need them will cost $300,000.

III. Long- term Needs/ Vision

Our vision is to create a quality learning environment for all students in our city, free from fear of gang related solicitation or intimidation. Furthermore, we must create a system in which the needs to all students are accommodated and a culture of collaboration and cooperation is developed with law enforcement which enhances the quality of life for our neighborhoods, and the quality of education in our schools. In order to achieve this vision we need the personnel and technology requested.

IV. Jobs Impact & Other Benefits

Increasingly, the law enforcement, SROs and school police are graduates of our own school system and therefore have a better understanding of our communities', families', and students' needs. In creating positions to support discipline and combat unruliness in schools we are creating jobs for inner city students that are meaningful and socially productive. Essentially, we are transforming our local culture from one that opposes and disregards law enforcement to one that embraces and promotes values and opportunities which promote healthy and peaceful lives for our inner city residents.

V. Dissenting Opinions& Other Relevant Items

While the emphasis here has been on the needs of the school district and students and their families, it needs to be noted that they in fact are the community. School security works in tandem with the Bridgeport Police Department which is now in the process of appointing a new Chief. Both School Security and the City Police Department cooperate in programs for providing city youth with positive activities during non-school hours; and support the same community agencies in promoting safe, secure and healthy environments for the residents of Bridgeport.

PUBLIC SAFETY: Quality of Life Enforcement-Task Force for Bodega Inspections

Submitted by: Chief Daryl K. Roberts, Hartford Police Department

I. **Statement of Issue:** Bodegas provide valuable services to citizens in all areas of the city. Bodegas also provide an opportunity for criminal enterprises to establish a point of sale for their products and encourage citizens to support criminal activity by making it readily accessible. Recent inspections have discovered illegal liquor sales, illegal prescription drug sales, expired medications sold outside the scope of the licensure of the businesses, illegal counterfeit merchandise, health and sanitary code violations, the sale of untaxed tobacco products and lottery tickets to minors. These activities all funnel cash to further criminal enterprises in the City of Hartford and the State of Connecticut.

II. Proposed Action:

A collaborative effort between the State Department of Revenue, Department of Mental Health and Addiction Services, The Department of Consumer Protection Liquor Control Division and Drug Control Division, The Hartford Police Department, The City of Hartford Health Department, the City of Hartford Fire Marshalls Office, The City of Hartford License and Inspections Division, the State of Connecticut Division of Criminal Justice and several private organizations such as Powers and Associates, the Motion Picture Association of America, and the Recording Industry Association of America Investigations Division should be implemented to provide a comprehensive effort to protect the citizens and disrupt the criminal enterprises that engage in these activities within the community.

III. Long Term Needs/Vision

Establish a task force composed of representatives from the listed agencies and organizations that would convene at regular intervals to inspect the businesses and ensure they are in compliance with local, state and federal statutes and ensure the safety of the community. Identify and fund a secure storage facility for the storage of the large quantities of evidence that are seized as a result of the inspections.

IV. Jobs Impact & Other Benefits:

The illegal and untaxed tobacco products may be properly tax stamped and are by statute, able to be destroyed or disposed of via auction or an authorized representative of the court. The illegal liquor products are by statute, able to be destroyed or disposed of via auction or an authorized representative of the court. The funds that are generated are deposited in the State's general fund. The criminal and civil fines associated with the violations also go into the

State's general fund. If successful, the task force may be additionally staffed by other jurisdictions.

V. Dissenting Opinions & Other Relevant Items:

All elements of the State and Local law enforcement systems recognize the negative impact that the illegal activities which take place within the bodega system have on the community. Each are tasked with enforcement actions under their own purview, yet each cannot address the areas of responsibility of other agencies. The collaborative effort would have a substantial impact on the quality of life enjoyed by the citizens of the community and the state.

Subject: Public Safety – Formalize a "security" partnership between the private and public sectors to improve security and public safety
Submitted by: Daryl K. Roberts, Chief of Police, Hartford

I. Statement of Issue: Start a "formal program" incorporating all of the city and regions corporate and private security personnel. Information sharing of crime prevention and suspects with formal meetings to set objectives and goals.

II. Proposed Action:

A. Prioritization Schedule – Formalize relationship between corporate and public community to foster greater security priority

B. Fiscal Impacts – Minimal – administrative in nature

III. Long-term Needs/Vision

Promote and improve public and private sector communication and partnership in security the state.

IV. Jobs Impact & Other Benefits

Yet to be determined.

V. Dissenting Opinions & Other Relevant Items. N/A

SAFE CITY INITIATIVE – A COMPREHENSIVE APPROACH TO VIOLENT CRIME
Submitted by Hartford Police Chief Daryl K. Roberts

I. Statement of Issue:

The Hartford Police Department's community policing philosophy is built upon **service**, **relationships**, and **safety**. To accomplish the goals of crime reduction, safer communities, and enhanced quality of life, we must effectively partner with community stakeholders, local, state, and federal agencies, as well as the citizens that comprise our neighborhoods. Crime reduction, safer communities, and enhanced quality of life will be the product of a comprehensive approach to intelligence-led policing. Our business is delivery of quality service and as professionals we must strive to develop innovative ways of improving our methods. The following programs and strategies, which together represent the Hartford Police Department's Safe City initiative, provide a strong framework for the reduction of violent crime. See attached report for specific program details.

II. Proposed Action:

ENHANCED COMMUNICATIONS & COMMUNITY PARTNERSHIPS

1.) Community Contact Partnership Program
2.) Crime Stoppers Tip Line Partnership
3.) Everybody Wins! CT Power Lunch Reading Program
4.) Increased Collaboration with Federal and State Courts

ENFORCEMENT STRATEGIES

5.) Quality of Life Enforcement
6.) COMPSTAT
7.) MID-SQUAD City-Wide Conditions Team
8.) Relentless Warrant Service and De-Briefing by Uniform Personnel
9.) Intelligent Deployment of Resources in Hotspot Areas
10.) Project Safe Neighborhoods (PSN) Program
11.) High Visibility Traffic Enforcement
12.) Knock and Talk Details
13.) Home Visits for Gang Members and Recently Released Parolees

INTELLIGENCE STRATEGIES

14.) Motor Vehicle Intelligence Database
15.) Field Intelligence Retrieval and Management System (FIRM)
16.) CSO / SRO / Conditions Team Intelligence Meetings

EMPLOYEE RECOGNITION

17.) Firearm Arrest Recognition Program

Fiscal Impacts

Analysis necessary at statewide level to determine costs at state and municipal levels for potential costs of allocation of State Troopers, State's Attorney Office personnel, probation and parole personnel to collaborate with municipal law enforcement. Costs of program are off-set by reduced crime, safer communities, greater investment and job creation, increasing state and municipal tax revenue.

III. Long-term Needs/Vision

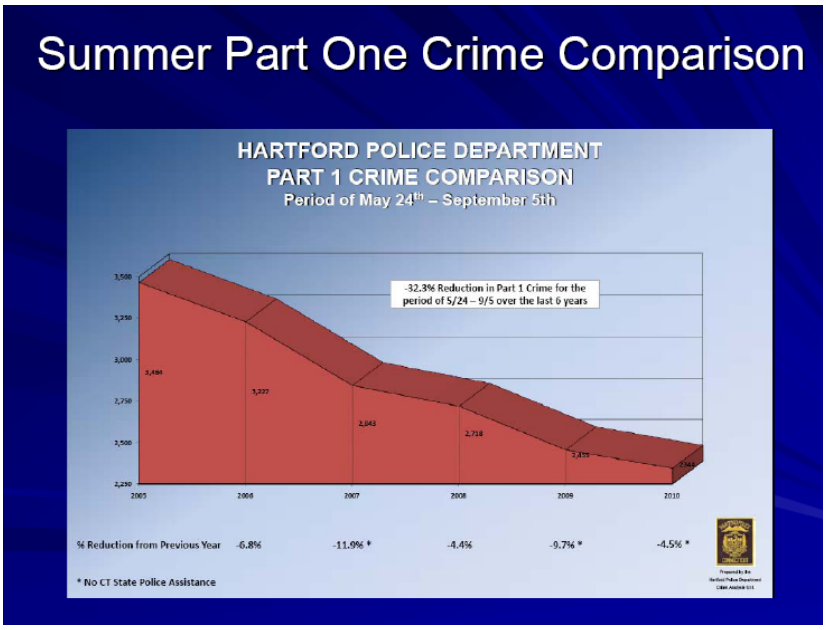
To improve public safety, particularly in Connecticut's urban centers, through a comprehensive, collaborative approach of partnering community, law enforcement and criminal justice resources to combat violent crime and improve the quality of life in Connecticut's urban centers and throughout the state.

IV. Jobs Impact & Other Benefits

Safer cities foster greater job creation, reduced unemployment, increased tax revenue, and an overall improved quality of life making Connecticut, and most importantly its cities, a better place in which to live, work and do business. Implementation of this initiative over the past two years resulted in the safest summer in recorded history in the City of Hartford. See chart below: Summer Part One Crime Comparison

V. Other Relevant Items

This proposal encompasses two major components of Governor-Elect Malloy's three pronged strategy to combat violent crime in Connecticut: common sense policing strategies and prevention measures. It also fosters collaboration with police departments, community leaders, state and federal law enforcement agencies, and other stakeholders as a means to make "Connecticut and its cities a better place to live, work, raise a family and do business."



Subject: Public Safety – Stop the Snitching Culture
Submitted by: Daryl K. Roberts, Chief of Police, Hartford

I. Statement of Issue:

Focus on putting an end to the "stop snitching" culture

Start a Community policing strategy of setting up a "formal program" with Churches and clergy in neighborhoods so that they can be the conduit to pass on information whereby assuring the community they are protected from retribution.

II. Proposed Action:

A. Prioritization Schedule: As soon as possible; ongoing effort

B. Fiscal Impacts: Yet to be determined; costs minimized through use of social networking

III. Long-term Needs/Vision

Bridge the gap between law enforcement and the criminal justice system and the community.

IV. Jobs Impact & Other Benefits

Improvement in solvability of cases; improved public trust in government

V. Dissenting Opinions & Other Relevant Items – N/A

State of Connecticut

Department of Correction

Agency Recommendations and Proposals

Presented to:

Malloy Administration Transition Team

Commissioner Leo C. Arnone

December 17, 2010

FACILITY CLOSING

I. Statement of Issue: To close a DOC facility by December 2011 due to the population projections and continued focus on reentry and community corrections.
http://www.ct.gov/opm/lib/opm/cjppd/cjresearch/populationforecast/2010_0215_forecastreport.pdf

II. Proposed Action:
A. Prioritization Schedule

a. Select a facility
b. Focused reentry efforts
c. Staffing plans

B. Fiscal Impacts

- This estimate assumes a reduction in the inmate population
- Some OE expenses are continued under the assumption that some staff will "travel" with the inmates displaced by a facility closing
  - Overtime levels are sufficiently high to allow the re-allocation of Correction Officers and Lieutenants from a closed facility without creating any redundancy
  - The primary impact will be the reduction of their salary cost combined with the savings from assigning them at regular pay to replace duties previously met with OT hours.
- Other expenses, i.e., utilities, maintenance, remain to insure that a closed facility is not allowed to decay

We estimate a savings of $7 – 12 million.

III. Long-term Needs/Vision

- Changes in sentencing
- Earned credit restoration
- Continued focus on community corrections

IV. Jobs Impact & Other Benefits

Jobs Impact: Staff can be reduced by normal attrition and then reassigned to other facilities; Correction Officer and Lieutenant positions constitute over 75% of facility staffing. As noted in the fiscal impacts, these positions can be reallocated to achieve savings in overtime. The relatively small numbers of other titles can be used to meet critical staffing needs in many cases, and where redundancy occurs savings can be achieved through attrition; often in a relatively short time.

V. Dissenting Opinions & Other Relevant Items

Public concerns

Union concerns

SAFE, AFFORDABLE, APPROPRIATE HOUSING AND HOUSING SERVICES

I. Statement of Issue: The insufficient supply of permanent housing for offenders being released from prison drains the resources of the state's criminal justice system and contracted providers, significantly complicates reentry planning, and threatens to compromise public safety.

The process of securing housing for releasing offenders, especially those with special needs, i.e., mental health or medical issues, sex offenders, is expensive and cumbersome, often requiring effort and resources from a number of state agencies. In some cases, legal restrictions render certain offenders ineligible for certain housing, as well as assistance and benefits that are equally necessary.

II. Proposed Action:

A. Prioritization Schedule

- Unify state, municipal and local efforts in a statewide review of the housing crisis as it pertains to discharging offenders. This must receive high level government support and include representatives from the state's criminal justice agencies and contracted providers, the Interagency Council on Supportive Housing and Homelessness, municipal roundtable leaders, members of the faith based and business communities and local shelter boards.

- Complete a review of housing restrictions and housing alternatives available for releasing offenders. Identify barriers at the local, state and federal level, including related barriers such as difficult access to SSI/ SSDI, which pays for housing.

- Identify promising programs and best practices in state and municipalities that have the potential for expansion. Identify funding alternatives, such as grants, charitable donations, federal subsidies, and incentives to landlords to expand availability of private rental housing.

- Explore alternatives for special populations, such as offenders requiring nursing home or inpatient care, supportive and/or transitional housing. Include sentencing alternatives for populations that are so compromised as not to pose a threat to public safety, and reallocate those funds used to incarcerate these individuals in a correctional inpatient health care setting.

B. Fiscal Impacts

Initial reorganizational efforts will require minimal expenditure of funds, and will likely save money if procedures are streamlined. Housing is often the biggest barrier offenders face and provision of stable housing may reduce their likelihood of recidivism thus saving bed days for the DOC.

III. Long-term Needs/Vision

The implementation of a seamless continuum of services initiated at the onset of criminal justice involvement results in a supportive network of permanent housing for releasing offenders, with wrap around services that enable these individuals to successfully adapt to law abiding productive lives in the community. Funding that is currently applied to the incarceration of low risk offenders and offenders with conditions that are better served in another environment will be reapplied as housing and service subsidies in the communities where offenders are released.

IV. Jobs Impact & Other Benefits

Restructuring of housing options and multiagency processes to secure housing and related resources will likely result in streamlined procedures that produce better outcomes with less staff hours.

V. Dissenting Opinions & Other Relevant Items

Public opinion that the Department of Correction dumps dangerous offenders in city shelters is often based in misinformation or lack of awareness of reentry efforts. Engaging communities and municipalities in the process of solving the housing dilemma will likely serve to dispel many of these negative myths and evoke an atmosphere of partnership.

VIDEO CONFERENCING

I. Statement of Issue: The Department of Correction (DOC) is currently operating video conferencing equipment at 18 facilities, 2 Parole and Community Services offices, and 2 machines at the Board of Pardons and Parole. Since September 2008, the number of video conference hearings has risen from 75 to 430 in a month. More and more agencies are looking to conduct video conferencing with DOC facilities. Judicial is looking to expand the number of courts using this technology and Court Support Services would like to expand probation hearings. The issue is that there are not enough machines to handle the number of requests as we go forward and thus the need to increase the number of machines at each facility.

II. Proposed Action: The project will be conducted through the phased approach. Video Conferencing Units will be rolled out on a site by site basis. We will also be conducting the wiring updates on a site by site basis. The deployment of the video conferencing equipment has been decided upon based on where we currently have OC3 connections and then where we will be installing OC3 connections next. During this process we will also be procuring and installing Gateway equipment at Central office in the Computer room and also at the Maloney Center for Training and Staff Development. These devices will be used to help monitor traffic and direct the machines to handle either ISDN connections or IP connections from the customers we are doing business with.

A. Prioritization Schedule:

1. Expand the number of video conferencing units at DOC facilities to handle the increasing demands of the Judicial court system. Decrease the number of court trips as a result.

2. Expand the number of video conferencing units at DOC facilities to handle the increasing demands of Court Support Services probation cases.

3. Upgrade the DOC network from T1 lines to OC3 lines to increase the bandwidth needed to host video conferencing over IP connection.

B. Fiscal Impacts: Initially there will not be a savings until all of the new units have been rolled out and Judicial expands its use to more courthouses. After the initial purchases and network installations, the project will begin to recoup the money that was invested. We have estimated a savings of about $310 for each video conference, based on the cost of a CO for a full day of OT. Some trips require more staff and vehicles, but the vast majority of trips made on OT from a facility involve just one inmate. Below is the cost benefit analysis that was submitted to DOIT as part of the Business Issues phase of the Systems Development Methodology.

Video Conferencing Expansion	Years 2010 - 2014					
Cost Analysis	Year 1	Year 2	Year 3	Year 4	Year 5	**Total Cost**
Total Projected Costs	$814,400	$741,250	$482,500	$532,500	$532,500	$3,103,150
Benefits Analysis	Year 1	Year 2	Year 3	Year 4	Year 5	**Total Benefits**
Total Projected Benefits	$125,000	$250,000	$750,000	$1,000,000	$1,000,000	$3,125,000
Cumulative Cost-Benefits Analysis	Year 1	Year 2	Year 3	Year 4	Year 5	**Total ROI**
Return On Investment (ROI)	($689,400)	($491,250)	$267,500	$467,500	$467,500	$21,850
Qualitative Benefits ("soft" benefits)	Related System Objectives					

III. Long-term Needs/Vision

The network infrastructure at the Department of Correction needs to be upgraded to allow for more traffic and bandwidth. Currently most of the video conferencing is done via the telephone connections using ISDN lines. This requires one of the parties to place a call into the other party and can be costly. The network upgrade will help eliminate the ISDN calls and will allow video conferencing to be done over an IP connection at no cost to either party. This will be tied together with a new scheduling system that the Judicial Department is working on and will enable for a more efficient use of the video conferencing technology. This will also allow for greater expansion for other uses of the equipment.

IV. Jobs Impact & Other Benefits

Jobs Impact: The impact on jobs would be minimal; this initiative impacts and decreases the use of overtime, it does not reduce officer positions

Other Benefits: The main objective for this project is to reduce the number of trips inmates must make outside of DOC facilities. Using video conferencing enables the inmate to remain at his or her facility and does not require a trip. Another benefit is the reduction in risk to public safety. If an inmate does not have to be transported then there is less risk that he or she may cause harm to either staff of the general public. The use of video conferencing also cuts down on the amount of travel for staff that may be needed.

V. Dissenting Opinions & Other Relevant Items

At this time we are not aware of any dissenting opinions

IT PROPOSAL - Offender Management Information System (OMIS)

I. Statement of Issue: Department of Correction (DOC) is in the midst of a mission critical, agency-wide initiative to replace its 40 year old inmate tracking and record keeping system. As part of this, the department is also undergoing comprehensive business process re-engineering to deliver major efficiencies. After undertaking thorough requirements analysis, Request for Information (RFI) and a Request for Proposal (RFP), the agency has selected a strategic vendor for the new system. Contract is expected to be finalized by April 2011. To prevent any disruptions or delays to the project, DOC needs bond funds allocated before contract is signed.

II. Proposed Action: DOC is respectfully requesting that this project be put on the earliest Bond Commission agenda to allocate previously authorized funds.

- May 2011 – vendor is targeted to begin work
- December 2012 – phased rollout of the new system is expected to begin
- 2014 – planned completion of project

DOC has invested over 3 years on this essential project and delays can result in redoing significant work and the continued operation of an inadequate system that cannot communicate with other criminal justice agencies and/or the planned CT Information Sharing System (CISS).

III. Long-term Needs/Vision

The core DOC system today is a mainframe based inmate data/tracking system which has been in-place since the early 1970's and has reached its useful life expectancy. The current system is cumbersome to use and in some cases cannot be modified to handle changes in laws/statutes or department policies. It also has limited capacity to take on new automation of functionality which has resulted inefficiencies and a large number of manual, paper based offender tracking activates. Additionally, the Department has several distributed/disconnected systems that support agency operations as well as the Board of Pardons and Paroles.

DOC's vision is to replace its outdated, limiting technology systems with a modern, comprehensive offender management and tracking system supporting DOC and the Board of Pardons and Paroles. This new system will support management of over 18,000 incarcerated inmates, evaluation of inmates for Parole and Community Services and supervision of offenders in the community. The platform will also share critical offender information with other State and Federal Criminal Justice Agencies. A robust system offering business intelligence, reporting, querying and dashboards with drill down features.

IV. Jobs Impact & Other Benefits

No negative job impact

Streamline Business Processes will deliver consistency and efficiency across the agency from admission through release of offenders.

V. Dissenting Opinions & Other Relevant Items

At this time we are not aware of any dissenting opinions.

SEX OFFENDER BED CONTRACT

I. Statement of Issue: Public Act 08-01 established the requirement for a 24-bed, staff secure residential sex offender treatment program. There is general agreement that the release of Sex Offenders into the community under supervision, while providing appropriate treatment, is the preferred method of transition from incarceration. The Department of Correction (CTDOC) and the Judicial Branch, Court Support Services Division (CSSD) continue to develop and implement this initial program.

II. Proposed Action: CTDOC and CSSD will move forward with the process of implementation of this program.

A. **Prioritization Schedule:** CTDOC and CSSD consider this program to be a very high priority and continue to dedicate resources and attention to its implementation.

B. **Fiscal Impact:** The annual cost of this program is currently projected to be $2,000,000, with CTDOC and CSSD each contributing one half of the cost. No additional costs will be incurred by either state agency. Potential fiscal benefits to state agencies are indeterminate.

III. Long-term Needs/Vision

- Potential host communities and contract providers must share the belief in the value of residential sex offender programs and treatment.

- Additional funding would be necessary to increase the number of community treatment beds available statewide.

The CTDOC and CSSD propose that successful reintegration of Sex Offenders can be greatly enhanced utilizing a residential program model which includes both treatment and re-entry programming. Both agencies should jointly monitor and report on the successes and failure of this first program. This would allow for program model modification and can be used to decrease the security concerns of future host communities.

IV. Jobs Impact & Other Benefits

Full implementation of the current program will result in the creation of approximately 10 FTE's at the nonprofit provider.

The greatest benefit of a residential sex offender treatment program is expected to be a reduction in the rate of re-offense and re-incarceration. The program model is anticipated to return a greater percentage of these offenders to a pro-social life.

V. Dissenting Opinions & Other Relevant Items

The current program is scheduled to open on the grounds of Corrigan-Radgowski Correction Institution in Montville, CT. The Town of Montville has filed suit to stop the placement of the program in that town. The case is scheduled for trial on January 4, 2011.

REENTRY & ASSESSMENT STRATEGY

I. Statement of Issue: To merge the statewide reentry and risk assessment strategies into one cohesive document.

The statewide reentry strategy is legislated through the Criminal Justice Policy Advisory Commission (CJPAC) via C.G.S. Sec. 18 – 81w and is submitted annually. The goal of the strategy is to enhance public safety by reducing recidivism by implementing an integrated, collaborative and cost-effective approach to managing an offender's transition from incarceration to community.

The risk assessment strategy is mandated through PA 08-01 and outlines a systematic plan for managing offenders based on evidence-based practices related to risk and needs assessments.

At a November CJPAC meeting, the members voted to convene a working group to integrate the two documents as assessments are the foundation of reentry.

II. Proposed Action:

A. Prioritization Schedule:

i. November 2010 – working group formed, made up of several criminal justice agencies: Department of Correction; Judicial Branch, Court Support Services Division; Department of Mental Health and Addiction Services; Office of Policy & Management; Board of Pardons & Paroles
ii. Draft document to be reviewed by working group January 2011 with distribution to the Prison and Jail Overcrowding & Reentry Committee
iii. Presentation to CJPAC at February 2011 meeting
iv. Due to legislature February 15, 2011

B. Fiscal Impacts: work taking place within existing staffing at all agencies

III. Long-term Needs/Vision

Creating a working document that drives a system-wide reentry process from an offender's entry into the criminal justice system to and through their reentry to the community

IV. Jobs Impact & Other Benefits

Other Benefits:

- Streamlining processes
- Sharing information
- Reducing redundancies
- Better use of assessments
- More effective partnerships across the criminal justice agencies
- A more predictable system

V. Dissenting Opinions & Other Relevant Items

Not applicable

Subject: Fire Safety Proposals
Submitted by Joseph J. Kaliko

Dear Theresa and Chief Roberts:

I am submitting herewith 27 documents (all attached together with a table of contents), dealing with a wide range of fire safety issues for consideration by the Public Safety Sub-committee and Governor Malloy's Transition Team's Policy Committee.

