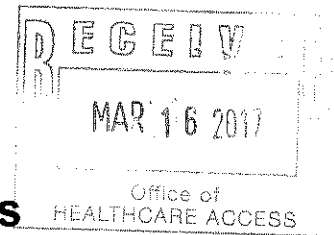




**State of Connecticut
Office of Health Care Access
CON Determination Form
Form 2020**



All persons who are requesting a determination from OHCA as to whether a CON is required for their proposed project must complete this Form 2020. The completed form should be submitted to the Director of the Office of Health Care Access, 410 Capitol Avenue, MS#13HCA, P.O. Box 340308, Hartford, Connecticut 06134-0308.

SECTION I. PETITIONER INFORMATION

If this proposal has more than two Petitioners, please attach a separate sheet, supplying the same information for each Petitioner in the format presented in the following table.

	Petitioner	Petitioner
Full Legal Name	Community Partners in Action	
Doing Business As	Same as above	
Name of Parent Corporation	Same as above	
Petitioner's Mailing Address, if Post Office (PO) Box, include a street mailing address for Certified Mail	110 Bartholomew Avenue Suite 3010 Hartford CT 06106	
What is the Petitioner's Status: P for profit and NP for Nonprofit	NP	
Contact Person at Facility , including Title/Position: This Individual at the facility will be the Petitioner's Designee to receive all correspondence in this matter.	Beth Hines Program Operations Director	

Contact Person's Mailing Address, if PO Box, include a street mailing address for Certified Mail	110 Bartholomew Avenue Suite 3010 Hartford CT 06106	
Contact Person's Telephone Number	860-794-4353	
Contact Person's Fax Number	860-967-3292	
Contact Person's e-mail Address	bhines@cpa- ct.org	

SECTION II. GENERAL PROPOSAL INFORMATION

- a. Proposal/Project Title:: Residential Substance Abuse Treatment Program for Men__
- b. Estimated Total Project Cost: \$__1,368,060_____
- c. Location of proposal, identifying Street Address, Town and Zip Code: 117 Washington Street Hartford, CT 06106_____
- d. List each town this project is intended to serve: Statewide

- e. Estimated starting date for the project: __August 2017_____

SECTION IV. PROPOSAL DESCRIPTION

Please provide a description of the proposed project, highlighting each of its important aspects, on at least one, but not more than two separate 8.5" X 11" sheets of paper. At a minimum each of the following elements need to be addressed, if applicable:

1. If applicable, identify the types of services currently provided and provide a copy of each Department of Public Health license held by the Petitioner.
2. Identify the types of services that are being proposed and what DPH licensure categories will be sought, if applicable.
3. Identify the current population served and the target population to be served.

SECTION V. AFFIDAVIT

(Each Petitioner must submit a completed Affidavit.)


Petitioner: Community Partners in Action

Project Title: Residential Substance Abuse Treatment Program for Men

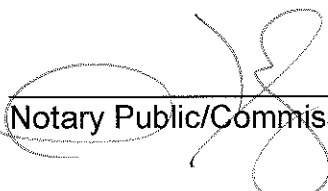
I, Maureen Price-Boreland, Executive Director
(Name) (Position – CEO or CFO)

of Community Partners in Action being duly sworn, depose and state that the
(Organization Name)

information provided in this CON Determination form is true and accurate to the best of my
knowledge.

 3/13/2017
Signature Date

Subscribed and sworn to before me on 3/13/2017


Notary Public/Commissioner of Superior Court

My commission expires: 9/30/2018



Substance Abuse Treatment Program for Men

Community Partners in Action (CPA) is exploring an opportunity to open a residential substance abuse treatment program for men.

The purpose of this correspondence is to determine whether a CON is required.

The types of services being proposed, along with the target population, are identified below. Also listed is the DPH licensure category being considered at this time as well as additional information describing our vision for the program.

- **Target Population:** Men with a substance use diagnosis
- **Location of Program:** 117 Washington Street Hartford, CT
- **Number of Treatment Beds:** 18
- **Licensure Categories:** Based on our review of the DPH Public Health Code 19a-495-570 we believe we will be seeking a license to operate an Intermediate and Long Term Treatment Program
- **Brief Program Description:** Program will be a residential therapeutic community designed for the integrated treatment of men 18 years of age and older; primary diagnosis will be Substance Use Disorder
- **Length of Stay:** 30 to 45 days on average
- **Admission Criteria:** the participant must:
 - ✓ be medically stable and not in need of detox;
 - ✓ have had a recent bout of acute alcohol and/or drug abuse with a clearly documented history of excessive use of alcohol and/or drugs, and currently is unable to control this use;
 - ✓ meet the criteria for inpatient treatment;

- ✓ have a condition indicating that he has restorative potential, would benefit from an inpatient chemical dependency treatment program and that the goal of changing behavior could not successfully be accomplished in a less intensive treatment setting.
- **Treatment Modalities:** A variety of treatment modalities will be utilized including milieu treatment, individual therapy, group therapy, and cognitive-behavioral therapy. Participation of the family will be strongly encouraged when not contraindicated. Pharmacotherapy will be employed when clinically indicated.
- **12 Step and Relapse Prevention:** these services will be infused into programming to help those in need of strategies to maintain recovery. We will provide an intensive curriculum that utilizes psycho-educational groups on addiction and relapse prevention as well as self awareness and self care.
- **Treatment Staff:** including, but not limited to: APRN, psychiatrists, psychologists, social workers, substance abuse counselors and therapists.
- **Referral Sources:** SATEP – access line; CT Department of Correction; Court Support Services Division, including Probation, Bail, and Jail Re-interview; CPA's Work Release Program and Transitional Houses; family members, Judges, Prosecutors, Attorneys, Social Workers; clergy.
- **Assessments:** Full GAIN; ASUS – Adult Substance Use Survey.
- **Comprehensive Aftercare:** we will provide follow up referrals upon discharge for outpatient counseling and supportive housing such as Sober Housing; we will ensure collaborative relationships with statewide providers able and willing to provide quality aftercare to our participants.

Olejarz, Barbara

From: Hansted, Kevin
Sent: Thursday, March 16, 2017 2:52 PM
To: Olejarz, Barbara
Subject: FW: OHCA Determination Report # 17-32159-DTR

Please add to the record

Kevin T. Hansted
Staff Attorney
Office of Health Care Access
Connecticut Department of Public Health
410 Capitol Avenue
Hartford, CT 06134
Phone: 860-418-7044
kevin.hansted@ct.gov



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From: Beth Hines [mailto:BHines@cpa-ct.org]
Sent: Thursday, March 16, 2017 2:46 PM
To: Hansted, Kevin <Kevin.Hansted@ct.gov>
Subject: RE: OHCA Determination Report # 17-32159-DTR

It will definitely be non-profit.

Our plan is that we would bill insurance for the services. However, we would also be interested in having beds dedicated to CSSD or DOC for example. So it could be a combination – does this make sense?

Thanks,



Beth Hines

Program Operations Director
Community Partners in Action
110 Bartholomew Avenue, 4th Floor
Hartford, CT 06106
Telephone: 860-794-4353
bhines@cpa-ct.org
www.cpa-ct.org

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From: Hansted, Kevin [<mailto:Kevin.Hansted@ct.gov>]
Sent: Thursday, March 16, 2017 2:39 PM
To: Beth Hines
Subject: RE: OHCA Determination Report # 17-32159-DTR

Thank you.

Will the new facility have a stand-alone contract with a state agency or none at all? Will it be non-profit?

Kevin T. Hansted
Staff Attorney
Office of Health Care Access
Connecticut Department of Public Health
410 Capitol Avenue
Hartford, CT 06134
Phone: 860-418-7044
kevin.hansted@ct.gov



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From: Beth Hines [<mailto:BHines@cpa-ct.org>]
Sent: Thursday, March 16, 2017 2:38 PM
To: Hansted, Kevin <Kevin.Hansted@ct.gov>
Subject: RE: OHCA Determination Report # 17-32159-DTR

Ok – will do.

And no, the new facility will not offer services under any of the contracts currently held by CPA.

Thanks,



Beth Hines
Program Operations Director
Community Partners in Action
110 Bartholomew Avenue, 4th Floor
Hartford, CT 06106
Telephone: 860-794-4353
bhines@cpa-ct.org
www.cpa-ct.org

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From: Hansted, Kevin [<mailto:Kevin.Hansted@ct.gov>]
Sent: Thursday, March 16, 2017 2:36 PM
To: Beth Hines
Subject: RE: OHCA Determination Report # 17-32159-DTR

Thank you Ms. Hines. If you can send me one contract that is still valid that will suffice. Will the proposed new facility offer services under any of the contracts held by Community Partners in Action?

Kevin T. Hansted
Staff Attorney
Office of Health Care Access
Connecticut Department of Public Health
410 Capitol Avenue
Hartford, CT 06134
Phone: 860-418-7044
kevin.hansted@ct.gov



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From: Beth Hines [<mailto:BHines@cpa-ct.org>]
Sent: Thursday, March 16, 2017 2:23 PM
To: Hansted, Kevin <Kevin.Hansted@ct.gov>
Subject: RE: OHCA Determination Report # 17-32159-DTR

Dear Mr. Hansted,

Thank you for your email.

We have multiple state contracts and would be hard pressed to send all of them as the volume of information is significant. Can you please give us a sense of what you need from the contracts so we can focus and condense to meet your request?

Thanks,



Beth Hines
Program Operations Director
Community Partners in Action
110 Bartholomew Avenue, 4th Floor
Hartford, CT 06106
Telephone: 860-794-4353
bhines@cpa-ct.org
www.cpa-ct.org

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From: Hansted, Kevin [<mailto:Kevin.Hansted@ct.gov>]
Sent: Thursday, March 16, 2017 1:08 PM
To: Beth Hines
Subject: OHCA Determination Report # 17-32159-DTR

Good afternoon Ms. Hines:

I am in receipt of your determination request regarding the establishment of a substance abuse treatment program. Please advise if Community Partners in Action has a contract with a state agency to provide services. If so, please provide me with a copy of the contract.

Thank you,

Kevin T. Hansted
Staff Attorney
Office of Health Care Access
Connecticut Department of Public Health

410 Capitol Avenue
Hartford, CT 06134
Phone: 860-418-7044
kevin.hansted@ct.gov



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Olejarz, Barbara

From: Hansted, Kevin
Sent: Friday, March 17, 2017 9:29 AM
To: Olejarz, Barbara
Subject: FW: copy of our AIC contract with CSSD
Attachments: HAIC Contract 7-2015-03162017151513.pdf

Please add to Determination Report # 17-32159-DTR

Kevin T. Hansted
Staff Attorney
Office of Health Care Access
Connecticut Department of Public Health
410 Capitol Avenue
Hartford, CT 06134
Phone: 860-418-7044
kevin.hansted@ct.gov



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From: Beth Hines [mailto:BHines@cpa-ct.org]
Sent: Friday, March 17, 2017 9:13 AM
To: Hansted, Kevin <Kevin.Hansted@ct.gov>
Subject: copy of our AIC contract with CSSD

Hi Kevin – will this work?

Thanks,



Beth Hines
Program Operations Director
Community Partners in Action

110 Bartholomew Avenue, 4th Floor
Hartford, CT 06106
Telephone: 860-794-4353
bhines@cpa-ct.org
www.cpa-ct.org

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CONNECTICUT JUDICIAL BRANCH

⁰⁶ AGREEMENT
#3502 - Alternative in the Community

This Agreement is between:

State of Connecticut Judicial Branch
Acting herein by its
Court Support Services Division
(Hereinafter: Judicial Branch)

And **Community Partners in Action**
(Hereinafter: Contractor)

This Agreement is made as a result of the Contractor's proposal submitted in response to the Request for Proposal (RFP) #3502. The location(s) area awarded is: **Hartford.**


The Judicial Branch and the Contractor agree that the Contractor shall render services to the Judicial Branch as described in **EXHIBIT A** of this Agreement, (unless such description conflicts with any of the terms and conditions of this Agreement in which event the terms and conditions of this Agreement shall supersede said description) according to all the terms and conditions of this Agreement and that the Judicial Branch shall pay the Contractor for these services according to the terms contained in this Agreement.

The terms and conditions set forth herein and, where applicable, as incorporated under the Connecticut Judicial Branch purchase order, constitute the entire agreement between the parties hereto and supersede all previous agreements, promises or representations whether written or oral. This Agreement may not be changed, altered or modified except by an instrument in writing signed by a duly authorized representative of both parties.

The Contractor and the Judicial Branch agree to all the terms and conditions stated within this Agreement.

FOR:

State of Connecticut
Judicial Branch

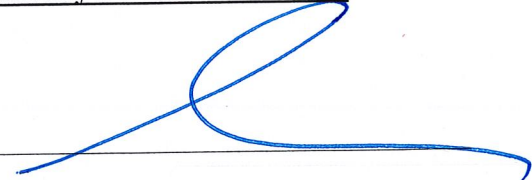
By: 

STEPHEN R. GRANT,
EXECUTIVE DIRECTOR
Court Support Services Division
Duly Authorized

DATE 7/20/15

FOR CONTRACTOR:

Community Partners in Action

By: 

Print Name: _____ Maureen Price-Boreland
Executive Director
Print Title: _____ Community Partners in Action
Duly Authorized

DATE 7/10/15

COURT SUPPORT SERVICES

2015 JUL 16 A 10:35

RECEIVED

I. AGREEMENT SUMMARY

(1) Term of Agreement

Unless terminated or extended according to provisions contained within this Agreement, the period of this Agreement is for **36 months** commencing **July 1, 2015** and ending **June 30, 2018**. This Agreement may be extended by mutual agreement between the Judicial Branch and the Contractor for a period not to exceed **24 consecutive months** commencing **July 1, 2018, for 2 periods ending no later than June 30, 2020**, according to the provisions contained in Request for Proposal #3502.

(2) Amount and Source of Funds

The Judicial Branch agrees to pay to Contractor an amount not to exceed **\$3,979,563.00 for the Fiscal Years 2015/2016 and 2016/2017**. The amount and source of funds for all subsequent Fiscal Years applicable under this Agreement shall be made only by a duly executed written amendment thereto. Any payment under this Agreement by the Judicial Branch to the Contractor is subject to the availability of funding from the Connecticut General Assembly and/or the Federal Government.

The source of funding for this contract amount is summarized below.

<u>PERIOD</u>	<u>STATE FUNDS</u>	<u>FEDERAL FUNDS</u>	<u>CLIENT FEES</u>	<u>OTHER INCOME</u>	<u>TOTAL FUNDS</u>
FY 2015/2016	\$1,803,653.00	\$161,102.00	\$0.00	\$0.00	\$1,964,755.00
FY 2016/2017	\$1,853,706.00	\$161,102.00	\$0.00	\$0.00	\$2,014,808.00
FY 2017/2018	TBD	TBD	TBD	TBD	TBD
EXTENSION PERIOD	{X} TO BE DETERMINED { } NOT AVAILABLE UNDER THIS AGREEMENT				

(3) Federal Fund Requirements (Applies only if federal funds are identified above in I. (2)).

Federal funds have been provided to the Judicial Branch for this Agreement.

Catalog of Federal Domestic Assistance (CFDA) Title: Temporary Assistance to Needy Families (TANF)

CFDA Number: 93.558

Award Name: Temporary Assistance to Needy Families (TANF)

Award Number: 2015G996115

Award Year: 2015

Research and Development (yes/no): No

Name of Federal Agency Awarding: Administration of Children and Families

DUNS Number: 360707004

Note: All TANF funds have been included in the July payments.

- (4) Management of Program Income
The total budget for the fiscal years specified above includes the amount of **\$0.00 for Fiscal Year 2015/2016 and \$0.00 for Fiscal Year 2016/2017** that is program income to be generated by the Contractor through the collection of client fees and/or third party payments. It is also agreed that the Contractor will take any and all reasonable steps to collect such fees and payments and that any client fee payment schedule developed by the Contractor will be reviewed and approved by the Judicial Branch prior to its use. Should the Contractor, following all reasonable efforts to generate such income, be unable to attain the sum noted above, then the Judicial Branch may, by amendment, increase its reimbursement schedule to the Contractor in such a manner as to meet the total fiscal year budgeted amount or, at its option, reduce the services required under this Agreement by amendment. Should the Contractor generate income in regard to clients referred pursuant to this Agreement in excess of the amount noted above, then, unless this Agreement is amended, the Contractor shall return the excess amount to the Judicial Branch no later than **August 15, 2016** and annually thereafter by August 15th of each subsequent year should their Agreement be extended. In the event of early termination of this Agreement, any income collected that has not been expended according to the budget shall be sent to the Judicial Branch in a payment separate from any other monies, if any, owed to the Judicial Branch as a result of the early termination.
- (5) State Single Audit Compliance Supplement
The services provided under this Agreement are to be audited utilizing State Single Audit Compliance Supplement number 11000-JUD96114-12043-001.

II. TERMS AND CONDITIONS

A. PAYMENT TERMS

- (1) Amount of Agreement
For the period **July 1, 2015 through June 30, 2016** the Judicial Branch agrees to pay the Contractor an amount not to exceed **\$1,964,755.00** and for the period **July 1, 2016 through June 30, 2017** the Judicial Branch agrees to pay the Contractor an amount not to exceed **\$2,014,808.00**. Breakdown for multiple locations, if applicable, is as follows:
- Any change to this amount and any amount to be paid by the Judicial Branch to the Contractor for any additional period of time covered by this Agreement shall be made only by a duly executed Amendment to this Agreement notwithstanding any other reference to amount or payments made within this Agreement.
- (2) Line Item Budget Agreement Payment Schedule and Amount FY 2015/2016 & FY 2016/2017
For the period **July 1, 2015 through June 30, 2016** the Judicial Branch will pay the Contractor an amount not to exceed **\$1,964,755.00** according to (2a) Payment Amounts Table FY 2015/2016. For the period **July 1, 2016 through June 30, 2017** the Judicial Branch will pay the Contractor an amount not to exceed **\$2,014,808.00** according to (2a) Payment Amounts Table FY 2016/2017. Payments are payable on the fifteenth day of the month preceding the month in which services are to be delivered, except that payment for July and August 2015 shall be made on or about July 1, 2015. Any changes to this schedule and/or these amounts shall be made only by a duly executed written amendment to this Agreement.

(2a) Line Item Budget Agreement Payment Amounts Table FY 2015/2016 & FY 2016/2017

Agreement #3502 FY 2015/2016	
MONTH	AMOUNT
JULY	\$311,411.00
AUGUST	\$150,304.00
SEPTEMBER	\$150,304.00
OCTOBER	\$150,304.00
NOVEMBER	\$150,304.00
DECEMBER	\$150,304.00
JANUARY	\$150,304.00
FEBRUARY	\$150,304.00
MARCH	\$150,304.00
APRIL	\$150,304.00
MAY	\$150,304.00
JUNE	\$150,304.00
TOTAL	\$1,964,755.00

Agreement #3502 FY 2016/2017	
MONTH	AMOUNT
JULY	\$315,583.00
AUGUST	\$154,475.00
SEPTEMBER	\$154,475.00
OCTOBER	\$154,475.00
NOVEMBER	\$154,475.00
DECEMBER	\$154,475.00
JANUARY	\$154,475.00
FEBRUARY	\$154,475.00
MARCH	\$154,475.00
APRIL	\$154,475.00
MAY	\$154,475.00
JUNE	\$154,475.00
TOTAL	\$2,014,808.00

- (3) Automatic Voucher Invoice System (AVIS) For Line Item Budget Agreement
Payment(s) under this Agreement will be made to the Contractor by the Judicial Branch under the Automatic Voucher Invoice System (AVIS) for services delivered under the budget contained in **EXHIBIT A** according to the Line Item Budget Agreement Payment Amounts Table(2a) Payment Amount Schedule FY 2015/2016 & FY 2016/2017 herein. Any changes to this schedule and/or these amounts shall be made only by a duly executed written amendment thereto.
- (4) Unit Cost Agreement Payment Schedule and Amount FY 2015/2016 & FY 2016/2017
For the period **July 1, 2015 through June 30, 2016** the Judicial Branch will pay the Contractor an amount not to exceed \$0.00 per the rates/prices contained in **EXHIBIT A**, payable on the fifteenth day of the month following the month in which services were delivered, net 45 days from the invoice submission. Any changes to this schedule and/or these amounts shall be made only by a duly executed written amendment thereto.
- (5) Unit Cost Agreement Requirement to Submit Invoice Voucher
Payment under this Agreement, and any duly executed written amendment hereto, will only be made by the Judicial Branch to the Contractor upon the timely receipt by the Judicial Branch of a properly executed original State of Connecticut Invoice Voucher Form CO-17 submitted by the Contractor.
- (6) Unit Cost Agreement Schedule for Invoice Voucher Submission
The Contractor shall submit Invoice Voucher Form CO-17 on or about the first day of the month following the month in which services were delivered, as outlined in the CSSD Financial Reporting and Requirements Manual 2014 in effect at the time of the execution of this agreement and as it may be amended from time to time.
- (7) Payment Subject to Availability of Funds
Any other provision of this Agreement notwithstanding any payment under this Agreement by the Judicial Branch to the Contractor is subject to the availability of funding from the Connecticut General Assembly and/or the Federal Government. The Judicial Branch reserves the right to reduce or eliminate payments, or to terminate this Agreement upon immediate notice to the Contractor, should the total of all funding available to the Judicial Branch from any source be reduced or eliminated.

B. STATE OF CONNECTICUT CONDITIONS

(1) Choice of Law

The laws of the State of Connecticut govern this Agreement. It is agreed that any questions of interpretation of this Agreement or actions brought pursuant to this Agreement shall be according to Connecticut law and federal law where applicable.

(2) Applicable Law

The Contractor shall comply with all Federal, State of Connecticut and local laws, standards and regulations applicable to Contractor's facility and the services being provided under this Agreement. Unless otherwise provided by law, the Contractor is not relieved of compliance while formally contesting the authority to require such standards, regulations, statutes, ordinances or criteria.

(3) Civil Rights Agreement

Federal civil rights laws applicable to agencies that receive Judicial Branch financial assistance from the U.S. Department of Justice must not discriminate in the delivery of programs, services or in their employment practices in any program or activity on the basis of race, color, national origin, disability, age, religion or sex, in compliance with Title VI of the Civil Rights Act of 1964, The Omnibus Crime Control and Safe Streets Act of 1968, 42 U.S.C. §3789D, Section 504 of the Federal Rehabilitation Act of 1973, Title IX of the Education Amendments Act, The Victims of Crime Act of 1973, and their U.S. Department of Justice implementing regulations 28 CFR Part 42, Subparts C, D, E, G and I, and Part 54. In accordance with Federal civil rights laws, the subrecipient shall not retaliate against individuals for taking action or participating in action to secure rights protected by these laws.

Federal law (Executive Order 13279 and its U.S. Department of Justice implementing regulations 28 CFR part 38) also prohibits grant making agencies from discriminating either in favor of or against faith-based organizations in awarding Federal financial assistance and entities that receive direct Federal funding may not engage in inherently religious activities in the federally funded program. If organizations conduct inherently religious activities, those activities must be conducted separate in time or location from the federally funded program or service, and participation by beneficiaries must be voluntary. Recipients may not discriminate against prospective or actual beneficiaries on the basis of religion or religious belief.

Further, all subrecipients of Federal Funds under a State of Connecticut Judicial Branch program are required to have policies and procedures for responding to discrimination complaints from its employees and clients, customers, program participants or consumers. Subrecipient policies and procedures shall be made available to the Judicial Branch upon request.

(a) (1) The Contractor agrees and warrants that in the performance of the contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, intellectual disability, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by such Contractor that such disability prevents performance of the work involved, in any manner prohibited by the laws of the United States or of the state of Connecticut; and the Contractor further agrees to take affirmative action to ensure that applicants with job-related qualifications are employed and that employees are treated when employed without regard to their race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, intellectual disability, mental disability or physical

disability, including, but not limited to, blindness, unless it is shown by such Contractor that such disability prevents performance of the work involved; (2) The Contractor agrees, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, to state that it is an "affirmative action-equal opportunity employer" in accordance with regulations adopted by the Commission on Human Rights and Opportunities (hereinafter, Commission); (3) The Contractor agrees to provide each labor union or representative of workers with which such Contractor has a collective bargaining agreement or other contract or understanding and each vendor with which such Contractor has a contract or understanding, a notice to be provided by the Commission, advising the labor union or workers' representative of the Contractor's commitments under General Statutes section 4a-60, and to post copies of the notice in conspicuous places available to employees and applicants for employment; (4) The Contractor agrees to comply with each provision of General Statutes sections 4a-60, 46a-68e and 46a-68f and with each regulation or relevant order issued by said commission pursuant to General Statutes sections 46a-56, 46a-68e and 46a-68f; and (5) The Contractor agrees to provide the Commission on Human Rights and Opportunities and the Judicial Branch with such information requested by them, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor as relate to the provisions of General Statutes section 46a-56 and 4a-60.

(b) If the contract is a public works contract, the Contractor agrees and warrants that he will make good faith efforts to employ minority business enterprises as subcontractors and suppliers of materials on such public works project.

(c) (1) Any contractor who has one or more contracts with the Judicial Branch that is valued at less than fifty thousand dollars for each year of the contract shall provide the Judicial Branch with a written or electronic representation that complies with the nondiscrimination agreement and warranty under Paragraph 3(a)(1) above, provided if there is any change in such representation, the contractor shall provide the updated representation to the Judicial Branch not later than thirty days after such change.

(2) Any contractor who has one or more contracts with the Judicial Branch that is valued at fifty thousand dollars or more for any year of the contract shall provide the Judicial Branch with any one of the following:

- (A) Documentation in the form of a company or corporate policy adopted by resolution of the board of directors, shareholders, managers, members or other governing body of such Contractor that complies with the nondiscrimination agreement and warranty under Paragraph 3(a)(1) above (see Exhibit J);
- (B) Documentation in the form of a company or corporate policy adopted by a prior resolution of the board of directors, shareholders, managers, members or other governing body of such Contractor, if (i) the prior resolution is certified by a duly authorized corporate officer of such Contractor to be in effect on the date the documentation is submitted, and (ii) the Chief Court Administrator, or his or her designee, certifies that the prior resolution complies with the nondiscrimination agreement and warranty under Paragraph 3(a)(1) above; or
- (C) Documentation in the form of an affidavit signed under penalty of false statement by a chief executive officer, president, chairperson, or other corporate officer duly authorized to adopt company or corporate policy that certifies that the company or corporate policy of the Contractor complies with the nondiscrimination agreement and warranty under

Paragraph 3(a)(1) above and is in effect on the date the affidavit is signed (See Exhibit J).

(3) The Judicial Branch is prohibited from awarding a contract to a contractor who has not provided the representation or documentation required under Paragraph 3(c)(1) and 3(c)(2) above, as applicable. After the initial submission of such representation or documentation, the contractor shall not be required to resubmit such representation or documentation unless there is a change in the information contained in such representation or documentation. If there is any change in the information contained in the most recently filed representation or updated documentation, the contractor shall submit an updated representation or documentation, as applicable, either (A) not later than thirty days after the effective date of such change, or (B) upon the execution of a new contract with the Judicial Branch, whichever is earlier. Such contractor shall also certify, in accordance with Paragraph 3(c)(2)(B) or 3(c)(2)(C) above, to the Judicial Branch, not later than fourteen days after the twelve-month anniversary of the most recently filed representation, documentation or updated representation or documentation, that the representation on file with the Judicial Branch is current and accurate.

(d) For the purposes of this Paragraph, "contract" includes any extension or modification of the contract, "Contractor" includes any successors or assigns of the Contractor, "marital status" means being single, married as recognized by the state of Connecticut, widowed, separated or divorced, and "mental disability" means one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association's "Diagnostic and Statistical Manual of Mental Disorders", or a record of or regarding a person as having one or more such disorders. For the purposes of this Paragraph, "contract" does not include a contract where each Contractor is (1) a political subdivision of the state, including, but not limited to, a municipality, (2) a quasi-public agency, as defined in General Statutes section 1-120, (3) any other state, as defined in General Statutes section 1-267, (4) the federal government, (5) a foreign government, or (6) an agency of a subdivision, agency, state or government described in Paragraph 3(d)(1), 3(d)(2), 3(d)(3), 3(d)(4) or 3(d)(5) above.

(e) For the purposes of this Paragraph, "minority business enterprise" means any small contractor or supplier of materials fifty-one per cent or more of the capital stock, if any, or assets of which is owned by a person or persons: (1) Who are active in the daily affairs of the enterprise, (2) who have the power to direct the management and policies of the enterprise and (3) who are members of a minority, as such term is defined in subsection (a) of General Statutes section 32-9n; and "good faith" means that degree of diligence which a reasonable person would exercise in the performance of legal duties and obligations. "Good faith efforts" shall include, but not be limited to, those reasonable initial efforts necessary to comply with statutory or regulatory requirements and additional or substituted efforts when it is determined that such initial efforts will not be sufficient to comply with such requirements.

(f) Determination of the Contractor's good faith efforts shall include but shall not be limited to the following factors: The Contractor's employment and subcontracting policies, patterns and practices; affirmative advertising, recruitment and training; technical assistance activities and such other reasonable activities or efforts as the Commission may prescribe that are designed to ensure the participation of minority business enterprises in public works projects.

(g) The Contractor shall develop and maintain adequate documentation, in a manner prescribed by the Commission, of its good faith efforts.

(h) The Contractor shall include the provisions of Paragraph 3(a) and 3(b) in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the Judicial Branch and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with General Statutes section 46a-56; provided, if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the Contractor may request the state of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the state and the state may so enter.

(4) Non-discrimination Regarding Sexual Orientation

(a) (1) The Contractor agrees and warrants that in the performance of the contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of sexual orientation, in any manner prohibited by the laws of the United States or of the State of Connecticut, and that employees are treated when employed without regard to their sexual orientation; (2) The Contractor agrees to provide each labor union or representative of workers with which such Contractor has a collective bargaining agreement or other contract or understanding, and each vendor with which such Contractor has a contract or understanding a notice to be provided by the Commission on Human Rights and Opportunities (hereinafter, Commission) advising the labor union or workers' representative of the Contractor's commitments under General Statutes section 4a-60a and to post copies of the notice in conspicuous places available to employees and applicants for employment; (3) The Contractor agrees to comply with each provision of General Statutes section 4a-60a and with each regulation or relevant order issued by said commission pursuant to section 46a-56 of the General Statutes; and (4) The Contractor agrees to provide the Commission with such information requested by the commission, and permit access to pertinent books, records and accounts concerning the employment practices and procedures of the Contractor which relate to the provisions of sections 4a-60a and 46a-56 of the General Statutes.

(b) (1) Any contractor who has one or more contracts with the Judicial Branch that is valued at less than fifty thousand dollars for each year of the contract shall provide the Judicial Branch with a written representation that complies with the nondiscrimination agreement and warranty under Paragraph 4(a)(1) above.

(2) Any contractor who has one or more contracts with the Judicial Branch that is valued at fifty thousand dollars or more for any year of the contract shall provide the Judicial Branch with any one of the following:

(A) Documentation in the form of a company or corporate policy adopted by resolution of the board of directors, shareholders, managers, members or other governing body of such Contractor that complies with the nondiscrimination agreement and warranty under Paragraph 4(a)(1) above (See Exhibit J);

(B) Documentation in the form of a company or corporate policy adopted by a prior resolution of the board of directors, shareholders, managers, members or other governing body of such Contractor, if (i) the prior resolution is certified by a duly authorized corporate officer of such Contractor to be in effect on the date the documentation is submitted, and (ii) the Chief Court Administrator, or his or her designee, certifies that the prior resolution complies with the nondiscrimination agreement and warranty under Paragraph 4(a)(1) above; or

(C) Documentation in the form of an affidavit signed under penalty of false statement by a chief executive officer, president, chairperson, or other corporate officer duly authorized to adopt company or corporate policy that certifies that the company or corporate policy of the Contractor complies with the nondiscrimination agreement and warranty under Paragraph 4(a)(1) above and is in effect on the date the affidavit is signed (See Exhibit J).

(3) The Judicial Branch is prohibited from awarding a contract to a contractor who has not provided the representation or documentation required under Paragraph 4(b)(1) and 4(b)(2) above, as applicable. After the initial submission of such representation or documentation, the contractor shall not be required to resubmit such representation or documentation unless there is a change in the information contained in such representation or documentation. If there is any change in the information contained in the most recently filed representation or updated documentation, the contractor shall submit an updated representation or documentation, as applicable, either (A) not later than thirty days after the effective date of such change, or (B) upon the execution of a new contract with the Judicial Branch, whichever is earlier. Such contractor shall also certify, in accordance with Paragraph 4(b)(2)(B) or 4(b)(2)(C) above, to the Judicial Branch, not later than fourteen days after the twelve-month anniversary of the most recently filed representation, documentation or updated representation or documentation, that the representation on file with the Judicial Branch is current and accurate.

(4) For the purposes of this Paragraph, "contract" includes any extension or modification of the contract, and "Contractor" includes any successors or assigns of the Contractor. For the purposes of this Paragraph, "contract" does not include a contract where each Contractor is (A) a political subdivision of the state, including, but not limited to, a municipality, (B) a quasi-public agency, as defined in General Statutes section 1-120, (C) any other state, as defined in General Statutes section 1-267, (D) the federal government, (E) a foreign government, or (F) an agency of a subdivision, agency, state or government described in Paragraph 4(b)(4)(A), 4(b)(4)(B), 4(b)(4)(C), 4(b)(4)(D) or 4(b)(4)(E) above.

(5) The Contractor shall include the provisions of Paragraph 4(a) in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the Judicial Branch and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with General Statutes section 46a-56; provided, if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the Contractor may request the state of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the state and the state may so enter.

(5) Equal Employment Opportunity

The Judicial Branch is an Equal Opportunity employer and purchaser. No employee or applicant for employment, vendor or contract award recipient (contractor) will be discriminated against by the Judicial Branch because of race, color, religious creed, marital status, national origin, ancestry, sex, sexual orientation, gender identity or expression, age, present or past history of mental disorder, intellectual disability, mental disability, learning disability or physical disability including but not limited to blindness, or veteran's status.

(6) Americans with Disabilities Act of 1990

(This clause applies to those Contractors which are or will come to be responsible for compliance with the terms of the Americans with Disabilities Act of 1990 (42 USCS 12101-12189 and 12201-12213) (Supp. 1993); 47 USCS 225.611 (Supp. 1993). During the term of this Agreement, the Contractor represents that it is familiar with the terms of this Act and that it is in compliance with the law. The Contractor warrants that it will hold the Judicial Branch harmless from any liability which may be imposed upon the Judicial Branch as result of any failure of the Contractor to be in compliance with the Act.

Where applicable, the Contractor agrees to abide by the provisions of section 504 of the Federal Rehabilitation Act of 1973, as amended, 29 USC 794 (Supp. 1993), regarding access to programs and facilities by people with disabilities.

(7) Sales Tax Exemption

The Judicial Branch is exempt from the Connecticut Sales Tax under Connecticut General Statutes section 12-412, Federal Excise Taxes and the provisions of the Federal Robinson-Patman Act.

(8) Audit Requirements and Report Distribution

As applicable, the Contractor is subject to Federal single audit requirements pursuant to OMB Circular A-133 and State Single Audit requirements pursuant to General Statutes sections 4-230 to 4-236 inclusive and to regulation. Contractors exempt from the provisions of these acts may be required to submit to an audit at a time and in a manner prescribed by the Judicial Branch and at the expense of the Judicial Branch. One copy of each Federal and State Single Audit must be submitted to the agency of cognizance pursuant to the Connecticut General Statutes sections 4-230 to 4-236 inclusive and the applicable Compliance Supplement. If the audit includes material findings, the contractor shall provide the Judicial Branch with a Corrective Action Plan. If the audit includes a management letter describing immaterial findings, the Contractor shall provide the Judicial Branch with details of corrective action taken or planned based on such management letter. A copy of the management letter to and Corrective Action Plans shall be submitted to:

State of Connecticut, Judicial Branch
Director, Internal Audit Unit
80 Washington Street
Hartford, CT 06106

Contractor must submit a detailed reconciliation of the final program expenditure amounts for each State contract as reported to the CSSD on the Final Expenditure Report for the expenditure amount reported for the program on the Single Audit Schedule of Expenditures of State Financial Assistance. Such reconciliation reports shall be submitted regardless of the payment method being utilized.

Contractors with fiscal years that do not coincide with the state fiscal year must provide a breakdown of expenditures for the entire state fiscal year in all audits provided. If necessary an additional detail sheet with the corresponding expenditure detail must be included in the audit documents.

C. JUDICIAL BRANCH CONDITIONS

- (1) Approval Notification and Purchase Order
The Judicial Branch assumes no liability for payment under the terms of this Agreement until the Contractor is notified that this Agreement has been approved by the Judicial Branch and a purchase order has been issued.
- (2) Contractor Responsibility for Unremunerated Specific Costs
The Contractor acknowledges that any services or goods required in response to the Request for Proposal under which this Agreement originated, or offered as part of the Contractor's response proposal thereto, that are not specified in this Agreement as items requiring remuneration by the Judicial Branch to the Contractor are deemed as being provided to the Judicial Branch by the Contractor at no cost.
- (3) Warranty by Contractor
The Contractor expressly warrants that all services provided under this Agreement will conform to specifications, drawings, samples or other descriptions furnished to or adopted by the Judicial Branch, and that such services will be fit and sufficient for the purpose intended, of merchantable and good quality and workmanship and free from defect, liens and encumbrances.
- (4) Delay in Contractor Performance
If services are not delivered within the time specified or within a reasonable time, if no time is specified, the Judicial Branch may exercise its options as outlined in Paragraph C. (9) herein.
- (5) Unavoidable and Unforeseen Contingencies
The Contractor or Judicial Branch shall not be liable to the other for default or delay in delivering or accepting services hereunder if caused by fire, strike, riot, war, Acts of God, delay of carriers, governmental order or regulation or other contingency beyond the reasonable control of the respective parties. The Contractor shall give notice to the Judicial Branch of any such unavoidable contingency.
- (6) Prohibition Against Assignment of Agreement
The Contractor shall not transfer, pledge or otherwise assign this Agreement, compensation hereunder, or any rights or responsibilities hereunder, to any third party without the prior written consent of the Judicial Branch.
- (7) Non-Enforcement not to Constitute Waiver
Failure of the Judicial Branch to insist upon strict performance of any terms and/or conditions of this Agreement shall not be deemed a waiver of any rights or remedies that the Judicial Branch may have, nor deemed a waiver of any rights or remedies that the Judicial Branch may have with respect to any subsequent default herein.
- (8) Early Termination of this Agreement
This Agreement may be terminated by the Judicial Branch upon a ninety (90) day written notice without cause. The Contractor may terminate this agreement upon a ninety (90) day written notice for good cause. It is specifically agreed that a change in the cost to the Contractor of providing the goods or services described in this Agreement shall not constitute cause for termination of this Agreement by the Contractor. Terminations by the Judicial Branch shall not be effective against services already rendered, so long as the services were rendered in compliance with the Agreement during the term of the Agreement. This contract may be terminated by the Judicial Branch for cause without prior notice to the Contractor if the Judicial Branch deems that such termination is in the

best interests of the state. Best interests of the state includes, but is not limited to, the protection of the health or welfare of the clients.

The Contractor agrees to return to the Judicial Branch within thirty (30) days of any termination of the Agreement any funds not expended in accordance with the terms and conditions of this Agreement including, but not limited to, any deposits, prior payments, advanced payments or down payments. If the Contractor fails to return said funds within said thirty (30) day period, the Judicial Branch may recoup said funds from any future payments owing under this Agreement or any other Agreement between the Judicial Branch and the Contractor. The terms of this paragraph shall survive any termination of this Agreement.

(9) Contractor Default

Any other provision of this Agreement notwithstanding, if the Contractor becomes financially unstable, defaults or otherwise fails to comply with any of the terms, provisions or conditions of this Agreement or in any of the Exhibits or Amendments which are part of this Agreement, the Judicial Branch may elect to pursue any one or more of the following remedies in any combination or sequence:

- seek damages.
- withhold or reduce payment(s) until the default is resolved to the satisfaction of the Judicial Branch.
- require the Contractor to correct or cure the default to the satisfaction of the Judicial Branch.
- suspend the execution of all or part of the services.
- require that unexpended or improperly expended funds be returned to the Judicial Branch.
- recoup any money owed to the Judicial Branch from any future payments owing under this Agreement or any other Agreement between the Judicial Branch and the Contractor.
- assign appropriate state personnel to fulfill the Contractor's obligations under this Agreement until such time as the Contractor's defaults have been corrected to the satisfaction of the Judicial Branch.
- require that Agreement funding be expended by the Contractor to enter a subcontractual arrangement with a person, persons or agency designated by the Judicial Branch to fulfill the Contractor's obligations under this agreement.
- terminate this Agreement effective upon a date specified in a written notice delivered to the Contractor.
- take such other actions of any nature whatsoever as may be deemed appropriate for the best interests of the State of Connecticut Judicial Branch, or the program, along with any other remedies provided by law, including, but not limited to, procuring services from other sources and charging the Contractor any excess costs incurred or damages occasioned thereby.
- any combination of the above actions.

Prior to invoking any of the remedies for default specified in this paragraph, the Judicial Branch shall notify the Contractor in writing of the facts and circumstances constituting default or failure to comply with the conditions of this contract and proposed remedies, if any. Within ten (10) business days of receipt of this notice, the contractor shall correct such default and/or noncompliance to the satisfaction of the Judicial Branch and submit written documentation of the correction to the Branch. If the Judicial Branch finds that the default has not been corrected to its satisfaction, it shall provide written notice to the Contractor of the continuing default and may immediately or at any time thereafter invoke any or all remedies set forth in this paragraph. The Judicial Branch may invoke

any of the remedies for default specified in this paragraph without prior notice to the contractor if the Judicial Branch determines that such action is in the best interests of the state. Best interests of the state includes, but is not limited to, the protection of the health or welfare of the clients.

(10) Indemnification

(a) The Contractor shall indemnify, defend and hold the State of Connecticut ("State") and/or the Judicial Branch, their agents, employees, public officials and representatives harmless from and against any and all (1) Claims, causes of action, demands for damages or liabilities of any kind, including the reasonable costs to defend such actions regardless of whether such action is successful or not, brought by any person or entity whatsoever, arising, directly or indirectly, from any act, error or omission (collectively, the "Acts") of the Contractor, its officers, directors, principals, agents, employees and representatives and any of Contractor's subcontractors and the officers, directors, principals, agents, employees and representatives of such subcontractors; and (2) liabilities, damages, losses, costs and expenses, including but not limited to, attorneys' and other professionals' fees, arising, directly or indirectly, in connection with Acts. The Contractor shall use counsel reasonably acceptable to the State and/or the Judicial Branch in carrying out its obligations under this paragraph. The Contractor's obligations under this paragraph to indemnify, defend and hold harmless includes Claims concerning confidentiality of any part of or all of the Proposal or any Records, any intellectual property rights, other proprietary rights of any person or entity, copyrighted or non-copyrighted compositions, secret processes, patented or unpatented inventions, articles or appliances furnished or used in the performance of the Contract.

(b) The Contractor shall reimburse the State and/or the Judicial Branch for any and all damages to the real or personal property of the State and/or the Judicial Branch caused by the Acts of the Contractor, its officers, directors, principals, agents, employees and representatives and any of Contractor's subcontractors and the officers, directors, principals, agents, employees and representatives of such subcontractors. The State and/or the Judicial Branch shall give the Contractor reasonable notice of any such Claims.

(c) The Contractor's duties under this paragraph shall remain fully in effect and binding in accordance with the terms and conditions of the Contract, without being lessened or compromised in any way, even where the Contractor is alleged, or is found, to have merely contributed in part to the Acts giving rise to the Claims and/or where the State and/or the Judicial Branch is alleged, or is found, to have contributed to the Acts giving rise to the Claims.

(d) The rights provided in this paragraph for the benefit of the State and/or the Judicial Branch shall encompass the recovery of attorneys' and other professionals' fees expended in pursuing a Claim against a third party.

(e) This paragraph shall survive the Termination, Cancellation or Expiration of the Contract, and shall not be limited by reason of any insurance coverage.

(f) For purposes of this paragraph, "Claim" shall include all actions, suits, demands, investigations and proceedings of any kind, open, pending or threatened, whether matured, unmatured, contingent, known or unknown, at law or in equity, in any forum.

(11) Notice of Litigation

The Contractor agrees to notify the Judicial Branch if the Contractor is, or has a reasonable cause to expect to be, subject to litigation which might adversely affect the Contractor's ability to perform the agreed services or affect the Contractor's financial capacity.

The Contractor shall provide written notice to the Judicial Branch of any final decision by any tribunal, arbitrator or arbitration panel, or state or federal agency or court which is adverse to the Contractor or which results in a settlement, compromise of claim or agreement of any kind for any action or proceeding brought against the Contractor or its employees or agents.

(12) Controversies or Claims

Any controversy or claim arising out of this Agreement shall be pursued in accordance with applicable State of Connecticut and federal law. This provision shall not be deemed to constitute a waiver of sovereign immunity.

(13) Contractor Records and Their Access

The Auditors of Public Accounts and Judicial Branch auditors or other designees or employees of the Judicial Branch shall have access to all records and accounts for each Agreement year. The Contractor shall maintain books, records, documents, program and individual service records and other evidence of its accounting and billing procedures and practices, which sufficiently and properly reflect all direct and indirect costs of any nature incurred in the performance of this Agreement. These records shall be subject at all reasonable times to monitoring, inspection, review or audit by authorized employees or agents of the Judicial Branch or other State or applicable Federal agencies. The Contractor will retain all such books, records, and other financial, program and individual service documents concerning this Agreement for a period of three (3) years after each audit completed in accordance with the Single Audit Act General Statutes section 4-230 to Section b 4-236 inclusive. If an audit is not required by the Single Audit Act, the records shall be retained for a period of five years.

If any litigation, claim or audit is started before the expiration date of this three year period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved.

Notwithstanding the above paragraph, records for non-expendable property shall be retained for a minimum of three years after the final disposition of the property.

The Contractor shall maintain policies and procedures, program files, client files and non-confidential files and make them available for inspection by any agent of the Judicial Branch. All client files originating or assembled by or for the Contractor's program, regardless of whether the subject of the file is a current or former client of the Contractor, are the property of the Judicial Branch and shall be turned over intact and in their entirety to the Judicial Branch upon demand.

The Judicial Branch or its authorized representative shall have the right to enter into the Contractor's premises, or such other places where duties under the Agreement are being performed, to inspect, monitor or otherwise evaluate the work being performed. The Contractor and all subcontractors must provide reasonable facilities and assistance for Judicial Branch representatives. Inspections and evaluations shall be performed in such a manner as not to unduly delay work.

(14) Judicial Branch Security Interest and Rights of Possession to Property Purchased by the Contractor Under this Agreement and Under Prior Agreements with the Judicial Branch

At the option of the Judicial Branch the Contractor shall cooperate fully in perfecting and securing the security interests of the Judicial Branch in all equipment, supplies and materials purchased by the Contractor with funds provided by the Judicial Branch or provided to the Contractor by the Judicial Branch under this Agreement and under prior agreements with the parties hereto and as set forth in Exhibit A. Such cooperation shall

include but is not necessarily limited to the preparation, execution, and timely filing, at the Contractor's expense, of security interest documents with the State of Connecticut, and the surrender of any certificate of title to the Judicial Branch issued for such equipment, property and materials.

The Judicial Branch hereby reserves all rights, at its option, at the conclusion of this Agreement, to take possession of the aforementioned equipment, supplies, or materials purchased by the Contractor or provided to the Contractor by the Judicial Branch, or installment purchase or lease purchase agreements of the Contractor. The Judicial Branch shall notify the Contractor of its intention to exercise its option within sixty (60) days of the conclusion of this Agreement. For purposes of this section, the conclusion of this Agreement period shall occur whenever the Agreement expires or is terminated by either party. The Contractor shall maintain a separate and distinct inventory of all equipment, supplies and materials purchased and all installment purchase and lease purchase arrangements made under this Agreement and under prior agreements between the Contractor and the Judicial Branch and shall make reasonable efforts to provide the Judicial Branch with access to such equipment, supplies, materials, related agreements or other documentation germane to securing the aforementioned property rights.

The aforementioned equipment, supplies and materials, and all line item budgeted equipment, supplies and materials used by the Contractor and purchased by the Contractor with Judicial Branch funds shall be used solely for the purposes established in this Agreement, unless otherwise specifically provided for in this Agreement. By entering into this agreement, the Contractor agrees to utilize and treat all equipment, materials and supplies purchased or leased by the Contractor or provided by the Judicial Branch under previous agreement between the parties hereto, as if they were acquired pursuant to this agreement.

Exercise by the Judicial Branch of the rights identified herein shall not include the assumption of any liabilities, except at the option of the Judicial Branch, to pay any remaining balance due under a lease purchase agreement or installment purchase agreement for equipment, or any maintenance agreements in force for equipment, acquired under this Agreement and prior agreements between the Contractor and the Judicial Branch.

(15) Leased Property

If a Judicial Branch funded program is located in a leased space, a copy of the lease must be included with the Contractor's bid proposal. If the proposal includes new space that is not currently leased/owned by the Contractor, a copy of the draft lease must be submitted as part of this bid with a copy of the executed lease forwarded to the Judicial Branch within 15 days of the effective date of this agreement. All leases must include the following information: permitted uses of space, square footage, rent and all other costs that are the responsibility of the Contractor under the lease including without limitation costs for common area maintenance and utilities, lease term, and the appropriate "assignment" provisions noted in the following paragraphs. Any costs to be incurred by the Contractor in connection with leased space (e.g. janitorial services) that are not specified in the lease must be clearly indicated in the contractor's proposal. If a lease is renewed or changed in any way from the copy on file with the Judicial Branch, a copy of the new lease must be forwarded to the Judicial Branch, prior to its execution, for Judicial Branch's prior written approval. If a lease does not contain the appropriate "assignment" provisions these provisions must be added at the time of renewal.

For a Judicial Branch funded program located in a leased space, a provision must be included in the lease that allows for the assignment of the lease, at the option of the Judicial Branch, to a new occupant in the event the contractor for the program is changed.

If the lease is for a specified portion of a property utilized by a Judicial Branch funded program, the lease must contain a provision that allows for the assignment of that portion to a new occupant in the event the contractor for the program is changed.

The Judicial Branch shall not be obligated to assume any liability to pay any remaining balance due under a lease or rental agreement for property or space acquired during the Period of Agreement upon the termination or cancellation of the Agreement.

If expenditures under an Agreement for the renovation, upgrade, and/or improvement of buildings and/or land owned by the contractor exceed \$100,000 within the period of the state fiscal year, or if the cost of any single major repair exceeds \$100,000, the contractor shall be required to acquire a lien on the property on behalf of the Judicial Branch. This lien must be in an amount equal to the amount of Judicial Branch funds provided for the repair, renovation, upgrade or improvement. If the contractor leases the property, the owner must provide a signed lien in the appropriate amount.

All liens required under this section must be prepared in accordance with the terms outlined in the CSSD Financial Reporting and Requirements Manual 2014 (in effect on the date of the execution of the Agreement and as it may be amended from time to time) and recorded within 60 days on the land records in favor of the Judicial Branch. A copy of the recording must be provided to the Judicial Branch within 15 days of the date of recording.

(16) Contractor Procurement Standards

All goods, services, contracts or lease agreements obtained by the Contractor or its subcontractor under this Agreement shall be by a competitive procurement process. For a good, service, contract or lease that costs between \$2,500 and \$9,999.99, the Contractor and/or subcontractor will obtain a minimum of three written quotes from qualified vendors prior to a commitment. Purchase in excess of \$10,000 or more require three written bids through an advertised, sealed bid process, which shall include a public bid opening. Notice of the bid must be placed in at least three newspapers, including one statewide newspaper, at least 5 days before the published date for the submission of bids. Documentation of this process must be maintained by the Contractor in accordance with paragraph (13) above.

(17) Judicial Branch Approval of Subcontractor and Subcontractor Budget

The Judicial Branch reserves the right to approve any and all subcontractor Agreements. The Contractor shall not subcontract any of the services specifically required under this Agreement without the prior written approval of the Judicial Branch. Subcontractors shall be bound by all the terms and conditions of this Agreement. Subcontracting does not relieve the Contractor of its responsibilities under this Agreement.

Whenever a subcontract for program services is employed by the Contractor under this Agreement, the Contractor shall submit the subcontractor's proposed budget, and any revision to an existing approved budget, to the Judicial Branch for its review prior to the Contractor agreeing to or approving that budget.

The Contractor warrants that all subcontractors, where required by law, shall be licensed by the appropriate State agency and be in compliance with the terms of its license throughout the terms of the subcontract.

(18) Contractor Insurance Required

The Contractor agrees that while performing services specified in this Agreement that it shall carry sufficient liability and/or other insurance and shall maintain that coverage in full force for the duration of the Agreement term including any and all Amendments. The Judicial Branch must be named as an additional insured and the following minimum amounts shall apply:

- A. Worker's Compensation CT Statutory Coverage required
- B. Automobile Liability \$1,000,000.00 (where applicable)
- C. General Liability \$1,000,000.00
- D. Professional Liability \$1,000,000.00 (where applicable)

The required certificate of insurance shall include a statement that the Judicial Branch is an additional insured, and that the policy shall not be amended or revoked without ten (10) days' advance written notice to the Judicial Branch.

Neither the Contractor nor, to the extent of the policy limits, the Contractor's insurer shall use the defense of sovereign immunity without the prior approval of the Judicial Branch in any Claim involving the Judicial Branch and the Contractor. For the purposes of this provision, "Claim" shall include all actions, suits, demands, investigations and proceedings of any kind, open, pending or threatened, whether matured, unmatured, contingent, known or unknown, at law or in equity, in any forum.

(19) Copyrights and Publications

The Contractor warrants that it will obtain any necessary authorization(s) for use of any copyrighted material that it distributes under this Agreement. The Contractor further agrees that any publication, press release, newsletter, issue analysis, request for proposal, bid solicitation or any other document describing projects or programs funded wholly or in part with funds awarded by the Judicial Branch shall contain the following statement:

"This project is supported with monies awarded by the Connecticut Judicial Branch. Points of view or opinions contained within this document are those of the author and do not necessarily represent the official position or policies of the Connecticut Judicial Branch"

If the monies awarded by the Connecticut Judicial Branch include federal funding pursuant to a source of funds described on page 2 of this Agreement in the section entitled, **I. AGREEMENT SUMMARY**, or any other Amendment to this Agreement, any publication, press release, newsletter, issue analysis, request for proposal, bid solicitation or any other document describing projects or programs funded wholly or in part with funds awarded by the Judicial Branch shall contain the following statement:

"This project is supported with monies awarded by the Connecticut Judicial Branch and funds under Grant No. (Insert Grant # from page 2) awarded to the Judicial Branch by the (Insert federal Agency from page 2). Points of view or opinions contained within this document are those of the author and do not necessarily represent the official position or policies of the Connecticut Judicial Branch or the (Insert federal Agency from page 2)."

The Contractor shall ensure that any contract entered into by the Contractor with a subcontractor for a service or program under this Agreement, or any Amendment to this Agreement, which results in any publication, press release, newsletter, issue analysis, request for proposal, bid solicitation or any document describing projects or programs funded wholly or in part with funds awarded by the Judicial Branch and/or the federal

government shall contain a statement acknowledging the funding source(s) as described in the preceding paragraph(s), as applicable.

The Contractor or any of its agents shall not copyright data and information obtained under press release, newsletter, issue analysis, request for proposal, bid solicitation or any other document describing projects or programs funded wholly or in part with funds awarded by the Judicial Branch. Data shall mean all results, technical information and materials developed and/or obtained in the performance of the services hereunder, including but not limited to all reports, surveys, plans, charts, recordings (video and/or sound), pictures, curricula, public awareness or prevention campaign materials, drawings, analyses, graphic representations, computer programs and printouts, notes and memoranda and documents, whether finished or unfinished, which result from or are prepared in connection with the programs and services performed hereunder.

The Contractor shall submit to the Judicial Branch one copy of all reports and proposed publications resulting from this Agreement twenty (20) days prior to public release.

(20) Ownership of Subsequent Products

Any product, in whatever state of completion and whether acceptable or unacceptable, developed under a contract awarded as a result of this contract shall be the sole property of the Judicial Branch. Contractor agrees that work performed under this contract is a “work made for hire” and that the Judicial Branch shall be the sole and exclusive owner and copyright proprietor of all rights, title and interest in and to the work.

If for any reason the work does not constitute a “work made for hire” under applicable law, the Contractor agrees to irrevocably transfer and assign to the Judicial Branch ownership of the entire right, title and interest in and to the work and all rights associated with copyrights. Contractor agrees to execute all papers and to perform such other proper acts as the Judicial Branch may deem necessary to secure for Judicial the rights herein assigned.

(21) Safeguarding Client Information

The Contractor agrees to safeguard the use and disclosure of information concerning all applicants for and all clients who receive service under this contract in accordance with all applicable Federal and State laws concerning confidentiality. Contractor also agrees to follow the Chief Court Administrator Policy, adopted in accordance with General Statutes section 51-36a, regarding the access and disclosure of Judicial Branch records which are confidential pursuant to Statute (available upon request). Any Contractor considered a “covered entity” under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), agrees to follow HIPAA’s privacy regulations governing the use of protected health information. In order to ensure the security and confidentiality of CSSD client data transmitted via email, the Contractor will not utilize free or unsecure email services for the transmission of any CSSD client data, records and/or information in any format (e.g., PDF, Microsoft Word, etc.). The foregoing prohibition includes email messages and any attachments. The Contractor is solely responsible for any disclosure of information in violation of Federal and State law by it, its employees and agents. Upon termination of this contract, whether for cause or otherwise, the Contractor agrees to dispose of all client records in a manner determined by the Judicial Branch.

(22) Service Performance Standards

The Contractor agrees that all services shall be performed with skill and professional competence in accordance with the terms and conditions of this Agreement.

(23) Contractor Responsibilities if Non-renewal or Termination Occurs

In the event this Agreement is not renewed or is terminated, the Contractor will assist in the orderly transfer of all responsibilities, including clients currently being served, to the new Contractor.

(24) Lobbying Activities

Unless otherwise specifically required by this Agreement the Contractor certifies that no state or federal appropriated funds have been paid or will be paid, by or on behalf of the Contractor, to any person for influencing or attempting to influence an officer or employee of any state or federal agency, a Member of Congress or of the Connecticut General Assembly, an officer or employee of Congress or the Connecticut General Assembly, in connection with the making of any Federal or State grant, the entering into of any cooperative agreement and the extension, continuation, renewal, amendment or modification of any Federal or State grant or cooperative agreement.

If this agreement or a subsequent amendment to this agreement involves a federal grant or cooperative agreement (as defined at 28 CFR Part 69) of over \$100,000, the Contractor further certifies that:

- a. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the Contractor shall complete and submit Standard Form - LLL "Disclosure of Lobbying Activities," in accordance with its instructions; and
- b. The Contractor shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subgrants, contracts under grants and cooperative agreements, and subcontracts) and that all subrecipients shall certify and disclose accordingly.

(25) Solicitation By and Bestowal of Gifts To Contractor

The Contractor understands and agrees that it may not use its association with the Judicial Branch as a basis to support the solicitation of private contributions to its program operations, or use the Judicial Branch funds to support any campaign or project which has as its primary purpose the solicitation of private contributions, or use the name or logo of the Judicial Branch on any literature used primarily for the solicitation of private contributions.

The Contractor agrees that the Judicial Branch has the right to disallow any private contributions to Judicial Branch contracted programs which may give the appearance of preferential treatment to or special Judicial Branch support for the contributor. Therefore, the Contractor shall notify the Judicial Branch two (2) weeks in advance before accepting contributions to Judicial Branch contracted programs.

(26) Contractor Recording of Private Telephonic Communications

The Contractor certifies that if it records telephone communications that it will do so only in compliance with General Statutes Section 52-570d- Action for illegal recording of private telephonic communications.

With limited exceptions, Section 52-570d prohibits the recording of private oral telephonic conversations without the prior consent of all parties to the conversation, verbal notice of the recording at the start of the conversation (with such notice as part of the recording), or an automatic tone warning device which repeats at intervals of approximately every fifteen seconds.

(27) Joint Venture

Nothing contained in this contract shall be construed as creating a joint venture, partnership or employment relationship among the parties hereto, nor shall any party have the right, power or authority to create any obligation or duty, express or implied, on behalf of any other party.

(28) Reporting of Client Abuse or Neglect

The Contractor shall comply with all reporting requirements relative to client abuse and neglect, including but not limited to requirements as specified in General Statutes sections 17a-101 through 103, 19a-216, 46b-120 related to children; General Statutes sections 46a-11b relative to persons with mental retardation and General Statutes sections 17b-407 relative to elderly persons.

(29) Prohibited Interest

The Contractor warrants that no state appropriated funds have been paid or will be paid by or on behalf of the Contractor to contract with or retain any company or person, other than bona fide employees working solely for the Contractor, to influence or attempt to influence an officer or employee of any state agency in connection with the awarding, extension, continuation, renewal, amendment or modification of this Agreement, or to pay any company or person, other than bona fide employees working solely for the Contractor, any fee, commission, percentage, brokerage fee, gift or any other consideration contingent upon or resulting from the award or making of this Agreement.

(30) Suspension or Debarment

Signature on this Agreement certifies that the Contractor or any person (including subcontractors) involved in the administration of state or federal funds:

- a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal or State department or agency;
- b. Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;
- c. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in subparagraph (b) above;
- d. Have not within a three-year period preceding this agreement had one or more public transactions (Federal, State or local) terminated for cause or default; and

There shall be an ongoing duty on the part of the Contractor to update any changes to the above paragraphs throughout the term of this Agreement.

