

THE FREE VENTURE MODEL IN CONNECTICUT

STATE OF CONNECTICUT
DEPARTMENT OF CORRECTION
HARTFORD, CONNECTICUT 06115

49067

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A Proposal

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INTRODUCTION

This proposal requests \$977,830 for the implementation of the Free Venture Model of Correctional Industries in the State of Connecticut's Department of Correction.

The proposal first describes the current and planned Connecticut correctional system, highlighting facilities, programs, and budget

The second major portion describes the operational Free Venture Model for Correctional Industries which has been developed jointly by the Department of Correction, ECON, Inc., and the American Foundation. Within this portion are descriptions of classification processes, management structure, compensation levels, job placement procedures, hiring procedures, disciplinary processes, and targeted industries.

The third major portion of the proposal describes how the operational model will work within two specific correctional institutions during this first project year, how it will expand into a third during the second project year, and how it will move into two others in the third year. This portion concludes by listing those aspects of the model which have been implemented to date.

The final sections present the project timetable, the proposed budget, and the budget narrative.

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1. DESCRIPTION OF THE CURRENT SYSTEM

1.a. PURPOSES

In recent years, the Department of Correction has sought areas in which planned change could increase its efficiency and effectiveness. Discussions elsewhere in this proposal will detail some of these areas. Throughout, the Department has attempted to challenge old myths of corrections, to try the untried, and to gradually build on earlier successes.

Although goals are never available in a finished state, the following list enumerates the thrusts implicit in current Departmental effort:

(1) The creation of a centralized authority and resource base for the overall direction of a comprehensive corrections program.

(2) The creation of rational, safe custody programs which serve both to protect the public (from escapes) and the inmate and staff populations (from disturbances and violence).

(3) The planning and implementation of a state-wide building program which would replace deteriorating, outmoded facilities and, simultaneously, enable a new

community-based approach to pre-release preparation of releasees.

(4) The organization of a set of carefully structured community release options (work release, study release, and furloughs) that enable the smooth transition of prisoners to release status.

(5) The establishment of a private, contracted service delivery system, consisting of half-way houses, group homes, employment, and counseling services, which augments Parole Services and encourages a private sector criminal justice constituency.

(6) The development of comprehensive institutional offender programs which include educational and vocational remedial opportunities, drug abuse and alcoholism treatment, and mental and physical health programs aimed at overcoming specific disabilities.

(7) The development of comprehensive programs which upgrade staff capabilities to work effectively in an increasingly complex correctional system.

(8) The reduction of the overall number of offenders for whom institutional confinement is the only option, with particular emphasis on pre-trial detainees, youthful offenders, women, and parolees in temporary crisis situations.

(9) The modernization of Departmental record and

and information systems, including program research and evaluation, which will enable more rational and intelligent approaches to administrative planning.

(10) The reduction of recidivism, both in the overall rate of renewed criminal activity and in the seriousness of recidivating acts.

(11) The development of an increasingly effective and efficient utilization of state funds and human resources for operations consistent with the Department's mission.

(12) The defusing of institutional tension through the provision of in-house and external, independent machinery for the resolution of individual inmate grievances.

(13) The reformation of industrial work programs to increase economic incentives, to expand market development, and to teach the work ethic of the external community.

(14) The creation of an internal capability to plan realistically and rationally for future correctional activity.

Combined, this list of Departmental purposes incorporates and summarizes the objectives of Connecticut correctional activities.

1.b. FACILITIES

The Connecticut Department of Correction was statutorily

created in 1968 by legislative action. In this action, the State brought into one agency institutions at Somers-Enfield, Cheshire and Niantic which formerly had separate governance. Added to this array were Parole Supervision and the State Jail Administration, which, eight years earlier, had assumed responsibility for all county detention.

Thus, when Connecticut created its correctional department, it fashioned a comprehensive unit of government with parallels in only three other states.