The following is a list of issues addressed:

1. Municipal liability for volunteer fire fighters.

2. Minimizing liabilities for individuals, municipalities and the state for fire service delivery.

3. CGS Section 7-323R stipends.

4. Redeployment Standards in fire districts experiencing renovation or rebuilding of fire facilities.

5. Enabling legislation to authorize fire departments to bill for response to certain emergency events.

6. Water source legislation/Small Towns and Cities Program Support.

7. Juvenile Arson.

8. Joint Council of CT Fire Service.

9. E9-1-1 telecommunications surcharge caps.

10. Consolidating Public Safety Answering Points (PSAP'S).

11. Volunteer Summit.

12. Maintaining the integrity of The Commission On Fire Prevention and Control (“COFPC”) .

13. Preservation of state aid to cities and towns.

14. Regional Fire Schools.

15. Merger/Consolidation Issues.

16. Fire Service representation in the OEMS, Advisory Board on medical services.

17. Sustainment and resilience of operations.

18. Staffing of Department of Public Safety, Division of State Fire Marshal.

19. Revamping the Connecticut Fire Safety Code.

20. Adoption of Residential Sprinkler standard for single family dwellings.

21. Regionalization of Fire /Rescue services/Service Delivery.

22. Understanding fire safety challenges and solutions in neighboring states and applicability to Connecticut.

23. Leveraging the state's buying power in purchasing fire safety equipment and supplies.

24. Reducing Fire Insurance Costs Across Connecticut.

25. Public fire safety education.

26. Use of volunteer Fire Police Patrols to free up valuable police and fire assets at the local level.

27. Public Transportation Fire Safety.

Theresa and Chief Roberts, I want to credit the following people who I consulted with in this effort. Their insight, decades of service as professional firefighters, administrators, trainers and emergency managers all contributed to being able to produce this work product in a timely manner:

-Jeffrey J. Morrissette, the State Fire Administrator, with the Commission on Fire Prevention and Control/Connecticut Fire Academy.

-Robert Ross, Director, The Depart of Public Safety, Division of State Police, Division of Fire, Emergency and Building Services.

-Dan Warzoha, Emergency Management Director Town Of Greenwich.

-Fire Marshal Joseph Benoit-Deputy Chief and Fire Marshal Town Of Greenwich.

-Chief Brian Kelly-Volunteer Coordinator for the Town Of Greenwich Fire Dept.; Chief of the Cos Cob Fire Police Patrol.

I also want to credit State Representative Fred Camillo, District 151, for starting the process to introduce legislation in the next session on Items 1 and 3.

We are all delighted to know that Governor Malloy and your Sub-committee is focusing on fire safety. I speak for myself and the people I mentioned above when I say we remain at your disposal to aid your Sub-committee and the Transition Team at large, in any way we can.

Should you require more detail or testimony on any issue, please let me know.

Respectfully submitted,

P.S. I have also attached a feature on the Cos Cob Fire Police Patrol published by the Greenwich Magazine, this past January. I serve as president of the Patrol and as an active fire police officer. I mention the article in Item 26 of my submission.

PUBLIC SAFETY: Criminal Information Sharing System (CISS)

From: Chief State's Attorney Kevin T. Kane, Division of Criminal Justice

I. Statement of Issue: Critical need to provide information sharing between various agencies in the criminal justice system. This was identified as one of the major shortcomings of the system in the 2008 criminal justice reform review.

II. Proposed Action: State Bond Commission approval of funding for CISS development. Removal of administrative impediments within the Department of Information Technology preventing this project from moving forward.

A. Prioritization Schedule: Bond Commission action on funding could immediately follow resolution of DOIT issues.

B. Fiscal Impacts: Immediate upfront costs are provided through bonding. Long-term savings potential exists due to improved communication (in some cases, where no electronic information sharing at all now exists).

III. Long-term Needs/Vision: The CISS and related Criminal Justice Information System (CJIS) will provide for immediate sharing of critical data at all stages and levels of the criminal justice system, from the arrest of a defendant through post-conviction proceedings. The potential benefit to public safety is immeasurable.

IV. Jobs Impact & Other Benefits: Additional positions/opportunities for retraining, transfer exist as the system becomes operational. At some point need for certain paper-document based systems and associated personnel may be reduced or eliminated.

V. Dissenting Opinions & Other Relevant Items: All elements of the criminal justice system recognize the critical need for the capabilities envisioned in the CISS. Current state IT policies (review/approval processes within the Department of Information Technology) have created impediments to the progress of this project.

ISSUE ORIENTED TABLE OF CONTENTS

1. Municipal liability for volunteer fire fighters.

2. Minimizing liabilities for individuals, municipalities and the state for fire service delivery.

3. CGS Section 7-323R stipends.

4. Redeployment Standards in fire districts experiencing renovation or rebuilding of fire facilities.

5. Enabling legislation to authorize fire departments to bill for response to certain emergency events.

6. Water source legislation/Small Towns and Cities Program Support.

7. Juvenile Arson.

8. Joint Council of CT Fire Service.

9. E9-1-1 telecommunications surcharge caps.

10. Consolidating Public Safety Answering Points (PSAP'S).

11. Volunteer Summit.

12. Maintaining the integrity of The Commission On Fire Prevention and Control ("COFPC") .

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16. Fire Service representation in the OEMS, Advisory Board on medical services.

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25. Public fire safety education.

26. Use of volunteer Fire Police Patrols to free up valuable police and fire assets at the local level.

27. Public Transportation Fire Safety.

I. Statement of Issue (J. Kaliko #1)

Municipal liability for volunteer firefighters. Current state statutes *do not* oblige municipalities to provide for the "defense" of "volunteer firefighters"; in contrast to "municipal employees " (like career/paid fire fighters and police officers) who must be provided such defense by statute. This issue goes to the ability to recruit and retain volunteers who make up a large majority of the state's fire fighting resource. The problem is further explained in the attached OLR report.

II. Proposed Action

Immediate action: Support draft legislation (attached) being sponsored Rep. Fred Camillo (D-151). The draft legislation is an example of how to resolve the issue. The legislation would require municipalities to provide the same "defense" for volunteer firefighters as presently required for municipal employees. Also, the legislation would be more comprehensive then existing statutory language that refers to "volunteer firefighters" by including by definition "support personnel" and "fire police" officers which often make up a large percentage of volunteer fire organizations (in Greenwich, for example, support personel constitute over 30% of the volunteer staff).

Priority: 2011 legislative initiative. Support by the administration needed in that time frame. Priority is high in that the ability to recruit and retain volunteers is very high considering the cost savings to municipalities across the state.

Fiscal Impact: State budget neutral. Minimal affect on municipalities. See attached report

III. Long-term Needs/Vision: Vision is protect those serving voluntarily at least on par with the protection afforded by statute to paid municipal employee fire fighters. This will enhance volunteer recruitment and retention prospects; provide for the defense of volunteers (and support staff) performing their duties; and insulates individuals from financial harm in the course of delivering fire safety services.

IV. Jobs Impact & Other Benefits

Enhances the ability to recruit and retain volunteer fire fighters by lessening their concerns about being able to hire a lawyer should an incident arise in connection with the performance of their volunteer duties.

V. Dissenting Opinions & Other Relevant Items

See attachment (7 pages) outlining the problem, solution and impact, prepared by Joseph J. Kaliko for representative Camillo's staff. No known dissenting opinion.

ATTACHMENT RE MUNICIPAL LIABILITY
FOR VOLUNTEER FIRE FIGHTERS

CONTENTS OF ATTACHMENT:

1. The OLR report stating the problem.

2. Section 7-101a as is today.

3. Proposed Changes to 7-101A

4. Section 7-308 as is and proposed change (delete in favor of amended 7-101a).

5. Rational for the change, including impact on state and municipalities; and benefits.

Any questions, staff may Joe Kaliko on 203-629-5555

Finally, no pride in authorship. One could for example keep the existing 7-101a and amend 7-308 and get the same result; or, better language may be developed. I just tried to be comprehensive in explaining the issue and proposing a solution that works.

THE PRESENT STATE OF THE LAW RE INDEMNITY/DEFENSE

From OLR Research Report 98—0549: Subject, Volunteer Firefighter Liability:

CONNECTICUT LAW... ***Indemnification***

There is apparently no state law requiring municipalities to assume the costs of a volunteer firefighter's legal defense. The firefighter indemnification statute does allow the municipality and the firefighter to be represented by the same attorney, but only if the municipality files a written notice with the court indicating that it will pay any verdict rendered against the firefighter (CGS § 7-308).

Another municipal indemnification statute requires each municipality to hold its employees (like police and paid firefighters) harmless from financial loss and expense, including legal fees and costs, arising out of any legal claim, lawsuit, or judgment, because of the alleged negligence... while acting in the discharge of his duties (CGS § 7-101a).

OBJECTIVE

The object of this legislative proposal is to put volunteer firefighters, fire police patrols and their volunteer support staffs, on par with municipal employees insofar as requiring municipalities to provide indemnification for legal fees and expense to the same degree as provided for in CGS 101a; either by amending 7-101a to included these volunteers; or expand 7-308 which presently covers volunteers, but does not provide the defense provisions found in 7-101a .

7-101a as it appears today:

Sec. 7-101a. Protection of municipal officers and municipal employees from damage suits. Reimbursement of defense expenses. Liability insurance. Time limit for filing notice and commencement of action.

(a) Each municipality shall protect and save harmless any municipal officer, whether elected or appointed, of any board, committee, council, agency or commission, including any member of a local emergency planning committee appointed from such municipality pursuant to section 22a-601, or any municipal employee, of such municipality from financial loss and expense, including legal fees and costs, if any, arising out of any claim, demand, suit or judgment by reason of alleged negligence, or for alleged infringement of any person's civil rights, on the part of such officer or such employee while acting in the discharge of his duties.

(b) In addition to the protection provided under subsection (a) of this section, each municipality shall protect and save harmless any such municipal officer or municipal employee from financial loss and expense, including legal fees and costs, if any, arising out of any claim, demand or suit instituted against such officer or employee by reason of alleged malicious, wanton or wilful act or ultra vires act, on the part of such officer or employee while acting in the discharge of his duties. In the event such officer or employee has a judgment entered against him for a malicious, wanton or wilful act in a court of law, such municipality shall be reimbursed by such officer or employee for expenses it incurred in providing such defense and shall not be held liable to such officer and employee for any financial loss or expense resulting from such act.

(c) Each such municipality may insure against the liability imposed by this section in any insurance company organized in this state or in any insurance company of another state authorized to write such insurance in this state or may elect to act as self-insurer of such liability.

(d) No action shall be maintained under this section against such municipality or employee unless such action is commenced within two years after the cause of action therefor arose nor unless written notice of the intention to commence such action and of the time when and the place where the damages were incurred or sustained has been filed with the clerk of such municipality within six months after such cause of action has accrued.

(e) For the purposes of this section "municipality" means any town, city, borough, consolidated town and city, consolidated town and borough, district, district department of health, or authority established by the general statutes, a special act or local law, ordinance or charter or any public agency.

Proposal: Add underlined; delete what ‘s in brackets, to 7-101a and delete 7-308 entirely.

Sec. 7-101a. Protection of municipal officers, [and] municipal employees, volunteer fire companies, volunteer fire police patrols, volunteer ambulence services and their members, from damage suits.

Reimbursement of defense expenses. Liability insurance. Time limit for filing notice and commencement of action.

(a) Each municipality shall protect and save harmless any municipal officer, whether elected or appointed, of any board, committee, council, agency or commission, including any member of a local emergency planning committee appointed from such municipality pursuant to section 22a-601, or any municipal employee, of such municipality, and the volunteer fire companies, volunteer fire police patrols, volunteer ambulance services and their members, serving such municipality, from financial loss and expense, including legal fees and costs, if any, arising out of any claim, demand, suit or judgment by reason of alleged negligence, or for alleged infringement of any person's civil rights, on the part of such officer or such employee while acting in the discharge of his duties.

(b) In addition to the protection provided under subsection (a) of this section, each municipality shall protect and save harmless any such municipal officer or municipal employee, and the volunteer fire companies, volunteer fire police patrols, volunteer ambulance services and their members, serving such municipality, from financial loss and expense, including legal fees and costs, if any, arising out of any claim, demand or suit instituted against such officer[or], employee or volunteer, by reason of alleged malicious, wanton or wilful act or ultra vires act, on the part of such officer [or], employee, or volunteer while acting in the discharge of his duties. In the event such officer [or] employee, or volunteer, has a judgment entered against him for a malicious, wanton or wilful act in a court of law, such municipality shall be reimbursed by such officer [or], employee, or volunteer, for expenses it incurred in providing such defense and shall not be held liable to such officer, volunteer and employee for any financial loss or expense resulting from such act.

(c) Each such municipality may insure against the liability imposed by this section in any insurance company organized in this state or in any insurance company of another state authorized to write such insurance in this state or may elect to act as self-insurer of such liability.

(d) No action shall be maintained under this section against such municipality, volunteer or employee unless such action is commenced within two years after the cause of action therefor arose nor unless written notice of the intention to commence such action and of the time when and the place where the damages were incurred or sustained has been filed with the clerk of such municipality within six months after such cause of action has accrued.

e) **For the purposes of this section "municipality" means any town, city, borough, consolidated town and city, consolidated town and borough, district, district department of health, or authority established by the general statutes, a special act or local law, ordinance or charter or any public agency.**

PROPOSAL: DELETE 7-308 in it's entirety IN FAVOR OF proposed CHANGES TO 7-101A:

Sec. 7-308. Assumption of liability for damages caused by firemen or volunteer ambulance members. (a) As used in this section, "municipality" shall have the meaning ascribed to it by section 7-314; "fire duties" means those duties the performance of which is defined in said section; "ambulance service" means "ambulance service" as defined in section 7-314b; and "volunteer ambulance member" means "active member of an organization certified as a volunteer ambulance service in accordance with section 19a-180" as defined in section 7-314b.

(b) Each municipality of this state, notwithstanding any inconsistent provision of law, general, special or local, or any limitation contained in the provisions of any charter, shall pay on behalf of any paid or volunteer fireman or volunteer ambulance member of such municipality all sums which such fireman or volunteer ambulance member becomes obligated to pay by reason of liability imposed upon such fireman or volunteer ambulance member by law for damages to person or property, if the fireman or volunteer ambulance member, at the time of the occurrence, accident, injury or damages complained of, was performing fire or volunteer ambulance duties and if such occurrence, accident, injury or damage was not the result of any wilful or wanton act of such fireman or volunteer ambulance member in the discharge of such duties. This section shall not apply to damages to person caused by an employee to a fellow employee while both employees are engaged in the scope of their employment for such municipality if the employee suffering such damages or, in the case of his death, his dependent, has a right to benefits or compensation under chapter 568 by reason of such damages. If a fireman or, in the case of his death, his dependent, has a right to benefits or compensation under chapter 568 by reason of injury or death caused by the negligence or wrong of a fellow employee while both employees are engaged in the scope of their employment for such municipality, such fireman or, in the case of his death, his dependent, shall have no cause of action against such fellow employee to recover damages for such injury or death unless such wrong was wilful and malicious. Such municipality may arrange for and maintain appropriate insurance or may elect to act as a self-insurer to maintain such protection. No action or proceeding instituted pursuant to the provisions of this section shall be prosecuted or maintained against the municipality or fireman unless at least thirty days have elapsed since the demand, claim or claims upon which such action or special proceeding is founded were presented to the clerk or corresponding officer of such municipality. No action for personal injuries or damages to real or personal property shall be maintained against such municipality and fireman unless such action is commenced within one year after the cause of action therefor arose and notice of the intention to commence such action and of the time when and the place where the damages were incurred or sustained has been filed with the clerk or corresponding officer of such municipality and with the fireman within six months after such cause of action has accrued. No action for trespass shall lie against any fireman crossing or working upon lands of another to extinguish fire or for investigation thereof. No action for trespass shall lie against any volunteer ambulance member crossing or working upon lands of another while performing ambulance services. Governmental immunity shall not be a defense in any action brought under this section. In any such action the municipality and the fireman, or the municipality and the volunteer ambulance member, **may** be represented by the same attorney if the municipality, **at the time such attorney enters his appearance**, files a statement with the court, which shall not become part of the pleadings or judgment file, that it will pay any final judgment rendered in such action against such fireman or volunteer ambulance member. **No mention of any kind shall be made of such statement by any counsel during the trial of such action.**

RATIONAL AND IMPACT OF PROPOSED MODIFICATION TO 7-101A AND ELIMINATION OF 7-308

1) **State budget neutral.**

2) **Most towns already have legal staff; minimal increased burden.**
   .

3) **Recruitment and retention benefit; volunteers save towns millions per year.**

4) **Towns already required by existing 7-101a to cover paid staff and most have insurance in place…adding the volunteers as named insured was not a big deal when added recently to Town Of Greenwich Liability Policy.**

5) **Volunteer companies should not have to worry about hiring lawyers with their limited funds; town's should be obliged to defend the people serving the town without pay as they do those who are paid**

6) **It's simply the right thing to do**.

I. Statement of Issue (J. Kaliko #2)

Minimizing liabilities for individuals, municipalities and the state for fire service delivery. The issue extends to mimimizing not only the risks of delivering fire suppression services per se, but includes support services (like traffic control at fire and other emergency scenes), services related to responding to the fire emergencies (for example, operating fire trucks to get to a scene) and many tangential issues, like restraining a victims family member in order to administer CPR, liabilities flowing between firemen for alleged acts of negligence by one another, liability to the public flowing from improper placement of vehicles and other equipment at emergency scene and far too many other possibilities to list.

II. Proposed Action

Providing coverage for fire service safety liabilities via insurance products in aIn addition to legislating change regarding municipal liabilities and insurance requirements (much like individuals are required to carry a minimum amount of insurance for the motor vehicles they drive).

Immediate action: Educate municipalities and fire service delivery organizations on what statutory and case law protections exsist; facilitate via education the ability of each entity to calibrate its risks; and study of commercially available (and possibly new) insurance products to cover the risk.

Priority: Many are under the misapprehension that state statutes and case law relieves those delivering fire services from financial harm, especially in the

course of performing their duties. The financial impact on municipalities and individuals can be enormous from even a single incident, making this issue a high priority since vehicles do exist, at modest cost, to minimize and even eliminate risk.

Financial Impact: By way of example, the Cos Cob Fire Police Patrol (CCFPP) in 2010 purchased broad insurance coverage from an A-rated specialty insurance company operating in Connecticut (Volunteer Firefighter Insurance Services), which cover not only volunteer fire fighters, but Greenwich's Emergency Medical Services (GEMS) and even issues a policy to the Town of Greenwich making up shortfalls to individuals for workmen's compensation payments. The cost to the CCFPP was under $2,500; and the liability portion of that premium (which also covers a vehicle and other things like D&O insurance), was less than $800 (for a million dollar per incident cover)!

III. Long Term Needs/Vision: Focusing on minimizing the aforestated liabilites via insurance encourages the recruitment and retention of volunteers and drastically reduces municipal exposure, making the long term need an imperative. The vision is to have enabling legislation that mandates minimum insurance coverages (again, much like for auto insurance); and provide a mechanism that actually reduces risk and insulates individuals, organizations and municipalities from financial harm in the course of delivering fire safety services.

IV. Jobs Impact & Other Benefits

Recruitment and retention of those providing fire services enhanced. Promotes an understanding of risk and means to inexpensively cover the risk of delivering fire services. As previously indicated, the proposed action will benefit individuals, organizations municipal entities and in the end the state, through prudent risk management.

IV. Dissenting Opinions & Other Relevant Items

None Known

I. Statement of Issue (J. Kaliko #3)

CGS Section 7-323R stipends. Volunteer Fire Companies respond to literally thousands of incidents on the state's limited access highways in the course of a year. In Greenwich alone, the Cos Cob Fire Police Patrol, Inc. (Not a volunteer fire company per se) responds to over 200 calls of this type ranging from car fires, HAZMAT incidents, extrications, etc. The volunteers are often in charge of scene safety as well, protecting all emergency service workers, including police, fire fighters, medical personnel and victims, on scene. Going up on the highway is one of the more dangerous aspects of volunteer services provided. Nevertheless, some ten years ago the state reduced compensation for the men and equipment responding to such calls from $100 per incident to a fixed $1,200 per year (or an equivalent credit for fee based services at the Commission of Fire Prevention and Control's Fire Academy).

II. Proposed Action: Two fold. First, expand the scope of the present statute (CGS 7-323R) to include Fire Police Patrol's called to respond up on the highway; and second, reconsider the amount of the stipend since it is entirely disproportionate with the service being rendered to the state.

Priority: High priority since the cost of replacing these services using paid fire department personnel and equipment would be enormous. Also, a stipend would help with recruitment, retention and the purchasing/maintenance of equipment (such as vehicles) and supplies that are used on the highway.

Fiscal Impact: The stipend could be something modest like $10 per call/or $1000 for the first 100 responses; $2000 for the second 100 responses, etc. The impact on the state budget would be very modest compared to the cost savings

and additional benefit that could come from the recognition stipend, which could be earmarked for fire safety related expenses incurred by the recipient organization (or again, an offset of fees at the academy for training or other expenses). Other incentives might be considered as well.

III. Long term Needs/Vision: Provide a mechanism for at least token "compensation" for services provided on the interstate which relieves other state resources (like state police and DOT personnel) for other assignments. If plowed back into offsetting volunteer fire service costs, the state wins by conserving its resources (like state police) while enhancing response capabilities to prevent injury or death to emergency responders.

IV.Jobs Impact & Other Benefits: Allows equipment and supplies used in responding to highway calls to be maintained and replenished.

V.Dissenting Opinions & Other Relevant Items: The following link to the "Rescue 911" video, depicts a true Greenwich story where Lt. James Pucci almost lost his life responding to an I-95 call. Ever since then the Fire Police in Greenwich are virtually always summoned to I-95 calls to protect the police and other responders.

http://www.youtube.com/watch?v=wMwYw0EZMiE

Also, see the Attachment (1 page) for a copy of the existing statute (Section 7-323R); along with a proposed change. A modification to the stipend per se is not shown

ATTACHMENT

SECTION 7-323R PROPOSED CHANGES:

HERE IS THE SUPPLEMENTAL GRANT STATUTE AS IT STANDS TODAY:

Sec. 7-323r. Supplemental grant award remittance program for volunteer fire companies providing services on limited access highways or on the Berlin Turnpike or a section of Route 8. The State Fire Administrator may, within available funds, administer a supplemental grant award remittance program to support local volunteer fire companies that provide emergency response services on a limited access highway, or, on a section of the highway known as the Berlin Turnpike, which begins at the end of the existing Wilbur Cross Parkway in the town of Meriden and extends northerly along Route 15 to the beginning of that section of limited access highway in the town of Wethersfield known as the South Meadows Expressway, or on that section of Route 8 in Beacon Falls which is within the boundaries of the Naugatuck State Forest. Eligible fire companies may receive direct payment of grant funds or may use the funds as credits for fee-based services provided by the Commission on Fire Prevention and Control. Any such credits shall be used during the fiscal year for which they are received.

3) Fire Departments (as opposed to Volunteer Fire Companies), do not benefit from the program; and

4) An organization such our Fire Police Patrol receives nothing from the program since the word "Police" is in our organization name...even though we serve under the Fire Department at the pleasure of the Fire Chief and have responded to literally hundreds (if not thousands) of calls for help on I-95.

PROPOSAL:

THIS STATUTE COULD EASILY BE AMENDED TO INCLUDE “AND FIRE POLICE PATROLS” AFTER THE TERM “FIRE COMPANIES” WHEREEVER IT APPEARS IN THE STATUTE.