- (31) Notice of Adverse Findings of Discrimination
Contractors that receive United States Department of Justice funds shall submit directly to the U.S. Department of Justice and the Judicial Branch notice of any adverse findings of discrimination issued within the past three years after the opportunity for a due process hearing by any State or Federal administrative agency or court. Submissions under this provision should be forwarded to: U.S. Department of Justice Programs, Office of Justice Programs, Office for Civil Rights, 810 Seventh Street, N.W., Washington, DC 20531 and the Materials Management Unit, the Judicial Branch of the State of Connecticut, 90 Washington Street, Hartford, CT 06106.
- (32) Criminal Investigations
Subject to constitutional limitations, it is a requirement of this contract that the Contractor, its officers, directors, principals, agents, employees and representatives, and any subcontractors and such subcontractor's officers, directors, principals, agents, employees and representatives, cooperate to the fullest extent possible with any and all investigations being conducted by federal, state and/or local law enforcement officials and/or the Judicial Branch.
- (33) Compliance with Federal Limited English Proficiency (LEP) Requirements
Under Title VI and its implementing regulations, all Judicial Branch Contractors and subcontractors are required to take reasonable steps to ensure meaningful access to their programs and activities by limited English proficient (LEP) clients. Individuals who do not speak English as their primary language and who have a limited ability to read, write, speak or understand English can be limited English proficient or (LEP), entitled to language assistance with respect to a particular type of service, benefit or encounter.

Contractor agrees to comply with Federal requirements under Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. §2000d, et seq., Title VI Regulations, and the Omnibus Crime Control and Safe Streets Act of 1968, as amended, 42 U.S.C. §3789d (the "Safe Streets Act"), and the Victims of Crime Act, 42 U.S.C. §10604(e), prohibiting discrimination based on national origin to ensure access to those with limited English proficiency. Contractor also agrees that it and its subcontractors will attend any LEP training session(s) required by the Judicial Branch.
- (34) Board of Directors
The Contractor agrees to provide the Judicial Branch with a current listing of the names of all members of its Board of Directors.
- (35) Less-Than-Arms-Length Relationships
The Contractor will provide a current list of the members of the Board of Directors of each agency (list separately) with whom the Contractor has a "less-than-arms-length" relationship. See Attachment B (OMB Circular A-122, paragraph 43(c)).
- (36) Changes to Board of Directors
The Contractor further agrees to provide the Judicial Branch with current updates to the above referenced lists (paragraphs 34 and 35) as changes to the Board memberships occur or as changes to the position of Chairperson occur.
- (37) Prohibitions for Large State Contractors
No person who (1) is, or is seeking to be, prequalified under Connecticut General Statutes section 4a-100, (2) is a party to a large state construction or procurement contract, as that term is defined in General Statutes section 1-101mm, or is seeking to enter into such contract with Judicial, a state agency, board, commission or institution or (3) is a party to a consultant services contract or is seeking to enter into such contract with Judicial, a state agency, board, commission or institution, shall:

- a. With the intent to obtain a competitive advantage over other bidders, solicit any information from a public official or state employee that the contractor knows is not and will not be available to other bidders for a large state construction or procurement contract that the contractor is seeking.
- b. Intentionally, willfully or with reckless disregard for the truth, charge Judicial, a state agency, board, commission or institution, quasi-public agency for work not performed or goods not provided, including submitting meritless change orders in bad faith with the sole intention of increasing the contract price without authorization and, falsifying invoices or bills or charging unreasonable and unsubstantiated rates for services or unreasonable or unsubstantiated prices for goods to Judicial, a state agency, board, commission or institution or quasi-public agency.
- c. Intentionally or willfully violate or attempt to circumvent state competitive bidding and ethics laws; or
- d. With the intent to unduly influence the award of a state contract, provide or direct another person to provide information concerning the donation of goods and services to a state agency or quasi-public agency, to the procurement staff of any state agency or quasi-public agency or a member of a bid selection committee.

Pursuant to General Statutes section 1-101nn, any person who violates any provision of this section may be deemed a nonresponsible bidder.

(38) Consultant Prohibitions

No person with whom the Judicial Branch, a state agency, board, commission or institution or quasi-public agency has contracted to provide consulting services to plan for specifications for any contract and no business with which the person is associated may serve as a consultant to any person seeking to obtain such contract, serve as a contractor for such contract or serve as a subcontractor or consultant to the person awarded such contract. Pursuant to General Statutes section 1-101nn, any person who violates this paragraph may be deemed a nonresponsible bidder.

(39) Notice of Consulting Affidavit Requirements

Section 4a-81 of the Connecticut General Statutes (the "Act") requires that this solicitation include a notice of the consulting affidavit requirements described in the Act. Accordingly, pursuant to the Act, bidders are notified as follows:

(a) No state agency shall execute a contract for the purchase of goods or services, which contract has a total value to the state of fifty thousand dollars or more in any calendar or fiscal year, unless the state agency obtains the affidavit described in paragraph (39)(b) below (see Exhibit A).

(b) (1) Any principal or key personnel of a person, firm or corporation who submit bids or proposals for a contract described in paragraph (39)(a) above shall attest in an affidavit as to whether any consulting agreement has been entered into in connection with any such contract. Such affidavit shall be required if any duties of the consultant included communications concerning business of a state or quasi-public agency, whether or not direct contact with a state agency, state or public official or state employee was expected or made. "Consulting agreement" means any written or oral agreement to retain the services, for a fee, of a consultant for the purposes of (A) providing counsel to a contractor, vendor, consultant or other entity seeking to conduct, or conducting, business with the State, (B) contacting, whether in writing or orally, any executive, judicial, or

administrative office of the state, including any department, institution, bureau, board, commission, authority, official or employee for the purpose of solicitation, dispute resolution, introduction or requests for information or (C) any other similar activity related to such contracts. "Consulting agreement" does not include any agreements entered into with a consultant who is registered under the provisions of Chapter 10 of the Connecticut General Statutes concerning the State's Codes of Ethics, as of the date such affidavit is submitted. (2) Such affidavit shall be sworn as true to the best knowledge and belief of the person signing the certification on the affidavit and shall be subject to the penalties of false statement. (3) Such affidavit shall include the following information for each consulting agreement listed: The name of the consultant, the consultant's firm, the basic terms of the consulting agreement, a brief description of the services provided, and an indication as to whether the consultant is a former state employee or public official. If the consultant is a former state employee or public official, such affidavit shall indicate his or her former agency and the date such employment terminated. (4) After the initial submission of such affidavit, the principal or key personnel of the person, firm or corporation shall not be required to resubmit such affidavit unless there is a change in the information contained in such affidavit. If there is any change in the information contained in the most recently filed affidavit required under this paragraph, the principal or key personnel of a person, firm or corporation who submit bids or proposals for a contract described in paragraph (39)(a) above shall submit an updated affidavit either (A) not later than thirty days after the effective date of any such change, or (B) upon the submittal of any new bid or proposal, whichever is earlier.

(c) In the event that a bidder or vendor refuses to submit the affidavit required under paragraph (39)(b) above, such bidder or vendor shall be disqualified and the state agency or quasi-public agency shall award the contract to the next highest ranked vendor or the next lowest responsible qualified bidder or seek new bids or proposals.

(40) Gift Certification

Section 4-252 (the "Statute") of the Connecticut General Statutes requires that the Request for Proposal or Request for Quotation, of which these Terms and Conditions are a part, include a notice of the bidder certification requirements described in the Statute. Accordingly, pursuant to the Statute, bidders are notified as follows:

(a) The terms "gift," "quasi-public agency," "state agency," "large state contract," "principals and key personnel" and "participated substantially" as used in this paragraph shall have the meanings set forth in the Statute.

(b) No state agency or quasi-public agency shall execute a large state contract unless the state agency or quasi-public agency obtains the written or electronic certifications described in this paragraph (see Exhibit D). Each such certification shall be sworn as true to the best knowledge and belief of the person signing the certification, subject to the penalties of false statement. If there is any change in the information contained in the most recently filed certification, such person shall submit an updated certification either (1) not later than thirty days after the effective date of any such change, or (2) upon the submittal of any new bid or proposal for a large state contract, whichever is earlier. Such person shall also submit to the state agency or quasi-public agency an accurate, updated certification not later than fourteen days after the twelve-month anniversary of the most recently filed certification or updated certification.

(c) The official or employee of such state agency or quasi-public agency who is authorized to execute state contracts shall certify that the selection of the most qualified or highest ranked person, firm or corporation was not the result of collusion, the giving of a gift or the promise of a gift, compensation, fraud or inappropriate influence from any person.

(d) Any principal or key personnel of the person, firm or corporation submitting a bid for a large state contract shall certify:

- (1) That no gifts were by (A) such person, firm, corporation, (B) any principals and key personnel of the person, firm or corporation, who participate substantially in preparing bids, proposals or negotiating state contracts, or (C) any agent of such person, firm, corporation or principals and key personnel, who participate substantially in preparing bids, proposals or negotiating state contracts, to (i) any public official or state employee of the state agency or quasi-public agency soliciting bids or proposals for state contracts, who participates substantially in the preparation of bid solicitations or requests for proposals for state contracts or the negotiation or award of state contracts, or (ii) any public official or state employee of any other state agency, who has supervisory or appointing authority over such state agency or quasi-public agency;
- (2) That no such principals and key personnel of the person, firm or corporation, or agent of such person, firm or corporation or principals and key personnel, knows of any action by the person, firm or corporation to circumvent such prohibition on gifts by providing for any other principals and key personnel, official, employee or agent of the person, firm or corporation to provide a gift to any such public official or state employee; and
- (3) That the person, firm or corporation made is submitting bids or proposals without fraud or collusion with any person.

(e) Any bidder or proposer that does not make the certification required under paragraph (40)(d) above shall be disqualified and the state agency or quasi-public agency shall award the contract to the next highest ranked proposer or the next lowest responsible qualified bidder or seek new bids or proposals.

(41) Iran Certification – Connecticut Public Act No. 13-162 (the "Act" for the purposes of this Paragraph) requires that the Request for Proposal or Request for Quotation, of which these Terms and Conditions are a part, include a notice of the bidder certification requirements described in the Act. Accordingly, bidders are notified as follows:

(a) For the purposes of this Paragraph, the terms "state agency" and "quasi-public agency" shall have the same meanings as provided in section 1-79 of the General Statutes, "large state contract," has the same meaning as provided in section 4-250 of the General Statutes and "entity" means any corporation, general partnership, limited partnership, limited liability partnership, joint venture, nonprofit organization or other business organization whose principal place of business is located outside of the United States, but excludes any United States subsidiary of a foreign corporation.

(b) No state agency or quasi-public agency shall enter into any large state contract, or amend or renew any such contract with any entity who (1) has failed to submit a written certification indicating whether or not such entity has made a direct investment of twenty million dollars or more in the energy sector of Iran on or after October 1, 2013, as described in Section 202 of the Comprehensive Iran Sanctions, Accountability and Divestment Act of 2010, or has increased or renewed such investment on or after said date, or (2) has submitted a written certification indicating that such entity has made such an investment on or after October 1, 2013, or has increased or renewed such an investment on or after said date. Each such certification shall be sworn as true to the best knowledge and belief of the entity signing the certification, subject to the penalties of false statement.

(c) Prior to submitting a bid or proposal for a large state contract, each bidder or proposer who is an entity shall submit a certification (see Exhibit L) that such bidder or proposer has or has not made an investment as described in Paragraph 41(b) above.

(d) Any entity who makes a good faith effort to determine whether such entity has made an investment described in Paragraph 41(b) above shall not be subject to the penalties of false statement pursuant to this Paragraph. A "good faith effort" for purposes of this subsection includes a determination that such entity is not on the list of persons who engage in certain investment activities in Iran created by the Department of General Services of the state of California pursuant to Division 2, Chapter 2.7 of the California Public Contract Code. Nothing in this Paragraph shall be construed to impair the ability of the state agency or quasi-public agency to pursue a breach of contract action for any violation of the provisions of the contract.

- (42) Prison Rape Elimination Act (PREA) - The Contractor /Provider shall comply with the United States Department of Justice Final Rule for National Standards to Prevent, Detect, and Respond to Prison Rape under the Prison Rape Elimination Act (PREA) 28 C. F. R. Part 115, including its provisions for Zero Tolerance and employee training. Effective August 1, 2013, any unit of the state or any political subdivision of the state that contracts for or otherwise incarcerates or detains adult or juvenile offenders, shall adopt and comply with applicable PREA Community Confinement, Lockup, and Juvenile Facility Standards with regard to sexual abuse and sexual harassment in lockups, community confinement facilities, and juvenile facilities.

D. PROGRAM CONDITIONS

1. Administrative Terms

(1) Screening for Criminal and Motor Vehicle History

The Contractor shall screen all candidates for employment under this Agreement by obtaining verified criminal record and DCF abuse and neglect information prior to employment and shall have written criteria for the acceptance or rejection of persons with prior criminal records. Copies of the results of all background checks are to be shared with the Judicial Branch. The Judicial Branch reserves the right to require the Contractor to alter said criteria and the right to reject any candidate for employment based on reasons related to prior criminal record. Under no circumstances will the Contractor hire a person who has a pending arrest warrant or who has an active criminal justice status (i.e. a pending criminal charge, is on state or federal probation or parole, or is under the custody of the Judicial Branch, the Department of Correction or the Board of Parole). All candidates for employment must undergo a motor vehicle record check. Candidates that may be assigned to transport clients must have a valid motor vehicle operator's license for the operation of the transport vehicle. The Contractor shall have written criteria for addressing employees that receive a substantiated case of abuse/neglect or active criminal justice status (Parole, Dept. of Corrections, Probation, State or Federal). The Judicial Branch reserves the right to require the Contractor to alter such criteria.

(2) Periodic Program Review

The Contractor acknowledges that the services delivered under this Agreement and any duly executed amendment to this Agreement will be the subject of monitoring reviews and a program evaluation both of which will be conducted by the Judicial Branch or its authorized representative(s), at no cost to the Contractor. The Contractor agrees to fully cooperate in these reviews and program evaluation activities by providing access to all information and personnel necessary to complete the reviews and evaluations. It is the responsibility of the Contractor to respond to directives regarding reported non-compliance within the timeframe as stated by the Judicial Branch. Failure to do so may result in termination of this Agreement.

(3) Monthly Reporting by Contractor

If applicable or upon request, the Contractor shall prepare monthly statistical and narrative reports on the services delivered under this Agreement using the forms and formats provided by the Judicial Branch. These reports will be forwarded to the Judicial Branch by the 10th of the month following the month for which the reports are prepared. The Contractor shall provide copies of the reports to other agencies as directed by the Judicial Branch.

(4) Additional Reporting Requirements

The Contractor shall report to the Judicial Branch in any other form or manner on any activities concerning the operation and management of the program upon request by the Judicial Branch, within ten (10) business days or by a reasonable date specified by the Judicial Branch.

(5) Public Relations Matters

The Contractor will notify the Judicial Branch in advance of any press or public relations activities, regarding the services provided under this Agreement, when such activities are known in advance of their occurrence. The Contractor will forward any written information on all press and public relations activities pertaining to the services procured under this agreement to the Judicial Branch no later than monthly in conjunction with the monthly narrative report as required herein.

- (6) Reporting of Emergencies, Incidents or Accidents
The Contractor shall provide notification to the Judicial Branch of any events of an emergency nature including, but not limited to: automobile accidents, medical, fire, police, personnel incidents/arrests and any activity impacting the program, in accordance with the requirements of JBCSSD policy #2.14 Incident Reporting. The Contractor agrees to provide the Judicial Branch with a designated contact person and means for direct access to this person for response to such incidents.
- (7) Court Appearances
The Contractor agrees to provide appropriate personnel to appear in Court for the purpose of testifying to facts surrounding a client's involvement in any services rendered under this Agreement.
- (8) Program Site Location
The Contractor shall not relocate the site of the program during the period of this Agreement without prior written approval from the Judicial Branch. Judicial Branch approval of a proposed site must be secured before the Contractor enters into an agreement for the new site. The approval will be contingent upon assuring that the current obligations are satisfied at the new location and that, except for good cause as determined by the Judicial Branch in its sole and non-reviewable discretion, it is at no additional cost to the Judicial Branch.
- (9) Development of Performance Outcome Measures
During the period of this Agreement, the Contractor will participate with the Judicial Branch in the development and implementation of client based performance outcomes that measure the results for clients of programs/services provided under this Agreement.
- (10) Maximization of Third Party Payment
The Contractor agrees to cooperate with the Judicial Branch in assuring maximum reimbursement of funds from third parties including, but not limited to, Medicaid, SSI/SSD, TANF, private insurance and Husky programs, for services rendered to eligible clients.
- (11) Intake and Assessment/Contractor Data Collection System (CDCS)
The Contractor agrees to cooperate with the Judicial Branch in the development and utilization of a system where data related to client risk and need derived by Judicial Branch staff, as a function of the Judicial Branch Case Management Information System (CMIS), must be incorporated into the Contractor's intake, assessment and service delivery processes.
- (12) Prohibition Against Refusal of Program Appropriate Referrals Under this Service Agreement
The Contractor agrees that it will not refuse clients referred and deemed appropriate for the type and scope of services provided under this Agreement by the Court or Probation Officers, or another authorized Contracted Provider, unless arson is involved in the instant offense or in the client's background and that fact specifically excludes coverage by the Contractor's insurance provider, or unless otherwise prohibited by contract.
- (13) Use of Texting or Other Internet Communication
The Contractor agrees to ensure that social media communication with clients is limited to text messages and e-mails. The Contractor agrees that texting or e-mail is never the only method by which clients are notified of appointments or reporting expectations, and that it does not replace in-person contacts. The Contractor agrees that the content of text messages or emails to clients will not include names, specific court, probation, program references, or any other information that could expose client identity or court

involvement to an accidental observer of the message. The inclusion of provocative messages, pictures, threats or bullying is strictly prohibited. The use of texting will be at no additional cost to the Judicial Branch or the Contractor.

Only professional cell phone numbers (not Contractor staff's private phone numbers) should be used for texting. Such phones should be password protected. Alternatively, if a Contractor sends text messages from a computer, it should also be password protected.

As it relates to juvenile contracts, the Contractor agrees to obtain written parental permission before juvenile clients are allowed to receive any messages via text or other internet communication. The permission should indicate the specific authorized purpose of the communication (i.e. court reminders, general check-ins), and to what phone number(s) messages may be sent. By providing such phone numbers to the Contractor, parents confirm that receipt of such messages would not result in unwanted costs to the client.

If a Contractor chooses to use text messaging or other internet communication with clients, it should provide the Judicial Branch with a security protocol that addresses all of the issues raised by this Section.

2. **Financial Terms**

(1) Budget and Budget Revision

The Contractor shall provide services according to the budget and narrative or according to the rates/prices contained in **EXHIBIT A** which is attached hereto and incorporated herein. Except as noted below, any change to the line item budget contained in **EXHIBIT A** or a subsequently authorized budget, wherein the modification exceeds the allowable limit of +/- 10% of a line item total or \$500, whichever is greater must be requested in writing by the Contractor and must be approved by the Judicial Branch prior to the commitment and expenditure of those funds. In the case of costs for personnel and fringe, any change of +/- \$5000 or more, must be requested in writing by the Contractor and must be approved by the Judicial Branch prior to the commitment and expenditure of those funds. Any expenditures which are not approved in advance as required by the provisions of this paragraph are unallowable costs and the amount used for such expenditures will be returned to the Judicial Branch or may, at the option of the Judicial Branch, be deducted from future payments due the contractor under this Agreement unless an express written waiver is issued by the Judicial Branch.

(2) Periodic Reporting by Contractor

During the period of this Agreement Contractors with line item budgets will provide the Judicial Branch with financial reports in accordance with the procedures specified in the **CSSD FINANCIAL REPORTING AND REQUIREMENTS MANUAL 2014** in effect at the time of the execution of this Agreement and as it may be amended from time to time. A copy of the current version of the **CSSD FINANCIAL REPORTING AND REQUIREMENTS MANUAL 2014** is available upon request and is also posted on the Judicial Branch website at www.jud.state.ct.us/external/news.busopp/Default.htm. The contractor shall provide the Judicial Branch with these and any other financial reports requested by the Judicial Branch within ten (10) business days of the date specified by the Judicial Branch or, if no date is specified, within ten (10) business days of the request. Failure by the contractor to comply with the provisions of this paragraph allows the Judicial Branch, at its option, to withhold subsequent monthly payments until such time as the requested reports are provided.

- (3) Accounting and Return of Unexpended Funds
Upon completion of each State fiscal year under this Agreement and upon completion of the period of the Agreement during a State fiscal year, early termination of this Agreement, the Contractor shall make a final fiscal year financial report and shall return all unexpended funds to the Judicial Branch. This will be done via a check made payable to the State of Connecticut, Judicial Branch, within 45 days of completion of the fiscal year, contract term or early termination of this Agreement, whichever is earlier. If, upon review by the Judicial Branch of the quarterly financial statement, it is determined that there are unexpended funds such unexpended funds may be deducted from the payment(s) for the balance of the fiscal year. This will be accomplished through an amendment to this Agreement.
- (4) Cost Allocation Plan Approval
The Contractor is required to submit copies of all Board approved Cost Allocation Plans for direct, allocable as direct and administrative and general costs at the beginning of each fiscal year. In addition, the Contractor is required to provide copies of all associated administrative and general and allocable as direct cost pool allocation spreadsheets, prepared under the auspices of the approved Cost Allocation Plan. Both the Cost Allocation Plans and the associated spreadsheets will be provided to the Division of the Judicial Branch from which the Agreement originates. The Judicial Branch reserves the right to review and approve all such Cost Allocation Plans and associated spreadsheets submitted.
- (5) Generation of Income
The Contractor will report to the Judicial Branch on income generated to the Contractor by or on behalf of clients referred under this Agreement. These reports must be prepared according to the **CSSD FINANCIAL REPORTING AND REQUIREMENTS MANUAL 2014** in effect at the time of the execution of this Agreement and as it may be amended from time to time, and filed in conjunction with reports due under paragraph **D.2. (2)** of this Agreement, unless otherwise specified by contract.
- (6) Staff Vacancy Procedures
The contractor shall immediately notify the Judicial Branch CSSD Compliance Staff in writing of all vacancies in staff positions listed on Schedule 3 of the current approved budget.

The contractor shall provide written notification of the vacancy status to the Judicial Branch CSSD Compliance Staff every thirty (30) days until the position is filled.

The Contractor may make an offer to hire or promote any personnel, including internal program promotions, provided the candidate meets the minimum requirements of the job description as specified in this proposal, or any subsequent JBCSSD approved revision to the job description.

In any instance when the contractor wishes to hire a candidate that does not meet the minimum requirements / eligibility criteria that was identified by the bidder in their proposal or thereafter, and that was approved by the JBCSSD, or if the vendor wants to substitute experience for education, the Contractor will request written approval from JBCSSD and will receive a written response, typically within three (3) business days.

Any change to the job description(s) or minimum qualification(s) for staff positions contained in a current JBCSSD Agreement or subsequent Amendment, requires written approval from JBCSSD.

Any violation of the above requirements will be handled in accordance with Agreement Section II (C)(9) Contractor Default/Cancellation.

E. SPECIAL TERMS

1. In order to be in compliance with the Federal Temporary Assistance to Needy Families (TANF) audit findings and recommendations, as of July 1, 2015 the Judicial Branch will identify federal TANF designated funds in all AIC contracts. Effective with this AIC Agreement document, the federal TANF funding amount will be indicated in the Source of Funds Table. Therefore, a separate state and federal budget document, as well as associated financial reports must be submitted as required per reporting schedule for this contract. Your agency should contact the JBCSSD Accountant for guidance prior to submission of the FY16 budget documents.
2. Contractor agrees to work with JBCSSD on the implementation of the KeyTrain career readiness program as well as agrees to ensure appropriate staff attends all trainings on KeyTrain.
3. Contractor agrees to work with JBCSSD on the implementation of the “Retailing Smarts” customer service curriculum as well as agrees to ensure appropriate staff attends all trainings for the “Retailing Smarts” curriculum.
4. Contractor agrees to purchase the license to the electronic Carey Guides within 30 days of the award and attend any necessary training to incorporate the electronic Carey Guides into case management practice.
5. Contractor agrees to verbally inform JBCSSD Compliance Staff as soon as possible of any Class 1 and Class 2 incidents in accordance with and as defined by JBCSSD policy 2.14 Incident Reporting, (Sec II.D.1 (6) of this Agreement). Contractor agrees to provide JBCSSD Compliance Staff with a written Incident Report form as per the requirements of policy 2.14 Incident Reporting. CSSD will provide a copy of the policy by July 1, 2015.
6. Contractor agrees to provide full fiscal reporting to JBCSSD for the 6, 8, and 12 month reporting periods.

Olejarz, Barbara

From: Hansted, Kevin
Sent: Tuesday, March 21, 2017 8:23 AM
To: Olejarz, Barbara
Subject: FW: Exhibit A
Attachments: Exhibit A # 1-03172017160017.pdf; Exhibit A # 2-03172017160115.pdf; Exhibit A # 3-03172017160210.pdf; Exhibit A # 4-03172017160310.pdf

Please add to 17-32159-DTR.

Kevin T. Hansted
Staff Attorney
Office of Health Care Access
Connecticut Department of Public Health
410 Capitol Avenue
Hartford, CT 06134
Phone: 860-418-7044
kevin.hansted@ct.gov



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From: Beth Hines [mailto:BHines@cpa-ct.org]
Sent: Monday, March 20, 2017 9:30 AM
To: Hansted, Kevin <Kevin.Hansted@ct.gov>
Subject: Exhibit A

Hi Kevin,

Here is Exhibit A.

Thanks,



Beth Hines
Program Operations Director
Community Partners in Action
110 Bartholomew Avenue, 4th Floor
Hartford, CT 06106
Telephone: 860-794-4353
bhines@cpa-ct.org
www.cpa-ct.org

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EXHIBIT A



HARTFORD AIC:
SECTION A.
ORGANIZATION AND
EXPERIENCE



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A-I. Executive Summary

February 19, 2015

Chair
James Sicilian, Esq.

Executive Director
Maureen Price-Boreland, JD

CPA Programs

- BRAVE Community Residential Program for Boys
- Hartford Community Court
- Hartford AIC at Washington Street
- Hartford AIC at Windsor Street
- Hartford Transitional Housing
- Juvenile Community Service
- Juvenile Recreation Services
- Manchester Alternative In the Community
- Prison Arts
- Resettlement
- SAGE Secure Community Residential Program for Boys
- SAGE Secure Community Residential Program for Boys
- STARR Training to Work 2 Program
- Washington Street Secure Community Residential Program for Girls
- Waterbury Alternative In the Community
- Work Release

Ms. Pam Sarno
Buyer Specialist
Judicial Branch – Materials Management Unit
90 Washington Street, 4th Floor
Hartford, CT 06106

Handwritten: Callahan
FEB 26 2015
JUDICIAL BRANCH

Dear Ms. Sarno,

As stated, Community Partners in Action, Inc. accepts all terms and conditions contained in the Court Support Services Division's (CSSD) RFP #3502 as it pertains to continued operation of the Hartford Alternative in the Community Program (HAIC).

CPA is well positioned to continue running the HAIC. Our strengths include: 1) **Extensive expertise** in operating efficient and effective, culturally responsive AICs for CSSD, 2) **History of successfully operating** cognitive behavioral interventions, 3) **A well-established track record** for assisting with employment, 4) **Strong community partnerships** in the Hartford area, and 5) **Success in operating** community service programs.

For nearly 30 years, CPA has worked to build and evolve a solid foundation for Alternative in the Community Programs that are evidence-based, effective and encourage personal growth for the clients. **In 1986, CPA and the Department of Correction developed and piloted the first Alternative Incarceration Center model (HAIC) in Hartford**, which was expanded statewide in 1988. In 1989, the Transitional Housing component was added to the HAIC. Now funded by CSSD, **we continue to operate the Hartford AIC (Washington St and Windsor St locations) and Transitional Housing, as well as the Manchester AIC (since 1988).**

In 2011, the operation of Waterbury AIC was transferred to CPA. Since that time, client outcomes have remained strong and relationships with community resources are solid. As of February 2, 2015, this site also houses the AIC's Transitional House for 29 men.

CPA has a track record for successfully evolving our programs to address the unique needs of different client populations. We operate the gender-responsive WOCM component in Hartford, Manchester and Waterbury, and two of our AICs (Hartford and Manchester) are piloting UNITY for clients ages 18 to 24.

We have the demonstrated ability to provide evidence-based behavioral interventions. **All three of our AICs met and/or exceeded the 75% completion metrics for 2014** for the Reasoning and Rehabilitation and TAD Interventions.

CPA has provided employment services for over 38 years. Beginning with the Greater Hartford Criminal Justice Coalition back in 1977, CPA continues to build on our extensive experience with providing clients with the knowledge, tools and confidence they need to find and retain employment.

Our AICs' strong relationships with community partners focus on areas such as substance abuse counseling, vocational training, employment services, health care, housing and other basic needs. Our AICs also benefit from CPA's new, privately funded, Housing and Basic Needs Fund that extends support provided by flex funds.

Finally, the "Community" in our name speaks to our commitment to play an active role in the neighborhoods around us. Nine of CPA's programs include, or are solely focused on, providing community service. **In FY 2013-2014, over 7,400 adults and youth performed 38,741 hours of community service statewide.** Last fiscal year, AIC clients completed 14,238 hours of meaningful service to various communities.

CPA has continued to successfully provide the state with efficient, cost effective alternative in the community programs. **CPA is the strongest candidate to continue operating the Hartford AIC.** If you have any questions, feel free to contact me at 860-566-2030 or mprice-boreland@cpa-ct.org.

Sincerely,



Maureen Price-Boreland, JD
Executive Director

A-2. Organization Profile and Qualifications

Provide the following Information:

A.2.A. Name and address of Legal Entity submitting the proposal, names of principal officers, directors and board members: Community Partners in Action (CPA), 110 Bartholomew Avenue, Suite 3010, Hartford, CT 06106

Principal Officers: James Sicilian, Esq.; Daniel J. Krisch, Esq.; Anne C. Dranginis, Esq.; Alexis H. Smith, Esq.; Amy Horowitz, Esq.; Maureen Price-Boreland, JD. CPA Executive Director.

Board Members: Retired State Rep. William Dyson; Matt Eagan, Esq.; Rev. Jeff Grant, JD, M.Div.; Susan V. Koski, LP.D.; Louis Lista; Donna Mambrino, Esq.; Christine Rapillo, Esq.; Ivette Rivera-Dreyer; Edward Rosenthal, Esq.; Gerry Smyth, Esq.; Jessie Stratton; and James Tillman.

A.2.B. Organizational Chart for Overall Organization: End of Section A.

A.2.C. Organizational Chart for the division/units involved in this project: End of Section A.

A.2.D. Qualifications – Describe your organization’s background and experience in delivering the same or similar services.

Community Partners in Action (CPA) provides crucial services that help adults and youth live crime-free lives. We are a dynamic agency that continues to evolve to meet the changing needs of men, women and youth involved in the criminal justice system. We don’t see our clients as just “offenders and ex-offenders”. We see them as “people” who have the ability to create a better future, contribute to their families and make our communities safer.

Founded in 1875, CPA’s “Guiding Beliefs” are the foundation of our work:

- People can change
- Prevention and intervention are preferable
- Program decisions must be knowledge-based
- Community groups and citizen volunteers are crucial partners with us in this work
- Mutual respect must mark all our relationships

Our programs help clients learn to think differently and make better choices. We help them address their personal and basic needs. They prepare to become employable, re-engage in their education and stabilize their families. They also grow by giving back to their communities.

Knowledge and Relationships within the Judicial System: CPA currently operates **twelve CSSD-funded programs:** Three Alternative in the Community Programs; Two Transitional Housing and Regional Transportation Units; The Hartford Community Court

Community Service Program; four Juvenile Community Residential Programs; The Statewide Juvenile Recreation Program and the Hartford Juvenile Court Community Service Program. **We also operate three DOC-funded programs:** Hartford Work Release Program; The Resettlement Reentry Program and the Prison Arts Program; **and one program funded by US Department of Labor and the Hartford Foundation for Public Giving:** STARR Training to Work Program.

CPA's collaboration with Connecticut's Judicial Department began in 1981 as the first pre-trial supervised release program was initiated to relieve overcrowding in Connecticut's prisons. In 1986, CPA established the first Alternative Incarceration Center (AIC) in Hartford, which was followed by the expansion of such programming statewide in 1988. CPA then acted as consultants to the Judicial Department's Office of Alternative Sanctions, which later became Court Support Services Division, until 1992.

CPA's experience with CSSD Juvenile Programs began in 1998, when were awarded the contract for Washington Street Secure Community Residential Program for Girls, the first one in CT. We continue to operate this program as well as SAGE Secure Community Residential Program for Boys, and the BRAVE and SOAR Community Residential Programs for Boys, all in Hamden. We also ran the GRACE Community Residential Program for Girls in Hartford for nine years (ending in December 2014).

It has now been 30 years that CPA has worked in partnership with CSSD to provide innovative, and cost-effective alternative programming for adult offenders. We currently operate the Hartford AIC (Washington St and Windsor St), as well as the Manchester and Waterbury AICs.

Since 1988, the Manchester AIC has been under the leadership of CPA. According to the AIC Scoring Methods for Performance-Based Contracting, distributed at this RFP's Bidder's Conference, **the Manchester AIC earned 96.40% of the total points available and topped the list of all AICs statewide.** The closest program was nearly 13 percentage points behind.

In 1989, a Transitional Housing (TH) component was added to the Hartford AIC. According to the CSSD Bi-Annual Contract Compliance Report dated 12-10-14, our Transitional House **earned 432 points out of a possible 440 for an overall compliance rate of 98.18%.**

In 2011, we assumed operations of the Waterbury AIC. Since that time, client outcomes have remained strong and relationships with community resources solid. The facility has undergone extensive renovations and is now in impeccable condition, making it much more conducive to AIC programming. As of February 2, 2015, this site also houses the AIC's Transitional House for 29 men. According to the CSSD Bi-Annual Contract Compliance Report dated 1-8-15, **CPA earned 406 points out of a total 420 for an overall compliance rate of 96.67%.**

The chart below shows outcomes achieved by our AICS during the calendar year 2014. They demonstrate a solid understanding of CSSD expectations and strategic approaches to achieving program goals.

Outcome Indicator	CSSD Goal	HAIC Outcome	MAIC Outcome	WAIC Outcome
Clients with Intakes	90%	91%	91%	96%
Timely Assessment	85%	87%	76%	90%
Timely Service Enrollment	80%	83%	84%	82%
ESG Completion	75%	75%	84%	71%
R&R Completion	75%	82%	86%	82%
TAD Completion	75%	79%	89%	80%
Program Proficiency	80%	84%	85%	72%
WAI	6.00	6.19	6.51	6.51
Employment Placement	50%	42%	43%	44%
Recidivism:				
HAIC	40%	36%	-----	-----
MAIC	31%		23%	-----
WAIC	31%		-----	29%

In addition to CSSD, CPA also has a close and solid relationship with the CT Department of Correction. We were a major influence in its creation in 1967 and chaired the committee to select the Department's first commissioner. Our first formal contract with the Department of Correction was initiated in 1972 and since that time we have maintained contracts to provide services: **CPA's Work Release Program** is a residential program that serves clients who are transitioning from correctional facilities to the community. **The Resettlement Program** is for individuals recently released from prison who return to Hartford. Resettlement provides reentry programming for women and basic needs support for men. **The Prison Arts Program**, started in 1978, provides artistic instruction to Connecticut inmates and exhibits their works in the form of an Annual Show and production of the Journal of the Prison Arts Program. Both Resettlement and Prison Arts also raise funds from other sources to enhance and grow their services.

Experience with Adult Cognitive Behavioral Programs – Our AICs have worked collaboratively with Court Support Services Division (CSSD) to implement programming based upon the Eight Principles of Effective Correctional Programming, as they are central to the program's model, operations, and delivery of services. We have made significant progress since implementing the model since 2005 and anticipate further enhancement of the current services provided. Many of our staff have achieved Program Champion status and are often called upon to be part of committees and focus

groups designed to improve results across the network. Please refer to the chart below outlining our 2014 metrics for R&R and TAD.

	2014 Goal	2014 Metric
Hartford AIC	75%	82%
Manchester AIC	75%	86%
Waterbury AIC	75%	82%
TAD Intervention	CSSD Goal	2014 Metric
Hartford AIC	75%	79%
Manchester AIC	75%	89%
Waterbury AIC	75%	80%

Experience with Employment Services: CPA has provided employment services for over 38 years. Beginning in 1977, with the Greater Hartford Criminal Justice Coalition, CPA continues to build on our extensive experience with assisting our clients with finding and retaining employment. Our current programs providing employment services are our Work Release Program, the newly merged STARR Training to Work Program and our three AICs. **Work Release** was named the CPA 2014 Program of the Year for meeting and exceeding its DOC metrics, including an **employment rate of over 80%**.

For the past five years, the former **STARR Reentry and Employment Program** achieved an employment rate of 71% for the high risk, formerly incarcerated clients it served. Recently, we merged STARR with our Training to Work Program that opened in January 2015. The new **STARR Training to Work Program** is on the cutting edge of a Federal mandate to move more formerly incarcerated adults into long-term careers. Funded by a multi-year grant from the US Department of Labor, STARR Training to Work will help up to 125 individuals from the Hartford Area Work Release Programs build a long-term career pathway by enrolling them in trainings leading to nationally recognized credentials in Construction, Masonry, Green Industries, Medical Coding and Culinary Arts and Safety.

In 2012, CPA launched its AIC Employment Workgroup, which has really expanded our ability to help clients find and retain jobs. This group consists of the Employment Specialists, Job Developers and management staff from the Hartford, Manchester and Waterbury AICs. The group created the agency's job development plan and continuously meets to build upon our AIC employment services.

The group's accomplishments include the development of a training narrative which serves as a manual for both new and veteran staff; the creation of new client assessment procedures; and our partnership with Chrysalis Center and the Hartford Reentry Council to hold the Annual Reentry Job Fair, which recently completed its 4th successful fair. Currently, the AIC Employment Workgroup is focusing their efforts on enhancing the agency's access to job training programs designed to provide clients with industry recognized credentials in such occupations as masonry, culinary work and forklift operation.

Experience with Providing Support for Basic Needs: We have assisted clients with providing for their basic needs for many years. During FY 2013-2014, CPA helped over 3,000 people with identification, clothing, transportation, food, housing, health care and other needs to help them stabilize their lives. Our Resettlement Program has a long history of providing this support as part of its comprehensive reentry services for women. This year it expanded its reach to also assist formerly incarcerated men with basic needs. In 2014, CPA formalized an agency-wide Housing and Basic Needs Fund from private donations that allows us to build upon the support provided by AIC flex funds and other CPA program budgets. For example, a client who had recently been released from prison was able to pay his union dues through our Housing and Basic Needs Fund so he could continue his pre-apprentice training in construction.

Experience with Building Community Partnerships: Our AIC programs have developed strong connections to the community. Our working relationships with community and social service agencies focuses on referrals for substance abuse counseling, adult education, vocational training, mental health, health care and housing. CPA maintains an extensive list of community partners who make up our network of supportive services.

Experience with Community Service Programs: The “Community” in our name speaks to our commitment to play an active role in the neighborhoods around us. Nine of CPA’s programs include, or are solely focused on, providing community service. **In FY 2013-2014, over 7,400 adults and youth performed 38,741 hours of community service statewide. We operated our largest community service program with the Hartford Community Court.** The Court was recently named one of four National Mentor Courts for its innovative and effective programming.

Our AICs have a distinguished and recognized record as a community service provider throughout Connecticut. **Last fiscal year, AIC clients completed 14,238 hours of meaningful service to various communities.** This gave clients the opportunity to restore their community in some way while also enhancing their self-esteem. Client participation in community service projects provides structured, positive environments and experiences as alternatives to negative behaviors.

While always soliciting and responding to new opportunities, the community service programs also utilizes existing relationships with community-based non-profits, local governments and the state to continue to provide projects for the program’s clients. These organizations provide the best opportunities for clients to give back to their community. **The relationships have been fostered for years** through loyalty and hard work from the Community Service clients and the Community Service Coordinators.

Our programs have no shortage of community service projects. In fact, it is often challenging to balance the many requests for our crews’ assistance. The positive side to this is that we always have diverse community service opportunities for all seasons and weather. The programs work closely with the Statewide Community Service Coordinator who often calls on our crews to work on projects such as the Special

Olympics and Nutmeg Games. Examples of CPA's on-going community service projects include the following sites:

Hartford AIC	Manchester AIC	Waterbury AIC
Conference of Churches; McCabe Waters Little League; Our Lady of Sorrows Food Pantry; Hartford Foodshare; NE Carousel Museum; Hartford Seminary; Bushnell Park; Local YWCAs & YMCAs; Salvation Army	Manchester Parks and Recreation Department; Keeney Park; Lutz Children's Museum; Camp Woodstock; Special Olympics; Nutmeg Games	CT Food Bank; McCabe Waters Little League; Salvation Army; Greater Waterbury Interfaith Ministries; NE Carousel Museum; Imagine Nation Museum; Make A Home Fdn.

Proven Ability to Deliver Excellence: CPA's Hartford, Manchester and Waterbury AICs have successfully provided the state with an efficient, cost effective community alternative to incarceration. **CPA is the strongest candidate to continue operating the Hartford AIC.**

A.2.E. References: Submit two (2) references excluding those from the Judicial Branch and its Divisions. For each reference only include the name and address of the organization, the name and telephone number of contact person and brief description of services provided.

Ms. Rose Lezak

Director of Administration and Facilities
 Hartford Seminary
 77 Sherman Street
 Hartford, CT 06105
 rlezak@hartsem.edu
 860-509-9501

CPA's Hartford AIC has had an on-going relationship with the Hartford Seminary for several years. We have an agreement in place with the Seminary that they will supervise community service participants. At least once a week, the AIC brings six clients to the Seminary, which is responsible for supervising their work on the facility's grounds and building.

Ms. Justine Couvares

Chief Operating Officer
 Chrysalis Center, Inc.
 255 Homestead Avenue
 Hartford, CT 06132-0613

Hartford, CT 06132-0613
jcouvares@ChrysalisCenterCT.org
860-263-4400

The Chrysalis Center provides supportive services for adults living in poverty and for those who struggle with mental illness to help them live as independently as possible in the community. CPA refers clients to their vocational trainings that lead to industry recognized credentials for in-demand careers. The Chrysalis Center runs the Annual Hartford Reentry Job Fair and our Hartford and Manchester AICs work closely with them during the planning and implementation of the event. In 2014, 210 job seekers (including 43 from CPA) attended the Fair. Over 65 employers and community resources participated and 97 people were hired.

A.2.F. In the past three years, has your organization been banned, prohibited, debarred or otherwise restricted from doing business with any agency of the State of Connecticut or any other state or government agency? If so, please provide details of this occurrence.

No.

A.3. Staff Experience and Qualifications

Our highly-qualified leadership and staff are our greatest asset. They consistently demonstrate strong commitment to the mission of the agency and dedication to their respective roles. We have immersed ourselves in the communities we serve to retain access and resources. We have taken CSSD requirements and gone above and beyond to adhere to them. We maintain strong relationships with many partners who support and contribute to our success.

Maureen Price-Boreland, Executive Director, has been with the CPA since 1986 and became its Executive Director in 1997. Under her leadership, CPA has continuously expanded to the 16 programs it operates today. Maureen is an involved at the community, regional and state level. She has built positive and productive relationships with state legislators, municipal officials and community organizers. As member of to the Connecticut Sentencing Commission, Steering Committee of the Juvenile Justice Alliance and the Governor's Nonprofit Cabinet, Maureen is a recognized expert on issues relating to adult and juvenile justice. A graduate of the University of Connecticut, Ms. Price-Boreland is also an Adjunct Professor at Central Connecticut State University and is the most recent Past President of the Board for CT Non-Profits.

Deanne Scaringe, Deputy Director, has been with CPA since 1981 and became Deputy Director in 2004. CPA's Program Operation Directors report to Deanne, who is responsible for program development and management. Ms. Scaringe is a member of the Executive Committee of CT Nonprofits and sits on the CT Non-Profits/CSSD Subcommittee on funding, sustainability, recruitment and retention. She is also a member of the CSSD Advisory Committee on Cultural Responsiveness (ACCR). Deanne is regularly involved in community activities surrounding criminal justice and prides herself on training in all aspects of her staff's job functions so she can adequately

support them and also provide quality assurance to their work. Ms. Scaringe maintains solid relationships with all referral sources and funders and is active in the provider network.

Elizabeth “Beth” Hines, Program Operations Director for the AICs and Transitional Housing, holds a Bachelor’s degree from the University of Connecticut. She has been with CPA since 1991, when she was hired as a Job Developer for the agency’s Coalition Employment Services (CES). In August, 1992, Beth left CPA briefly to work as the Court Liaison for Community Renewal Team’s Bristol AIC. She returned to CPA, where she has been since, in February, 1993 to manage CES for nearly five years. From there, Beth went to New Britain to manage CPA’s AIC for about seven years. In 2005, she was promoted to her current position within CPA’s Administration.

Beth’s AIC and TH knowledge and experience is vast. She embraces cognitive behavioral programming, insists on a strengths based culture, and is adept at results based accountability. Beth prides herself on her programs’ attainment of high scores for client data quality and timeliness and most importantly their outstanding client outcomes via the Risk Reduction Indicators. She has worked with her staff to implement strategic ways to ensure clients are provided with exemplary service provision while meeting the ambitious metrics developed by CSSD and the provider network, in which Beth played an important role. Beth’s recent accomplishments include ensuring all of CPA’s AICs attained a Level One Data Quality rating for the CSSD Contractor Data Collection System and the new Waterbury Transitional House, which came on line in February, 2015.

Hartford AIC – Washington St. Location (alphabetical order):

De’Andre Bonilla, Case Manager, graduated from the University of Connecticut with a BSN in Allied Health Sciences and a minor in Psychology. From 2011 to 2012, De’Andre volunteered at the Smilow Cancer Center at Yale New Haven Hospital where he was in charge of delivering meals to the patients in their PODs and transferring patients to various locations of the hospital.

He began working in the Criminal Justice system in November 2012 as a Juvenile Detention Officer at CPA’s SAGE. He became an acting case manager in October, 2013 until April 2014 due to two case managers being out on maternity leave. De’Andre was awarded Employee of the Quarter in the Winter of 2014 and also nominated as Employee of the Month in March, 2014. He then transferred to CPA’s SOAR, which is an Alternative to Detention Program. During his tenure at SOAR, he was a child care worker (CCW). As a CCW, De’Andre transferred clients to their designated court location as well as monitored them within the community (both on and off grounds). He was promoted to Case Manager for the Hartford AIC in July, 2014. He recently completed his core training and has been doing an outstanding job in his new role.

LaDawn Burleson, Case Manager, joined Community Partners in Action 17 years ago, when it was still known as the Connecticut Prison Association. Over the years, her work

within the criminal justice system has helped her realize the positive impact she can have, not only on herself, but on her co-workers, clients and CPA as a whole.

LaDawn has held several positions during her tenure with CPA, which have prompted her to further her education at Central Connecticut State University, where she pursued a major in Criminal Justice and minor in Sociology. As a Case Manager, she has earned Program Champion in every AIC Case Management discipline. She is a role model to both her clients and colleagues. LaDawn remains grateful for the opportunity to influence others and foster positive change within the Hartford community.

Rich Castagno, LADC, Intervention Specialist, began working at CPA on December 13, 1999. He was hired as a Substance Abuse Counselor. He has done much group work and individual counseling. He has his Master's in Counseling from Central Connecticut State University.

Rich is familiar with many of the drug detoxes and programs (Drug and other Helping Agencies) throughout Connecticut, which has helped many clients. He has developed a strong network of contacts within these agencies.

In the last five years his job title has changed to Intervention Specialist. He has maintained his Substance Abuse credentials and continues to work with clients to encourage their success while they're endeavoring to "make the change." He loves his work at the Hartford AIC working with this population.

Rich has held support groups for the disabled, taught seminars and done consulting work for both Substance Abuse and Personal Counseling. He was appointed by Governor Rowland to be on the State's Rehabilitation Council and is known for his connection, love and expertise he brings to his position.

Mavis Chappell, Residential Case Manager, was born and raised in Hartford, CT and attended local schools. She attended Alabama State University and majored in Psychology. Mavis began her career at Baptist Children's Home of North Carolina beginning in the male emergency care cottage, while often being called upon to assist in stabilizing other cottages and training new staff members. Upon returning to CT, Mavis accepted a position with Community Solutions, Inc in their Gateway program working with female adolescents who had been placed on probation or had FWSN orders from the court. Mavis was moved into a child care worker position when CSI's Safe Home opened where she was the liaison with DCF and monitored family visits. Mavis moved on to work for Central Area Health Education Center where she worked exclusively with men and women dealing with HIV/A. After six months, she was promoted to Ryan White II Team Leader where she was charged with supervising Ryan White II case managers, conducting file audits and served as the liaison between the agency and DPH and site supervisors. After a few years, Mavis was hired by the Community Renewal Team as a clinical Case Manager and worked with men and women being released from prison. Mavis went to CT State prisons to conduct intake interviews, provided case management services and made referrals for substance abuse and

mental health counseling. Mavis was promoted to Program Coordinator where she gained additional duties such as being responsible for the annual budget, serving as the liaison between parole, DOC, landlords and supervising program monitors. After being laid off due to state budget cuts, Mavis returned to school at Cambridge College to study Mental Health Counseling with a focus on Trauma and Addictions. Mavis currently holds a GPA of 3.87 and will earn her M.Ed. in May of 2016. Mavis joined Community Partners in Action in December 2013 in the Gender Responsive Case Manager position and recently moved into the role of Residential Case Manager.

Josue Charles, Community Service Coordinator, started working for Community Partners in Action in August, 2014. Prior to starting with the organization, he was a Residential Instructor with Community Residences Inc. during the night, a college student during the day at Central Connecticut State University, and a Tournament Director organizing youth basketball games during the evening. His degree is in Economics, he possesses experience as an Instructor, and has planned some of the most hyped basketball events in the state of Connecticut. Someday, Josue wants to start his own non-profit working with at-risk youth in major cities, a goal which he views as the benchmark to his success because children will always be our future. Josue wishes to be with Community Partners in Action for as long as it will take for him to meet this overall goal.

Raúl De Jesús, Jr., Operations Assistant, is a lifelong Hartford resident, born, raised, and educated in the City he loves. Raised in public housing at the now-closed Charter Oak Terrace, he attended Hartford Public Schools. In 2007, at just 20 years old, Raúl made a splash in Hartford politics by announcing his candidacy for the office of Mayor of Hartford. The campaign soon entered the national conversation when Lawrence Bender, Oscar-winning producer of 'Pulp Fiction' and Al Gore's 'An Inconvenient Truth,' and director Jason Pollock made him the subject of their documentary 'The Youngest Candidate,' which premiered at the 2008 Democratic National Convention in Denver, Colorado.

Four years later, Raúl was elected to the Court of Common Council. Now in a position to use his experience and wisdom to make a real change in Hartford, he dedicated his time there to making sure our municipal government works for us. As a Councilman, De Jesús is committed to improving our once-struggling school system, and with a fairly recent student's eye, and brings a fresh perspective that isn't usually represented in school governance. Hartford is now home to some of the best schools in the nation, including Prince Tech High School, where he helped develop a nationally award-winning school curriculum.

Raúl has served in several associations, societies and groups. Currently, he is a member of the National Association of Latino Elected and Appointed Officials, the Phi Theta Kappa Honor Society, and also serves as a Justice of the Peace. He was formerly Vice Chairman of The Parent Academy, Board Member of the Hartford Food System and the City of Hartford Youth Commission Treasurer.

Brooke Dunlap, Administrative Assistant, was born and raised in Hartford. Brooke is a graduate of the Church Academy Clerical School. She first began her employment with CPA in 2006 as a temporary employee, and then was hired as a full-time Administrative Assistant. Her knowledge of the Criminal Justice system has grown immensely in the past 8 years. Brooke enjoys interacting with people and has a great passion for helping others.

Daniel Hall, Intervention Specialist, attended the University of Hartford studying education and child development. Daniel came to the AIC with a background in teaching, group facilitation, and case management, serving youth, students, and the ex-offender population. During the time Daniel has been with the agency, he has been trained and served in other positions to provide support when needed. This includes case management, employment and job development, court liaison, and community service coordinator.

For the past three years, Daniel has been an Intervention Specialist, where he teaches and facilitates Reasoning and Rehabilitation (R&R) and Treating Addictive Disorders (TAD) to bail and probation clients. In April of 2014, Daniel was recognized for his excellence in group facilitation and deliverance of R&R and received an award of "Program Champion". Daniel has also been appointed to serve on the UNITY intervention team which provides services for a specific targeted youth population referred to the program by Probation.

Jasmine Hall, Gender-Responsive Case Manager, earned a Bachelor's degree in Social Work from Central Connecticut State University and is currently working on completing her Master's in Social Work at Springfield College, in the accelerated program. Once Jasmine completes her Master's Program in May 2015, she will be working on her LCSW. Jasmine has devoted 5 years in the field of social service, and 2 of those memorable years were dedicated to supporting those affected by the criminal justice system. Jasmine is dedicated to helping clients in their process of living a quality life and will continue to advocate on behalf of clients at Hartford AIC. As Jasmine continues her journey in the field of service, she brings along an open mind and the belief that everybody has the ability to change. She also understands change will take time. From teaching karate and helping children understand the importance of discipline beginning at the age of 15, Jasmine has always been willing to give back to the community of Hartford. She sees the community as one with many resources and is determined to inform AIC clients about all that can benefit them.

Yesenia Jones, Case Manager, received her Bachelor's degree in Marketing from Johnson & Wales University in Providence, RI and worked in the Sales & Marketing Department for the Sheraton Hartford Hotel for 3 years. She started her career in the Criminal Justice Field in August of 2004 when she began as a temporary Administrative Assistant for Community Partners in Action's Hartford AIC. She was hired on a permanent basis in October of 2004. She was promoted to the Employment Specialist/Case Manager position in December of 2005. In May 2009 she made a lateral move to the Intervention Specialist/Case Manager position. Currently she is

working solely as a Case Manager for both walk-in and residential clients on probation & pre-trial status. In her 10 years at the Hartford AIC, she has gained a lot of knowledge in working with the offender population and has realized the importance of rehabilitation for the offenders and their families. She truly enjoys working and helping people.

Chelsea A. Kondratowicz, Court Liaison, attended Central Connecticut State University. During her senior semester she was an intern at Norwich Adult Probation. In 2014, she earned her Bachelor's degree in Criminology with a minor in Sociology. The completion of her internship and college, led her to seek employment at Community Partners in Action. In July 2014, Chelsea was hired as a Childcare Worker at the Grace Community Residential Program. In January 2015, she transferred to the Court Liaison position at Hartford AIC. Chelsea is passionate about expanding her professional career in the criminal justice field.

Virginia "Virg" Lewis, Program Manager, was born and raised in Hartford. She has worked in the Human Service field for the past 40 years. Virg started her career with Community Partners in Action in 1997 as a Substance Abuse Counselor for the then newly created Project SAMH program. She recognized the need for leadership and eventually became Project SAMH's Program Manager. Virg's skills in listening, counseling, and encouraging individuals were fine-tuned during those ten years working with people with multiple diagnoses. Virg's saying is "your clients are your best teachers". Virg's past three years in the criminal justice system has presented many rewards. As Program Manager of Hartford AIC she combines the best of both worlds: her clinical skills and management experience.

Virg is active in her community block watch and has been a board member for AIDS Connecticut and the KNOX Foundation. She's been married for 41 years and is the proud grandmother of four.

Derek Morrissey, Supervising Case Manager, is a University of Connecticut graduate and has worked in the criminal justice field since 2006. Starting out as a Residential Counselor at the Children's Home of Cromwell, Derek worked his way up to oversee the residential treatment center's adolescent girls' program. In 2010, Derek became a member of the CPA family taking a supervisory position at the S.O.A.R. Community Residential Program for Juvenile Boys in Hamden. In 2011, Derek moved from the juvenile world to work with the adult offender population when he accepted a Case Management position at the Hartford AIC. After only a year with the program, Derek was promoted to Supervising Case Manager where he now oversees the day to day operations of the AIC along with client coordination for the Hartford Transitional House. During his short tenure as Supervising Case Manager, Derek has been called upon by CSSD to join several committees to define and improve case management and has even facilitated training AIC staff statewide.

Tashana Mullings, Employment Specialist, was born and raised in Kingston, Jamaica. She migrated to Hartford, CT in 1996 and attended Fox Middle and Weaver High School. Tashana attended the University of Hartford majoring in Communication.

In 2006, she had the opportunity working as an Intake Coordinator with the Salvation Army Adult Rehabilitation Center in Hartford. This exposed her to those who have been impacted negatively by substance abuse. It taught her how to positively empower those who've been displaced and trying to turn their lives around. In 2010 she accepted the Marketing/Communication Assistant position at Leadership Greater Hartford. While in this position, she came to a realization that she wanted to pursue a career that would allow her to work more directly with the community, hence her application to CPA where she now delivers ESG. Tashana also enjoys mentoring/tutoring youth either in her local church and the community.

Janira Rodriguez, Case Manager, was raised in the North end of Hartford, CT. She graduated from Weaver High School and in 2005 she attended the University of Connecticut, where she received her Sociology degree. In 2011, she obtained a Human Service position with Community Solutions, a non profit organization that promotes self reliance, responsibility, and accountability for youth and adults that has been involved with the criminal justice system. In 2013, she was hired by Community Partners in Action as a Case Manager. She currently works with residential and walk-in clients who may be on probation or of pre-trial status. In the past year, she has gained significant knowledge on how to positively impacts clients who has been in and out of the justice system.

Yanique Walton, Supervising Intervention Specialist, graduated from American International College in 2006 with a Bachelor's degree in Criminal Justice and a minor in Psychology. She joined CPA's Work Release Program (WRP) in September 2006 as a Residential Monitor. Within a year, she was promoted to Intervention Specialist/Case Manager at the Hartford AIC. In 2009, she again was promoted, this time to After Care Case Manager for the WRP. In October 2009 she returned to the HAIC as an Intervention Specialist, where she conducted groups at both the Washington and Windsor Street locations. It was then that she truly recognized her calling as a group facilitator to the offender population. In July 2012, Yanique was promoted to Supervising Intervention Specialist where she is now a member of the Hartford AIC Management team. Yanique still conducts groups primarily with the female population and works closely with the Gender Specific Case Manager and Probation. In 2013, Yanique was awarded with Program Champion for the Moving On intervention. Yanique has been working with Community Partners in Action (CPA) for 8+ years now and can truly say that she enjoys working in this environment and is looking forward to continuing her future with CPA.

Bios for the staff of the Hartford AIC on Windsor Street are as follows in alphabetical order:

Nichole Marie Cahill, Intervention Specialist & Case Manager, was born and raised in New Britain Connecticut. She later moved to Bloomfield Connecticut where she graduated high school in 1995 and started college at The University of Connecticut. She graduated with a Bachelor of Arts degree in Sociology in 2001. She began working for The Hartford Insurance Group and received her license in Property and Casualty

Insurance. In 2002 Nichole began working part-time for Community Solutions, Inc. (CSI) at the Hartford House, a female work release program, with residents from both the CT Department of Correction and Federal Bureau of Prisons. She became a full Human Service Worker in 2003 and went on to receive training in Motivational Interviewing, Group Facilitation, Reasoning and Rehabilitation, Thinking for a Change, and Case Management.

Nichole worked at various CSI residential programs, as a monitor and case manager, until the birth of her second child in 2012. After a brief stint as an Employment Specialist for Easter Seals Good Will Industries, Nicole accepted the position of Case Manager/Intervention Specialist here at the HAIC on Windsor Street. She achieved Program Champion in TAD within her first year and is currently the Case Manager for UNITY as well as a facilitator of TAD, R&R, and CSC.

Kayla Callahan, Lead Case Manager, was born and raised in Bristol, CT. After graduating from Bristol Eastern High School, she went on and got her Bachelor's Degree in Psychology with a minor in Criminal Justice from Central Connecticut State University in 2009. Throughout her time at CCSU, she worked in the Dean's Office of the Carol A. Ammon School of Arts & Sciences as a student worker.

Kayla is now working towards obtaining her Master's Degree in Criminal Justice from CCSU. During part of her graduate studies, she continued to work in the Dean's Office as an Advising Support Specialist where she worked closely with students providing information on university policies, procedures, and general education requirements. She also worked closely with faculty and staff on research projects and statistical analyses.

Kayla joined CPA in 2012 as an Intervention Specialist with the Manchester AIC. She achieved program champion in all three interventions that she ran (Moving On, TAD, R&R). In June 2014, she transferred into a Case Manager role at the Manchester AIC to expand upon her skills. In both positions Kayla serviced probation and pre-trial clients (family and bail). She truly believes in each one of her clients and wants all of them to succeed. She was recently promoted to the Hartford AIC on Windsor Street in January 2015 as the Lead Case Manager.

Mary Jane Echevarria-Laboy, Job Developer, has worked in the Human Service Field for over 18 years. She is a conscientious and caring individual with extensive experience providing case management services to improve the life quality of others. She is committed to supporting and guiding clients who have experienced challenges. Having a proven ability to empathize with individuals and retaining an objective and realistic approach to managing their skills, Mary Jane is comfortable working and communicating with people from diverse backgrounds. She is well acquainted with the different networks in the community both at the state and federal level. She is bi-lingual and bi-cultural in both Spanish and English.

Michael Gallucci, Case Manager & Intervention Specialist, is a graduate of the University of North Carolina at Charlotte where he earned a B.A. in Criminal Justice and a minor in Sociology. What attracted him to the field of Criminal Justice was the thought of helping people turn their lives around by being a positive role model. After graduation he obtained an internship with the Office of Adult Probation in Hartford. This internship strengthened his belief that this field of work was a place for him to positively impact the lives of those involved in CT's criminal justice system. After gaining experience during his internship with Probation, he accepted his current position at the HAIC/Windsor Street. Michael is the UNITY Case Manager as well as the co-facilitator for Cognitive Self Change (CSC).