Connecticut Correctional Institution, Somers

This facility, opened in 1963, is Connecticut's only maximum security facility for sentenced adult male felons. It is located on 37 acres in a relatively rural north-central portion of the state. The rated capacity of the facility is 984 inmates, and the average FY76 population has been 954. The total staff complement is 537. Constructed in the familiar "telephone pole" style of architecture, the former "State Prison" houses, in addition to inmates and immediate support services, a reception and diagnostic unit, a complete 71-bed hospital, a school and library complex, religious observance facilities, two gymnasiums, and a 150,000 sq. ft. industrial area.

Connecticut Correctional Institution, Enfield

This minimum security facility, formerly the Connecticut State Farm, opened in 1963. Enclosed by a page fence adjacent to CCI, Somers, the compound houses 10 buildings on 1500 acres. Several buildings outside the compound are used for vocational and industrial training. The rated capacity of the unit is 400 inmates, and the FY76 average population has been 357. These men are housed primarily in private rooms, with a dormitory for new admissions. The staff complement is 159.

This compound has an agricultural unit, industrial area, gymnasium, dispensary, school, religious, and other facilities. Sixty-seven percent of the inmates are assigned outside the "fence" to agricultural or CETA-funded, pre-vocational training.

Connecticut Correctional Institution, Cheshire

The Cheshire facility services youthful sentenced male offenders, aged 16-21. The rated capacity of the unit is 460, and the average FY76 population has been 396.

Constructed in the Elmira style, with four-tier housing, the institution was opened in 1909. An additional wing, added in 1959, contains three 31-room floors. The former Reformatory sits among 436 acres of land in a high-income suburban community in the geographical center of the state.

The staff complement is 231, more than half of which is noncustodial.

The institution's greatest asset is a comprehensive educational and pre-vocational program.

Connecticut Correctional Institution, Niantic

This institution, which opened in 1917, detains all sentenced and pre-trial women committed to the Department. Located on 882 acres along Connecticut's Long Island Sound shoreline, the institution has no fences, and consists of six live-in cottages, an administration building, a chapel, and a school. The facility's rated capacity is 195, and the average FY76 population has been 146. The full-time staff complement is 147. Each of the six cottages is organized around different treatment modalities: Industrial, Maintenance, and other assignments are made by the staff and residents of each cottage rather than by an all-institution Classification Committee.

Correctional Centers

As noted above, the Department of Correction operates the former county detention facilities. All six of the Community Correctional Centers, some of which have populations exceeding CCI, Enfield, Cheshire, or

Niantic, house accused, continued, boundover, and short-term sentenced (one year or less) inmates, and most of the Department's Work and Education Releasees. Both accused and sentenced inmates are classified by a uniform Classification System, and have institutional assignments involving primarily facility maintenance. Full range education and recreation programs are available. There are full medical and dental complements at each facility, with psychiatric service on contract.

Correctional Center sentenced inmates may apply for entrance into the Comprehensive Employment Training Act program conducted at the Enfield Correctional Institution.

The Centers, their capacity, population, and staff complement are as follows:

<u>Facility</u>	<u>Rated Capacity</u>	<u>FY76 Average Population</u>	<u>Staff</u>
Bridgeport	482 (2 facilities)	359	135
Brooklyn	80	69	32
Hartford	462	407	130
Litchfield	65	54	24
Montville	107	126	39
New Haven	<u>412</u>	<u>315</u>	<u>112</u>
Totals:	1,608	1,330	472

1.c. PROGRAMS

In the formulation of Connecticut's correctional programs, there have been repeated references to the Department's purposes. While no exact, one-for-one matching is undertaken here, there is considerable coupling based on needs and means.

The following represent the major areas of departmental programming:

(1) Community Release: There is a statutorily provided means of community release which includes work release, educational release and furloughs. All of these areas have seen substantial expansion since their inception. As the statistics below indicate, there has been growing use of residential community release since its authorization in fiscal year 1969:

1969 - 119 releasees	
1970 - 186	"
1971 - 202	"
1972 - 299	"
1973 - 429	"
1974 - 582	"
1975 - 715	"
1976 - 902	" (to date)

The use of furloughs during 1974-75 also saw a marked increase. The summary of previous years will indicate how the use of this tool for maintaining family and community ties has grown with each year.