I. Statement of Issue (J. Kaliko #4)

The need for developing redeployment standards pertaining to the relocation of people and equipment when a fire facility in a given fire district is undergoing renovation or reconstruction for a prolonged period.

The problem involves having to balance costs and not compromise fire safety in the affected fire district. This is not an abstract problem. It is currently being dealt with in Greenwich in connection with the proposed renovation/rebuilt of the central fire station.

II. Proposed Action: Consider drafting statewide standards/regulations providing minimum safety criteria that must be met in connection with any such redeployment. Tie regulations to objective criteria such as minimum response times, traffic safety issues, fire insurance rates, temporary facility structure, location and code requirements.
Priority: 2011-2012 time frame.

Fiscal Impact: Virtually none on state level.

III. Long term needs/Vision: Over the long term the guidance will help drive site selection for temporary facilities and mitigate having to try to balance cost versus safety each time the issue is brought up in a given municipality.

IV. Jobs Impact & Other Benefits

Standards/regulations will help guide the decision making process regarding redeployment; without compromising fire safety.

I. Dissenting Opinions & Other Relevant Items
None Known

I. Statement of Issue (J. Kaliko #5):

As is becoming more commonplace throughout the United States a number of career and volunteer fire departments here in Connecticut have begun to invoice for various services such as response to motor vehicle accidents where they provide rescue (extrication), Emergency Medical Services and patient transport (EMS), technical rescue (i.e., removal of hikers from a cliff) in addition to incidents involving hazardous material(s) release from fixed facilities or transport vehicles. Often times an individual's or corporate motor vehicle, business, homeowners or other related insurance policy carries a provision for such a payment be made to a fire department.

As such, invoicing an insurance carrier or responsible party for EMS and hazardous material incidents have not been a problem and are typically promptly paid. Payment of invoices for extrication services and technical rescue events are more of a problem. A number of communities throughout Connecticut have adopted local ordinances permitting billing by their fire department. At the July 27, 2010 meeting of the Commission on Fire Prevention and Control representatives from several fire departments appeared and requested the Commission to consider proposing enabling legislation at the state level to provide greater authority for local departments to bill for these services.

II. Proposed Action: Consider adopting enabling legislation to authorize fire departments to bill for response to certain emergency events.

A. Prioritization Schedule

2011 Legislative Session

B. Fiscal Impacts

Fiscal gain to municipalities would vary depending upon services they billed for.

III. Long-term Needs/Vision

None at this time

IV. Jobs Impact & Other Benefits

Potential jobs gain for third party billing services.

V. Dissenting Opinions & Other Relevant Items

Although language currently exists in many insurance policies allowing payment to fire departments the Insurance industry may oppose such a proposal. Fairfield has experimented with this concept (for extrication and spill control) to offset the cost of consumables and replacement of equipment like cones and vests. Another model provides a base level of service free; with invoice for services above the defined base level. There are many possibilities.

SAMPLE LANGUAGE:

Any municipality, fire department or fire district may issue a bill for response to any emergency call for which they respond and provide service. The Commission on Fire Prevention and Control shall propose Regulations for approval to govern the amount charged by fire departments.

I. Statement of Issue: (J. Kaliko #6)

Water sources are a major issue in providing fire safety.

II. Proposal: There is a need to sustain and enhance the GrantsTo Small Towns and Cities Program already in existance to sustain cistern and dry hydrant programs. Priority is high

Fiscal Impact: Reduction of fire insurance costs which benefits taxpayers at large and puts more money into the economy.

III. Long Term Needs/Vision: Need to revamp the archaic 1930's legislation to, for example, provide no cost easements to municipalities to access water sources, liability relief for situations involving access to water in emergencies, etc.

IV. Jobs Impact and other Benefits: Enhances fire protection across the state by focusing on water source issues.

V. Dissenting Opinions & Other Relevant Items

Private property issues; which need to be weighed against public safety. Funding issues in view of the deficit.

I. Statement of Issue: (J. Kaliko #7)

Juvenile Arson. Across the nation, the issue of juveniles setting fires has been a long standing problem. Connecticut continues to keep pace with the national average of 50% of all arrests for arsons started by children under the age of 18. (Crime in Connecticut Statistics 2007).

II. Proposed Action: Since 2008 representatives from Fire Services, private clinicians working within the state, the Department of Children and Families, including Juvenile Justice, the State Fire Marshals office and the Commission on Fire Prevention and Control Office of State Fire Administrator have worked together to develop a community based model to address this issue. The model includes collaboration amongst these agencies to respond to any youth involved with this behavior. The model will offer both education and clinical services if needed. The purpose is to divert the youth from more costly and unnecessary interventions. Support from the new administration will be critical in order to develop a statewide model and provide the minimal funding needed to implement the training, coordination and research required (discussed below) for success in dealing with this little know and serious problem.

A. Prioritization Schedule:

- **Ongoing training of Fire Services personnel in Juvenile Fire Specialist I &II training.**
- **Additional training for Clinicians in addressing Fire Setting Behaviors**
- **Development of formal programs statewide to respond effectively and efficiently using both education and behavioral health support.**

- **Coordination and oversight of the programs to assure consistency and results based interventions.**
- **Ongoing research into funding through grants to maintain sustainability to fund local programs.**

B. Fiscal Impacts

- **Currently all program development and implementation has been achieved through volunteers or in kind services. Funding will be needed to continue training through the Connecticut Fire Academy. Additionally, minimal funding will be needed to support local Fire Departments in obtaining educational materials and paying Fire personnel to implement the program. The need for funding will be dependent upon the size of the community and the number or referrals received. The funding will also be dependent upon the configuration of the Fire Department and the number of volunteer and career Fire Service personnel.**
- **Every effort is being made to secure funding through outside grants. The grants will most likely not adequately fund the community based programs.**

III. Long-term Needs/Vision

- **All youth involved in Firestarting, Firesetting behavior will be properly screened for risk and referred to the most appropriate intervention needed.**
- **Youth that are a risk to themselves and or the community will be appropriately served in either the judicial or behavioral health system.**
- **By developing a statewide model with oversight, it will hasten local communities in developing and implementing programs that are standardized from community to community.**

IV. Jobs Impact & Other Benefits

- **This intervention model is designed to be proactive and decrease the cost and destruction caused by youth using fire inappropriately as well as decrease deaths caused by these fires.**
- **As the program expands some areas may need to hire additional personnel to implement the program and provide for sustainability.**

V. Dissenting Opinions & Other Relevant Items

- **The community at large is not properly educated on and knowledgeable of the crisis of juvenile firesetting in our communities statewide. This includes the enormous cost to their communities or lives lost.**
- **Case studies of local communities have typically depicted a mind set that Juvenile Firesetting is part of normal development, experimentation and exploration and may not have understood the impact of this dangerous behavior if not addressed.**

Communities leaders are very supportive of the concept of developing Juvenile Firesetting Programs and there have not been any dissenting opinions thus far. SEE ATTACHMENT

ATTACHMENT

Juvenile Firesetting Statistics

Juvenile firesetting is a serious community problem. There is an increasing trend in the number of fires set by children. Let's take a look at the frightening statistics:

Who are the firesetters?

- **Children set 50% of all fires.**
- **Over 40% of juvenile firesetters are under age 5, and 70% are under age 10.**
- **Fires set by children account for approximately 250,000 fires per year.**

What are the juvenile arson statistics?

- **55% of all U.S. arson arrests are children under the age of 18.**
- **Almost half of these arrests are children 15 and under.**
- **As many as 6.8% of juveniles arrested for arson are under the age of 10.**
- **The crime of arson has the highest rate of juvenile involvement.**

What is the result of fires set by juveniles?

- **It is the 2nd leading cause of all fatal home accidents.**
- **Firesetting is the largest cause of home deaths among children.**
- **Almost 34% of the victims of child-set fires are the children themselves.**

These statistics may be low, because many fires that cause only minor damage or injury go unreported by the parents.

Where and why does firesetting happen?

- **Younger children typically set fires in their home, often hiding in their bedroom – a location with numerous flammables.**
- **Older children often play with fire outside of the home.**
- **Most children who set fires lack fire safety education, but more importantly, appropriate parental supervision.**
- **Children mistakenly believe that they can control the fires that they set.**
- **Once a fire is set, it only takes about two-minutes for the flame from a single match to set an entire room on fire, and less than five minutes for that fire to overtake an entire house.**

I. Statement of Issue: (J. Kaliko #8)

Utilizing the "Joint Council of CT Fire Service Organizations" to provide inputs into the decisions that are made at the state level that will have a material and significant impact on the missions of the associations coming under the umbrella of the Council.

II. Proposed Action: The Joint Council of CT Fire Organizations is the umbrella organization for the following:

Connecticut State Firefighters' Association
Connecticut Fire Marshals' Association
Connecticut Fire Chiefs' Association
Connecticut Fire Department Instructors' Association
Connecticut Career Fire Chiefs' Association
Uniformed Professional Firefighters' Association of CT
Connecticut Fire Equipment Mechanic's Association

The immediate action necessary is to utilize the Council for input and advise on fire safety and other firematic matters as discussed with the Governor Elect by Chief Mc Carthy and Chairman Carrozza in their recent meeting.
A. Prioritization Schedule-High priority
B. Fiscal Impacts-no cost

III.Long-term Needs/Vision: Utilization of the expertise in the state for advising on fire safety and other fire oriented matters.

IV. Jobs Impact & Other Benefits: Impacts recruitmnet, retention and training of all fire fighters.

V. Dissenting Opinions & Other Relevant Items:

Include volunteer organization inputs under the umbrella.

I. Statement of Issue: (J. Kaliko #9)

Need for legislation to increase E9-1-1 telecommunications surcharge cap currently set at fifty cents. No rate increase for FY 10/11 from DPUC. An Office of Statewide Emergency Telecommunications ("OSET") shortfall will result from decreased revenue. The ability to take advantage of more robust technology, new features and cost saving options, will be impacted. Calls for emergency services (including emergency fire calls) are affected.

The E9-1-1 telecommunications fund was established in 1996 to provide ongoing funding for E9-1-1 programs. It includes funding for subsidies of regional emergency telecommunication centers, cities, equipment, staffing, overhead and telecommunicator training.

Each year the Department of Public Utility Control conducts an annual hearing to review/approve OSET's budget submittal and establish the annual surcharge rate. The rate is collected from each telephone subscriber and used to fund emergency telecommunications. By state statute the access line rate can not exceed fifty cents.

The existing statutory cap of fifty cents has served the state well in providing 9-1-1 for Connecticut. However, traditional E9-1-1 systems are not capable of handling current communication trends and require a shift from a digital system to an IP system.

Due to economic factors and changes in telecommunications devices, we are seeing a reduction in access lines. This has a significant impact on revenue and resulted in a shortfall of 14% for FY 09/10. Projections based on revenue received to date indicate a possible deficit of $5.6 million for FY 10/11, if the surcharge rate is not increased. Future funding is of great concern in the 9-1-1 community.

The number of public safety answering points (E9-1-1 system) is too large. The number in the state today is 115 points. More is not better since more van be done with fewer sites with available technology that could be purchased if the statutory cap is raised. For example,

only one call point located in each of Stamford, Norwalk and Bridgeport could service the entire region reducing the number of call points and saving money in the long run.

II. Proposed Actions

A. Request re-opening of current DPUC docket to increase surcharge rate for FY 10/11 from 47 cents to 50 cents.

Status: In progress: final decision due 12/15/2010 for increase from 47 to 50 cents per line.

B. Provide support from the governor's office for legislation to be enacted as soon as possible in the 2011 legislative session to increase statutory surcharge cap from 50 cents to 75 cents.

Projections of expenditures for the statewide Enhanced 9-1-1 program indicate the future surcharge rate will need to be set above the 50 cent statutory cap in order to meet statutory requirements for 9-1-1 programs. It is expected that the surcharge rate will increase over the next five years from a projected low fifty cent range into the high sixty cent range. If efforts to create new regional communication centers are successful, additional funds will be necessary causing the surcharge to reach the high sixty range and approach the low seventy cent mark sooner. A 75 cent cap on the E9-1-1 surcharge will allow the state to continue to provide state of the art E9-1-1 service to all Connecticut residents. Failure to raise the surcharge rate may jeopardize future E9-1-1 projects and the technology and programs that have made Connecticut's E9-1-1 system one of the finest in the country.

III. Long-term Needs/Vision

Examine alternate funding models and subsequent regulatory changes as needed for subsidization of regional emergency communication centers, cities and multi-towns for more equitable distribution of funds, encourage regionalization where feasible to reduce equipment and maintenance costs.

The challenge is to balance the need for a state of the art emergency telecommunications' system with increasing costs for changing technology in an environment of declining revenues.

IV. Jobs Impact & Other Benefits

The E9-1-1 surcharge funds all 9-1-1 programs including the salaries and benefits of the OSET staff and other employees of the Department of Public Safety including the Office of Education and Data Management who are responsible for the training and certification of 9-1-1 telecommunigovcators.

The legislative increase to the statutory cap allows for the ability to fund and deploy high-tech public safety telecommunications which will improve emergency response and enhance public safety for the residents of Connecticut.

The funding and the deployment of new technology will require the services of vendors, suppliers, consultants, service organizations and other technology related companies.

V. Dissenting Opinions & Other Relevant Items

Legislation to increase the surcharge will result in additional fees on telephone access lines. This may bring about dissenting opinions and discussions. Historically, the Department of Public Safety, OSET has been very conservative with employing increases and does so with the support of the DPUC and a comprehensive budget review process.

While technological changes make surcharge increases necessary, OSET will continue to maintain a conservative fiscal approach while providing a robust E9-1-1 system capable of handling today's ever changing technology.

See Attachment: Range of 9-1-1 User Fees Nationwide

Range of 9-1-1 User Fees

Exact amounts may be adjusted locally

(August, 2009)

State	Wireline	Wireless	VoIP
Alabama	5% of Base Rate	$0.70	5% of Base Rate
Alaska	$0.50 - $2.00	$0.50 - $2.00	
Arizona	$0.20	$0.20	$0.20
Arkansas	5% - 12% of Tariff Rates	$0.65	$065
California	.67% of intrastate calls	.67% of intrastate calls	
Colorado	$0.40 - $1.25 (max)	$0.40 - $1.25 (max)	$0.40 - $1.25 (max)
Connecticut	$0.46	$0.46	$0.46
Delaware	$0.60	$0.60	$0.60
District of Columbia	$0.76 Wireline $0.62 Centrex	$0.76	
Florida	$0.41 – $0.50	$0.50	$0.50
Georgia	$1.50	$1.00 - $1.50	$1.50
Hawaii	$0.27	$0.66	
Idaho	$1.00 (max)	$1.00 (max)	$1.00
Illinois	$0.25 - $3.20	$0.72 $2.50 City of Chicago	
Indiana	3% or 10% of Monthly Access	$0.50	3% or 10% of Monthly Access
Iowa	$0.45 - $1.50	$0.65	
Kansas	$0.75 (max)	$0.50	$0.50
Kentucky	$0.36 - $4.00	$0.70	
Louisiana	$0.62 - $1.00 Residential $1.30 - $2.00 Business	$0.85	
Maine	$0.37	$0.37	$0.37

Maryland	$1.00 (max)	$1.00 (max)	$1.00
Massachusetts	$0.75	$0.75	$0.75
Michigan	$0.19 State Fee $0.18 - $3.00 by County	$0.19 State Fee $0.18 - $3.00 by County	$0.19 State Fee $0.18 - $3.00 by County
Minnesota	$0.75	$0.75	$0.75
Mississippi	$1.00 Res $2.00 Commercial (25 Lines)	$1.00	
Missouri	15% of Base Rate	None	
Montana	$1.00	$1.00	$1.00
Nebraska	$0.50 - $1.00	$0.50 - $0.70	$0.50 - $1.00
Nevada	Varies by Jurisdiction – Property tax and/or Surcharge (max $0.25)	Must be equal to wireline Surcharge	
New Hampshire	$0.64	$0.64	
New Jersey	$0.90	$0.90	$0.90
New Mexico	$0.51	$0.51	
New York	$0.35	$1.20 - $1.50	
North Carolina	$0.70	$0.70	$0.70
North Dakota	$1.00 - $1.50 (max)	$1.00 - $1.50 (max)	$1.00 – 1.50 (max)
Ohio	$0.50 (Max) (Legally limited to a few Counties, no general surcharge.	$0.28	
Oklahoma	3-15% of Base Rate	$0.50 (Approx. 32 Counties)	$0.50
Oregon	$0.75	$0.75	$0.75
Pennsylvania	$1.00 - $1.50	$1.00	$1.00
Rhode Island	$1.00	$1.26	$1.26
South Carolina	Based on access lines	$0.61	
South Dakota	$0.75	$0.75	
Tennessee	$0.65 - $1.50 Res./ $2.00 - $3 Bus	$1.00	$1.00

Texas	$0.50 plus it varies by HRC &ECD	$0.50	$0.50
Utah	$0.65 Local Fee plus $0.13 State Fee	$0.65 Local Fee plus $0.13 State Fee	
Vermont	Universal Service Funding	Universal Service Funding	
Virginia	$0.75	$0.75	$0.75
Washington	$0.20 Statewide $0.50 by Counties	$0.20 Statewide $0.50 by Counties	
West Virginia	$0.98 - $4.65 by County	$3.00	$0.98 - $4.65 by County
Wisconsin	$0.36 - $1.00	None	
Wyoming	$0.75	$0.75	

I. Statement of Issue: (J. Kaliko #10)

Consolidating Public Safety Answering Points (PSAPs) . Too many PSAPs (115 statewide). Large scale savings and enhanced fire safety and response times (among other benefits) are possible with a statewide with consolidation.

II. Proposed Action focusing on immediate action areas:

A. Priority: High. A $250,000.00 study has been approved by the 911 Commission to look at this issue . Once the study is complete it should be used as tool to move forward with a consolidation plan.

B. Fiscal Impacts: Large scale savings state wide can be achieved thru this process. Standardization of equipment, training and operations are just a few of the benefits.

III.Long-term Needs/Vision:

This is a project that has only been viewed from a high level . People have been unable to move on this due to Major Turf issues . A new administration with an eye to solving problems , using economies of scale and taking a hard look at how things are done is what is needed to resolve this issue and reap the benefits of

consolidation.

IV. Jobs Impact & Other Benefits:

This consolidation would set state wide rates for dispatchers supervisors, reduce ineffective operations, promote economies of scale, backup and safety nets that are currently week in many parts of the state.

V. Dissenting Opinions & Other Relevant Items:

Many Police departments may not like this proposal because of control and Turf issues. All one has to do is simply look at some best practices in other states to conclude that we have an outdated system.

I. Statement of Issue: (J. Kaliko #11)

Need for a Volunteer firefighter Summit meeting. Volunteer firefighters make up the overwhelming majority of Connecticut's fire fighting forces (nearly 75%). Many departments consist only of volunteers; many others are "combination" departments comprised of a paid staff as well as volunteers. It is imperative, particularly given the state of the economy, that volunteers be recruited, trained and retained ; and work as a team with career staff in a combination department to deliver the best fire services possible to the public.

II. Proposed Action: A volunteer Summit should be convened with the encouragement and support of the administration to discuss some or all of the following exemplary topics affecting fire safety: Volunteer recruitment and retention (incentive programs); traffic courses; testifying in court on behalf of a fire service organization or municipality; understanding volunteer liability issues and pertinent state statutes; an environmental scan of current legislation affecting volunteers; current support programs; marketing; communications strategies; leadership issues; health and safety concerns; interrelationships with combination and career departments; effective grant writing and fire acadamy training opportunities (again, just examples).

Additionally the administration should consider a focused effort in providing support for these

volunteer organizations and might achieve this objective by hosting the Summit.

The Summit could be facilitated by the Administration with participants to include members of the General Assembly, local volunteer and combination fire departments, city and town officials and labor officials.

A. Prioritization Schedule: Within 12-24 months of the new administration taking office.

B. Fiscal Impact: The fiscal impact of volunteer fire organizations and their members on the state and municipalities is great. See the attachment sent to First Selectman Peter Tesei in Greenwich this month (December 2010), outlining the capital contributions made in this one town alone by it's volunteer companies over a 4 year window (some $2.7 million in capital outlays plus approx. an additional $8 Million dollars worth of contributed man hours using a $30 an hour rate).

Minimal to no fiscal impact on the state to hold the Summit. Outcomes from a Summit may provide strategies for volunteer fire departments and EMS organizations to employ for greater success in their Recruitment and Retention efforts resulting in savings to a municipality and fire department/EMS organization.

III. Long-term Needs/Vision: The ranks of the volunteer firefighters in the state need to be maintained at a minimum and be supplemented where possible. Recruitment and retention benefits envisioned.

IV. Jobs Impact & Other Benefits: Free up other valuable/ limited fire service resources through the use of volunteer organizations and their members. Potential for significant cost savings to municipalities for fire protection.

V. Dissenting Opinions & Other Relevant Items

Union issues where efforts seek to expand job base and overtime opportunities for paid staff.

See attachment for capital outlays by volunteer firefighting companies in Greenwich, CT over a 4 year period.

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ATTACHMENT

CAPITAL OUTLAYS BY VOLUNTEER FIRE COMPANIES IN GREENWICH*

Station 2 (Cos Cob):

Cob Volunteer Fire Company

-Squad 2	**$ 135,000**
-Chief Car	**50,000**

Cos Cob Fire Police Patrol, Inc.

-Utility 2	**100,000**

Station 4 (Glenville)

-Squad 4	**15,000**

Station 5 (Sound Beach)

-Squad 5	**75,000**
-Rescue 5	**15,000**
-Radios (via Volunteer Grant Effort)	**500,000**

Station 6 (Round Hill)

-Squad 6	**200,000**
-E-62 Volunteer Contribution	**300,000**
-Building Expansion Budget (2011)	**500,000**

Station 7 (Banksville)

-Mini Attack	**125,000**
-Tanker	**200,000**

Amegerone

-Replacement for Squad 1	**375,000**

Miscellaneous

Donated Equipment/supplies/operating costs/all stations	**125,000**
	TOTAL $2,715,000

***Expended apart from any contributions by TOG. Includes funds raised by volunteers and grant writing activities. All funds expended since '06 or in 2011 budget as noted (approx. a 4 year window). Total of $2,715,000 is net** CASH SAVED **TOG in addition to donated man hours.**

I. Statement of Issue (J. Kaliko #12)

Maintaining the integrity of The Commission On Fire Prevention and Control ("COFPC") .

II. Proposed Action: Supporting the existing structure of the COFPC; NOT merging it with any other organization or agency.

A. Priority: Urgent as merger considerations were announced under the Rell administration

B. Fiscal Impact: No perceived savings through a merger or consolidation as suggested by the Rell administration. There is a great concern that service delivery would suffer as fire programs would not necessarily receive the priority they deserve under the umbrella of either a Public Safety or Homeland Security parent agency. There are already specific examples of this potential problem within Connecticut and thus the concern is not a parochial view; rather an experiential view.

III. Long Term Needs/Vision: See the Attached background information regarding the Commission On Fire Prevention & Control.

IV. Job Impact & Other Benefits: Positive jobs impact; for other benefits, see Attachment.

V. Dissenting Opinions & Other Relevant Items:

-Rell Administration suggested merger with DPS.

- See Attachment.

ATTACHMENT

Mission of the Commission On Fire Prevention and Control:

To prevent or mitigate the effects of fires and natural disasters, either natural or man-made, on the citizens of the State of Connecticut. This objective shall be accomplished through the development and delivery of state-of-the-art educational programs designed to meet nationally recognized standards, certification of individuals to such standards and maintenance of up-to-date resources for use by fire service personnel, public educators and other first responders.

Overview:

For more than thirty years, the Commission on Fire Prevention and Control has served Connecticut's career and volunteer fire service as the focal point for fire service training, education and professional competency certification in addition to fire and life safety education for the public. As an internationally accredited institution, the Commission's world class Connecticut Fire Academy is recognized for excellence well beyond our state's border.