Anthony McLendon, Program Manager, joined Community Partners in Action in 1990, when he accepted a position as Facilitator of the AIDS Support Project for the now-defunct Institute of Criminal and Social Justice, which was managed by CPA. In this capacity, Anthony provided information, counseling and support for inmates and ex-offenders with HIV.

In 1993, Anthony left the AIDS Support Project to work as a Substance Abuse Counselor for the Hartford AIC. He served residents of the Hartford Transitional Housing Program, as well as AIC walk-in clients. Anthony went on to work at the Charter Oak/Vine Street Substance Abuse Program in 1995, where he remained until accepting the position of Young Offender (YOP) Program Manager in October 1997.

After a 13 year stint at YOP, Anthony became Program Manager of Hartford AIC at Windsor Street in 2010. In the ensuing 4 years, HAIC/Windsor Street, and the Hartford AIC as a whole, have attained new heights in client service delivery, quality assurance scores and recidivism reduction.

Jose D. Morales, Intervention Specialist, was born in Caguas, Puerto Rico. Soon after, his family moved to South Bronx, New York. They subsequently moved to Connecticut, where a 16 year old Jose volunteered at the Friendship Center at 175 Main Street in Hartford. He later began working in Blue Hills Hospital as a mental health worker for the next 3 years and earned his degree in Psychology.

Jose worked as a substance abuse counselor in the same hospital for the next 10 years, then moved on to Hartford Dispensary for 2 years as a Counselor then Community Health Services as their senior Substance Abuse Counselor. For the past 3 ½ years Jose has held the position of Intervention Specialist at HAIC/Windsor Street.

Mabel Nieves-Gonzalez, Administrative Assistant, has worked at the HAIC at Windsor Street for 3 years. Among her myriad of duties are contacting new clients, scheduling and conducting intakes and managing communication both internally and externally. Mabel is a team player, and assists her co-workers in their duties as well. As the first person visitors see upon entering the facility, Mabel enhances initial client engagement with the program.

associate/manager on duty at CarMax for a little over four years. While working and attending school, she also completed a 120 hour internship at HAIC/Windsor Street to satisfy credits for her major. Jessica holds two certifications, one in training for domestic violence and the other is as a notary public for the State of Connecticut.

Fabiana Silva, Intervention Specialist, arrived in Connecticut 15 years ago. In her native Brazil, Fabiana earned an associate degree in accounting and passed for the competitive selective process of law school at the age of 19. She attended 3 years of law school before deciding to leave Brazil. Since moving to Connecticut, Fabiana has returned to school, learned to speak English and Spanish, in addition to her native Portuguese.

Today, Fabiana holds an Associate's degree in Liberal Arts, another in Social Services, and is almost done with her Bachelor's in Social Work with a concentration in the Latino Community Practice. She is currently attending the University of Saint Joseph in West Hartford. Prior to her start with Community Partners and Action, Fabiana worked as an accountant assistant in Brazil and at the State House in Mato Grosso State, Brazil. In Connecticut, she worked in institutions of higher education such as Goodwin College and Capital Community College, where she achieved experience in the financial aid department. Fabiana is the primary facilitator for UNITY's Cognitive Self Change (CSC), assisted by her co-worker Michael Gallucci.

Ryan Togninalli, Residential Case Manager, is a recent graduate from the Master's program at the University of New Haven with a degree in Criminal Justice and Concentration in Forensic Psychology. Ryan's undergraduate degree is a Bachelor's of Arts in Criminology from Central Connecticut State University. Ryan's educational background has provided him with a solid knowledge base to help him perform his job and give our residents proper guidance towards creating a successful support network for when they leave our transitional housing. Ryan is outgoing and approachable and has a positive personality and spin on life. He considers himself tech savvy, as he knows his way around technology well. Ryan likes to keep up to date on the latest technology that is being developed around the world. In his personal time, Ryan enjoys being with family and friends, going to sporting events and bowling. He is an avid Uconn sports fan and enjoys going to as many Uconn sporting events as possible.



CPA ORGANIZATIONAL CHART

Rev. 1/2015

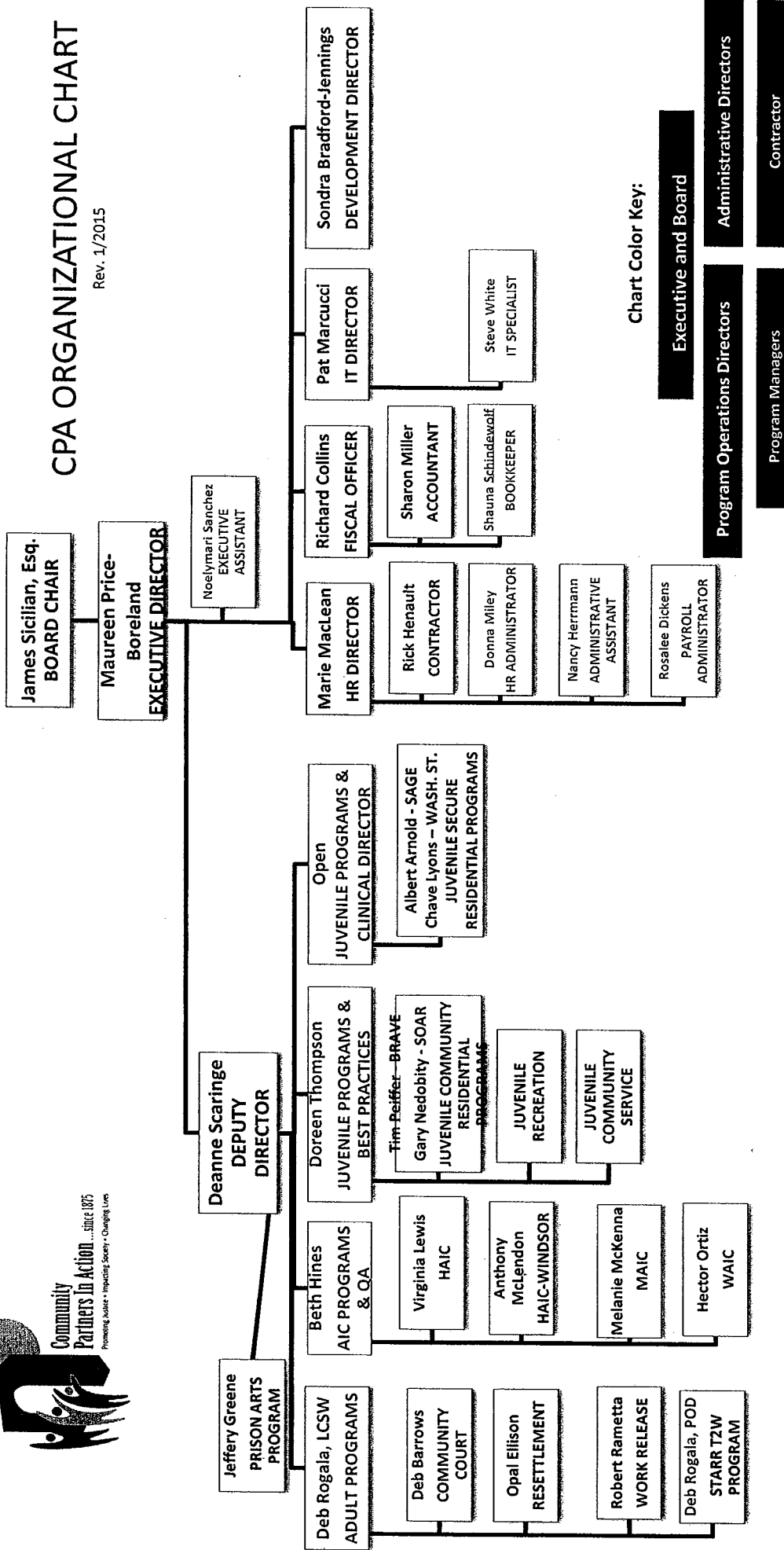


Chart Color Key:

Executive and Board

Program Operations Directors

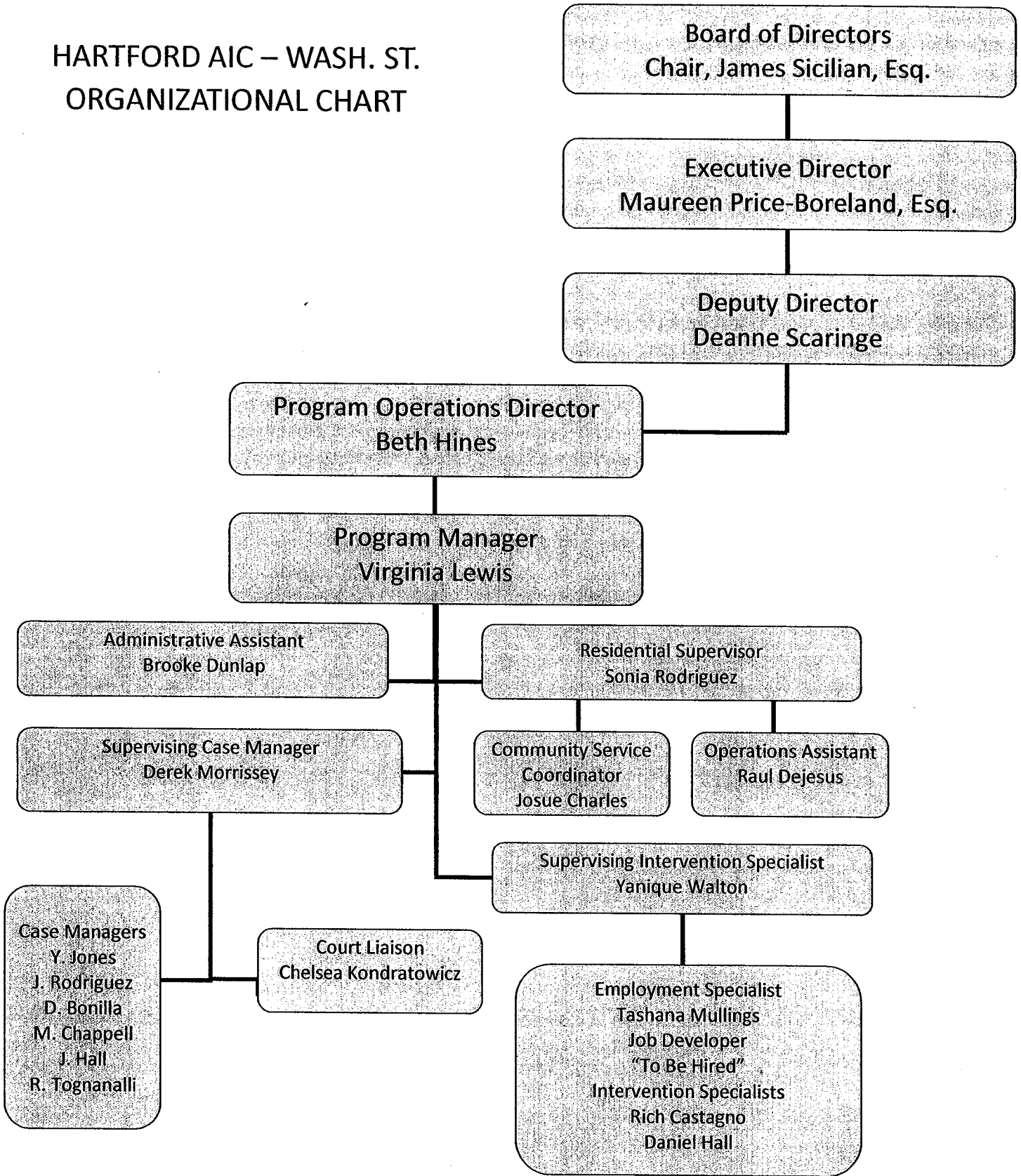
Administrative Directors

Program Managers

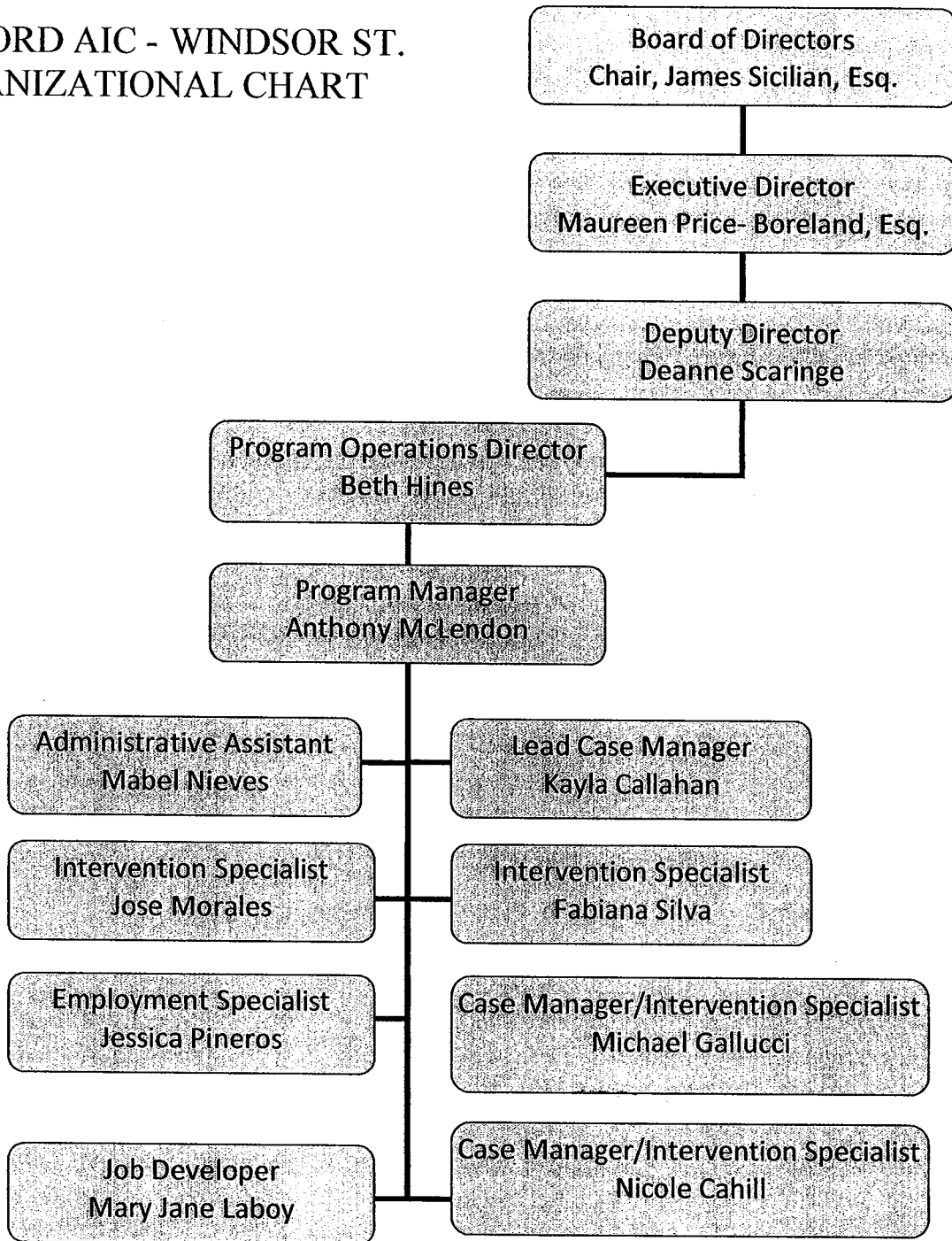
Contractor

Administrative Staff

HARTFORD AIC – WASH. ST. ORGANIZATIONAL CHART



HARTFORD AIC - WINDSOR ST. ORGANIZATIONAL CHART





HARTFORD AIC:
SECTION B.
BUDGET/FINANCIAL
INSTRUCTIONS

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Auditor's Opinion Letter Appendix

COURT SUPPORT SERVICE DIVISION
BUDGET SCHEDULE

DATE PREPARED: 2/23/2015

PROPOSED

PROPOSED REVISION

BUDGET PERIOD: July 1, 2015 - June 30, 2016

AGREEMENT #: 3502

Alternative in the Community (Hartford)

ADDRESS: 119 Washington Street, 716 Windsor St.

Community Partners in Action, Inc.

g Sources: STATE FEDERAL CLIENT FEES OTHER

LINE ITEM	BUDGET AMOUNT
A PERSONNEL	1,314,648
B TRAVEL / TRAINING	2,555
C EQUIPMENT	0
D SUPPLIES	21,952
E CONTRACTUAL	23,971
F FACILITIES	276,087
G OTHER	66,281
H	1,705,494
I A & G COSTS	231,094
J	\$1,936,588
SUB-TOTAL	1,705,494
TOTAL	\$1,936,588

Budgets have been developed based on shared resources at the Washington St facility with the Hartford Transitional Housing and the Windsor St facility with the PO budget. In the event, only one of either the AIC, Transitional House or PO RFP is awarded to CPA, the budgets will need to be modified to operate independently.

CSSD USE:
APPROVED
REJECTED

COURT SUPPORT SERVICES DIVISION
BUDGET SCHEDULE

DATE PREPARED: 2/23/2015

PROPOSED
 PROPOSED REVISION

BUDGET PERIOD: July 1, 2015 - June 30, 2016

AGREEMENT #: 3502

PROGRAM: Alternative in the Community (Hartford)

ADDRESS: 119 Washington Street, 716 Windsor St

PROVIDER: Community Partners in Action, Inc.

Funding Sources: STATE FEDERAL CLIENT FEES OTHER

LINE ITEM	BUDGET AMOUNT
A PERSONNEL	1,314,648
B TRAVEL / TRAINING	2,555
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G OTHER	66,281
H	1,705,494
I A & G COSTS	231,094
J	\$1,936,588
SUB-TOTAL	1,705,494
TOTAL	\$1,936,588

CSSD USE:
 APPROVED
 REJECTED

COURT SUPPORT SERVICES DIVISION
SALARIES AND WAGES

DATE PREPARED: 2/23/2015

PROPOSED
 PROPOSED REVISION

SCHEDULE 3
FISCAL YEAR: 2015-2016

BUDGET PERIOD: July 1, 2015 - June 30, 2016

AGREEMENT #: 3502

ADDRESS: 119 Washington Street, 716 Windsor St.

PROGRAM: Alternative in the Community (Hartford)

PROVIDER: Community Partners in Action, Inc.

Funding Source: STATE FEDERAL CLIENT FEES OTHER:

PAGE 1 OF 3

Please note 2nd and 3rd shift positions or if less than a 40 hour work week

POSITION / NAME (10 LINES PER PAGE MAX)	ANNUAL SALARY	PART TIME POSITION # OF HRS/RATE	% OF TIME IN CSSD PROGRAM	ALLOCATION OF SALARIES BY PERIOD OF TIME		TOTAL
				(12 mos.)	Time Period (if less than a 12 month period)	
				Month / Day	Amount	
Program Mgr - Lewis	60,000		100%			60,000
Sup Case Manager - Morrissey	45,000		100%			45,000
Adit Assistant - Dunlap	32,000		100%			32,000
Case Manager - Tognihalli	34,000		100%			34,000
Employment Specialist - Mullings	34,000		100%			34,000
Intervention Specialist - Castagno	48,000		100%			48,000
Intervention Specialist - Hall, D.	40,000		100%			40,000
Gender responsive Case Manager - Hall, J.	34,000		100%			34,000
Super - Intervention Specialist - Walton	40,000		100%			40,000
Case Manager-Chappell	34,000		100%			34,000
PAGE TOTAL						401,000
TOTAL						

CSSD USE:
 APPROVED
 REJECTED

DATE PREPARED: 2/23/2015

COURT SUPPORT SERVICES DIVISION SALARIES AND WAGES

SCHEDULE 3
FISCAL YEAR: 2015-2016

PROPOSED
 PROPOSED REVISION

BUDGET PERIOD: July 1, 2015 - June 30, 2016

AGREEMENT #: 3502

PROGRAM: Alternative in the Community (Hartford)

ADDRESS: 119 Washington Street, 716 Windsor St.

PROVIDER: Community Partners in Action, Inc.

Funding Source: STATE FEDERAL CLIENT FEES OTHER: PAGE 2 OF 3

POSITION / NAME (10 LINES PER PAGE MAX)	ANNUAL SALARY	PART TIME POSITION # OF HRS/RATE	% OF TIME IN CSSD PROGRAM	OTHER:	ALLOCATION OF SALARIES BY PERIOD OF TIME		TOTAL
					(12 mos.)	Time Period (if less than a 12 month period) Month / Day	
Case Manager - Burleson	43,000		100%		43,000		43,000
Case Manager - Rodriguez	34,000		100%		34,000		34,000
Case Manager - D'Andrie Bonilla	34,000		100%		34,000		34,000
Case Manager - Jones, Y.	38,000		100%		38,000		38,000
Operations Asst. - Dejesus P/T	9,547	15/312.24	100%		9,547		9,547
Court Liaison - Kondratowicz	34,000		100%		34,000		34,000
Community Service Coordinator - Charles, J	27,040		100%		27,040		27,040
Job Developer - Ojien	34,000		100%		34,000		34,000
C&LP Overtime	3,000		100%		3,000		3,000
PAGE TOTAL					256,587		256,587

CSSD USE:
 APPROVED
 REJECTED

TOTAL

DATE PREPARED: 2/23/2015

DATE PREPARED: 2/23/2015

COURT SUPPORT SERVICES DIVISION
SALARIES AND WAGES

SCHEDULE 3

FISCAL YEAR: 2014-2015

PROPOSED

PROPOSED REVISION

BUDGET PERIOD: July 1, 2015 - June 30, 2016

AGREEMENT #: 3502

PROGRAM: Alternative in the Community (Hartford)

ADDRESS: 119 Washington Street, 716 Windsor St.

PROVIDER: Community Partners in Action, Inc.

Funding Source: STATE FEDERAL CLIENT FEES OTHER: PAGE 3 OF 3

POSITION / NAME (10 LINES PER PAGE MAX)	ANNUAL SALARY	PART TIME POSITION # OF HRS/RATE	% OF TIME IN CSSD PROGRAM	ALLOCATION OF SALARIES BY PERIOD OF TIME		TOTAL
				(12 mos.)	Month / Day	
Program Manager - McEndon	60,000		100%	60,000		60,000
Intervention Specialist - Morales	36,000		100%	36,000		36,000
Intervention Specialist - Silva	34,000		100%	34,000		34,000
Employment Specialist - Pineros, J.	34,000		100%	34,000		34,000
Job Developer - LaBoy	34,000		100%	34,000		34,000
Intervention Specialist/Case Manager - Gallucci	34,000		100%	34,000		34,000
Lead Case Manager - Callahan	39,000		100%	39,000		39,000
Case Manager/Intervention Specialist - Cahill	34,000		100%	34,000		34,000
Administrative Assistant - Nieves	29,600		100%	29,600		29,600
PAGE TOTAL				334,600		334,600

TOTAL \$ 992,187

CSSD USE:

APPROVED

REJECTED

SCHEDULE 3A

COURT SUPPORT SERVICES DIVISION
FRINGE BENEFITS

Date Prepared: 2/23/2015

FISCAL YEAR: 2015-2016

PROPOSED
 PROPOSED REVISION

Program: Alternative in the Community (Hartford) Agreement #: 3502

Provider: Community Partners in Action, Inc. Address: 119 Washington Street, 716 Windsor St.

Funding Source: State Federal Client Fees Other

WORKSHEET - SALARY RELATED (FRINGE) COSTS

FICA

\$ total taxable wages \$992,187 x rate 7.65% = \$75,902

MEDICAL

INS CARRIER: ACSA Group Insurance	
Single	rate \$5,505 X # on single rate 13 = \$71,565
Single Plus One	rate \$12,060 X # on married rate 7 = \$84,420
Family	rate _____ X # on family rate _____ = \$0
TOTAL: = \$155,985	

INS CARRIER:	
Single	rate _____ X # on single rate _____ = \$0
Married	rate _____ X # on married rate _____ = \$0
Family	rate _____ X # on family rate _____ = \$0
TOTAL: = \$0	

RETIREMENT PLAN

(Including life insurance)

rate _____	X # enrolled _____	= \$0
Participating wages _____	X rate _____	= \$0
TOTAL: = \$0		

UNEMPLOYMENT

Federal Total Taxable wages _____	X rate _____	= \$0
CT Total Taxable wages \$992,187	X rate 2.71%	= \$26,888
TOTAL UNEMPLOYMENT: = \$26,888		

WORKER'S COMPENSATION

Number \$992,187	X rate 4.45%	= \$44,152
TOTAL WORKER'S COMPENSATION: = \$44,152		

KEOGH

\$992,187 x Based on eligible salaries = \$19,534

TOTAL SALARY RELATED (FRINGE) COST: \$322,461

CSSD USE:

APPROVED

REJECTED

32.50% 32.50%
Fringe Rate

**COURT SUPPORT SERVICES DIVISION BUDGET
NARRATIVE**

DATE PREPARED: 2/23/2015

BUDGET PERIOD: July 1, 2015 - June 30, 2016

Program: Alternative in the Community (Hartford) AGREEMENT #: 3502

Provider: Community Partners in Action, Inc. ADDRESS: 119 Washington Street, 716 Windsor St,

Funding Source: STATE FEDERAL CLIENT FEES
OTHER

			PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
A. PERSONNEL -- SALARIES & FRINGE BENEFITS					
1. SALARIES	992,187			992,187	992,187
	*** refer to Schedule 3 [Salary Allocation] ***				
2. FRINGE	322,461			322,461	322,461
	*** refer to Schedule 3A [Fringe Worksheet] ***				
			TOTAL	-	1,314,648
				1,314,648	1,314,648

			PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
B. TRAVEL/TRAINING	(Staff Only)	\$2,555			
Staff travel includes reimbursement to and from training sessions, meetings, interviews 1 client transportation reimbursable at \$.50 per mile.					
	. Estimated mileage 4210 miles @ \$.50 per mile			2,105	2,105
2. Training - CPR, team building and other professional development as needed				450	450
			TOTAL	-	2,555
				2,555	2,555

			PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
C. EQUIPMENT		\$0			
			TOTAL	-	-
				-	-

D. SUPPLIES	\$21,952		PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
Office Supplies: printing, paper, writing utensils, file folders, toner				9,452	9,452
2. Vehicle fuel 4 vehicles (2 - 2014 Dodge Caravans (purchased with bond money), 1 2005 Chrysler Town & Country and 1 2008 Dodge Caravan)				4,000	4,000
3. Food and Water-Clients				6,000	6,000
4. Food for Community Service staff/clients				2,500	2,500
TOTAL				21,952	21,952

E. CONTRACTUAL	\$23,971		PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
1a. Copier Lease - Washington Street - Ricoh 36 months 3/14- 3/17 \$625.62/mo/2 Share with AICH				3,754	3,754
1b. Copier Lease - Windsor Street - Ricoh 531.27/mo 3 year term 12/13 - 12/16				5,215	5,215
2. Redwood Toxicology - Urinalysis \$4.10/test x 293 tests/month x 12 includes Adult Services testing per Court				14,416	14,416
3. Hasler Postage Meter- \$26.95/mo - 3 year term 7/15 - 6/18				323	323
4. Hasler Postage Meter (term 8/13 36 mo) \$26.95 per month - Windsor Street location				263	263
TOTAL				23,971	23,971

FACILITIES	\$276,087		PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
121 Washington Street, Hartford, CT (7,800 Square Feet) Leased from Corporation for Independent Living (CIL)					
716 Windsor Street, Hartford, CT (6,700 Square Feet) Lease from 716 Windsor Street Associates					
1a. AIC Hartford 119 Washington Street \$9,534/ month - Term 1/1/10-1/1/35 - \$14.67 per square foot				114,408	114,408
1b. AIC Hartford 716 Windsor Street \$7,305 / month Term 8/1/15-7/31/16 11 mos./ \$7,162 1 mos. - \$13.08 per square foot - less PO budget 10,791				76,726	76,726
2. Parking @ 18 passes @\$95 - \$20 payroll deduct (parking not included in rent)				16,200	16,200
3a. Utilities - Electric - CL&P				22,948	22,948
3b. Utilities - Water - MDC				1,820	1,820
3c. Utilities - GAS - CNG				10,125	10,125
4a. Repair & Maintenance-Building - Trash Removal - All Waste				6,315	6,315
4b. Repair & Maintenance-Building-HVAC, sprinkler system, locks and other general building repairs				17,625	17,625
5. Pest control - Orkin				887	887
6. Solo Preventive Maintenance - H2O heater, A/C and Heating System term 1/5 9,095 annual term 10/1/15 - 9/30/16 152 per month x 9 months = 1,368 plus 3 months at old rate of 149 = 447				1,815	1,815
7. Kone - Elevator Maint 1/4 share term 9/5/14 - 9/4/17 \$711/mo /4=178 x 12 = 2,136				2,136	2,136
8. Security-Sonitrol - 331.60 mos. - 1/2 share \$165.80 /12 mos.				1,990	1,990
9. Security-ADT \$948 / qtr. - Windsor Street location				3,092	3,092
TOTAL				276,087	276,087

F. OTHER	\$66,281		PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
1. Telephone - Land line and cell phones				15,790	15,790
2. Insurance - Liability				14,544	14,544

3. Insurance-Vehicle - 4 vehicles (2 - 2014 Dodge Caravans (purchased with bond money), 1 2005 Chrysler Town & Country and 1 2008 Dodge Caravan)	8,160	8,160
Audit-program share of total cost - Blum Shapiro	4,457	4,457
Recruitment-advertising costs, drug screenings, criminal history checks	1,500	1,500
6. Payroll Service - ADP @384.64 x 26 payperiods	10,000	10,000
7. Repair and Maintenance-Vehicles- tires and routine maintenance	4,000	4,000
8. Dues - Annual sams club and AMEX membership fees, professional memberships	2,310	2,310
9. Annual Technology cost software upgrades, spam and computer firewall subscriptions, equipment repairs and maintenance fees	3,375	3,375
10. Repair & Maintenance - Equipment - CSLP and other (non IT) equipment repairs	500	500
12. Three Electronic Licenses for Carey Guide \$548.25 x 3	1,645	1,645
TOTAL	-	66,281

	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
SUB-TOTAL	-	1,705,494	1,705,494

I. A & G COSTS	\$231,094		-	231,094	231,094
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	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
GRAND TOTAL	\$ -	\$ 1,936,588	\$ 1,936,588

CSSD USE:	
APPROVED	<input type="checkbox"/>
REJECTED	<input type="checkbox"/>

Budgets have been developed based on shared resources at the Washington St facility with the Hartford Transitional Housing and the Windsor St facility with the PO budget. In the event, only one of either the AIC, Transitional House or PO RFP is awarded to CPA the budgets will need to be modified to operate independently

COURT SUPPORT SERVICES DIVISION
BUDGET SCHEDULE

DATE PREPARED: 2/23/2015

PROPOSED

PROPOSED REVISION

BUDGET PERIOD: July 1, 2015 - June 30, 2016

PROGRAMS: Alternative in the Community (Hartford)
- Probation officer budget

AGREEMENT #: 3502

PROVIDER: Community Partners in Action, Inc. ADDRESS: 716 Windsor St, Hartford

Funding Sources: STATE FEDERAL CLIENT FEES OTHER

LINE ITEM	BUDGET AMOUNT
A PERSONNEL	0
B TRAVEL / TRAINING	0
C EQUIPMENT	0
D SUPPLIES	2,100
E CONTRACTUAL	1,220
F FACILITIES	16,361
G OTHER	5,125
H	24,806
I A & G COSTS	3,361
J	\$28,167
SUB-TOTAL	
TOTAL	

Budgets have been developed based on shared resources at the Windsor St facility with the PO budget. In the event, only one of either the AIC or PO RFP is awarded to CPA, the budgets will need to be modified to operate independently

CSDD USE:
 APPROVED
 REJECTED

SCHEDULE 2

COURT SUPPORT SERVICES DIVISION
BUDGET SCHEDULE

DATE PREPARED: 2/23/2015

PROPOSED
 PROPOSED REVISION

BUDGET PERIOD: July 1, 2015 - June 30, 2016

PROGRAM: Alternative in the Community (Hartford) - Probation officer budget
AGREEMENT #: 3502

PROVIDER: Community Partners in Action, Inc.
ADDRESS: 716 Windsor St, Hartford

Funding Sources: STATE FEDERAL CLIENT FEES OTHER

LINE ITEM	BUDGET AMOUNT
A PERSONNEL	0
B TRAVEL / TRAINING	0
C EQUIPMENT	0
D SUPPLIES	2,100
E CONTRACTUAL	1,220
F FACILITIES	16,361
G OTHER	5,125
H	24,806
I A & G COSTS	3,361
J	\$28,167
SUB-TOTAL	
TOTAL	

CSSD USE:
 APPROVED
 REJECTED

COURT SUPPORT SERVICES DIVISION
SALARIES AND WAGES

DATE PREPARED: 2/23/2015

SCHEDULE 3
FISCAL YEAR: 2015-2016

PROPOSED
 PROPOSED REVISION

BUDGET PERIOD: July 1, 2015 - June 30, 2016

PROGRAM: Alternative in the Community (Hartford) - Probation officer budget

AGREEMENT #: 3502

PROVIDER: Community Partners in Action, Inc. ADDRESS: 716 Windsor St, Hartford

Funding Source: STATE FEDERAL CLIENT FEES OTHER: PAGE 1 OF 1

This is a budget is for space only, therefore this table blank.

ALLOCATION OF SALARIES BY PERIOD OF TIME

Please note 2nd and 3rd shift positions or if less than a 40 hour work week

POSITION / NAME (10 LINES PER PAGE MAX)	ANNUAL SALARY	PART TIME POSITION # OF HR/RATE	% OF TIME IN CSSD PROGRAM	Time Period (if less than a 12 month period)		TOTAL
				Month / Day	Amount	
PAGE TOTAL						TOTAL

CSSD USE:
 APPROVED
 REJECTED

SCHEDULE 9A

COURT SUPPORT SERVICES DIVISION
FRINGE BENEFITS

Date Prepared: 2/23/2015

FISCAL YEAR: 2015-2016

PROPOSED
 PROPOSED REVISION

This is a budget is for space only; therefore the total is zero

Program: (Hartford) - Probation officer budget Agreement #: 3502

Provider: Community Partners in Action, Inc. Address: 716 Windsor St, Hartford

Funding Source: State Federal Client Fees Other

WORKSHEET - SALARY RELATED (FRINGE) COSTS

FICA

\$ total taxable wages \$0 x rate 7.65% = \$0

MEDICAL

INS CARRIER:	ACSA Group Insurance				
Single	rate	\$0	X # on single rate	0	= \$0
Single Plus One	rate	\$0	X # on married rate	0	= \$0
Family	rate		X # on family rate		= \$0
TOTAL:					= \$0

INS CARRIER:					
Single	rate		X # on single rate		= \$0
Married	rate		X # on married rate		= \$0
Family	rate		X # on family rate		= \$0
TOTAL:					= \$0

RETIREMENT PLAN

(including life insurance)

rate		X # enrolled			= \$0
Participating wages		X rate			= \$0
TOTAL:					= \$0

UNEMPLOYMENT

Federal Total Taxable wages		X rate			= \$0
CT Total Taxable wages	\$0	X rate	2.71%		= \$0
TOTAL UNEMPLOYMENT:					= \$0

WORKER'S COMPENSATION

Number	\$0	X rate	4.45%		= \$0
TOTAL WORKER'S COMPENSATION:					= \$0

KEOGH

\$0 x Based on eligible salaries = \$0

TOTAL SALARY RELATED (FRINGE) COST: \$0

CSSD USE:

APPROVED

REJECTED

Fringe Rate

**COURT SUPPORT SERVICES DIVISION BUDGET
NARRATIVE**

DATE PREPARED: 2/23/2015

BUDGET PERIOD: July 1, 2015 - June 30, 2016

Program: Alternative in the Community (Hartford) - Probation officer budget AGREEMENT #: 3502

Provider: Community Partners in Action, Inc. ADDRESS: 716 Windsor St, Hartford

Funding Source: STATE FEDERAL CLIENT FEES
OTHER

	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
A. PERSONNEL -- SALARIES & FRINGE BENEFITS			
1. SALARIES -			-
*** refer to Schedule 3 [Salary Allocation] ***			
2. FRINGE -			-
*** refer to Schedule 3A [Fringe Worksheet] ***			
TOTAL	-	-	-

	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
B. TRAVEL/TRAINING (Staff Only) \$0			-
TOTAL	-	-	-

	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
C. EQUIPMENT \$0			-
TOTAL	-	-	-

		PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
D. SUPPLIES	\$2,100			
Office Supplies: printing, paper, writing utensils, file folders, toner - estimated PO usage			2,100	2,100
TOTAL		-	2,100	2,100

		PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
E. CONTRACTUAL	\$1,220			
1. Copier Lease - Windsor Street - Ricoh 531.27/mo 3 year term 12/13 - 12/16 - estimated PO usage			1,160	1,160
2. Hasler Postage Meter (term 8/13 36 mo) \$26.95 per month - Windsor Street location - estimated PO usage			60	60
TOTAL		-	1,220	1,220

		PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
F. FACILITIES	\$16,361			
716 Windsor Street, Hartford, CT (6,700 Square Feet) Lease from 716 Windsor Street Associates				
Estimated square foot for PO usage = 825 square feet (two offices and common area usage)				
1. A/C Hartford 716 Windsor Street \$7,305 / month Term 8/1/15 - 7/31/16 11 mos. / \$7,162 1 mos. - \$13.08 per square foot * 825 square feet			10,791	10,791
2a. Utilities - Electric - CL&P - estimate PO usage			2,000	2,000
2b. Utilities - GAS - CNG - estimate PO usage			725	725
Repair & Maintenance-Building - Trash Removal - All Waste - estimated PO usage			685	685
Repair & Maintenance-Building-HVAC, sprinkler system, locks and other general building repairs - estimated PO			1,375	1,375
4. Pest control - Orkin - estimated PO			85	85
5. Security-ADT \$948 / qtr. - Windsor Street location - estimate PO usage			700	700
TOTAL		-	16,361	16,361

		PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
G. OTHER	\$5,125			
1. Telephone - Land line and cell phones - estimate PO usage			3,510	3,510
2. Insurance - Liability - estimate PO expense			890	890
3. Annual Technology cost software upgrades, spam and computer firewall subscriptions, equipment repairs and maintenance fees - estimate PO usage			725	725
TOTAL		-	5,125	5,125

		PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
SUB-TOTAL		-	24,806	24,806

A & G COSTS	\$3,361	-	3,361	3,361
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	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
GRAND TOTAL	\$ -	\$ 28,167	\$ 28,167

CSSD USE:	
APPROVED	<input type="checkbox"/>
REJECTED	<input type="checkbox"/>

Budgets have been developed based on shared resources at the Windsor St facility with the PO budget. In the event, only one of either the AIC or PO RFP is awarded to CPA the budgets will need to be modified to operate independently

BUDGET PERIOD: July 1, 2016 - Jun -017 PROPOSED REVISION

AGREEMENT #: 3502

Alternative in the Community (Hartford)

Community Partners in Action, Inc. ADDRESS: 119 Washington Street, 716 Windsor St.

g Sources: STATE FEDERAL CLIENT FEES OTHER

LINE ITEM	BUDGET AMOUNT
A PERSONNEL	1,353,971
B TRAVEL / TRAINING	2,580
C EQUIPMENT	0
D SUPPLIES	22,365
E CONTRACTUAL	23,971
F FACILITIES	280,034
G OTHER	66,025
H	1,748,936
I A & G COSTS	236,981
J	\$1,985,917
SUB-TOTAL	
TOTAL	

CSSD USE:
 APPROVED
 REJECTED

Budgets have been developed based on shared resources at the Washington St facility with the Hartford Transitional Housing and the Windsor St facility with the FO budget. In the event, only one of either the ALC, Transitional House or FO RFP is awarded to CPA, the budgets will need to be modified to operate independently.

COURT SUPPORT SERVICES DIVISION
BUDGET SCHEDULE

DATE PREPARED: 2/23/2015

SCHEDULE 2

PROPOSED
 PROPOSED REVISION

BUDGET PERIOD: July 1, 2016 - June 30, 2017

PROGRAM: Alternative in the Community (Hartford) AGREEMENT #: 3502

PROVIDER: Community Partners in Action, Inc. ADDRESS: 119 Washington Street, 716 Windsor St

Funding Sources: STATE FEDERAL CLIENT FEES OTHER

LINE ITEM	BUDGET AMOUNT
A PERSONNEL	1,353,971
B TRAVEL / TRAINING	2,580
C EQUIPMENT	0
D SUPPLIES	22,355
E CONTRACTUAL	23,971
F FACILITIES	280,034
G OTHER	66,025
H SUB-TOTAL	1,748,936
I A & G COSTS	236,981
J TOTAL	\$1,985,917

CSSD USE:
APPROVED
REJECTED

DATE PREPARED: 2/23/2015
 PROPOSED
 PROPOSED REVISION

COURT SUPPORT SERVICES DIVISION
SALARIES AND WAGES

SCHEDULE 3
 FISCAL YEAR: 2016-2017
 BUDGET PERIOD: July 1, 2016 - June 30, 2017

AGREEMENT #: 3502
 ADDRESS: 119 Washington Street, 716 Windsor St.
 PROGRAM: Alternative in the Community (Hartford)
 PROVIDER: Community Partners in Action, Inc.

Funding Source: STATE FEDERAL CLIENT FEES OTHER:
 PAGE 1 OF 3

Please note 2nd and 3rd shift positions or if less than a 40 hour work week

POSITION / NAME (10 LINES PER PAGE MAX)	ANNUAL SALARY	PART TIME POSITION # OF HRS/RATE	% OF TIME IN CSSD PROGRAM	ALLOCATION OF SALARIES BY PERIOD OF TIME		TOTAL
				(12 mos.)	Month / Day	
Program Mgr. - Lewis	61,800		100%	61,800		61,800
Sup Case Manager - Morrissey	46,350		100%	46,350		46,350
Adm Assistant - Dunlap	32,960		100%	32,960		32,960
Case Manager - Tojnhalli	35,020		100%	35,020		35,020
Employment Specialist - Mullings	35,020		100%	35,020		35,020
Intervention Specialist - Castegno	49,440		100%	49,440		49,440
Intervention Specialist - Hall, D.	41,200		100%	41,200		41,200
Gender responsive Case Manager - Hall, J.	35,020		100%	35,020		35,020
Super - Intervention Specialist - Walton	41,200		100%	41,200		41,200
Case Manager-Chappell	35,020		100%	35,020		35,020
PAGE TOTAL				413,030		413,030

CSSD USE:
 APPROVED
 REJECTED
 TOTAL

**COURT SUPPORT SERVICES DIVISION
SALARIES AND WAGES**

DATE PREPARED: 2/23/2016

PROPOSED
 PROPOSED REVISION

SCHEDULE 3
FISCAL YEAR: 2016-2017

BUDGET PERIOD: July 1, 2016 - June 30, 2017

AGREEMENT #: 3502

PROGRAM: Alternative in the Community (Hartford)

ADDRESS: 119 Washington Street, 716 Windsor St.

PROVIDER: Community Partners in Action, Inc.

Funding Source: STATE FEDERAL CLIENT FEES OTHER: PAGE 2 OF 3

Please note 2nd and 3rd shift positions or if less than a 40 hour work week

POSITION / NAME (10 LINES PER PAGE MAX)	ANNUAL SALARY	PART TIME POSITION # OF HRS/RATE	% OF TIME IN CSSD PROGRAM	ALLOCATION OF SALARIES BY PERIOD OF TIME		TOTAL
				(12 mos.)	Time Period (if less than a 12 month period) Month / Day	
Case Manager - Burleson	44,290		100%	44,290		44,290
Case Manager - Rodriguez	35,020		100%	35,020		35,020
Case Manager - D'Andre Bonilla	35,020		100%	35,020		35,020
Case Manager - Jones, Y.	39,140		100%	39,140		39,140
Operations Asst. - DeJesus P/T	26,229	15 @ 12.61	100%	9,836		9,836
Court Liason - Konradowicz	35,020		100%	35,020		35,020
Community Service Coordinator - Charles, J	27,851		100%	27,851		27,851
Job Developer - Open	35,020		100%	35,020		35,020
CSLP Overtime	3,000		100%	3,000		3,000
PAGE TOTAL				264,197		264,197

CSSD USE:

APPROVED

REJECTED

TOTAL

COURT SUPPORT SERVICES DIVISION
SALARIES AND WAGES

DATE PREPARED: 2/23/2015

SCHEDULE 3
FISCAL YEAR: 2016-2017

PROPOSED
 PROPOSED REVISION

BUDGET PERIOD: July 1, 2016 - June 30, 2017

PROGRAM: Alternative in the Community (Hartford) AGREEMENT #: 3502

PROVIDER: Community Partners in Action, Inc. ADDRESS: 119 Washington Street, 716 Windsor St.

Funding Source: STATE FEDERAL CLIENT FEES OTHER:

PAGE 3 OF 3

Please note 2nd and 3rd shift positions or if less than a 40 hour work week

POSITION / NAME (10 LINES PER PAGE MAX)	ANNUAL SALARY	PART TIME POSITION # OF HRS/RATE	% OF TIME IN CSSD PROGRAM	ALLOCATION OF SALARIES BY PERIOD OF TIME		TOTAL
				(12 mos.)	Time Period (if less than a 12 month period) Month / Day	
Program Manager - McLondon	61,800		100%	61,800		61,800
Intervention Specialist - Morales	37,080		100%	37,080		37,080
Intervention Specialist - Silva	35,020		100%	35,020		35,020
Employment Specialist - Pheros, J.	35,020		100%	35,020		35,020
Job Developer - LaBoy	35,020		100%	35,020		35,020
Intervention Specialist/Case Manager - Gallucci	35,020		100%	35,020		35,020
Lead Case Manager - Callahan	40,170		100%	40,170		40,170
Case Manager/Intervention Specialist - Cahill	35,020		100%	35,020		35,020
Administrative Assistant- Nieves	30,468		100%	30,468		30,468
PAGE TOTAL				344,638		344,638

CSSD USE: APPROVED REJECTED

TOTAL \$ 1,021,865

SCHEDULE 3A

COURT SUPPORT SERVICES DIVISION
FRINGE BENEFITS

Date Prepared: 2/23/2015

FISCAL YEAR: 2016-2017

PROPOSED
 PROPOSED REVISION

Program: Alternative in the Community (Hartford) Agreement #: 3502

Provider: Community Partners in Action, Inc. Address: 119 Washington Street, 716 Windsor St,

Funding Source: State Federal Client Fees Other

WORKSHEET - SALARY RELATED (FRINGE) COSTS

FICA

\$ total taxable wages \$1,021,865 x rate 7.65% = \$78,173

MEDICAL

INS CARRIER: ACSA Group Insurance					
Single rate	\$5,670	X # on single rate	13	=	\$73,710
Single Plus One rate	\$12,422	X # on married rate	7	=	\$86,954
Family rate		X # on family rate		=	\$0
TOTAL:				=	\$160,664

INS CARRIER:					
Single rate		X # on single rate		=	\$0
Married rate		X # on married rate		=	\$0
Family rate		X # on family rate		=	\$0
TOTAL:				=	\$0

RETIREMENT PLAN

(including life insurance)

rate		X # enrolled		=	\$0
Participating wages		X rate		=	\$0
TOTAL:				=	\$0

UNEMPLOYMENT

Federal Total Taxable wages		X rate		=	\$0
CT Total Taxable wages	\$1,021,865	X rate	2.71%	=	\$27,693
TOTAL UNEMPLOYMENT:				=	\$27,693

WORKER'S COMPENSATION

Number	\$1,021,865	X rate	4.45%	=	\$45,473
TOTAL WORKER'S COMPENSATION:				=	\$45,473

KEOGH

\$1,021,865 x Based on eligible salaries = \$20,103

TOTAL SALARY RELATED (FRINGE) COST: \$332,106

CSSD USE:

APPROVED

REJECTED

32.50% Fringe Rate 32.50%

**COURT SUPPORT SERVICES DIVISION BUDGET
NARRATIVE**

DATE PREPARED: 2/23/2015

BUDGET PERIOD: July 1, 2016 - June 30, 2017

Program: Alternative in the Community (Hartford) AGREEMENT #: 3502

Provider: Community Partners in Action, Inc. ADDRESS: 119 Washington Street, 716 Windsor St.

Funding Source: STATE FEDERAL CLIENT FEES
OTHER

	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
A. PERSONNEL -- SALARIES & FRINGE BENEFITS			
1. SALARIES #####		1,021,865	1,021,865
*** refer to Schedule 3 [Salary Allocation] ***			
2. FRINGE 332,106		332,106	332,106
*** refer to Schedule 3A [Fringe Worksheet] ***			
TOTAL	-	1,353,971	1,353,971

	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
B. TRAVEL/TRAINING (Staff Only) \$2,580			
Staff travel includes reimbursement to and from training sessions, meetings, interviews client transportation reimbursable at \$.50 per mile. Estimated mileage 4210 miles @ \$.50 per mile		2,105	2,105
2. Training - CPR, team building and other professional development as needed		475	475
TOTAL	-	2,580	2,580

	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
C. EQUIPMENT \$0			
TOTAL	-	-	-

SUPPLIES	\$22,355	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
Office Supplies: printing, paper, writing utensils, file folders, toner			9,735	9,735
2. Vehicle fuel 4 vehicles (2 - 2014 Dodge Caravans (purchased with bond money), 1 2005 Chrysler Town & Country and 1 2008 Dodge Caravan)			4,120	4,120
3. Food and Water-Clients			6,000	6,000
4. Food for Community Service staff/clients			2,500	2,500
TOTAL		-	22,355	22,355

E. CONTRACTUAL	\$23,971	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
1a. Copier Lease - Washington Street - Ricoh 36 months 3/14- 3/17 \$625.62/mo/2 Share with AICH			3,754	3,754
1b. Copier Lease - Windsor Street - Ricoh 531.27/mo 3 year term 12/13 - 12/16			5,215	5,215
2. Redwood Toxicology - Urinalysis \$4.10/test x 293 tests/month x 12 includes Adult Services testing per Court			14,416	14,416
3. Hasler Postage Meter- \$26.95/mo - 3 year term 7/15 - 6/18			323	323
4. Hasler Postage Meter (term 8/13 36 mo) \$26.95 per month - Windsor Street location			263	263
TOTAL		-	23,971	23,971

FACILITIES	\$280,034	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
.21 Washington Street, Hartford, CT (7,800 Square Feet) Leased from Corporation for Independent Living (CIL)				
716 Windsor Street, Hartford, CT (6,700 Square Feet) Lease from 716 Windsor Street Associates				
1a. AIC Hartford 119 Washington Street \$9,534/ month - Term 1/1/10-1/1/35 - \$14.67 per square foot			114,408	114,408
1b. AIC Hartford 716 Windsor Street \$7,524 / month Term 8/1/15-7/31/16 11 mos./ \$7,305 1 mos. - \$13.48 per square foot - less PO budget 11,121			78,948	78,948
2. Parking @ 18 passes @\$95 - \$20 payroll deduct (parking not included in rent)			16,200	16,200
3a. Utilities - Electric - CL&P			23,636	23,636
3b. Utilities - Water - MDC			1,875	1,875
3c. Utilities - GAS - CNG			10,429	10,429
4a. Repair & Maintenance-Building - Trash Removal - All Waste			6,315	6,315
4b. Repair & Maintenance-Building-HVAC, sprinkler system, locks and other general building repairs			18,154	18,154
5. Pest control - Orkin			887	887
6. Solo Preventive Maintance - H2O heater, A/C and Heating System term 1/5 9,095 annual term 10/1/15 - 9/30/16 152 per month x 9 months = 1,368 plus 3 months at old rate of 149 = 447 - Estimated 3%			1,871	1,871
7. Kone - Elevator Maint 1/4 share term 9/5/14 - 9/4/17 \$711/mo /4=178 x 12 = 2,136			2,136	2,136
8. Security-Sonitrol - 331.60 mos. - 1/2 share \$165.80 /12 mos.			1,990	1,990
9. Security-ADT \$948 / qtr. - Windsor Street location			3,185	3,185
TOTAL		-	280,034	280,034

G. OTHER	\$66,025	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
Telephone - Land line and cell phones			16,264	16,264
2. Insurance - Liability			14,980	14,980

3. Insurance-Vehicle - 4 vehicles (2 - 2014 Dodge Caravans (purchased with bond money), 1 2005 Chrysler Town & Country and 1 2008 Dodge Caravan)	8,405	8,405
Audit-program share of total cost - Blum Shapiro	4,590	4,590
Recruitment-advertising costs, drug screenings, criminal history checks	1,500	1,500
6. Payroll Service - ADP @384.64 x 26 payperiods	10,000	10,000
7. Repair and Maintenance-Vehicles- tires and routine maintenance	4,000	4,000
8. Dues - Annual sams club and AMEX membership fees, professional memberships	2,310	2,310
9. Annual Technology cost software upgrades, spam and computer firewall subscriptions, equipment repairs and maintenance fees	3,476	3,476
10. Repair & Maintenance - Equipment - CSLP and other (non IT) equipment repairs	500	500
TOTAL	-	66,025

PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
-------------------	---------------------	-----------------

SUB-TOTAL - 1,748,936 1,748,936

1. A & G COSTS \$236,981 - 236,981 236,981

PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
-------------------	---------------------	-----------------

GRAND TOTAL \$ - \$ 1,985,917 \$ 1,985,917

CSSD USE:	
APPROVED	<input type="checkbox"/>
REJECTED	<input type="checkbox"/>

Budgets have been developed based on shared resources at the Washington St facility with the Hartford Transitional Housing and the Windsor St facility with the PO budget. In the event, only one of either the AIC, Transitional House or PO RFP is awarded to CPA the budgets will need to be modified to operate independently

BUDGET PERIOD: July 1, 2016 - June 30, 2017

PROPOSED REVISION

Alternative in the Community (Hartford)
- Probation Officers budget

AGREEMENT #: 3502

PROVIDER: Community Partners in Action, Inc.

ADDRESS: 716 Windsor St, Hartford

Funding Sources: STATE FEDERAL CLIENT FEES OTHER

LINE ITEM	BUDGET AMOUNT
A PERSONNEL	0
B TRAVEL / TRAINING	0
C EQUIPMENT	0
D SUPPLIES	2,150
E CONTRACTUAL	1,220
F FACILITIES	16,794
G OTHER	5,279
H	25,443
I A & G COSTS	3,448
J	\$28,891
SUB-TOTAL	
TOTAL	

CSSD USE:

APPROVED

REJECTED

Budgets have been developed based on shared resources at the Windsor St facility with the PO budget. In the event, only one of either the AIC or PO RFP is awarded to CPA, the budgets will need to be modified to operate independently.

SCHEDULE 2

COURT SUPPORT SERVICES DIVISION
BUDGET SCHEDULE

DATE PREPARED: 2/23/2015

PROPOSED

PROPOSED REVISION

BUDGET PERIOD: July 1, 2016 - June 30, 2017

PROGRAM: Alternative in the Community (Hartford) - Probation Officers
AGREEMENT #: 3502

PROVIDER: Community Partners in Action, Inc.
ADDRESS: 716 Windsor St, Hartford

Funding Sources: STATE FEDERAL CLIENT FEES OTHER

LINE ITEM	BUDGET AMOUNT
A PERSONNEL	0
B TRAVEL / TRAINING	0
C EQUIPMENT	0
D SUPPLIES	2,150
E CONTRACTUAL	1,220
F FACILITIES	16,794
G OTHER	5,279
H	25,443
I A & G COSTS	3,448
J	\$28,891
SUB-TOTAL	
TOTAL	

CSSD USE:
 APPROVED
 REJECTED

COURT SUPPORT SERVICES DIVISION
SALARIES AND WAGES

DATE PREPARED: 2/23/2015

PROPOSED
 PROPOSED REVISION

SCHEDULE 3
FISCAL YEAR: 2016-2017

BUDGET PERIOD: July 1, 2016 - June 30, 2017

AGREEMENT #: 3502

PROGRAM: Alternative in the Community (Hartford) - Probation Officers Budget

ADDRESS: 716 Windsor St. Hartford

PROVIDER: Community Partners In Action, Inc.

PAGE 1 OF 1

This is a budget is for space only, therefore this table blank.

Funding Source: STATE FEDERAL CLIENT FEES OTHER:

Please note 2nd and 3rd shift positions or if less than a 40 hour work week

POSITION / NAME (10 LINES PER PAGE MAX)	ANNUAL SALARY	PART TIME POSITION # OF HRS/RATE	% OF TIME IN CSSD PROGRAM	ALLOCATION OF SALARIES BY PERIOD OF TIME		TOTAL
				(12 mos.)	Time Period (if less than a 12 month period) Month / Day Amount	
PAGE TOTAL						

TOTAL

CSSD USE:
 APPROVED
 REJECTED

SCHEDULE 3A

COURT SUPPORT SERVICES DIVISION
FRINGE BENEFITS

Date Prepared: 2/23/2015

FISCAL YEAR: 2016-2017

PROPOSED
 PROPOSED REVISION

This is a budget is for space only; therefore the total is zero

Program: (Hartford) - Probation Officers budget Agreement #: 3502

Provider: Community Partners in Action, Inc. Address: 716 Windsor St, Hartford

Funding Source: State Federal Client Fees Other

WORKSHEET - SALARY RELATED (FRINGE) COSTS

FICA

\$ total taxable wages \$0 x rate 7.65% = \$0

MEDICAL

INS CARRIER:

ACSA Group Insurance

Single rate \$0 X # on single rate 0 = \$0
Single Plus One rate \$0 X # on married rate 0 = \$0
Family rate X # on family rate = \$0
TOTAL: = \$0

INS CARRIER:

Single rate X # on single rate = \$0
Married rate X # on married rate = \$0
Family rate X # on family rate = \$0
TOTAL: = \$0

RETIREMENT PLAN

(including life insurance)

rate X # enrolled = \$0
Participating wages X rate = \$0
TOTAL: = \$0

UNEMPLOYMENT

Federal Total Taxable wages X rate = \$0
CT Total Taxable wages \$0 X rate 2.71% = \$0
TOTAL UNEMPLOYMENT: = \$0

WORKER'S COMPENSATION

Number \$0 X rate 4.45% = \$0
TOTAL WORKER'S COMPENSATION: = \$0

KEOGH

\$0 x Based on eligible salaries = \$0

TOTAL SALARY RELATED (FRINGE) COST: \$0

CSSD USE:
APPROVED
REJECTED

Fringe Rate

**COURT SUPPORT SERVICES DIVISION BUDGET
NARRATIVE**

DATE PREPARED: 2/23/2015

BUDGET PERIOD: July 1, 2016 - June 30, 2017

Program: Alternative in the Community (Hartford) - Probation Officers budget AGREEMENT #: 3502

Provider: Community Partners in Action, Inc. ADDRESS: 716 Windsor St, Hartford

Funding Source: STATE FEDERAL CLIENT FEES
OTHER

A. PERSONNEL -- SALARIES & FRINGE BENEFITS	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
1. SALARIES	-	-	-
*** refer to Schedule 3 [Salary Allocation] ***			
2. FRINGE	-	-	-
*** refer to Schedule 3A [Fringe Worksheet] ***			
TOTAL	-	-	-

B. TRAVEL/TRAINING	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
(Staff Only) \$0			
TOTAL	-	-	-

C. EQUIPMENT	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
\$0			
TOTAL	-	-	-

D. SUPPLIES	\$2,150		<u>PROGRAM INCOME</u>	<u>OPERATING BUDGET</u>	<u>TOTAL BUDGET</u>
				2,150	2,150
		TOTAL	-	2,150	2,150

1. Office Supplies: printing, paper, writing utensils, file folders, toner - estimate PO usage

E. CONTRACTUAL	\$1,220		<u>PROGRAM INCOME</u>	<u>OPERATING BUDGET</u>	<u>TOTAL BUDGET</u>
				1,160	1,160
1. Copier Lease - Windsor Street - Ricoh 531.27/mo 3 year term 12/13 - 12/16 - estimate PO usage				60	60
2. Hasler Postage Meter (term 8/13 36 mo) \$26.95 per month - Windsor Street location - estimate PO usage					
		TOTAL	-	1,220	1,220

F. FACILITIES	\$16,794		<u>PROGRAM INCOME</u>	<u>OPERATING BUDGET</u>	<u>TOTAL BUDGET</u>
716 Windsor Street, Hartford, CT (6,700 Square Feet) Lease from 716 Windsor Street Associates					
Estimated square foot for PO usage = 825 square feet (two offices and common area usage)					
1. A/C Hartford 716 Windsor Street \$7524 / month Term 8/1/15-7/31/16 11 mos./ \$7305 1 mos. - \$13.48per square foot * 825 square feet - estimated 3 % increase				11,121	11,121
2a. Utilities - Electric - CL&P - estimate PO usage				2,060	2,060
i. Utilities - GAS - CNG - estimate PO usage				747	747
Repair & Maintenance-Building - Trash Removal - All Waste - estimate PO usage				706	706
3b. Repair & Maintenance-Building-HVAC, sprinkler system, locks and other general building repairs				1,375	1,375
4. Pest control - Orkin				85	85
5. Security-ADT \$948 / qtr. - Windsor Street location - estimated PO usage				700	700
		TOTAL	-	16,794	16,794

G. OTHER	\$5,279		<u>PROGRAM INCOME</u>	<u>OPERATING BUDGET</u>	<u>TOTAL BUDGET</u>
				3,615	3,615
1. Telephone - Land line and cell phones - estimate PO usage				917	917
2. Insurance - Liability - estimate PO expense					
3. Annual Technology cost software upgrades, spam and computer firewall subscriptions, equipment repairs and maintenance fees - estimate PO usage				747	747
		TOTAL	-	5,279	5,279

			<u>PROGRAM INCOME</u>	<u>OPERATING BUDGET</u>	<u>TOTAL BUDGET</u>
		SUB-TOTAL	-	25,443	25,443

A & G COSTS	\$3,448			3,448	3,448
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	PROGRAM INCOME	OPERATING BUDGET	TOTAL BUDGET
GRAND TOTAL	\$ -	\$ 28,891	\$ 28,891

CSSD USE:	
APPROVED	<input type="checkbox"/>
REJECTED	<input type="checkbox"/>

Budgets have been developed based on shared resources at the Windsor St facility with the PO budget. In the event, only one of either the AIC or PO RFP is awarded to CPA the budgets will need to be modified to operate independently

Section B – Budget/Financial Instructions

B.1. A copy of the current version of the **CSSD FINANCIAL REPORTING AND REQUIREMENTS MANUAL 2014** is available for registered users at (www.jud.ct.gov/external/news/busopp/default.htm) or you may call the Materials Management Office (860/706-5200) to request a copy by mail.