Year	No. of Furloughs	Increase Over Previous Year
1970-71	400	
1971-72	1,600	1,200
1972-73	4,042	2,442
1973-74	5,640	1,598
1974-75	8,790	3,150
1975-76	12,528 (thru June, '76)	

Furloughs continue to be carefully screened at the institutional and central office levels. The rate of failure -- escape or conviction of a new offense -- has remained at less than one-half of one percent over the six year period the program has been in effect.

(2) Halfway Houses: The Department recognizes that it must have not only an array of institutional, "get ready" services, but also an assortment of community facilities to meet the needs of community release clients and those men and women in transition status.

The number of units housing community releasees and halfway residents has increased dramatically since the

program was initiated (five in 1970, 25 in 1975). The larger number of these are administered and supported by agencies outside the Department.

(3) Offender Services: Offender Services encompasses a wide range of institutional and aftercare services for individual clients. While institutional programs continue to be enriched with increased mental health and counseling services, the emphasis recently has focused on the development of a state-wide network of public/private community services for criminal justice clients.

For the past two years, the Department has gone into the community to seek out private agencies and individuals to share in the responsibility of corrections. With a substantial grant of federal funds administered by the Connecticut Justice Commission, the Department has contracted with agencies statewide on a resource-sharing basis. For example, the Department currently contracts with approximately 20 privately-operated half-way houses at a combined cost of \$170,000.

(4) Parole Services: The Division of Parole provides services and supervision for all persons under the jurisdiction of the Department of Correction who have been granted parole by the Board of Parole or have been ordered released from detention by the Commissioner of Correction under section 19-482 of the Connecticut

General Statutes (Indeterminate, three-year Cheshire sentence for youths convicted of a drug-related offense). The division also handles all interstate compact matters pertaining to parolees, as well as matters involving the Interstate Correctional Compact and the Agreement on Detainers. The Chief of Parole Services is the administrative head of the Parole Division and he is directly responsible to the Deputy Commissioner for Community Services. District field offices are maintained in Hartford, New Haven and Bridgeport.

(5) Health Services: With full-time physicians, dentists, a mental hygiene unit staffed by both psychiatrists and psychologists, and the complete modern hospital at Somers, virtually all health problems of Somers, Enfield, and Niantic residents may be treated without referral to outside agencies. Further consultant physicians are contracted by each facility to provide any needed preventive or remedial care. This medical service thrust has culminated most recently with staff from the University of Connecticut Health Center offering their services and holding specialty clinics which support standard hospital services.

At the level of the Community Correctional Center where the turnover rate is exceptionally high and the

physical condition of new admissions is frequently deteriorated, there is a constant need for quick assessment, treatment, and at times, referral to local health facilities. Each Center has a full-time medical staff providing 24-hour coverage. Additionally, each Center contracts for full-time physician coverage, and contracts with psychiatrists who visit the Centers at least weekly and who also provide 24-hour emergency coverage. Center inmates are frequently given appointments to various Somers Clinics.

(6) Research and Record Keeping Services: The Department, by Public Act #152, 1968, is required to maintain a research and statistics program. The Research Division is now functioning in three areas: (a) evaluations, research and statistical reporting, (b) client record keeping, and (c) computerized information systems. Under a Law Enforcement Assistance Administration grant known as "Single File," the division is standardizing client history forms. Over 2,000 formats have been discovered and through redesign efforts will be reduced by more than 90 percent. Functional groupings of redesigned forms presently under review include (a) center classification, (b) parole readiness and (c) initial intake and processing.

(7) Addiction Services: With a staff of 28 people and a plethora of supportive services from correctional, treatment and volunteer personnel, Addiction Services maintains and coordinates 28 programs for inmates and parolees with drug or alcohol problems. One thousand fifty-one drug-addicted people and 338 alcoholics and/or problem drinkers have received direct services. Connecticut's multi-modality correctional approach to drug treatment -- discussion groups, drug-free therapeutic communities, methadone detoxification, and self-help behavior modification techniques -- continue to be selectively applied in circumstances where success has a high probability.