The value and impact of agency services is demonstrated in part by a reduction in injuries and deaths from fires and other emergencies experienced by both civilians and firefighters statewide. This correlates into reduced Workers' Compensation expenses to already burdened municipalities as well as providing valuable infrastructure protection preserving municipal grand lists as well as private and public sector jobs.

The Commission is a lean, organizationally streamlined agency that continues to leverage its limited resources in an effort to provide quality services. As a policy board, the

Commission is comprised of twelve uncompensated members appointed by the Governor representing the major statewide fire service organizations. In addition, the State Fire Marshal and Chancellor of the Community College System or their designees serve as ex-officio voting members. Three operating divisions; Office of State Fire Administration, Training and Certification are charged with the day to day responsibilities of fulfilling the agency mission. Economies and efficiency are gained through close partnerships and synergy with the independent Regional Fire Schools and various state agencies such as the Department of Emergency Management and Homeland Security, Department of Public Health, State Military Department, Department of Public Safety and many others.
Several years ago the Commission experienced the consolidation of the majority of its Business Office functions into the DAS Small Agency Resource Team (SMART)allowing for greater focus on its core mission.

To combine the Commission's mission of fire service training and education with any other agency would erode its focus of firefighter workforce development and all hazard citizen safety.

Training and education always suffer when they are viewed as optional activities when compared to required functions. Yet, training and education is viewed as the most important functions of local government by parents and employers.

The major statewide fire service organizations strongly support the need to preserve the mission and focus of the Commission on Fire Prevention and Control and the independent Regional Fire Schools. This already lean system should continue unimpeded with developing over 800 new firefighters per year as well as provide technical competency training to nearly 9,000 incumbent firefighters annually as well as valuable fire and life safety information to

our citizens.

The State of Connecticut has invested significantly over the years in developing a world class fire service training and certification system.

Continuing to support the modest but effective infrastructure that is in place rather than creating a new system is critical.

I. Statement of Issue: (J. Kaliko # 13)

Preservation of state aid to cities and towns.

Without this aid the Fire Service and all municipal functions are very vulnerable to budget cuts which would result in loss of firefighting capabilities.

II. Proposed Action: Preserve the aid.

A. Prioritization Schedule: High

B. Fiscal Impact: Neutral if status quo maintained.

III. Long Term Need/Vision: This is a long term need.

IV. Jobs Impact & Other Benefits: This issue has a great impact on jobs and the ability to provide fire services in many municipalities.

V. Dissenting Opinions & Other Relevant Items:

None Known

I. Statement of issue: (J. Kaliko #14)

Regional Fire Schools.

Excerpts (immediately below) from the attached document frame the issue.

Today there are nearly 30,000 firefighters belonging to over 300 fire departments in this state. Over 70% of these firefighters are volunteer service providers. These firefighters provide a significant savings to Connecticut taxpayers estimated at over 100 million dollars annually. All of these firefighters need access to quality, cost effective, regional training facilities

The construction of regional fire schools with bond funding is totally inconsistent with the stated goals of reducing the operational funding budgets of these same facilities.

Most of the costs associated with our regional fire schools are attributable to fixed facility costs. Administration for these schools is provided at no cost to the state. The only option that regional school directors are left with in order to absorb reductions in operating budgets is the curtailment of training programs .

The following note is contained in the state budget document under the Commission on Fire Prevention and Control budget.

"Rollout FY2009 Rescissions FY 2009-2010 -85,965 FY 2010-2011 -85,965 Continuation of reductions to the following accounts: Firefighter Training 1, Payments to Volunteer Fire Companies and Fire Training Schools in Willimantic,

Torrington, New Haven, Derby,Wolcott, Fairfield, Hartford, Middletown and Stamford".

These directives would seem to indicate that the state is planning to declare a moratorium on fires and related emergencies.

This directive is unrealistic and irresponsible.

During the period from 2004 through 2006 funding levels to operate the state's regional fire schools was little increased significantly after nearly ten years of stagnation and neglect. Since 2006 those funding levels have been attacked in order to help solve the current budget crisis. This savings of a few thousands of dollars threatens to add a hundred million dollars to the cost to taxpayers in order to continue to ensure the availability of these essential emergency services.

Proposed Action: Reinstate realistic regional fire school budgets that allow for the continuation of operation of these essential facilities. Preserve the fire service in Connecticut

The training of firefighters, lacking an acceptable burn building, would be similar to the training of police officers without a shooting range. We would not expect to put a police officer on the street to work if he or she had never fired their weapon.

National standards and OSHA regulations mandate that initial live fire training, and annual refresher training including attack of interior live fires, be provided for structural firefighters. The recommended fuel for these training fires consists of ordinary combustibles. This is to provide for fuels that will burn similarly to those encountered

during actual structural firefighting. There are only two remaining burn buildings of this type in Connecticut. The declining number of available burn facilities is causing a severe over-utilization of the remaining burn buildings, accelerating their rate of deterioration. Please note that there are more than three hundred fire departments in Connecticut. Most rely upon these regional fire schools for their basic fire suppression training. Hands-on training is essential.

Regional fire schools are the only cost-effective means that local fire departments have to access the specialized training facilities necessary to provide for required training. Classes currently offered through these regional school venues include a full spectrum of course deliveries on traditional fire service functions and associated administration. Additionally, these regional facilities are offering classes to prepare firefighters for responses to incidents involving weapons of mass destruction, chemical and bio-chemical agents and other homeland defense initiatives. The loss of one regional school and impending loss of two more is devastating. Additionally, the lack of appropriate burn facilities at the remaining regional fire training facilities adversely affects the ability of local fire departments to adequately protect Connecticut's citizens.

II. Proposed Action: Continued funding of the upgrade to the Regional Fire Schools (bond commission).

A. Prioritization Schedule: Extremly high and immediate.

B. Fiscal Impact: Balancing of costs with benefits of providing services and enable greater participation and training opportunities.

III. Long Term Need/Vision: This is a long term need.

IV. Jobs Impact & Other Benefits: This item has a positive impact on jobs, training and access to the schools. Fire safety is enhanced statewide utilizing a robust regional school system.

V. Dissenting Opinions & Other Relevant Items:

See attached letter from Alan R. Hawkins, chairman of the Connecticut State Firefighters Association sent October 19, 2010, to Office Of Policy and Management Acting secretary Sisco providing greater detail concerning this vital issue.

ATTACHMENT

Text of letter to:

State of Connecticut
Acting Secretary Sisco
Office of Policy and Management
October 19, 2010

Dear Acting Secretary Sisco:

Operations budget notes “Commission on Fire Prevention and Control”

The Operations Budgets :

Since Benjamin Franklin organized the first volunteer fire department in 1736 the volunteer fire service has been an American institution. Early volunteer firefighters included Thomas Jefferson, George Washington, Samuel Adams, Paul Revere, John Hancock, Alexander Hamilton, John Jay, John Barry, Aaron Burr and Benedict Arnold. Today over 70% of firefighters in this country are volunteers. Independent analysis has shown a savings to the nation’s taxpayers of over 37 billion dollars annually.

The first volunteer fire department in Connecticut was organized in 1803. Today there are nearly 30,000 firefighters belonging to

over 300 fire departments in this state. Over 70% of these firefighters are volunteer service providers. These firefighters provide a significant savings to Connecticut taxpayers over the cost to replace them with career firefighters. Those savings are estimated at over 100 million dollars annually. These firefighters are committed to the people of this state. All of these firefighters need access to quality, cost effective, regional training facilities

These firefighters ask for so little in order to provide this vast array of emergency response services. They do, however, require and deserve the support of the state of Connecticut to provide adequate funding for training facilities. Current funding levels are totally at odds with the “long term plan” described below. The construction of regional fire schools with bond funding is totally inconsistent with the stated goals of reducing the operational funding budgets of these same facilities.

Without a succession plan there is no reason to believe that the cost savings afforded by the volunteer fire services in Connecticut will continue. That succession plan MUST include a training component! If we don’t train firefighters to replace the existing compliment of volunteers, there will be no replacements for those volunteer firefighters lost through attrition. As existing firefighters leave the service, retire or die these services that Connecticut’s residents have learned to rely upon may cease to exist.

Most of the costs associated with our regional fire schools are attributable to fixed facility costs. Utilities, insurance, workers compensation, state and federal payroll taxes, Medicare and Medicaid withholdings along with facility maintenance and upkeep are necessary costs to sustain a regional fire school. Administration for these schools is provided at no cost to the state by a volunteer board of directors or at the cost of the local fire department that runs the school. The only option that regional school directors are left with in order to absorb reductions in

operating budgets is the curtailment of training programs offered. A regional fire school that provides NO services to the fire departments in its region can absorb the cost reductions that you are asking. In order to save a small percentage of our operating costs we will need to stop training firefighters.

The following note is contained in the state budget document under the Commission on Fire Prevention and Control budget. “Rollout FY2009 Rescissions FY 2009-2010 -85,965 FY 2010-2011 -85,965 Continuation of reductions to the following accounts: Firefighter Training 1, Payments to Volunteer Fire Companies and Fire Training Schools in Willimantic, Torrington, New Haven, Derby,Wolcott, Fairfield, Hartford, Middletown and Stamford These directives would seem to indicate that the state is planning to declare a moratorium on fires and related emergencies. No one in the fire service has noted the resulting reduction in calls for service. If you evaluate the calls for service across this state, they increase every year. How can any reasonable person expect to provide for an increase in the demands for service while engaged in a plan that calls for a “Continuation of reductions to the following accounts” This directive is unrealistic and irresponsible.

During the period from 2004 through 2006 funding levels to operate the state’s regional fire schools was little increased significantly after nearly ten years of stagnation and neglect. Since 2006 those funding levels have been attacked in order to help solve the current budget crisis. This savings of a few thousands of dollars threatens to add a hundred million dollars to the cost to taxpayers in order to continue to ensure the availability of these essential emergency services. As communities lose the advantage of a properly trained volunteer force there will be choice but to turn to career firefighter positions. This approach

promises to result in another in another hugh financial burden on all taxpayers in Connecticut.

Please reinstate realistic regional fire school budgets that allow for the continuation of operation of these essential facilities. Preserve the fire service in Connecticut. Your constituents rely on these essential services. At risk are the very lives of those constituents you represent.

The Long-Term Plan:

In 1999 members of the Education Committee began work on a carefully coordinated effort to upgrade Connecticut's regional fire schools. That work culminated in a bill submitted in the 2001 legislative session to fund improvements at the eight regional fire schools for an estimated $28 million. Instead, bond funding was provided during the 2001 session in order to fund a comprehensive, independent study of the facilities at all eight regional fire schools.

The facilities study, completed in 2002, was ready for consideration during the 2003 legislative session. The study report recommended the estimated capital expenditures in the amount of $60.3 million to rehabilitate the eight regional fire schools. At that time $20 million was included in the bill to begin this most essential project. Unfortunately, that bond bill never came to the floor for a vote therefore no bond funding was authorized during the 2003 legislative session.

During the 2004 legislative session the Education Committee again worked closely with membership in the House and Senate to move the regional fire school project forward. Included with the study report was a proposed five-year implementation plan developed by the Education Committee in close coordination with staff at the Connecticut Department of Public Works. That

implementation plan was referenced in the bonding bill that authorized $10 million in order to begin the project.

That plan is depicted in the below spreadsheet. [OMITTED FROM THIS ATTACHMENT].

During the 2006 legislative session, $10 million in additional bond funding was authorized for this project. An additional $8 million was authorized in the 2007 legislative session. Although a total of $28 million in bonding authorizations have now accumulated toward the implementation of this plan, construction work has begun on only the New Haven Regional Fire Academy.

The budget presented by Governor Rell at the start of this legislative session included an additional $5 million of bond funding in 2011 to continue this project. The budget submitted by the legislature has removed that funding. Additionally, $2 million in previously authorized bond funding was rescinded.

Not only is the safety of Connecticut's residents being compromised but also the safety of our firefighters. The State of Connecticut has an obligation to provide necessary training for our fire department personnel. These project needs to be completed, the decade that we have already waited isfar too long.

The current status of the eight regional fire schools is as follows:

. Valley Fire Chiefs Regional Fire School, Derby – This facility has been shut down since 2000. Training is currently being conducted in various area fire stations. Live fire training is being conducted at the Fairfield Regional Fire School about twenty miles away. A parcel of property was purchase this year in Beacon Falls for a new school.

. Middlesex Fire School – The longevity of the current school remains in question. The department of transportation is continuing planning for highway improvements that include the demolition of the existing school. There is currently no facility for live fire training at this location.

. New Haven Fire Academy – The burn building at this facility remains out of service. Only classroom and “cold training” can be conducted presently. Construction is currently underway for reconstruction of this regional fire school.

. Hartford County Regional Fire School - This facility continues to provide training opportunities to the region. The existing burn building does not provide opportunity for class “A” burns. This structure is a propane gas-fired building that limits the realism of the fire attack evolutions. Design for a new burn building and a support/storage building is complete and this project is currently out to bid for construction services.

. Fairfield Regional Fire Academy - This facility continues to provide training opportunities to the region. The burn building, recently shut down for repairs, is now back in operation but is badly deteriorated from years of use. Design work is commencing for the facility reconstruction.

. Fire Training School of Torrington – This facility continues to provide training opportunities to the region. The burn building has continued in operation but is badly deteriorated from years of use. An engineering evaluation of this facility has recently recommended that training fires cease. Design work is commencing for the facility reconstruction.

. Wolcott State Fire School - This facility continues to provide training opportunities to the region. The burn building continues in operation but is badly deteriorated from years of use.

. Eastern Connecticut Fire School, Willimantic – The burn building at this facility has been closed due to structural deterioration since 2005. This regional fire school continues to operate out a facility on property that is leased on a month to month lease term. The Department of Public Works has negotiated a purchase agreement, bond funding has been released and hopefully this property will be acquired for a new fire school later this year. This regional fire school has a fifty-year history of service to Tolland, Windham and New London counties.

Please note the lack of acceptable appropriate burn buildings in the above status report. The training of firefighters, lacking an acceptable burn building, would be similar to the training of police officers without a shooting range. We wouldn't expect to put a police officer on the street to work if he or she had never fired their weapon.

National standards and OSHA regulations mandate that initial live fire training, and annual refresher training including attack of interior live fires, be provided for structural firefighters. The recommended fuel for these training fires consists of ordinary combustibles. This is to provide for fuels that will burn similarly to those encountered during actual structural firefighting. There are only two remaining burn buildings of this type in Connecticut. The declining number of available burn facilities is causing a severe over-utilization of the remaining burn buildings, accelerating their rate of deterioration. Please note that there are more than three hundred fire departments in Connecticut. Most rely upon these regional fire schools for their basic fire suppression training. Hands-on training is essential.

As you can see regional fire schools are the only cost-effective means that local fire departments have to access the specialized training facilities necessary to provide for required training.

Classes currently offered through these regional school venues include a full spectrum of course deliveries on traditional fire service functions and associated administration. Additionally, these regional facilities are offering classes to prepare firefighters for responses to incidents involving weapons of mass destruction, chemical and bio-chemical agents and other homeland defense initiatives. The loss of one regional school and impending loss of two more is devastating. Additionally, the lack of appropriate burn facilities at the remaining regional fire training facilities adversely affects the ability of local fire departments to adequately protect Connecticut's citizens.

Sincerely,
Alan R. Hawkins, chairman
242 Spring Hill Road
Storrs, CT 06268

I. Statement of Issue: (J. Kaliko #15)

Merger/Consolidation Issues. Need for fire service leadership to be involved in any propose consolidation of :

(a) The CT Fire Academy with the Police Officer Standards Training Counsel (POST); merger NOT recommended (see Statement of Issue J. Kaliko #12);
(b) DEMHS consolidation/merger proposals; and
(c) PSAP consolidation proposals (see Statement of Issue J. Kaliko #10).

II. Proposed Action: To involve the fire service leadership in any discussions concerning proposed mergers involving the above.

A. Priority: Notice in advance of proposed discussions concerning any such mergers.
B. Fiscal Impacts: None; but likely adverse if merger decisions or PSAP consolidation decisions made in a vacuum.

III. Long Term Need/Vision: An ongoing proposition; (a) involve those affected by any proposed merger/consolidation in advance of taking the decision.

IV. Jobs Impact & Other Benefits: May avoid impacting the affected organizations that are recognized professionals at what they do. Will allow all affected by proposals like consolidating PSAPs to have an input.

V. Dissenting Opinions & Other Relevant Items:

It has been reported that this recommendation was communicated directly by Denis McCarthy, Fire Chief, Norwalk Fire Department, to the Governor-Elect.

No known dissent.

I. Statement of Issue: (Joe Kaliko #16)

Need for greater Fire Service representation in the OEMS, Advisory Board on medical services.

I. Proposed Action: Support the aforesaid representation.

A. Priority: Notice in advance of proposed discussions concerning any such mergers.

B. Fiscal Impacts: None known

II. Long Term Need/Vision: An ongoing proposition.

III. Jobs Impact & Other Benefits: Interdiscipline idea exchange.

IV. Dissenting Opinions & Other Relevant Items:

It has been reported that this recommendation was communicated directly by Denis McCarthy, Fire Chief, Norwalk Fire Department, to the Governor-Elect.

No known dissent.

Statement of Issue: (J. Kaliko #17)

Sustainment and resilience of operations.

Many emergency services rely on partner State Agencies for operational support during normal and special operations. D.E.P. for Hazmat spills , forest fires , radiological incidents. D.P.S. for fire investigations , communications, state police assistance. D.E.M.H.S. for emergency management , U.S.A.R., training mutual aid equipment requests. The list goes on and on.

II. Proposed Action: The State must address what services it wants to continue to provide to local governments . This issue, given the current fiscal status of the State, when studied will provide a roadmap of what services to continue to deliver and which to curtail.
A. Prioritization Schedule: This should be a high priority issue that requires prompt action.

B. Fiscal Impacts: A serious review of programs provided by all state agencies to local government can lead to serious cost savings or tragedy if not properly managed.

III. Long-term Needs/Vision: Service delivery options for the State must be revisited often. A living document approach to this review, best practices and cost efficient operations must be the goal if the State is going to provide a quality base level of response to local government needs for assistance in emergency operations, fire or otherwise.

IV. Jobs Impact & Other Benefits: This review may cause some job reduction or redeployment in other service areas. It should have little impact on the private sector except if the State chooses to contract out some work, for example, spill response.

V. Dissenting Opinions & Other Relevant Items: Some push back from State unions and local government can be expected with this type of review.

I. Statement of Issue: (J. Kaliko #18)
Staffing of Department of Public Safety, Division of State Fire Marshal. The Division is under staffed.

II. Proposed Action: Current manning is down 30 persons and the Division needs to be properly staffed.

III. Long-term Needs/Vision: Improved service delivery when properly staffed.

IV. Jobs Impact & Other Benefits: Will create jobs for 30 people

V. Dissenting Opinions & Other Relevant Items:

None known

I. Statement of Issue: (J. Kaliko #19)
Revamping the Connecticut Fire Safety Code. The current 2 code system (International Fire Code & National Fire Protection Association standard #101) is extremely difficult to administer and enforce.

II. Proposed Action: Go to a single standard (preferably NFPA 101).

A. Priority: 2011-2012 time frame

B. Fiscal Impact: Cost to study, revise and propose revised code

III. Long-term Needs/Vision: Impacts fire safety across the state since many Fire Marshals view the present 2 code system as archaic and unworkable.

IV. Jobs Impact & Other Benefits: Affects Fire Marshal and enforcement efforts across the state and thus will enable limited code and enforcement resources to be more productive.

V. Dissenting Opinions & Other Relevant Items:
None Known

I. Statement of Issue: (J. Kaliko #20)
Adoption of Residential Sprinkler standard for single family dwellings.

II. Proposed Action: Enact State Legislation to require all new residential occupancies to be equipped with 'residential sprinklers" which have now become inexpensive.

III. Long-term Needs/Vision: Residential sprinklers are a life safety system designed to reduce the loss of life from fires for people in their homes.

IV. Jobs Impact & Other Benefits: At the present time there are few licensed professional installers. Creation of this standard will employ trades people and also spur sales of equipment through Connecticut based suppliers of the equipment and supplies required to construct these systems. Vast fire safety improvement.

V. Dissenting Opinions & Other Relevant Items:

Connecticut building associations claim that this legislation will grossly over price building new homes in the State. However, the current pricing of these systems adds approximately $5.00 per square foot to the price of new construction single family dwellings. A small price to pay for the added safety of these life safety systems.

See Attachment

ATTACHMENT

Home - Fire Spinklers Save Lives

The Connecticut Chapter of the American Fire Sprinkler Association is a non-profit organization dedicated to promoting public awareness of fire safety and the need for residential and commercial fire sprinkler systems, consulting with the legislature to improve upon or enact new fire sprinkler regulations, and creating a network of contractors and their employees to develop and promote fair and amicable business practices.

For centuries, fire-fighting was done with pails of water and hose streams. This proved to be ineffective unless the fire was discovered early. Early versions of the sprinkler system began to appear in the late 1800's. These systems consisted of a network of perforated piping installed at the ceiling. Water flow was controlled with a valve. When a fire was discovered, the valve was opened, releasing the water.

Modern systems operate automatically. They utilize sprinkler heads located to maximize coverage. The heads consist of a heat sensitive soldered fusible link or glass bulb that holds back water discharge. Heat from a fire melts the solder or burst the bulb, allowing water to flow.

Today, sprinklers are available in various size, shapes, and colors. They can be concealed, recessed, or installed along sidewalls to create a more aesthetic appearance while maintaining maximum functionality

I. Statement of Issue: (J. Kaliko #21)

Regionalization of Fire /Rescue Services/ Service Delivery.

II. Proposed Action:

Two actions. Enabling legislation and a study of this issue on a State wide basis. The study would allow state and local officials to view economies of scale and best service delivery options .

Select a county or region of the State to be studied then use that as a model to work from .
A. Priority: Forming a study group (no cost), possible hiring a consulting firm and selecting an oversight team . 2011-2012 time frame (moderate priority).
B. Fiscal Impacts; This could have major cost savings benefits on both the State and local level. Will enable leveraging for the purchase of major pieces of fire safety equipment that are only sporadically used.

III. Long-term Needs/Vision:
This project is value/quality and service driven . Developing a new operational regional model to compare with the status quo.

IV. Jobs Impact & Other Benefits:
This project could lead to improved service delivery and reduce overall operational and insurance costs Statewide.

V. Dissenting Opinions & Other Relevant Items:

This project is about public safety viewed on a regional level vs tradition and the status quo and may be objected to as being too progressive.

Another area to be mindful of is the potential for hidden penalties. For example, consider two (or more) towns agreeing to combine resources (e.g., plan to pool their money and purchase a ladder truck that would service several area towns). In an effort to save money, the constituents while saving money on their tax base to pay for the ladder truck might be penalized in their ISO rating paying more to insure their property. ISO sets the rates for insurance based on a set of standards and rating of the individual fire service organizations taking into consideration of things like equipment, training, manning, water resources, response time, dispatch capabilities etc.

Thus, the state insurance department may have to be a part of the mix to enable the benefits of regionalization to be realized; without suffering an insurance penalty based on criteria that do not necessarily take into account actual need for equipment on a regional basis.

As with all regionalization efforts, the next administration needs to ensure that as they try to save costs on one end it does in fact not cause an increase in expense somewhere else.

By ensuring all stake holders are part of the discussion this can be studied and avoided.

I. Statement of Issue: (Joe Kaliko #22)

Understanding fire safety challenges and solutions in neighboring states and applicability to Connecticut.

I. Proposed Action: Study this subject and bring solutions to similar problems experienced and solved, back to Connecticut.

A. Priority: Moderate priority. Could open a dialog and see where it goes.

B. Fiscal Impacts: Applying solutions that work to common problems and ideas, be it regionalization, residential sprinklers or any other topic, can have immediate positive fiscal impact.

II. Long Term Need/Vision: An ongoing proposition.

III. Jobs Impact & Other Benefits: Not re-inventing solutions to common problems that work.

IV. Dissenting Opinions & Other Relevant Items:

No known dissent.