The instructions and forms contained therein must be used to prepare any proposal submitted in response to this RFP. All financial documents must be completed and included in this section.

NOTE: This is a “full budget” contract. As such, budgets should be submitted for fiscal year 15/16 and 16/17 with the proposal.

Please see the previous 32 pages in Section B for all CSSD required financial documents for the proposed budget for the Hartford AIC, including full budgets for July 1, 2015 -June 30, 2016 and July 1, 2016 – June 30, 2017 as well as separate Probation Officer office space budgets for the same years. Work space for Probation at the Washington Street location will be in-kind.

B-2. All Program Income Sources for a Full Budget Contract.

B.2.A. Agency’s knowledge and Experience in pursuing all forms of Program Income.

CPA is always exploring ways of identifying and utilizing resources to help offset the costs associated with the maintenance of its programs. We regular research new contract and grant opportunities at both the state and federal level.

For example, in March 2014, CPA was awarded three grants from the Office of Management and Budget to improve and enhance the facilities at our Washington Street complex, which houses one of the Hartford AIC locations and the Hartford Transitional Housing Program. One facility improvement was a new Security System for the Hartford AIC and Transitional Housing buildings. Another will be a new, energy-efficient HVAC system, which will reduce heating and A/C expenses over time in the entire complex. Those savings are not reflected in the Hartford AIC budget because they cannot be quantified until the system is installed and operating for at least a year. A third grant was used to purchase five new client transportation vans for the Hartford and Manchester AICs.

This January, we just received word that the fourth OMB grant request had we submitted last year is being funded in 2015. This grant will replace the roof on the Washington St building housing our Work Release and Hartford Transitional Housing Programs.

Another new funding source for CPA is our USDOL Grant for our STARR Training to Work 2 Program that was awarded in May 2015. The program provides training for nationally recognized credentials leading to in-demand careers for adults in the DOC Work Release Programs in the Hartford Area. While the funds will not benefit the AICs, the program model will inform the ongoing evolution of AIC Employment services.

CPA's Development Office consistently interacts with foundations and donors who either currently support our programs or express interest in funding our criminal justice initiatives. We run an annual Golf Tournament that is in its 18th year, which raises unrestricted funds for CPA. Our supporters have a keen interest in supporting our Housing and Basic Needs Fund, which we formalized agency-wide in 2014. This has allowed us to further assist all CPA clients and supplement the AIC Flex Funds when they are exhausted. At this time, there is no anticipated additional funding "specifically" for the AICs from either public or private resources.

CPA has experience pursuing client fees through rent payments from the residents of our CSSD-funded Hartford Transitional Housing Program and will be doing the same with the Waterbury Transitional Housing Program which opens in February 2015. We also collect rent payments from the residents of our DOC-funded Work Release Program, as well as from residents in Mart's House, a transitional housing component of CPA's Resettlement Program. The process for the collection of rent payments in our residential programs adheres to the following guidelines:

- All rental payments are paid by personal check or money order. No cash transactions are allowed.
- Clients are given receipts for all rental payments.
- A copy of each receipt is maintained in the client's file.
- A copy of each receipt along with any money order or personal check is submitted to the Fiscal Office within 48 hours of receipt.

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CPA does not collect third party reimbursements.

CPA receives a number of grants from foundations, churches and individual donors each year to help offset the costs of our programs. Major supporters include the Hartford Foundation for Public Giving, the J. Walton Bissell Foundation and several other family foundations. We have an exemplary history of ensuring that goals and objectives of such grants are met while maintaining financial accountability and integrity.

B-2.B. Any systems currently in place within your organization designed to maximize all forms of Program Income. Describe systems individually by type of Program Income.

CPA aggressively pursues new sources of funding from public and private resources on an on-going basis. The agency is keenly aware of the highly competitive environment for funds in support of non-profit, social service-oriented organizations and is therefore

pro-active about seeking ways to enhance potential financial support for our programs. Program sustainability is a constant focus of our senior staff and Development Director, which is charged with maintaining an up-to-date resource map identifying private and public resources that may help sustain and enhance our programs. Such resources are solicited as appropriate and in accordance with grant making guidelines.

When meeting with foundations or talking with potential individual donors, Sondra Bradford-Jennings, Development Director, and other senior staff are mindful of the needs of our programs and solicit contributions as opportunities are presented.

The Development Office uses Blackbaud's Raiser's Edge for its donor database. This system is extremely helpful with understanding the interest of our private donors and cultivating new ones, including those who want to support Housing, Basic Needs and Employment, areas where additional services could be provided for AIC clients.

B-3. If it is the intention of your organization to provide goods, space or services in a dedicated manner to support the services proposed, prepare in-kind budget and narrative labeled as SECTION B.3.

If no in-kind exchange is intended, indicate that fact in a statement in SECTION B.3. DO NOT include the cost or value of in-kind contributions in SECTIONS B.1 or B.2 of your proposal.

No in-kind support for CPA's operation of the AIC is intended or anticipated, other than the work space for Probation at the Washington St location on an as-needed basis. However, across CPA's array of 16 programs, staff members do support and help one another in a variety of ways, including sharing information, speakers, and promising/best practices. In addition, many programs participate in cross-training to support one another most effectively. Should we be awarded this contract, the program would benefit from this shared support.

B-4. Describe your organization's financial management system, including record keeping, the period of your fiscal year, accounting and bookkeeping methods and the personnel structure responsible for the system. Include in the Appendix a copy of the opinion letter from the latest independent auditor's report. The report should show the date of the audit and name of preparer. Other pre-prepared documentation should only be referenced in this section and then included in the Appendix.

CPA maintains extensive policies and procedures to ensure sound financial management. Our accounting program is Blackbaud, which gives us flexibility and diverse capabilities in our accounting work. Our fiscal year is 7/1 – 6/30. The Fiscal Office is responsible for the receipt, safeguarding, disbursement and recording of all agency funds.

CPA's accounting system is designed to show the current status of income, expenditures and cash flow and allow for regular reporting to the CPA Finance

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Committee and Board of Directors. This system enables the agency's fiscal department to properly manage all funds and ensure they stretch across the program year. Our accounting system is computerized, using Blackbaud's Financial Edge accounting package. Modules utilized include Accounts Receivable, Miscellaneous Cash Receivable, Accounts Payable, Purchase Order, and General Ledger. Separation of specific grant programs by contract and grant award within the accounting system by program is sufficient for compliance.

CPA's Fiscal Officer reports to and works closely with the Executive Director. The Fiscal Officer's work is supported by two staff accountants.

The Fiscal Officer is responsible for submitting financial reports for all of our programs to the appropriate funding agencies. All financial transactions are posted to the books and records for the reporting period. Journal entries are made to accrue expenses to insure that they are charged to the appropriate period. All facets of the on-going programs are reviewed to insure that their expenditures have been reported properly.

The Fiscal Officer prepares the required monthly or quarterly reports using the reporting format supplied by our various funding agencies that reflect expenses recorded on the general ledger. All reports are submitted within the timeframe required by the funding agencies.

An annual independent audit of CPA is conducted by an independent Certified Public Accountant or outside accounting firm. The auditor prepares the audit in accordance with the Government Auditing Standards and in accordance with OMB Circular A-133. CPA currently contracts with BlumShapiro, West Hartford and Shelton, CT, for these services. A copy of the most recent opinion letter from BlumShapiro is included in the Appendix of this proposal.

CPA's Finance Committee also serves as the agency's Audit Committee.

The external auditors are ultimately accountable to the Board of Directors and the Finance Committee.

B-5. If a proposal is for a program yet to be created, the proposal must include in Section B.5 a phase-in plan for the activities proposed. If not phase-in is required, please indicate so in this SECTION.

There will be no phase-in period required for the Hartford AIC Program.

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HARTFORD AIC:
SECTION C.
PROGRAM NARRATIVE

SECTION C. TABLE OF CONTENTS (157 pages)

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C-28	Safeguarding Confidential Information	Pg. 150
C-29	Cultural Competency & Services to Clients LEP	Pg. 155

C-1 PROGRAM NARRATIVE

C-1.A Provide a brief narrative of your organization's capabilities and competencies, that qualifies your agency to deliver programs and services outlined in the RFP.

In response to RFP # 3502, **Alternative in the Community (AIC), Community Partners in Action (CPA)** proposes to provide services utilizing evidence-based practices consistent with "What Works" literature to achieve the outcome of risk reduction.

CPA's collaboration with Connecticut's Judicial Department began in 1981, as the first pre-trial supervised release program was initiated to relieve overcrowding in Connecticut's prisons. **In 1986, Community Partners in Action (CPA), then called the Connecticut Prison Association, established the first Alternative Incarceration Center (AIC) in Hartford, which was followed by the expansion of such programming statewide in 1988.** CPA then acted in the role of consultants to the Judicial Department's Office of Alternative Sanctions, which later became Court Support Services Division, until 1992.

Since 1986, CPA has operated the Hartford AIC. In 1989, a Transitional Housing (TH) component was added to this AIC. **CPA's Hartford AIC/TH program has successfully provided the state with an efficient, cost effective alternative to incarceration for offenders who have been determined appropriate for community supervision for nearly thirty years.**

The Hartford AIC (HAIC) has worked collaboratively with Court Support Services Division (CSSD) to implement programming based upon the **8 Principles of Effective Correctional Programming, as they are central to the program's model, operations, and delivery of services.** The program has made significant progress since implementing the model in 2005 and anticipates further enhancement of the current services provided.

We believe our greatest resource is our dedicated staff, who consistently demonstrate strong commitment to the mission of the agency and dedication to their respective roles. We have immersed ourselves in the Hartford community to retain access and resources. We have taken CSSD requirements and gone above and beyond to adhere to them. We maintain strong relationships with many partners who support and contribute to our success.

In response to RFP # 3502, **CPA is proposing to continue to successfully operate the Hartford AIC.**

The chart below outlines our vision of service provision, effective July 1, 2015.

AIC will consistently employ multiple strategies to engage clients and identify and assist them with overcoming barriers to reporting and service and program completion.
AIC will provide clients with a thorough intake and orientation process.
AIC will conduct the following assessments on pre-trial clients: LSI-R, ASUS-R, WRNA (for female clients only), Basic Needs Screening Tool, "What I Want to Work On" Questionnaire, and the ECS on all clients entering the Employment Skills Groups. The assessment process will be completed within five (5) business days of referral. Re-assessments will be conducted as warranted.
AIC will conduct the following assessments on probationers: Basic Needs Screening Tool, "What I Want to Work On Questionnaire," and the ECS on all clients entering the Employment Skills Group. Assessment process will be completed within five (5) business days of referral. Re-assessments will be conducted as warranted.
AIC will conduct the following assessments on family referrals: ASUS-R, Basic Needs Screening Tool, and "What I Want to Work On" Questionnaire. Assessment process will be completed within five (5) business days of referral. Re-assessments will be conducted as warranted.
AIC will provide strategic Case Management and Case Planning services to pre-trial, probation, and family referrals. ISPs will be developed in coordination with the client and based on the outputs of assessments. Basic needs assistance will be provided to clients as part of the case management process.
AIC will place clients into appropriate interventions within fifteen (15) business days of referral based on the outputs of the assessments: Employment, Reasoning and Rehabilitation II (R&R), Treating Addictive Disorders (TAD), and/or Moving On.
AIC will employ a variety of strategies to help clients complete targeted interventions, such as being accessible for make-up sessions.
AIC will offer boosters for each intervention.
AIC will provide Job Development and Placement assistance to clients. Assistance with entering educational/vocational programming will also be offered.
AIC will offer community service to clients referred to the program to complete their assigned hours.
AIC will employ system of positive reinforcement and graduated sanctions.
AIC will work closely with clients to increase the clients' pro-social networks and build community networks.
AIC will provide urinalysis testing a minimum of twice per month or at a frequency ordered by the Referral Source.
AIC will maintain a strengths-based culture that affords a safe, supportive, and comfortable environment for both staff and clients where pro-social behaviors are recognized, reinforced and modeled.

Due to the high volume of the AIC's caseload, CPA's responsibility to ensure clients' specialized needs are met, and our commitment to the 5 guiding principles when targeting services, especially as it pertains to responsivity, we plan to continue to provide programming to HAIC clients at two locations: 119-121 Washington Street and 716 Windsor Street, both of which are in Hartford, Connecticut. As illustrated on the proceeding chart, both locations will provide the

services sought under this solicitation in a methodical and strategic manner, as is our current standard practice.

<p>This site will serve primarily pre-trial clients but will also serve probationers as necessary (i.e. if a probationer cannot participate in programming at Windsor Street).</p> <p>Clients will be male and female 18 years of age or older.</p> <p>This is the site of the Hartford Transitional Housing Program for 33 male residents comprised of pre-trial and probation clients.</p> <p>Community Service will be offered to clients from this office.</p> <p>Other services include, but are not limited to: assessment, case management, R & R, TAD, Moving On, and Employment, including active job search.</p>	<p>This site will serve primarily probation clients but will also serve pre-trial clients as necessary (i.e. if a pre-trial cannot participate in programming at Windsor Street).</p> <p>Clients will be male and female 18 years of age or older.</p> <p>This location houses the Technical Violation Unit (TVU) and Probation Officers work out of this site several days per week.</p> <p>Services include, but are not limited to: assessment, case management, R & R, TAD, Moving On, and Employment, including active job search.</p>
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C-1.B If you plan to subcontract any services under this proposal, describe the proposed sub contract in this section as well as within the appropriate C-Section. Any agreements between the Contractor and the subcontractor service provider should be included in this section.

CPA does not intend to subcontract for any of the core AIC services. However, we do plan to contract with Redwood for random urinalysis testing. We also plan to contract with local services for preventative maintenance (e.g. Orkin for pest control).

C-1.C State any exceptions you have to any part of the contract requirements stated in this request for proposal.

Not applicable.

C-2 PROGRAM CULTURE

C-2.A Describe the program culture the contractor will deliver within their AIC program.

CPA is committed to ensuring a strengths-based culture that affords a safe, supportive, and comfortable environment for both staff and clients where pro-social behaviors are recognized, reinforced and modeled. **According to the CSSD Bi-Annual Contract**

Compliance Report dated 1-8-15, the Hartford AIC scored 100% (earning 40 out of 40 points) on program culture elements.

CPA defines program culture as the overall atmosphere of the program that encompasses staff and client behavior and attitude as well as physical characteristics of the program space, which must reinforce a site conducive to implementing a strong, positive behavior change model.

Among the **Guiding Beliefs of CPA** are that people can change; prevention and intervention are preferable; program decisions must be knowledge-based; community groups and citizen volunteers are crucial partners with us in this work; and mutual respect must mark all our relationships.

CPA believes that referral agents placing clients with CPA expect CPA to employ ethical and effective supervision strategies to bring about sustained improvement in the clients' behavior and condition. As such, CPA is committed to incorporating the knowledge gained from recidivism reduction research and training, as well as learning from our own experience in working with criminal justice clients.

C-2.B Explain how your agency will train all staff on prosocial modeling, the appropriate use of reinforcement and disapproval, and problem solving. Include what prosocial modeling behaviors are expected by staff and what staff behaviors are unacceptable; who will be responsible for ensuring prosocial modeling and how desired behaviors will be rewarded and undesirable staff behavior will be addressed.

A primary goal of CPA's Human Resources Department is to support effective employee performance and success through the identification of core job competencies for each position and increased opportunities for development and expansion of them. Such competencies include prosocial modeling, the appropriate use of reinforcement and disapproval, and problem solving.

With support from CPA's senior management, the AIC Program Managers are primarily responsible for ensuring prosocial modeling occurs consistently at the program. The Program Managers give positive reinforcement to staff when they are observed incorporating prosocial modeling, using appropriate reinforcement or disapproval, and problem solving. The Program Managers also convey and reinforce to staff that what they are doing hour-by-hour and day-to-day is important.

CPA recognizes that long-term change often occurs incrementally and that every contact our staff have with clients is an opportunity to model, reinforce and encourage pro-social behavior.

Desirable client behaviors include program attendance, participation, effective problem-solving, consideration for others, and self control. Therefore, staff are expected to role model such prosocial behavior to clients at all times. Staff must be timely for client

appointments and well prepared for client sessions. Staff are expected to maintain appropriate boundaries with clients at all times, which models prosocial behavior as well.

CPA understands that staff who model prosocial behavior are better able to guide the client towards change. CPA understands that staff who are firm, fair, non-judgmental and optimistic will have the greatest influence with criminal justice clients. We are additionally cognizant that when such behaviors of our staff are observed by management, they must be immediately reinforced.

CPA believes rewards for desired behavior and sanctions for undesirable behavior are most likely to change behavior when they follow the targeted behavior swiftly and when they are perceived as fair. Non-monetary rewards such as social recognition can be as effective as monetary rewards. **We believe this to be true for both staff and clients.**

Unacceptable staff behaviors as it pertains to this RFP section include, but are not limited to, crossing boundaries with clients, failing to recognize and address clients' antisocial thinking/behavior, and a loss of self control in front of other staff and/or clients. Such undesirable behavior will be referred to CPA's Human Resources Department which will follow agency protocol for handling such matters. If the staff's undesirable behavior continues, a work plan and/or termination could be the likely outcome.

C-2.C State the role your agency administration will play and any associated staff your agency will dedicate to monitoring and supporting the program director and staff in the adherence to the characteristics of an effective behavior change program culture.

CPA is committed to sustaining a strong behavior change culture within all of the agency's programs. To that end, we employ strategies for ensuring our Program Managers strive to maintain this culture in their respective programs.

Accountability is an essential part of this process and the AIC Program Operations Director (POD) plays a key role. This position spends the majority of her time out in the field at the programs where the bulk of the agency's work is occurring. She meets with Program Managers, staff, and clients for input pertinent to overall programming. She attends staff meetings, reviews performance measure data, reinforces staffs' strengths, and assists with implementing strategies for overcoming obstacles impeding success. She often spends entire days at programs observing and modeling desired agency behaviors. This position has been trained in all aspects of agency programming, which is necessary for ensuring quality service provision throughout.

The POD holds monthly supervisory meetings with the Program Managers at the AICs so she can meet with staff and clients and observe the program in action. Such

supervisions consist of ensuring adherence to a behavior change program culture, fiscal responsibility, staffing issues, challenges and achievements, CDCS reports, and other agenda items as identified.

The POD and Program Managers develop annual goals during the annual performance review process. These goals become effective on July 1, the start of each new fiscal year and are reviewed mid-year for progress and amendments.

CPA's Program Managers are an integral part of the agency's strategic planning process and are active participants in developing and implementing certain aspects regarding program enhancement/expansion, a behavioral change culture, cultural competency, exploration of and adherence to best practices in the field, and staff development.

Program Managers also are required to attend a Monthly Managers' round table that involves all of CPA's Administrative Staff, including the Deputy Director and Executive Director. Information is disseminated from the Administrative Office and each department (HR, Fiscal, IT, Operations, Development) reports on activities and provides information pertaining to operations of CPA. Program Managers report on specific program activities, training, staff development, client issues, and other agenda items as necessary.

CPA's Mid Level Managers, (e.g. Lead Residential Monitors, Supervising Case Managers, Supervising Intervention Specialists) hold quarterly mid-level management round tables, led by the Human Resource Director, as a means to involving this level of staff in a more meaningful way, and making them feel empowered in their mid-level management roles.

C-3 PROGRAM REFERRALS AND ADMISSION CRITERIA

C-3.A State any exception(s) to the JBCSSD approved exclusionary criteria. Include any referrals, types of cases from JBCSSD specialized units or other types of cases. Any additional exclusionary criteria must be approved in writing by JBCSSD prior inclusion.

CPA takes no exception to the JBCSSD approved exclusionary criteria at this time.

C-3.B Submit in this section your program's admission policy.

**Community Partners in Action
Alternative in the Community Program
Client Admission Process**

I. Policy:

An admission process shall be applied to persons seeking admission to the Alternative in the Community Program (AIC) so as to admit clients who can best benefit from the services available.

II. Procedures:

- A. The AIC shall maintain client admission criteria which describes the characteristics that would make a client most likely to succeed in the AIC model. The criteria shall be reviewed annually by CPA's Administrative Staff (the Executive Director, Deputy Director, and/or Program Operations Director) and the AIC Program Manager with input from the direct service staff and Court Support Services Division (CSSD). It will be revised as necessary and appropriate.
- B. CPA's Administrative Staff and AIC Program Manager shall check the admission criteria against any community covenants or representations that have been made to the community about the program to be sure there is consistency.
- C. CPA's Administrative Staff and AIC Program Manager shall check admission criteria against any federal, state, and local laws to be sure it is in compliance, as necessary.
- D. There are no fees required of the client to participate in AIC services.

Eligibility Criteria:

The following categories of individuals shall be considered for admission to the AIC:

- 1. Persons who do not have a long or serious history of resorting to violence
- 2. Persons who do not have a history of aggressive sexually deviant behavior
- 3. Persons who are not severely mentally challenged or acutely psychotic
- 4. Persons who have a history of drug and/or alcohol abuse
- 5. Persons who are emotionally disturbed
- 6. Persons eighteen (18) years of age or older
- 7. Persons in any legal status such as: Probation, pre-release, mandatory release, pre-trial release, and diversionary programs

Date of Last Revision: 1-2015
 Position Responsible: Agency Staff/CSSD
 Effective Date: 1-2015

C-4 INTAKE AND ORIENTATION

C-4.A Include in this section your program's intake and orientation paperwork that will be required for all program clients (please do not include LSI-R, ASUS-R, and What I Want to Work On Questionnaire).

Intake and orientation documents for the Hartford AIC are as follows:

CDCS Employment and School Form

CLIENT'S NAME: _____

DISCHARGE DATE: _____

SCHOOL STATUS



AT INTAKE:

- Not Enrolled
- Enrolled in High School
- Enrolled in College
- Enrolled in Vocational/Trade Program
- Enrolled in Adult Ed/GED Program
- Unknown

AT DISCHARGE:

- Not Enrolled
- Enrolled in High School
- Enrolled in College
- Enrolled in Vocational/Trade Program
- Enrolled in Adult Ed/GED Program
- Unknown

EMPLOYMENT STATUS

CLIENT EMPLOYED AT INTAKE:

- Employed
- Unemployed
- Disability/SSI/Retired
- Full Time
- Part Time

Employer Name / Address:

EMPLOYED AT DISCHARGE:

- Employed
- Unemployed
- Disability/SSI/Retired
- Unknown
- Full Time
- Part Time

Industry _____

WORK STATUS: Steady Trade/Temp (Verified) Trade/Temp (Unverified)

HOURLY WAGE: \$ _____ Unknown

HTH DISCHARGE STATUS (HTH Residents only)

CLIENT DISCHARGED TO:

- Client owned/leased residence
- Shelter
- Sober House
- SA or MH Residential Treatment Facility
- Supportive Housing
- Incarceration
- No Living Arrangements
- Unknown
- Relative/friend owned/leased residence
- Single Room Occupancy

TREATMENT DISCHARGED TO:

- Higher Level of Care
- Outpatient Services
- Employment Services
- No Treatment
- Residential Step Down
- Unknown



HARTFORD AIC CLIENT INTAKE REPORT

Case Manager _____

Client Name _____ Address _____ Tel. # _____

SS# _____ DOB _____ Age _____ Sex _____ :

Race: Native American African American Hispanic Asian Caucasian Other

Height _____ Weight _____ Hair _____ Marital Status _____

of Dependents living with client _____ Drivers License # _____ State _____

Does client have insurance Yes or No SS#: Yes or No Birth certificate: Yes or No

Highest grade completed _____ Graduated _____ GED _____

Presently Attending _____ School _____

Contact Person _____ Tel# _____

Emergency Contact _____ Relationship _____

Tel# _____

Source of income () No income () FT () PT () Self () TANF () SSI () Title 19 () Other

Employed at _____ Contact Person _____

Contact # _____ Days/hours _____

Physical Limitations

Medical/Psychiatric

Taking medications

Allergies

Drug of choice _____ Last Used _____

How much _____ Age of first use _____

Prior residential/outpatient counseling/treatment _____

Interviewed by _____ Date _____

ALTERNATIVE IN THE COMMUNITY PROGRAM PARTICIPATION CONTRACT

AIC Services

___ Pre-trial participants –You will take part in an assessment process which will determine what services are most appropriate for you and how often you will report to the program. You may also be

placed in services that are ordered by the Court. Prior to beginning services, you will take part in a brief overview of the class (es) and/or services you will be participating in.

___ Family Relations participants – Your Family Relations Officer has referred you to the AIC to receive service(s) based on their assessment(s).

___ Probation participants – Your Probation Officer has referred you to the AIC to receive service(s) based on their assessments.

___ Parole participants – You may also be placed in services that are ordered by your Parole Officer.

Substance Abuse Groups – meet (2) two times per week for 90 minutes.

Cognitive Skills – meet (2) two times per week for 90 minutes.

Moving On Groups – meet (2) two times per week for 90 minutes.

Employment Services Groups – meet (2) two to (5) five times per week for 90 minutes.

Job Development - Upon completion of employment skills, you will “graduate” to job development to work with a job developer on practicing your employment related skills. Activities and time commitments will vary based on each individual client’s employment plan but will be a minimum of (2) two times per week.

Substance Use Testing – If ordered by the court, probation, or parole, you must submit to random drug testing through supervised urine samples and/or breathalyzers.

1. **Class Time:** Classes will start and end on time. Participants are expected to be on time. Participants may not leave early unless agreed upon with the group facilitator *prior* to group.
2. **Attendance:** Participants are expected to attend all scheduled individual and group activities, for example: case management, group interventions, check-ins, and community service. If you are going to miss a scheduled appointment or service you must call the AIC prior to reschedule your appointment. If you have missed an appointment due to an emergency, **you must contact the AIC within 24 hours**. The Court, Probation and/or Parole Officer will be notified of all absences (excused and non-excused).
3. **Accountability:** To ensure accurate reporting, you must sign in when you arrive at the AIC and sign out prior to leaving.

EXPECTATIONS FOR GROUP PARTICIPATION

- All class participants must actively participate in class. This requires being awake and alert.
 - One person speaks at a time out of respect for themselves and others.
 - Do not touch other participants or facilitators without permission.
 - Swearing or yelling other than in the course of an appropriate role-play is not allowed.
 - Do not discuss other participants, situations, or stories outside of group.
 - Participants are asked to respect the rights of fellow participants to confidentiality. What is said in class should stay in class. Participants are asked not to talk about other participants outside of class.
 - All class participants may meet 1:1 with their group facilitator at various times during the course of each group cycle. Your group facilitator will schedule this meeting with you outside of group time.
4. **Homework:** Participants will have homework assignments. You must bring completed homework to the next class as assigned.
 5. **Classes will be videotaped and 1:1 sessions will be audio taped** only for the purposes of supervision and training of AIC staff. Tapes are used to help ensure the quality of services you receive; they will not be used against participants.

6. **Drugs/Alcohol:** To increase the likelihood of success in the program, participants are expected to report to the AIC in a drug/alcohol- free state. AIC staff who **suspects** that a participant has come to the AIC under the influence of drugs and/or alcohol will ask the client to leave the facility. This will be reported to the Court/Probation or Parole Officer. Please report any prescribed medication you are taking or when it is prescribed as well provide proof of the prescription to the program.
7. **Threats of Harm to Self or Others:** All threats of harm to self or others will be taken seriously and will result in immediate action with notification to the proper authority i.e. law enforcement, Probation and Court. Any acts of violence while in the program will be immediately reported to law enforcement and the Court, Probation and/or Parole. Additionally, AIC staff will report to the appropriate authorities any current criminal activity and awareness of child abuse.
8. **Weapons:** Participants may not carry weapons of any kind. If a participant is found to be in possession of a weapon, law enforcement, Court, Probation and/or Parole personnel will be immediately notified.
9. **Pat searches:** To ensure the safety of all random pat searches may be conducted.
10. **Electronic Devices:** For the class to function well it is important to reduce distractions. Upon entering the AIC, participants must turn off all electronic devices (not related to their health) for the duration of the class. Vibrating settings on electronic devices are not allowed. Text messaging and earphones are not allowed. AIC participants are not allowed to leave the class to take a phone call or respond to a text message unless prior permission has been granted by the group leader/AIC staff person.
11. **Clothing/Gang Colors/Hats:** Participants may not wear gang clothing or paraphernalia or any other clothing that is offensive or inappropriate. Participants may not wear hats or sunglasses during class.
12. **Disruptive Behavior:** Participants are expected to behave respectfully towards AIC staff, other participants, and any others in the building. Participants must cooperate with class facilitators and contribute to discussions and activities. Disruptive behavior will not be tolerated. If a participant is disruptive during a class, s/he may be asked to leave.
13. **Community Service** may be a part of your service plan. Community Service crews participate in a wide variety of work in the local communities under the guidance of a Community Service Supervisor/Coordinator. Crews work on projects such as construction, park/forest maintenance, and painting, with jobs varying from day to day. Giving something back to the community can have a positive impact on your life and the community in which you live. It is important to be on time for community service projects.
14. **Notification:** So we may contact you, you must notify staff of any changes in address, phone, or employment within 24 hours.

By signing below, I acknowledge that I have read, listened to, and received a copy of the Alternative in the Community Program Rules and Contract. I understand the above rules and agree to participate in the AIC program. Failure to follow through with any part of this agreement may lead to termination of the Program which may violate a court, probation, and/or parole order.

Printed Name of Participant

Date

Signature of AIC Staff

Date



Signature of Participant _____ Date _____

Community Partners in Action
Client Acknowledgement form
(Copy to Client and Client File)

IMPORTANT NOTICE REGARDING WEAPONS

CPA clients are prohibited from carrying/bringing weapons of any kind to the program. This includes stashing weapons outside on the premises of the facility and/or bringing them into the facility.

If a client is found in possession of a weapon (including, but not limited to: guns, knives, box cutters), it will be confiscated. It will not be returned.

Law enforcement will be contacted and your referral source (e.g. Court, Probation and/or Parole) immediately notified.

I hereby acknowledge that I understand the above information and agree to abide by it.

Client Signature _____ Date _____

CPA Staff Signature _____ Date _____

**Community Partners in Action
Client Acknowledgement Form
(To be kept in file)**

IMPORTANT NOTICE REGARDING E-MAIL ADDRESS

If you would like, please share your e-mail address with CPA staff for contact purposes. Your e-mail address will be used to communicate any information regarding appointment times, group times/schedule, delays/closings, employment opportunities and other program related matters. Providing an e-mail address is **not mandatory** but strongly recommended if you use e-mail as a form of regular communication. Upon discharge from CPA program, all e-mail communication between staff and client will be terminated.



E-mail Address

By signing this form I grant permission to CPA staff, the right to contact me via e-mail.

Client Signature

Date

CPA Staff Signature

Date

AUTHORIZATION FOR RELEASE OF CONFIDENTIAL INFORMATION

I, _____ DOB _____ hereby authorize **Hartford Alternative In The Community** to obtain the following information about me from _____

I, _____ hereby authorize _____ to release the following information about me to: **Hartford Alternative In The Community**.

I authorize and request the release of all pertinent information pertaining to:

- Current Criminal Charges
- Past Criminal Charges
- Correctional History
- Other:
- Psychiatric History
- Educational History
- Medical History
- Employment History
- Substance Abuse

RELEASE OF INFORMATION RELATING TO AN HIV DIAGNOSIS

Pertinent medical and/or psychiatric information relevant to a diagnosis of HIV. I may withdraw this consent at any time prior to the release of the above information.

"This information has been disclosed to you from records whose confidentiality is protected by state law. State law prohibits you from making any further disclosure of it without the specific written consent of the person whom it pertains, or as otherwise permitted by said law. A general authorization for the release of medical or other information is NOT sufficient for this purpose." PA89-248

This information will be used specifically for the purpose of MONITORING
I understand that the confidentiality of the records requested may be required under Chapter 899 or 815t of the Connecticut General Statutes, may be protected under federal confidentiality regulations (42 CFR, Part 2), or may be protected under other provisions of the law. I understand that if the requested information is confidential, it cannot be disclosed without my written consent unless otherwise provided in the statutes or regulations. I also understand that I may revoke this consent at any time except to the extent that action has been taken in reliance on it.



Specification of the date, event, or condition upon which this consent expires (unless I revoke the consent earlier):

UPON DISCHARGE.

I further acknowledge that the information to be released was fully explained to me and that this consent is given of my own free will.

Signature of Client Date

Client's SSN#

Staff Signature Date

Hartford Alternative In The Community

Client Acknowledgement form
(To be kept in client file)

I hereby acknowledge that I have received the HIPPA Notice of Information Practices and I agree to read it in its entirety.

Client Signature

Date

Witness Signature

Date

NOTICE OF PRIVACY PRACTICE

THIS NOTICE DESCRIBES HOW INFORMATION GATHERED AND/OR CREATED BY COMMUNITY PARTNERS IN ACTION (CPA) ABOUT YOU MAY BE USED AND DISCLOSED AND HOW YOU CAN GET ACCESS TO THIS INFORMATION.

PLEASE REVIEW CAREFULLY

We at CPA are required by law to maintain the privacy of your health information; to provide you this detailed notice of our legal duties and privacy practices relating to your health information; and to abide by the terms of the notice that are currently in effect.

I. USES AND DISCLOSURES

The following lists various ways in which we may use or disclose your health information:

We will use and disclose your health information in providing you with services and coordinating your care, and we may disclose information to other providers involved in your care. Your health information may be used by your psychiatrist or primary care physician involved in your care and by other persons and providers involved in your care.

We may use and disclose your health information within the CPA organization as necessary for health care operations, such as management, personnel evaluation, training and/or to monitor our quality of care. We may disclose your health information to another entity with which you have or had a relationship if that entity requests your information for its health care operations or health care fraud and abuse detection or compliance activities.

II. USES AND DISCLOSURES WITH YOUR AUTHORIZATION

Except as described in this Notice, we will use and disclose your health information only with your written Authorization. You may revoke an Authorization in writing at any time. If you revoke an Authorization, we will no longer use or disclose your health information for the purposes covered by that Authorization, except where we have already relied on the Authorization.

III. SPECIFIC USES AND DISCLOSURES OF YOUR HEALTH INFORMATION

The following lists various ways in which we may use or disclose your health information, in some cases without your authorization, as permitted by law:

Emergencies. We may use or disclose your health information as necessary in emergency treatment situations.

As Required By Law. We may use or disclose your health information when required by law to do so.

Business Associates. We may disclose your protected health information to a contractor or business associate who needs the information to perform services for the CPA. Our business associates are committed to preserving the confidentiality of this information.

Public Health Activities. We may disclose your health information for public health activities. These activities may include, for example, reporting to a public health authority for preventing or controlling disease, injury or disability; reporting child abuse or neglect or reporting births and deaths.

Reporting Victims of Abuse, Neglect or Domestic Violence. If we believe that you have been a victim of abuse, neglect or domestic violence, we may use and disclose your health information to notify a government authority, if authorized by law or if you agree to the report.

Health Oversight Activities. We may disclose your health information to a health oversight agency for activities authorized by law, such as audits, investigations, inspections and licensure actions or for activities involving government oversight of the health care system.

To Avert a Serious Threat to Health or Safety. When necessary to prevent a perceived serious threat to your health or safety or the health or safety of the public or another person, we may use or disclose health information, limiting disclosures to someone able to help lessen or prevent the threatened harm.

Judicial and Administrative Proceedings. We may disclose your health information in response to a court or administrative order.

Law Enforcement. We may disclose your health information for certain law enforcement purposes, including, for example, to comply with reporting requirements; to comply with a court order, warrant, or similar legal process; or to answer certain requests for information concerning crimes.

Research. We may use or disclose your health information for research purposes if the privacy aspects of the research have been reviewed and approved, if the researcher is collecting information in preparing a research proposal, or if you authorize the use or disclosure.

Disaster Relief. We may disclose health information about you to a disaster relief organization.

Military, Veterans and other Specific Government Functions. If you are a member of the armed forces, we may use and disclose your health information as required by military command authorities. We may disclose health information for national security purposes or as needed to protect the President of the United States or certain other officials or to conduct certain special investigations.

Workers' Compensation. We may use or disclose your health information to comply with laws relating to workers' compensation or similar programs.

Inmates/Law Enforcement Custody. If you are under the custody of a law enforcement official or a correctional institution, we may disclose your health information to the institution or official for certain purposes including the health and safety of you and others.

Appointment Reminders. We may use or disclose health information to remind you about appointments.

IV. YOUR RIGHTS REGARDING YOUR HEALTH INFORMATION

Listed below are your rights regarding your health information. Each of these rights is subject to certain requirements, limitations and exceptions. Exercise of these rights may require submitting a written request to CPA. At your request, CPA will supply you with the appropriate form to complete. You have the right to:

Request Restrictions. You have the right to request restrictions on our use or disclosure of your health information for treatment, payment, or health care operations. You also have the right to limit the health information we disclose about you to anyone.

Access to Personal Health Information. If you are an adult you have the right to inspect and obtain a copy of your clinical or health records or other written information that may be used to make decisions about your care, subject to some exceptions. If you are a parent of a child client, you have the right to inspect and obtain a copy of your clinical or health records or other written information that may be used to make decisions about care, subject to some exceptions. Your request must be made in writing. If we prepare copies for you, we may charge a reasonable fee for our costs in copying and mailing your requested information.

We may deny your request to inspect or receive copies in certain circumstances. If you are denied access to health information, in some cases you have a right to request review of the denial. This review would be performed by a CPA Administrator who did not participate in the decision to deny.

Request Amendment. You have the right to request changes of your health information maintained by CPA for as long as the information is kept by or for CPA. Your request must be made in writing and must state the reason for the requested amendment. We may deny your request for amendment if the information (a) was not created by CPA, (b) is not part of the health information maintained by or for CPA; (c) is not part of the information to which you have a right of access; or (d) is already accurate and complete, as determined by CPA.



If we deny your request for amendment, we will give you a written denial including the reasons for the denial and the right to submit a written statement disagreeing with the denial.

Request an Accounting of Disclosures. You have the right to request list of certain disclosures of your health information. This is a listing of disclosures made by CPA or by others on our behalf, but does not include disclosures for treatment, payment and health care operations, disclosure made pursuant to your Authorization, and certain other exceptions.

To request an accounting of disclosures, you must submit a request in writing, stating a time period that is within six years from the date of your request.

Request a Paper Copy of This Notice. You have the right to obtain a paper copy of this Notice, even if you have agreed to receive this Notice electronically. You may request a copy of this Notice at any time.

Request Confidential Communications. You have the right to request that we communicate with you concerning your health matters in a certain manner. We will accommodate your reasonable requests.

V. FOR FURTHER INFORMATION OR TO FILE A COMPLAINT

If you have any questions about this Notice or would like further information concerning your privacy rights, please contact Marie Maclean, CPA’s Human Resources Director, at 860-566-2030.

If you believe that your privacy rights have been violated, you may file a complaint in writing with the Agency or with the Office of Civil Rights in the U.S. Department of Health and Human Services. We will not retaliate against you if you file a complaint.

To file a complaint with CPA, please contact Marie Maclean, Human Resources Director, at 860-566-2030.

VI. CHANGES TO THIS NOTICE

We reserve the right to change this Notice and to make the revised or new Notice provisions effective for all health information already received and maintained by the Agency as well as for all health information we receive in the future. We will provide a copy of the revised Notice upon request.

**Community Partners in Action
Hartford Alternative in the Community**

Community Partners in Action’s Hartford Alternative in the Community(AIC) program prohibits the use and possession of indigenous, foreign, authentic, or synthetic herbal products (e.g. Beach Bean, Water Lilly, Dwarf Skullcap, Indian Lotus, Motherwort, Saliva, etc.) commonly marketed to mimic cannabinoid substances by any client/resident under the supervision of Hartford AIC(i.e. on Parole, Probation or of Pre-Trial status). Such herbal products include, but are not limited to: Black Magic, Spice, Sense, K2, Cloud Ten, and any other similar product, known to have a mind or mood altering effect.

I will not use or possess any substance that may have mood altering/intoxicating effects or impair my behavior/judgment. The use and/or possession of these substances will be subject to disciplinary action which may result in removal from the program.

Client Signature

Date

Staff Signature

Date

Urinalysis and Breathalyzer Testing

I understand that I am required to remain drug and alcohol free while participating in the Hartford Alternative In The Community Program.



Random Drug Testing

I understand that every time I report and/or reside at the Hartford AIC, I should **be prepared to provide a urine sample upon my arrival** if random drug tests are ordered by the referral source. I understand I must render a supervised urine sample whenever requested by an Hartford AIC staff member. Once a urine sample has been requested, I must remain at the Hartford AIC facility until I have provided the sample. I will be permitted to drink a reasonable amount of liquid. I understand that failure to render a specimen by the close of business or within 2 hours of a request, will be considered a urine stall and positive for drug use, for the purpose of determining consequences. Failure to render a urine specimen will be conveyed to the Court and/or my Probation Officer and may jeopardize my opportunity for success.

Due to the substantiated reliability of the test results, **re-tests will not be permitted.**

ALCOHOL TESTING

I understand that I may be required to submit to random alcohol tests, if ordered by the referral source or AIC staff member. If a positive result is obtained, I am aware that it will constitute a breach of my Hartford AIC conditions and regulations, as well as being reported to the Court and/or my Probation Officer.

I am also aware that if it is determined that any alcohol is in my system, I will be instructed to leave the Hartford AIC premises immediately, and will be required to return the following day to discuss any consequences of my behavior.

Client Signature

Date

Witness

Date

Alternative in the Community Program Employment Skills Group Client Assessment

Client Information	
Client Name	
Client Status	Pretrial or Probation or Parole
Client Age	

RFP 3502: SECTION C: : PROGRAM NARRATIVE

Defensive Score on ASUS	
LSI – answer to question #12	
LSI – answer to question #13	
LSI – answer to question #14	
LSI rater box score for question #18	
LSI rater box score for question #19	
LSI rater box score for question #20	
Education	
Highest Grade Completed	GED HSD 12 11 10 9 below 8th
ECS 130 Math Score	
ECS 130 Reading Score	
Client Goals	
To obtain employment	Yes or No – if yes, doing what?
To enter school or vocational training	Yes or No – if yes, for what?
Language and Literacy	
Primary language	
Speaks English	Yes or No
Reads English	Yes or No
Writes English	Yes or No
Employment	
Ever employed	Yes or No
Longest time employed in months	
Job Interests	
Ever been fired	Yes or No – If yes, for what?
Substance Abuse	
Actively using	Yes or No – if yes, what?
Active in recovery	Yes or No or NA
Mental Health	
Active in mental health treatment	Yes or No or NA
Previous mental health treatment	Yes or No or NA
Diagnosis	
Taking mental health meds	Yes or No or NA; if yes, what?
Documentation/Address	
Has permanent address	Yes or No
Has driver's license or state ID card	Yes or No
Has birth certificate	Yes or No
Has Social Security card	Yes or No
Has Email Address	Yes or No
Veteran Status- Yes or No	

Basic Needs Assessment

CLIENT NAME	
DATE	

RFP 3502: SECTION C : PROGRAM NARRATIVE

Your successful completion of the Alternative In the Community program is very important to us. We would like for you to take this opportunity to let us know if there are any needs or barriers that we may assist you in addressing. Please check any of the boxes in the "WHAT I NEED" category below and your case manager will assist you addressing your needs. If you have any questions about completing this form please do not hesitate in asking your case manager.

SERVICES NEEDED	WHAT I NEED	DATE REFERRAL MADE	NEED MET	FLEX FUNDS USED?
BASIC NEEDS				
1. Housing	<input type="checkbox"/>		<input type="checkbox"/>	\$
2. Rental Subsidies	<input type="checkbox"/>		<input type="checkbox"/>	\$
3. Clothing	<input type="checkbox"/>		<input type="checkbox"/>	\$
4. Personal Hygiene	<input type="checkbox"/>		<input type="checkbox"/>	\$
5. Financial Assistance (TFA, SAGA Cash, Veterans Benefits, etc.)	<input type="checkbox"/>		<input type="checkbox"/>	\$
6. Utility Assistance	<input type="checkbox"/>		<input type="checkbox"/>	\$
7. SSI/SSD	<input type="checkbox"/>		<input type="checkbox"/>	\$
8. Food Assistance (Food Stamps, WIC etc.)	<input type="checkbox"/>		<input type="checkbox"/>	\$
9. Medical care	<input type="checkbox"/>		<input type="checkbox"/>	\$
10. Medical Insurance (Medicaid, HUSKY, Title XIX, Medicare, Veterans Insurance, etc.)	<input type="checkbox"/>		<input type="checkbox"/>	\$
11. Transportation	<input type="checkbox"/>		<input type="checkbox"/>	\$
12. Prescription Medication	<input type="checkbox"/>		<input type="checkbox"/>	\$
BEHAVIORAL				
13. Mental health	<input type="checkbox"/>		<input type="checkbox"/>	\$
14. Substance abuse treatment	<input type="checkbox"/>		<input type="checkbox"/>	\$
15. Counseling	<input type="checkbox"/>		<input type="checkbox"/>	\$
16. Anger Management	<input type="checkbox"/>		<input type="checkbox"/>	\$
17. Gambling	<input type="checkbox"/>		<input type="checkbox"/>	\$
18. Eating Disorder	<input type="checkbox"/>		<input type="checkbox"/>	\$
19. Trauma/Self-Injury	<input type="checkbox"/>		<input type="checkbox"/>	\$
20. Domestic Violence	<input type="checkbox"/>		<input type="checkbox"/>	\$
EDUCATION/EMPLOYMENT				
21. School (College, High School, GED, Adult Education etc.)	<input type="checkbox"/>		<input type="checkbox"/>	\$
22. Vocational Training Program	<input type="checkbox"/>		<input type="checkbox"/>	\$
23. Employment Services	<input type="checkbox"/>		<input type="checkbox"/>	\$
Documentation				
24. Birth Certificate	<input type="checkbox"/>		<input type="checkbox"/>	\$
25. Social Security Card	<input type="checkbox"/>		<input type="checkbox"/>	\$
26. Driver's License	<input type="checkbox"/>		<input type="checkbox"/>	\$
27. Identification Card	<input type="checkbox"/>		<input type="checkbox"/>	\$
28. Visa or Immigration Paperwork	<input type="checkbox"/>		<input type="checkbox"/>	\$
Other				
29. Parenting Skills	<input type="checkbox"/>		<input type="checkbox"/>	\$
30. Recreation, Religious, Volunteer	<input type="checkbox"/>		<input type="checkbox"/>	\$
31. Legal Services (Child Support, Custody etc.)	<input type="checkbox"/>		<input type="checkbox"/>	\$
32. Child Care	<input type="checkbox"/>		<input type="checkbox"/>	\$
33. Life Skills (Communication skills, daily living, self-care, exercise and nutrition, home and/or money	<input type="checkbox"/>		<input type="checkbox"/>	\$



RFP 3502: SECTION C : PROGRAM NARRATIVE

management)				
34. NO SERVICES NEEDED	<input type="checkbox"/>			

Comments

TANF ELIGIBILITY DETERMINATION/RE-DETERMINATION FORM - SFY 2014

Please complete this form at intake and each year for re-determination. Please maintain a copy of this form in the client's record or in a separate file.

Client Name: _____	Social Security Number: _____ (does not need to be completed, if gathered on other forms)
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1:

Is the client a United States Citizen?	Yes <input type="checkbox"/> or No <input type="checkbox"/>
--	---

If the answer to question 1 is "no", you do not need to answer the remaining questions. The client is not TANF eligible and the worker would need to circle "no" below. If the answer is yes, proceed to 2.

2:

Is the client under the age of 18 or 18 and still in high school and living in the home of a parent or caretaker relative?	Yes <input type="checkbox"/> or No <input type="checkbox"/>
--	---

If the answer to question 2 is "no", proceed to question number 3. If the answer is "yes" proceed to question 4.

3:

Is the client a parent or caretaker relative who has a child who is under 18 or 18 and still in high school and is residing in the home?	Yes <input type="checkbox"/> or No <input type="checkbox"/>
--	---

If the answer to question 3 is "no", you do not need to answer questions 4 or 5. The client is not TANF eligible and the worker would need to circle "no" below. If the answer is yes, proceed to 4.

4:

Is the family currently receiving for Medicaid, HUSKY, SNAP (Food Stamps), Temporary Family Assistance (TFA) cash assistance or child care assistance?	Yes <input type="checkbox"/> or No <input type="checkbox"/>
--	---

If the answer to question 4 is "yes", you do not need to answer question 5. The family is automatically TANF eligible and the worker should circle "yes". If the answer is "no", or the worker is unable to determine if the family receives any of these benefits, then the worker should proceed with question 5.

5: Number of parents, children, and relatives living in the home	75% of State Median Income (Annual)	75% of State Median Income (Monthly)	Is family income below the 75% SMI for that family's size? Write Yes, No, or Unable to Determine
1	\$ 40,237.47	\$3,353.12	
2	\$ 52,618.23	\$4,384.85	
3	\$ 64,998.99	\$5,416.58	
4	\$ 77,379.75	\$6,448.31	
5	\$ 89,760.51	\$7,480.04	
6	\$ 102,141.27	\$8,511.77	
7	\$ 104,462.66	\$8,705.22	
8	\$ 106,784.06	\$8,898.67	

9	\$ 109,105.45	\$9,092.12	
10	\$ 111,426.84	\$9,285.57	

Add \$2,321.39 annual or \$193.45 monthly for each additional person above 10 to the amounts shown for 10. Income guidelines effective July 1, 2013 - June 30, 2014. (Federal Register Vol. 78, No. 94, May 15, 2013)

If the answer to the question is "yes", then the worker should circle "yes" in the box below. If the answer is "no", then the worker should circle

"no.". If the answer is unable to determine, then the worker should circle "unable to determine." At the end of each quarter, the results of this

determination should be reflected in the TANF Eligibility Summary Report.

TANF Eligibility Status (please circle the appropriate answer):		
Yes	No	Unable to Determine

Date: _____ Provider Name: _____

C-4.B In this section provide your step by step procedure of how the program will engage clients at the time of referral to meet timeliness standards.

CPA is cognizant of the importance of meeting timeliness standards and has maintained a solid track record for meeting benchmarks associated with such requirements. For the 2014 calendar year, the AIC's timeliness metrics were as follows:

- Timely Assessment: CSSD goal is 85% - Hartford AIC attained 87%
- Timeliness of Service Initiation: CSSD goal is 80% - Hartford AIC attained 83%

Non-residential Pre-trial Referrals: These referrals are made to the HAIC on Washington Street. Upon acceptance into the program, the Court Liaison conducts the client's intake in Court before he/she leaves the building. However, in cases when this is not possible, the Court Liaison calls the HAIC to speak to the Supervising Case Manager/designee to schedule the client's intake appointment within 24 hours of referral. **The client is given the Court Liaison's business card with the scheduled intake date written on it before he/she leaves the courthouse.** The Court Liaison secures information about the client including an emergency contact/family member name to have an additional source to seek out in case the client does not report for intake. The intake calendar is maintained and monitored by the Supervising Case Manager and Intake Schedule reminders are e-mailed daily to all staff.

Non-residential Probation Referrals: These referrals are made to the HAIC on Windsor Street. The program maintains AIC staff on site at the Hartford Probation Office several days per week to conduct intakes. On the days this staff is not on site, the Officers are encouraged to contact the AIC when the client is present in front of them, to make the intake appointment. AIC staff secure an emergency contact/family member name at this time in case it is needed for future client outreach. We believe this coordination increases the likelihood that clients will report as directed. When this is not possible, referrals are made to the program through the CDCS que. From there, the Administrative Assistant calls the client to schedule him or her for intake within 24 hours of referral.

When a client's intake is conducted, he or she is greeted warmly by staff. The staff member conducting the intake works to establish rapport with the client. The client is made to feel comfortable and welcome. The client is positively reinforced for appearing for the intake appointment. Staff convey to the client that he/she is important. The staff and client proceed with the intake and orientation process.

An important role of AIC staff is to identify early on, during the intake and orientation process, any barriers the client may have that are pertinent to required reporting and attendance and successful program completion. Staff are trained to be alert to barriers and/or challenges throughout the client's stay in the program and address them as necessary.

The client's file is established and all necessary paperwork is signed. Facility rules are explained; the client is given a tour of the HAIC and introduced to staff; fire and emergency and grievance and appeal procedures are explained to the client. The client is then scheduled for the assessment process asap but no later than five (5) business days of the referral date. If the client is required to submit to urinalysis testing, a urine sample is collected on the intake date. Staff take the necessary time to ensure the client has a full understanding of the program and the services in which he/she is expected to participate. Staff also elicit change talk from the client at this time about why they are here and what they want to get out of the program.

C-4.C In this section provide your step by step policy and procedure for how program will follow up with clients that fail to report for any scheduled appointment (intake, assessment, groups, case management).

CPA knows that consistent and timely client outreach and engagement is key to the overall success of the AIC and ultimate goal of the program, risk reduction. This understanding is evident in our efforts to follow up with clients having difficulties complying with their reporting guidelines.

When a client fails to report for a scheduled appointment (intake, assessment, intervention, case management), the AIC will call the client to ascertain the reason for the absence as close to the time of the absence as possible. For example, if a client does not show for his/her 10am case management session, by 10:30am the Case Manager has tried to reach the client via phone or email. If the client does not respond, a message will be left instructing the client when he/she should next report. The client is also asked to call/email the program as soon as possible to confirm. If the client does not respond, another call/email will be placed the following day. If there is still no response, a letter will be sent to the client reminding him/her of the reporting schedule and/or next reporting date.

The referral source will be notified of the client absence. This is an immediate notification. At that time, the program can request that the referral source reach out to the client on the program's behalf to try to re-engage the client asap.

Should all efforts to engage the client render unsuccessful results, a weekly phone call/letter will continue to be conducted/mailed until the desired results are attained or program participation is terminated by the referral source.

C-5 ASSESSMENT OF RISK, NEED, RESPONSIVITY AND STRENGTHS

C-5.A List any additional assessments that are validated and reliable you are proposing to administer to clients. State desired assessment outcomes you look to achieve. Give a brief description of the instruments, how the outputs will be used and timeframe for administering the assessments. Copies of proposed tools must be included in this section. All proposed assessments must be approved in writing by JBCSSD prior to implementation.

CPA believes the assessments currently being conducted are sufficient for the effective management of and service provision to our clients. The addition of the WRNA will enhance our service provision to women. The AIC assessments are reliable tools for properly triaging cases and have proved invaluable to the targeting of criminogenic needs, sequencing of services, identifying client strengths, determining the client's level of motivation, and identification of basic needs.

C-6 CLIENT MOTIVATION AND CLIENT ENGAGEMENT

C-6.A Describe specific steps and strategies the program will take to identify and overcome barriers to client reporting and increase attendance and program completion rates.

An important role of AIC staff is to identify during the intake and orientation process any barriers the client may have pertinent to fulfilling reporting and attendance requirements and thus successful completion of the program. Staff members also are trained to be alert throughout the client's stay in the program to barriers and/or challenges to success and to address them as necessary.

CPA believes clients will report to the program and actively participate in it when they believe the program will benefit them and the expectations are achievable. Systems strategies to increase client reporting/attendance and program completion rates include, but are not limited to, the following:

- Provide clients with early access to services (ESG, R&R, TAD, Moving On, CSC) within 15 business days of referral;
- Offer clients flexible reporting and group times;
- Increase frequency of groups (i.e. offer TAD three times per week instead of two to cut down on the length of the intervention and increase the group completion rate);
- Remind clients of pending appointments (i.e. the initial intake, the feedback session, the start of an intervention, or an appointment the client has in the community to address a need, such as vocational training);
- Contact clients immediately should they miss a scheduled appointment, to determine their well being and to reschedule the appointment;

- Help clients access other services to meet their needs, such as housing, food, clothing, and other basic needs;
- Contact clients to ensure referrals to community resources were followed up;
- Utilize written behavioral contracts;
- Encourage clients who have been absent to return for services;
- Determine the reasons for the absences and intervene as needed;
- Provide clients with assistance with practical problems;
- Establish thresholds for acceptable levels of compliance and service/program completion;
- Ensure clients have the opportunity to participate in the Working Alliance Inventory (WAI) survey;
- Ensure referral source involvement in client participation or non-participation; contact referral source for assistance with outreach when the client has been absent;
- Facilitate services at local Probation Office;
- Ensure staff availability for make-up sessions;
- Encourage clients to contact staff and maintain and ensure an open door policy.

C-6.B The *What I Want to Work On Questionnaire (WIWTWO)* and Basic Needs Screen (BNS) are important tools towards achieving client engagement. Assisting clients in following through on expressed areas of interest and need may increase the likelihood of the client returning to the program. While case management sessions will often be the setting for clients to work with program staff on identified elements of the WIWTWO/BNS, not all clients will be case managed. Describe the program's procedures for ensuring that all program clients that are non-case managed will have the outputs of the WIWTWO/BNS addressed and followed through on during their stay in the program.

All clients complete the What I Want To Work On and Basic Needs Screen as part of their intake. The staff person conducting the intake is responsible for reviewing these forms upon their completion. Any need identified via the BNS or rated 5 or higher on the WIWTWO must be addressed by the staff conducting the intake for non-case managed clients. If the item(s) to be addressed is part of the curriculum for an intervention the client has been referred to, the item will be addressed in that manner. If the client has not been referred for that particular intervention, staff will either:

- Contact the referral source to recommend the additional intervention, or
- Refer client to a member of the staff who is capable of addressing the item without the intervention.

An example of the latter would be a client in need of clothing or an ID. He/she would be referred to a Case Manager, who will take the necessary action, such as submitting a flex fund request, accessing the program's inventory of bus passes or hygiene products, or referring the client to an appropriate community resource.

C-7 SERVICE TEAM MEETINGS

C-7.A Describe the structure of the team meeting, including who will lead the meetings, required staff attendance, and any records, documentation, or minutes that will capture the content of the service team meeting.

The AIC's Service Team form, the client's master file, and the Contractor Data Collection System (CDCS) are the primary tools used during Service Team Meetings. Such tools are necessary for reviewing new and existing referrals and their current program status.

For each team meeting, a designated AIC staff member is responsible for recording the meeting's minutes. All clients who completed intakes, since the last team meeting, are introduced to staff.

This introduction includes review of the client's Service Team form and discussion of the referral form contents; assessment outputs; the client's gender and age; criminal, educational and employment history; risk level; pro-social supports; basic needs; and services ordered by the referral source.

Team meeting discussions enable staff to place clients into appropriate interventions. Issues relevant to the clients' successful completion of the interventions are also discussed. The team identifies any community referrals for which the client may benefit (i.e. Institute of Living, ADRC - inpatient or outpatient).

Clients introduced to the team at the prior week's meeting are also reviewed, to help identify where these clients are in program sequencing: have they begun their assigned intervention or are there further barriers preventing them from successful service and program completion.

Other client issues are also discussed at this time, which provides staff with opportunities to troubleshoot with their colleagues challenging client issues and identify methods to assist with overcoming them.

Prior to the conclusion of the meeting, the Case Managers add the recommendations of the group to the Service Team Meeting forms under the comments section and sign the forms. The Program Managers/supervisory designees also sign the form and the meeting is documented in the clients' chronological case notes. From here, the Case Manager works closely with the clients to develop their Individual Service Plans during feedback.

Service Team Meetings at the AIC on Washington Street are held every Monday. The meetings are led by the Program Manager. Staff attendance includes: Residential Supervisor, Supervising Case Manager, Supervising Intervention Specialist, Court

Liaison, Case Managers, Employment and Intervention Specialists, and the Job Developer.

Service Team Meetings at the HAIC on Windsor Street are held weekly on Fridays. The meetings are led by the Program Manager. Additional staff attendance includes: Lead Case Manager, Administrative Assistant, Case Managers, Employment and Intervention Specialists, and the Job Developer.

A major strength of the structure of our service team meetings is that each of the HAIC Program Managers possess significant tenure with CPA and over the years have consistently demonstrated a strong commitment to the mission of our agency and its Guiding Beliefs.

Virginia Lewis, Program Manager of the HAIC on Washington Street, has 40 years in Human Services with a focus on clinical service provision which enables her to effectively guide service team meetings and case planning. **Anthony McLendon, Program Manager of the HAIC on Windsor Street**, has substantial experience working effectively with offenders, especially youth. His strong relationships with local resources have proved indispensable for helping clients maintain crime free lifestyles. The expected outcomes of the service team meetings include, but are not limited to:

- Staff are better prepared to deliver/coordinate client services;
- Clients are placed into services according to their assessment outputs and within 15 business days of referral;
- The basis for a client's Individual Service Plan is established;
- Staff actively participate in clients' case planning; and
- Team Meetings assist with planning for the following week's activities/service needs.

C-8 MOTIVATIONAL CASE MANAGEMENT AND CASE PLANNING

C-8.A Describe how the program will ensure client input into the development of the case planning process.

The assessments (LSI-R, ASUS-R, What I Want to Work on Questionnaire) help to identify targets for behavior change but it is essential the client recognizes the need to address these challenges. **By integrating feedback on the assessments with the effective use of MI, the case plan is developed collaboratively with the client.** It is at this time Case Managers ask clients what it is they would like to do or work toward. To encourage participation and ownership, Case Managers use the client's own words and phrases when developing the client's Individual Service Plan (ISP).

Throughout this process, Case Managers rely heavily on their Motivational Interviewing training/skills, asking open questions and actively listening so the client feels empowered. Case Managers ensure clients know we are here to help them

achieve their goals. We work with clients in identifying short term successes so they can have a sense of their progress.

During case planning, Case Managers work with clients to identify their natural supports and the pro-social activities in which they are involved, and incorporate those into ISP development and maintenance, which helps demonstrate their importance to the client.