Through two federal grants, \$75,000 of Law Enforcement Assistance Administration funds granted through the Connecticut Justice Commission and \$20,000 of National Institute of Alcohol Abuse and Alcoholism funds granted through the State Alcohol Council, the division has been able to achieve its goals of extending services to alcoholics to every correctional center and institution (Project ACT - Alcoholism Counseling and Treatment). The Division has also implemented court and pre-trial diversion of alcoholics from the correctional system, written legislation (Public Act 74-280) enabling transfer of incarcerated alcoholics to Mental Health alcohol

rehabilitation centers, and expanded the services of Project FIRE (Facilitating Intergration and Re-entry Experience) to establish re-entry services to recovering alcoholic and drug addicted parolees.

(8) Correctional Industries: The focus of the past several years within the industry operations at Cheshire, Somers, Enfield, and Niantic has been to better integrate vocational training with the actual production work of the individual shops. This has been particularly true at Somers, the largest "employer" and the largest potential work force and training center of the four institutions. To facilitate this integration, the Industries and Education Departments were combined in 1973 into one departmental group. The benefits of this integration have been primarily an updating of industries' machine tools and equipment, and the introduction of new industries operations more attuned to the 1970's: optical lens, dental prosthetics, and data processing shops. In addition, teachers have been assigned to the industrial areas to provide related instruction, and several industrial shops have incorporated vocational education programs.

The Department's Industrial Program is administered in the Central Office by the Director of Education and

Industry, with centralized management, purchasing and inventory control, marketing, and accounting functions. At Somers, the Industry Program consists of a printing shop, typewriter repair, small engine repair, dental lab, optical lens grinding, furniture shop, clothing shop, data processing, and laundry. CCI, Enfield operates the dairy and farming operations, an industrial garage to maintain the Department's fleet of trucks, farm equipment, and cars, and a sign shop which produces all of the State's highway and street sign requirements. CCI, Niantic houses a keypunch operation and a sewing shop which manufactures draperies and clothing bags. The Youthful Offenders program at Cheshire offers employment in a printing shop, mattress shop, furniture manufacture, or in a metal stamping business which turns out license plates, some road signs, and rubber stamps.

In spite of the breadth of industrial operations available, the recent integration of Vocational and Educational Services, and the updating of several shops, Connecticut Industries are plagued by the same problems which affect most state correctional industries. Institutional schedules are not geared to a full day, activities for inmates such as commissary, barber shop, counseling, visits, educational and vocational programs,

and drug and alcohol programs are scheduled during the day and create interruptions to the work day for inmate employees. As a consequence, industrial supervisors are fortunate to get three to four hours work per inmate employed per day. Productivity for even the three to four hours worked is poor, and the shops suffer from lethargy, boredom, and poor financial performance. Further, industrial jobs become subject to featherbedding because of the already existing lack of productivity, and industrial jobs in many shops are viewed simple as makework, and achieve an even lower priority among institutional programs. Thus, the basic goals of Correctional Industries -- attainment of marketable, competitive job skills, acquisition of attitudes favorable to work and participating in a good work experience, -- have not been achievable in the current institutional environment.

It is the conviction of the Department that the establishment of an uninterrupted work day, the payment of wages based upon productivity, and the more aggressive marketing approach contemplated in the Model Industries Project will go far in "normalizing" industry operations to the standards of performance by which free society measures itself, and will lead toward the achievement of both Correctional Industry and Departmental goals.

(9) Educational Services: The Department's educational program operates within a special School District established by the State Legislature in 1969. The District is considered by the State Department of Education and all other educational agencies as one of 163 Districts in the State of Connecticut.

The education program includes adult basic education, opportunities for eighth grade proficiency, a secondary program which provides the General Equivalency Diploma, and regular secondary courses which meet the graduation requirements of local public high schools. The School District also provides an extensive vocational education program including 24 different courses. The School District provides college studies for both inmates and staff at seven community colleges, Quinnipiac College, the University of New Haven, and the University of Connecticut. A grant from the State Department of Education, through Title I, of the Elementary and Secondary Act, provides the School District with specialized programs for the disadvantaged learner. With these funds the School District has been able to appoint school psychologists, learning disability teachers, reading consultants, and speech and hearing clinicians.