I. Statement of Issue: (J. Kaliko #23)

Leveraging the state's buying power in purchasing fire safety equipment and supplies.

II. Proposed Action: Examine what is being done to leverage the state's buying power for the benefit of municipal and volunteer organization purchases of fire safety equipment and supplies.

A. Priority: Moderate to high priority. The sense is that the state's purchasing power is not effectively being used as local negotiations for equipment and supply yield better terms

B. Fiscal Impacts: Saving money using the state's purchasing power will benefit the whole economy as it lessens the burden on municipalities and volunteer fire organizations. If "state rates" can be negotiated that can be taken advantage of (assuming they are better than what can be negotiated locally), everyone benefit from the positive fiscal impact.

III. Long Term Need/Vision: Vision is to leverage the state's buying power to enhance opportunities to improve fire safety.

IV. Jobs Impact & Other Benefits: Lower costs to obtain essential equipment and supplies used to provide fire safety services at every level in the state.

V. Dissenting Opinions & Other Relevant Items:

Only that “state rates” today are often not so hot from past experience.

I. Statement of Issue: (J. Kaliko #24)
Reducing Fire Insurance Costs Across Connecticut

II. Proposed Action: Studying what can be done to induce the ISO (the fire insurance rating organization) to lower fire insurance rates in Connecticut to pump money back into the pockets of all residents and businesses across the state. The State Fire Marshals and Insurance Department could be tasked to examine this objective.

A. Priority: High priority given the state of the economy.

B. Fiscal Impacts: The potential is for a significant savings across the state in every sector. The challenge will be to determine what if anything can be done to lower rates; and then weigh the cost against the benefit.

III. Long Term Need/Vision: Lower fire insurance rates in Connecticut.

IV. Jobs Impact & Other Benefits: A stimulus to the Connecticut economy if successful.

V. Dissenting Opinions & Other Relevant Items:

None known.

I. Statement of issue: (J. Kaliko #25)

Public fire safety education.

II. Proposed Action: Sponsorship of general public fire safety education. This could include working with private industry and public utilities to disseminate fire safety information to the general public and schools.

A. Prioritization Schedule: 2011-2012

B. Fiscal Impact: Minimal impact on state finances.

III. Long Term Need/Vision: Utilizing public safety announcements to teach and remind the public on a whole range of fire safety issues such as safe use of appliances (e.g., space heaters), downed wire hazards (many people do not understand it's not safe to drive across them), fire extinguisher use and benefits, etc.

This is a long term need.

IV. Jobs Impact & Other Benefits: No significant job benefits; however significant fire safety benefits.

V. Dissenting Opinions & Other Relevant Items:

None Known

Statement of Issue: (J. Kaliko #26)

I. Use of volunteer Fire Police Patrols to free up valuable police and fire assets at the local level.

II. Proposed Action: Expand the use of volunteer Fire Police Patrols state wide to protect and relieve emergency responders, such as fire and police assets, at emergency scenes.
A. Prioritization Schedule: Medium term-2011-2013.
B. Fiscal Impacts: Volunteers that are trained to take over emergency scenes, after providing a safe working environment at those scenes, can save municipalities money by making better use of valuable emergency service worker assets.

III. Long-term Needs/Vision : A working model exists in the Cos Cob Fire Police Patrol ("CCFPP") in Greenwich, CT. This patrol has been in service for over 80 years. It is envisioned that putting Fire Police Patrols like the CCFPP in service, first in large cities and then elsewhere in the state, will have an immediate and pronounced affect on enhancing fire safety and maximize the use of scarce resources. For example, a Fire Police Patrol can guard a downed wire (with proper training), direct traffic relieving police officers and fire trucks to answer other calls (or simply be put back in service); and provide both active and support functions at fire scenes.

IV. Jobs Impact & Other Benefits; Save money in being able to better utilize resources.

V. Dissenting Opinions & Other Relevant Items:

In the Greenwich/Cos Cob experience, the Fire Police are well respected and utilized (dispatched) almost every day, serving at the pleasure of the Fire chief and the Police Chief.

Please see the January 2010 Greenwich Magazine article entitled “Unsung Hero’s”.

I. Statement of Issue: (J. Kaliko #27)

Public Transportation Fire Safety. Ridership on public transportation systems in Connecticut, including buses and rail, is in the millions per year. Yet, most members of the public have no idea what they need to know in case of fire to protect themselves, others and avoid panic.

II. Proposed Action: The state must address public sector education concerning transportation system fire safety by partnering with service providers (e.g., DOT and Metro North).

A. Prioritization Schedule: This should be a high priority issue that requires prompt action.

B. Fiscal Impacts: Relatively low cost weighed against the safety benefits.

III. Long-term Needs/Vision: Utilizing public service announcement and educational materials on the transportation vehicles themselves to educate the public.

IV. Jobs Impact & Other Benefits: Avoiding injury or death through education of how to act on public transportation systems to avoid creating fires; and surviving fires.

V. Dissenting Opinions & Other Relevant Items:

None known.

Mailing Address: 111 Charter Oak Avenue, Hartford, CT 06106
Location: 155 Wyllys Street, behind Good Shepherd Parish House
Phone: 547-1663 X21 ◊ Fax: 547-1831
Email: Htfd2000@aol.com ◊ www.hartford2000.org

December 20, 2010

Chief Darryl Roberts
Hartford Police Department
Jennings Road
Hartford, CT

Dear Chief Roberts:

Thank you for the opportunity to provide input into the public safety approach of Governor-Elect Dan Malloy. The two issues below are of great importance to Hartford's residents and neighborhood stakeholders.

Children of Incarcerated Parents. Focus on addressing the needs of children whose parents are incarcerated. These children not only suffer immediate impacts as a result of the incarceration, such as difficulties in school, behavioral problems, and lack of sufficient income in the home, but are much more likely to end up in prison themselves. Hartford has been undertaking community dialogues around this issue and has recently established a number of task forces, composed of residents, families of incarcerated individuals, formerly incarcerated people, and community groups and organizations, to take action on this issue. (See attached summary). The Institute for Municipal & Regional Policy at Central CT State University has been providing support to this community initiative.

Community Oriented Policing. Continue to support and expand the strategies of community oriented policing. Neighborhoods report that community service officers who are engaged and committed to the area they serve are very effective in addressing both serious crime and quality of life issues and help neighbors feel safer and more willing to assist the police.

If we can be of any assistance, please don't hesitate to ask.

Sincerely,
Linda A. Bayer
Staff Consultant

Enclosure

Communities in Action
Children of Incarcerated Parents

The following goals and action items were developed over the course of a nine-month series of community dialogues focusing on the problems facing children of incarcerated parents. Task forces are working on implementing some of the ideas below

A. Child-Parent Relationship: Maintaining a positive relationship between child and parent during incarceration

Action Items

1. Improve visitation for children and families at prisons by creating a more child-friendly atmosphere during visitation (Examples: creating special visiting rooms for children/families, or holding family days)
2. Increase the availability of rides to visit prisons
3. Institute parenting programs for incarcerated parents
4. Provide sensitivity training on family issues for Department of Corrections staff through the DOC Academy

B. The Family: Supporting the family while a parent is incarcerated

Action Items

1. Educate families on the judicial, corrections, and political systems and adopt a "bill of rights"
2. Improve social services and law enforcement's role in dealing with children at time of arrest
3. Create a resource guide or some central location where caregivers can get information and services/resources
4. Provide more funding for and more access to resources and programs for families
5. DCF provides training for caregivers
6. Provide financial help for families/caregivers while parent is incarcerated
7. Provide advocates who can help families find the services and resources they need

C. The Child: Supporting the psychological, physical, and social development of the child

Action Items

1. Provide a mentor for every child
2. Create opportunities for dialogue between parents and schools
3. Assure the availability and accessibility of support services and programs for children, including after-school programs, recreation, prevention programs
4. Create a coordinated network of programs and services to serve the child
5. Improve the educational system so that teachers and counselors identify children with incarcerated parents and address their needs quickly and effectively
6. Prevent or address traumatizing experiences such as witnessing the arrest of the parent

Malloy Transition Team Policy/Program Proposal Format

I. Statement of Issue: **Graffiti** - Graffiti vandalism is a quality of life issue that has a negative impact on communities. While graffiti used to be a predominantly city issue, more and more suburban towns are starting to see graffiti vandalism appear on their streets. It is time for a coordinated state wide initiative to decrease the amount of visible graffiti throughout the state.

State-owned bridge abutments and other infrastructure are popular targets for graffiti vandals. State crews spend countless hours and expend significant dollars eradicating graffiti in an effort to keep state properties clean. Despite all of those efforts, graffiti vandalism continues to grow.

II. Proposed Action: Several cities, including Hartford and New Britain, have recently dedicated members of their Detective divisions to focus their efforts on curbing graffiti vandalism. These efforts could be enhanced by regional and statewide communication and State leadership. Graffiti vandals are not concerned about city and town lines.

A. Prioritization Schedule

Reducing the amount of graffiti in the state's cities and towns is a long term initiative that will take several years of coordinated effort. In addition to enforcement, there should also be education and eradication efforts.

B. Fiscal Impacts

There are existing resources in place in cities and towns. These resources, properly coordinated by a lead state agency have the opportunity to further leverage existing investments.

III. Long-term Needs/Vision

The long term goal should be to replicate the success that other states have had in keeping their highways and mass transit systems free of graffiti. There are successful programs that can be replicated in Connecticut that would help decrease the amount of visible graffiti in our cities and towns.

IV. Jobs Impact & Other Benefits

While there may be potential to generate new jobs in any potential graffiti eradication initiative, existing resources can be employed to properly deal with the current statewide problem.

V. Dissenting Opinions & Other Relevant Items

There are some that believe that graffiti is an art form and these artists should be allowed to show off their artistic talents. More often than not, the canvas that these artists use is a publicly or privately owned building or structure. The graffiti is unwanted vandalism.

Malloy Transition Team Policy/Program Proposal Format

I. Statement of Issue: Prison re-entry – The state's three largest cities are the recipient of the vast majority of previously incarcerated individuals when they are released from prison. The Department of Corrections delivers these individuals to Hartford, New Haven and Bridgeport regardless of whether they originally hail from those cities. Many of these individuals are entering halfway houses and transitional living situation that are far too prevalent in the state's urban centers.

II. Proposed Action: Take a more regional approach to this issue. Start to spread social services throughout several towns within the region so that individuals leaving prison are not immediately thrown into an unstable situation. Consider placing more responsibility on the town in which the individual previously resided.

A. Prioritization Schedule

The sooner this burden is lifted from the state's largest cities, the better.

B. Fiscal Impacts

Restructuring the way that the State provides prison re-entry services and spreading out the impact will require significant expenditures to fundamentally change the way these individuals are handled.

III. Long-term Needs/Vision

An appropriate prison re-entry policy will benefit both the impacted cities and the individuals trying to make a fresh start. City crime rates will decrease and economic development improvements will naturally follow.

IV. Jobs Impact & Other Benefits

The private sector and private non-profits should be enlisted to assist the State in dealing with this issue.

V. Dissenting Opinions & Other Relevant Items

There is and will be significant resistance from towns to sharing the burden of prison re-entry. Towns are reluctant to add additional social services so the cities end up shouldering the burden.

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Transition Team Policy Proposal
Submitted December 16, 2010

Statement of Issue – "No-entry v. Re-entry"

Pretrial release or diversion from incarceration for appropriate GA criminal defendants should be determined at arraignment or more quickly than is currently occurring. More expeditious release of non-violent pretrial defendants on bond or diversion to appropriate community treatment programs would result in substantial cost savings to the Department of Corrections. The State should also experience decreased social service expenses caused by loss of apartment or home, disruption of education and /or employment. Delays of days, weeks, or months could be eliminated with better access to data information systems and with relatively minor increases of staff for public defender and state's attorney offices in the urban GA's.

Proposed Action –Augment Public Defender and State's Attorney Staff in 3 G.A. Courts

Increase Public Defender staffing with "Arraignment-Only" staff by 3 positions (attorney, social worker, investigator) in the following GA courts: Hartford (GA14), New Haven (GA23), and Bridgeport(GA2) – The sole function of these "teams" would be to concentrate on obtaining the best information to convey to the prosecutor, bail, and the court about the client, and to make more comprehensive recommendations for release, release with conditions, or release with diversion. Public Defender Social Workers are MSW's or advanced degree LCSW's who are trained to make appropriate recommendations that will maximize a client's success while out on bond. Due to excessive caseloads in many GA courts, public defender staff are not always able to sufficiently perform their ethical obligations to clients at the arraignment hearing.

****Increase State's Attorney staff in comparable manner -for comparable specific purpose.**

Fiscal Impact:

1 DAPD Atty	61,899
1 PD SW –MSW	50,147
1 PD -INV 1	51,320
Total	163,346

**State's Attorneys comparable fiscal Impact

Long Term Needs/Vision –" No- Entry"v. "Re-Entry"

The goal is to create a policy shift from an emphasis on "Re-Entry" to include "No-Entry." The long term goal would be to release and/or divert pretrial criminal defendants more expeditiously to appropriate community programs, ideally on the day of arraignment. Such diversion would result insubstantial savings in incarceration costs. Currently, the public defender offices in the urban GA courts have insufficient staff to manage the excessive arraignment caseloads in the manner that comports with ABA standards. The CSSD Jail re-interview program has been successful in reducing the prison population and should not be eliminated, but should serve as an adjunct to public defender staff not as a replacement for those lawyers who have an ethical obligation in an adversarial system to advocate for and secure the pre-trial release of their clients. The public defender attorneys and in-house public defender social workers are also more intimately aware of the facts of the cases, the client's mental health and substance abuse history and his or her ability to succeed in a diversion program. Even relatively short periods of incarceration result in loss of employment, housing, educational opportunities, and destabilize families and communities. Furthermore, national research clearly indicates that defendants who are unable to make bond are more often sentenced to a term of incarceration than those who make bond and engage in pretrial programs.

Job Impact

Increased number of permanent positions for both public defenders and prosecutors

Dissenting Opinions

Unknown at this time

Submitted By:

Susan O. Storey, Chief Public Defender

PARDONS HEARING SCHEDULE & PANEL ASSIGNMENTS 2011

HEARING #1 – 2/16/2011
Waterbury Superior Court
Panel Members: Farr, Palmer, Wills
Pre-Screening – Wednesday – January 12, 2011
Full Hearing – Wednesday – February 16, 2011

HEARING #2 – 3/23/2011
Waterbury Superior Court
Panel Members: Elder, Milardo, Smith
Pre-Screening – Wednesday – February 23, 2011
Full Hearing – Wednesday – March 23, 2011

HEARING #3 – 4/26/2011
Hartford Superior Court
Panel Members: Palmer, Long, Wills
Pre-Screening – Wednesday – March 30, 2011
Full Hearing – Tuesday – April 26, 2011

HEARING #4 – 5/18/2011
Waterbury Superior Court
Panel Members: Elder, Smith, Sabetta
Pre-Screening – Wednesday – April 20, 2011
Full Hearing – Wednesday – May 18, 2011

HEARING #5 – 6/22/2011
Waterbury Superior Court
Panel Members: Milardo, Palmer, Smith
Pre-Screening – Wednesday – May 25, 2011
Full Hearing – Wednesday – June 22, 2011

HEARING #6 – 8/24/2011
Middletown Superior Court
Panel Members: Elder, Long, ~~Wills~~ Milardo
Pre-Screening – Wednesday – July 20, 2011
Full Hearing – Wednesday – August 24, 2011

HEARING #7 – 10/24/2011
Bridgeport Superior Court
Panel Members: Palmer, Elder, Sabetta
Pre-Screening – Wednesday – September 21, 2011
Full Hearing – Monday – October 24, 2011

HEARING #8 – 12/14/2011
Waterbury Superior Court
Panel Members: Milardo, Smith, Wills
Pre-Screening – Wednesday – November 16, 2011
Full Hearing – Wednesday – December 14, 2011

Subject: PUBLIC SAFETY: Subpoenas for Property

Submitted by: Chief State's Attorney Kevin T. Kane, Division of Criminal Justice

I. Statement of Issue: The Division of Criminal Justice requests the ability to issue subpoenas in limited cases to obtain documents and other property in complex investigations involving financial crime and corruption. The inability to compel the production of such evidence currently limits or precludes the agency's ability to conduct certain criminal investigations or forces the Division to utilize more complex and costly means (i.e., investigatory grand jury).

II. Proposed Action: The enactment of legislation allowing for the issuance of subpoenas for property such as documents, books, papers, records, films, recordings or other tangible items for specific crimes.

A. Prioritization Schedule: The Division of Criminal Justice has drafted legislation for the 2011 session of the General Assembly.

B. Fiscal Impacts: Potential revenue gain through fines, restitution resulting from successful investigations; improved efficiency and effectiveness of existing investigative personnel; potential savings in investigative costs (i.e., investigatory grand jury requires substantially more resources in Division of Criminal Justice and Judicial Branch).

III. Long-term Needs/Vision: Potential for more effective and efficient use of limited investigative resources; potential benefit to the public good and safety through the ability to more effectively investigate and prosecute "white-collar" crimes cannot be measured.

IV. Jobs Impact & Other Benefits: The potential benefit to the public good and safety through the ability to better protect Connecticut's citizens from fraud and more effectively investigate and prosecute financial crimes cannot be measured.

V. Dissenting Opinions & Other Relevant Items: Defense bar has opposed past efforts to enact a restricted and reasonable investigative subpoena law. The Division remains at a loss to understand the objections of the Division of Public Defender Services since (1) the legislation provides for the appointment of public defenders for those for whom such appointment would be appropriate; and (2) the subjects of such investigations are generally individuals who have amassed substantial funds through illegal activity and thus would not qualify for the services of a public defender. In short, this bill essentially would not apply to those whom the public defenders serve as a matter of law.

Subject: PUBLIC SAFETY: Criminal Information Sharing System (CISS)

Submitted by: Chief State's Attorney Kevin T. Kane, Division of Criminal Justice

I. Statement of Issue: Critical need to provide information sharing between various agencies in the criminal justice system. This was identified as one of the major shortcomings of the system in the 2008 criminal justice reform review.

II. Proposed Action: State Bond Commission approval of funding for CISS development. Removal of administrative impediments within the Department of Information Technology preventing this project from moving forward.

A. Prioritization Schedule: Bond Commission action on funding could immediately follow resolution of DOIT issues.

B. Fiscal Impacts: Immediate upfront costs are provided through bonding. Long-term savings potential exists due to improved communication (in some cases, where no electronic information sharing at all now exists).

III. Long-term Needs/Vision: The CISS and related Criminal Justice Information System (CJIS) will provide for immediate sharing of critical data at all stages and levels of the criminal justice system, from the arrest of a defendant through post-conviction proceedings. The potential benefit to public safety is immeasurable.

IV. Jobs Impact & Other Benefits: Additional positions/opportunities for retraining, transfer exist as the system becomes operational. At some point need for certain paper-document based systems and associated personnel may be reduced or eliminated.

V. Dissenting Opinions & Other Relevant Items: All elements of the criminal justice system recognize the critical need for the capabilities envisioned in the CISS. Current state IT policies (review/approval processes within the Department of Information Technology) have created impediments to the progress of this project.

Subject: PUBLIC SAFETY: Cold Case Investigation

From: Chief State's Attorney Kevin T. Kane, Division of Criminal Justice (DCJ)

I. Statement of Issue: "Cold cases," or homicides (and to a lesser extent, other serious crimes) that have gone unsolved for a prolong period of time, demand attention of the criminal justice system, both in the interests of justice for the victims and their survivors and for the protection of the public safety. A conservative estimate is that in Connecticut in excess of 500 homicides committed since 1980 now fall into the category of "cold cases" where the potential exists to solve the case. Many of these crimes are committed by repeat offenders, who may be at large and a danger to society. The Division of Criminal Justice believes at least three serial killers have been imprisoned as a result of already completed cold case investigations.

II. Proposed Action: The Division of Criminal Justice has developed a cold case model wherein DCJ Inspectors and prosecutors work with investigators from other state agencies and detectives "on loan" from municipal police departments to investigate unsolved homicides on a regional basis. The original DCJ Cold Case Unit operates primarily in the Hartford area; a second unit in Southeastern Connecticut was established in October 2009. Since its inception the original Cold Case Unit has made approximately three dozen arrests for murders, sexual assaults or other serious felonies. Each of these cases likely would have remained unsolved but for the Cold Case Unit. Similarly, in just over a year, the Southeastern Connecticut Unit has made four arrests for four separate previously unsolved homicides. These two units currently have a total of 14 active investigations. DCJ proposes adding two additional units, one to operate in the New Haven area and a second in Fairfield County.

A. Prioritization Schedule – DCJ has developed a specific budget option for the expansion of the cold case model to other areas of the state.

B. Fiscal Impacts – DCJ estimates minimal additional expenditures for DCJ personnel in the expansion of the cold case concept. Some minimal cost might be incurred by way of a state stipend offered to participating municipalities to defray the cost of assigning an officer to the unit. Any cost is far outweighed by the benefit of bringing to justice killers who may be at large in the community, both in terms of the justice afforded to the victims and their families and the protection of the public from those who have committed homicide.

III. Long-term Needs/Vision – With hundreds of homicide cases literally unsolved (and there being no statute of limitations for murder)**,** the potential is great indeed. The cold case collaborative investigations model also provides great benefit in the experience and training it provides to law enforcement officers through a genuine partnership involving all levels of government.

IV. Jobs Impact & Other Benefits – N/A.

V. Dissenting Opinions & Other Relevant Items – The cold case collaborative model has been implemented successfully during a period of financial difficulty and reduced resources. The potential benefit to all agencies involved is tremendous; it is an excellent example of how government can achieve more through collaboration and cooperation among agencies at all levels.

Subject: PUBLIC SAFETY: Habeas Corpus Reform

From: Chief State's Attorney Kevin T. Kane, Division of Criminal Justice

I. Statement of Issue: The system is flooded with meritless habeas corpus petitions requiring the Division of Criminal Justice, the Judicial Branch and the Public Defenders to waste millions of dollars and divert resources that are badly needed elsewhere. Victims and the public are deprived of finality, and, most importantly, the few petitions that might have merit are concealed by the morass of meritless petitions.

II. Proposed Action: Enact legislation to impose a statute of limitations and a bar to successive habeas claims, with an exception for claims of actual innocence.

A. Prioritization Schedule – Division of Criminal Justice has drafted legislation for 2011 session.

B. Fiscal Impacts – The Division of Criminal Justice estimates its costs alone for each habeas case at $4,248. For calendar year 2009, this involved slightly more than 1,000 cases and a total cost for personnel and other costs of more than $4.37 million. This does not include costs to Judicial Branch and public defenders (substantial and continuing increase in expenditures for contracted special public defenders in particular).

III. Long-term Needs/Vision: Placing reasonable limits eliminating the ability of an inmate to file an unlimited number of habeas petitions will stem the continued increase in cases, resulting in long-term savings. Failure to take action will require additional resources for the Division of Criminal Justice, Judicial Branch and Division of Public Defender Services. The federal government and many other states already impose reasonable limits on the use of the habeas writ, which was never intended to be what it has become – a never-ending cycle of petition after petition, often from individuals who actually pled guilty.

IV. Jobs Impact & Other Benefits: (1) Immediate benefit of eliminating need for additional resources to handle growing caseload; (2) Potential for long-term savings, redeployment of resources as existing caseload is resolved; and (3) Immediate benefit to victims of crime who will no longer face harassment or lack of finality in criminal proceedings.

V. Dissenting Opinions & Other Relevant Items: Defense bar has objected to efforts to bring about reasonable limits on the habeas filings in the past. This issue has long been identified by all State's Attorneys as a major priority of the Division of Criminal Justice.

Sub ject: PUBLIC SAFETY: Steering Mechanism
Submitted by: Theresa Lantz

I. Statement of Issue: Align leadership in the state justice system for better efficiency and effectiveness. Too many agencies and entities are working in silos, many with the same population of clients, creating inconsistency and duplication of services and redundant costs.