Case Managers are required to attend the CSSD Case Planning training and boosters and work closely with their QA coaches to further develop their case planning skills, particularly as it relates to ensuring client participation. HAIC Program Managers are expected to support their Case Managers' attendance at such training and boosters and recognize the staff's efforts toward ensuring case planning includes client input.

C-8.B Describe how the case manager will support the clients in group interventions.

When introducing interventions to clients, case managers break it down. They avoid using jargon such as telling clients they are required to attend a cognitive behavioral training program called Reasoning and Rehabilitation because of a certain score on their LSI-R/ASUS-R.

Instead, **case managers make it real by connecting the clients to their own statements.** For example, the client may have disclosed to staff that they need to make better choices. Case managers then introduce the R & R program as a way to learn and practice problem-solving skills. They engage with clients to get them to buy into the intervention, so they will want to attend sessions, as opposed to attending only because they have to. **Case managers talk about what the client can gain from attending and participating.**

After introducing the intervention and peaking the client's interest, case managers inform the client about the specifics such as start date, times, and duration, and provide the client with this information in writing. The case manager and client review the AIC Program Rules and Contract that were signed at intake, which outlines the program's expectations regarding participation. **Case managers ensure that all of the clients' questions regarding the intervention and their participation are answered so they are well prepared for the start of group.**

While enrolled in group, case managers check in with clients during each case management session to discuss group progress. Case managers ensure clients are attending as scheduled and actively participating. When applicable, case managers discuss positive group progress (perfect attendance, high levels of participation), as this motivates clients to continue in their group - it shows their progress is being noticed. Checking in regarding group progress allows staff to gauge what clients are learning from group and how the skills are helping them in their lives. If a client seems to be having an ongoing issue or needs additional support in a particular area, staff can

further explore the skills on a 1:1 basis with the client and bring in additional interventions (i.e. Carey Guides) to assist. Case managers tie skills back to the clients' overall goals.

Clients can discuss any issues/concerns they may be having in group during case management sessions. If there are any issues, staff can address immediately and work together with the client and group facilitator to determine a plan of action. If necessary and/or appropriate, the case manager will bring the intervention or employment specialist (IS/ES) into the session briefly at the beginning and/or end to address any issues. The case manager will also bring in the IS/ES when group progress is positive to encourage the client to maintain that progress. This practice models effective communication and teamwork to the client. All of this together helps the client realize it is a team effort and that staff are here to help him/her move towards achieving overall goals.

C-8.C To avoid a cookie cutter approach to case planning, state how the Program Director will ensure individual service plans are individually tailored, incorporate assessment outputs, court ordered conditions and establish goals and objectives that are specific, measurable, and quantitative.

CPA is cognizant that any client service or intervention, including **Individual Service Plan (ISP) development and on-going maintenance, will be more effective if it is tailored to the uniqueness of each client.**

Client ISPs at the AIC are based on individual client risk, needs and responsivity. They incorporate assessment outputs and court ordered conditions, and establish realistic, attainable goals and objectives that are specific, measurable, and quantitative. **The What I Want To Work On Questionnaire provides guidance to the ISP process because it identifies the client's own priorities.**

Before ISPs are developed, client profiles are presented during Service Team Meetings. Age, gender, assessment outputs, court ordered conditions, and existing natural and pro-social supports for the client being discussed are reviewed. At this time, staff discuss appropriate service provision and its sequencing and the basis for ISP development is established. This process is led by the HAIC Program Managers. Once ISPs are developed by the client and his/her Case Manager, they are forwarded to the Program Managers for review and signatory approval. Through this process as well as systematic supervisory review of client files, the Program Managers ensure the ISPs are and remain individually tailored, incorporate assessment outputs and court-ordered conditions, and establish goals and objectives that are specific, measurable, and quantitative beyond the initial review.

C-8.D Describe how case management sessions and the Individual Service Plan will address increasing pro-social activities and build on client strengths and protective factors (protective factors buffer against or mitigate risk) identified by the LSI-R or other assessments.

Client protective factors, identified through the assessment process, are a focus of case management sessions and ISP on-going development and maintenance. **CPA knows developing and accomplishing goals that enhance and strengthen such factors also reduce recidivism.** Each client's ISP is tailored to his/her needs, protective factors and responsivity.

During case management and ISP review, staff assess the client's strengths and ability to overcome adversity, focusing on the client's personal attributes of resilience, persistence and the ability to adapt. But the strengths perspective is much broader than simply seeing client's strengths. It also promotes listening closely to a client's definition of "the problem" so that clients—even those resistant to programming—can be engaged collaboratively in their own change process (Miller & Rollnick, 2002; Poulin, 2005). This perspective sees offender change as a process on a continuum that moves from a position of unwillingness to even consider making the change to acting on behaviors that will maintain the change. (van Wormer & Davis, 2003).

Risk is reduced when pro-social rewards and supports replace pro-criminal rewards and supports in the client's life. Throughout a client's stay at the AIC, staff consistently encourage clients to work toward enhancing pro-social influences, through both case management and ISP review. Such influences may include employment and family. Staff work with clients to identify ways to increase pro-social rewards at work and/or within the family structure. We have found that most clients have at least one family member or close friend on whom they can rely. This relationship is explored to determine if, in fact, the relationship can serve as a pro-social influence/support. Staff role play employment-related issues with clients, such as asking the boss for time off or dealing with a challenging co-worker. This requires staff to focus on the client's communication skills and ability to work through any issues with authority.

Pro-social supports in the community such as mentoring groups, NA/AA programs, and church and recreational activities are also examined with the client. Staff utilize their MI training to encourage clients to consider these supports; when clients show interest, staff assist them with accessing such supports so they are in place when AIC participation is complete.

C-8.E Describe how the program will assign cases to staff incorporating the responsivity principle.

The responsivity principle states that correctional programs should be matched to the offender's learning style, level of motivation, and personal and interpersonal circumstances. The principle of responsivity is based on the selection of interventions that are capable of making the desired changes and that match the offender's learning style (Andrews *et al.*, 1990).

CPA is cognizant our clients learn differently and have certain barriers that need to be removed for positive outcomes to be attained. Therefore, staff use a thorough review of

the referral and intake process to identify clients' responsivity characteristics when determining case assignments. The program also considers staff characteristics when assigning cases.

A primary focus of the program is to match the client's treatment mode to his or her individual characteristics, since it will assist in removing potential barriers. The process of assigning cases takes place during Service Team Meetings, as this is the time new clients are discussed in detail. External responsivity factors the program considers include:

- Program characteristics
- IS/ES/CM characteristics
- Program setting

Internal responsivity factors the program considers include:

- Motivation
- Mental health
- Maturity
- Transportation
- Cognitive deficiencies
- Demographic

C-9 BASIC NEEDS

C-9.A State what basic needs supplies will be available on site at the program and include in this section letters of agreement with community based organizations that have agreed to provide these products for free or at a reduced cost as well as how the program will manage the inventory of these supplies.

Meeting basic needs is critical to the population we serve. When clients come to us they are often in crisis. They may be homeless or on the verge of becoming homeless; many are without adequate food for themselves and/or their families; and many do not have the resources to purchase hygiene products and/or suitable clothing. All of this can be overwhelming for our clients and although their intentions to make changes in their behavioral patterns may be strong, their ability to do such is often impacted by unmet basic needs.

As it currently does, the program intends to keep basic needs supplies on site at the program such as bus passes, diapers, and hygiene products. The program will log the distribution of such items as it currently does. Log forms are maintained by Program Managers identifying the client name and item(s) provided. All basic needs distribution is noted in clients' case notes as well.

The Program Managers/designees will conduct a monthly inventory of the basic needs supplies on site and initial that he/she has made the inspection. The inventories will be

completed on an Inventory Form and maintained by the Program Managers. When inspections reveal supplies need replenishing, the Program Managers will respond accordingly.

It is important to note CPA is often the recipient of basic needs donations from the community. The donations take the form of the supplies themselves and in the form of money to purchase needed items. One such resource is the Saint James School in Manchester, which frequently holds hygiene, clothing, and toy drives for CPA clients. A letter from the Principal of Saint James follows this section.

In 2014, CPA formalized an agency-wide **Housing and Basic Needs Fund** from private donations that allows us to build upon the support provided by AIC flex funds and other CPA program budgets. For example, a client who had recently been released from prison was able to pay his union dues through our Housing and Basic Needs Fund so he could continue his pre-apprentice training in construction.

Additional resources include the Hartford Foundation for Public and United Way, which frequently have donors contribute directly to CPA to assist with meeting our clients' basic needs.



February 6, 2015

Maureen Price-Boreland, JD
Executive Director
Community Partners in Action
110 Bartholomew Avenue, Suite 3010
Hartford, CT 06106

Re: Basic Needs - RFP 3502 – Hartford Alternative in the Community Program .

Dear Maureen,

St. James School is pleased to write this letter to Community Partners in Action (CPA) with regard to our in-kind donations for clients at your Alternative in the Community Programs (AIC).

Located in Manchester, CT, we are an accredited Catholic school for children in prekindergarten through eighth grade. We follow the overall purposes and objectives of Catholic education, which is to teach doctrine, to build community, and to serve.

Assisting people with their basic needs is a way "to serve". One way that our students and faculty experience this is through our annual hygiene products and toy drives, which we first held to benefit CPA in 2012. Last year, we collected over 350 products and 300 holiday toys that were given to AIC participants and their families.

I have learned a lot about CPA through my daughter, Sarah Drayton, who has been with your agency since 2006. I have a deep admiration for the services you provide that help people make transformational changes in their lives. St. James School is committed to doing all that we can to continue helping CPA address the basic needs of your participants.

Sincerely,

Patricia Kanute

Mrs. Patricia Kanute
Principal

C-9.B Submit a formalized agreement for temporary housing for JBCSSD referred clients. Provide location, number of beds, population served (include any limitation on client status, if any), and cost per bed. Rooming house must be gender separate for JBCSSD clients.

If you are not proposing temporary housing, please explain how the program will support clients with temporary housing needs in your area.

CPA intends to bid for Transitional Housing programs in Hartford and Waterbury. Both programs will house men 18 years of age or older. The population served will be CSSD clients – both pre-trial and probation referrals. Hartford will have 33 beds and is located at 121 Washington Street; Waterbury will have 29 beds and is located at 421 East Main Street. The annual cost per bed for Hartford is \$22,724 and Waterbury is \$31,872.

We are also contemplating a bid for a Transitional House for females at our Washington Street complex in Hartford, where our GRACE program was once housed. At the time of this proposal, the details about the program are still being discussed. But we anticipate proposing between 15 to 20 beds.

C-9.C Affirm the program's commitment to work with JBCSSD and the vendor of basic needs/flex funds fiduciary in establishing new protocols and procedures for accessing funds, establishing documentation, and any other necessary actions.

CPA is fully committed to working with the JBCSSD and the vendor of basic needs/flex funds fiduciary in establishing new protocols and procedures for accessing funds, establishing documentation, and any other necessary actions.

C-10 TARGETING INTERVENTIONS

C-10.A Describe how and under what circumstances the program will depart from the 4 guiding principles, using professional discretion when targeting services. Describe how the Program Director will approve these changes and approval will be documented in the client's file.

CPA is cognizant that during the assessment process a client may be unusually defensive. While a LSI-R score may indicate the client is low risk, it may be that his or her actual risk is greater. Therefore, the assessor must consider any available information including the observed reluctance on the part of the client to disclose.

CPA also recognizes that language and cognitive barriers may require staff to consider optional methods of intervention. Severity of substance abuse or mental health problems may require alternative or supplemental interventions. Recent participation in other treatment should be considered. Client's employment status and other life functioning issues must also be examined.

Professional discretion based on evidence may be used to depart from AIC/CSSD standards, with supervisory approval. **Professional discretion may include:**

- Positive reinforcement of desired behavior
- Meeting AIC goals and objectives
- Completion of AIC and other community intervention services
- Employment (verified) and/or attending school
- Additional outside treatment, such as Intensive Outpatient Treatment
- Medical Issues
- Childcare / siblings / elder care / family
- Nature of offense indicates intervention is appropriate
- Criminogenic needs and court-ordered conditions do not coincide
- Basic needs such as housing may be priority

The decision to employ professional discretion will be made during Service Team Meetings, which are led by the Program Managers. Documentation regarding a departure from the Guiding Principles will be made on the Service Team Form, which is reviewed and approved by the Program Managers, and in the client's case notes, both of which are contained in the client's master file.

C-10.B AIC discharge data shows African Americans have the lowest completion rate compared to their White and Hispanic counterparts. Describe what cultural adaptations the program will make in groups and case management sessions.

Literature regarding the disparities in the over representation of minorities, especially African Americans, in the system and also in treatment has been surfacing over the last decade. To address these issues, the AIC makes concentrated efforts to expose our African American clients to African culture and help them foster pride in their heritage.

We are mindful best practices are critical to success, but realistic presentations of material and creating a climate fostering growth is equally important.

To this end, during case management and group introductions staff make clear that the sessions are not intended to dictate what a person must think, but instead aimed at changing a person's thought process. Staff establish a comfortable atmosphere by starting each case management or group session allowing clients a few minutes to talk about what is happening in their community.

During case management and group sessions, **staff use positive urban language and refer to cultural norms as often as possible to help relate the Carey Guides and intervention curriculum to the clients.** Staff break down the curriculum and make it real by discussing situations clients are likely to encounter or have encountered.

Role play that challenges clients' often anti-social, urban-values system, such as not talking ("snitching") to the police, is incorporated into case management and group sessions. Additionally, staff strive to help as many clients as possible to finish

the group. This often means conducting special, group make-up sessions and doing one-on-one sessions.

CPA recognizes the three components of effective practices are risk, needs, and responsiveness. **CPA believes we must deliver the interventions in a manner to which clients will respond.** While we can't conduct a one-size-fits-all approach, we must adapt our services to the cultural experiences of the target population, while still maintaining its integrity. Additionally, we hire staff with cultural sensitivity in mind.

C-10.C When programming for men and woman, equality does not mean sameness. While the quality of services, staff, and facility should be the same, equality of services means that the type and level of services needed should reflect gender differences. Describe how the program will incorporate gender responsive principles into case management and group service for women.

CPA is cognizant that **being female significantly impacts the assessment and intervention process.** Women's experiences and conditions are profoundly different from men's:

- Females are more likely to be physically and sexually victimized as children and to experience enduring psychological problems as a result (Boyd-Franklin & Bry, 2000);
- As adults, women are ten times more likely than men to be abused by a partner, and six times more likely to be abused by a partner than by a stranger;
- Women are more likely to shoulder responsibilities for children and aging parents and other relatives, and more likely to be parenting alone; and
- Seventy-five percent of people living in poverty are women or children, and there continues to be a significant wage gap between women and men (Carter & McGoldrick, 2005).

CPA also recognizes **that women are relational in nature** and therefore takes into account their need for empathy, empowerment, positive relationships, role models, and self-worth. We are also cognizant that women must be provided with opportunities to process issues/concerns in order to develop a relationship built on trust; women must be empowered so they can gain personal insight and control over their lives.

The AIC will serve as a therapeutically safe and nurturing environment for female clients, one that promotes the following:

- a culture of belonging;
- a culture of safety;
- a culture of openness;
- a culture of participation and citizenship;
- a culture of empowerment (Haigh, 1999).

Gender-separate interventions are standard practice at the AIC. Female interventions incorporate gender-responsive principles into the subject matter and orient discussions around the particular or unique social issues women may face.

When assigning female clients to Case Managers and group services, AIC Program Managers select staff who have been trained in and are more adept at using a relational approach. Such staff will have attended trauma trainings, as the majority of women in the criminal justice system have experienced some sort of trauma and therefore may have trust and safety issues.

When working with women, staff acknowledge safety concerns by asking, “Do you feel comfortable?” This gives the women a sense of security. Staff work closely with women to develop their self efficacy to prepare them for their discharge from the AIC. **We employ an empowerment model of skill building to develop competencies that enable women to achieve independence.**

Staff are sensitive to cultural messages when working with women and explore relationships with their significant others. Other responsivity gender issues include the concern women express for their children and their child care needs, and women with a history of abuse being subjected to confrontation in groups led by a male facilitator.

Since 2007, the Hartford AIC at Washington Street has incorporated the Women Offender Case Management model (WOCM) into its programming. WOCM is a gender responsive supervision model designed to merge research evidence and practice to work effectively with women.

The model calls for a “team approach” to include the Probation Officer and the HAIC’s Gender Responsive Case Manager (GRCM) and Intervention Specialist. The Probation Officer is the client’s primary case manager with responsibility for supervision and compliance with court conditions. The GRCM participates in case analysis and is responsible for developing and ensuring linkages to a local network of services for each individual client. The Intervention Specialist facilitates the Moving On curriculum, which is the gender specific intervention chosen by CSSD to be delivered to WOCM clients.

The HAIC staff dedicated to WOCM participate in on-going training and support pertinent to female responsive principles. Such staff include the GRCM, the Intervention Specialist who is trained in and delivers Moving On, along with the Washington Street Program Manager and Supervising Case Manager. CPA believes supervisors must be trained in the female responsive principles to model desired behavior and support the staffs’ transfer of training into actual practice.

C-10.D In what languages other than English and Spanish will services be provided.

The AIC has the capacity to provide content rich services in both English and Spanish. It is important to note the AIC has had very few occasions when a client spoke a

language other than English or Spanish. Nevertheless, when hiring opportunities present we explore ways to expand the languages in which we provide services. In addition, CPA maintains a comprehensive Limited English Proficiency policy to ensure those clients in need of assistance in languages other than English and Spanish are properly served. The policy is as follows:

COMMUNITY PARTNERS IN ACTION Limited English Proficiency

POLICY:

Community Partners in Action (CPA) will comply with Executive Order 13166 by taking reasonable steps to ensure meaningful access to its programs and services by Limited English Proficient (LEP) persons free of charge. Specific to its respective programs, CPA will establish and implement a LEP Plan for language assistance services that provide LEP persons with meaningful access to critical services while not imposing undue burdens onto the agency.

DEFINITIONS:

LEP: Individuals who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English can be limited English proficient, or "LEP." These individuals may be entitled to language assistance with respect to a particular type of service, benefit, or encounter.

Executive Order 13166: An Executive Order is an order given by the President of the United States to federal agencies. The LEP Executive Order (Executive Order 13166) says that people who are LEP should have meaningful access to federally conducted and federally funded programs and activities.

PROCEDURES:

1. CPA will establish a committee that includes Administrators, Program Managers, Administrative Support Staff, and the Human Resource Director. In developing the plan, CPA will take the information learned in its self-assessment and align it with agency goals. Then the agency will convert it into a viable plan or roadmap that helps identify and address gaps, while at the same time moving toward a coordinated and comprehensive approach to meeting agency needs.

2. CPA shall undertake appropriate steps to ensure the publication of its written LEP policy. Such steps shall include, but will not be limited to, the following:

- Incorporation into the CPA Employee Handbook;
- Incorporation into program and/or client/resident handbooks;
- Posting within agency programs in the specific areas frequented by the public (i.e. waiting areas);
- Posting on the agency's web site;

- Providing to the public upon request;
 - Providing to funders and other agency stakeholders;
 - Stating availability in outreach documents (brochures, booklets, recruitment information) in appropriate languages, upon request.
 - Ensuring intake forms and other pertinent documents are amended to address LEP.
3. All staff shall be informed/trained about (1) the nature and scope of the agency's language assistance services and resources available and (2) the procedures through which they may access those services to assist in the delivery of their respective duties via new employee orientation and/or ongoing training programs. Additionally, the LEP policy and each program's specific plan will be routinely reviewed during staff meetings.
4. LEP individuals in need of language assistance services shall have reasonable notice of the availability of such services. CPA shall employ the following actions:
- Posting signs in intake areas and other entry points.
 - Stating in outreach documents (brochures, booklets, recruitment information) in appropriate languages that language services are available.
 - Working with community-based organizations to inform LEP persons of the language assistance available.
 - Where documents are available in languages other than English, the English version will include a notice of such availability translated into every language in which the document is available.
 - To the maximum extent possible, CPA will strive to inform stakeholder organizations regarding the nature and scope of available language assistance services through appropriate oral and written means.
5. CPA shall annually review/reassess its LEP policy and program specific plans to ensure the scope and nature of language assistance services reflect updated information on relevant LEP populations. CPA will monitor the effectiveness of its language assistance initiatives and assess the possible need for enhancements or modifications to them as deemed necessary and appropriate.
6. CPA will employ Language Services to assist with LEP compliance. Such services will include oral language services and translation of written materials.

7. LEP Resources

- State of Connecticut Judicial Branch - <http://www.jud.state.ct.us/>
- Limited English Proficiency - A Federal Interagency Website - <http://www.lep.gov/>
- Office of Justice Programs- <http://www.ojp.usdoj.gov/>
- CPA's Human Resources Department
- United States Department of Justice – <http://www.justice.gov/crt/about/cor/>

Date of last revision: March, 2012
 Position responsible: Agency Staff
 Effective date: March, 2012

We also maintain a protocol for staff to follow when working with a LEP client. The protocol is as follows:

COMMUNITY PARTNERS IN ACTION
Limited English Proficiency
Protocol for Servicing LEP Participants
Revised: 6-25-14

No client referred to CPA shall be denied services due to a language barrier or hearing impairment.

For all clients who are unable to communicate in English or are hearing impaired, please implement the following protocol to ensure our clients receive the services they need:

- Notify your direct supervisor of the LEP participant; your supervisor will be involved throughout the client's program participation to ensure appropriate service provision.
- Collaborate with the referral source and/or Compliance Specialist as they will likely be able to assist with accessing LEP assistance/resources – such as an interpreter.
- If Spanish speaking, administer the LEP Spanish Language Survey (form #1); this form is located at *eforms/LEP/Client Survey Forms Spanish*. Proceed to form #2, also located at *eforms/LEP/Client Survey Forms Spanish*, as applicable.
- LanguageLine can serve as a resource for clients who are hearing impaired or are unable to communicate in English or Spanish. Contact your Program Manager prior to utilizing these services to obtain CPA's 8-digit PIN number. You can reach LanguageLine Customer Service at 1-800-752-6096 or visit their web site at www.language.com . Please complete the LanguageLine Tracking Log located at *eforms/LEP/LanguageLine* to track all usage of this service.
- Smart Phone apps are also available for translation services. To access such an app, please seek the assistance of your supervisor, who will download it to a CPA phone.

NOTE: If unable to implement any of the above and client is hearing impaired or cannot communicate in English or Spanish and MUST attend CONTENT RICH SERVICES, he or she shall be referred to community resources in coordination with the referral source and/or Compliance Specialist. LEP resources are listed in "e" forms under "LEP Resources" on CPA's IT network.

CPA has a diverse staff and is always actively recruiting bi-lingual staff. The AIC currently provides services in both English and Spanish as this is the primary need. There are very few occasions when a service needs to be provided in a language other

than English or Spanish. However, should such an occasion occur, the program is well positioned to respond accordingly.

C-10.E Provide letters of agreement in this section with local organizations targeting increasing prosocial leisure activities for young offenders/defendants (18 – 24 year olds). Describe how the program will attend to age as a responsivity factor when working with 18 – 24 year old clients in case management and group services.

CPA has attended to age as a responsivity factor by specializing in programming for youth for nearly 25 years. In 1991, we opened our Young Offender Program, funded by CSSD. We began serving juveniles in 2000 and currently operate four programs, all of which are funded by CSSD and include:

- Secure Community Residential Program for Girls in Hartford, CT
- SAGE Secure Community Residential Program for Boys in Hamden, CT
- BRAVE Community Residential Program for Boys in Hamden, CT
- SOAR Community Residential Program for Boys in Hamden, CT

The Hartford AIC at Windsor Street is a pilot site for the CSSD UNITY project. The UNITY Team consists of a Probation Officer, Case Manager and at least one Intervention Specialist who delivers Cognitive Self Change (CSC). The concept is similar to the WOCM model in that staff receive ongoing specialized training and support. “Teaming” is also a component of UNITY where the Probation Officer, Case Manager, and Intervention Specialist come together on weekly to discuss new cases, troubleshoot challenges with current cases, and develop plans for how to best serve the younger clients of the AIC. AIC management staff as well as Chief POs attend these meetings as well.

CPA’s programming for young people is designed with the philosophical understanding that:

- Young people and their families are partners and they must be involved in designing and delivering programs and services;
- Young people must have access to both prevention and intervention services and programs that meet their developmental needs; and
- Young people need opportunities to develop relationships with caring, supportive adults.

During intake and orientation, HAIC Case Managers who work with youth immediately focus on developing a positive rapport with them and strategically employ the use of MI to explore their relationships with family, teachers, coaches, etc. They examine the youth’s developmental capacity to ensure appropriate service provision and placement.

The Case Managers stay alert to pro-social behavior and/or statements the youth display and take every opportunity to reinforce it. The Case Managers are equally

alert to anti-social behavior and/or statements and address such in a timely, firm, and consistent manner.

The Case Managers encourage the setting of short-term goals when working with youth via their ISP during the case planning feedback session. The goals often include education and/or career planning. They are predominantly short term so the youth can see progress. However, it is not unusual for the staff to ask the youth, "Where do you see yourself in 5, 10, 20 years?" and then tie skills development into how they can get there.

During case management and group sessions with youth, staff incorporate frequent role-playing and/or activities that reflect pro-social behavior. Staff use role plays immediately after the youth are taught new skills, as younger clients appear to better understand the material through such activity. In role plays, staff use age-appropriate examples when practicing skills (e.g., someone pushes you in the hallway at school; your parents ground you; you fail a test). Staff use certain techniques to convey a skill to youth. For example, when asking a group of young clients how it makes them feel when someone talks loudly, staff ask that question while raising their voice, employing that very behavior. This is typically not needed as often, if at all, with adult clients.

Other areas of focus with the youth are the companions they choose and the importance of being a leader. Staff always attempt to involve the family and/or other positive, supportive people in the clients' lives. Additionally, youth are strongly encouraged to participate in organized recreational activity in their schools or community.

When staff work with youth they are very aware of rolling with the resistance this age group commonly gives, instead of arguing or forcing an issue. Additionally, staff directly address with the youth the issues that commonly affect them, such as peer pressure, bullying, wanting independence, and problems finishing school.

Letters of agreement with local organizations targeting increasing prosocial leisure activities for young offenders/defendants follow.



True Colors

Sexual Minority Youth and Family Services

February 13, 2015

Maureen Price-Boreland, JD
Executive Director
Community Partners in Action
110 Bartholomew Avenue, Suite 3010
Hartford, CT 06106

Re: RFP 3502 – Manchester Alternative in the Community Program

Dear Ms. Price-Boreland,

True Colors is pleased to write this letter of agreement to Community Partners in Action (CPA) to provide mentoring services and support for the LGBT clients, ages 19 to 24 years old, who are participating in the Hartford Alternative in the Community Program (HAIC).

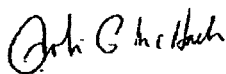
As I understand it, the HAIC will provide adult offenders with a comprehensive Risk Reduction Program to increase public safety and decrease offender recidivism. The AIC framework is based on well researched guiding principles for providing effective programming and services. Such programming includes employment services, as they are an important aspect of providing a client a pathway towards pro-social behavior and financial self-sufficiency.

True Colors works to create a world where youth of all sexual orientations and gender identities are valued and affirmed. We challenge all forms of oppression through education, training, advocacy, youth leadership, development, mentoring and direct services to youth and those responsible for their well-being. Our role with the HAIC will be to provide consultation, support and training as needed to their staff regarding the unique needs of LGBT young adults and to act as a direct resource as appropriate with LGBT clients that HAIC refers to True Colors.

We look forward to working together to help the youth in your program follow their path to a successful future.

Please feel free to contact me with any questions.

Sincerely,



Robin P. McHaelen, MSW
Executive Director



Our Piece of the Pie.
*Helping urban youth become
economically independent adults*

February 6, 2015

Maureen Price-Boreland, JD
Executive Director
Community Partners in Action
110 Bartholomew Avenue, Suite 3010
Hartford, CT 06106

Re: OSHA training Services - RFP 3502 – Hartford Alternative in the Community Program

Dear Maureen,

Our Piece of the Pie (OPP) is pleased to write this letter of agreement to Community Partners in Action (CPA) to provide OSHA services for participants 19 to 24 years old in the Hartford Alternative in the Community Program (HAIC).

The HAIC will provide adult offenders with a comprehensive Risk Reduction Program to increase public safety and decrease offender recidivism. The AIC framework is based on well researched guiding principles for providing effective programming and services. Such programming includes employment services as they are an important aspect of providing a client a pathway towards pro-social behavior and financial self-sufficiency.

OPP helps 14 to 24 year-old urban youth in the Greater Hartford Area become successful, economically independent adults. OPP helps young people who face big obstacles. Whether its poverty, gang threats, brushes with the law, or just some bad breaks in life, OPP focuses on young people the rest of the world seems to have given up on. We have formal programs in the community, high schools and community colleges that have proven results:

OPP provides leisure services to clients aged 14-24 in Greater Hartford. The services include audio/video workshops, art workshops, carpentry classes and other activities designed to provide enrichment to our clients. It has been well-established that young people who engage in healthy, pro-social leisure activities are less likely to become involved in the type of activities which so often cause them to become or remain involved in the criminal justice system.

OPP has a waiting list, but we look forward to serving HAIC clients as our capacity allows. Please feel free to contact me with any questions.

Sincerely,



Hector Rivera

Chief Operating Officer

**Youth Center - Hartford
Administrative Offices**
20-28 Sargeant Street
Hartford, CT 06105
Tel: 860-761.7300
Fax: 860-548.9714

Youth Center - Eastern CT
309 Otrobando Avenue
Norwich, CT 06360
Tel: 860-222.3257
Fax: 860-949.6802

Opportunity High School
110 Washington Street
Hartford, CT 06106
Tel: 860-695-5990
Fax: 860-722-8529

**Learning Academy
at Bloomfield**
34 East Dudley Town Road
Bloomfield, CT 06002
Tel: 860-769.6615
Fax: 860-769.6617

C-10.F State how the program will ensure that 40% - 70% of high risk clients' time is structured and involved in pro-social activities.

CPA is well aware that integrating the principles of effective intervention into serving high- risk clients is paramount for behavior change to occur.

Research on effective correctional practices has determined that the most promising targets for any intervention are dynamic, changeable variables. Andrews (1994) offers the following catalogue of promising objectives to guide the rehabilitative process: modifying pro-criminal attitudes and beliefs; promoting pro-social supports, including more affectionate and attentive family relationships; improving impulse control and problem-solving abilities; reducing substance dependence and abuse; and relapse prevention.

Best practice literature tells us that 40% to 70% of a high risk offender's time must be structured. CPA recognizes that program dosage for high- risk clients must be much more intense when compared to their low-risk counterparts. **Programming at the HAIC for high risk clients is based on what the best practices literature tells us.** High-risk clients are required to participate in case management sessions at least once per week. During all client sessions, be they individual or group, staff must be alert to respond to anti-social statements and behavior in a prompt and effective manner. If anti-social statements and behaviors are not promptly responded to, they are implicitly condoned and reinforced. Staff must be equally alert to respond to pro-social statements and behavior and immediately commend and reinforce those.

Staff modeling of desired behavior for the high-risk client is essential. If a high-risk client threatens or yells at people when he/she is mad and staff threaten him/her with a bad court report or possible incarceration as the way to address this behavior, then we model the very thing we are trying to avoid. Staff avoid focusing on the client's negative behavior or anti-social thoughts because the client will defend this. Instead, staff strive to get clients to view themselves as a pro-social person.

CPA recognizes that effective collaborative relationships with staff are paramount for the high-risk client. **Client engagement is crucial for this population, as is addressing their multiple criminogenic needs.** Staff strive to elicit change talk from the high-risk client, as it can reflect an internal desire to be different or look different to others. If a client indicates a desire to be more integrated into conventional society, staff reinforce those efforts and assist with removing barriers preventing the client from making progress in this area.

Anti-social attitudes and companions and a history of low self control are dynamic risk factors of high-risk clients, which must be addressed by a combination of services. **Staff must work to displace anti-social supports with pro-social supports by connecting the clients to natural support resources in the community.** Finding activities in which high-risk clients will participate is important (i.e., community service that is constructive and properly managed). Such activities must give the clients a sense

that they are restoring society and/or doing something for others that makes them feel good. Since doing something for others is the opposite of being self-centered, staff must respond to this behavior and reinforce it in a timely, positive manner.

C-10.G State how the program will identify and incorporate local Fatherhood Initiative Programs and resources into AIC programming.

Based on client assessments, case management discussions, and service team input, clients who are fathers will be presented with several options to connect with a fatherhood program in their area. Services may occur on site at the AIC or off site at the location of the fatherhood program. All clients referred to such programming will receive support and follow up from their AIC Case Manager/Intervention Specialist.

One way CPA will identify fatherhood programs is through the Connecticut Department of Social Services, which hosts the Fatherhood Initiative of Connecticut. We will invite in house presentations from agencies such as:

- Families in Crisis, Inc.
- Community Renewal Team's Fatherhood Program: Real Fathers, Real Men
- Village for Families & Children's Fatherhood Initiative

There is also a fatherhood initiative which is part of the Dream Support Network. We will look to collaborate with them as well to develop a fatherhood initiative component for our clients who meet the criteria. The idea is that the fatherhood initiative would meet at the MAIC and include mentoring and refreshments.

CPA researched another fatherhood program called the Maternal, Infant and Early Childhood Home Visiting Program (MIECHV). This program caters to pregnant women and continues until the child is five years old. But there is also a fatherhood component that fosters parenting skills by teaching dads activities tailored to a child's learning level and age. Fathers are placed in group cycles that run once per week for 24 weeks or bi-monthly for 48 weeks. The AIC has made an official contact at this program and plans to meet with him asap to obtain specifics about how our clients who are fathers can participate.

In addition, we have reached out to Real Dads Forever in East Hartford. This program offers an eight week class connecting dads with their children. While participants are on site for classes, dinner and childcare are provided free of charge. Cycles are regularly scheduled and it appears our clients are eligible for such programming. The AIC plans to explore this opportunity further on behalf of its clients who are fathers.

C-11 SKILL TRAINING WITH DIRECTED PRACTICE – USE OF COGNITIVE BEHAVIORAL GROUP METHODS

C-11.A Submit in this section your program's proposed group schedule (groups and associated boosters). The group schedule must demonstrate your ability to

provide multiple interventions throughout the day (morning/afternoon/evening) and provide the primary interventions Monday through Friday (not just make up sessions or booster sessions on Fridays). This will support clients beginning group services in a timely fashion.

The HAIC's group schedule and boosters at Washington Street are illustrated on the following chart.

Monday	9:00-10:30 am	ESG	Tashana	Emp. Room
Monday	11:00 – 12:30 pm	ESG	Tashana	Emp. Room
Monday	11:00-1:00 pm	MO	Yanique	MO room
Monday	2:00-4:00 pm	R&R Booster	YW or DH	R&R room
Monday	2:30-4:00 pm	TAD	Rich	TAD room
Monday	6:00- 7:30 pm	TAD	Rich	TAD room
Monday	6:00- 8:00 pm	R&R	Daniel	R&R room
Tuesday	9:00-10:30 am	ESG	Tashana	Emp. Room
Tuesday	10:00- 11:30 am	TAD	Rich	TAD room
Tuesday	11:00 – 12:30 pm	ESG	Tashana	Emp. Room
Tuesday	1:00 -3:00 pm	JDG	Job Developer	Emp. Room
Tuesday	2:00- 4:00 pm	MO	Yanique	MO room
Tuesday	2:00-4:00 pm	R&R	Daniel	R&R room
Tuesday	2:00-3:30 pm	TAD Booster	Rich	TAD room
Tuesday	6:00-8:00 pm	R&R	Daniel	R&R room
Wednesday	9:00-10:30 am	ESG	Tashana	Emp. Room
Wednesday	11:00 – 12:30 pm	ESG	Tashana	Emp. Room
Wednesday	11:00-1:00 pm	MO	Yanique	MO room
Wednesday	1:00 -3:00 pm	JDG	Job Developer	Emp. Room
Wednesday	2:00-4:00 pm	R&R	Daniel	R&R room
Wednesday	2:00-4:00 pm	R&R Booster	Yanique	R&R room
Wednesday	2:30-4:00 pm	TAD	Rich	TAD room
Wednesday	5:00-7:00 pm	MO	Yanique	MO room
Wednesday	6:00- 7:30 pm	TAD	Rich	TAD room
Wednesday	6:00- 8:00 pm	R&R	Daniel	R&R room
Thursday	9:00-10:30 am	ESG	Tashana	Emp. Room
Thursday	10:00- 11:30 am	TAD	Rich	TAD room
Thursday	11:00 – 12:30 pm	TAD	Daniel	R&R room
Thursday	11:00 – 12:30 pm	ESG	Tashana	Emp. Room
Thursday	2:00- 4:00 pm	MO	Yanique	MO room
Thursday	2:00-4:00 pm	R&R	Daniel	R&R room
Thursday	2:00-3:30 pm	TAD Booster	Rich	TAD room
Thursday	5:00-7:00 pm	MO	Yanique	MO room

Friday	9:00-10:30 am	ESG	Tashana	Conf. Room
Friday	9:00-11:00 am	JDG	Job Developer	Emp. Room
Friday	10:00- 11:30 am	TAD	Rich	TAD room
Friday	11:00 – 12:30 pm	ESG	Tashana	Emp. Room
Friday	11:00 – 12:30 pm	TAD	Daniel	R&R room
Friday	11:00-1:00 pm	MO	Yanique	MO room

Clients are able to make up missed groups by making arrangements with staff.

The HAIC's group schedule and boosters at Windsor Street are illustrated on the following chart.

Monday	9:30-11:00 am	ESG	Jessica	Emp. Room
Monday	10:00-11:30 am	TAD	Jose	TAD Room
Monday	10:00-11:30 pm	R&R	Fabiana	Conf. Room
Monday	1:00-3:00 pm	Job Develop.	Mary Jane	Emp. Room
Tuesday	9:30-11:00 am	ESG	Jessica	Emp. Room
Tuesday	9:30-11:00 am	TAD Booster	Jose	TAD Room
Tuesday	11:30 am-1:00	R&R	Jose	TAD Room
Tuesday	1:00-3:00 pm	Job Develop.	Mary Jane	CT Works
Tuesday	4:00-5:30 pm	CSC	Fabiana	Conf. Room
Tuesday	5:30-7:00 pm	TAD	Nikki	TAD Room
Wednesday	9:30-11:00 am	ESG	Jessica	Emp. Room
Wednesday	10:00-11:30 am	TAD	Jose	TAD Room
Wednesday	10:00-11:30 am	R&R	Nikki	Conf. Room
Wednesday	1:00-3:00 pm	Job Develop.	Mary Jane	Emp. Room
Thursday	9:30-11:00 am	ESG	Jessica	Emp. Room
Thursday	11:00 am-12:30	R&R	Jose	TAD Room
Thursday	1:00-3:00 pm	Job Develop.	Mary Jane	Emp. Room
Thursday	4:00-5:30 pm	CSC	Fabiana	Conf. Room
Thursday	5:30-7:00 pm	TAD	Nikki	TAD Room
Thursday	6:00-7:00 pm	R&R Booster	Kayla	Emp. Room
Friday	9:30-11:00 am	ESG/ECS 130	Jessica	Emp. Room
Friday	9:30-11:00 am	ESG Booster	Mary Jane	Conf. Room
Friday	10:00-11:30 am	TAD	Jose	TAD Room

Clients are able to make up missed groups by making arrangements with staff.

C-11.B Describe your process for determining when clients receive booster sessions after completing one of the 4 primary interventions and how the program will determine when the client completes booster sessions.

If a discharged client, who successfully completed an intervention, is determined to be in need of boosters by his/her assigned Probation Officer, the client can be re-referred for such participation. For active clients, scenarios that warrant placement in booster sessions include positive urine tests and/or new situations such as loss of a job or homelessness or anything that causes stress in a client's life. If clients, through case management sessions, appear to be having difficulties, booster session placement may be warranted.

Case management sessions help determine when a client has completed booster sessions. AIC staff seek feedback from the client, Intervention Specialist and referral source when making this determination. Progress such as a period of negative urinalyses or resolution of the client's challenging "situation" may be factors in this decision.

C-11.C State your program's experience and associated outcomes with delivering group cognitive behavioral interventions.

CPA has been delivering cognitive behavioral interventions for nearly ten years at the Hartford AIC. The program is consistently attaining desired outcomes and has been for several years. Many of our staff have achieved Program Champion status and are often called upon to be part of committees and focus groups designed to improve results across the network. Please refer to the chart below outlining our 2013 and 2014 metrics for R&R, TAD, and Employment.

R&R – CSSD Goal is 75%	84%	82%
TAD – CSSD Goal is 75%	74%	79%
Employment – CSSD Goal is 75%	88%	75%

C-12 EDUCATIONAL/VOCATIONAL SERVICES

C-12.A In this section include letters of agreements with local education/vocational institutions/resources that describes their willingness and ability to service AIC referrals. Include certificates expected and how it will benefit the client.

Letters of agreement with local education/vocational institutions/resources that describe their willingness to service our clients are on the proceeding pages.

MEMORANDUM OF UNDERSTANDING
between
CAPITAL WORKFORCE PARTNERS
and
COMMUNITY PARTNERS IN ACTION

Whereas, Capital Workforce Partners has as its mission, to support an effective workforce development system that strategically connects economic development and training resources for the purpose of building and maintaining a strong and vibrant workforce, in the North Central Region of Connecticut, and

Whereas, Capital Workforce Partners as the workforce investment board for the North Central Region of CT and the city of Hartford, promotes and invests in youth and future workforce solutions, identifies and supports development of sustainable career paths for adult workers and assists employers in targeted industries, helping them grow and remain competitive through services at CT Works One Stop Centers, and

Whereas, Community Partners in Action, as a non-profit agency, builds community by providing services that promote accountability, dignity, and restoration for people affected by the Criminal Justice System, and

Whereas, Capital Workforce Partners and its Community Partners in Action have a desire to work together to provide a coordinated and aligned service delivery model for ex-offenders re-entering the workforce in Hartford; therefore,

Capital Workforce Partners (CWP), and the CT Works One Stop Center, will partner with Community Partners in Action (CPA) to provide coordinated employment and career development services to ex-offender clients being released into the Hartford region.

Ex-offenders need a lot of support in order to be successful in obtaining and retaining a job. Through a coordinator in the Hartford region, clients being served by CPA upon release from either the judicial or corrections system, will be provided joint employment and career development services, both through CPA and at the Hartford CT Works One Stop. CPA and CWP, through its CT Works contractor, will designate staff to provide a wide variety of support services and referrals to meet each individual's needs. CPA staff will have designated hours on-site at the Hartford CT Works office also called the One Stop Center.

Responsibilities of CPA as it pertains to service coordination with the One Stop, include:

- Ensuring all clients are officially registered for One Stop service provision – this should occur prior to any service delivery at the One Stop
- Regular attendance at Hartford CT Works staff meetings to help ensure clients are integrated into One Stop services
- Consistent communication with CT Works staff through on-site discussions, email and correspondence to ensure coordinated client services
- On-site hours as available
- Ensuring Front Lobby personnel are provided with CPA appointment schedule each date CPA staff is available to jointly serve clients on site at the One Stop

- Provide technical assistance to One Stop personnel in an effort to assist them with understanding of probation and parole processes

Capital Workforce Partners (CWP) through its partnerships at the CT Works Center will make the following resources available to assist the clients re-entering the workforce. CPA ex-offender clients will participate in one or more of the following:

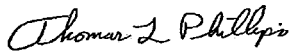
- Job placement guidance and coaching through individualized online instruction in the CT Works center targeted to the ex-offender
- Referral to job training and placement assistance through the Hartford Jobs Funnel in the construction industry
- Career assessment and referral to the WIA program for training vouchers for short term skills training in manufacturing or other demand sectors.
- Referral to the on site Retention Specialist at the One Stop once client is placed in employment, as slots are available

This Memorandum of Understanding shall be effective January 1, 2012, and shall be continuous, unless cancelled in writing by either party.

The parties have agreed to the terms of this Agreement of Procedure as witnessed by their signatures below.

Capital Workforce Partners

Date

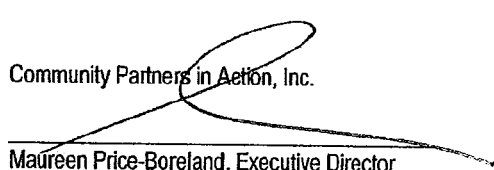


January 1, 2012

Thomas Phillips, President/CEO

Community Partners in Action, Inc.

Date



Maureen Price-Boreland, Executive Director

1/1/2012



February 5, 2015

Maureen Price-Boreland, JD
Executive Director
Community Partners in Action
110 Bartholomew Avenue, Suite 3010
Hartford, CT 06106

Re: Educational Services - RFP 3502 – Hartford Alternative in the Community Program

Dear Maureen:

The Adult Education Center in Hartford (AECH) of the Hartford Public School System is pleased to write this letter of agreement to accept referrals for educational services from the Hartford Alternative in the Community Program's (HAIC) currently operated by Community Partners in Action (CPA). We have many individuals who are pre-trial, on probation or on parole use our educational programs and understand the employment barriers they face because they do not have their high school diploma.

The Center will offer services and instruction through our General Education Development (GED) Program to help participants who need to attain a GED Certificate. The program focuses on the development of skills and concepts in reading, writing, mathematics, science, and social studies in preparation for the GED Test.

For those HAIC referrals who are on parole, the AECH and Unified School District #1, which provides education services for the CT Department of Correction, are both part of the CT State Department of Education. We use the same curriculum for the General Education Development Program. This is beneficial to those on parole who had started courses in prison. They can seamlessly continue their studies at the AECH.

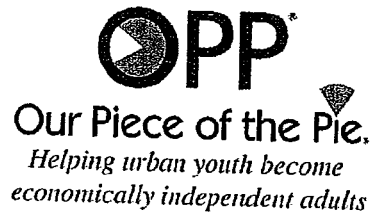
We also offer the National External Diploma Program (NEDP). This program is designed for adults with work and life experience who are seeking a high school diploma. Students demonstrate skills through real-life activities such as reading a map; demonstrating knowledge of basic first aid; writing a resume; and measuring for a new carpet.

All of our courses are free and we have the capacity to handle 50 or more individuals a year. We operate on the trimester system that runs the last week of August through the first week of June. Classes run at our convenient main location, 110 Washington St. in Hartford, which is across the street from the HAIC Washington St location. Classes are held Monday - Friday 9 am to 3:30 pm and from 6 pm to 8:30 pm Monday – Thursday. We also have several satellite offices in Hartford that run courses a few days a week.

The Adult Education Center in Hartford looks forward to contributing where we can to a successful future for individuals in the HAIC.

Sincerely,

Dr. Tina Jeter, Ed.D.
Director



February 6, 2015

Maureen Price-Boreland, JD
Executive Director
Community Partners in Action
110 Bartholomew Avenue, Suite 3010
Hartford, CT 06106

Re: OSHA training Services - RFP 3502 – Hartford Alternative in the Community Program

Dear Maureen,

Our Piece of the Pie (OPP) is pleased to write this letter of agreement to Community Partners in Action (CPA) to provide OSHA services for participants 19 to 24 years old in the Hartford Alternative in the Community Program (HAIC).

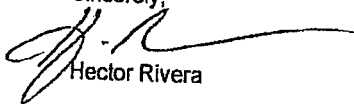
The HAIC will provide adult offenders with a comprehensive Risk Reduction Program to increase public safety and decrease offender recidivism. The AIC framework is based on well researched guiding principles for providing effective programming and services. Such programming includes employment services as they are an important aspect of providing a client a pathway towards pro-social behavior and financial self-sufficiency.

OPP helps 14 to 24 year-old urban youth in the Greater Hartford Area become successful, economically independent adults. OPP helps young people who face big obstacles. Whether its poverty, gang threats, brushes with the law, or just some bad breaks in life, OPP focuses on young people the rest of the world seems to have given up on. We have formal programs in the community, high schools and community colleges that have proven results:

OPP provides leisure services to clients aged 14-24 in Greater Hartford. The services include audio/video workshops, art workshops, carpentry classes and other activities designed to provide enrichment to our clients. It has been well-established that young people who engage in healthy, pro-social leisure activities are less likely to become involved in the type of activities which so often cause them to become or remain involved in the criminal justice system.

OPP has a waiting list, but we look forward to serving HAIC clients as our capacity allows. Please feel free to contact me with any questions.

Sincerely,



Hector Rivera

Chief Operating Officer

Youth Center - Hartford
Administrative Offices
20-28 Sargeant Street
Hartford, CT 06105
Tel: 860-761.7300
Fax: 860-548.9714

Youth Center - Eastern CT
309 Otrobando Avenue
Norwich, CT 06360
Tel: 860-222.3257
Fax: 860-949.6802

Opportunity High School
110 Washington Street
Hartford, CT 06106
Tel: 860-695-5990
Fax: 860-722-8529

Learning Academy
at Bloomfield
34 East Dudley Town Road
Bloomfield, CT 06002
Tel: 860-769.6615
Fax: 860-769.6617



February 13, 2015

Maureen Price-Boreland, JD
Executive Director
Community Partners in Action
110 Bartholomew Avenue, Suite 3010
Hartford, CT 06106

Re: OSHA 10 training Services – RFP 3502 – Hartford Alternative in the Community Program

Dear Maureen:

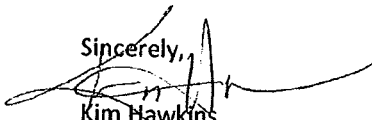
Business Resource Center (BRC) is pleased to write this letter of agreement to Community Partners in Action (CPA) to provide OSHA 10 training for participants in the Hartford Alternative in the Community Program (HAIC).

As I understand it, the HAIC will provide adult offenders with a comprehensive Risk Reduction Program to increase public safety and decrease offender recidivism. The AIC framework is based on well researched guiding principles for providing effective programming and services. Such programming includes employment services as they are an important aspect of providing a client a pathway towards pro-social behavior and financial self-sufficiency.

BRC conducts a two day training in OSHA 10, providing a certification essential to anyone seeking employment in construction, asbestos removal, or any other hazardous occupation. The training sessions are held at our facility in downtown Hartford, and is easily accessible to those seeking our services. Many graduates of the training program have gone on to obtain employment in some of the areas listed above.

Over the past several months, nearly two dozen clients of the Hartford AIC have completed the training. Several more are awaiting the next training cycle. The programs impact upon the number of AIC clients who subsequently obtain employment has been positive and significant.

We look forward to continuing our working relationship HAIC in order to help provide their clients with the tools they need to change their lives for the better. Please feel free to contact me with any questions.

Sincerely,

Kim Hawkins
Director

HEDCO Inc. ■ 15 Lewis Street, Suite 204 ■ Hartford, CT 06103 ■ P: 860-527-1301 ■ F: 860-727-9224 ■ www.hedcoinc.com

Business Resource Center ■ 15 Lewis Street, Suite 302 ■ Hartford, CT 06103 ■ P: 860-527-1100 ■ F: 860-527-1102 ■ www.hedcoinc.com



COMMUNITY EDUCATION

January 20, 2015

Ms. Pamela Sarno, Buyer
CT Judicial Branch
90 Washington Street
Hartford, CT 06106

Regarding Statewide Alternative in the Community RFP
Proposal Number: 3502

Dear Ms. Sarno:

Capital Region Education Council (CREC) is pleased to write this letter on behalf of Community Partners in Action (CPA) and its application to provide Alternative in the Community programming.

CREC has successfully collaborated with CPA on a number of initiatives over the years. CPA regularly refers clients to CREC for educational services and staff from both agencies work in coordination to ensure our mutual caseloads are provided with seamless, exemplary assistance. We anticipate continuing this positive working relationship and recommend CPA's AIC proposal be funded, as the need for such services is vast.

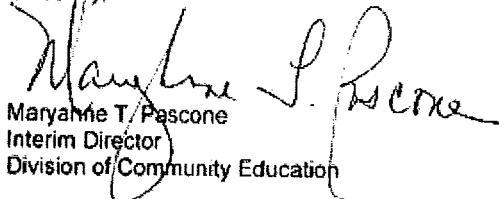
Since 1966, CREC working with and for its member districts has developed a wide array of cost effective and high quality programs and services to meet the educational needs of children and adults in the Capitol Region. CREC's vision is that "Every student can and shall learn at high levels and, therefore, must have access to all educational resources within the region through the system of public schools served by CREC. Our mission is "to work with boards of education of the Capitol Region to improve the quality of public education for all learners." In order to achieve its mission, CREC will:

- Promote cooperation and collaboration with local school districts and other organizations committed to the improved quality of public education
- Provide cost effective services to member districts and other clients
- Listen and respond to client needs for the improved quality of public education
- Provide leadership in the region through the quality of its services and its ability to identify and share quality services of its member districts and other organizations committed to public education

As I understand it, CPA's AIC will provide youth and adult offenders with a comprehensive Risk Reduction Program to increase public safety and decrease offender recidivism. The AIC framework is based on well researched guiding principles for providing effective programming and services. Such programming includes educational and vocational services as they are an important aspect of providing a client a pathway towards pro-social behavior and financial self-sufficiency, in which CREC is positioned to play an integral role

Please feel free to contact me with any questions.

Sincerely,



Maryanne T. Pascone
Interim Director
Division of Community Education

C-12.B State your agency's outcomes with connecting offenders/defendants to meaningful employment. State what barriers you have experienced in placing offenders in employment and how those barriers will be overcome in the future.

For 2014, the Hartford AIC's employment placement rate was 42%, eight points shy of the CSSD goal, but significantly higher than our rate for 2013. We continue to employ strategies to increase this rate such as co-hosting the Annual Second Chance Job Fair and holding monthly round table discussions for all of our AIC Employment Specialists and Job Developers, under the leadership of Tony McLendon, HAIC Program Manager at Windsor Street. Such meetings include the sharing of both employment and vocational resources and overall knowledge on how to best engage employers and training providers on behalf of our AIC clients agency wide.

Our clients often suffer emotional, psychological and physiological trauma which can interfere with their ability to obtain employment, and indeed, even their desire to do so. Many clients are active substance abusers, while others have diagnosed but under treated mental health conditions which impacts their ability to obtain and maintain employment. Other barriers include lack of transportation to job sites, lack of identification cards, birth certificates and/or Social Security cards, lack of day care for children and in many cases, lack of a permanent address.

Clients who overcome their difficulties and become job-ready still face discrimination in the form of employers who are reluctant to hire individuals with criminal records. Being turned down repeatedly has a negative effect on clients' self esteem, which can decrease their motivation.

Addressing these barriers requires a multi-faceted approach. Upon entering the employment services component of the program, each client is assessed to determine his/her strengths and barriers in regard to obtaining employment. Using the assessment as a guideline, staff develop employment plans which are unique to each client. The idea is to meet clients where they are, then help them move forward.

Clients receive positive affirmation for their abilities, and non-judgmental assistance in addressing their barriers. They receive certificates after completing the nine session employment skills component. For many it is the first concrete example of accomplishment they have ever received. The job development component of the program follows. Short-term, easily attainable goals are developed. These goals are reviewed every 30 days to determine what progress has been made, and are redefined as the client's confidence and ability increases.

Some barriers to employment can be overcome by providing client access to the things they lack. For example, clients who lack computer access can use computers at the program or at one of the facilities funded by Capital Workforce Partners. Clients participate in community activities such as job fairs, which are designed to broaden their personal perspectives and give them practical experience in interviewing and other job

search activities. We also ensure clients who need bus passes and identification are provided with such.

Clients whose educational, emotional or other challenges prevent them from participating in regular programming are referred to community based resources, such as adult education or substance abuse treatment, in coordination with the referral source.

C-12.C Provide existing agreements the program has in place with employers and the number of clients placed into employment over the past 18 months.

While there are no formal agreements with employers, employment staff seek to reduce our clients' barriers through outreach to potential employers. On a weekly basis, staff identify and approach employers in the community. Staff conduct an assessment of the employer's willingness to hire members of our client population, while conducting educational sessions informing them of the benefits of hiring such employees.

The number of Hartford AIC clients placed in employment over the past 18 months is 59.

C-12.D Describe how your organization will support the job development component of the AIC program. What resources will the agency administration provide?

In February of 2012, Community Partners in Action initiated an employment workgroup. This group consisted of the Employment Specialists, Job Developers and management staff of the Hartford AICs at Washington and Windsor Streets, as well as the Manchester and Waterbury AICs. The initial purpose for the group was to create the agency's job development plan. Upon completion of that task, it was decided the team should continue to meet regularly in order to further shape our efforts in client service provision pertinent to employment.

The employment team meets monthly at the HAIC/Windsor Street. All CPA employment staff participate, and the group is led by HAIC/Windsor Street Program Manager Tony McLendon. The goal of the committee is to enhance our employment service provision through the standardization of practices and procedures, the sharing of information and resources, and joint planning and implementation.

The group's accomplishments include the development of a training narrative which serves as a manual for both new and veteran staff, the creation of new client assessment procedures and planning of and participation in the Annual Second Chance Job Fair. At the time of this proposal, the group is focusing their efforts on enhancing the agency's access to job training programs designed to provide our clients with industry recognized credentials in such occupations as masonry, culinary work and forklift operation.

C-13 COMMUNITY SERVICE

C-13.A Describe how the program will establish and regularly update community service projects to ensure diverse projects for all seasons and weather.

CPA's Hartford AIC on Washington Street provides Community Service programming for clients who are ordered to perform community service by their referral source. **The HAIC has a distinguished and recognized record as a community service provider in the Hartford area, and throughout Connecticut. Offenders under the supervision of the program have performed thousands of hours of meaningful service to various communities, thereby enabling clients to restore the community in some way while also enhancing their self-esteem.** Client participation in community service projects provides structured, positive environments and experiences as alternatives to negative behaviors. This will continue to be standard practice at the HAIC.

The Community Service program, while always soliciting and responding to new opportunities, also utilizes existing relationships with community-based non-profits to continue to provide projects for the program's participants. These organizations provide the best opportunities for clients to give back to their community. The organizations referred to include the not-for-profit agencies in Hartford and the surrounding areas, as well as the local municipalities. **The relationships with such agencies have been fostered for many years through loyalty and hard work from the Community Service clients as well as the Community Service Coordinators.**

The HAIC has no shortage of community service projects. In fact, it is often challenging to balance the many requests for our crews' assistance. The positive side to this is that we always have diverse community service opportunities for all seasons and weather. The program works closely with the Statewide Community Service Coordinator who often calls on our crews to work projects such as the Special Olympics, Nutmeg Games, etc. Examples of some of our on-going community service projects include work at the following sites:

- Conference of Churches
- McCabe Waters Little League
- Our Lady of Sorrows Food Pantry
- Hartford Foodshare
- The New England Carousel Museum
- Hartford Seminary
- Bushnell Park
- Local YWCAs and YMCAs
- Salvation Army

C-13.B State the days/hours your community service supervisors will work recognizing that flexibility is required.

The program employs one full time Community Service Coordinator and one part time Operations Assistant, both of whom are responsible for providing clients with community service opportunities. We provide clients with community service programming Monday through Saturday from 8am to 3:30pm.

It is standard practice at the Hartford AIC to maintain a flexible work schedule for the Community Service Coordinator and Operations Assistant to ensure participation in CSSD-coordinated Community Service projects during the evenings and on Sundays. Whenever it is necessary for these staff to work evenings and/or on Sundays, schedules are adjusted to accommodate such needs.

C-13.C State your procedure for engaging and following through with each community service referral to ensure completion of community service hours.

The program will contact the client and schedule him or her for intake within 15 business days of referral receipt. The referral source will be notified if the client fails to attend this intake or requests a later start date without a verified reason.

The program will continue efforts to engage clients to start/complete their hours by reaching out via one phone call and one letter per month at minimum. The program utilizes staff, student interns or volunteers as available, to call clients mandated to community service to schedule their participation. All outreach efforts are documented in client files.

Providing meals and breaks are helpful ways to keep clients engaged. The program provides community service clients with lunch and adequate time for breaks.

Clients are encouraged to sign up for community service hours in advance. Advanced scheduling occurs whenever feasible. A detailed monthly calendar is maintained, allotting a workable number of spaces for community service clients, based on a standard staff-to-client ratio of 1:6. A client is then scheduled and entered on the calendar for an assigned date. When more than 6 clients are available on a particular community service occasion, the overflow is accommodated by referral to established opportunities available for unsupervised community service and on-site AIC projects supervised by AIC staff.

Although pre-trial clients are not required to perform community service, they are encouraged to do so because it can be rewarding, helping them to develop a strong work ethic while improving self-esteem.

C-13.D Describe how the program will provide for client and community safety while at a community service worksite minimally keeping a 1:6 client ratio.

The program provides for participant safety through vigilant supervision of the clients and by maintaining a close proximity to them at all times. CPA's community service staff are always aware of where their crew members are working. **Our philosophy has**

always been that the Community Service Staff is the coach and the crew is the team working side by side with the supervisor.

The Community Service staff always maintain the appropriate staff-to-client ratio of 1:6. Staff assume responsibility for appropriately delegating the specific job to the participant who has the experience and/or ability to successfully complete it. The staff never assign a participant a duty that is beyond that person's capabilities.

Support equipment and appropriate tools are supplied by the AIC and used as necessary and appropriate. **Clients receive training on all the equipment and materials they will work with before beginning a project.** CPA maintains such items in safe and proper working condition.

Vehicles used to transport clients for community service are maintained in a safe and clean working order at all times and are equipped with first aid kits and fire extinguishers. CPA maintains the appropriate level of insurance to cover all volunteer workers and staff should an injury occur while performing community service. Staff are equipped with cell phones in case there is a need to reach out for assistance.

C-13.E Submit your agency's Policy & Procedures for how your agency/program and community service worker will handle special issues that may arise on either a statewide community service project and/or a local community service project.

CPA is cognizant it is our responsibility to identify any special issues community service clients may have. That said, upon receiving a community service referral, staff conduct a thorough review of it to be sure any areas of concern are internally discussed and addressed as warranted. For example, if the referral is a sex offender, it is important the program know the limitations of this particular client with respect to where they can and cannot go and what they can and cannot do. In addition, as part of the Community Service intake process, clients will be asked if they have a history of circumstances that require special consideration regarding community service activities and supervision.