The staff and teachers involved in the education program are all certified by the State Department of

Education in the areas of their competency.

In order to accommodate the needs of the large Spanish-speaking segment of our population, Spanish-speaking instructors are teaching English as a second language. They are aided by Spanish audio-visual aids which include a complete video-tape course for high school equivalency. In addition, dialogue continues between the School District and the Department of Education of Puerto Rico.

Education coordinates its efforts with Industries as teachers provide related courses to the men and women working in Industries.

(10) Volunteer Services: The Director of Volunteer Services provides vehicles for increased community involvement in corrections. The number of volunteers has grown rapidly to a current level of 600.

Volunteers are involved in serving both inmates and their families through a variety of specific programs. The Connecticut Prison Association, a private, non-profit, prison reform agency, provides volunteers for individual Somers, Enfield, and Cheshire inmates. The Association also sponsors the Connecticut branch of the Young Lawyer's Parole Aide Program. Thresholds, a program of decisional training for inmates, has emerged

as one of the strongest volunteer programs with contingents in Cheshire, New Haven, Hartford, and Litchfield. The Archdiocese of Hartford provides volunteers to work with the families of inmates entering Somers. There are also a large number of volunteers working with the community agencies who serve released offenders.

The Department's VISTA programs has been cited by Action as the top criminal justice VISTA program in the country. Twenty-two VISTAs (20 percent of the entire State of Connecticut's allocation) serve in community-related programs both in the Department and with private agencies serving Department clients.

(11) Staff Training Services: The Department's training program is coordinated by a Director of Staff Training and Development, and conducted by five training officers who function on a regional basis. A large portion of the Department's training effort is concentrated in the Connecticut Justice Academy at Haddam, a joint facility shared by seven agencies.

The Academy at Haddam was originally a county jail. Although it has been extensively renovated, the cell block remains intact. This feature has enabled the Department to provide every orientation class since 1970 with a simulated lock-up experience to give new employees a view "from the other side of the bars."

This perspective has then been integrated into a 150-hour training experience for all new employees.

The Academy at Haddam features five classrooms, complete food service, live-in facilities, audio-visual components and extensive printing services. Participating agencies provide their own curricula and also share in joint courses that feature common-need components.

In addition to simulated lock-up experiences, a curricular component which has been "purchased" by numerous academic, legal and community groups, the Department has pioneered the use of programmed texts, microfilm study units and video-tape confrontation sessions.

Topical coverage in orientation and in-service courses has been wide, including communications, disciplinary procedures, legal aspects of corrections, cardio-pulmonary life saving techniques, suicide prevention, correctional theory and history, cultural differences, and firearms training. While orientation training is held at the Academy, in-service training has been decentralized to enable on-site instruction.

(12) Public Information Services: Public information has the responsibility of informing and educating both the internal and external "publics" about Department programs, operations of general interest, and new

developments in our correctional system.

The Department has produced and distributed two hour-long television documentaries and several television "spot announcements." These announcements have been shown by stations throughout Connecticut, Massachusetts, and on those portions of the "Johnny Carson Show" televised for New York City and Connecticut's Fairfield County.

One of the hour-long specials, "The Criminal Justice Quiz," has been accepted for national distribution by National Educational Television.

The Department has also participated in state-wide public information efforts using ecumenical church structures and the business community.

The Department is committed to public information and education leading to public involvement in the criminal justice system.

(13) Library Services: Library services are provided to the Department through the assignment of librarians to the central office and the larger institutions. These individuals operate institutional libraries, manage budgetary allocations for book purchases, solicit donated, quality books, and provide reader services.

The Central Office Librarian holds annual book fairs

at the larger institutions at which multiple copies of several hundreds of titles are made available to inmates at substantial discounts. Such fairs are very popular and are economically self-maintaining.

The Central Office Librarian is also responsible for developing the Department's law library on microfilm. Inmates use facility microfilm readers and thus have legal materials available to use in preparation of legal instruments.

(14) Pre-Trial Services: Specially funded programs at several community correctional centers have enabled a new approach to the problems of a person in pre-trial status. These programs have examined, and in many cases implemented, programs of diversion, mental health referral, family contact, supervised pre-trial release, and others.