II. Proposed Action: Formalize and fund a steering mechanism across the entire state criminal justice system, to include agencies in state government, local government, academia, research and private non-profit agencies. (May require legislative action.)

A. Prioritization Schedule: Building off the current CJPAC model within OPM, develop a comprehensive strategy to deal with all issues in the criminal justice system to include police/law enforcement, courts/probation, corrections, parole, non-profit providers, socials services, juvenile justice, business community and community based leaders. *May want to consider an individual in the Governor's Office to provide oversight.*
B. Fiscal Impacts: TBD If implemented properly, will save money across the many facets of government and in the communities
C. How does it tie-in to Malloy/Wyman campaign policy?
Promotes the Malloy goal of improving public safety and promoting justice.

III. Long-term Needs/Vision: Agencies will have standard guidelines and a mechanism for working on issues related to criminal justice. Through formal collaboration, the CJ system will be able to mitigate duplication and redundant costs in managing offenders and be more efficient in targeting issues.

IV. Jobs Impact & Other Benefits: Will save dollars and streamline operations to address system-wide issues. No initial increase in jobs impact; will better utilize staff resources.

V. Dissenting Opinions & Other Relevant Items:

See attached CBIA/Blum Shapiro report Summary
http://ctregionalinstitute.files.wordpress.com/2010/10/prisonsummaryfinal.pdf

May cause concern regarding statutory authority and fiscal accountability. Will require government agencies to collaborate and coordinate activities and services. Will need an evaluative component to asses impact and effectiveness.

Subject: PUBLIC SAFETY: Community Corrections Initiatives

Submitted by: Theresa Lantz

I. Statement of Issue: The State of Connecticut should continue to invest in an expanded community corrections continuum, including lower probation caseloads, specialized supervision, and treatment resources. Expanded use of community corrections will reduce the costs associated with incarceration and increase public safety through recidivism reduction.

II. Proposed Action: The Judicial Branch – Court Support Services Division has identified five recommendations aimed at recidivism reduction (behavior change from law breaking to law abiding).

A. Prioritization Schedule

a. *Manageable Caseloads*: A component of all of CSSD's pilot projects (evaluation findings presented in separate issue) has been reduced caseload. Smaller caseloads allow officers the time needed to address the offender's criminogenic needs and utilize motivational interviewing and other evidence-based supervision approaches.
b. *Timely access to services*: Each of the special pilot projects also included expedited access to services. As more offenders are served in the community supervision continuum, the investment in services will need to be increased.
c. *Training*: Community supervision officers should be trained in evidence-based strategies to reduce recidivism, including Motivational Interviewing, Client Engagement, and Case Planning.
d. *Technology*: When possible, automated assessment, case planning, and case management systems should be utilized.
e. *Evaluation*: Ongoing monitoring and evaluation of both special programs and routine supervision and services should be implemented to provide feedback to stakeholders.

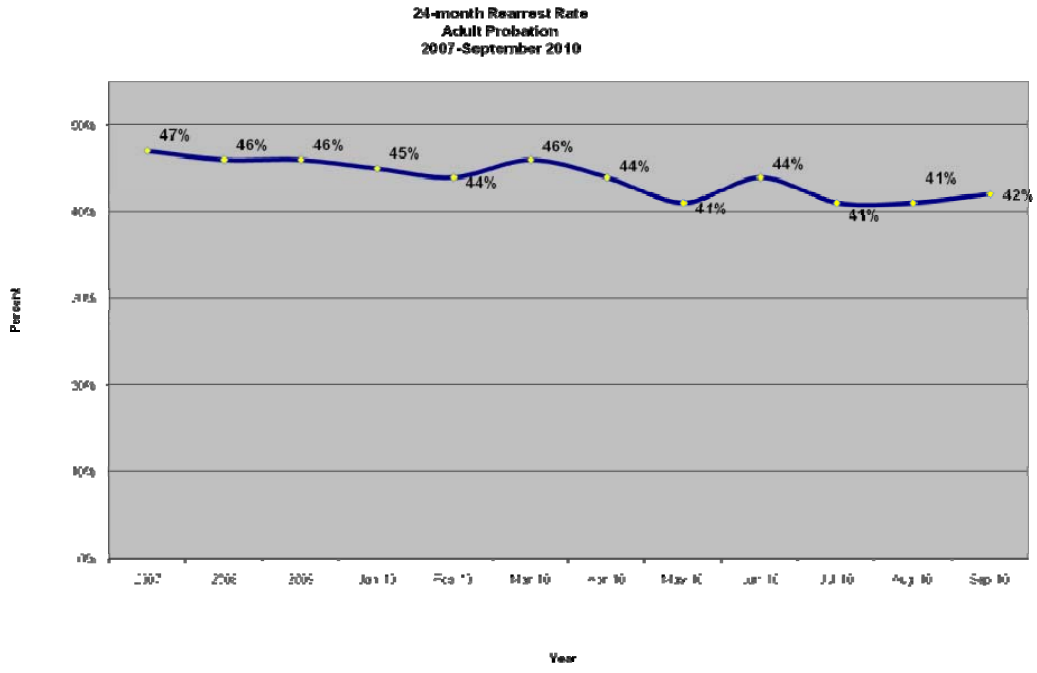
B. **Fiscal Impacts**: To be determined

III. Long-term Needs/Vision

There will be a need for probation officers and community treatment resources commensurate with the increase in persons supervised in the community.

IV. Jobs Impact & Other Benefits

The Judicial Branch – Court Support Services Division monitors long-term recidivism (rearrest) rates as part of its Results Based Accountability initiative. While rearrest rates for probationers have historically been as high as 47 percent within two years of case disposition, that trend has been lower in the past year, as shown by the chart below:



The Judicial Branch – Court Support Services Division supports further investment in community supervision and treatment to further public safety and recidivism reduction. Non-violent offenders can more cost effectively be served in the community, saving the State a large portion of the $30,000+ it costs to incarcerate a person for one year. The cost of community supervision and treatment is approximately one-quarter of the cost of incarceration.

V. Other Relevant Items

The Judicial Branch – Court Support Services Division has implemented several special probation programs since 2004. The programs have combined low caseloads with priority access to treatment, specialized training and independent evaluation. A summary of those evaluation findings and trends follows below.

Mental Health Caseloads

In response to concerns over the growing mental health needs of offenders, the Judicial Branch's Court Support Services Division (CSSD) developed and piloted the Mental Health Case Management Project (MHCM). The MHCM project established a specialized unit of ten Mental Health Officers (MHOs) spread over eight probation offices. These probation officers supervised only probationers with Severe Mental Illness (SMI) and had caseloads of 35 clients.

Program Outcomes:

- An evaluation by Central Connecticut State University found that the project significantly reduced arrest rates, "the results of the evaluation suggest that the MHCM project significantly reduced recidivism…
- …MCHM probationers had a ***new arrest rate 25% lower*** than that of the matched comparison group."

Women Offender Case Management Model

In 2007, CSSD was chosen as one of only two programs nationally to implement and evaluate this new case management approach. As a result, CSSD Adult Probation has been piloting a Women Offender Case Management Model (WOCMM) demonstration project for the past three years in four Connecticut probation offices: Bridgeport, Hartford, New Britain and New Haven. The National Institute of Corrections has offered site training, process and outcome evaluation, and technical assistance. The WOCMM probation teams started accepting clients in early 2007.

Program Outcomes:

- An evaluation by Orbis Partners, a research group out of Canada, indicates that the WOCMM clients experienced an ***overall reduction in recidivism of 26% for new arrests for a 12-month period*** following start of probation as a result of this new approach…
- …and that there have been demonstrated increases in human and social capital (across measures of health and well-being, social supports, etc.).

These special programs, as well as the Judicial Branch's general approach to community supervision, has resulted in greater public safety as demonstrated by lower recidivism rates. Further investment in community supervision in lieu of incarceration should result in significant cost savings to the State.

Subject: Public Safety Advisory Group – The Office of the Child Advocate
Submitted by: Theresa Lantz

I. Statement of Issue

Youth incarcerated as adults at Manson Youth Institution (MYI) and at York Correctional Institution (YCI) require security and disciplinary protocols and educational and treatment services that reflect their unique needs. During the past four years, the Department Correction (DOC) has implemented critical reforms that improved conditions of confinement for youth incarcerated at MYI and YCI. Despite these efforts, there remains an urgent need for executive leadership and interagency partnerships to prioritize and implement a therapeutic, educational and rehabilitative program model for these youth.

The research on adolescent development, juvenile and criminal justice makes clear that incarcerating youth in adult prisons places them at great risk.[1] At present, the core protections of the current federal Juvenile Justice and Delinquency Act do not apply to youth incarcerated as adults. At the same time, national data confirms that the majority of adolescents incarcerated in adult prisons has mental health needs and are eligible for special education services.[2] Statewide data indicates that youth at MYI and YCI mirror the national profile. As a result, the assessment and design of programs, services, and disciplinary standards at MYI and YCI for youth, and the training and support for correctional staff, require a therapeutic and rehabilitative focus. While MYI and YCI staff has used individualized planning for their most challenging youth, there is not yet a system-wide protocol for the development of individualized treatment and behavior management plans for all youth incarcerated as adults. In addition, both MYI and YCI remain challenged to ensure that youth, particularly those in segregated housing units due to disciplinary sanctions and security risk classifications, receive regular education and special education services as mandated by federal and state law.

Connecticut's recent increase in the age of juvenile jurisdiction has radically altered the population of youth at YCI and impacted the youth population at MYI. Currently, MYI has approximately 200 youth under age 18 and YCI has approximately 4 youth under age 18. A greater number of youth now enter MYI and YCI with more serious charges, increasing the likelihood of longer sentences. At YCI, the substantially diminished population of juvenile and youthful offenders places the girls at great risk

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[1] See Campaign For Youth Justice, *Jailing Juveniles: The Dangers of Incarcerating Youth in Adult Jails in America* (2007) and J. Austin et al., *Juveniles in Adult Prisons and Jails: A National Assessment* (U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance October 2000).
[2] Jason J. Washburn et al., *Psychiatric Disorders Among Detained Youths: A Comparison of Youths Processed in Juvenile Court and Adult Criminal Court*, 59 PSYCHIATRIC SERVICES 965, 966 (2008).

for isolation, physical harm and limited access to needed services and programs. The demographic changes among male and female youth also creates a growing population of young adults ages 18 through 21 with unique developmental and mental health needs.

Finally, while the DOC has primary jurisdiction over the care and custody of youth incarcerated as adults, the DOC does not presently have executive-level leadership and active collaboration from all state agencies involved in the care and protection of adolescents and young adults, particularly the Departments of Children and Families and Mental health and Addiction Services (DCF and DMHAS).

II. Proposed Actions

Connecticut is well positioned to establish a national model for juveniles incarcerated as adults. The emerging reforms for youth at the juvenile detention centers, at MYI and YCI, and the nationally recognized innovations implemented at the Garner Correctional Institution sets the stage for an integrated team approach to the custody, care, treatment and reintegration of youth under the jurisdiction of the DOC.

A. Prioritization Schedule

1. Connecticut must articulate a vision for youth incarcerated as adults that prioritizes rehabilitation through therapeutic and educational programming and individualized safety assessment and treatment planning.

2. Connecticut must develop and implement an adolescent-specific, therapeutic, educational and rehabilitative model for youth incarcerated as adults. This endeavor requires formal collaboration and shared resources among the Departments of Correction, Children and Families, Developmental Services and Mental Health and Addiction Services as well as Correctional Managed Health Care (CMHC).

3. Executive leadership should audit compliance with federal and state education and special education laws for all youth incarcerated in adult prison.

4. Connecticut should develop alternatives to incarceration at YCI for the shrinking population of girls who are incarcerated as adults and begin to prepare for the possibility that the reauthorization of the Juvenile Justice and delinquency Prevention Act will extend sight and sound core requirements protections to youth incarcerated in adult prison.

5. Connecticut should develop a plan to understand and address the needs of the growing population of young adults ages 18 through 21 in the care and custody of the DOC.

6. The existing Multiagency Working Group for Youth (MAWGY) should continue to provide guidance and support to the DOC management staff and serve as a forum to share emerging information about youth and young adults in the care and custody of the DOC.

B. Fiscal Impacts

The fiscal impact for the majority of the proposed actions can be minimized by the reallocation of existing resources at DOC and other agencies. The fiscal impact also is minimized as successful programs and interventions for youth decrease security risks to staff, resulting in lower rates of worker compensation claims and lower offender recidivism rates, resulting in more productive citizens and decreased need for public safety expenditures. In addition, many resources available to implement a more therapeutic and rehabilitative approach for youth are currently underutilized.

The implementation of a youth-specific model will likely require short-term expenditures that can result in long-term cost savings through decreased recidivism and increased workforce participation by youth and young adults.

III. Jobs Impact & Other Benefits

The proposed actions will have a positive impact on Connecticut's workforce development by preparing youth more effectively to enter and contribute to Connecticut's the workforce, increasing job satisfaction and retention among DOC staff, and promoting Connecticut's DOC as national leader for youth rehabilitation. Other benefits include increased likelihood decreased recidivism by youth and increased public safety.

Subject: Public Safety: Offender Reentry

I. Statement of Issue: Offender Reentry: Continue to build and enhance partnerships and collaboration with community based services.

II. Proposed Action: Reinforce the need to connect with discharging offenders from corrections to enhance a supervisory and support network for the purpose of reducing recidivism. Consider expanding the Reentry Councils/Collaboratives statewide among the larger urban cities/areas.

A. Prioritization Schedule: Evaluate the effectiveness of the Bridgeport Roundtable and the efforts in Hartford and New Haven models to consider implementation strategies and its success for other cities; expand the model to other large urban cities; evaluate the effectiveness of the model in reducing recidivism iscal Impacts: Evaluation of strategies and the measure of recidivism can be done in-house with OPM CJPPD staff. Will need to shepherd state agencies to assist the communities/councils in assisting returning offenders and their families. C. Ties in with stated goal: to improve public safety and promote justice by reducing recidivism of newly discharged offenders.

III. Long-term Needs/Vision: Recommend oversight by OPM/CJPPD for evaluation of efforts. The success of the councils and the embrace by community residents, law enforcement, business community, non-profit and correctional agencies will serve to reduce recidivism and enhance public safety. Offender employment in the community needs to be addressed and supported to build a viable and healthy community, especially in the areas where most offenders come from, such as the urban cities. Lower recidivism means reduced costs to police, judicial, courts, corrections and victims. Research shows that targeted reentry reduces relapse, revocation and recidivism. Models already in place; need to evaluate and replicate.

IV. Jobs Impact & Other Benefits: No reduction in staff jobs; will need to work with community/business leaders to enhance availability of jobs to released offenders which will promote law abiding and responsible behavior by the discharged offender.

V. Dissenting Opinions & Other Relevant Items: May receive some criticism for assisting offenders in social services and jobs when there are those who are not offenders who are also seeking such assistance. A reduction in recidivism and enhancement of public safety and viable communities is the positive to this focus.

Attachment: CJPAC Annual Recidivism Report
http://www.ct.gov/opm/cwp/view.asp?a=2976&Q=383710&opmNav_GID=1797&opmNav=|46658|

Subject: Public Safety: Reentry Strategy
Submitted by: Theresa Lantz

I. Statement of Issue: Continue and reinforce the success with the implementation of the **Connecticut Reentry Strategy** as outlined in the May 2010 *Partners in Progress* report by CJPPD/OPM. This legislatively mandated agenda has shown meaningful progress in reducing recidivism and supporting public safety through a deliberate multi-disciplined reentry approach strategy.

II. Proposed Action: Support the efforts of the state agencies and the community partners to continue its progress and success in reducing offender recidivism
A. Prioritization Schedule: The report outlines the nine goals to reduce recidivism and addresses the timelines. No need to reinvent the action plan, agencies are working towards goal achievement.
B. Fiscal Impacts: TBD By following the proposed strategy and working towards goals achievement, costs related to incarceration, law enforcement and victims would continue to be reduced.
C. Supports Malloy agenda to improve public safety and promote justice.

III. Long-term Needs/Vision: CJPAC/OPM should be funded to continue to monitor the success of this strategy, especially in the area of data analysis.

IV. Jobs Impact & Other Benefits: No staff jobs lost; will need to continue efforts on the nine goals and enhancing offender employment and skills development. Benefit is the reduction in cost related to incarceration and law enforcement and the decrease in recidivism. Public safety is enhanced with a comprehensive reentry strategy.

V. Dissenting Opinions & Other Relevant Items: Do not disrupt a viable strategy that is working. Maintain focus on what works and reinforce success. This is not a politically driven agenda; it is a public safety and 'good government' agenda.

Attachment: 2010 Reentry Strategy at
http://www.ct.gov/opm/lib/opm/cjppd/cjcjpac/cjpac_2010_reentry_strategy_(2).pdf

Subject: Public Safety: Earned Credit for Offenders
Submitted by: Theresa Lantz

I. Statement of Issue: Institute the use of earned credit, aka meritorious good time, for low risk, non-violent offenders. Link to the existing reentry strategy in the Dept of Correction.

II. Proposed Action: Review 2009 DOC study and assessment report (requested by the Legislature) for reducing the inmate population and support the goal of offender accountability and rehabilitation. CT would join 39 other states with similar laws.
A. Prioritization Schedule: Review of the 2009 Report by DOC; conduct cost benefit analysis; analyze impact on the non-violent offender incarcerated population and the impact on community supervision of these offenders; pass legislation that outlines the criteria and requirements (i.e. low risk and non-violent).
B. Fiscal Impact: Significant cost savings with minimal risk to public safety if done appropriately with follow-up community supervision.
C. How does it tie-in to Malloy/Wyman campaign policy? Promotes public safety and cost efficiency by ensuring limited resources of incarceration are focused on the violent offenders who require such control

III. Long-term Needs/Vision: Implementation would decrease the high cost of incarceration; provide an incentive for inmates to conform to behavioral and program expectations; save expensive prison beds for high-risk offenders; allow for the reallocation of funding strengthening community programs and services for all citizens.

IV. Jobs Impact & Other Benefits: Reduction in the inmate population will save millions of dollars annually, even with reallocation of resources and staff to the community to effectively supervise this population. Savings can be used to strengthen communities and services. Staff jobs in the prisons can be reduced via attrition and reduction of overtime; no need to conduct staff lay-offs.

V. Dissenting Opinions & Other Relevant Items: 'Soft on crime' opinion; serious pushback from the labor unions; victims groups may not support until they understand the intent; must be presented as a positive rehabilitative measure for low risk/non violent offenders and not a 'get out of jail free card'.

See recommendation in recent CBIA/Blum Shapiro Report:
http://ctregionalinstitute.files.wordpress.com/2010/10/prisonsummaryfinal.pdf

PUBLIC SAFETY: Electronic Process

Submitted by: Theresa Lantz

I. Statement of Issue: **Promote Public Safety by Automating Criminal Justice Processes**

II. Proposed Action:

A. Provide Prioritization Schedule

(1) Electronic Citations – State police and court have implemented this; local police departments need to develop the capacity to participate

(2) Development of an Electronic Booking System and Criminal Court E-Filing System - The current system of manual booking and paper court filings is a major impediment to efficiency, accuracy and cost-savings. The Judicial Branch and all law enforcement agencies – state and local – need to develop the capacity to participate.

(3) NICS Reporting Program - Develop more accurate and timely procedures to make firearms disqualification records available to the FBI and state regulatory authorities

B. Fiscal Impacts

(1) Moderate fiscal impact on the Judicial Branch
More significant impact for local police departments

(2) Avoid federal grant penalties for no compliance and become eligible for new federal grant opportunities

(3) Additional resources at the state and local level would be needed to implement this initiative.

III. Long-term Needs/Vision

These initiatives taken together would enhance public safety by improving the accuracy and flow of information at all stages of the criminal justice process, including arrest, criminal court management and conviction reporting

IV. Jobs Impact

No impact on jobs foreseen

V. Dissenting Opinions & Other Relevant Items: N/A

PUBLIC SAFETY: Criminal Motor Vehicle System
Submitted by: Theresa Lantz

I. Statement of Issue: **The Criminal Motor Vehicle System, which is the database that holds all criminal case information generated by the court and serves as the cornerstone for all data exchanges in the criminal justice community, is seriously outdated.**

II. Proposed Action: Replacement of the Criminal Motor Vehicle System (CR/MVS)

A. Provide Prioritization Schedule

(1) Identify system limitations and modern solutions

(2) Explore alternative systems

(3) Coordinate design and implementation with other criminal justice agencies

(4) Identify legislative and policy changes that will need to be made

(5) Develop and implementation schedule

B. Fiscal Impacts

Significant fiscal impact on the Judicial Branch
Moderate impact on other criminal justice agencies

III. Long-term Needs/Vision

To enhance public safety by improving the accuracy and flow of information at three stages of the process: Issuance of tickets& citation; criminal court management and conviction reporting

IV. Jobs Impact

No impact on jobs foreseen

V. Dissenting Opinions & Other Relevant Items

N/A

See following for further detail:

Attachment -- Replacement of the Criminal Motor Vehicle System (CR/MVS)

The CR/MVS is a cornerstone of all CJIS activities. Fully 80% of the information that currently populates the Offender Based Tracking System (OBTS) and will ultimately populates the new CISS integrated criminal justice information sharing system will come from the Judicial Branch's CR/MV System. In accordance with C.G.S. § 54-142s, the Connecticut Justice Information System (CJIS) Governing Board is charged with implementing computer systems that will facilitate the immediate, seamless, and comprehensive sharing of information between the CJIS agencies. The Governing Board is preparing to take a major step in this area by developing the CJIS Information Sharing System (CISS) to serve as the hub for data exchanges between current systems. The Judicial Branch is assisting with all facets of the CISS project. However, one cornerstone of CJIS information, the Criminal Motor Vehicle System (CRMVS), must be replaced to ensure that all new CJIS systems are operating with the most timely, accurate, and complete criminal court records.

The CR/MVS is over 25 years old and cannot meet today's needs for real-time data processing, data integration, and document archival in the global criminal justice community. One major limitation for CR/MVS is the system's architecture: it is a non-relational, VAX/Alpha COBOL application with data stored in the flat file indexed RMS format. This outdated design is not commercially compatible with the statutory requirements for the new CJIS systems - that the must "be developed with state-of-the-art relational database technology and other appropriate software applications and hardware[.]" Therefore, the benefits of many longstanding information exchanges, and many of the criminal justice reforms sought under Public Act 08-01, cannot be realized unless the CR/MVS is replaced or re-written to meet state and global justice standards.

The CR/MVS has served as the biggest source of data for CJIS for several years. It transmits between 18,000 and 20,000 messages, or approximately 80% of the data provided to the Offender Based Tracking System (OBTS), every day. The CR/MVS is a source for data for the following:

- The Interstate Identification Index (FBI III)
- The National Instant Criminal Background Check System for Firearms and Explosives (FBI NICS)
    - The National Protection Order File (NCIC POF).
    - The National Sex Offender Public Website (FBI).
    - The CT Criminal History Repository (DPS CCH).
    - The CT Special Licensing and Firearms Unit (DPS SLFU).
    - The CT Online Telecommunications System (DPS COLLECT).
    - The CT Sex Offender Registry (DPS SOR).

- The CT Department of Correction (DOC).
- The CT Division of Criminal Justice.
- The CT Board of Pardons and Paroles.
- The CT Department of Motor Vehicles (DMV).
- The CT Department of Environmental Protection (DEP).
- Municipal Law Enforcement Agencies.
- The Court Support Services Case Management Information System (CMIS)
- The Electronic Bridge for Corrections and Pardons (JEB),
- The Paperless ReArrest Warrant Network (PRAWN),
- The Protection Order Registry (POR).
- Statewide Automated Victim Information and Notification system (SAVIN)
- The Judicial Branch Revenue System (for proper disbursement of court collected money)

CR/MVS does not have the capacity to support new initiatives without compromising its ability to continue to provide the information listed above.