The program's Community Service Policy is as follows:

COMMUNITY PARTNERS IN ACTION

Policy: Community Service

I. Policy:

CPA will provide community service programming for clients in transitional housing and all participants who are ordered by the referral source. CPA will provide community service in compliance with Connecticut Statute 53a-39c, Community Service Labor Program (CSLP) and Connecticut Statute 54-56i, Pre-Trial Drug Education Program (DEP), and through Community Court in Hartford.

II. Procedures:

A. Client Intake/Orientation

Upon admission to community service programming, staff will conduct a brief intake on each client, gathering/confirming information such as client address, phone number, emergency contact, etc.

For CPA's AICs, staff will secure a copy of a photo I.D. from each client which will be maintained in a file for each client.

For CPA's Community Service Program at Community Court in Hartford, staff require clients to show identification on the date of their community service.

Prior to performing community service, staff will review with the client the Community Service Contract and the rules and regulations of their community service participation. Staff must take the time necessary to ensure the client fully understands the program's expectations. Staff and clients will sign and date the Community Service Contract, which is to be kept in the client's file.

B. Accountability

CPA staff must ensure that the following occurs:

- clients sign in on the community service log prior to the start of that day's community service project (staff sign off for verification)
- at the end of the work day, the client is brought back to the program site to sign out on the community service log (staff sign off for verification)
- clients adhere to the Community Service Contract, specifically the rules and regulations of their program participation

C. Client Transport

Staff are to transport clients to and from community service projects using an agency vehicle. Staff are to ensure clients do not transport themselves to and from projects. Staff are prohibited from dropping clients off/picking clients up at work or home.

D. Smoking

Staff are to ensure clients adhere to the rules pertinent to smoking. Staff who smoke are to adhere to the rules as well.

E. Boundaries

Staff must establish and maintain appropriate boundaries with clients at all times. Staff are never to exchange money with clients or accept gifts from them.

F. Monitoring

Supervisory staff will randomly visit community service sites to quality assure programming.

All community service letters submitted to Court verifying completion or lack of completion MUST be signed off on by supervisory staff.

G. The Community Service Contract

I, (client name), have agreed, as a condition of my sentence ordered by the Court or Probation, to perform (number) hours of community service with CPA.

Performing community service can have a positive impact on your life and the community in which you live.

I am aware of the hours of operation for the community service program. On the days I plan to perform community service, I will check in with the Community Service Coordinator upon my arrival. I know that if I have any questions/concerns about my community service I can contact the Community Service Coordinator or the Program Manager.

While working on a community service project I will:

- Arrive on time and remain with staff throughout the entire workday
- Provide a photo ID as requested by staff
- Notify staff of any changes in my address/phone so they may contact me
- Follow the sign in and sign out procedures
- Obey the community service supervisor
- Always be respectful toward others
- Report any unusual occurrences to staff
- Be transported to the work site in the program's vehicle
- Not use my own transportation to get to and from the work site
- Never smoke in the program's vehicle
- Smoke only during authorized breaks, not while performing community service
- Dress in proper work attire (no sandals/open toe shoes; no clothing with gang/drug identifiers)
- Not use a cell phone, radio, or walkman at the work site
- Not have friends or relatives visit me at the work site
- Never leave the work site without permission
- Never threaten, harass, or use violence against anyone
- Never carry any sort of weapon
- Never steal from anyone and/or the program
- Not use abusive language

- Never buy, sell or distribute drugs or alcohol
- Never arrive at the work site drunk or high
- Never deliberately destroy or deface any tools or property
- Never accept any tips or cash from anyone associated with my community service
- Never schedule any appointments during the time I am performing community service.

Finally, I understand failure to follow these rules may result in my discharge from the community service program and my case will be brought back to Court or Probation. I am willing to adhere to this contract.

Signature of Participant

Date

Staff Authorized Signature

Date

Date of Last Revision: 1-2015
Position Responsible: Agency Staff
Effective Date: 1-2015
Cross References: N/A

C-14 POSITIVE REINFORCEMENT AND SANCTIONS

C-14.A Describe in detail how the program will have in place ways of recognizing and catching clients doing something good. Include that every client will receive a certificate of completion for every individual and/or group service and program completion.

According to Aubrey Daniels in Bringing Out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement, the requirements of positive reinforcement are that the consequence must be: valued by the person receiving it, contingent on performance, delivered immediately, and delivered frequently.

The HAIC employs two forms of positive reinforcement: social and tangible. Social reinforcement is reinforcement that involves doing or saying something to another and is the most available form of reinforcement. You don't need a budget for it; you do not need permission to give it; and, when given correctly, people never tire of it. Tangible reinforcement is something that has value, and is used as a backup to social reinforcement, not as a substitute for it. Resources will be requested of the new flex fund fiduciary to support tangible reinforcements. **The incentives will target a few key behaviors, especially program attendance, because if clients don't attend we can't make an impact.**

The table below further illustrates such reinforcements:

Tangible Reinforcements	
Client attendance at intake appointment, case management sessions, group interventions, etc.	Two bus tokens OR \$2.00 phone card OR \$2.00 gas card
Client completes a group intervention	A diploma/certificate; graduation celebration with food
Completion of 25 hours of volunteer community service	\$25.00 Supermarket gift certificate
Securing employment and/or enrolling in school (educational or vocational)	A one month bus pass OR a \$25.00 gas card OR a \$25.00 phone card
Completion of an outside group such as a parenting or fatherhood program	\$25.00 Supermarket gift certificate
Intangible Reinforcements	
<p>Client reports any pro-social behavior and/or activities to staff; client makes a pro-social statement; client is observed in pro-social behavior including, but not limited to:</p> <ul style="list-style-type: none"> • Negative urinalysis • All program attendance and service completion • Completing homework assignments • Community Service • Secured employment; promoted at work; awarded a salary increase • Positive family involvement • Enrolled in school; made educational gain 	Timely verbal recognition; celebration of client's achievement with others (e.g. during a group session or by escorting the client to the Program Manager to report and further congratulate the pro-social behavior)

HAIC staff strive to reinforce client pro-social behavior immediately upon learning of and/or observing the event. Staff know that a reinforcer provided immediately for a behavior has much more effect on that behavior than a delayed reward and increased rapport with the client is often the result.

The HAIC consistently reinforces reporting to the program on time, negative urinalysis, group participation, completing homework assignments, pursuing education or securing employment, self motivation and overcoming obstacles, such as homelessness.

Positive reinforcers used at the Hartford AIC include, but are not limited to:

- Certificates of completion (e.g. for R&R, TAD, etc.)
- Court/progress reports that detail pro-social behavior

- Affirmations which are documented in case notes
- Letters to clients congratulating them on their successful service/program participation
- Client thanked for his/her active group participation
- Clients who are active participants are encouraged to take on leadership roles

C-14.B Submit in this section your program's system of positive reinforcement graduated sanctions including behavioral contracting. Describe how this system will be used to address client non compliance for missed appointments, positive urinalysis, unacceptable behavior and other program requirements. Include how the referring agent will be notified.

The AIC will implement behavioral contracting that will employ both rewards and sanctions. **The behavioral contract will be an explicit agreement between the client and program that will specify proscribed behaviors and associated sanctions as well as positive goals and rewards for success.** During intake and orientation, Case Managers will review with clients the necessary progressive steps toward improved behaviors, as well as the sanctions for violating the contract, so the conditions are clearly understood.

According to the 5 Principles of Drug Abuse Treatment for the Criminal Justice Populations by the National Institute of Health, graduated sanctions invoke less punitive responses for early and less serious non-compliance and increasingly severe sanctions for more serious or continuing problems. The effective use of graduated sanctions involves consistent, predictable, and clear responses to non-compliant behavior.

It is important to note that AIC staff address both the behavioral and cognitive issues of each client and that sanctions are used only after positive reinforcement and positive communication have been unsuccessful, or if the seriousness of the situation requires immediate consequences.

When non-compliance occurs, it is addressed during case management sessions. Case Managers use their Motivational Interviewing skills to determine the details of the situation at hand. If it is an attendance failure, the client is presented the opportunity to make up the missed time. If it is a positive urinalysis, an increase in treatment intensity is presented (i.e. boosters or higher level of care such as IOP or in-patient). If it is anti-social behavior, an opportunity to work on the negative behavior is provided through both booster and case management sessions. Staff find that more frequent use of role play has proved helpful when addressing clients' anti-social behavior/statements.

Referral sources are kept abreast of client non-compliance via phone calls, e-mails, and court and progress reports. **The HAIC often calls upon the referral source as part of the graduated sanction process.** When a client misses a session, be it for case management or group, the AIC notifies the referral source, who in turn is expected to reach out to the client to encourage compliance.

The program's use of graduated sanctions is as follows:

1. Initially clients meet with their case manager to discuss the program breach;
2. Opportunity to correct negative behavior is provided, if applicable;
3. Referring agent is informed of the program breach; as a result of this notification, the referring agent may request the following action:
 - The court date for the client be brought forward;
 - A Zero Tolerance condition be applied;
 - The number of sessions or type of groups the client attends may change;
 - Increased urinalysis testing;
 - There is a loss of privileges;
 - Client's anticipated program discharge date is extended;
 - Client is removed from the program.

The system of rewards at the Hartford AIC is based on the following convictions:

1. Positive reinforcements are integrated into all responses and are based on the 4:1 principle;
2. Positive responses are timely and incremental in nature;
3. Rewards are used to reinforce compliant/pro-social behavior;
4. Pro-social behaviors are consistently reinforced;
5. Negative consequences sometimes change behavior, but they do not change attitude;
6. Men respond well to traditional behavior management (i.e. there is a set of rules; if you break them something negative happens; if you follow them something positive occurs);
7. Women are relational in nature; therefore, they must be provided opportunities to process issues/concerns in order to develop a relationship built on trust; women must be empowered so they can gain personal insight and control over their lives;
8. Positive reinforcements elicit more compliance than negative reinforcements.

Examples of rewards used at the Hartford AIC are:

1. Upon successful completion of a group or activity, clients are presented with a certificate acknowledging their successful completion;
2. If a client earns an educational certificate (such as a GED, diploma, or degree) they are recognized by their Case Manager and other AIC staff with a special certificate; AIC staff are represented at the client's graduation;
3. Clients with perfect group attendance and clean urine results receive special recognition;
4. Staff continually use verbal praise in order to recognize clients who are positively contributing to the program and making positive choices; staff consistently thank clients who assist with duties at the AIC;

5. Clients who successfully complete all sessions of a group receive a special reward, such as a pizza party or picnic;
6. Clients who display positive or improved behavior receive positive progress reports and/or court reports.

Clients with exemplary AIC participation who are pursuing higher education are eligible to apply for the CPA Gordon Bates Scholarship, where they will receive money towards education as well as recognition at agency's annual meeting.

C-15 INCREASING PRO-SOCIAL NETWORKS AND BUILD COMMUNITY NETWORKS

C-15.A Describe how the program will actively recruit and include client's natural supports and other community supports (CCAR, AA, NA) throughout a client's stay in the program.

The involvement of a concerned significant other can have a positive impact on a client's commitment to change. Many experts have written about the importance of family or significant other involvement in assessment and treatment. Significant others can provide important information that influences a client's case plan. They know the client well and can add additional history to that provided by the client. Significant others are not always family members and may include a teacher, coach, boss, the parent or relative of a close friend, and/or the friend themselves.

Identifying natural and community supports begins during the intake, orientation and assessment processes, and continues throughout the client's AIC participation, so that by the time the client is discharged natural and community supports have been engaged and are well established. CPA has established itself as a significant presence in the Hartford community and is therefore well positioned to access resources on behalf of clients as necessary and appropriate. Such resources include, but are not limited to: recovery support such as CCAR and AA/NA meetings; recreational activities; church activities; parenting programs; educational/vocational programs; mentoring; etc.

During case management sessions, clients are encouraged to discuss their natural supports. This can be challenging for clients and therefore staff must be skillful and rely on their training. Staff will ask clients, "Who do you count on? Who in your life helps you? Who do you go to when you need help?" If clients struggle to identify supports, staff go back to the emergency contact the client designated during intake to determine if this person is in fact a natural support. Staff do not assume that family is the natural support, as they could be part of the problem. **Delving into the client's family dynamics is essential to making an accurate determination as to whether family is in fact a natural support.**

Once identified, staff work to build rapport with the natural support and strengthen their commitment to help the client and raise awareness of their concern about the extent of

the client's challenges. It is important that staff focus on the natural support's belief in the importance of his/her own contribution in reducing the client's criminogenic needs and increasing protective factors.

When clients are being prepared for discharge, they are reminded that CPA's door is always open to them, even when they are no longer officially a client. CPA remains a natural support to the client after discharge and over the years many clients have returned to CPA for assistance.

C-15.B Describe what volunteer opportunities in the local community the program will attempt to connect clients to, and what engagement methods will be used by the program to increase the client's interest in volunteering.

The AIC recognizes the value and importance of connecting clients to pro-social activities such as volunteering in the community. Exploring such options with clients occurs early on in programming so that by the time the client discharges, pro-social connections are firmly in place. **Staff are responsible for ensuring clients are properly prepared for AIC discharge.**

Staff use the Individual Service Plan (ISP) to aid this process, as incorporating pro-social activities such as volunteering and involving pro-social others is part of case planning and ISP on-going development and maintenance.

Examples of pro-social activities and/or volunteer opportunities include, but are not limited to, the following:

- NA/AA meetings: clients have connected to sponsors and sober houses as a result of AA/NA participation; some clients have even become sponsors themselves after being able to demonstrate a period of sobriety;
- Recreation: clients are encouraged to recreate and take an active role in exercise and nutrition; volunteering time at the local Boys and Girls Club is a potential option for some of our clients;
- CCAR (Connecticut Community for Addiction Recovery): clients in recovery are referred here; client feedback on CCAR has been extremely positive; we have had many clients over the years connect with CCAR and remain connected as volunteers (e.g. the annual CCAR walk, the recovery line);
- Family: positive family members can have a significant pro-social impact on clients; staff work to strengthen the family member's belief in the importance of his or her own commitment in reducing the client's risk and increasing protective factors; family is a good resource for exploring volunteer opportunities; and
- Employment/School: pro-social support from co-workers and/or teachers can endure even after successful completion of AIC participation; there are often volunteer opportunities at area educational/vocational programs our clients can explore.

To keep clients engaged in pro-social activities such as volunteering, HAIC staff strive to remove barriers to the client's participation in them. For example, if a client wants to volunteer for a community event but is in need of resources such as equipment and/or a uniform, staff respond accordingly. **The AIC encourages and follows up on client pro-social activities and connections as appropriate.**

C-16 OUTCOME MEASURES

C-16.A Provide existing evidence of your agency's use of client/program data collection system(s), how your agency has used this data to shape service delivery, and outcomes achieved through your agency's delivery of evidence-based or other services.

CPA believes there is a greater sense of ownership and investment when staff are encouraged and afforded the opportunity to give feedback for improving services and establishing strategies to increase program and performance outcomes.

Performance measurement data are shared and discussed with staff during on a regular basis. Achieving and exceeding benchmarks are celebrated and staff are asked to provide input as to why they think goals have been met, as it is important to identify strengths to ensure the practice continues. It is also important at this time to positively reinforce the progress.

Areas that have been challenging for the program are also addressed and strategies for making gains identified. **It is important for staff to give input and feel empowered during this process because their full buy in is necessary for making and sustaining performance gains.** When deficiencies are discussed, it is important to stay focused on what the team can do collectively to move forward and make improvements.

Staff consistently rely on data gleaned from CDCS to determine specific client and program needs. Using CDCS during service team meetings has proven crucial to client success. When each new client is presented during the service team meeting, staff pull the client up on CDCS as they are being discussed. This allows staff to check to make sure all intake information is correct, the client is assigned to a staff member, and placed into an appropriate service in a timely manner. The information pulled from CDCS via the service team meeting form is also helpful. Staff refer to the 15-day group goal date so clients are placed into a service on time, as there is a direct correlation to timeliness of services and client success.

Many reports from CDCS help the program shape service delivery. They also help to make sure the program is adhering to contractual requirements. Court report due lists assist staff in making sure all court reports are sent to the referral source on time. Data quality reports enable staff to make sure all data is being entered appropriately and in a timely manner. Risk reduction indicator reports are also important for this process. Staff are trained to accurately interpret such reports. The reports enable staff to be

aware of and pinpoint issues within any of the metrics. From there, staff work together to brainstorm and discuss solutions to improve any programming as necessary.

The outcomes achieved through the AIC's delivery of evidence-based services are identified on the following chart:

Clients with Intakes	90%	91%
Timely Assessment	85%	87%
Timely Service Enrollment	80%	83%
ESG Completion	75%	75%
R&R Completion	75%	82%
TAD Completion	75%	79%
Program Proficiency	80%	84%
WAI	6.00	6.19
Employment Placement	50%	42%
Recidivism	40%	36%

C-16.B Describe how the Program Director will review CDCS QA reports on a regular and on-going basis and respond to any issues to ensure data integrity.

The Program Managers are responsible for overseeing accurate and timely input into CDCS. **All CDCS reports are closely analyzed and any suspicious areas explored and resolved, as appropriate.**

There are a series of CDCS QA reports that provide strategic assistance to help ensure data integrity, which the Program Managers create each week. Such reports include the **Data Quality Check, AIC Timeframe Compliance List, AIC File Review Due List, various Employer Contact reports, and the Active Client List.** **Timeliness reports** are also created and reviewed to make certain the program is inputting information within 5 business days of the client event.

The AIC Timeframe Compliance List is helpful for identifying the length of time it takes from referral to intake, intake to assessment, and assessment to service initiation. This report helps to identify whether or not we are meeting CSSD benchmarks pertinent to the timeliness of client events. Should shortcomings be discovered they are immediately addressed and strategies implemented to ensure benchmark attainment occurs.

The **Data Quality Check** identifies issues such as incomplete assessments, clients in services for an extended time, and clients with closed cases. This report is extremely helpful in identifying potential data quality issues as well as programmatic concerns. The Program Managers are responsible for reviewing data that appears suspect. **If data input errors are discovered, the Program Managers work with the staff member(s) responsible to explain the proper input required and then correct the data.**

If the error is programmatic (i.e. assessments were not completed in a timely manner), the Program Managers meet with the applicable staff to determine reasons behind the problem and strategies for ensuring it does not continue.

The **Active Client List** is another tool the Program Managers use to review active cases and identify those which should be discharged. Since this is the list the program uses to identify the current census, the Program Managers must keep it up to date and accurate.

CPA's Director of Program Operations for the AICs routinely audits CDCS to help ensure overall data integrity. This position creates the reports just listed and analyzes their content to ensure consistency. Whenever something appears suspicious, this position contacts the Program Manager to investigate. Additionally, this position randomly pulls client files while on site at the program to audit them against the CDCS. When discrepancies are discovered they are addressed accordingly.

C-16.C If you are a current AIC contractor and have not met JBCSSD AIC RRI goals please state what challenges you have faced and your efforts to achieve JBCSSD goals.

The only JBCSSD AIC RRI goal not met by the program during 2014 was Employment Placement. The chart below identifies the CSSD goal, AIC outcome, and our efforts to attain the goal.

Employment Placement	50%	42%	We continue to employ strategies to improve in this area such as such as co-hosting the Annual Second Chance Job Fair and holding monthly round table discussions for all of our AIC Employment Specialists and Job Developers; such meetings include the sharing of both employment and vocational resources and overall knowledge on how to best engage employers and training providers on behalf of our AIC clients agency wide.
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C-17 Quality Assurance

C-17.A Submit your system that ensures all clients have the ability to complete the WAI-SV on a quarterly basis.

The AIC employs the CSSD-prescribed process for WAI administration and submission. We ensure the environment is comfortable for clients. We are clear and concise in our communication regarding the WAI process. We utilize the CSSD scripts and have the Question and Answer samples on hand to use to respond to client

questions. Additionally, we follow the three W's (who, when, and where) for quick checks and balances on WAI's administration, collection, and submission processes.

Upon receiving notification that it is time for the quarterly WAI process, the Program Managers create an Active Client List from the CDCS and begin to employ a strategic process for ensuring all program clients on the list are afforded the opportunity to complete the WAI. We do not survey urine-only clients or community service clients.

WAIs are administered in both group and individual sessions. Staff do not survey their own clients or groups. The staff conducting the WAI introduces him/herself to the client(s), using the CSSD-prescribed script to explain the intention of the survey. Staff members administering the survey do not review them. They are immediately placed into a manila envelope, sealed and turned over to the Program Managers who safeguard them in their offices until it is time to deliver to CSSD.

The AIC complies with the taping requirements of the WAI administration.

C-17.B Describe what steps your program will take to reach AIC Benchmark – QA proficiency rating of 80% in FY 15/16.

The QA proficiency rating for Hartford AIC at the time of this proposal is 84%, four percentage points above CSSD goal. We attribute this success to staff tenure, dedication, and determination to provide the best possible service to clients.

Activities the program employs to ensure the QA proficiency rating is attained include, but are not limited to:

- Affirming staff who make gains on this measure;
- Ensuring staff are scheduled for and attend training boosters;
- Program Manager review of the Personal Progress Reports (PPRs) with the applicable staff to celebrate strengths and growth and identify areas that need focus;
- Ensuring open communication between the QA Coach and Program Manager; and
- Ensuring staff dedicate sufficient time to meet with the QA Coaches.

C-17.C State your commitment to ensuring tape recorders, camcorders, audio recorders, and portable hard-drives are in good working repair and available to staff in order to meet QA tape submission guidelines.

Ensuring all QA equipment is in good working order and available to staff to meet QA submission guidelines is standard practice and a top priority of the HAIC Program Managers. **We value the QA process and strive to comply with all submission requirements.** Whenever our equipment challenges us, our IT Department responds promptly to remedy the matter.

C-17.D Describe how the Program Director will ensure staff begin submitting tapes upon completion of training and ensure gaps in submission of tapes are minimized and addressed by supervisor.

The AIC is committed to the QA process. Therefore, we ensure staff adhere to all taping requirements. Our current process is as follows:

- When staff first begin their AIC employment, before training starts, we organize a “meet and greet” session for the new staff with their QA coach. At this time, the coach explains the process and reasoning for QA, what is expected from the staff, and how they will work together to achieve goals.
- The Program Managers meet monthly with the QA coaches to review progress/ issues and schedules the next month’s QA sessions with staff.
- The Supervising Case Manager and Supervising Intervention Specialist meet weekly with their staff to discuss many topics, one of which is the QA process including taping.
- A monthly calendar is reviewed at the weekly staff meeting, listing trainings, vacations, and scheduled QA coaches’ meetings.
- If for any reason staff cannot produce the required QA sessions, an email from the staff is sent to the QA coach with a cc to their supervisor. A reason may be all new clients are probation so there are no LSI-R tapes.

C-17.E Submit your policy and procedure for ensuring video and audio taping equipment is in good working order and QA equipment and any client QA content is stored in a secure, password protected, locked location and access to and use of equipment and its contents is limited to authorized personnel.

**COMMUNITY PARTNERS IN ACTION
Alternative in the Community Program
Quality Assurance Protocol
Revised: 3-22-13**

Policy

The AIC will remain current on and follow all CSSD Quality Assurance (QA) guidelines.

Operational Procedure

1. All AIC clients will sign the AIC Program Participation Contract during intake, which explains the video and audio recording.
2. AIC staff will record **ALL** sessions to provide the QA coach with a large sample.
3. QA coaches will randomly select and download **two sessions, per intervention, each month, at the QA feedback session.**

4. AIC staff will ensure that recordings are of good quality (sound and picture) and will ensure the recordings are void of interruptions.
5. With the exception of mechanical failure, recording equipment is not to be stopped and started during the session.
6. All sessions will be conducted with natural interaction and not scripted.
7. As all audio and video recordings are the property of CSSD, AIC staff will adhere to the following “chain of custody” for audio and video recordings and will not deviate from this procedure by disseminating, sharing or reviewing recordings without prior written approval from CSSD.
 - a. Audio and Video recorders will be stored in a secured location when not in use and accessed only by authorized personnel.
 - b. All audio and video recordings will be recorded on CSSD approved electronic equipment.
 - c. Video recordings will be transferred to a **secure (*password protected*)** hard drive immediately upon completion of the session.
 - d. Video sessions will be named as follows:
Group intervention-session#-staff first name last initial-month-date-year-time
e.g., Movingon-session1-JohnS-May-1-2012-6PM
 - e. Audio sessions will be named as follows:
Client initials-intervention-staff first name last initial-month-date-year-time
e.g., JS-casemanagement-JohnS-May-1-2012-9AM
 - f. Hard drives and audio recorders will be provided to the QA coach during each QA session to facilitate the download to the coach’s laptop and/or portable hard drive, of **two recorded sessions**, randomly selected by the coach.
 - g. Staff will witness the deletion from the coach’s equipment of the reviewed recordings, at the close of each QA session and both AIC staff and QA Coach will document such on the “Destroyed Audio and Video Recordings” log.
 - h. The Program Director will witness staff delete all sessions from the hard drive, subsequent to the Coach’s download each month.
8. AIC staff will redact all client identifiers from all client information, such as assessment instruments and reports, submitted to the QA coach for review purposes.
9. AIC staff will submit recording counter readings of any specific parts they would like the QA coaches to pay special attention to, on the submission form.
10. AIC staff will adhere to the following Recording Requirements:

- a. Assessment/Feedback/Case Planning – submit completed and redacted assessments, reports, scoring, service team meeting form and case plan, for each session chosen by the QA coach.
 - b. Case Management – submit assessment, reports, and all case plans to date for each session chosen by the QA coach.
11. AIC staff will report all inoperable recording equipment to the Program Manager who will collaborate with the CSSD Compliance Specialist and QA coach to rectify the situation as soon as possible.
12. The “Destroyed Audio and Video Recordings” form will be completed each time recordings are destroyed.

C-18 STAFFING

C-18.A Describe how your program will recruit and hire qualified staff that reflects your communities’ cultural differences and ability to provide services in the language(s) of clients in your communities.

CPA has an extensive history of providing culturally sound programming to clients. The agency maintains qualified staff able to maintain appropriate boundaries while also role-modeling pro-social behavior and providing guidance and structure to clients. **CPA prides itself on having a work force reflective of the diverse population we serve,** while also being fully aware of language barriers that can arise when working with that diverse client population.

Recruitment efforts for all CPA positions seek to find candidates reflective of our clients. We advertise openings in media utilized by the minority communities we serve and job postings are sent to a wide range of minority community organizations. Job openings are also sent to CT Works and are posted on the internet. Recruiting to help diversify staff is an on-going activity.

The diversity of CPA’s work force as of January 16, 2015 is illustrated on the following chart:

	M & F	M	F	M	F	M	F	M	F	M	F	M	F
M-Male F-Female													
Administrative	13		5		4		4						
Exec./Sr. Official/Mgrs	10	3	5		2								
First/Mid	22	7	3	2	6	2	2						

Level Official/Mgr.									
Laborers and Helpers	4	2		1		1			
Professionals	47	8	6	6	15	1	11		
Service Workers	111	15	5	40	34	12	4		1
Totals Above	207	35	24	49	61	16	21		1
Totals One Year Ago	207	37	32	42	62	13	18	1	2

C-18.B In this section submit staffing pattern/schedule and describe how the program will ensure your staffing pattern provides appropriate staff coverage during peak client reporting times as well as ensuring the safety of staff and clients.

Historically, peak reporting at the Hartford AIC occurs during the late afternoon and evening. As the proceeding staff schedules demonstrate, sufficient staff coverage is provided during peak reporting times. As the group schedules contained herein demonstrate, ample programming occurs in the late afternoon and evening to accommodate the volume of clients who report at this time.

Hartford AIC at Washington Street: Staff Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
Virginia Lewis Program Manager 8:30am-4:00pm Yanique Walton Supervising IS 12:30pm-8:00pm Richard Castagno Intervention Specialist 12:30pm-8:00pm Daniel Hall Intervention Specialist 12:30pm-8:00pm Tashana Mullings Employment Specialist 8:30am-4:00pm To Be Hired Job Developer 8:30am-4:00pm Derek Morrissey Supervising Case Mgr. 8:30am-4:00pm Yesenia Jones Case Manager 8:30am-4:00pm Janira Rodriguez Case Manager 12:30pm-8:00pm Mavis Chappell Case Manager 8:30am-4:00pm Ryan Togninalli Case Manager 12:30pm-8:00pm	Virginia Lewis Program Manager 8:30am-4:00pm Yanique Walton Supervising IS 8:30am-4:00pm Richard Castagno Intervention Specialist 8:30am-4:00pm Daniel Hall Intervention Specialist 12:30pm-8:00pm Tashana Mullings Employment Specialist 8:30am-4:00pm To Be Hired Job Developer 8:30am-4:00pm Derek Morrissey Supervising Case Mgr. 8:30am-4:00pm Yesenia Jones Case Manager 12:30pm-8:00pm Janira Rodriguez Case Manager 8:30am-4:00pm Mavis Chappell Case Manager 12:30pm-8:00pm Ryan Togninalli Case Manager 8:30am-4:00pm	Virginia Lewis Program Manager 8:30am-4:00pm Yanique Walton Supervising IS 12:30pm-8:00pm Richard Castagno Intervention Specialist 12:30pm-8:00pm Daniel Hall Intervention Specialist 12:30pm-8:00pm Tashana Mullings Employment Specialist 8:30am-4:00pm To Be Hired Job Developer 8:30am-4:00pm Derek Morrissey Supervising Case Mgr. 8:30am-4:00pm Yesenia Jones Case Manager 12:30pm-8:00pm Janira Rodriguez Case Manager 12:30pm-8:00pm Mavis Chappell Case Manager 12:30pm-8:00pm Ryan Togninalli Case Manager 8:30am-4:00pm	Virginia Lewis Program Manager 8:30am-4:00pm Yanique Walton Supervising IS 8:30am-4:00pm Richard Castagno Intervention Specialist 8:30am-4:00pm Daniel Hall Intervention Specialist 8:30am-4:00pm Tashana Mullings Employment Specialist 8:30am-4:00pm To Be Hired Job Developer 8:30am-4:00pm Derek Morrissey Supervising Case Mgr. 8:30am-4:00pm Yesenia Jones Case Manager 8:30am-4:00pm Janira Rodriguez Case Manager 8:30am-4:00pm Mavis Chappell Case Manager 8:30am-4:00pm Ryan Togninalli Case Manager 12:30pm-8:00pm	Virginia Lewis Program Manager 8:30am-4:00pm Yanique Walton Supervising IS 8:30am-4:00pm Richard Castagno Intervention Specialist 8:30am-4:00pm Daniel Hall Intervention Specialist 8:30am-4:00pm Tashana Mullings Employment Specialist 8:30am-4:00pm To Be Hired Job Developer 8:30am-4:00pm Derek Morrissey Supervising Case Mgr. 8:30am-4:00pm Yesenia Jones Case Manager 8:30am-4:00pm Janira Rodriguez Case Manager 8:30am-4:00pm Mavis Chappell Case Manager 8:30am-4:00pm Ryan Togninalli Case Manager 8:30am-4:00pm



RFP 3502: SECTION C : PROGRAM NARRATIVE

De'Andre Bonilla Case Manager 8:30am-4:00pm	De'Andre Bonilla Case Manager 12:30pm-8:00pm	De'Andre Bonilla Case Manager 8:30am-4:00pm	De'Andre Bonilla Case Manager 12:30pm-8:00pm	De'Andre Bonilla Case Manager 8:30am-4:00pm
LaDawn Burleson Case Manager 12:30pm- 8:00pm	LaDawn Burleson Case Manager 8:30am-4:00pm	LaDawn Burleson Case Manager 8:30am-4:00pm	LaDawn Burleson Case Manager 12:30pm- 8:00pm	LaDawn Burleson Case Manager 8:30am-4:00pm
Jasmine Hall Gender Responsive CM 8:30am-4:00pm	Jasmine Hall Gender Responsive CM 8:30am-4:00pm	Jasmine Hall Gender Responsive CM 8:30am-4:00pm	Jasmine Hall Gender Responsive CM 8:30am-4:00pm	Jasmine Hall Gender Responsive CM 8:30am-4:00pm
Chelsea Kondratowicz Court Liaison 8:30am 4:00pm	Chelsea Kondratowicz Court Liaison 8:30am 4:00pm	Chelsea Kondratowicz Court Liaison 8:30am 4:00pm	Chelsea Kondratowicz Court Liaison 8:30am 4:00pm	Chelsea Kondratowicz Court Liaison 8:30am 4:00pm
Raul Dejesus Operations Assistant 8:30am-3:30pm	Raul Dejesus Operations Assistant 8:30am-12:30pm	Raul Dejesus Operations Assistant 8:30am-12:30pm	Raul Dejesus Operations Assistant 8:30am-12:30pm	Raul Dejesus Operations Assistant 8:30am-12:30pm
Brooke Dunlap Administrative Assistant 8:30am-4:00pm	Josue Charles Community Service 8:00am-3:30pm	Josue Charles Community Service 8:00am-3:30pm	Josue Charles Community Service 8:00am-3:30pm	Josue Charles Community Service 8:00am-3:30pm
	Brooke Dunlap Administrative Assistant 8:30am-4:00pm	Brooke Dunlap Administrative Assistant 8:30am-4:00pm	Brooke Dunlap Administrative Assistant 8:30am-4:00pm	Brooke Dunlap Administrative Assistant 8:30am-4:00pm
Community Service is also offered on Saturdays and worked by Josue Charles from 8am to 3:30pm				

Hartford AIC at 716 Windsor Street: Staff Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
Tony McLendon, PM 9am – 4:30pm	Tony McLendon, PM 10:30am – 6pm	Tony McLendon, PM 9am – 4:30pm	Tony McLendon, PM 10:30am – 6pm	Tony McLendon, PM 9am-4:30pm
Kayla Callahan, LCM 9am – 4:30pm	Kayla Callahan, LCM 9am – 4:30pm	Kayla Callahan, LCM 9am – 4:30pm	Kayla Callahan, LCM 9am – 4:30pm	Kayla Callahan, LCM 9am – 4:30pm
Mabel Nieves, AA 9am – 4:30pm	Mabel Nieves, AA 10:30am – 6pm	Mabel Nieves, AA 9am – 4:30pm	Mabel Nieves, AA 10:30am – 6pm	Mabel Nieves, AA 9am-4:30pm
Jose Morales, IS 9am – 4:30pm	Jose Morales, IS 10:30am – 6pm	Jose Morales, IS 9am – 4:30pm	Jose Morales, IS 10:30am-6pm	Jose Morales, IS 9am-4:30pm
Fabiana Silva, IS 9am – 4:30pm	Fabiana Silva, IS 9am – 4:30pm	Fabiana Silva, IS 9am – 4:30pm	Fabiana Silva, IS 9am – 4:30pm	Fabiana Silva, IS 9am – 4:30pm
Mike Gallucci, CM/IS 9am – 4:30pm	Mike Gallucci, CM/IS 9am – 4:30pm	Mike Gallucci, CM/IS 9am – 4:30pm	Mike Gallucci, CM/IS 9am – 4:30pm	Mike Gallucci, CM/IS 9am – 4:30pm
Nicole Cahill, CM/IS 9am – 4:30pm	Nicole Cahill, CM/IS 10:30am to 6pm	Nicole Cahill, CM/IS 9am – 4:30 pm	Nicole Cahill, CM/IS 10:30am-6pm	Nicole Cahill, CM/IS 9am-4:30pm
Jessica Pineros, ES 9am – 4:30pm	Jessica Pineros, ES 10:30am – 6pm	Jessica Pineros, ES 9am – 4:30pm	Jessica Pineros, ES 10:30am-6pm	Jessica Pineros, ES 9am-4:30pm
Mary Jane Laboy, JD 9am – 4:30pm	Mary Jane Laboy, JD 9am – 4:30pm	Mary Jane Laboy, JD 9am – 4:30pm	Mary Jane Laboy, JD 9am – 4:30pm	Mary Jane Laboy, JD 9am – 4:30pm

PM: Program Manager
 LCM: Lead Case Manager
 AA: Administrative Assistant
 IS: Intervention Specialist
 CM/IS: Case Manager/Intervention Specialist
 ES: Employment Specialist
 JD: Job Developer

C-18.C Describe how the program will foster and reward staff who motivate clients, serve as positive role models to staff and clients and carry out with integrity the day to day element of the program.

Staff who motivate clients, serve as positive role models to both staff and clients, and carry out with integrity the day to day elements of the program. Staff are consistently and positively reinforced by each other, the Program Manager and CPA's Administration. Such recognition can take several forms, from verbal praise to formal celebration of accomplishments such as earning "Program Champion" status.

CPA recognizes the value of ensuring staff who model desired behavior are reinforced. A core set of rewards and recognition have been developed which include both planned and immediate responses. The Planned Employee Recognition approach is characterized by pre-arranged, more frequently scheduled ways of acknowledging contributions and accomplishments of an individual or team. Examples include rewards and recognition for perfect attendance, program of the year, tenure anniversaries and Employee of the Quarter. The Immediate Employee Recognition approach provides employee rewards and recognition at any time for demonstration of behaviors and values of the organization, contributions to the goals and objectives of the Agency or

Program and to acknowledge individual or team accomplishments. Examples include Employee Recognition Awards for teamwork, project completion, exemplary effort, etc.

CPA strives to foster a culture that emphasizes ongoing recognition of CPA staff, which helps to motivate them to continue to contribute to creating a more dynamic and productive agency. CPA has also established an Incentive Committee to oversee staff incentive programs and to ensure ongoing discussion of ways to motivate and retain staff, in collaboration with the Human Resources Director. The committee also meets to make decisions on new and ongoing incentives.

An ongoing objective of CPA's HR Department is to reinforce CPA's ability to attract and retain highly qualified employees, and to ensure they are effectively supervised, supported, and developed. Additionally, HR is charged with expanding organizational and managerial and/or supervisory approaches to recognizing and rewarding effective employee performance.

C-18.D Agency stability (staff turnover) has proved to be an important factor in implementation quality. Submit your agency turnover rates for the past 3 years broken down by senior management, mid-management and line staff. If you are a current AIC contractor submit your AIC turnover rate for the past two years.

Senior Staff: 2 or 1%	Senior Staff: 4 or 2%	Senior Staff: 4 or 2%
Mid Mgmt: 18 or 9%	Mid Mgmt: 13 or 6%	Mid Mgmt: 33 or 16%
Line Staff: 41 or 19.5%	Line Staff: 54 or 25%	Line Staff: 50 or 23.5%
Total Turnover: 61 or 29.5%	Total Turnover: 71 or 33%	Total Turnover: 87 or 41.5%

The turnover rate for HAIC at Washington Street for 1-1-13 through 12-31-13 was 33%.

The turnover rate for HAIC at Washington Street for 1-1-14 through 12-31-14 was 39%.

The turnover rate for HAIC at Windsor Street for 1-1-13 through 12-31-13 was 22%.

The turnover rate for HAIC at Windsor Street for 1-1-14 through 12-31-14 was 33%.

C-18.E Submit in this section job descriptions for each position included in your proposal. Include minimum educational/experience qualifications and description of duties and responsibilities. List any exceptions you may have to these requirements.

Job descriptions for positions at the Hartford AIC on Washington Street are as follows:

TITLE: Administrative Assistant: AIC on Washington Street

POSITION REPORTS TO: Program Manager

POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: High School Diploma and demonstrated ability to perform clerical duties as described below. Strong communication and writing skills; must be computer literate. Bi-lingual (Spanish/English) preferred. Ability to interact with people of diverse backgrounds. Must be organized and task focused.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Operate personal/office computers and type and file program materials
- Prepare and update program forms/files
- Provide front desk coverage and efficiently handle multi-line telephone system
- Order and maintain inventory of supplies and equipment
- Input data into Contractor Data Collection System (CDCS) and maintain, update, and utilize the data, as directed by the Program Manager
- Attend meetings and record minutes
- Control flow of traffic into and out of the program; ensure clients get to their proper program destination
- Schedule and assist in preparation for meetings/functions as required by Program Manager
- Maintain and update statistical and program information
- Maintain client and visitor logs
- Maintain a courteous and professional presence
- Utilize the CPA Case Management System as directed by Program Manager
- Establish and maintain appropriate boundaries with clients and their significant others
- Attend and participate in required trainings and booster sessions as directed by Program Manager
- Serve as a role model to clients and staff by modeling pro-social behaviors
- Oversight and coordination of the Probation Administrative Monitoring Program, known as JAMS
- Oversight and coordination of the “urine only” Bail clients throughout their commitment to the AIC for rendering random urines
- Assist Supervising Case Manager with client intakes as directed
- Schedule transportation and/or activities for the residential clients
- Schedule/coordinate staff training

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Case Manager: AIC on Washington Street
POSITION REPORTS TO: Supervising Case Manager
POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: Bachelor's degree plus two (2) years experience in social services field. Equivalent work experience will be considered in lieu of education. Experience in administering assessments and performing case management functions preferred. Knowledge of criminal justice and court systems and the ability to interact with people of diverse backgrounds. Must have strong written, oral, and interpersonal skills. Able to engage and develop collaborations with community agencies. Education may be substituted with experience on a year for year basis. Must be computer literate. Bi-lingual (English/Spanish) skills preferred. Must have valid driver's license.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Conducts client intake and orientation and administer assessments (LSI-R and ASUS) using motivational enhancement strategies
- Engages clients and uses Motivational Interviewing techniques in day to day interactions with clients
- Interprets assessments and prepares individual service plans based on assessment outputs
- Ensures Service Plans address clients' assessed needs, court ordered conditions, basic needs, and needs that support recovery and pro-social behavior change
- Matches clients to programs and services based on client's risk, needs, strengths, and responsivity factors
- Delivers case presentations and provide recommendations for the coordination and sequencing of program services for clients
- Recognizes and addresses ambivalence and resistance and helps clients maintain motivation to change
- Goes out into the community on a regular basis to develop community resources and strong community relationships
- Takes clients into the community to access community resources
- Coordinates and follows up on referrals to community based services, as necessary and appropriate
- Schedules case management sessions and incorporates Carey Guides into case management sessions
- Inputs client data into the Contractor Data Collection System (CDCS) and maintains, updates, and utilizes the data as directed
- Utilizes the CPA Case Management System as directed
- Conducts booster sessions based on client needs
- Monitors client behaviors and uses program behavior management system to reward desired behaviors and apply swift and certain sanctions for undesirable behavior; holds clients accountable for court ordered conditions
- Serves as a role model to clients and staff modeling pro-social behaviors

- Prepares court, monthly, and discharge reports that are accurate and timely
- Remains current on correctional programming literature, emerging promising practices and evidence based programming
- Solicits client satisfaction feedback
- Attends and participates in all trainings and booster sessions related to position
- Actively participates in quality assurance activities that include audio/visual taping interactions with clients, submitting tapes and participating in feedback sessions with QA coaches
- Recognizes client anti-social thinking, feeling, and acting and demonstrates and reinforces concrete alternatives
- Establishes and maintains appropriate boundaries with clients and significant others
- Develops service delivery plans for clients and incorporates all special needs
- Establishes and maintains one-on-one relationship with designated clients
- Completes necessary case documentation on each client in a timely manner
- Supervises urine collection as required
- Participates in related seminars, panels and workshops to enhance visibility of agency and program
- Participates in effort of meeting performance based measures set by CSSD

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Community Service Coordinator: AIC on Washington Street

POSITION REPORTS TO: Residential Supervisor

POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: High School Diploma and two years experience working in community based projects or two-year degree in human services or related field. Good time management and organizational skills required. Must have a valid driver's license and a clean driving record. Strong written, verbal, and computer skills required. Knowledge of criminal justice system preferred. Ability to interact with people of diverse backgrounds. Bi-lingual skills (English/Spanish) preferred.

ESSENTIAL FUNCTIONS AND BASIC DUTIES

- Develop community service projects
- Implement public relations/awareness activities
- Coordinate and schedule client assignments to community service projects
- Assess transportation, insurance and equipment needs and recommend budget and work schedules
- Maintain caseload of community service clients
- Complete the necessary documentation on each client in a timely manner
- Ensure timely client documentation to the referral source
- Input client data into the Contractor Data Collection System (CDCS) and maintain, update, and utilize the data as directed

- Serve as a role model to clients and staff and model pro-social behaviors
- Attend and participate in all trainings and booster sessions related to position, as directed
- Solicit client satisfaction feedback
- Establish and maintain appropriate boundaries with clients
- Participate in related seminars, panels, and workshops to enhance visibility of agency and program
- Verify and document clients' community service hours
- Coordinate transportation, meals and emergency situation response at community service sites
- Supervise client activities at community service sites
- Provide programmatic and statistical reports as required

POSITION INTERCHANGEABILITY: Perform duties of other staff as required

TITLE: Court Liaison: AIC on Washington Street

POSITION REPORTS TO: Supervising Case Manager

POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: Bachelor's degree plus two (2) years experience in social services and/or criminal justice. Equivalent work experience will be considered in lieu of education. Knowledge of criminal justice and court systems and the ability to interact with people of diverse backgrounds preferred. Must have strong written, oral, and interpersonal skills. Must be computer literate. Bi-lingual (English -Spanish) skills preferred. Must be organized and possess the ability to work independently. Must have exemplary public speaking skills. Must be comfortable interviewing potential clients while they are in the lock up area of the courthouse.

ESSENTIAL FUNCTIONS AND BASIC DUTIES

- Assess appropriateness of court referred individuals for participation in the program
- Coordinate with local Bail Commissioner and Community Court staff the identification of potential clients
- Spend majority of work time in court to receive referrals who are awaiting trial or sentenced to the program
- Interview prospective participants detained in lock up to determine suitability for program participation
- Develop and maintain networking relationships with court personnel to insure acceptance, use of program services, and coordinate all transfers from other AICs including, but not limited to, court report tracking and submission
- Maintain current knowledge of program rules, program offerings and statewide network capabilities in order to accurately inform the court about the program's abilities
- Receive and disseminate written documentation from the program to court

- Maintain a professional and courteous presence in court
- Act as agency representative in court to communicate clearly participants' status/progress in program
- Maintain statistics and other pertinent information regarding program participants
- Communicate with other AICs regarding bed availability
- Complete necessary case documentation on each client in a timely manner
- Participate in related seminars, panels and workshops to enhance visibility of agency and program
- Establish and maintain appropriate boundaries with clients and significant others
- Attend and participate in all trainings and booster sessions related to position
- Serves as a role model to clients and staff modeling pro-social behaviors

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Employment Specialist: AIC on Washington Street

POSITION REPORTS TO: Supervising Intervention Specialist

POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: Bachelor's Degree plus three (3) years experience in social services and/or employment/educational services, teaching, training, and/or group facilitation. Equivalent work experience will be considered in lieu of education. Knowledge of criminal justice and court systems and the ability to interact with people of diverse backgrounds. Knowledge of the Greater Hartford community provider network and job market. Self-starter and initiator. Must have strong engagement, written and oral communication skills. Bi-lingual (English/Spanish) skills helpful. Job Development and placement experience beneficial. Must possess strong computer skills. Must have valid driver's license.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Conducts client orientation and assessment (i.e. CASAS) using motivational enhancement strategies
- Prepares, plans, and facilitates individual and employment group training sessions with integrity and fidelity to curriculum/manual
- Establishes and maintains one-on-one relationship with clients for the purpose of securing employment opportunities on their behalf
- Establishes and maintains on-going, effective job development marketing strategy for canvassing prospective participant employers
- Assesses and screens clients for appropriate employment matches and support service referrals
- Completes the necessary case documentation on each client in a timely manner, as directed
- Inputs client data into the Contractor Data Collection System (CDCS) and maintains, updates, and utilizes the data as directed

- Plans and implements regular job development activities which result in a pool of employers committed to hiring ex-offenders
- Participates in the CPA Employment Coalition for the purpose of information sharing and to troubleshoot challenges
- Prepares individual employment plans based on LSI-R/ASUS assessment outputs, as directed
- Recognizes and addresses client ambivalence and resistance and helps clients maintain motivation to change
- Recognizes anti-social thinking, feeling, and acting, and demonstrates and reinforces concrete alternatives
- Develops, maintains, and coordinates referrals to community resources to help clients attain educational, vocational, and employment goals
- Serves as a role model to clients and staff modeling pro-social behaviors
- Predisposed to offer concrete problem solving and to engage clients in skill building
- Solicits client satisfaction feedback
- Participates in quality assurance review of groups and client sessions
- Establishes and maintains appropriate boundaries with clients and significant others
- Develops and assists with the implementation of the service delivery plan for clients and incorporates all special needs
- Supervises urine collection as required
- Participates in related seminars, panels and workshops to enhance visibility of agency
- Participates in effort of meeting performance based measures set by CSSD

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Gender Responsive Case Manager: AIC on Washington Street

POSITION REPORTS TO: Supervising Case Manager

POSITIONS SUPERVISED: Not Applicable

POSITION REQUIREMENTS: Bachelor's degree plus (2) years experience in community relations and advocacy and/or social services field. Equivalent work experience will be considered in lieu of education. Experience conducting assessments and case management preferred. Prior work with females preferred. Knowledge of criminal justice system and ability to effectively interact with people of diverse backgrounds. Must have strong oral, written, and interpersonal skills. Education may be substituted with experience on a year for year basis. Able to engage and develop collaborations with community agencies. Bi-lingual (English-Spanish) skills preferred. Must be computer literate. Must have valid driver's license.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Build and maintain rapport and respectful relationships with female offenders/defendants
- Engage women using gender responsive techniques with fidelity to the Adult Probation Women Offender Case Management Model and Gender Responsive Principles
- Engage clients and use Motivational Interviewing and motivational enhancement strategies in day to day interactions
- Conduct intake and orientation, administer intake assessments, prepare individual service plans to address clients' assessed needs that support recovery and pro-social behavior change
- Schedule and meet with clients based on risk and needs.
- Proactive in addressing clients' basic needs and rewards pro-social behavior
- Incorporate Carey Guides and gender responsive principles into case management sessions
- Develop, maintain and regularly update program's Community Resource Guide that contains services for women pertinent to housing, education/vocation, social, family, etc.
- Regularly be in the community identifying and developing community agencies/resources with expertise in working with women
- Ensure linkages to community resources as necessary/ appropriate and coordinate referral and follow up
- Ensure linkages with AIC services based on the women's risk, needs, strengths, and responsivity (i.e. Moving On, Employment, Basic Needs)
- Provide recommendations for the coordination and sequencing of program services for the women and present to probation referral source for team discussion.
- Recognize and address the women's ambivalence and resistance and help them maintain motivation to change and maintain ongoing updates for probation referral source
- Complete necessary case documentation as directed
- Utilize CDCS (Contractor Data Collection System) protocols to track and enter data for WOCM caseload
- Utilize the CPA Case Management System as directed
- Serve as role model to staff and clients modeling pro-social behavior
- Solicit client satisfaction feedback via the Working Alliance Inventory (WAI)
- Establish and maintain professional staff to client boundaries with the women and their significant others
- Actively participate in quality assurance activities that include audio/video taping interactions with the women, submitting tapes and participating in feedback sessions with QA coaches
- Recognize anti-social thinking, feeling, and acting and demonstrate and reinforce concrete alternatives
- Develop and maintain regular communications with referral source(s) to ensure they are kept abreast of the women's progress and participation in the program

- Participate in team approach to case planning to include case reviews, team meetings and assist referral source in identifying and referring clients to targeted services
- Perform community outreach and advocacy work on behalf of the WOCM women
- Deliver case presentations and work collaboratively in the AIC's service team meetings to help develop case plans that target the women's strengths, needs, and personal goals
- Create an environment that is safe and respectful for the women
- Promote healthy relationships that support behavior change
- Attend all required trainings and meetings, and assist in the implementation and development of female gender responsive services
- Prepare timely and accurate court, progress, and/or discharge reports and other reports as required
- Partner with the WOCM State Advisory Team
- Provide awareness to Probation regarding AIC Gender Responsive services and interventions
- Participate in related seminars, panels and workshops to enhance visibility of agency and program

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Intervention Specialist: AIC on Washington Street

POSITION REPORTS TO: Supervising Intervention Specialist

POSITIONS SUPERVISED: Not Applicable

POSITION REQUIREMENTS: Bachelor's degree plus 3 years experience in working with criminal justice population; equivalent work experience will be considered in lieu of education; ability to interact with people of diverse backgrounds; experience with individual and group facilitation and group dynamics; experience conducting client assessments helpful; experience working with both male and female offenders preferred; bi-lingual skills (English/Spanish) preferred; must be computer literate; must possess strong engagement, verbal and written and interpersonal skills.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Prepares, plans, and facilitates individual and group training sessions with integrity and fidelity to curriculum/manual
- Meets with clients individually to ensure understanding of content of services
- Performs case management functions as directed
- Demonstrates clear, accurate and concise written and verbal communication
- Able to recognize and address client ambivalence and resistance and help clients maintain motivation to change
- Conducts make-up sessions for clients
- Conducts booster sessions based on client needs
- Knowledge of cognitive-behavioral approaches

- Predisposed to offer concrete problem solving and to engage clients in skill building
- Able to recognize anti-social thinking, feeling and acting and demonstrates and reinforces concrete alternatives
- Monitors client behaviors and implements program behavior management system on a consistent basis
- Remains current on research and literature reviews with “what works” in changing offender behavior and recidivism reduction
- Serves as a role model to clients and staff modeling pro-social behaviors
- Assists in the development and implementation of Individual Service Plans
- Completes the necessary case documentation on each client in a timely and accurate manner
- Inputs data into the Contractor Data Collection System (CDCS) and maintains, updates, and utilizes the data as directed
- Utilizes the CPA Case Management System as directed
- Attends and participates in all trainings and booster sessions related to position
- Participates in quality assurance review of groups and client sessions
- Solicits client satisfaction feedback
- Establishes and maintains appropriate boundaries with clients and significant others
- Conducts urinalysis as requested
- Participates in related seminars, panels, and workshops to enhance visibility of agency and program
- Participates in effort of meeting performance based measures set by CSSD

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Job Developer: AIC on Washington Street

POSITION REPORTS TO: Supervising Intervention Specialist

POSITIONS SUPERVISED: Not Applicable

POSITION REQUIREMENTS: Bachelor’s degree preferred plus two (2) years experience in social services and/or employment and/or educational services, teaching, training, and/or group facilitation. Equivalent work experience will be considered in lieu of education. Knowledge of criminal justice and court systems and the ability to interact with people of diverse backgrounds. Knowledge of the Greater Hartford job market and community provider network. Successful candidate must be a self-starter and work with minimal supervision. Must have strong written and interpersonal skills. Bi-lingual (English/Spanish) skills preferred. Job development and placement experience required. Must possess strong computer skills. Must have valid driver’s license and reliable transportation.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Establish and maintain one-on-one relationship with designated clients for the purpose of securing employment opportunities on their behalf

- Establish and maintain on-going effective job development marketing strategy for canvassing prospective participant employers
- Assess and screen clients for appropriate employment matches
- Work with clients to develop individualized and measurable employment plans.
- Maintain accurate documentation of client attendance and performance
- Input client data into CDCS and maintain, update, and utilize the data as directed
- Complete the necessary case documentation on each client, as established by the Program Manager
- Plan and implement regular job development activities which result in a pool of employers committed to hiring CPA clients
- Monitor/supervise Transitional House clients through the job search and placement process
- Identify, develop and maintain ongoing relationships with services, agencies and institutions that may directly reduce barriers to clients employment (i.e. Dress for Success)
- Prepare, plan, and facilitate individual and employment group training sessions with integrity and fidelity to curriculum/manual as necessary
- Recognize and address client ambivalence and resistance and help clients maintain motivation to change
- Recognize anti-social thinking, feeling, and acting, and demonstrate and reinforce concrete alternatives
- Predisposed to offer concrete problem solving and to engage clients in skill building
- Participate in the CPA Employment Coalition for the purpose of information sharing and to troubleshoot challenges
- Serve as a role model to clients and staff modeling pro-social behaviors
- Solicit client satisfaction feedback
- Establish and maintain appropriate boundaries with clients and their significant others
- Attend all CPA and CSSD required trainings
- Participate in quality assurance review of groups and client sessions
- Actively participate in the overall effort to meet performance based measures set by CSSD and CPA
- Participate in related seminars, panels and workshops to enhance visibility of program
- Supervise urine collection as required
- Perform other duties related to effective advocacy for employment of ex-offenders, as necessary

POSITION INTERCHANGEABILITY: Perform duties of all other staff as required.

TITLE: Operations Assistant: AIC on Washington Street
POSITION REPORTS TO: Residential Supervisor
POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: High school diploma or GED. One year experience in building maintenance/security. Valid CT driver's license. Clean driving record. Ability to positively interact with program participants. Must demonstrate emotional maturity and stability. Willingness to work flexible schedule including weekends. Good physical condition.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Monitor arrival of clients during operational hours
- Supervise clients as required by Program Manager and/or Assistant Program Manager
- Provide client transportation as required
- Perform general custodial duties
- Perform periodic inspections of facility and determine necessary repairs and maintenance
- Perform minor repairs
- Perform duties as coordinator and liaison with contracted service providers
- Maintain inventory of building maintenance products
- Maintain kitchen sanitation in accordance with local and state laws
- Collect urine samples from clients and record in client files, as directed
- Supervise client clean up of facility – inside and outside
- Maintain vehicle(s), vehicle records and vehicle safety equipment, including first aid kits
- Maintain Fire Safety Standards in accordance with local and state law
- Maintain First Aid supply inventory
- Uphold and follow all policies and procedures
- Serve as role model for staff and clients modeling pro-social behaviors
- Establish and maintain appropriate boundaries with clients and their significant others

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Program Manager: AIC on Washington Street

POSITION REPORTS TO: Program Operations Director

POSITIONS SUPERVISED: All positions at the Hartford AIC and HTH programs

POSITION REQUIREMENTS: Bachelors degree preferably in the Social Science field and at least three years supervisory experience in the Criminal Justice or Social Work system. Equivalent work experience will be considered in lieu of education. Exemplary written and verbal skills. Knowledge of court system and local community resources; must be computer literate; Knowledge of performance based contracting; Strong leadership skills.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Supervise, train, and manage all program staff

- Comply with all funding and reporting requirements
- Assist in hiring and terminating staff
- Develop/maintain program policies and procedures
- Develop community resources and interact with such resources as necessary
- Oversee community service activities
- Coordinate staff trainings
- Prepare and submit monthly program reports to funding agent
- Analyze and evaluate the achievement of program objectives; where objectives are not achieved implement corrective action to ensure their future attainment
- Organize, implement and supervise programming for AIC and HTH
- Share on call responsibilities
- Provide training and technical assistance to staff
- Remain current on correctional programming literature, emerging promising practices, evidence based programming
- Conduct management team meetings twice monthly (with SCM, SIS, and Residential Supervisor) to evaluate and review program issues and services
- Oversee and manage the ASIST and WOCM components of the program
- Oversee the development and monitoring of staffs' annual goals and objectives
- Evaluate staff performance
- Review client files and evaluate and approve case note entries and documentation
- Interact with other criminal justice agencies
- Oversee the CSSD Contractor Data Collection System (CDCS) and all that is relevant to it
- Conduct final review of all program discharges against the CDCS to ensure accuracy prior to file being put in the area designated for discharged files
- Coordinate weekly staff meetings and treatment team meetings
- Conduct and document formal weekly supervision of Assistant Program Manager and Supervising Case Manager
- Monitor subcontractor activities (i.e. food service for HTH)
- Perform other leadership tasks and inter-agency functions as required
- Responsible for meeting performance based measures set by CSSD

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Supervising Case Manager: AIC on Washington Street

POSITION REPORTS TO: Program Manager

POSITIONS SUPERVISED: Case Managers, Court Liaison

POSITION REQUIREMENTS: Four year degree, preferably in social science field and two years experience in case management and staff supervision. Equivalent work experience will be considered in lieu of education. Counseling background preferred. Demonstrated knowledge of group facilitation and the social service referral system. Must be able to demonstrate knowledge/expertise in cognitive skills and motivational interviewing concepts; must be computer literate.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Coordinate referral and intake process
- Assist in the hiring of staff
- Supervise and evaluate direct reports' job performance
- Provide training and technical assistance to staff, as necessary
- Review client files and evaluate and approve case note entries and documentation
- Assign cases to staff according to the HAIC File Assignment Structure
- Conduct formal weekly supervision with the following direct reports: case managers, intervention specialists, and administrative clerk; ensure supervision has a clear agenda focused on client files, challenging cases, and any other matters that require attention; document such supervision
- Conduct formal supervision with court liaison once per month (more often if necessary); go to GA14 at least once per month and observe court liaison work; talk with referral sources and other CPA staff in court (i.e. the Young Offender Program Manager) to ensure effective operations and address any challenges that may be occurring
- Develop and maintain consistent schedule for submission of court reports and other required reports
- Assist with the gate keeping of client related issues to ensure they are appropriately handled
- Point of contact for program's referral sources
- Assist in the development and monitoring of staff annual goals and objectives
- Assist in overseeing day to day operation of AIC and HTH
- Share on call responsibilities – once per month
- Assume duties of Assistant Program Manager and/or Program Manager as directed
- Assist with utilization and maintenance of CDCS
- Participates in effort of meeting performance based measures set by CSSD
- Pull the following CDCS reports weekly and respond accordingly to any and all issues:
 - Active Client List
 - Data Quality Check List
 - Timeliness
 - AIC Timeframe Compliance List

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Supervising Intervention Specialist: AIC on Washington Street

POSITION REPORTS TO: Program Manager

POSITIONS SUPERVISED: Intervention Specialists, Employment Specialist, Job Developer

POSITION REQUIREMENTS: Bachelor's degree plus 3 years experience in working with criminal justice population; equivalent work experience will be considered in lieu of

degree; prior supervisory experience preferred; prior experience achieving specific client outcomes and/or meeting performance based metrics preferred; ability to analyze data and make programmatic decisions based on such data; experience with individual and group facilitation and group dynamics; must be able to demonstrate knowledge/expertise in cognitive skills and motivational interviewing concepts ; experience conducting client assessments helpful; bi-lingual skills (English/Spanish) helpful; must be computer literate; must possess strong verbal and written and interpersonal skills.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Day to day supervision of Intervention Specialists (IS), Employment Specialist (ES), and Job Developer (JD) (e.g. intervention coverage, attendance at training and refreshers, taping and quality assurance).
- Review IS/ES/JD processes and protocols, ensuring log books, attendance rosters, and CDCS input is timely, consistent and accurate.
- Follow up with IS/ES/JD to guarantee contact with client/referral sources is made in a timely manner.
- Work closely with WAIC Management Team in the achievement of contract goals and objectives.
- Assist in the hiring of staff.
- Supervise and evaluate direct reports' job performance.
- Provide training and technical assistance to staff as necessary.
- Demonstrate clear, accurate and concise written and verbal communication.
- Facilitate AIC interventions as required.
- Recognize and address client ambivalence and resistance and help clients maintain motivation to change.
- Conduct make-up sessions for clients.
- Knowledge of cognitive-behavioral approaches.
- Predisposed to offer concrete problem solving and to engage clients in skill building.
- Able to recognize anti-social thinking, feeling and acting and demonstrate and reinforce concrete alternatives.
- Monitor client behaviors and implement program behavior management system on a consistent basis.
- Remain current on research and literature reviews with "what works" in changing offender behavior and recidivism reduction.
- Serve as a role model to clients and staff modeling pro-social behaviors.
- Assist in the development and implementation of Individual Service Plans.
- Complete the necessary case documentation on each client in a timely and accurate manner.
- Input data into the Contractor Data Collection System (CDCS) and maintain, update, and utilize the data as directed.
- Attend and participate in all trainings and booster sessions related to position.
- Participate in quality assurance review of groups and client sessions.
- Solicit client satisfaction feedback.
- Establish and maintain appropriate boundaries with clients and significant others.
- Conduct urinalysis as requested.