Attention to these areas has often meant pre-trial release in situations where it would not otherwise have been possible.

(15) Special Programs: The Department has a wide array of specialized programs which it either sponsors or encourages through participation. Among these are the Department's Project REBOUND (a rigorous wilderness experience for young offenders entailing backpacking, canoeing, and rock climbing), Project REDEEM (a concentrated

experience for young misdemeanants in self-discovery and a chosen area of public service), and Moral Development (a demonstration project in which youthful offenders live in a self-directed community environment, and based upon the educational developmental theories of Harvard psychologist Lawrence Kohlberg). The Department has encouraged the Connecticut Prison Association to sponsor a program through which four attorneys provide full-time free legal assistance to inmates for civil procedure. The Department also helped found and continues to support a private Corrections Ombudsman program. Funded and administered by the private Hartford Institute of Criminal and Social Justice, the Connecticut Ombudsmen hear issues in CCI, Somers, Enfield, and the Community Center in Hartford. The program will expand to other institutions and centers as funds and staff become available.

1.d. CURRENT BUDGET

The facilities, programs, and staff described in the previous sections are financed in the following general fashion:

DEPARTMENT OF CORRECTIONESTIMATED EXPENDITURES FOR FISCAL 1975-1976

<u>FUNCTION</u>	<u>STATE FUNDING</u>	<u>FEDERAL FUNDING</u>	<u>SPECIAL FUNDING</u>	<u>PRIVATE</u>
<u>Custody and Maint. Programs</u>	<u>Amount</u>			
Custody*	12,627,069	687,094		
Plant & Maintenance	3,524,726			
Food Service	2,675,692			
Administration	2,173,799	86,094		
Medical Services	1,389,339			
Addiction Services	285,307	238,413		
Educ. & Training Services	378,122	996,699	453,816 (ADM)	
P/PREP	100,000			
Halfway House Services	166,931			
Pay to Inmates	351,472			
Parole Services	511,923	572,855		40,000
Recept. & Diag.	152,243			
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	24,336,623	2,581,155	453,816	40,000

* Includes Turnover, Equipment,
and Fixed Charges

2. DESCRIPTION OF THE FUTURE SYSTEM

Like most American correctional systems, Connecticut's is in flux. Not only are new programs and facilities replacing outmoded ones, but the goals around which all development takes place are also being critically re-examined. While a recognized leader in developing rehabilitative experiments, the Department of Correction now agrees that these experiments, with some exceptions, have not achieved their purposes. It is beginning to assert that perhaps any coerced treatment intervention, designed to operate within a correctional institution, will not achieve "rehabilitation."

Once these assertions are made, however, the goals under which these rehabilitative programs have been introduced need to be changed. The Department has not finished its re-examination, and hasn't, therefore, a polished "goal statement" around which to plan its future. The following discussion of "future goals," though, provides the framework around which immediate development is occurring.

2.a. FUTURE GOALS

1. Safe and Humane Confinement

Safe custody in an institutional setting consists of those positive arrangements for insuring confinement as prescribed by

law and maintaining a living environment free from hazards or dangers.

A maximum security institution is a self-contained, total life-support facility. Outwardly, it is made secure by bounded perimeters, a series of interlocking gates and security windows. But the security system only begins with these features.

2. "Just" Detention

An institutional climate which has reasonable immunity to the outbreak of violence is one in which a sense of fair play in all staff-inmate relations prevails, a sense of concern for the individual is felt, and the policies of the institution provide reasonable access to outside resources.

The sense of fair play finds particular focus in the way in which disciplinary infractions, classification decisions, transfer decisions, and furlough decisions are reached. The existing Connecticut framework for institutional procedures in these areas contains basic due process guarantees.

The sense of concern for the individual must necessarily begin at the point of his admission to an institution. At the Somers facility, and at the Department's other major institutions, this takes the form of a reception-diagnostic-orientation process with professional testing capabilities. The

process culminates in a Classification Committee determination as to how institutional resources can best be utilized to assist a particular incarcerant. The sense of fair play will be expanded in this area as well, as due process guarantees are introduced to the Classification Process.