The CR/MVS limitations also impede the state's general goal to develop accurate and complete criminal history records. In 2009, more than 374,000 new cases were manually entered in CR/MVS from paperwork submitted by law enforcement agencies. During the same timeframe, more than 375,000 cases were disposed in CR/MVS, then those disposition records were distributed to municipal law enforcement agencies and many state agencies including the SPBI, DMV and DEP. Both the court and downstream records may be compromised due to errors and delays associated with duplicative data entry tasks.

Certain types of records are incomplete or simply incompatible with CR/MVS, including records from several areas required by P.A. 08-01. Some examples of incomplete CRMVS records are included below.

- Persistent offender findings are not identified in the CR/MVS
- Offense descriptions in the CR/MVS must often be abbreviated due to limited field size
- Conditions of release, probation and incarceration cannot be captured in CR/MVS
- Domestic violence firearms disqualifications cannot be recorded in the CR/MVS
- Wanted person information for anyone sentenced in absentia or ordered imprisoned for failure to pay a fine cannot be electronically provided form CR/MVS to law enforcement.

Subject: PUBLIC SAFETY: Prison Diversion Programs (Intensive Probation Supervision Units)

Submitted by: Theresa Lantz

I. Statement of Issue: Provide further opportunities for prison/jail diversion to community corrections via Intensive Probation Supervision Units (IPSU), managed by the Judicial Branch, Court Support Services Division.

At the request of the General Assembly's Appropriations Committee, the Judicial Branch put forth recommendations for three distinct new programs during the 2010 legislative session. Each of these programs has the potential to reduce the prison population. The Judicial Branch was funded for 50 positions, including new probation officers, to implement these programs beginning in 2011.

II. Proposed Action: Institute 3 distinct new programs that have the potential to reduce the DOC sentenced population significantly.

A. **Prioritization Schedule**: The new programs are scheduled to begin April 1, 2011
B. **Fiscal Impacts**: The Judicial Branch was funded for 50 additional positions to implement the programs. **While the funding is currently in place, the positions need to be added to the Judicial Branch budget and the enabling legislation detailed in number III below needs to be enacted**

The target populations of the new programs include:

a. *Pretrial detainees interviewed by Jail Reinterview Staff or CSSD pretrial staff who are incarcerated awaiting a residential drug treatment placement.*
    i. 325 incarcerated defendants are on the referral / residential program placement list each day.
    ii. The program goal is to present the court with an alternative recommendation which includes IPSU and access to community based substance abuse and mental health services for **250 of this target population who would otherwise be incarcerated**.
b. *Persons for whom there is an agreed upon plea to a sentence of two (2) years or less prison time.*
    i. In these cases, the court may request an alternative sentencing plan from adult probation which will be completed expeditiously by a Probation Officer in conjunction with the DMHAS where appropriate, with the goal of supervising the offender through the IPSU in the community in lieu of prison.
    ii. 11,000 offenders received sentences of 2 years or less last year. The program goal will be to assess 10% of the 11,000 with the expectation that half or **550 fewer defendants would be sentenced to DOC annually**.
c. *Incarcerated offender's serving two (2) years or less and identified by the DOC as completing at least 90 days of their sentence in addition to complying with institutional rules and completing necessary treatment programs.*

i. These offenders will be assessed by a Probation Officer to develop a community release plan under the supervision of an IPSU. A sentence modification hearing will be initiated by the probation officer in these cases.

ii. Based on recent data, there are 3,900 offenders serving a sentence which meets this criterion. The program goal is to successfully facilitate the sentence modification process for 15% of the target population **resulting in 585 fewer inmates in DOC on any given day**.

III. Long-term Needs/Vision: As mentioned above, the program needs enabling legislation to be implemented. Specifically, the following changes (underlined) are needed to C.G.S. Sec 54-108 (Duties of a Probation Officer):

> **Sec. 54-108**. Duties of probation officers. (a)Probation officers shall investigate all cases referred to them for investigation by the executive director or by the court. They shall furnish to each person released under their supervision a written statement of the conditions of probation and shall instruct him or her regarding the same. They shall keep informed of his or her conduct and condition and use all suitable methods to aid and encourage him or her and to bring about improvement in his or her conduct and condition. (b) Probation officers shall collect and disburse all moneys in accordance with the orders of the judges of the court; shall keep accurate and complete accounts of all moneys received and disbursed in accordance with such orders and shall give receipts therefore, and shall make such reports in writing as the court or director may require. They shall send a record of all probations to the director. (c) Whenever any minor has been arrested, the probation officer shall, as soon after the arrest as practicable, be notified by the police in order that he or she may, before the trial, ascertain the facts in the case. Pending such investigation the court may commit the accused to the custody of the probation officer. Whenever a minor is in default of bail and is committed to a community correctional center, the Superior Court or, if such court is not in session, any judge thereof, upon application and after notice to the prosecuting authority of the court may order that such minor be committed to the custody of a probation officer pending the disposition of the case. Any such order shall be filed with the clerk of such court, and a certified copy thereof filed with the Community Correctional Center Administrator shall be sufficient warrant for the release of such minor to the custody of the probation officer.(d) An incarcerated offender sentenced to 2 years or less and identified by the Department of Correction as having completed at least 90 days of his or her sentence and identified by the Department of Correction as having complied with institutional rules and necessary treatment programs, may be evaluated by a probation officer who may develop a community release plan in accordance with guidelines developed by the Court Support Services Division. If the probation officer develops a community release plan, the probation officer shall apply for a sentence modification hearing under section 53a-39. (e) Any interference with any probation officer or with any person placed in his charge shall render the person so interfering liable to the provisions of section 53a-167a. (f) Probation officers shall provide intensive pre-trial

supervision services, in accordance with guidelines developed by the Court Support Services Division, when ordered to do so by the court. (g) When ordered by the court, probation officers shall complete alternative sentencing plans, in accordance with guidelines developed by the Court Support Services Division, for persons who have entered into a stated plea agreement that includes a term of imprisonment of two years or less and who have been convicted of the crime which is the subject of the plea agreement.

IV. Jobs Impact & Other Benefits:

Jobs Impact: Forty (40) additional Adult Probation Officer Trainees and ten (10) support staff for Judicial-Court Operations would be hired. The funding for these positions was appropriated in Spring 2010.

Other Benefits: The new programs are estimated to **save 1,385 prison/jail beds** once fully implemented, the financial impact of which would be substantial.

V. Dissenting Opinions & Other Relevant Items

Not applicable

Subject: PUBLIC SAFETY: Prison Diversion Programs (Intensive Probation Supervision Units)

Submitted by: Theresa Lantz

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At the request of the General Assembly's Appropriations Committee, the Judicial Branch put forth recommendations for three distinct new programs during the 2010 legislative session. Each of these programs has the potential to reduce the prison population. The Judicial Branch was funded for 50 positions, including new probation officers, to implement these programs beginning in 2011.

II. Proposed Action: Institute 3 distinct new programs that have the potential to reduce the DOC sentenced population significantly.

A. **Prioritization Schedule**: The new programs are scheduled to begin April 1, 2011
B. **Fiscal Impacts**: The Judicial Branch was funded for 50 additional positions to implement the programs. **While the funding is currently in place, the positions need to be added to the Judicial Branch budget and the enabling legislation detailed in number III below needs to be enacted**

The target populations of the new programs include:

a. *Pretrial detainees interviewed by Jail Reinterview Staff or CSSD pretrial staff who are incarcerated awaiting a residential drug treatment placement.*
    i. 325 incarcerated defendants are on the referral / residential program placement list each day.
    ii. The program goal is to present the court with an alternative recommendation which includes IPSU and access to community based substance abuse and mental health services for **250 of this target population who would otherwise be incarcerated**.
b. *Persons for whom there is an agreed upon plea to a sentence of two (2) years or less prison time.*
    i. In these cases, the court may request an alternative sentencing plan from adult probation which will be completed expeditiously by a Probation Officer in conjunction with the DMHAS where appropriate, with the goal of supervising the offender through the IPSU in the community in lieu of prison.
    ii. 11,000 offenders received sentences of 2 years or less last year. The program goal will be to assess 10% of the 11,000 with the expectation that half or **550 fewer defendants would be sentenced to DOC annually**.

c. *Incarcerated offender's serving two (2) years or less and identified by the DOC as completing at least 90 days of their sentence in addition to complying with institutional rules and completing necessary treatment programs.*
    i. These offenders will be assessed by a Probation Officer to develop a community release plan under the supervision of an IPSU. A sentence modification hearing will be initiated by the probation officer in these cases.
    ii. Based on recent data, there are 3,900 offenders serving a sentence which meets this criterion. The program goal is to successfully facilitate the sentence modification process for 15% of the target population **resulting in 585 fewer inmates in DOC on any given day**.

III. Long-term Needs/Vision: As mentioned above, the program needs enabling legislation to be implemented. Specifically, the following changes (underlined) are needed to C.G.S. Sec 54-108 (Duties of a Probation Officer):

> **Sec. 54-108**. Duties of probation officers. (a)Probation officers shall investigate all cases referred to them for investigation by the executive director or by the court. They shall furnish to each person released under their supervision a written statement of the conditions of probation and shall instruct him or her regarding the same. They shall keep informed of his or her conduct and condition and use all suitable methods to aid and encourage him or her and to bring about improvement in his or her conduct and condition. (b) Probation officers shall collect and disburse all moneys in accordance with the orders of the judges of the court; shall keep accurate and complete accounts of all moneys received and disbursed in accordance with such orders and shall give receipts therefore, and shall make such reports in writing as the court or director may require. They shall send a record of all probations to the director. (c) Whenever any minor has been arrested, the probation officer shall, as soon after the arrest as practicable, be notified by the police in order that he or she may, before the trial, ascertain the facts in the case. Pending such investigation the court may commit the accused to the custody of the probation officer. Whenever a minor is in default of bail and is committed to a community correctional center, the Superior Court or, if such court is not in session, any judge thereof, upon application and after notice to the prosecuting authority of the court may order that such minor be committed to the custody of a probation officer pending the disposition of the case. Any such order shall be filed with the clerk of such court, and a certified copy thereof filed with the Community Correctional Center Administrator shall be sufficient warrant for the release of such minor to the custody of the probation officer.(d) An incarcerated offender sentenced to 2 years or less and identified by the Department of Correction as having completed at least 90 days of his or her sentence and identified by the Department of Correction as having complied with institutional rules and necessary treatment programs, may be evaluated by a probation officer who may develop a community release plan in accordance with guidelines developed by the Court Support Services Division. If the probation officer develops a community release plan, the probation officer shall apply for a sentence modification

hearing under section 53a-39. (e) Any interference with any probation officer or with any person placed in his charge shall render the person so interfering liable to the provisions of section 53a-167a. (f) Probation officers shall provide intensive pre-trial supervision services, in accordance with guidelines developed by the Court Support Services Division, when ordered to do so by the court. (g) When ordered by the court, probation officers shall complete alternative sentencing plans, in accordance with guidelines developed by the Court Support Services Division, for persons who have entered into a stated plea agreement that includes a term of imprisonment of two years or less and who have been convicted of the crime which is the subject of the plea agreement.

IV. Jobs Impact & Other Benefits:

Jobs Impact: Forty (40) additional Adult Probation Officer Trainees and ten (10) support staff for Judicial-Court Operations would be hired. The funding for these positions was appropriated in Spring 2010.

Other Benefits: The new programs are estimated to **save 1,385 prison/jail beds** once fully implemented, the financial impact of which would be substantial.

V. Dissenting Opinions & Other Relevant Items

Not applicable

Subject: PUBLIC SAFETY: Raise the Age Needs

Submitted by: Theresa Lantz

I. Statement of Issue: The Judicial Branch - Court Support Services Division has seen a significant increase in the demand for community-based treatment resources as a result of the 2010 legislation moving 16-year olds to the juvenile justice system (a.k.a. Raise the Age). Because 17 year olds will be moved into the juvenile justice system in 2012, there is a need for sustained and increased investment in community supervision and services for juveniles and youth.

II. Proposed Action: The Judicial Branch – Court Support Services Division has identified two recommendations related to juvenile justice and the Raise Age Initiative. The goal of the Raise the Age Initiative is to provide age appropriate supervision and services to 16 and 17 year olds in a fashion similar to the services provided to juveniles.

A. **Prioritization Schedule**

1. Ensure the adequacy of community-based treatment resources for 16 year olds currently in the system and access to services for 17 year olds beginning 7/1/2012.
    a. The increase in juvenile court cases resulting from the Raise the Age legislation has lengthened wait times for services in the community. Specifically, wait lists have or will occur in the YES! Program center- and home-based services, educational advocacy/support services and vocational services;
    b. The inclusion of sixteen year olds in the juvenile justice system has also increased the need for community-based detention beds. As seventeen year olds enter the system in 2012, the need for community-based detention beds will increase further.

2. Ensure adequate juvenile probation resources for the juvenile justice system when 17 year olds are treated as juveniles on July 1, 2012
    a. *Manageable Caseloads*: Following an analysis of the current trends of sixteen year olds currently being referred to court projections will be formulated regarding the need for new probation staff.
    b. *Training***:** New officers must be trained in evidence-based strategies to reduce recidivism, including Motivational Interviewing, Client Engagement, and Case Planning. Current officers will receive training in engaging an older adolescent population.

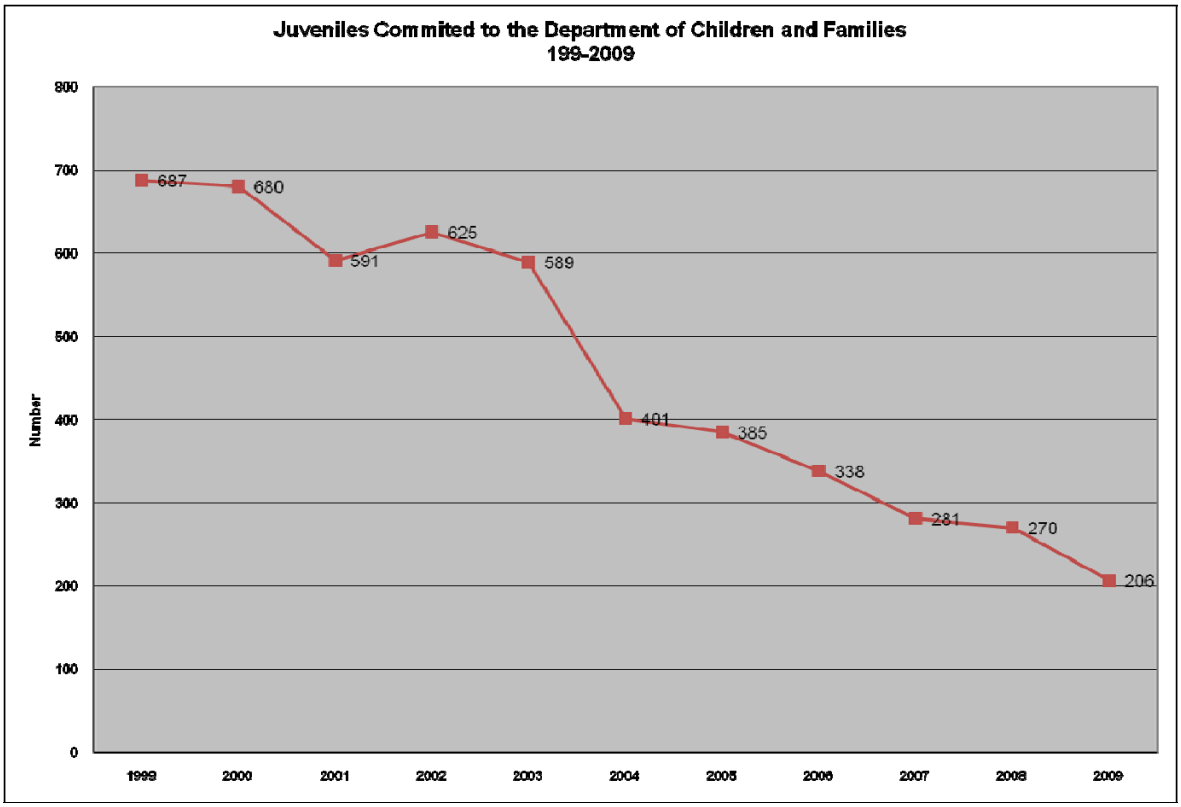
B. **Fiscal Impacts**: To be determined

III. Long-term Needs/Vision:

In addition to providing older youth the same supervision and treatment options as younger juveniles, the long-term vision is to reduce the number of juveniles who are provided supervision and services in high-cost, less effective residential placement and incarceration and increase the number of juveniles who are provided these services in the community.

IV. Jobs Impact & Other Benefits

Over the past 10 years the juvenile justice system has shifted from heavy reliance on costly residential placement and incarceration to a less costly and more effective system of community supervision and treatment. Long-term residential placement is estimated to cost more than $100,000 annually per juvenile, while community-based services, which are shorter in duration, can be provided for less than $15,000. The chart below shows the decrease in commitments to DCF over the past 11 years:



V. Dissenting Opinions & Other Relevant Items

Not applicable.

Police Chief Daryl K. Roberts

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Home: 860-298-0333
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Email: ROBED001@Hartford.Gov

EXPERIENCE
1982 to Present

HARTFORD POLICE DEPARTMENT
Hartford, Connecticut

Chief of Police, City of Hartford, Connecticut, July 2006 to present.
As Chief, directs a police services department of more than 600+ sworn and civilian personnel with a budget of approximately $35,000,000, with a focus on community policing through an innovative Neighborhood Policing Plan. Since becoming Chief of Police in 2006, developed and implemented a Truancy Reduction Program, created a Sex Offender Registry Unit and Domestic Violence Response Unit, introduced the use of Tasers and reinstituted the Mounted Patrol Unit. Through a management philosophy emphasizing "service, relationships and safety", and utilizing the COMPSTAT process of relentless follow-up and assessment of crime trends and strategies, crime was reduced by 28% in five years, ending 2010 with the lowest level of Part One crime in recorded history of the department. Implemented the rewriting and issuance of new police orders, and updating the department's policies and procedures for the 21st century.

Assistant Chief of Police, Chief of Detectives, January 2006 to July 2006.
As Chief of Detectives, commanded all investigative functions of the department including the Major Crimes, Juvenile Investigative, Crime Scene Investigative, Intelligence and Vice and Narcotics Divisions.

Deputy Chief of the Hartford Police Department's North Operations Division, February 2005 to July 2006
One of two Deputy Chiefs appointed by the Chief of Police in 2005, assigned command of the North Operations Division comprised of two policing districts and four neighborhood policing zones encompassing Hartford's Northend, Blue Hills, West End, Asylum Hill and Upper Albany neighborhoods. Directed implementation of the department's new Neighborhood Policing Plan. As Chief of the North Division, command responsibilities included deployment of all personnel, supervision of command staff, allocation of fiscal resources, and establishment and maintenance of police/community partnerships.

Deputy Chief, 2004
Under special assignment by Hartford Police Chief, co-authored the City of Hartford Police Department Neighborhood Policing Plan which is a comprehensive department-wide restructuring plan designed to fully implement information led community policing in the City of Hartford.

Lieutenant, 2004, Commander of the Juvenile Investigative Division
Managed and coordinated investigative services in the area of juvenile sexual assaults, child abuse, missing persons, and any other incidents where children may fall victim to a crime.

Lieutenant, 2002-2004, Patrol Commander
Reporting to the commander of Field Operations for the South Police Service Area, directed over 150 personnel (sworn and civilian). Enforced departmental policies and procedures while ensuring adherence to state and federal statutes. Maintained an awareness of community activities, attended community meetings, identified community leaders and businesses in order to foster positive interactions and partnerships between police and the community. Assured sensitive and competent police response to all situations.

Youth Initiative Unit Supervisor, 2000-2002
Coordinated all community youth related functions and activities within the department, including the Police Athletic League, D.A.R.E, Police Explorers and Cadet Programs. Provided supervision to three School Resource Officers stationed at three city high schools. Worked closely with various community and youth program leaders to assess needs, and formulate and enhance programs to offer positive alternatives to the city's youth. Speaker at high schools and community meetings to promote programs and motivate youth and parental participation.

Executive Officer to the Chief of Police, 2000-2001
Provided input/guidance to the Chief in the planning and overall management of the department. Served as a member of the department's command staff. Represented and spoke on behalf of the Chief of Police at various community meetings and events. Managed the Employee of the Month, Retirement, and Awards and Citations Programs.

Accreditation Unit Supervisor, 2000
Coordinated the department's accreditation process ensuring compliance with state and federal statutes. Interfaced with the Chief of Police regarding required changes necessary for compliance.

Community Oriented Policing Operations Unit Supervisor, 1996-2000
Supervised the enforcement of nuisance abatement laws and the department's response to quality of life issues in the community.

Crimes Against Persons Division, Major Crimes Division Supervisor, 1994-1996
Working closely with federal and state law enforcement and judicial agencies, supervised detectives in the investigation of sexual assaults (adult and children), homicides, kidnappings, fraud, robberies and burglaries.

Vice and Narcotics Supervisor, 1991-1994
Working with federal agencies and various drug task forces, supervised twelve detectives in conducting ongoing vice and narcotics investigations. Served as detective in unit prior to becoming supervisor.

Patrol Officer
Served as an officer in the Patrol and Traffic Divisions, and as a Motorcycle Officer in the Traffic Division.

DEPARTMENTAL AWARDS

Chief Medal of Valor
Three Distinguished Service Medals
Six Exemplary Service Medals
Merit Award

SPECIAL ASSIGNMENTS	**Hartford Police Department Honor Guard, 1983-2003** **Hartford Police Department Emergency Response Team, 1987-1995**
EDUCATION	**Graduate of the Police Executive Forum (PERF) Senior Management Institute for Police Training (SMIP) program, 2009** **Honors graduate of Charter Oak State College, New Britain, Connecticut** **Bachelor of Science Degree in Sociology** **Graduate of Tunxis Community College, Farmington, Connecticut** **Associate Degree in Criminal Justice** **Certificate of Distinction, Supervisory Leadership Program** **Manchester Community College, Manchester, Connecticut** **Certificate in Police Supervisory Skills Training**
PROFESSIONAL AFFILIATIONS	**International Association of Chiefs of Police** **Chiefs of Police Association of Connecticut** **National Association of Black Law Enforcement Officers** **Hartford Guardians, Inc.** **Men Against Domestic Violence, Founding Member** **Corporator, Saint Francis Hospital, Hartford, Connecticut**
COMMUNITY AWARDS AND RECOGNITIONS	**Named one of the 100 Most Influential Blacks in Connecticut by the Connecticut Chapter of the National Association for the Advancement of Colored People (NAACP), January 2010** **Named one of Greater Hartford's 50 Most Influential People by Hartford Magazine, June 2009** **Recipient of the 2009 Colin Bennett/Marcus Garvey 17th Annual Distinguished Service Award** **2009 Hartford Multinational Lions Club Community Service Award** **2008 Distinguished Chiefs Award from The Police Commissioners Association of Connecticut** **2008 Community Service Award of the Greater Hartford Urban League** **2007 Connecticut State Police Men and Women for Justice Law Enforcement Award** **2007 graduate of Leadership Greater Hartford and recipient of its Polaris Award**

Biography of Hartford Police Chief Daryl K. Roberts

Since becoming Chief of Police in July of 2006, Hartford Police Chief Daryl K. Roberts has implemented a Truancy Reduction Program, a team effort with the Hartford School System and Hartford Community and Truancy Courts to reduce truancy and increase school attendance for at risk youth, collaborated with federal and state agencies to remove the most violent offenders from Hartford streets, created a Sex Offender Registry Unit that is number one in the state in tracking sex offenders and enforcement of sex offender registry requirements, and restored the Hartford Police Department Mounted Patrol Unit.

Under his leadership motto of *Service, Relationships and Safety*, the department has continued implementation of its Neighborhood Policing Plan, which Chief Roberts co-authored as Deputy Chief in 2004, and focuses on building positive partnerships between the men and women of the Hartford Police Department and the public they serve.