- Participate in related seminars, panels, and workshops to enhance visibility of agency and program.

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

Job descriptions for positions at the Hartford AIC on Windsor Street are as follows:

TITLE: Administrative Assistant: AIC on Windsor Street

POSITION REPORTS TO: Program Manager

POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: High School Diploma and demonstrated ability to perform clerical duties as described below. Strong communication and writing skills; must be computer literate. Bi-lingual (Spanish/English) preferred. Ability to interact with people of diverse backgrounds. Must be organized and task focused.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Operate personal/office computers and type and file program materials
- Prepare and update program forms/files
- Provide front desk coverage and efficiently handle multi-line telephone system
- Order and maintain inventory of supplies and equipment
- Input data into the Contractor Data Collection System (CDCS) and maintain, update, and utilize the data, as directed by the Program Manager
- Utilize the CPA Case Management System, as directed by the Program Manager
- Attend meetings and record minutes
- Coordinate referrals with Probation Officers and schedule client intakes
- Complete client intakes as directed by Program Manager
- Schedule and assist in preparation for meetings/functions as required by Program Manager
- Maintain and update statistical and program information
- Maintain client and visitor logs
- Maintain a courteous and professional presence
- Establish and maintain appropriate boundaries with clients and their significant others
- Attend and participate in required trainings and booster sessions as directed by Program Manager
- Serve as a role model to clients and staff by modeling pro-social behaviors

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Case Manager/Intervention Specialist: AIC on Windsor Street

POSITION REPORTS TO: Program Manager

POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: Bachelor's degree plus two (2) years experience in social services field. Equivalent work experience will be considered in lieu of education. Experience conducting assessments and case management functions preferred. Knowledge of criminal justice and court systems and the ability to interact with people of diverse backgrounds. Experience with individual and group facilitation and group dynamics . Must have strong written, oral, and interpersonal skills. Must be computer literate. Bi-lingual (English/Spanish) skills helpful. Must be able to work independently. Must have valid driver's license and reliable transportation.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Maintains presence both at HAIC-Windsor Street and the Office of Adult Probation
- Acts as Liaison between program and Office of Adult Probation where referrals are received and client intakes conducted using motivational enhancement strategies
- Anticipates, prevents and/or resolves communication issues between HAIC and Adult Probation
- Prepares individual service plans based on assessment outputs
- Delivers case presentations during service team meetings
- Provides recommendations for the coordination and sequencing of program services
- Prepares, plans, and facilitates individual and group training sessions with integrity and fidelity to curriculum/manual
- Meets with clients individually to ensure understanding of content of services
- Conducts make-up sessions for clients
- Knowledge of cognitive-behavioral approaches
- Predisposed to offer concrete problem solving and to engage clients in skill building
- Recognizes and addresses ambivalence and resistance and helps clients maintain motivation to change
- Coordinates and follows up on referrals to community based services, as necessary and appropriate
- Inputs client data into the Contractor Data Collection System (CDCS) and maintains, updates, and utilizes the data as directed
- Utilizes the CPA Case Management System as directed
- Conducts booster sessions based on client needs
- Monitors client behaviors and implements program behavior management system on a consistent basis
- Serves as a role model to clients and staff modeling pro-social behaviors
- Prepares progress and discharge reports that are accurate and timely
- Remains current on research and literature reviews with "what works" in changing offender behavior and recidivism reduction
- Solicits client satisfaction feedback

- Attends and participates in all trainings and booster sessions related to position
- Participates in quality assurance review of client sessions, groups, and assessment
- Recognizes client anti-social thinking, feeling, and acting and demonstrates and reinforces concrete alternatives
- Establishes and maintains appropriate boundaries with clients and significant others
- Establishes and maintains one-on-one relationship with designated clients
- Completes necessary case documentation on each client in a timely manner
- Supervises urine collection as required
- Participates in related seminars, panels and workshops to enhance visibility of agency and program

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Employment Specialist: AIC on Windsor Street

POSITION REPORTS TO: Program Manager

POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: Bachelor's Degree plus three (3) years experience in social services and/or employment/educational services, teaching, training, and/or group facilitation. Equivalent work experience will be considered in lieu of education. Knowledge of criminal justice system and the ability to interact with people of diverse backgrounds. Knowledge of the Greater Hartford community provider network and job market. Successful candidate must be a self-starter and work with minimal supervision. Must have strong written and interpersonal skills. Bi-lingual (English/Spanish) skills preferred. Job Development and placement experience beneficial. Must possess strong computer skills. Must have valid driver's license and reliable transportation.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Establish and maintain one-on-one relationship with designated probationers for the purpose of securing employment opportunities on their behalf
- Establish and maintain on-going, effective job development marketing strategy for canvassing prospective participant employers
- Prepare, plan, and facilitate individual and employment group training sessions with integrity and fidelity to curriculum/manual
- Recognize and address client ambivalence and resistance and help clients maintain motivation to change
- Recognize anti-social thinking, feeling, and acting, and demonstrate and reinforce concrete alternatives
- Develop, maintain, and coordinate referrals to community resources to help clients attain educational, vocational, and employment goals
- Utilize the CPA Case Management System, as directed by Program Manager
- Serve as a role model to staff and clients modeling pro-social behavior

- Input client data into the Contractor Data Collection System (CDCS) and maintain, update, and utilize the data as directed
- Participate in the CPA Employment Coalition for the purpose of information sharing and to troubleshoot challenges
- Assess and screen clients for appropriate employment matches, using CSSD approved materials
- Maintain accurate documentation of client attendance and performance
- Maintain positive relationships with the Office of Adult Probation
- Predisposed to offer concrete problem solving and to engage clients in skill building
- Solicit client satisfaction feedback
- Participate in quality assurance review of groups and client sessions
- Establish and maintain appropriate boundaries with clients and significant others
- Plan and implement consistent job development activities which result in a pool of employers committed to hiring offenders/probationers
- Use and maintain agency vehicle to transport clients to interviews and job fairs
- Participate in related seminars, panels, and workshops to enhance the visibility of agency and program
- Perform other duties, related to effective advocacy for employment of probationers/offenders, as necessary
- Assist with supervised urine sample collections, as necessary
- Attend all CPA and CSSD required trainings
- Complete the necessary case documentation on each client, as established by the Program Manager
- Participates in effort of meeting performance based measures set by CSSD

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

TITLE: Intervention Specialist: AIC on Windsor Street

POSITION REPORTS TO: Program Manager

POSITIONS SUPERVISED: N/A

POSITION REQUIREMENTS: Bachelor's degree plus 3 years experience in social services field, preferably with the criminal justice population; experience in teaching, training and/or group facilitation and dynamics; equivalent work experience will be considered in lieu of education; strong oral and written communication skills; education may be substituted with experience on a year for year basis; bilingual skills (English – Spanish) preferred; ability to interact with people of diverse backgrounds; must be computer literate.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Prepare, plan, and facilitate individual and group interventions with integrity and fidelity to curriculum/manual, using motivational interviewing techniques and employ a system of positive reinforcement which rewards pro-social behavior.
- Maintain detailed intervention attendance/participation records for all clients, using CSSD approved forms.

- Conduct booster sessions, based upon client needs.
- Conduct make up sessions as necessary.
- Complete necessary case documentation on each client in a timely and accurate manner, as directed by Program Manager.
- Input data into the Contractor Data Collection System (CDCS) and maintain, update, and utilize the data, as directed by the Program Manager.
- Utilize the CPA Case Management System, as directed by the Program Manager.
- Notify the supervising probation officer and Program Manager, in writing, of any client who fails to report for a scheduled intervention within twenty-four hours.
- Complete monthly progress report for Probation Officers detailing client's program status/progress.
- Attend all trainings and/or boosters as required by CSSD and CPA.
- Attend all staff/treatment team meetings and provide professional input based upon the LSI-R and ASUS score and personal knowledge of the client's performance.
- Conduct supervised client urine collection, as necessary.
- Initiate client referrals to and maintain positive relationships with community based services.
- Establish and maintain appropriate boundaries with clients and their significant others.
- Solicit client satisfaction feedback.
- Participate in quality assurance review of groups and client sessions.
- Assure that all interventions are conducted in accordance with Quality Assurance standards.
- Serve as a role model to clients and staff by modeling pro-social behaviors.
- Remain current on research and literature reviews with "What Works" in changing offender behavior.
- Monitor client behavior and implement program behavior management system on a consistent basis.
- Recognize anti-social thinking, feeling, and acting to demonstrate and reinforce concrete alternatives.
- Offer concrete problem solving strategies to help clients improve their skill sets.
- Meet with clients individually to ensure understanding of content of services.
- Demonstrate clear, accurate and concise written and verbal communication.
- Recognize client ambivalence and resistance and offer motivation for change.
- Participates in effort of meeting performance based measures set by CSSD

POSITION INTERCHANGEABILITY: Perform duties of all other staff as required.

TITLE: Job Developer: AIC on Windsor Street

POSITION REPORTS TO: Program Manager

POSITIONS SUPERVISED: Not Applicable

POSITION REQUIREMENTS: Bachelor's degree preferred plus two (2) years experience in social services and/or employment and/or educational services, teaching,

training, and/or group facilitation. Equivalent work experience will be considered in lieu of education. Knowledge of criminal justice and court systems and the ability to interact with people of diverse backgrounds. Knowledge of the Greater Hartford job market and community provider network. Successful candidate must be a self-starter and work with minimal supervision. Must have strong written and interpersonal skills. Bi-lingual (English/Spanish) skills preferred. Job development and placement experience required. Must possess strong computer skills. Must have valid driver's license and reliable transportation.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Establish and maintain one-on-one relationship with designated clients for the purpose of securing employment opportunities on their behalf
- Establish and maintain on-going effective job development marketing strategy for canvassing prospective participant employers
- Assess and screen clients for appropriate employment matches
- Work with clients to develop individualized and measurable employment plans.
- Maintain accurate documentation of client attendance and performance
- Input client data into CDCS and maintain, update, and utilize the data as directed
- Complete the necessary case documentation on each client, as established by the Program Manager
- Plan and implement regular job development activities which result in a pool of employers committed to hiring CPA clients
- Identify, develop and maintain ongoing relationships with services, agencies and institutions that may directly reduce barriers to clients employment (i.e. Dress for Success)
- Prepare, plan, and facilitate individual and employment group training sessions with integrity and fidelity to curriculum/manual as necessary
- Recognize and address client ambivalence and resistance and help clients maintain motivation to change
- Recognize anti-social thinking, feeling, and acting, and demonstrate and reinforce concrete alternatives
- Predisposed to offer concrete problem solving and to engage clients in skill building
- Participate in the CPA Employment Coalition for the purpose of information sharing and to troubleshoot challenges
- Serve as a role model to clients and staff modeling pro-social behaviors
- Solicit client satisfaction feedback
- Establish and maintain appropriate boundaries with clients and their significant others
- Attend all CPA and CSSD required trainings
- Participate in quality assurance review of groups and client sessions
- Actively participate in the overall effort to meet performance based measures set by CSSD and CPA
- Participate in related seminars, panels and workshops to enhance visibility of program
- Supervise urine collection as required

- Perform other duties related to effective advocacy for employment of ex-offenders, as necessary

POSITION INTERCHANGEABILITY: Perform duties of all other staff as required.

TITLE: Lead Case Manager: AIC on Windsor Street

POSITION REPORTS TO: Program Manager

POSITIONS SUPERVISED: Not Applicable

POSITION REQUIREMENTS: Bachelor's degree preferred plus two (2) years experience in social services field. Equivalent work experience will be considered in lieu of education. Experience in conducting assessments and case management functions required. Experience with individual and group facilitation and group dynamics. Knowledge of criminal justice and court systems and the ability to interact with people of diverse backgrounds. Must have strong written, oral, and interpersonal skills. Must be computer literate. Bi-lingual (English/Spanish) skills helpful. Must have valid driver's license.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Reviews Case Managers' process, ensuring files, and CDCS input is uniformed
- Assists in the day to day supervision of staff ensuring monthly reports, assessments, back up coverage, training and refreshers, tapes and quality assurance meet contractual obligations
- Follows up with staff to guarantee contact with client/ referral sources is made in a timely manner
- Works closely with Program Manager
- Prepares individual service plans based on assessment outputs, as necessary
- Oversight of the delivery of case presentations during service team meetings
- Provides recommendations for the coordination and sequencing of program services
- Recognizes and addresses ambivalence and resistance and helps clients maintain motivation to change
- Coordinates and follows up on referrals to community based services, as necessary and appropriate
- Inputs client data into the Contractor Data Collection System (CDCS) and maintains, updates, and utilizes the data as directed
- Conducts booster sessions and make ups based on client needs
- Monitors client behaviors and implements program behavior management system on a consistent basis
- Serves as a role model to clients and staff modeling pro-social behaviors
- Prepares progress and discharge reports that are accurate and timely
- Remains current on research and literature reviews with "what works" in changing offender behavior and recidivism reduction
- Solicits client satisfaction feedback
- Attends and participates in all trainings and booster sessions related to position

- Participates in quality assurance review of client sessions and assessment, as required
- Recognizes client anti-social thinking, feeling, and acting and demonstrates and reinforces concrete alternatives
- Establishes and maintains appropriate boundaries with clients and significant others
- Ensures necessary case documentation on each client is completed in a timely manner
- Supervises urine collection as required
- Participates in related seminars, panels and workshops to enhance visibility of agency and program

POSITION INTERCHANGEABILITY: Perform duties of all other staff as required.

TITLE: Program Manager: AIC on Windsor Street

POSITION REPORTS TO: Program Operations Director

POSITIONS SUPERVISED: All positions at Hartford AIC at Windsor Street

POSITION REQUIREMENTS: Four year degree, preferably in the Social Science field and at least three years supervisory experience in the Criminal Justice or Social Work system. Equivalent work experience will be considered in lieu of education. Exemplary written and verbal skills. Knowledge of criminal justice system and community resources. Must be computer literate. Knowledge of performance based contracting. Strong leadership skills.

ESSENTIAL FUNCTIONS AND BASIC DUTIES:

- Supervise, train, and manage all program staff
- Comply with all funding and reporting requirements
- Assist in hiring and terminating staff
- Develop/maintain program policies and procedures
- Develop community resources and interact with such resources as necessary
- Coordinate staff trainings
- Prepare and submit monthly program reports to funding agent
- Analyze and evaluate the achievement of program objectives; where objectives are not achieved implement corrective action to ensure their future attainment
- Organize, implement and supervise programming
- Provide training and technical assistance to staff
- Remain current on correctional programming, emerging promising practices, and evidence based programming
- Oversee the development and monitoring of staffs' annual goals and objectives
- Evaluate staff performance
- Direct oversight of UNITY Project
- Review client files and evaluate and approve case note entries and documentation
- Interact with other criminal justice agencies

- Oversee the CSSD Contractor Data Collection System (CDCS) and all that is relevant to it
- Oversee utilization and maintenance of the CPA Case Management System
- Conduct final review of all program discharges against the CDCS to ensure accuracy prior to file being put in the area designated for discharged files
- Coordinate weekly staff meetings and treatment team meetings
- Perform other leadership tasks and inter-agency functions as required
- Responsible for meeting performance measures set by CSSD

POSITION INTERCHANGEABILITY: Performs duties of all other staff as required

C-18.F Where program staff has been identified give a brief description of staff qualifications in this section and resumes should be provided in an appendix to the proposal.

Staff resumes are included in the Appendix of this proposal.

Bios for the staff of the Hartford AIC on Washington Street are as follows in alphabetical order:

De'Andre Bonilla, Case Manager, graduated from the University of Connecticut with a BSN in Allied Health Sciences and a minor in Psychology. From 2011 to 2012, De'Andre volunteered at the Smilow Cancer Center at Yale New Haven Hospital where he was in charge of delivering meals to the patients in their PODs and transferring patients to various locations of the hospital.

He began working in the Criminal Justice system in November 2012 as a Juvenile Detention Officer at CPA's SAGE. He became an acting case manager in October, 2013 until April 2014 due to two case managers being out on maternity leave. De'Andre was awarded Employee of the Quarter in the Winter of 2014 and also nominated as Employee of the Month in March, 2014. He then transferred to CPA's SOAR, which is an Alternative to Detention Program. During his tenure at SOAR, he was a child care worker (CCW). As a CCW, De'Andre transferred clients to their designated court location as well as monitored them within the community (both on and off grounds). He was promoted to Case Manager for the Hartford AIC in July, 2014. He recently completed his core training and has been doing an outstanding job in his new role.

LaDawn Burleson, Case Manager, joined Community Partners in Action 17 years ago, when it was still known as the Connecticut Prison Association. Over the years, her work within the criminal justice system has helped her realize the positive impact she can have, not only on herself, but on her co-workers, clients and CPA as a whole.

LaDawn has held several positions during her tenure with CPA, which have prompted her to further her education at Central Connecticut State University, where she pursued a major in Criminal Justice and minor in Sociology. As a Case Manager, she has earned

Program Champion in every AIC Case Management discipline. She is a role model to both her clients and colleagues. LaDawn remains grateful for the opportunity to influence others and foster positive change within the Hartford community.

Rich Castagno, LADC, Intervention Specialist, began working at CPA on December 13, 1999. He was hired as a Substance Abuse Counselor. He has done much group work and individual counseling. He has his Master's in Counseling from Central Connecticut State University.

Rich is familiar with many of the drug detoxes and programs (Drug and other Helping Agencies) throughout Connecticut, which has helped many clients. He has developed a strong network of contacts within these agencies.

In the last five years his job title has changed to **Intervention Specialist**. He has maintained his Substance Abuse credentials and continues to work with clients to encourage their success while they're endeavoring to "make the change." He loves his work at the Hartford AIC working with this population.

Rich has held support groups for the disabled, taught seminars and done consulting work for both Substance Abuse and Personal Counseling. He was appointed by Governor Rowland to be on the State's Rehabilitation Council and is known for his connection, love and expertise he brings to his position.

Mavis Chappell, Residential Case Manager, was born and raised in Hartford, CT and attended local schools. She attended Alabama State University and majored in Psychology. Mavis began her career at Baptist Children's Home of North Carolina beginning in the male emergency care cottage, while often being called upon to assist in stabilizing other cottages and training new staff members. Upon returning to CT, Mavis accepted a position with Community Solutions, Inc in their Gateway program working with female adolescents who had been placed on probation or had FWSN orders from the court. Mavis was moved into a child care worker position when CSI's Safe Home opened where she was the liaison with DCF and monitored family visits. Mavis moved on to work for Central Area Health Education Center where she worked exclusively with men and women dealing with HIV/A. After six months, she was promoted to Ryan White II Team Leader where she was charged with supervising Ryan White II case managers, conducting file audits and served as the liaison between the agency and DPH and site supervisors. After a few years, Mavis was hired by the Community Renewal Team as a clinical Case Manager and worked with men and women being released from prison. Mavis went to CT State prisons to conduct intake interviews, provided case management services and made referrals for substance abuse and mental health counseling. Mavis was promoted to Program Coordinator where she gained additional duties such as being responsible for the annual budget, serving as the liaison between parole, DOC, landlords and supervising program monitors. After being laid off due to state budget cuts, Mavis returned to school at Cambridge College to study Mental Health Counseling with a focus on Trauma and Addictions. Mavis currently holds a GPA of 3.87 and will earn her M.Ed. in May of 2016. Mavis joined

Community Partners in Action in December 2013 in the Gender Responsive Case Manager position and recently moved into the role of Residential Case Manager.

Josue Charles, Community Service Coordinator, started working for Community Partners in Action in August, 2014. Prior to starting with the organization, he was a Residential Instructor with Community Residences Inc. during the night, a college student during the day at Central Connecticut State University, and a Tournament Director organizing youth basketball games during the evening. His degree is in Economics, he possesses experience as an Instructor, and has planned some of the most hyped basketball events in the state of Connecticut. Spume day, Josue wants to start his own non-profit working with at-risk youth in major cities, a goal which he views as the benchmark to his success because children will always be our future. Josue wishes to be with Community Partners in Action for as long as it will take for him to meet this overall goal.

Raúl De Jesús, Jr., Operations Assistant, is a lifelong Hartford resident, born, raised, and educated in the City he loves. Raised in public housing at the now-closed Charter Oak Terrace, he attended Hartford Public Schools. In 2007, at just 20 years old, Raúl made a splash in Hartford politics by announcing his candidacy for the office of Mayor of Hartford. The campaign soon entered the national conversation when Lawrence Bender, Oscar-winning producer of 'Pulp Fiction' and Al Gore's 'An Inconvenient Truth,' and director Jason Pollock made him the subject of their documentary 'The Youngest Candidate,' which premiered at the 2008 Democratic National Convention in Denver, Colorado.

Four years later, Raúl was elected to the Court of Common Council. Now in a position to use his experience and wisdom to make a real change in Hartford, he dedicated his time there to making sure our municipal government works for us. As a Councilman, De Jesús is committed to improving our once-struggling school system, and with a fairly recent student's eye, and brings a fresh perspective that isn't usually represented in school governance. Hartford is now home to some of the best schools in the nation, including Prince Tech High School, where he helped develop a nationally award-winning school curriculum.

Raúl has served in several associations, societies and groups. Currently, he is a member of the National Association of Latino Elected and Appointed Officials, the Phi Theta Kappa Honor Society, and also serves as a Justice of the Peace. He was formerly Vice Chairman of The Parent Academy, Board Member of the Hartford Food System and the City of Hartford Youth Commission Treasurer.

Brooke Dunlap, Administrative Assistant, was born and raised in Hartford. Brooke is a graduate of the Church Academy Clerical School. She first began her employment with CPA in 2006 as a temporary employee, and then was hired as a full-time Administrative Assistant. Her knowledge of the Criminal Justice system has grown immensely in the past 8 years. Brooke enjoys interacting with people and has a great passion for helping others.

Daniel Hall, Intervention Specialist, attended the University of Hartford studying education and child development. Daniel came to the AIC with a background in teaching, group facilitation, and case management, serving youth, students, and the ex offender population. During the time Daniel has been with the agency, he has been trained and served in other positions to provide support when needed. This includes case management, employment and job development, court liaison, and community service coordinator.

For the past three years, Daniel has been an Intervention Specialist, where he teaches and facilitates Reasoning and Rehabilitation (R&R) and Treating Addictive Disorders (TAD) to bail and probation clients. In April of 2014, Daniel was recognized for his excellence in group facilitation and deliverance of R&R and received an award of "Program Champion". Daniel has also been appointed to serve on the UNITY intervention team which provides services for a specific targeted youth population referred to the program by Probation.

Jasmine Hall, Gender-Responsive Case Manager, earned a Bachelor's degree in Social Work from Central Connecticut State University and is currently working on completing her Master's in Social Work at Springfield College, in the accelerated program. Once Jasmine completes her Master's Program in May 2015, she will be working on her LCSW. Jasmine has devoted 5 years in the field of social service, and 2 of those memorable years were dedicated to supporting those affected by the criminal justice system. Jasmine is dedicated to helping clients in their process of living a quality life and will continue to advocate on behalf of clients at Hartford AIC. As Jasmine continues her journey in the field of service, she brings along an open mind and the belief that everybody has the ability to change. She also understands change will take time. From teaching karate and helping children understand the importance of discipline beginning at the age of 15, Jasmine has always been willing to give back to the community of Hartford. She sees the community as one with many resources and is determined to inform AIC clients about all that can benefit them.

Yesenia Jones, Case Manager, received her Bachelor's degree in Marketing from Johnson & Wales University in Providence, RI and worked in the Sales & Marketing Department for the Sheraton Hartford Hotel for 3 years. She started her career in the Criminal Justice Field in August of 2004 when she began as a temporary Administrative Assistant for Community Partners in Action's Hartford AIC. She was hired on a permanent basis in October of 2004. She was promoted to the Employment Specialist/Case Manager position in December of 2005. In May 2009 she made a lateral move to the Intervention Specialist/Case Manager position. Currently she is working solely as a Case Manager for both walk-in and residential clients on probation & pre-trial status. In her 10 years at the Hartford AIC, she has gained a lot of knowledge in working with the offender population and has realized the importance of rehabilitation for the offenders and their families. She truly enjoys working and helping people.

Chelsea A. Kondratowicz, Court Liaison, attended Central Connecticut State University. During her senior semester she was an intern at Norwich Adult Probation. In

2014, she earned her Bachelor's degree in Criminology with a minor in Sociology. The completion of her internship and college, led her to seek employment at Community Partners in Action. In July 2014, Chelsea was hired as a Childcare Worker at the Grace Community Residential Program. In January 2015, she transferred to the Court Liaison position at Hartford AIC. Chelsea is passionate about expanding her professional career in the criminal justice field.

Virginia "Virg" Lewis, Program Manager, was born and raised in Hartford. She has worked in the Human Service field for the past 40 years. Virg started her career with Community Partners in Action in 1997 as a Substance Abuse Counselor for the then newly created Project SAMH program. She recognized the need for leadership and eventually became Project SAMH's Program Manager. Virg's skills in listening, counseling, and encouraging individuals were fine tuned during those ten years working with people with multiple diagnoses. Virg's saying is "your clients are your best teachers". Virg's past three years in the criminal justice system has presented many rewards. As Program Manager of Hartford AIC she combines the best of both worlds: her clinical skills and management experience. Virg is active in her community block watch and has been a board member for AIDS Connecticut and the KNOX Foundation. She's been married for 41 years and is the proud grandmother of four.

Derek Morrissey, Supervising Case Manager, is a University of Connecticut graduate and has worked in the criminal justice field since 2006. Starting out as a Residential Counselor at the Children's Home of Cromwell, Derek worked his way up to oversee the residential treatment center's adolescent girls' program. In 2010, Derek became a member of the CPA family taking a supervisory position at the S.O.A.R. Community Residential Program for Juvenile Boys in Hamden. In 2011, Derek moved from the juvenile world to work with the adult offender population when he accepted a Case Management position at the Hartford AIC. After only a year with the program, Derek was promoted to Supervising Case Manager where he now oversees the day to day operations of the AIC along with client coordination for the Hartford Transitional House. During his short tenure as Supervising Case Manager, Derek has been called upon by CSSD to join several committees to define and improve case management and has even facilitated training AIC staff statewide.

Tashana Mullings, Employment Specialist, was born and raised in Kingston, Jamaica. She migrated to Hartford, CT in 1996 and attended Fox Middle and Weaver High School. Tashana attended the University of Hartford majoring in Communication. In 2006, she had the opportunity working as an Intake Coordinator with the Salvation Army Adult Rehabilitation Center in Hartford. This exposed her to those who have been impacted negatively by substance abuse. It taught her how to positively empower those who've been displaced and trying to turn their lives around. In 2010 she accepted the Marketing/Communication Assistant position at Leadership Greater Hartford. While in this position, she came to a realization that she wanted to pursue a career that would allow her to work more directly with the community, hence her application to CPA where she now delivers ESG. Tashana also enjoys mentoring/tutoring youth either in her local church and the community.

Janira Rodriguez, Case Manager, was raised in the North end of Hartford, CT. She graduated from Weaver High School and in 2005 she attended the University of Connecticut, where she received her Sociology degree. In 2011, she obtained a Human Service position with Community Solutions, a non profit organization that promotes self reliance, responsibility, and accountability for youth and adults that has been involved with the criminal justice system. In 2013, she was hired by Community Partners in Action as a Case Manager. She currently works with residential and walk-in clients who may be on probation or of pre-trial status. In the past year, she has gained significant knowledge on how to positively impacts clients who has been in and out of the justice system.

Ryan Togninalli, Residential Case Manager, is a recent graduate from the Master's program at the University of New Haven with a degree in Criminal Justice and Concentration in Forensic Psychology. Ryan's undergraduate degree is a Bachelor's of Arts in Criminology from Central Connecticut State University. Ryan's educational background has provided him with a solid knowledge base to help him perform his job and give our residents proper guidance towards creating a successful support network for when they leave our transitional housing. Ryan is outgoing and approachable and has a positive personality and spin on life. He considers himself tech savvy, as he knows his way around technology well. Ryan likes to keep up to date on the latest technology that is being developed around the world. In his personal time, Ryan enjoys being with family and friends, going to sporting events and bowling. He is an avid Uconn sports fan and enjoys going to as many Uconn sporting events as possible.

Yanique Walton, Supervising Intervention Specialist, graduated from American International College in 2006 with a Bachelor's degree in Criminal Justice and a minor in Psychology. She joined CPA's Work Release Program (WRP) in September 2006 as a Residential Monitor. Within a year, she was promoted to Intervention Specialist/Case Manager at the Hartford AIC. In 2009, she again was promoted, this time to After Care Case Manager for the WRP. In October 2009 she returned to the HAIC as an Intervention Specialist, where she conducted groups at both the Washington and Windsor Street locations. It was then that she truly recognized her calling as a group facilitator to the offender population. In July 2012, Yanique was promoted to Supervising Intervention Specialist where she is now a member of the Hartford AIC Management team. Yanique still conducts groups primarily with the female population and works closely with the Gender Specific Case Manager and Probation. In 2013 Yanique was awarded with Program Champion for the Moving On intervention. Yanique has been working with Community Partners in Action (CPA) for 8+ years now and can truly say that she enjoys working in this environment and is looking forward to continuing her future with CPA.

Bios for the staff of the Hartford AIC on Windsor Street are as follows in alphabetical order:

Nichole Marie Cahill, Intervention Specialist & Case Manager, was born and raised in New Britain Connecticut. She later moved to Bloomfield Connecticut where she

graduated high school in 1995 and started college at The University of Connecticut. She graduated with a Bachelor of Arts degree in Sociology in 2001. She began working for The Hartford Insurance Group and received her license in Property and Casualty Insurance. In 2002 Nichole began working part-time for Community Solutions, Inc. (CSI) at the Hartford House, a female work release program, with residents from both the CT Department of Correction and Federal Bureau of Prisons. She became a full Human Service Worker in 2003 and went on to receive training in Motivational Interviewing, Group Facilitation, Reasoning and Rehabilitation, Thinking for a Change, and Case Management.

Nichole worked at various CSI residential programs, as a monitor and case manager, until the birth of her second child in 2012. After a brief stint as an Employment Specialist for Easter Seals Good Will Industries, Nicole accepted the position of Case Manager/Intervention Specialist here at the HAIC on Windsor Street. She achieved Program Champion in TAD within her first year and is currently the Case Manager for UNITY as well as a facilitator of TAD, R&R, and CSC.

Kayla Callahan, Lead Case Manager, was born and raised in Bristol, CT. After graduating from Bristol Eastern High School, she went on and got her Bachelor's Degree in Psychology with a minor in Criminal Justice from Central Connecticut State University in 2009. Throughout her time at CCSU, she worked in the Dean's Office of the Carol A. Ammon School of Arts & Sciences as a student worker.

Kayla is now working towards obtaining her Master's Degree in Criminal Justice from CCSU. During part of her graduate studies, she continued to work in the Dean's Office as an Advising Support Specialist where she worked closely with students providing information on university policies, procedures, and general education requirements. She also worked closely with faculty and staff on research projects and statistical analyses.

Kayla joined CPA in 2012 as an Intervention Specialist with the Manchester AIC. She achieved program champion in all three interventions that she ran (Moving On, TAD, R&R). In June 2014, she transferred into a Case Manager role at the Manchester AIC to expand upon her skills. In both positions Kayla serviced probation and pre-trial clients (family and bail). She truly believes in each one of her clients and wants all of them to succeed. She was recently promoted to the Hartford AIC on Windsor Street in January 2015 as the Lead Case Manager.

Mary Jane Echevarria-Laboy, Job Developer, has worked in the Human Service Field for over 18 years. She is a conscientious and caring individual with extensive experience providing case management services to improve the life quality of others. She is committed to supporting and guiding clients who have experienced challenges. Having a proven ability to empathize with individuals and retaining an objective and realistic approach to managing their skills, Mary Jane is comfortable working and communicating with people from diverse backgrounds. She is well acquainted with the different networks in the community both at the state and federal level. She is bi-lingual and bi-cultural in both Spanish and English.

Michael Gallucci, Case Manager & Intervention Specialist, is a graduate of the University of North Carolina at Charlotte where he earned a B.A. in Criminal Justice and a minor in Sociology. What attracted him to the field of Criminal Justice was the thought of helping people turn their lives around by being a positive role model. After graduation he obtained an internship with the Office of Adult Probation in Hartford. This internship strengthened his belief that this field of work was a place for him to positively impact the lives of those involved in CT's criminal justice system. After gaining experience during his internship with Probation, he accepted his current position at the HAIC/Windsor Street. **Michael is the UNITY Case Manager as well as the co-facilitator for Cognitive Self Change (CSC).**

Anthony McLendon, Program Manager, joined Community Partners in Action in 1990, when he accepted a position as Facilitator of the AIDS Support Project for the now-defunct Institute of Criminal and Social Justice. The Institute was managed by CPA, then known as the Connecticut Prison Association. In this capacity, Anthony provided information, counseling and support for inmates and ex-offenders with HIV.

In 1993, Anthony left the AIDS Support Project to work as a Substance Abuse Counselor for the Hartford AIC. He served residents of the Hartford Transitional Housing Program, as well as AIC walk-in clients. Anthony went on to work at the Charter Oak/Vine Street Substance Abuse Program in 1995, where he remained until accepting the position of Young Offender (YOP) Program Manager in October 1997.

After a 13 year stint at YOP, Anthony became Program Manager of Hartford AIC at Windsor Street in 2010. In the ensuing 4 years, HAIC/Windsor Street, and the Hartford AIC as a whole, have attained new heights in client service delivery, quality assurance scores and recidivism reduction.

Jose D. Morales, Intervention Specialist, was born in Caguas Puerto Rico. Soon after, his family moved to South Bronx, New York. They subsequently moved to Connecticut, where a 16 year old Jose volunteered at the Friendship Center at 175 Main Street in Hartford. He later began working in Blue Hills Hospital as a mental health worker for the next 3 years and earned his degree in Psychology.

Jose worked as a substance abuse counselor in the same hospital for the next 10 years, then moved on to Hartford Dispensary for 2 years as a Counselor then Community Health Services as their senior Substance Abuse Counselor. For the past 3 ½ years Jose has held the position of Intervention Specialist at HAIC/Windsor Street.

Mabel Nieves-Gonzalez, Administrative Assistant, has worked at the HAIC at Windsor Street for 3 years. Among her myriad of duties are contacting new clients, scheduling and conducting intakes and managing communication both internally and externally. Mabel is a team player, and assists her co-workers in their duties as well. As the first person visitors see upon entering the facility, Mabel enhances initial client engagement with the program.

Jessica Pineros, Employment Specialist, is a recent graduate of Central Connecticut State University where she majored in criminology with a minor in sociology. Prior to being offered the position here at AIC, Jessica worked as a business office associate/manager on duty at CarMax for a little over four years. While working and attending school, she also completed a 120 hour internship at HAIC/Windsor Street to satisfy credits for her major. Jessica holds two certifications, one in training for domestic violence and the other is as a notary public for the State of Connecticut.

Fabiana Silva, Intervention Specialist, arrived in Connecticut 15 years ago. In her native Brazil, Fabiana earned an associate degree in accounting and passed for the competitive selective process of law school at the age of 19. She attended 3 years of law school before deciding to leave Brazil. Since moving to Connecticut, Fabiana has returned to school, learned to speak English and Spanish, in addition to her native Portuguese.

Today, Fabiana holds an Associate's degree in Liberal Arts, another in Social Services, and is almost done with her Bachelor's in Social Work with a concentration in the Latino Community Practice. She is currently attending the University of Saint Joseph in West Hartford. Prior to her start with Community Partners and Action, Fabiana worked as an accountant assistant in Brazil and at the State House in Mato Grosso State, Brazil. In Connecticut, she worked in institutions of higher education such as Goodwin College and Capital Community College, where she achieved experience in the financial aid department. **Fabiana is the primary facilitator for UNITY's Cognitive Self Change (CSC), assisted by her co-worker Michael Gallucci.**

C-18.G Describe what systems will be in place to minimize service interruptions resulting from staff turnover.

CPA benefits from a breadth of staffing distinguished by its capacity and range of skills. CPA has maintained a core of administrative, management, and line staff for a significant length of time, many of whom are well over the ten-year mark. **CPA attributes this to its ability to reward and recognize staff for their good work at every possible juncture.** Over the course of its 140-year history, CPA has earned the reputation as an organization that delivers the highest level of services and programs to help address its clients' needs, while also fulfilling the expectations of its partner agencies and funders.

AIC staff receive on-going training and support to effectively deliver quality services to our clients. **Staff are consistently cross-trained in order to enhance and fine tune their skills and fill in as needed when co-workers are out of the office (e.g. at training) or when turnover/transition occurs.** Such cross-training covers the following HAIC positions and their associated responsibilities: Case Manager, Intervention Specialist, Employment Specialist, Job Developer, Court Liaison, and Community Service Coordinator. Management and supervisory staff are also capable of filling in as needed, since they possess the required skills and knowledge for each of these key positions.

C-19 TRAINING

C-19.A Describe how the Program Director/agency will support the JBCSSD training protocols attached and address the following: staff no show to trainings and tardiness.

Training is centralized at the AIC. The Administrative Assistant sets up all trainings and refreshers on behalf of the staff according to the CSSD defined schedule. Training schedules are communicated to staff and the Program Manager and identified on the program's monthly calendar. Such calendars are reviewed/updated at the program's weekly Service Team meetings where staff are reminded of their training obligations. Staff are required to add all trainings to their electronically shared calendars so the program can schedule staffs' time accordingly.

While there have been occasions when staff have failed to attend a training or were tardy, it is an exception, not a regular occurrence, and was immediately addressed. If staff fail to show or are tardy to training the following protocols are followed:

- 1st time: there is a discussion between the Program Manager and the staff in question; there is a review of the staff's calendar to be sure trainings are added as applicable; there is coaching by the Program Manager with the staff and a reminder about expectations.
- 2nd time: same as above but this is documented in the staff's monthly review and forwarded to HR.
- 3rd time: we take corrective action which is likely to result in a work plan which could result in termination if behavior is not immediately improved.

Note: we have never reached the "3rd" time. When staff have had training attendance or timeliness issues, it has been rectified upon bringing it to their attention.

C-19.B How will the Program Director reinforce the content of the trainings with individual staff members after they have attended to ensure the staff member has absorbed the material, will apply it to the exaction of their duties and/or infuse acquired knowledge into daily program practice?

CPA believes training, in and of itself, does not reinforce staff learning/knowledge and that we must take ownership of our staff and their performance. The best method for transferring training content is to **build and maintain an organization in which staff want to enhance their performance and are recognized by their supervisors for doing it when they are actually doing it.**

CPA management supports and reinforces new skills to staff, both *before and after* training. If management does not demonstrate a commitment to Motivational Interviewing (MI), the assessments, case planning, and the interventions, then staff will not take those activities seriously either.

We prep staff *prior* to training (why it is important) and debrief with them immediately after (how “we” will sustain the new skills in the days and weeks ahead). The Program Managers make statements like “We are going to focus on improving our client completion rate. Everyone will be trained in Client Engagement as part of this initiative”.

The HAIC Program Managers give positive reinforcement to staff when they are seen incorporating the content of their training in *actual practice*. This means the Program Managers observe staff work and provide immediate positive reinforcement. “You did a great job calming that guy down”. This, spoken 20 minutes after a client contact, works better than getting a plaque six months later. The Program Managers observe staff performance and convey and reinforce that what they are doing hour-by-hour and day-to-day is important. This is especially important shortly after completion of training.

The Program Managers attend all trainings – from frameworks to MI to the manual-driven interventions. **CPA believes Program Managers who know what employees have been trained to do can better reinforce and support the training on the job.**

The Program Managers also maintain consistent contact with QA coaches to check in on staffs’ understanding of training content. When deficiencies are identified, the Program Managers and QA coaches strategize on how to make strides with training comprehension.

C-20 COMMUNICATION, REPORTING AND QUALITY CONTROL

C-20.A Provide a mock court report and probation monthly report to demonstrate what would be written.

Mock Court and Probation Reports for the Hartford AIC are as follows:

Client Name: Christopher T Pugh
 Community Partners in Action (Hartford)
 Court Date - 11/18/2014
 Report Date - 11/14/2014

NCD: 12/2

Judicial Branch
 Court Support Services Division
 AIC Progress Report

Anticipated Completion Date:

Referral Source
 Case Referred By: Ball Melissa Hurley

Client Information
 Client Name: Christopher T Pugh Date of Birth: 6/8/1987
 Referral Date: 09/05/2014 Intake Date: 09/16/2014
 CA#: CA00003175197 CL ID: CL01001325433
 Docket #: H14HCR140675682S
 TANF Eligible: No

Assessment Information
 Date LSI Administered: 9/16/2014 Calc Supv Level: 3 | Low/Administrative
 LSI Administered By: Hartford AIC
 Primary Need: COMPANIONS Secondary Need: ATTITUDE/ORIENTATION
 Date ASUS Administered: 9/16/2014
 Recommended Services: TAD R&R Employment Group Moving On

Service Summary
 This table provides a summary of activity since referral. Start/Scheduled Start indicates the first date of service if the client has started services. If the client has not begun services, the first scheduled date is listed. Under Sessions/Hours Completed, only attended Case Management and group sessions are counted and only positive and negative substance tests are listed. Greater service detail is available in the appendix.

Service	Status	Actual Start / Scheduled Start	Sessions / Hours Completed	Discharge Date	Discharge Reason
Breathalyzer	On-Going	11/10/2014	1 Positive		
Case Mngmt.	On-Going	9/22/2014	3 Sessions		
Urinalysis	On-Going	9/16/2014	1 Other		
			3 Positive		
TAD	Active	9/22/2014	0 Sessions		

This report's Appendix displays ALL activity from 10/15/2014 to 11/14/2014

Comments:
 Court Ordered Conditions:
 Other Assessment Recommendations:
 Other Comments: Christopher Pugh was last seen in court on 10/9/14. Since his last court date, Mr. Pugh reported in as scheduled for all of his bi-weekly case management sessions. To date, he reported in for one TAD session and is expected to complete on or about 2/2/15 should he attend all sessions going forward. Currently Mr. Pugh is attending TAD 1x per week due to his work schedule. He is working full time at New England Gymps Flooring (not yet verified). Since his last court date he rendered two urine samples which are as follows: 10/27/14, positive for alcohol and THC 522ng/mg. 11/10/14, results are still pending. It should be noted that he also submitted to a Breathalyzer test which was positive 0.015. The Hartford AIC is leaving the outcome of his case and supervision to the Court's discretion.

Details for Christopher T Pugh.

AIC Progress Report Cont'd.

<u>Jusenia Jones</u>	<u>11.14.14</u>
Signature	Date
<u>[Signature]</u>	<u>11.14.14</u>
Program Director/Supervisor Signature	Date



RFP 3502: SECTION C: : PROGRAM NARRATIVE

Details for Christopher T Pugh.

AIC Progress Report Cont'd.

Appendix

Service Detail From 10/15/2014 to 11/14/2014				
Case Management, Substance Test and Boosters (Moving On, R&R and TAD) Summary				
Case Management Summary				
Total Present: 2	Excused Absences: 0	Unexcused Absences: 0		
Substance Test and Boosters Summary				
Urinalysis Summary				
Negative: 0	Positive: 1	Failure to Render: 0		
Dilute - Inconclusive: 0	Dilute - Positive: 0	Leaked In Transport: 0		
Breathalyzer Summary				
Negative: 0	Positive: 1	Failure to Render: 0		
Case Management, Substance Test and Boosters (Moving On, R&R and TAD) Details				
Substance Test Results			Case Management	
Collection Date	Test Type	Result	Scheduled Sessions	Attendance
11/10/2014	Urinalysis		11/10/2014	Present
11/10/2014	Breathalyzer	Ethanol - 0.015 BAC	10/27/2014	Present
10/27/2014	Urinalysis	Ethanol		
10/27/2014	Urinalysis	THC - 522 ng/mg		
Individual Service Logs Summary				
Job Development Summary				
No Job Development Sessions Recorded.				
Job Development Details				
Job Development				
No Job Development Session Details Available.				
Group Log Summary From 10/15/2014 to 11/14/2014				
TAD (Substance Abuse)		Present 0	Excused Absence 1	Unexcused Absence 2
Group Log Details				
TAD (Substance Abuse) - Currently Active				
Session Date	Attendance	Participation		
11/3/2014	Unexcused Absence			
10/29/2014	Unexcused Absence			
10/20/2014	Excused Absence			

Run Date: 11/14/2014 8:39:40 AM

Page 3 of 3



Client Name: Troy Lester Grant
 Community Partners in Action (Hartford)

Judicial Branch
 Court Support Services Division
 AIC Progress Report

Report Date - 11/30/2014

Anticipated Completion Date:

Referral Source

Case Referred By: Adult Probation TRACI CARRANO

Client Information

Client Name: Troy Lester Grant Date of Birth: 2/21/1968
 Referral Date: 10/03/2014 Intake Date: 10/03/2014
 CA#: CA00003010231 CL ID: CL01000417069
 Docket #: N23NCR120129991S
 TANF Eligible: No

Assessment Information

Date LSI Administered: 7/1/2014 Calc Supv Level: 1 | High
 LSI Administered By: Adult Probation
 Primary Need: CRIMINAL HISTORY Secondary Need: ALCOHOLDRUG
 Date ASUS Administered: 7/1/2014
 Recommended Services: TAD R&R Employment Group Moving On

Service Summary

This table provides a summary of activity since referral. Start/Scheduled Start indicates the first date of service if the client has started services; if the client has not begun services, the first scheduled date is listed. Under Sessions/Hours Completed, only attended Case Management and group sessions are counted and only positive and negative substance tests are listed. Greater service detail is available in the appendix.

Service	Status	Actual Start / Scheduled Start	Sessions / Hours Completed	Discharge Date	Discharge Reason
Case Mngmt.	On-Going	10/10/2014	7 Sessions		
Job Dev.	On-Going	11/7/2014	5 Sessions		
Urinalysis	On-Going	10/3/2014	1 Positive 2 Other 10 Negative		
Trans House	Active	10/3/2014	58 Days		
Emp Svc	Discharged	10/20/2014	9 Sessions	10/30/2014	Completed all requirements
R&R	Discharged	10/8/2014	13 Sessions	11/18/2014	Completed all requirements

This report's Appendix displays ALL activity from 9/19/2014 to 11/30/2014

Details for Troy Lester Grant.

AIC Progress Report Cont'd.

Comments:

Court Ordered Conditions:

Other Assessment Recommendations:

Other Comments: Mr. Grant was referred to Community Partners in Action's Hartford AIC /HTH program on 10/3/14. His intake was completed on 10/3/14. Mr. Grant was placed in the Cognitive Skills (R&R) Intervention on 10/8/14. He successfully completed on 11/18/14. Mr. Grant was placed in Employment Services Intervention on 10/20/14. He successfully completed on 10/30/14. He is now placed in Job Development. He will continue to attend JD until he secures employment. He urine samples are as follows: 10/3/14- positive for cocaine, 10/10/14- negative, 10/17/14 -negative, 10/18/14 -negative, 10/25/14- negative, 10/27/14- negative and 10/27/14- negative, and 11/7/14- negative, and 11/8/14-negative, and 11/14/14- negative. He render urine samples on 11/25/14 and 11/28/14, both results are pending. Hartford AIC is willing to continue working with Mr. Grant should Hartford Adult Probation deem it appropriate.

Vesenia Jones
Signature

12-1-14

Date

[Signature]
Program Director/Supervisor Signature

12-1-14

Date

Details for Troy Lester Grant.

AIC Progress Report Cont'd.

Appendix

Service Detail From 9/19/2014 to 11/30/2014

Case Management, Substance Test and Boosters (Moving On, R&R and TAD) Summary

Case Management Summary		
Total Present: 7	Excused Absences: 0	Unexcused Absences: 0

Substance Test and Boosters Summary		
Urinalysis Summary		

Negative: 10	Positive: 1	Failure to Render: 0
Dilute - Inconclusive: 0	Dilute - Positive: 0	Leaked in Transport: 0

Case Management, Substance Test and Boosters (Moving On, R&R and TAD) Details

Substance Test Results			Case Management	
Collection Date	Test Type	Result	Scheduled Sessions	Attendance
11/28/2014	Urinalysis		11/26/2014	Present
11/25/2014	Urinalysis		11/20/2014	Present
11/14/2014	Urinalysis	Negative	11/13/2014	Program Rescheduled
11/8/2014	Urinalysis	Negative	11/6/2014	Present
11/7/2014	Urinalysis	Negative	10/31/2014	Present
11/7/2014	Urinalysis	Negative	10/23/2014	Present
10/27/2014	Urinalysis	Negative	10/14/2014	Present
10/27/2014	Urinalysis	Negative	10/10/2014	Present
10/25/2014	Urinalysis	Negative		
10/18/2014	Urinalysis	Negative		
10/17/2014	Urinalysis	Negative		
10/10/2014	Urinalysis	Negative		
10/3/2014	Urinalysis	Cocaine		

Individual Service Logs Summary

Job Development Summary		
Total Present: 5	Excused Absences: 0	Unexcused Absences: 0

Job Development Details

Job Development	
Scheduled Sessions	Attendance
11/25/2014	Present
11/21/2014	Present
11/18/2014	Present
11/14/2014	Present
11/7/2014	Present

Details for Troy Lester Grant.

AIC Progress Report Cont'd.

Group Log Summary From 9/19/2014 to 11/30/2014					
Employment Service Group	Present 9	Excused Absence 0	Unexcused Absence 1		
R&R (Cognitive Skills)	Present 13	Excused Absence 0	Unexcused Absence 1		
Group Log Details					
Employment Service Group - Discharged			R&R (Cognitive Skills) - Discharged		
Session Date	Attendance	Participation	Session Date	Attendance	Participation
10/30/2014	Present	Good	11/18/2014	Present	Makeup Session
10/29/2014	Present	Makeup Session	11/12/2014	Unexcused Absence	
10/29/2014	Present	Good	11/10/2014	Present	Good
10/28/2014	Present	Good	11/5/2014	Present	Good
10/27/2014	Unexcused Absence		11/3/2014	Present	Good
10/24/2014	Present	Good	10/29/2014	Present	Good
10/23/2014	Present	Good	10/28/2014	Present	Good
10/22/2014	Present	Good	10/27/2014	Present	Good
10/21/2014	Present	Good	10/22/2014	Present	Good
10/20/2014	Present	Good	10/21/2014	Present	Good
			10/20/2014	Present	Good
			10/15/2014	Present	Good
			10/8/2014	Present	Fair
			10/8/2014	Present	Makeup Session

C-20.B State who will quality assure and sign off on all outgoing reports to referral sources prior to submission of all reports.

The Supervising Case Manager at Washington Street or Lead Case Manager at Windsor Street will take the lead in quality assuring and signing off on all outgoing reports prior to their submission. In the absence of these positions, the Program Managers will assume the duty. Client files and CDCS data will be reviewed closely during this process to ensure all information matches, is timely, and accurate. This process is standard practice at the Hartford AIC.

C-21 CLIENT FILES AND RECORD KEEPING

C-21.A Describe your program's record keeping system, and how you ensure records and client files adhere to confidentiality standards. Please include structure and format of record keeping systems.

CPA maintains strict policies and procedures regarding client file maintenance that includes stringent requirements governing confidentiality. The HAIC Program Managers are responsible for ensuring compliance with all agency policies and procedures.

An official confidential case record or file is currently established for Hartford AIC clients at the time of admission to the program. All information generated on a client is placed in his/her case record. Case assessment and service planning by staff is documented in this file. Regular entries concerning staff intervention activities, on-going progress and final outcome of the client's program participation are also documented. To assure accountability of entries into the case records and to ensure timeliness of events and reporting, all entries into the case records are dated and signed by the staff member making the entry.

Records are stored in secure areas designated by the Program Managers and are directly supervised and controlled by program staff. In accordance with confidentiality statutes and HIPAA requirements, access to records and files is restricted to the following authorized persons:

- the client who is the subject of the records;
- staff of the AIC;
- contract monitors from CSSD;
- judges, prosecutors, and law enforcement officers, when essential for official business; and
- CPA administrative staff members for authorized internal administrative purposes.

Upon discharge, a client's case file is moved to the designated "closed record" area. Case records are maintained for three (3) years after the client has completed the program. The Program Managers manage the closed records and oversee any destruction of inactive records to ensure that confidentiality is maintained. A log is

maintained by the Hartford AIC listing all inactive records that have been destroyed.

C-21.B Describe what the program's expectations of all staff will be when documenting client appointments (e.g. case management sessions or group interventions) as it relates to identifying behavior change, mastery of material, participation level, and other pertinent information to demonstrate client progress and describe how the program director will support these expectations.

Staff are required to document any and all information relating to clients, including but not limited to, phone calls, case management appointments and sessions, group participation, employment, and correspondence with referral sources. Additionally, staff are trained to recognize and document client behavior change, mastery of material, and program participation and progress.

The AIC's strategic case management sessions are documented in a detailed manner and include the following: date of session, start and stop time of session, attendance, client check-in, intervention used (Carey Guide or other intervention), client discussion and examples relating to the intervention, homework assigned, and the date and time of the next case management session. Staff make certain that when behavior change is noticed, it is clearly documented in the case notes (what has changed and how they noticed the change). For example, when a client shares during case management that they are using skills learned in individual or group sessions outside of the program, staff document that situation in detail. Client affirmations are given and documented. Staff also document any change in behavior that indicates resistance to the program or anti-social behavior. The staff's exploration of this change is documented in case notes as well.

Staff are required to document all case management appointments on a case management log which remains in the client's master file. All CDCS data entries pertinent to case management are inputted according to a clearly defined protocol.

Group sessions and participation are also documented in client files in a detailed manner. The following information is included in group session notes: date of session, name of intervention (e.g., ESG, MO, R&R, TAD, JD), time of session, topic/material discussed in session, level of participation, examples from client provided during group, and the date of the next group session. All client affirmations given are documented as well. When the client discharges from group (whether complete or incomplete), staff make a detailed case note with the service discharge date and reason.

Staff are required to document the group session on an individual group report which remains in the client's file. All CDCS data entries pertinent to the session are inputted as well. Staff who facilitate interventions maintain group rosters for all sessions delivered that include group name, session, date, time, facilitator, client names, and attendance.

All missed group or case management sessions require documented outreach to both the client and the referral source to try to re-engage the client as soon as possible.

The Program Managers support the efforts described herein by ensuring staff receive proper and ongoing coaching and training. The Program Managers make certain all documentation expectations are met during regular file reviews. This position also holds individual monthly supervisions with staff that allow the Program Managers to check-in with staff to ensure they understand their duties and are completing them accordingly.

C-22 PROGRAM DIRECTOR ROLES AND RESPONSIBILITIES

C-22.A Confirm a supervisory review of client files will occur at minimum, upon completion of assessment and every other month thereafter. Supervisory file review should ensure files are organized, information is in chronological order, all in-coming and out-going communication is documented appropriately.

The Program Managers utilize the CDCS to help identify client files in need of supervisory review. The CDCS is capable of producing reports that identify assessment information or lack thereof, signaling to the Managers that review is necessary. The CDCS has the additional capacity of identifying when files need a 60-day supervisory review.

Client assessments are complete by the time the client is presented at the weekly Service Team Meetings. When clients are being introduced to staff during these meetings, the file is reviewed by meeting participants, including the Program Managers or supervisor designees. The group discusses the assessment process and outputs, paying specific attention to its overall quality.

The HAIC Program Managers currently audit client files every 60 days at minimum to ensure appropriate and accurate material is being entered into case records. They ensure the statistical data compiled in accordance with contractual obligations conform to the data in the case records. A record of the audit is kept in the file being reviewed and remains part of the client's master file.

At a minimum, the audit ensures the case record is current and case notes are made appropriately and in chronological order; it adheres to confidentiality standards; all incoming and outgoing communication is documented; and at minimum, the following information is maintained in the file:

- date of initial intake;
- intake and orientation forms;
- case information from the referral source, if available;
- case history;
- medical records (if applicable);
- psychological and/or psychiatric reports (if appropriate);
- individual service delivery plan;

- signed release of information forms;
- group reports;
- assessment information;
- service team meeting information;
- evaluation and progress reports;
- current employment data (if applicable);
- program rules, signed by client;
- referrals to other agencies (if applicable);
- educational information/plan (if applicable);
- vocational plan (if applicable);
- signed medical consent authorization (if applicable); and
- the final discharge or transfer report.

CPA's Program Operations Director of the AICs will continue to monitor case files randomly when conducting site visits to the AIC as part of the agency's overall quality assurance process.

C-22.B The Program Director is required to implement an Advisory Board that is comprised of key stakeholders such as court personnel, JBCSSD staff, community leaders, local employers, education/vocation personnel. A current or past AIC client must be part of the advisory committee. Advisory Board must be held a minimum of twice a year with documented minutes kept and submitted to JBCSSD contract monitor. Submit names of potential advisory board members and proposed agenda.

The program will implement an AIC Advisory Board in accordance with the above requirements. It will be comprised of key stakeholders such as court personnel, JBCSSD staff, community leaders, local employers, and education/vocation personnel. As is standard practice for Advisory Boards already in place within the agency, a current and/or past client will be part of the committee. The Board will meet a minimum of twice a year. Minutes will be maintained and submitted to CSSD as required.

Agenda items will include program successes and challenges, a review of the risk reduction indicators, new initiatives, addressing client barriers, and employer recruitment. Another focus would be to discuss ways to better engage our clients and maximize the effectiveness of our interventions.

Advisory Board Members would be invited from the community and/or agencies listed below:

- Capital Region Education Council
- Capital Workforce Partners
- Hartford Adult Education
- The Mayor's Office
- Our Piece of the Pie
- The Urban League
- Employer(s)

- Capital Region Mental Health
- CCAR
- Past and/or present client
- JBCSSD personnel from Hartford Court and Office of Adult Probation
- Police Department
- Public Defender's Office
- State's Attorney's Office
- Community Service Site(s)
- Parent of former client

C-22.C Submit AIC marketing materials that the program will give to clients, referral sources and external stakeholders.

The brochures for the Hartford AIC at Washington and Windsor Streets, our primary marketing materials, are below:



To learn more about the Hartford AIC contact the Program Manager, Virginia Lewis at viewsis@cpa-ct.org

119-121 Washington Street
Hartford, CT 06106
Tel: (860) 525-6691
Fax: (860) 967-3287

To learn more about Community Partners in Action, Inc. and/or how you can become involved:

Please contact our
ADMINISTRATIVE OFFICE
110 Bartholomew Avenue, Suite 3010
Hartford, CT 06106
Phone (860) 566-2030
Fax (860) 566-8089
www.cpa-ct.org

This project is supported with monies awarded by the Connecticut Judicial Department's Court Support Services Division (CSSD). Points of view or opinions contained within this document are those of CPA and do not necessarily represent the official position or policies of the CSSD.



The AIC's Transitional Housing Program accepts male clients 18 years of age and older.

The 33 bed facility is available for men who are on probation and/or in pre-trial status. This program also accepts men who are on parole.

All of the clients referred to the Transitional Housing Program are required to participate in the programming offered by the AIC including the assessments and interventions described in this brochure.

Community Service at the AIC is available to clients residing in the Transitional Housing Program and to individuals mandated to the AIC to perform community service by the Court, Probation, or Parole. Community service provides clients with opportunities to give back to their communities while assisting in restoring their dignity. Hours are Monday-Saturday 8 a.m. -3:30 p.m.

Other services offered to both residential and non-residential clients of the AIC include, but are not limited to:

- Case management
- Drug testing and monitoring
- Referrals to community resources to meet needs not delivered by AIC staff such as physical and mental health, educational and/or vocational, basic needs such as housing and medical insurance.
- Follow up services to ensure clients referred to community resources receive the assistance they need.



Hartford Alternative In the Community

Providing structured supervision and services to pre-trial and sentenced individuals.

Promoting Justice
Impacting Society
Changing Lives



About Community Partners in Action

Community Partners in Action (CPA) is a non-profit agency building community by providing services that promote accountability, dignity and restoration for people affected by the criminal justice system.

We Believe:

- People can change
- Prevention and intervention are preferable
- Program decisions must be knowledge-based
- Community groups and citizen volunteers are crucial partners with us in this work
- Mutual respect must mark all our relationships

The Hartford AIC

The AIC assists pre-trial and sentenced clients to change through the thorough assessment of their risk and needs and provision of appropriate interventions.