Finally it is necessary to consider those mechanisms in an institutional system by which incarcerants have reasonable opportunity for access to outside resources. To many men and women in confinement this means only the important opportunity to correspond with family and friends and to receive visits at regular intervals. But for others there are equally important concerns about having privileged communications with their attorneys and access to media representatives. Other questions in this area have revolved about open correspondence and the ability to acquire and read materials freely circulated on the outside.

The Department has and will continue to anticipate trends in all these areas of developing concern and to implement policies which remove all unnecessary restrictions on external communications and, at the same time, are consistent with effective institutional management. Connecticut's policies in these areas now exceed all standards set by recent court decisions.

3. Voluntary Choice of Treatment

Part of the winnowing of old myths has been the sifting of concepts like coerced treatment. The nineteenth century held unbounded faith in the institution as a mechanism for making the sick well and uplifting those who had transgressed. However, it was a faith with few foundations: contemporary inquiry into the results of coerced treatment programs give almost no credence to those who make claims for them.

What does have some credence and apparent value and therefore becomes a worthy goal is an institutional environment which makes available programs and services that can be freely elected but do not offer early release. Prisoners, like men and women in the external world, could then take advantage of those institutional elements which offer self-improvement, either in terms of immediate advantage or some anticipated advantage in the post-release situation.

4. Phased Re-entry

Individuals who have been sentenced to a prison term of years often need a decompression period prior to community return. Phased re-entry with incremental allowances of freedom provides the individual with opportunities to test reality and measure his/her capacities to cope with the free world.

In Connecticut this re-entry is intrinsically tied to the Department's building program. The essential features of this capital improvement program are summarized in a later section.

5. Resource Awareness

The Department is committed to pursuing its goals by the most effective means, and utilizing the least expenditure of human and material resources. The State of Connecticut, like most government units, is suffering from decreased revenues. This budget "crunch" provides the Department with the opportunity to carefully examine its activities, to evaluate their returns in terms of the resources expended (this evaluation to be based upon standards of humane confinement as well as upon the more common, cold "recidivism statistics"), and to eliminate or expand activities as indicated. The 1976 Connecticut General Assembly has made this evaluation easier in future years by enacting legislation requiring State Government to submit its budget on a program, rather than a "line-item" basis.

2.b. FUTURE FACILITIES

The Department has inaugurated parts of a sixty-million dollar building program. Throughout, the design of new or

the renovation of old facilities has been based upon the following objectives:

1. To eliminate outmoded and inhumane facilities, and replace them with modern structures which have a lower bed capacity, provide expanded community resources, and whose environments support the program thrusts described above;
2. To provide a regional program of graduated re-entry;
3. To house short-term sentenced misdemeanor offenders in facilities which allow them to serve their terms of imprisonment constructively;
4. To decrease the inmate population at Connecticut Correctional Institution, Somers.

The program consists of building three entirely new, and thus replacing old, Community Correctional Centers, and the partial renovation of old plus the addition of new facilities at Connecticut Correctional Institution, Cheshire.

The new correctional centers are based on the concept that these facilities should house only pre-trial detainees and minimum custody community releasees. Thus the structures have been designed to house a maximum security accused population, while allowing conversion of facilities to minimum

security use, depending upon population flow. These community releasees will be drawn from throughout the system so that every sentenced offender prior to parole or discharge release, can participate in a program of supervised work or educational release or utilize some of the Department's contracted private services in a Center near his home.

Two of these Correctional Centers have been completed. The Bridgeport facility, completed at a cost of 6.1 million dollars, was accepted in 1975, while the New Haven structure, costing 8.75 million dollars, was accepted in March, 1976. The third Center is currently under construction in Hartford at a projected cost of 14 million dollars. The Department anticipates accepting the new facility in late fall, 1976.

The construction at C.C.I., Cheshire, is planned in two phases. Phase I consists of (1) construction of ten new individual cottages housing a total of 360 youthful offenders; (2) a multi-purpose building for administration, visiting, recreation, education, religious observance, medical treatment, and staff functions; and (3) a new central service plant to service the entire community. Funding for Phase I of the project has been legislatively approved at the 17.8 million-dollar level, and the project is soon to be advertised for construction bidding; it is scheduled for completion in 1979.