Despite ending 2009 with the lowest crime rate in the department's history of recorded statistics, including a 28 percent decrease over the past five years, Chief Roberts continues to strive for excellence, believing success is never final. In 2010 his plans include expansion of the Truancy Reduction Program enabled by a federal grant facilitated by 1st District U.S. Congressman John Larson, enforcement of quality of life issues, the creation of a Domestic Violence Response Unit, and the continued recruitment of new police officers to ensure the department maintains the level of police services necessary for a safe, livable city.

In commemoration of the 100 anniversary of the National Association for the Advancement of Colored People (NAACP) in 2009, the Connecticut State Conference of the NAACP named Chief Roberts one of the 100 Most Influential Blacks in Connecticut. On June 30th, 2009, Hartford Magazine, for the third straight year, named Chief Roberts one of Greater Hartford's 50 Most Influential People.

Chief Roberts is the recipient of the 2009 Collin Bennett/Marcus Garvey 17th Annual Distinguished Service Award, the 2009 Hartford Multinational Lions Club Community Service Award, the 2008 Distinguished Chiefs Award from The Police commissioners Association of Connecticut, the 2008 Community Service Award of the Greater Hartford Urban League, and the 2008 Distinguished Gentleman Award of the Southern Connecticut Black Nurses Association, Inc. He is also the recipient of the 2007 Whitney M. Young, Jr. Award from the Boy Scouts of America, the 2007 Connecticut State Police Men and Women for Justice Law Enforcement Award, and the 2007 Christian Activities Council Certificate of Merit.

An honor graduate of Charter Oak State College with a Bachelor's of Science in Sociology, Chief Roberts recently completed the Police Executive Forum (PERF) Senior Management Institute for Police Training (SMIP) Program. He is a graduate of Leadership Greater Hartford, Class of 2005, and is the recipient of Leadership Greater Hartford's Polaris Award.

A Deacon with the St. John's Full Gospel Deliverance Church, Chief Roberts and his wife, Donna, married twenty-five years, have two daughters.

Governor-elect Dan Malloy
Cabinet selection committee
c/o Chief Daryl Roberts
Hartford Police Department
50 Jennings Rd.
Hartford, CT 06120

12/19/2010

Dear selection committee:

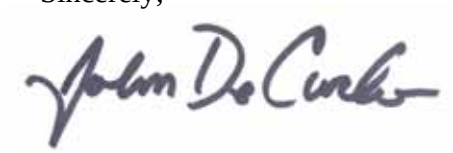
I am writing to express my deep interest in serving on Governor-elect Dan Malloy's staff to advise him on criminal justice matters in the state of Connecticut and on national and international trends in the field and how they affect our state.

I have followed, and I greatly admire, Governor-elect Malloy's prior work with the criminal justice community. I believe that, with the support of a strong staff of experts in the field, the new governor will be capable of making changes in the state's criminal justice system that would serve as models for the nation.

I have to offer over 30 years of law enforcement practice, most recently as chief of police in Branford, CT. My career has been spent as an innovator and change agent in policing. Most recently I have had the opportunity to develop several programs that have cut crime, lowered disorder and reduced traffic crashes in both my own municipality and several others. I am currently working on a project with the International Association of Chiefs of Police to form partnerships between police, parole and probation to increase the efficacy of each branch in holding criminals to account and establishing effective alternatives problems that have traditionally vexed the system.

In addition to my many successful years as a practitioner, I also hold a doctorate in criminal justice and I actively pursue a research and publishing agenda on issues in the field of criminal justice as well as teach at graduate and undergraduate levels. I have been lucky enough to have studied with, and currently collaborate with, criminal justice leaders on both national and international levels. It would be my pleasure to speak with the committee personally to discuss the possibility of working with Governor-elect Malloy's team. Please feel free to contact me at any time.

Sincerely,



John C. DeCarlo
1 Penn Circle
Branford, CT 06405
Home 203-481-3769
Mobile 203-627-5211

BRIAN J. HEAVREN

EXPERIENCE

2009-Present City of Hartford, Connecticut Police Department

Assistant Chief of Police, Chief of Detectives

- Commands the Hartford Police Department's Detective Bureau which includes the Major Crimes, Intelligence, Crime Scene, Narcotics, and Juvenile Investigative Divisions.
- Department representative to the United States Attorney's Anti Terrorism Advisory Council, the Capitol Region Emergency Planning Committee, the Connecticut Intelligence Center Policy Board, and the Regional Hazardous Materials Team Advisory Board.
- Liaision to the Hartford Fire Department, Dispatch Center and Emergency Management.
- Assists in the development and administration of the department's thirty six million dollar budget.
- Serves as the Chief of Police in the absence of the Police Chief.

2007–2009 City of Hartford, Connecticut Police Department

Assistant Chief of Police, Chief of Patrol

- Responsible for the management and deployment of Uniformed Police Personnel, Tactical Response Units, and Homeland Security functions for the Department.
- As part of a management team, reduced Part One crime in 2008 and 2009.
- Developed budgets and spending plans for the Buffer Zone Protection grant and the department's allocation of the Urban Area Strategic Initiative grant.

2006–2007 City of Hartford, Connecticut Police Department.

Captain, Headquarters and Special Operations Commander

- Responsible for the overall management of the Headquarters, Detention, and Traffic Divisions, as well as the Special Events and Fleet Management Units.
- Coordinated and directed the activities of the Emergency Response Team, Bomb Squad, Crisis Negotiation Team, Disorder Control Team, Tactical Medical Team, Marine Unit and Patrol Canines.

2001–2006 City of Hartford, Connecticut Police Department

Lieutenant:

- Operations Support Supervisor, Commanded the Records Division and Dispatch Center.
- Homeland Security Coordinator. Responsible for the development of emergency plans and training programs to prepare the department for a critical incident.
- Commander, Bomb Squad. Managed the operations of a ten person Regional Bomb Squad accredited by the Federal Bureau of Investigation. Created emergency service operation plans for special events and dignitary visits that included Presidents and Royalty.
- Commander, Northeast Neighborhood. Directed patrol resources in a geographic area of the city. As part of management team, reduced crime sixteen percent in the District.
- Commander, Hartford Police Academy. Responsible for the recruitment and training of all entry level personnel. Coordinated all in service training and reinstituted the Citizen's Police Academy.

1990-2001 City of Hartford, Connecticut Police Department

Sergeant, Patrol Officer:

- Commanded Patrol Districts citywide and the Crimes Against Property Division.
- Served as an Internal Affairs Investigator and Executive Officer to the Assistant Chief of Operations.
- Special assignments included Operation Centurion and Liberty Street violence initiatives, Operation Victory Anti Gang initiative, and the Frog Hollow Safe Neighborhood Task Force.

EDUCATION

- Attended the Senior Management Institute sponsored by the Police Executive Research Forum, 2008
- Attended the Anti-Defamation League's Northeast Counterterrorism Conference held in Israel, 2008
- M.S. in Management, St Joseph College, West Hartford, CT, August 2007
- Graduate Certificate in Homeland Security, St. Joseph College, West Hartford, CT, December 2006.
- B.S. Cum Laude in Emergency Health Services, University of Maryland Baltimore County, Catonsville, MD, May 1989.

INSTRUCTOR EXPERIENCE

- Hartford Police Academy. Developed or presented Police Officer Standards Training Council (POSTC) approved programs in Critical Incident Management, Explosive Recognition, Arson Awareness, Weapons of Mass Destruction, Suicide Bomber, Hazardous Materials, Patrol Tactics, Report Writing, and Medical Response Technician.
- Presented programs at the Connecticut Judicial Marshall Training Academy, FEMA's 15th Annual Fire Service Training Weekend, Connecticut Fire Service Instructor's meeting, and numerous fire, police and citizen organizations.
- Adjunct Instructor, Goodwin College. Currently instruct International and Domestic Terrorism and the National Incident Management System to students in the Homeland Security Degree program.

HONORS

- Distinguished Service Medal, Hartford Police Department
- Merit Award, Hartford Police Department
- Three Exemplary Service Awards, Hartford Police Department
- Unit Citation, Hartford Police Department
- Presidential Debate Award, Hartford Police Department
- Distinguished Public Safety Award, Police Commissioners Association of Connecticut

CERTIFICATES

- Relevant Police, Fire, Terrorism, and Emergency Management Training Certificates available upon request.

PROFESSIONAL AFFILIATIONS

- International Association Chiefs of Police
- Connecticut Police Chiefs Association
- International Counter-Terrorism Officers Association
- Sigma Beta Delta- International Honor Society in Business, Management and Administration

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jdecarlo@snet.net

EDUCATION

City University of New York Graduate Center
Doctor of Philosophy (Ph.D.) Criminal Justice **2010**

City University of New York Graduate Center
Master of Philosophy (M.Phil.), Criminal Justice **2009**

City University of New York, John Jay College **2008**
Master of Arts (M.A), Criminal Justice

Tiffin University
Master of Science, (M.S.) Criminal Justice Administration **2006**
Criminal Justice Graduated with 4.0 GPA Degree awarded with distinction. Selected as Graduate Student of the Year

Charter Oak State College
Bachelor of Science (B.S.) cum laude **2004**
Graduated with Honors in Interdisciplinary Studies. Areas of concentration: criminal justice, psychology and sociology

AWARDS

- 2010 James Fyfe Research Fellowship Award, Doctoral Program, John Jay College
- 2007 Arthur and Elaine Niederhoffer Fellowship, Doctoral Program, John Jay College
- Graduate Teaching Fellowship – CUNY Graduate Center
- Charter Oak State College Alumni Association Citation
- Tiffin University – Distinguished Scholar Award, Graduate Student of the Year Award
- Numerous police awards and commendations
- Air Fest Foundation Humanitarian of the Year Award
- FAA National Accident Prevention Counselor of the Year Award

TEACHING EXPERIENCE

University of New Haven Department of Criminal Justice

Assistant Professor – Graduate and undergraduate courses in research methods, Criminal Justice management, Advanced Criminal Investigation, Statistics, criminology, criminal justice problems seminar and predictive policing. I have developed and taught courses both on ground and on-line and have extensive experience in on-line learning environments. **2010 to present**

Adjunct Professor –Graduate course in Theoretical Criminology (CJ605.) **2008**

John Jay College of Criminal Justice Department of Law, Police Science and Administration **2007 to 2009**

Adjunct Professor of criminal justice. Developed, designed and taught six semesters of undergraduate (CRJ101), introduction to criminal justice and (CRJ425), senior seminar in Major Works in Criminal Justice. **2006 To 2010**

Graduate Teaching Fellow – Taught undergraduate courses in criminal law (LAW209), Principles and Methods of Statistics (STA230), Research Methods (CRJ 220) and Computer Applications in Public Policy and Management, (PAD/CRJ 747). Also acted as a Teaching Assistant for (CRJ710) Issues in Criminal Justice. Graduate course combining criminological theory and criminal law. (CRJ711) which continued the overview of the criminal justice system and focuses on the police and other law enforcement agencies, and the process of arrest. Explores issue sin corrections, especially imprisonment and alternatives to incarceration, including probation and parole. (CRJ734) Criminal Law, graduate course on substantive criminal law and the model penal code.

Charter Oak State College – Connecticut **2004 to Present**

Adjunct Professor of criminal justice. Designed and taught (CRJ310) Criminology, (CRJ210) Forensic Science and (PSA499) capstone Leadership course. Teaching is ongoing at the rate of three semesters per year. Developed a high degree of skill in developing and teaching in the on-line environment while at Charter Oak.

I have extensive experience in the design and pedagogy of on-line learning environments

Connecticut POST Certified Police Instructor **1986 to Present**

POST Certified Police Instructor

Developed numerous courses in several topic areas. Crime scene investigation and interview and interrogation syllabi and have taught in-service courses in many topic areas for well over twenty-five years. Certified to teach in all curriculum areas of leadership, administration, management, crime scenes and investigations.

Federal Aviation Administration **1992 to Present**

Certificated Flight Instructor – Have given successful classroom and flight instruction to private and commercial flight students for 22 years.
Commercial Pilot, multi-engine and instrument

RESEARCH INTERESTS

My current research centers on police methodologies and criminal justice system organization, eyewitness memory, policing efficacy and management strategies and organizational dysfunction. I am also interested in police contagion shooting and the antecedents to violence escalation. In addition, I am currently conducting action research in areas of police education and organizational change interventions and predictive policing and analysis.

NON-ACADEMIC CAREER EXPERIENCE

Branford Police Department, Branford, CT

Chief of Police **2006 to Present**

- Chief executive officer of a state and nationally accredited New England Police department.
- Transitioned traditional, reactive department to a community oriented, problem solving model. Instituted data driven policing and lowered crime rate by 14% and motor vehicle collision rate by 50% in first six months.
- Started succession planning and advanced management training and strategic planning

(CompStat) for all command level staff.

- Directs and coordinate the organization's financial and budget activities in order to fund operations, maximize investments, and increase efficiency.
- Confer with board members, organization officials, and staff members to discuss issues, coordinate activities, and resolve problems.
- Analyze operations to evaluate performance of the agency and its staff in meeting objectives, and to determine areas of potential cost reduction, program improvement, or policy change.
- Direct, plan, and implement policies, objectives, and activities of the organization in order to ensure continuing operations, to maximize productivity.
- Prepare budgets for approval, including those for funding and implementation of programs.
- Direct and coordinate activities of departments concerned with delivery of police services.
- Negotiate or approve contracts and agreements with suppliers, distributors, federal and state agencies, and other organizational entities.
- Review reports submitted by staff members in order to recommend approval or to suggest changes.
- Appoint department heads or managers, and assign or delegate responsibilities to them.
- Direct human resources activities, including the approval of human resource plans and activities, the selection of directors and other high-level staff, and establishment and organization of major departments.

Branford Police Department, Branford, CT

Deputy Chief of Police **2002 to 2006**

Administered operations, special projects and policy analysis and creation. Successfully acted as accreditation manager and brought agency into compliance with national accreditation standards. Developed leadership and organizational programs for staff development. Oversaw the departmental transition from the traditional to the Problem Oriented Policing model. Graduate of the FBI Law Enforcement Executive Development Program and Police Executive Research Forum Senior Management Institute for Police taught by Harvard Kennedy School of Government faculty

General Policing Experience

Police Officer, Detective, Sergeant, Lieutenant **1977 to 2002**

Over 30 years of progressively complex positions including operations, investigations, forensics, information technology and administration. Have held all ranks available in a municipal police department and have been actively involved in the investigation of hundreds of criminal cases as a detective. Oversaw and managed youth alternative sanction programs. While on assignment to a federal agency gained experience in foreign counter intelligence field operations.

Founder, Partner, Director of Research and Development **1995 - 2002**

1995 - 2002 NexGen Solutions, Inc. East Haven, CT

- Co-founded and built vertical market software firm which has become the leading supplier of police management and public safety software in Connecticut. Designed and developed software that included GPS based geographic mapping and heuristic decision algorithms within a larger expert system for computer aided dispatching, records management and crime analysis. The software has been adopted for use as the record management system and computer aided dispatch system of the Connecticut State Police.

GRANTS

- (2000) Technology Grant - Department of Justice $90,000
- (2001) COPS grant – funded community policing initiative Department of Justice $200,000
- (2003) School Resource Officer Program Department Of Justice $120,000
- (2004) Byrne Grant Department of Justice $40,000
- (2006) Problem Oriented Policing program Grant – $80,000
- (2009)Federal Recovery Act Edward Byrne Memorial Justice Assistance Grant - $36,200
- 2010 National Science Foundation – Police interrogations with Saul Kassin

PUBLICATIONS, PROFESSIONAL PRESENTATIONS AND INVITED PARTICIPATION

- Currently have 4 single author papers under review: Police contagion shooting, Environmental variables and crime: a Bayesian perspective; 30 years of police education; Distance Learning as a method of police re-certification.
- Officer's Opinions of TASER Use – A multi-site study. With Justin Ready & Philip Kopp, Justice Quarterly
- A Hot Spot Examination of Sex Offenders in the United States, with Alissa Ackerman & Vincenzo Sainato In progress
- DeCarlo & Dysart, Law and Human Behavior, eyewitness accuracy of police and citizens (in press)
- International Journal of Instructional Technology and Distance Learning – A Phenomenological Examination of Student Self Efficacy in Distance Learning – July, 2004
- Chapter on Amadou Diallo in African Americans and Criminal Justice: An Encyclopedia (2009) Jones-Brown, D and Frazier, B. Greenwood Press, New York, 2009
- Alternatives in Police Officer Certification with Keith Haley Tiffin Criminal Justice Bulletin
- CALEA Update—An Alternative to Structured Query Language in Documentation Research – August 2006
- CALEA Update—Using Police Training as an Alternative to the Exclusionary Rule: Pros and Cons - In Press
- Connecticut Chiefs of Police Monthly September, 2007 – Distance Learning and Police Officers
- A Comparison of Police Executive Training Program Curricula – Police Chief Magazine , in progress with Duane Lovello
- Academy of Criminal Justice Sciences – Paper presentation at 2010 national conference, Philadelphia – Officer's Opinions of TASER Use – A multi-site study. With Justin Ready & Philip Kopp.
- American Society of Criminology A comparison of police methodologies and crime reduction

  Paper to be delivered at 2010 Conference, San Diego
- American Society of Criminology A Hot Spot Examination of Sex Offenders in the United States, with Alissa Ackerman & Vincenzo Sainato

  Paper to be delivered at 2010 Conference, San Diego
- American Psychology & Law Society (AP-LS) Weapon-focus effect: Are police and civilians differentially affected? With Jennifer Dysart, Paper to be delivered at March, 2010 Conference, Vancouver, B.C.

  Paper to be delivered at 2010 Conference, San Diego
- National Highway Traffic Safety Administration Bi-Regional all-Inclusive Data Group Exchange 2009 Conference: Using Data and GIS analysis as a predictor of crime and vehicular crashes.
- American Society of Criminology – Bayesian Analysis of Environmental Factors on Crime, A Crime prevention & and problem solving perspective. Paper delivered at 2008 Conference, St. Louis
- Academy of Criminal Justice Sciences – Paper presentation at 2009 national conference, Boston – Changing Police Cultures – Police Self Perceptions in the Media.
- Academy of Criminal Justice Sciences – Paper presentation at 2005 national conference – A New Police Recertification Methodology
- American Society of Criminology - Paper delivered at 2007 national conference –Police Contagion Shooting: Issues and perspectives

- Invited NIJ sponsored participant – First Predictive Policing Conference, Los Angeles, 2009
- Policing: an International Journal of Police Strategies & Management – Peer reviewer

SERVICE TO STATE AND FEDERAL GOVERNMENTS

2009/10 Policy Board Statewide Narcotics Task Force - Connecticut

2009 –Date Peer reviewer for National Institute of Justice – Predictive Policing Grant Program

2008- Date - Peer reviewer for Department of Justice Federal Byrne Grant Program. Washington, D.C.

2007 – State Law Enforcement Technology Committee – Hartford, CT

1993- 1997 –(TDY) Project Consultant – Foreign Counter Intelligence Technology, FBI , New York, NY

2004 – Selection Committee – CJIS 2000, COLLECT and NCIC State application vendor

SERVICE TO THE UNIVERSITY

2005 – Steering Committee, NEASC Re-accreditation – Charter Oak State College, New Britain, CT

2006 – Testimony before State of Connecticut Legislature on Higher Education Funding, Hartford , CT

2007/8 – Doctoral Program Curriculum Committee – John Jay College, NY, NY

2008 – NY Bar Association Marden Lecture Committee – Assistant to President Jeremy Travis NY, NY

2008/10 Doctoral Program Selection Committee – John Jay College, NY, NY

2008/9 Doctoral Program Admissions Committee – John Jay College, NY, NY

2008/9 At large representative CUNY Graduate Center, Doctoral Student Council NY, NY

2009/10 At large representative CUNY Graduate Center, Doctoral Student Council NY, NY

2009/10 Academic Appeals Officer CUNY Graduate Center, Doctoral Student Council NY, NY

ACCREDITATIONS

- U.S. Department of Homeland Security, Secret Clearance
- State of Connecticut POST certified Law Enforcement Instructor
- International Association of Identification Certified Senior Crime Scene Analyst (Ret)
- FBI certified advanced fingerprint examiner
- State of Connecticut Superior Court Expert witness – Crime Scenes
- State of Connecticut Superior Court Expert witness – Fingerprints
- State of Connecticut Superior Court Expert witness – Photography
- State of Connecticut Certified Forensic Hypnotist
- FAA Certificated Commercial pilot
- FAA Certificated Flight Instructor
- ITF Certified Black Belt
- ITF Certified Tae-Kwon-Do Instructor
- American Board For Certification in Homeland Security Level III Certification
- FEMA Operations Certified
- F.B.I. Law Enforcement Executive Development School 2004 FBI Academy, Quantico, VA
- Police Executive Research Forum Senior Management Institute for Police, Boston, MA, 2007

MEMBERSHIPS

- Academy of Criminal Justice Sciences
- American Psychological Association
- American Psychological Society
- American Society for Public Administration (ASPA)
- American Society of Criminology
- The American Psychology-Law Society, APA Division 41

- British Criminological Society
- Connecticut Chiefs of Police Association
- Connecticut Psychological Association
- CITI Collaborative Institutional Training Initiative IRB ethics certified
- FBI Law Enforcement Executive Development Association
- International Association For Identification
- International Association of Chiefs of Police (IACP)
- Justice Research and Statistics Association
- Law and Society Association
- National Association of Flight Instructors
- National Criminal Justice Association
- New England Association of Chiefs of Police
- Police Association of Connecticut
- Police Executive Research Forum (PERF)
- Society of Industrial and Organizational Psychologists (SIOP)
- South Central Connecticut Chiefs of Police Association
- United State Distance Learning Association
- New York State Education Association
- United States Equestrian Federation
- United States Dressage Federation

Subject: EMERGENCY MANAGEMENT AND HOMELAND SECURITY
Submitted by: Daryl K. Roberts, Chief of Police, City of Hartford

I. Statement of Issue:

The Clean Energy Plant explosion in February 2010 was a stark reminder that emergencies in one community can have a tremendous impact on another community. In response to initial reports of significant injuries, the City of Hartford mobilized its police force in order prepare for the influx of patients, family, on lookers and media who were reported/anticipated to be coming to Hartford's two trauma centers. Fortunately, many of the injuries only required local treatment and the large influx of patients to the City was avoided.

During the last year, al-Qa'ida in the Arabian Peninsula and Tehriq-e Taliban Pakistan have attempted attacks within the borders of the United States and have threatened follow up attacks. We only have to look at the bombing attempt in Times Square, the Fort Hood shooting and foiled bombing in Portland, Oregon to see that the threat is real and is among us. Adding further to the threat is the English language *Inspire* magazine which is published on line and is intended to spur acts of jihad in the United States and around the world.

Pre-incident and real time communication across disciplines and jurisdictions, as well as preplanning are essential elements needed to ensure the security of the citizens of Connecticut.

II. Proposed Action:

1. Enhanced Communication and Partnerships:
   Emergency providers require immediate notification of incidents of significance. The State's fusion center is the cornerstone for this information gathering and distribution. Increasing the center's analysis capabilities and increasing the number of disciplines involved would be a tremendous asset to public safety.

2. Define Planning, Response and Recovery Roles:
   The State needs to clearly define the role of the Regional Emergency Support Plans (RESPS) to support local and/or state declared emergencies and to facilitate resource coordination for operations and recovery.

3. Community Preparedness:
   Programs must be developed to ensure that residents are capable of observing and reporting suspicious activity and are prepared to endure during and after a natural or terrorist event. Community Emergency Response Teams (CERT) have proven to be an excellent approach to this philosophy.

   Fiscal Impacts:
   Analysis is required at a statewide level to determine costs. Cost will be offset by lessening the impact of emergencies and terrorism on the workforce.

III. Long Term Needs/Vision

To improve public safety and preparedness through a comprehensive and collaborative approach of partnering community, public safety and state agencies to ensure the safety of the State's citizens and infrastructure.

IV. Job Impacts and Other Benefits:

Safer communities foster job creation, reduce unemployment and improve the quality of life for its citizens.