The Hartford AIC offers both residential and non-residential services. The AIC's residential component is staffed twenty-four hours a day seven days per week.

Hours of operation for the non-residential component of the AIC are: Monday through Thursday from 8a.m. until 8p.m. and Fridays from 8am until 4p.m.

Assessments are conducted using the following tools:

- Level of Service Inventory-Revised
- Adult Substance Use Survey

The Level of Service Inventory-Revised (LSI-R) is a dynamic risk assessment tool used by various criminal justice agencies both nationally and internationally. It measures an offender's potential risk for re-offending and provides detailed information pertinent to their needs.

The Adult Substance Use Survey (ASUS) assesses criminal justice clients' need for alcohol and other drug treatment and the appropriate level of service required. This tool is pertinent to properly assessing client needs and responsiveness.

Interventions offered at the AIC are:

- Reasoning and Rehabilitation 2 (R&R 2)
- Treating Addictive Disorders (TAD)
- Employment Services
- Job Development
- Moving On

R&R 2 is a highly structured, multi-faceted cognitive behavioral program designed to teach male participants cognitive skills and values that are essential for pro-social competence. R&R 2 is 14, 2 hour sequential sessions offered several times per week in a closed group setting. It consists of many interrelated sessions; problem solving, social skills, negotiation skills, creative thinking, managing emotions, values enhancement, and critical thinking.

TAD is twelve, 90 minute sessions offered several times per week in an open ended group format. It is a cognitive behavioral coping skills intervention that teaches interpersonal and intrapersonal skills including social skills, refusal skills, managing negative thinking and relapse prevention strategies. Clients also develop skills for dealing with cravings and urges and develop a personal relapse prevention plan.

Moving On: is a female-only intervention that targets the specific gender needs of women. Moving On focuses on creating and moving toward a vision of success. Moving On is 17 sessions. The major goals of the intervention include; personal strengths, building healthy connections, and preventing recidivism. The intervention helps women gain self-esteem and optimism for the future.

Employment Services helps clients gain the necessary skills to identify and maintain employment. Employment Services is nine sessions. Once clients complete the intervention they begin Job Development.

Job Development helps clients identify employment opportunities within the community. The Job Developer will work with clients to develop employment portfolios in order to assist with job seeking. The ultimate goal of this service is for clients to become gainfully employed.

Judicial Administrative Monitoring System (JAMS)

The AIC receives referrals from the Judicial Administrative Monitoring Program. Individuals who are part of JAMS are those who are on probation, but have been assessed as low-risk. These individuals report to the AIC to submit to random urinalysis testing.

Basic Needs

Many of our clients are unable to overcome challenges or barriers in attaining basic necessities. Therefore, the AIC assists clients with basic need acquisition such as identification, food, transportation, etc.



To learn more about the Hartford AIC contact the Program Manager, Tony McLendon at tmclendon@cpa-ct.org

716 Windsor Street
Hartford, CT 06120
Tel: (860) 244-3672
Fax: (860) 967-3290

To learn more about Community Partners in Action, Inc. and/or how you can become involved:

Please contact our
ADMINISTRATIVE OFFICE

110 Bartholomew Avenue, Suite 3010
Hartford, CT 06106
Phone (860) 566-2030
Fax (860) 566-8089
www.cpa-ct.org

This project is supported with monies awarded by the Connecticut Judicial Department's Court Support Services Division (CSSD). Points of view or opinions contained within this document are those of CPA and do not necessarily represent the official position or policies of the CSSD.

HAIC/Windsor Street accepts male and female clients 18 years of age and older.

Clients of the program must be on probation and must be referred by their probation officer.

Clients referred to the HAIC/Windsor Street are required to participate in the interventions prescribed by their probation officer.

These interventions include cognitive skills training, substance abuse education, employment skills and job development services.

Other services provided to clients of the AIC include, but are not limited to:

- Case management
- Specialized services for youth through UNITY
- Drug testing and monitoring
- Referrals to community resources to meet needs not delivered by AIC staff such as physical and mental health; educational and/or vocational; basic needs such as housing and medical insurance.
- Follow up services to ensure clients referred to community resources receive the assistance they need.



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Community Partners in Action (CPA) is a non-profit agency building community by providing services that promote accountability, dignity and restoration for people affected by the criminal justice system.

We Believe:

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- Program decisions must be knowledge-based
- Community groups and citizen volunteers are crucial partners with us in this work
- Mutual respect must mark all our relationships

The Hartford AIC/Windsor St.

The AIC assists probationers to change through the thorough review of their risk and needs and provision of appropriate interventions.

The Hartford AIC at Windsor Street offers services to probation clients. The AIC also houses 2 Technical Violations Unit probation officers, who see their clients at the program 3 days per week.

Hours of operation for the HAIC/Windsor Street are: Monday, Wednesday & Friday from 8:30a.m. until 4p.m., Tuesdays and Thursdays from 8:30 a.m. until 8p.m.

Assessments are conducted by the Office of Adult Probation using the following tools:

- Level of Service Inventory-Revised
- Adult Substance Use Survey

The Level of Service Inventory-Revised (LSI-R) is a dynamic risk assessment tool used by various criminal justice agencies both nationally and internationally. It measures an offender's potential risk for re-offending and provides detailed information pertinent to their needs.

The Adult Substance Use Survey (ASUS) assesses criminal justice clients' need for alcohol and other drug treatment and the appropriate level of service required. This tool is pertinent to properly assessing client needs and responsibility.

Both assessments are forwarded to the AIC for each client referred for interventions.

Interventions offered at the HAIC/Windsor St are:

- Reasoning and Rehabilitation 2 (R&R 2)
- Treating Addictive Disorders (TAD)
- Employment Services
- Job Development
- Moving On

R&R 2 is a highly structured, multi-faceted cognitive behavioral program designed to teach male participants cognitive skills and values that are essential for prosocial competence. R&R 2 is 14, 2 hour sequential sessions offered several times per week in a closed group setting. It consists of many interrelated sessions; problem solving, social skills, negotiation skills, creative thinking, managing emotions, values enhancement, and critical thinking.

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Job Development helps clients identify employment opportunities within the community. The Job Developer will work with clients to develop employment portfolios in order to assist with job seeking. The ultimate goal of this service is for clients to become gainfully employed.

Basic Needs

Many of our clients are unable to overcome challenges or barriers in attaining basic necessities. Therefore, the AIC assists clients with basic need acquisition such as identification, food, transportation, etc.

C-22.D State how the program intends to review risk reduction indicators and client data with staff and other stakeholders (as appropriate) and to solicit input and decision-making and problem solving to inform program operations and achieve better outcomes.

CPA believes there is a greater sense of ownership and investment when staff and other stakeholders are encouraged and afforded the opportunity to give feedback for improving services and establishing strategies to increase program and performance outcomes.

Risk Reduction Indicators are shared and discussed during staff meetings and with stakeholders during Quarterly Risk Reduction Meetings. Achieving and exceeding the indicators are celebrated and staff are asked to provide input as to why they think goals were met, as it is important to identify strengths to ensure the practice continues. It is also important at this time to positively reinforce the progress.

Areas that have been challenging for the program are also addressed and strategies for making gains identified. **It is important for staff and stakeholders to give input and feel empowered during this process because their full buy in is necessary for making and sustaining performance gains.** When deficiencies are discussed, it is important to stay focused on what the team can do collectively to move forward and make improvements.

Staff consistently rely on data gleaned from CDCS to determine specific client and program needs, for example during weekly service team meetings. Using CDCS during service team meetings has proven crucial to client success. Many reports from CDCS help the program shape service delivery. They also help to make sure the program is adhering to contractual requirements. **Risk reduction indicator reports** are critical and all staff are knowledgeable of such reports. They allow staff to be aware of and pinpoint issues within any of the metrics. Staff can then work together to brainstorm and discuss solutions to improve any programming as needed and appropriate.

Risk Reduction Indicator Reports are a standing agenda item for individual monthly supervisions between CPA's Program Operations Director (POD) and the AIC Program Managers and between the POD and CPA's Deputy Director, who also monitors progress with the Indicators. The Deputy Director is required to keep the Executive Director apprised of successes and challenges.

C-22.E Describe how the Program Director/agency will support and enhance staff learning/knowledge on evidence based practices and effective correctional programming on a regular basis and on-going basis.

CPA believes training in and of itself does not support staff development and that ongoing reinforcement is essential for performance to move in a forward direction. **We believe we must take ownership of our staff and their performance.** The best method for transferring training content is to build and maintain an organization in which

staff want to enhance their performance and are recognized by their supervisor for doing it *when they are actually doing it*.

CPA supports the transfer of new skills to staff, both *before and after* training. If management does not believe in enhancing learning/knowledge on evidence based practices and effective correctional programming, then staff will not take those activities seriously either.

We prep staff *prior* to training (why it is important) and debrief with them immediately after (how “we” will sustain the new skills in the days and weeks ahead).

The AIC Program Managers, as well as CPA’s Senior Management, give positive reinforcement to staff when they are seen incorporating the content of their training in *actual practice*. This means they observe staff work and provide immediate positive reinforcement. “You did a great job calming that guy down”. This, spoken 20 minutes after a client contact, works better than getting a plaque six months later. They observe staff performance and convey and reinforce that what they are doing hour-by-hour and day-to-day is important. This is especially important shortly after completion of training.

The Program Managers attend all trainings – from frameworks to MI to the manual-driven interventions. **CPA believes Program Managers who know what employees have been trained to do can better reinforce the training on the job.**

Learning new skills can be challenging. When the expectation is that complex skills (such as MI) must be learned quickly, staff often perform less well, fearing the “gotcha” response they may be conditioned to expect six months to a year after training.

We believe promoting and requiring staff attendance at training boosters convey that CPA remains committed to incorporating new skills while also reassuring staff the agency is devoted to helping them gain proficiency.

C-23 URINALYSIS

C-23.A Please state the proposed substance abuse testing protocol, including chain of custody and calibration of Breathalyzer.

All AIC staff are properly trained in urine collection protocol during their first week of employment with the agency. **No staff member secures a urine sample from a client until he/she is properly trained to do so.**

Urine collections are done on the premises of the AIC. Should AIC staff be unable to secure a urine sample from a client, intra-agency cooperation may be utilized (i.e., through a Probation Officer).

Each client mandated by their referral source to render a urine specimen is given a two-hour notice. The selection of clients to be tested for drug use is random. Any staff, at any time, may require that a client submit to urinalysis testing for the purpose of detecting possible drug use.

The frequency in which clients are asked to render urines varies from client to client. For example, those clients identified as “current users” (i.e., previous urine tests have been positive for drugs) are asked to submit samples more frequently than clients who are not currently using (i.e., several drug tests have been negative). Whatever the case may be, **clients are required to give urine specimens a minimum of twice per month to a maximum of four times per month, provided they have been mandated to do so by their referral source.**

Female staff supervise the urine collection from female clients; male staff supervise the collection of urine samples from male clients.

A urine collection form is completed and signed by the staff member and client submitting the urine sample. A label is placed on the collection bottle that contains the client ID, which would be the client’s name, collector, the person taking the urine, and collection date, which is the day the sample is collected. This label corresponds with information on the urine collection form. The staff member and client wash their hands prior to the collection of the urine specimen. Staff wear protective gloves and escort the client to the urine collection restroom. The client empties his/her pockets and removes his/her jacket/coat. The staff hands the client the collection bottle.

Once the client renders the urine, he/she hands the collection bottle containing the urine sample to the staff member, who ensures that the cap is tightly secured. The client initials and places the Security Seal over the cap of the collection bottle, taking care not to obscure the label. The staff member places the bottle containing the urine sample into the collection bag, along with the white copy of the completed collection form. The bag is then sealed and placed in the urine refrigerator. The staff records the collection information in the client’s master file on the urine log form in a specific section of the file, along with the yellow copy of the urine collection form.

FEDEX transports all urine samples to Redwood Toxicology Laboratory, the laboratory with which CPA contracts to test the urine samples. Upon entering the facility, the FEDEX representative identifies him/herself to the AIC staff as the authorized person for the pick-up of urine samples to be tested. The AIC staff member escorts the FEDEX representative to the urine storage area and supervises his/her collection of the urine samples. **FEDEX collects the urine specimens for transfer to Redwood for testing.**

Redwood routinely tests for the following five drugs: Amphetamines, Cannabinoids (THC quantity included), Cocaine Metabolite, PCP, and Opiates. Any client under the age of 21 or with a history of alcohol abuse is routinely tested for alcohol in addition to the above named substances. **Clients are also tested for alcohol use with a**

breathalyzer that is calibrated as necessary to accurately test blood alcohol content. Any additional test requested or required by the referring agent/agency is performed as well.

Redwood sends the program all urine results, whether positive or negative. Urine results may also be received over the telephone, if staff so requests. All urine results are recorded by staff in the clients' master files on the urine log. The paper results from Redwood are filed accordingly as well. Urine results are also recorded in the CDCS according to a clearly defined protocol.

As previously stated, the client receives a two (2) hour notice of his/her requirement to render a urine sample. **The referral source is notified by telephone and/or email within 24 hours of any client's inability or refusal to render a urine sample, with follow-up written notification, as requested.**

The staff supervising the collection of a urine sample rejects the sample should he/she believe it has been tampered with. The supervising staff rejects a urine sample should the client rendering the urine not allow the staff to visually witness the collection of it. **The referral source is notified by telephone and/or email within 24 hours of any client's tampering, with follow-up written notification, as requested.**

Should a urine sample need to be discarded, staff open the urine bottle, empty its contents into the toilet, and flush it. The bottle is then sealed again with the cap and discarded by staff. Staff wear protective gloves for this procedure.

Any client taking prescribed medication is required to provide verification of such to program staff, who properly note it in the client's master file. Proof of prescribed medication use consists of a bona-fide copy of a written prescription, a visual inspection of a purchased prescription, or telephone verification by staff from the prescribing physician. Any client using methadone is required to provide verification of use to staff from the issuing authority. Staff consults with that authority to verify the client's use of methadone.

C-23.B. Submit the policies and procedures your program will follow to safely manage clients that report under the influence of substances. Policy and procedure must account for the safety of the client, staff, and community.

COMMUNITY PARTNERS IN ACTION
Alternative in the Community Program

POLICY: CLIENTS WHO APPEAR UNDER THE INFLUENCE

When a client reports to the program and staff suspect he/she is under the influence of drugs or alcohol, the staff person who makes the discovery will escort the client to the office of the Program Manager (PM) or designee and inform him/her of the situation.

If the suspicion is shared by the PM or designee he/she, along with a second staff, will pursue the following course of action:

- Seek to ascertain what mode of transportation the client used to arrive at the facility.
- Inform the client of their suspicion.
- Inform client that he/she will not be allowed to remain in the facility, but will be contacted by staff the following day.
- Collect a urine sample and/or breathalyzer from client.
- If the client refuses to submit a urine sample or to a breathalyzer, that will be noted in the client's file.

Clients who arrived by public transportation will:

- Be provided with tokens to get them home.
- Be escorted discreetly to the front door of the program
- Will be observed as they leave the property.

Clients who are waiting for a ride will:

- Be allowed to wait in the PM's office for their transportation to arrive.
- Be escorted discreetly to the front door of the building.
- Will be observed as they leave the property.

Clients who have driven themselves to the facility will be asked not to drive their vehicle home. Their license plate number will be written down by staff and they will be given the option to:

- Call someone to come and get both them and the car.
- Take another form of transportation home (e.g. taxi).
- Return later with someone who is able to drive them and/or their car home.

If a client leaves his/her vehicle in the facility parking lot, it will be allowed to remain there until one hour before the facility is scheduled to close. If it has not been retrieved by that time, it will be towed at the vehicle owner's expense.

If the client refuses to leave his/ her car, staff will:

- Call the local police station and inform them of the situation.
- Ask the client to remain at the facility until the police arrive.
- If the client refuses, escort the client from the building as previously described.
- Observe client driving away, and then notify the authorities that the client has left.

If a client becomes loud or confrontational, staff will:

- Attempt to de-escalate the situation.
- If this fails, ask the client to leave immediately.
- Call the authorities if the client refuses to leave.
- Immediately notify the referral source of the incident by telephone and or email.

- If the acting-out client is among a group of clients who arrived together, staff will isolate the client from his/her companions before beginning the process just outlined.

In all cases, the incident must be documented in the client's file and the referral source of that particular client is to be informed in writing. Follow up with client must occur within one business day.

If the police are summoned during the course of the event, an incident report must be completed and provided to the Program Operations Director and the CSSD Contract Compliance Specialist within one business day.

Date of last revision: 03/2013
Position responsible: AIC Staff
Effective date: 03/2013

C-23.C Provide your back up plan should same sex staff not be available to supervise substance use testing.

Per our protocol, female staff supervise the urine collection from female clients; male staff supervise the collection of urine samples from male clients. On the rare occasion that same sex staff are unavailable to supervise substance use testing, intra-agency cooperation may be utilized (i.e. through a Probation Officer). If that is not an option, the client may be allowed to render an unsupervised urine. The client will be asked to remove all outerwear and empty out pockets and the urine will be recorded in the client's file as unsupervised. A supervised urine will be secured as soon after as possible.

C-24 SITE

C-24.A Describe site, zoning, feasibility and target date for certificate of occupancy. Submit in this section AIC's floor plan (include square footage and outlining space utilization). State number of group rooms and individual offices on the floor plan. A copy of the current or proposed lease must be submitted with the proposal.

CPA plans to provide programming to Hartford AIC clients at two locations: 119 Washington Street and 716 Windsor Street, both of which are in Hartford, Connecticut.

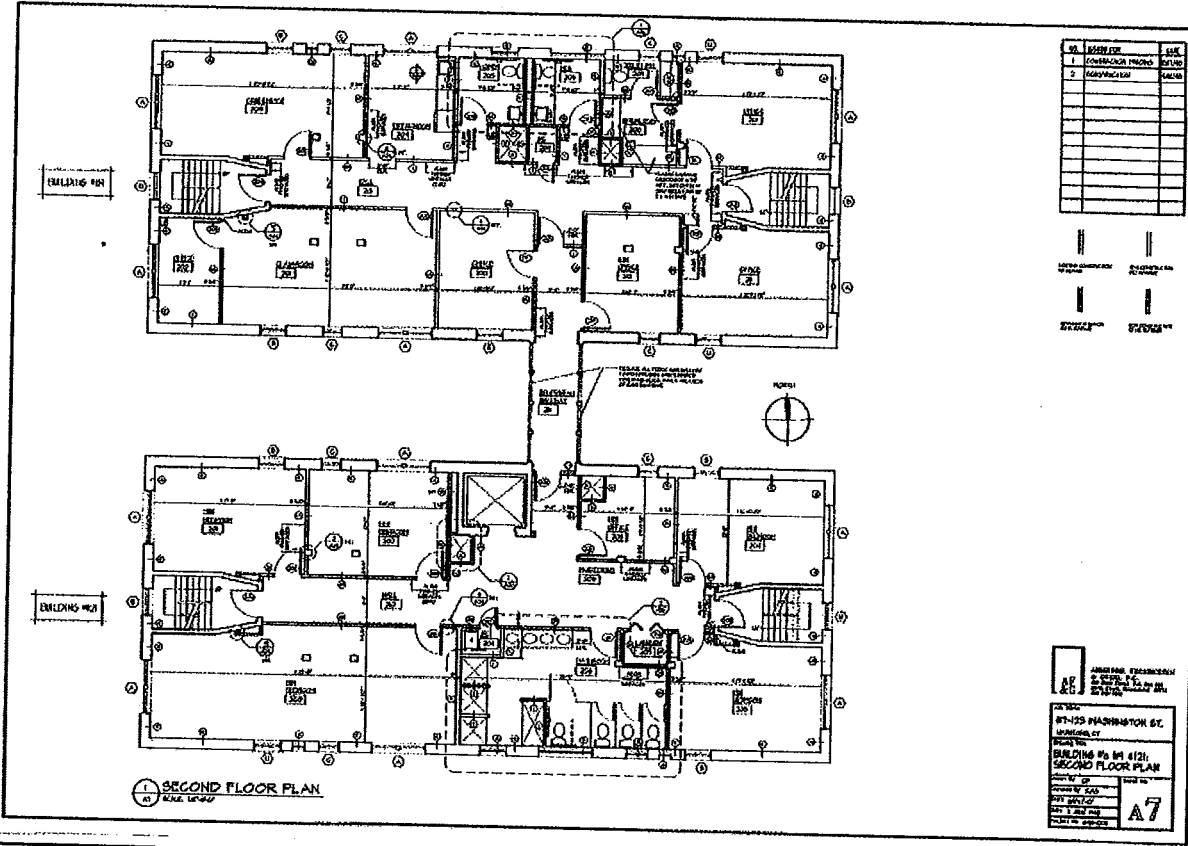
Since this is the current structure of the HAIC, the sites are properly zoned to provide the services outlined in this proposal. The sites are ADA compliant and accessible to handicapped individuals. The sites are very clean, spacious, visually stimulating, and equipment and facilities are maintained in proper working order at all times.

The **Washington Street site** is proximate to GA 14, which has enhanced clients' ability to report. The site is centrally located in Hartford with access to public transportation and community resources.

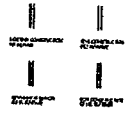
The **Windsor Street site** is located in the North End of Hartford in an area surrounded by industrial businesses. It is accessible to public transportation and community resources as well.

Since CPA has been operating out of these locations for several years, the agency already is in possession of the certificates of occupancy. They are contained in the Appendix of this proposal.

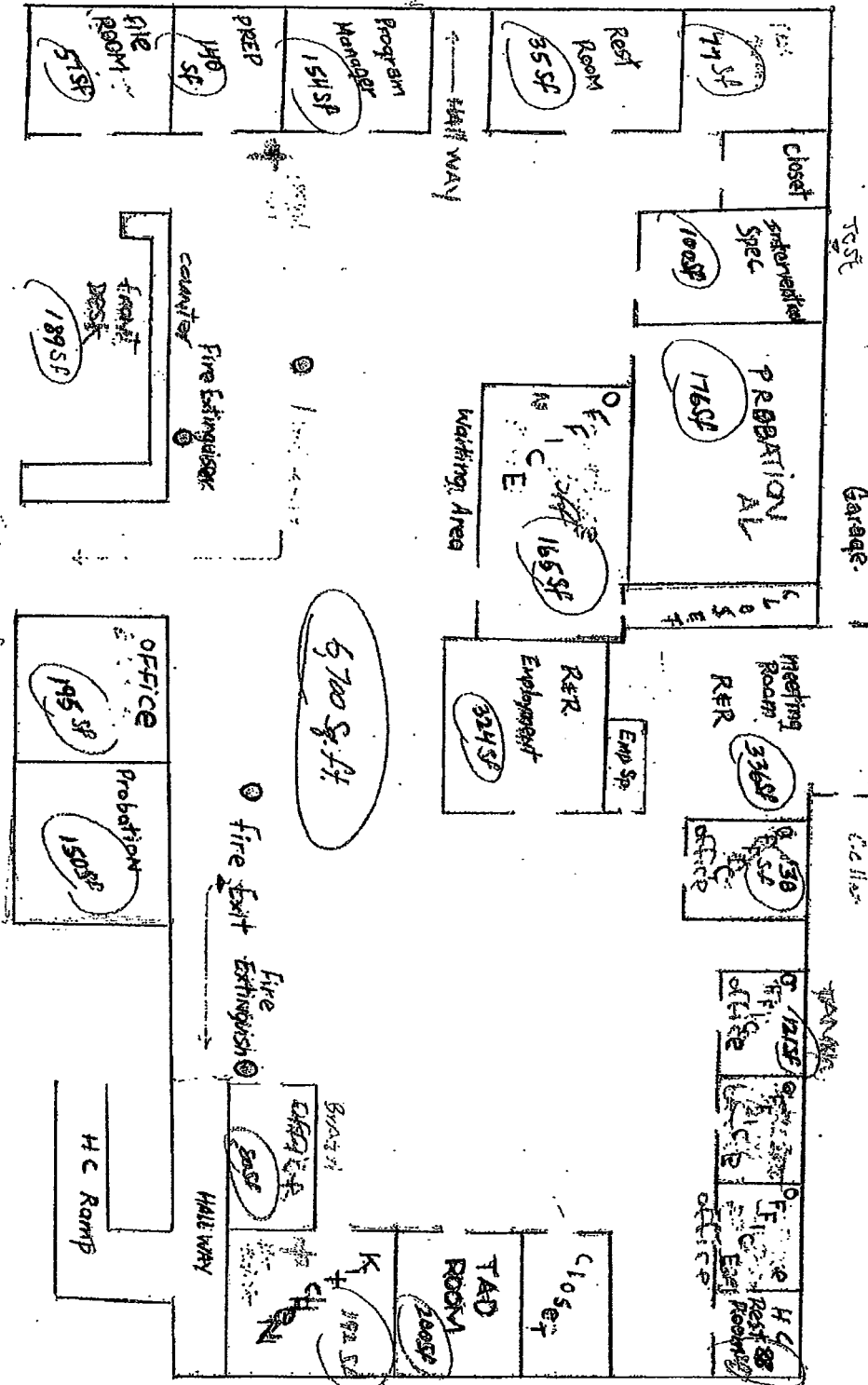
The floor plans for both Washington and Windsor Streets are on the proceeding pages.



NO.	REVISION	DATE
1	CONTRACTOR PREPARED	07/19/00
2	ARCHITECTURAL	04/26/00



ARCHITECT: JAMES H. STANBACH & ASSOCIATES, INC.
 87-225 WASHINGTON ST.
 HARTFORD, CT 06103
 PROJECT NO.: 87-225 WASHINGTON ST.
 BUILDING #6 (112)
 SECOND FLOOR PLAN
 DATE: 07/19/00
 DRAWN BY: J. STANBACH
 CHECKED BY: J. STANBACH
 SCALE: AS SHOWN
A7



C-24.B State if there is any program(s) or plans for a program that will be run out of the same facility, location, or campus. If applicable, describe the program and client population. JBCSSD has the right to refuse co-location of services and/or clientele.

CPA's Washington Street location is a complex of four buildings (117, 119, 121, and 123), which house several CPA programs. They are as follows:

- **Secure Community Residential Program for Girls**, located at 117 Washington Street, is contracted by CSSD to provide state of the art programming for girls in a secure detention facility. Girls in the program receive supportive counseling, medical and psychiatric services, recreation, and family interventions.
- **Work Release Program, located on the 1st and 3rd floors of both 119 and 121 Washington Street**, is contracted by the CT Department of Correction (DOC) to provide a transitional residence to 24 male clients released from DOC institutions on Community Release status. Clients learn about risk reduction, relapse prevention, and financial and life skills, while rejoining the workforce as part of their release stipulations. Clients pay rent and enter a savings program in order to more fully understand their responsibilities. Clients are referred by the DOC, after having been approved by the facility Wardens.
- **Hartford Transitional Housing, located on the 1st and 2nd floors of 121 Washington Street**, is contracted by CSSD to house 33 men. The program's mission is to provide men with a supervised structured, residential environment that is safe and supportive; to provide a stable atmosphere that will enhance the efforts of the residents and staff to effect positive changes in resident's behavior and decision making; to promote responsibility and accountability while reinforcing the values of tolerance, respect, cooperation, and concern during the men's stay, while meeting the needs of the referral source.

Note: at the time of this proposal our 123 Washington Street building is vacant.

The HAIC on Windsor Street shares space with CPA's STARR Program, which is primarily funded by the United States Department of Labor and receives support from the Hartford Foundation for Public Giving. STARR's mission is to strengthen the Greater Hartford, CT area by providing offenders with an employment centered program that incorporates mentoring, job training, and other comprehensive services in an effort to reduce recidivism and assist participants with the attainment of long-term meaningful employment.

C-24.C Describe availability of parking for staff and clients.

At the **Washington Street site**, designated parking is available for staff at the Laz parking lot located on the corner of Lafayette and Grand Streets, adjacent to the AIC facility. On street parking is available for clients and visitors. Visitors who work for the Judicial Department (i.e. the program's Compliance Specialist) can park in the Court lot across the street from the facility.

The **Windsor Street site** has a large parking lot for staff, clients, and visitors. The lot is approximately 100' X 100' and can accommodate 25 to 30 vehicles at any given time.

C-24.D Indicate whether office space can be provided for JBCSSD staff to meet with probationers and to conduct any business on an as needed basis in locations that have not indicated permanent probation officer space. Where permanent space for probation staff is proposed, please describe the space, equipment and facility services to be included for this portion of the space. Include a floor plan to reflect the number of cubicles/offices, the square footage and access to group rooms.

The HAIC on Windsor Street dedicates 2 private offices for Probation Officer use Monday through Friday. One office is 176 square feet and the other is 150 square feet, both of which are equipped with telephones and internet access. The Officers have full use of the Windsor Street facility including access to group rooms, the kitchen and space for breaks/lunch. This site was recently renovated with new floors, carpet in all offices, and a fresh coat of paint throughout.

While Windsor Street is the primary site used by Probation, **space is available for Officers as needed at the Washington Street site as well.** Officers frequently visit the Washington Street site to meet with their clients who are residing at the AIC's Transitional Housing program. The Officers are afforded private space for these meetings, whenever necessary.

When the CSSD Compliance Specialists visit the HAIC at any one of the locations, they are provided with private space to conduct their work as necessary.

C-24.E Describe how your agency would aesthetically create an environment that is responsive to the population being served both in the program, including individual work spaces, group rooms, and general client areas (i.e. female/male friendly posters/artwork, materials relevant for women/men, service brochures, pamphlets and resources).

When clients arrive at the AIC (whether it be Washington or Windsor Street) for the first time, their impressions of the facility help set the tone for their visit. The outcome of that visit significantly impacts subsequent visits.

Clients visiting the AIC see that the programs are conveniently located and easily accessible, with appropriate signage. The front yard and parking lots are well-kept, with dirt and/or snow cleared away from walking areas. During planting season, flowers and/or shrubs can be found.

Upon entering the facilities, clients are welcomed cheerfully and asked to sign the log book. Clients are greeted by first name when possible, and thanked for coming. Staff respectfully inquire as to the reason for the visit, then direct them to the appropriate staff

member. While they wait for the staff person, clients are offered the opportunity to drink from the water cooler or utilize the vending machines.

The interior of the facilities are clean, well lit and warmly decorated. The walls are adorned with positive motivational messages in the form of posters, paintings and/or murals. Gender-neutral posters and brochures enhance common areas. Staff office doors are open and clearly labeled, providing easy access for clients. Client restrooms are also clean, brightly painted and well-lit.

Each intervention room is decorated in a fashion consistent with the intervention usually delivered there. R&R rooms have depictions of the six thinking hats which represent caution, feelings, etc. Various acronyms used in the intervention are cut out and stuck to the wall. The Employment and Job Development rooms illustrate motivational sayings encouraging clients to continue their pursuit of employment. Such rooms also list educational and vocational resources as well as employment openings. The TAD room has various messages pertaining to substance abuse, while the Moving On room is painted a female friendly color and decorated with posters designed to highlight female strength.

C-25 HOURS OF OPERATIONS

C-25.A Provide your proposed hours of operation (if program operates at multiple sites describe the hours of operation for each location).

The Hartford AIC's day reporting program at Washington Street is open from 8:00 a.m. until 8:00 p.m. Monday through Thursday. On Fridays it operates from 8:00 a.m. until 4:00 p.m. The AIC is also open from 8:00 a.m. until 3:30 p.m. on Saturdays to supervise community service projects. AIC staff are available on Sundays to handle specific community service projects as requested.

The HAIC on Windsor Street is open Monday, Wednesday, and Friday from 8:30 a.m. to 4:00 p.m. and from 8:30 a.m. to 8:00 p.m. on Tuesdays and Thursdays.

C-25.B Indicate any planned program closures beyond those identified herein, and their reasoning and purpose.

The AIC has no planned program closures beyond those identified in RFP# 3502.

C-25.C State your willingness to comply with described Operational Requirements described above.

CPA's Hartford AIC is committed to compliance with the Operational Requirements identified in RFP # 3502, as they are current standard practice for the program.

C-26 TRANSPORTATION

C-26.A Describe how the program will provide transportation for community service, court appearances, transfers, appointments, etc.

CPA's Hartford AIC at Washington Street currently has five vehicles, dedicated for community service and other program-related transportation. The HAIC on Windsor Street maintains one vehicle. Program-related transportation includes transporting clients to court appointments, treatment, job fairs or interviews, other appointments, etc.

A daily log is used to plan trips on behalf of the clients so that transportation is available as needed. The logs are maintained by **the Program Managers, who ensure all of the program's transportation needs are met.**

C-26.B Describe vehicle procurement, full insurance coverage, maintenance and driver requirements.

All goods, services, contracts or lease agreements obtained by CPA adhere to the competitive procurement requirements of the Judicial Branch.

For any good, service, contract or lease with a cost between \$2,500 and \$9,999.99, CPA obtains a minimum of three (3) written quotes from qualified vendors prior to making a commitment.

For a good, service, contract or lease in excess of \$10,000, CPA requires three (3) written bids through an advertised, sealed-bid process, which shall include a public bid opening. At least one newspaper notification must be published statewide and shall be placed at least five (5) days prior to the announced date for the submission of bids.

CPA maintains all relevant documentation pertinent to the bid process.

Adequate insurance coverage is maintained for all agency vehicles at all times. Proof of such coverage is in the vehicles at all times. In addition, a copy of the insurance is maintained at the CPA's Administrative Office. Proof of such coverage will be provided by CPA upon contract execution and thereafter as necessary or requested.

A designated AIC staff member is responsible for overseeing the HAIC's vehicle maintenance and reports any vehicular deficiencies or malfunctions in writing to the Program Managers. A vehicle log is maintained on site at the HAIC, which includes weekly vehicle inspections, mileage logs, service receipts, etc. Regular maintenance is performed in compliance with leasing agreements and/or warranties, on an as-needed basis, but at least every six (6) months or 3,000 miles.

CPA contracts with Fleet Care to conduct inspections of agency vehicles. If Fleet Care Services identify that a repair is needed, such repair is coordinated by the program and a copy of the invoice is maintained by the Program Manager and submitted to the agency's fiscal office. The results of the Fleet inspections are provided to the Deputy Director, Fiscal Officer, and respective Program Managers.

CPA ensures that all potential drivers have a current, valid operator's license and have had their driving record screened prior to being authorized to drive agency vehicles.

C-26.C Describe what procedure will be utilized to provide for the safe and secure transport of staff and clients.

HAIC vehicles are equipped with the following for safety purposes: seat belts; fire extinguisher; first aid kit; universal precaution kit; road flares; and flash light. The equipment listed is easily accessible to staff, but inaccessible to clients. The vehicles are kept clean and maintained in good operating condition. Regular maintenance is performed in compliance with the leasing agreement and/or warranty, on an as-needed basis, but at least every six (6) months or 3,000 miles.

A designated AIC staff member is responsible for overseeing the HAIC's vehicle maintenance and reports any vehicular deficiencies or malfunctions in writing to the Program Managers. A vehicle log is maintained on site at the HAIC, which includes weekly vehicle inspections, mileage logs, service receipts, etc.

CPA contracts with Fleet Care to conduct inspections of agency vehicles. If Fleet Care Services identify that a repair is needed, such repair is coordinated by the program and a copy of the invoice is maintained by the Program Manager and submitted to the agency's fiscal office. The results of the Fleet inspections are provided to the Deputy Director, Fiscal Officer, and respective Program Managers.

Smoking is not permitted in the vehicles at any time. Seatbelts are utilized. Eating and drinking is prohibited during transport. Staff do not stop the vehicle for any unnecessary reason. Lavatory stops occur only when absolutely necessary.

Disruptive behavior is handled in compliance with accepted procedures and transport staff will contact a supervisor for direction in the event of a medical emergency. In the event of a road emergency, breakdown or accident, the transport staff use a cell phone to notify the Program Manager as soon as possible for assistance.

CPA maintains a strict Transportation Policy, which further describes the agency's commitment to the safe and secure transport of staff and clients. It is included in the Appendix of this proposal.

C-27 PROGRAM SAFETY AND SECURITY

C-27.A Describe how the program will maintain a central point of entry, exit, and participant sign in/out log.

A central "control" center, located adjacent to the entrance of the HAIC facilities, is consistently staffed to monitor access to the program (there is only one entry and exit for clients and/or visitors; other facility exits are used only in case of emergency).

At Washington Street there is an intercom on the outside wall near the doorway for clients and/or visitors to announce themselves and wait to be buzzed in.

Upon entering HAIC facilities, clients and visitors are required to sign in, recording their name, the time, who is being visited (if applicable), and the purpose of the visit (if applicable). In addition, clients/visitors are required to pass through a metal detector and/or be scanned via the program's hand held metal detecting wand, at the time of their entry into the facility.

HAIC staff maintain a sign in/ sign out log for all entering/exiting clients and visitors at the central "control" center.

C-27.B Describe what steps the program will take to ensure a safe and secure environment for staff and clients.

CPA is committed to ensuring the safety of all clients and staff of the Hartford AIC. The following protocols are currently in place at the HAIC to ensure adherence to this commitment: clients are supervised by staff at all times; staff are in constant contact with each other via a paging system (Washington Street utilizes 2 way radios as well); security and fire alarms are monitored on a consistent and continual basis; the issuing and maintenance of keys/key cards is tightly controlled; there is constant monitoring of the entrance/exit of the facilities, as well as the various areas of the program; visitors are required to have a photo ID; visitors must be appropriately attired and maintain appropriate behavior throughout their time at the program; visits only occur with prior notification to, and approval by, program staff; CPA reserves the right to refuse entry to any person posing a security problem; all bags and packages are searched in order to prevent contraband or weapons from being introduced into the program.

A brand new, state of the art security system was recently installed at Washington Street thanks to an award from the State of CT's Bonding Commission.

The programs also employ the use of metal detectors and hand held metal detecting wands to additionally provide for a safe and secure environment for staff and program participants.

All areas of the Hartford AIC, including the exterior of the facility, are searched weekly for contraband, security problems, or maintenance issues. This weekly search ensures, at a minimum, that the following conditions exist: all fire extinguishers are in place and adequately charged; all doors, closets, storage areas, etc., are secure and in proper working order; all windows and screens are intact; the area appears free of contraband or any signs of tampering; the area appears free of any fire or safety hazards; the area is clean, sanitary, and free of garbage and clutter; lights are working properly; the security system is functioning properly; smoke and fire detectors are

working properly. Documentation of these searches is maintained by the Program Managers.

All contraband confiscated is turned over to the Program Managers, along with an Incident Report describing the contraband, and when and where it was found. If the contraband is also evidence that may be used in a court proceeding, a Chain of Evidence Record is established and maintained. The Program Managers then secure the evidence until proper disposition can be made. All such reports and records are maintained by the Program Managers, who will arrange for the disposition of the contraband or forward it to the proper authority for appropriate action. In addition, these reports are forwarded to CSSD as required.

CPA maintains an extensive risk management plan that illustrate the agency's commitment to ensuring a safe and secure environment for both staff and clients. Our risk management philosophy is as follows: Community Partners in Action shall operate in a way that protects the health, safety and security of clients, staff members, community and volunteers while lifting up the organization's mission and safeguarding assets needed for mission-critical programs and activities.

CPA seeks to involve appropriate and qualified personnel at all levels of the organization in the identification of risks and creation of practical strategies in order to make certain the organization's approach to risk management considers diverse perspectives and staff understand their roles and responsibilities in protecting the mission and assets of the organization.

The General Safety Principles of CPA's Risk Management Plan include:

- Community Partners in Action strives at all times to operate in compliance with local, state, and federal laws and regulations.
- Community Partners in Action adheres to the policies and standards related to the health, safety, and well-being of service recipients.
- All staff involved in Community Partners in Action bear responsibility for the health, safety, and security of service recipients.
- Safety and risk management activities are multi-faceted and include:
 - Thoughtful screening, selection and training of operational volunteers and employed staff.
 - Creation and enforcement of policies, standards, guidelines, and procedures as guides for planning.
 - Maintaining safe and secure facilities.
 - Establishing procedures to be followed in the event of an emergency.
 - Maintaining clear communications channels.
 - Community Partners in Action purchases insurance coverage as a financial mechanism for certain risks, but recognizes that insurance is not a substitute for vigilance in planning and implementing programs.

C-27.C Describe what steps the program will take to ensure an environment that is free of physical, emotional and sexual harassment.

CPA is committed to maintaining an environment in which clients have the right to be treated fairly, with respect for personal dignity and without fear of physical, emotional and/or psychological harm. This commitment relates directly to the mission of the agency: *Community Partners in Action is a non-profit agency building community by providing services that promote accountability, dignity, and restoration for people affected by the criminal justice system.*

During employee orientation, all CPA staff are made aware of our mission, as well as the agency's policies and procedures relative to ensuring an environment that is free of physical, emotional, and sexual harassment. **The agency maintains a strict policy, outlined in the CPA Employee Handbook, regarding the prohibition of any and all sexual harassment. In addition, CPA adheres to policies and procedures that focus on the ban of physical and verbal abuse, neglect, and inappropriate conduct.**

CPA staff are trained to monitor client behaviors to ensure that clients refrain from intimidating, threatening, or abusive behaviors with other clients and/or staff.

CPA will not tolerate verbal or physical conduct by any employee that discriminates against any co-workers, visitors, or others associated with the agency, on the basis of any legally protected status, or which harasses, disrupts or interferes with another's work performance or which creates an intimidating, offensive or hostile working environment.

Discrimination or harassment can take many forms. It may be, but is not limited to: words, conduct, adverse job action, signs, jokes, pranks, intimidation, physical contact, or violence. While all forms of discrimination and harassment based on an employee's legally protected status are prohibited, including but not limited to any adverse job action or intimidation based on race, age, religion, gender, national origin, disability or sexual orientation, it is the agency's policy to emphasize that sexual harassment is illegal and prohibited by both state and federal law.

In order to maintain a work environment that is free from any form of sexual harassment, the agency puts all employees including executives, managers and supervisors on notice that sexual harassment of employees is unacceptable conduct. Specifically, it is contrary to CPA's policies for any employee to sexually harass another employee by:

- a) Making unwelcome sexual conduct or requests for sexual favors a condition of an employee's continued employment; or
- b) Using an employee's submission or rejection of such conduct as the basis for making employment decisions (e.g. promotions, raises); or
- c) Creating a work environment in which conduct of a sexual nature substantially interferes with an individual's work performance or creates an atmosphere that is intimidating, hostile or offensive to employees.

Although not an inclusive list, the following are examples of the type of conduct prohibited by CPA policy against sexual harassment:

- Unwelcome sexual advances, propositions or flirtations;
- Unwelcome attention of a sexual nature such as degrading comments, suggestive or lewd remarks, propositions, jokes, tricks or noises;
- Unwanted hugs, touches, kisses or requests for sexual favors;
- The threat or suggestion that continued employment, advancement, assignment or earnings depend on whether or not the employee will submit to or tolerate harassment;
- Retaliation for complaining about harassment.

All supervisory staff must complete a Sexual Harassment Training within 6 months of hire. Refresher trainings are required every 3 years.

All employees are further advised that sexually explicit or sexually offensive material has no place within the agency's facilities. Such material may not be posted, displayed, or even possessed within the facility. Possession of such material, even if it is not posted or publicly displayed, will be considered a violation of company policy and will subject the individual to disciplinary action.

Any employee who believes that the actions or words of a supervisor or fellow employee or any outside party in the workplace constitute unwelcome harassment or unlawful discrimination has a responsibility to report such conduct or immediately complain to his or her supervisor should his/her direct requests that the conduct cease be ignored. If an employee is uncomfortable raising his or her complaint with someone to whom s/he reports, or if the complaint involves someone in his or her direct line of command, then that employee should bring a complaint to any management representative.

Confidentiality at the time of reporting the incident will be preserved to the maximum extent possible. However, all allegations of unlawful harassment and discrimination must be investigated promptly. In this regard, the reporting employee, the alleged harasser or discriminator and any other employees aware of the incident are required to treat this information in a confidential manner.

CPA will take prompt action upon the receipt of a complaint of unlawful harassment or discrimination. Any employee determined to have committed unlawful harassment or discrimination will be subject to appropriate disciplinary action, up to and including termination. Moreover, any individual who makes unwelcome advances, threatens or in any way discriminates or harasses another employee based on a legally protected status may be personally liable for monetary damages for such actions and their consequences.

CPA will not tolerate the taking of any reprisal against an employee who files a complaint of unlawful harassment or discrimination. However, any employee who is

determined to have made up false accusations of unlawful harassment or discrimination will also be subject to appropriate disciplinary action, up to and including termination.

C-28 SAFEGUARDING CONFIDENTIAL INFORMATION

C-28.A To comply with this policy, please submit a written statement, which will become part of the contract between your company/agency and the Judicial Branch if your company/agency is awarded a contract in relation to this RFP, certifying that confidential records and/or information will be used solely and exclusively for the purpose of performing work under this contract, and describing the following in detail.

Community Partners in Action certifies that confidential records and/or client information will be used solely and exclusively for the purpose of performing work under this contract (3502), as this is current standard practice for our agency.

i. Types of confidential Judicial Branch records and/or information required to perform the services required under this contract.

The types of confidential Judicial Branch records and/or information necessary to perform services required under this contract include:

- Assessment information, such as the LSI-R and ASUS-R
- AIC Referral form, which includes clients' criminal history, substance abuse, medical, and/or mental health information
- Employment verification should client secure a job

ii. Who on your staff will be allowed to access and/or view this information?

All CPA staff working for the Hartford AIC will have access to and/or view the above named records/documents, along with several of CPA's Administrative positions. Such positions are named below:

- Administrative Assistants
- Case Managers
- Court Liaison
- Community Service Coordinators
- Employment Specialists
- Intervention Specialists
- Job Developers
- Lead Residential Monitors
- Operations Assistants
- Program Manager
- Residential Monitors
- Residential Supervisor
- Supervising Case Manager
- Supervising Intervention Specialist

- CPA Program Operations Director for AICs
- CPA Deputy Director
- CPA Executive Director

iii. The purpose(s) for which this information is to be used.

The purposes for which the information is used are as follows:

- To assist with the intake and orientation process
- To review and discuss during Treatment Team Meetings
- To assist with establishing the client's reporting schedule
- To assist with matching the client to the appropriate services and interventions
- To properly sequence service provision for clients
- To properly record a client's employment in CDCS

iv. The precautions to be taken to ensure the security and confidentiality of the records and/or information. (For example: non-disclosure of the names of any persons contained in data extracts; limiting number of copies made from data extracts; maintaining information in a secure area; encoding names and other information that may reveal a person's identity; providing education to staff; use of passwords; deleting data upon completion of access rights, etc.).

CPA maintains extensive policies and procedures regarding the safeguarding of client records and/or information. Such procedures govern the storage of client information, access to client records, client records review and information retrieval, maintenance of client information, case file audits, and retiring client files/information. During CPA's New Hire Orientation, which all new staff must attend prior to beginning any CPA job duty, the confidential nature of client records/information is thoroughly reviewed. During this orientation, new staff review and sign the agency's Confidentiality Policy, which is maintained by our Human Resources Department.

CPA complies with all applicable and state and federal statutes governing the confidentiality of substance abuse and mental health information. Compliance with the provisions of the Health Insurance Portability and Accountability Act (HIPAA) is also maintained.

Additional precautions to ensure the security and confidentiality of client records and/or information include, but are not limited to, the following:

- CPA's computer system is password protected, housed within a secure network, and closely monitored by the agency's IT Department;
- All data extracts produced to ensure data integrity and quality service provision are immediately destroyed once the intended work with such information is complete;
- CPA stays abreast of user rights pertinent to the CDCS and the agency's computer system; when staff turnover occurs, IT is notified immediately to disable access to CPA's network; CSSD also is immediately notified to disable CDCS accounts; and
- All client information maintained on the CPA network is secure.

v. The sanctions for improper use and/or disclosure of this information by your staff. (For example: written reprimand; suspension; dismissal from employment; etc.).

CPA views the improper use and/or disclosure of confidential information by staff as an extremely serious breach of conduct. Should any CPA staff member violate the agency's well-defined and clearly articulated policy on confidentiality, that person will receive appropriate disciplinary action, up to and including suspension or termination.

C-28.B Submit your current company/agency policy and procedures for safeguarding client information, including but not limited to: client data record and/or information collection, retention, transmission and destruction, to ensure the security and confidentiality of the records and/or information.

**COMMUNITY PARTNERS IN ACTION
RECORDS & INFORMATION SYSTEMS
POLICY III.E.1. – INDIVIDUAL RECORDS**

I. POLICY

An official confidential case record shall be established for all agency clients at the time of admission for all CPA programs. All information generated on a client by other agencies shall be placed in his/her case record. Case assessment and service planning by staff shall be documented in this file. Staff intervention activities, on going progress and final outcome of the client's program participation also shall be documented. All entries in a case record shall be signed and dated by the staff members making the entry. Individual case records shall be audited on a continuing basis by administrative staff to ensure accuracy. Case records shall be maintained for three (3) to five (5) years, depending on contractual requirements.

II. PROCEDURES

A. INITIATING A CASE RECORD

1. An official individual case record shall be established on each client for all CPA programs. The staff member initiating this record shall write the individual's name on the tab/front of the client file.

2. When the client previously has participated in the program, a new case file shall be initiated.

B. ORGANIZING THE CASE FILE

Each program will have specific guidelines for organizing their files. (Please refer to individual programs.)

C. RECORD ENTRIES

To assure accountability of entries into the case records and to ensure timeliness of events and reporting, any entry into the case records must be dated and signed by the staff member making the entry.

The Program Manager or designee is responsible for ensuring that the statistical data compiled in accordance with contractual obligations conforms to the data contained in the case records.

D. STORAGE OF CASE RECORDS

Records shall be stored in secure areas designated by the Program Manager and shall be directly supervised and controlled by program staff.

Records shall be stored for three (3) to five (5) years, depending on contractual requirements.

E. ACCESS TO RECORDS AND CONFIDENTIALITY

In accordance with confidentiality statutes and HIPAA requirements, access to records and files shall be restricted to the following authorized persons:

1. The client who is the subject of the records and his or her case manager.
2. Judges, prosecutors, and law enforcement officers, when essential for official business.
3. Individuals and agencies for the express purpose of conducting research and evaluation or statistical studies, if proper consent has been obtained.
4. Members of the administrative staff of Community Partners In Action to use for authorized internal administrative purposes.
5. Funders of the Program when needed for conducting official agency business.

F. RECORDS REVIEW AND INFORMATION RETRIEVAL

The case records shall be reviewed on an ongoing basis by the Program Manager or his/her designee to ensure that appropriate and accurate material is being entered into current records. The Program Manager or designee shall evaluate information for accuracy.

G. TRANSFER DATA

The Program Manager or designee shall approve and sign off on all transfer information. Pertinent transfer information shall be transmitted by fax to the receiving facility with remaining file information being forwarded within 72 hours of the transfer.

H. DISCHARGE REPORT

The staff member assigned responsibility for case management shall prepare a discharge report of the client's participation in the program per individual program contract requirements. The report shall:

1. Outline the reasons for the discharge
2. Give the client's legal status upon discharge if available
3. Outline the client's service needs
4. Outline the provision of services

I. MAINTENANCE OF CASE FILES

Staff shall ensure information generated as a result of a client's participation in the program is properly noted in the case file:

1. The staff member assigned case work responsibility for a particular client shall ensure the file is properly maintained and make regular notations in the file as appropriate. The initial case assessment identifying needs and problems shall be recorded in the file as well as the client's service delivery plan if applicable. Case management reports shall be placed in the file. Regular narrative notation, signed and dated by the individual making the entry, shall be made in the chronological record. Notations of significant events and progress of the client also shall be made.
2. Other staff members shall file additional information generated on the client in the file (i.e. reports from outside agencies, etc.) Any staff member having such input for the client's record is required to make the appropriate notations in the chronological file.

J. CASE FILE AUDITS AND CLOSED RECORDS

1. The Program Manager or designated supervisory personnel shall audit case records at a minimum of every 60 days to assure appropriate entries have been made. A record of the audit will be kept in the file being reviewed. It will remain part of the client's master file. Case Audit: The audit shall ensure the record is current, entries are made appropriately, the record adheres to confidentiality standards and that the following information is maintained in the file:

- a. Initial intake forms
- b. Case information from the referral
- c. Risk/Needs Assessment Information (if applicable)
- d. Medical records, if applicable
- e. Psychological and/or psychiatric reports, if appropriate
- f. Individual service plan if applicable
- g. Signed release of information forms if applicable
- h. Evaluation and progress reports if applicable
- i. Current employment data (if applicable)

- j. Program rules and disciplinary policies, signed by client if applicable
- k. Documented legal authority to accept client if applicable
 - 1. Grievance and disciplinary record (if applicable)
- m. Referrals to other agencies (if applicable)
- n. Pertinent educational information and education plan (if applicable)
- o. Vocational plan (if applicable)
- p. Signed medical consent authorization (if applicable)
- q. Information pertinent to the provision of interventions (if applicable)
- r. Final discharge or transfer report

2. Retiring case files: Upon discharge, a client's case file shall be moved to the designated closed record area. The case file will be maintained for at least three (3) to five (5) years, depending on contractual requirements. The Program Manager or his/her designee will manage the closed record files and oversee any destruction of inactive records to ensure confidentiality is maintained. A log will be maintained that lists all inactive records that have been destroyed.

K. USE OF INFORMATION

Program adjustments and future program plans shall be developed on the basis of information collected from various information management systems (i.e. CDCS) and other program sources (i.e. risk reduction indicators).

Date of Last Revision: 8/2010
Effective Date: 8/2010
Staff Responsible: Agency staff

C-28.C In order to ensure the security and confidentiality of JBCSSD client data transmitted via email, please submit a written statement, which will become part of the contract between your company and the Judicial Branch if your company is awarded a contract in relation to this RFP, certifying that your company will not transmit JBCSSD client data records or information in any form or medium through free or unsecured email accounts or services.

Community Partners in Action certifies that we will not transmit JBCSSD client data records or information in any form or medium through free or unsecured email accounts or services. This is current, standard practice at the Hartford AIC.

C-29.A Describe the plan for ensuring cultural competence in AIC program service delivery.

CPA firmly believes tolerance of diversity is not enough. Our programs and staff are encouraged to embrace diversity. We believe there is a direct correlation with being culturally responsive and achieving higher levels of performance in staff and a better outcome for clients. Our commitment to cultural competence is evident in the following agency practices:

- CPA ensures staff recruitment and hiring consider diversity and cultural responsiveness.
- CPA ensures all staff receive ongoing training and support and development in cultural responsiveness.
- CPA, in conjunction with support from CSSD, researches and utilizes best practices in order to continuously provide culturally responsive services to our clients.
- CPA maintains the expectation that all levels of management, staffing, and contractors be mindful of diversity within our population and our staff to ensure all persons feel respected and valued.

In October, 2014, Deanne Scaringe, CPA's Deputy Director, was appointed to the CSSD ACCR (Advisory Committee on Cultural Responsiveness). As part of this committee's work, and in keeping with CPA's own belief systems, we embrace diversity within our clients and within our workforce. Age, gender, communication styles, educational background, gender identity and expression, language, physical abilities, socioeconomic status, thinking styles are just some of the dimensions we focus on in order to more competently address criminogenic needs.

CPA participates in ACCR sponsored events such as Brown Bag lunches, Black History Month, and Women's History Month, and individual CPA programs celebrate diversity with events for staff and clients, both in our juvenile and adult programs.

C-29.B Describe the plan for delivering AIC Program services to clients with LEP.

As evidenced by the agency's LEP Policy contained in Section C-10 of this proposal, CPA has made a significant commitment to ensuring its programs are capable of providing content rich services to LEP clients. The following is the protocol staff follow when serving LEP participants:

COMMUNITY PARTNERS IN ACTION
Limited English Proficiency
Protocol for Servicing LEP Participants
Revised: 6-25-14

No client referred to CPA shall be denied services due to a language barrier or hearing impairment.

For all clients who are unable to communicate in English or are hearing impaired, please implement the following protocol to ensure our clients receive the services they need:

- Notify your direct supervisor of the LEP participant; your supervisor will be involved throughout the client's program participation to ensure appropriate service provision.

- Collaborate with the referral source and/or Compliance Specialist as they will likely be able to assist with accessing LEP assistance/resources – such as an interpreter.
- If Spanish speaking, administer the LEP Spanish Language Survey (form #1); this form is located at *eforms/LEP/Client Survey Forms Spanish*. Proceed to form #2, also located at *eforms/LEP/Client Survey Forms Spanish*, as applicable.
- LanguageLine can serve as a resource for clients who are hearing impaired or are unable to communicate in English or Spanish. Contact your Program Manager prior to utilizing these services to obtain CPA's 8-digit PIN number. You can reach LanguageLine Customer Service at 1-800-752-6096 or visit their web site at www.language.com . Please complete the LanguageLine Tracking Log located at *eforms/LEP/LanguageLine* to track all usage of this service.
- Smart Phone apps are also available for translation services. To access such an app, please seek the assistance of your supervisor, who will download it to a CPA phone.

NOTE: If unable to implement any of the above and client is hearing impaired or cannot communicate in English or Spanish and **MUST** attend CONTENT RICH SERVICES, he or she shall be referred to community resources in coordination with the referral source and/or Compliance Specialist. LEP resources are listed in "e" forms under "LEP Resources".

Olejarz, Barbara

From: Hansted, Kevin
Sent: Tuesday, March 21, 2017 9:36 AM
To: Olejarz, Barbara
Subject: FW: Exhibit A

Please add to 17-32159-DTR

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From: Beth Hines [mailto:BHines@cpa-ct.org]
Sent: Tuesday, March 21, 2017 8:54 AM
To: Hansted, Kevin <Kevin.Hansted@ct.gov>
Subject: RE: Exhibit A

We do not. We do provide Substance Abuse Education to clients in our AICs.

We refer clients in need of mental health services and those with a higher level of need for substance abuse to outside resources.

Thanks,



Beth Hines

Program Operations Director
Community Partners in Action
110 Bartholomew Avenue, 4th Floor
Hartford, CT 06106
Telephone: 860-794-4353
bhines@cpa-ct.org
www.cpa-ct.org

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From: Hansted, Kevin [<mailto:Kevin.Hansted@ct.gov>]
Sent: Tuesday, March 21, 2017 8:22 AM
To: Beth Hines
Subject: RE: Exhibit A

Thank you Beth. Do you currently have any contracts to provide mental health and/or substance abuse treatment services for a state agency?

Kevin T. Hansted
Staff Attorney
Office of Health Care Access
Connecticut Department of Public Health
410 Capitol Avenue
Hartford, CT 06134
Phone: 860-418-7044
kevin.hansted@ct.gov



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From: Beth Hines [<mailto:BHines@cpa-ct.org>]
Sent: Monday, March 20, 2017 9:30 AM
To: Hansted, Kevin <Kevin.Hansted@ct.gov>
Subject: Exhibit A

Hi Kevin,

Here is Exhibit A.

Thanks,



Beth Hines
Program Operations Director
Community Partners in Action
110 Bartholomew Avenue, 4th Floor
Hartford, CT 06106
Telephone: 860-794-4353
bhines@cpa-ct.org
www.cpa-ct.org

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Olejarz, Barbara

From: Olejarz, Barbara
Sent: Tuesday, March 21, 2017 3:35 PM
To: 'BHines@cpa-ct.org'
Cc: Hansted, Kevin; Riggott, Kaila; Martone, Kim
Subject: determination
Attachments: 32159-1.pdf

Tracking:	Recipient	Delivery
	'BHines@cpa-ct.org'	
	Hansted, Kevin	Delivered: 3/21/2017 3:35 PM
	Riggott, Kaila	Delivered: 3/21/2017 3:35 PM
	Martone, Kim	Delivered: 3/21/2017 3:35 PM

3/21/17

Beth Hines,

Please see attached determination for Report Number: 17-32159-DTR, for the establishment of a residential substance abuse treatment program.

Barbara K. Olejarz
Administrative Assistant to Kimberly Martone
Office of Health Care Access
Department of Public Health
Phone: (860) 418-7005
Email: Barbara.Olejarz@ct.gov



STATE OF CONNECTICUT

DEPARTMENT OF PUBLIC HEALTH



Raul Pino, M.D., M.P.H.
Commissioner

Dannel P. Malloy
Governor
Nancy Wyman
Lt. Governor

Office of Health Care Access

March 21, 2017

VIA EMAIL ONLY

Beth Hines
Program Operations Director
Community Partners in Action
110 Bartholomew Avenue
Suite 3010
Hartford, CT 06106

RE: Certificate of Need Determination Report Number 17-32159-DTR
Establishment of Residential Substance Abuse Treatment Program

Dear Ms. Hines:

On March 16, 2017, the Office of Health Care Access ("OHCA") received your Certificate of Need ("CON") Determination request on behalf of Community Partners in Action ("Petitioner") with respect to the establishment of Residential Substance Abuse Treatment Program for men.

The Petitioner is a nonprofit entity that is seeking to establish an 18 bed Residential Substance Abuse Treatment Program for men at 117 Washington Street, Hartford, Connecticut. The program will be a residential therapeutic community designed for the integrated treatment of men 18 years of age and older with a primary diagnosis of Substance Use Disorder. The Petitioner currently has a contract with the State of Connecticut Judicial Branch to provide case management services for pre-trial and probation clients.

Pursuant to Conn. Gen. Stat. § 19a-638(a)(1), a certificate of need is required for the "establishment of a new health care facility". Conn. Gen. Stat. § 19a-630(11) defines a health care facility as "... (H) substance abuse treatment facilities...". Conn. Gen. Stat. § 19a-638(b)(14) provides an exception for "any nonprofit facility, institution or provider that has a contract with... a state agency..."



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Affirmative Action/Equal Opportunity Employer

The Petitioner has a contract to provide services for the State of Connecticut Judicial Branch. Consequently, this exception applies. Therefore, a ***CON is not required*** for the Petitioner's proposal.

Sincerely,



Kimberly R. Martone
Director of Operations

C: Rose McLellan, License and Applications Supervisor, DPH, DHSR