Phase II of the project will include (1) construction of a new complex for academic, vocational, treatment, and medical services; (2) a new food services unit; (3) new maintenance, warehousing, and commissary facilities; (4) a new industrial building; (5) through renovation of existing housing, provision of facilities to house long-term misdemeanants; and (6) a new women's receiving and housing unit. The timetable for this Phase is contingent upon progress in Phase I. With the completion of Phase II, the Department plans to close the C.C.I., Niantic institution.

The programmatic thrust of the new Cheshire facility is that minor offenders with sentences under a year will be assigned to the Cheshire central misdemeanor facility where expanded academic and vocational education programs will insure that their sentence period can be spent in constructive activity. The cottage facility for young men at Cheshire will enable a better system of classification and the opportunity to offer specialized programs for youths committed by the courts. In reserving a cottage for women, the Department is anticipating the development of alternate, community half-way units for most women, and the resultant possibility that a small residue of women may not initially be adaptable to community-based units.

Finally, all of these changes suggest that the size of the Somers population will decline (the present population is 964), and the facility might thus be better physically adapted to meet the needs of a smaller population, classified into maximum, medium and minimum groups.

The total impact of these changes should mean that individual offenders move more rapidly through a series of structured environments, with each successive location placing greater responsibility on the individual for self-directed behavior.

The actual projections of bed-space available for gradual reintegration, by facility, is as follows:

Bridgeport C.C.C.	-	80
Brooklyn C.C.C.	-	25
Cheshire C.C.I.	-	72
Enfield C.C.I.	-	10
Hartford C.C.C.	-	100
Litchfield C.C.C.	-	25
Montville C.C.C.	-	40
New Haven C.C.C.	-	100
		<hr/>
Total		452

This number of available beds, coupled with projected beds in community homes (120), will provide the capability of having one-fourth ($\frac{1}{4}$) of the projected sentenced popu-

lation in pre-release, work/education release, and group home settings at any given time.

While the building program addresses the goals of humane and phased reintegration from the perspectives prior to an offender's release, the Department is also committed to a growing program of post-release services.

This Department, as all others, has found that the crucial services which paroling or discharging inmates require (welfare, medical, family problem resolution, personal counseling, vocational training and placement, and legal assistance) are generally scattered throughout geographic areas. A parole officer's or other service person's task of developing a coordinated program with a releasee is very difficult. Thus, the Department plans in FY-77 to start three multi-service centers in Hartford, New Haven, and Bridgeport.

The centers will gather an array of private, departmental, and other public sector service agencies into one physical location and thus assist primary caseworkers in developing coordinated support programs. The planning for areas of client flow, letters of agreement with public and private service deliverers, floor space layout, job development, and use of volunteers is currently being completed in each of the three cities. Under current projections, the Bridgeport Multi-Service Center will open in July, 1976, with Hartford

and New Haven following in January 1977. The budget for the three units is projected at \$150,000. The expansion of the program will of course be dependent upon the success of the original pilot models.

2.c. FUTURE PROGRAMS

As noted above, the Department has through its own experience corroborated external studies which argue that when inmates and correctional staff view institutions as coercive, the best service efforts, if attached to system rewards, are also viewed as manipulative. Thus the Department is reviewing its program thrusts to make institutional and community programs as least coercive as is possible within the current environment.

It must be emphasized, however, that this re-examination is not to be seen as climbing on the contemporary bandwagon which repudiates correctional treatment programs both in concept and practice. Indeed, the Department is refining its classification system in order to determine more clearly what diagnostic tools have the most relevance for both inmates and institutions. The Department's School District is constantly attempting to tailor educative techniques to correctional inmates and institutions. The Research Division is attempting to evaluate correctional programs to determine which meet most successfully their goals as well as the Department's.

Thus, Department managers may expand the effective and eliminate the ineffective programs.

Simultaneously, the Department is pursuing its tradition of experimenting and researching new programs in order to test and hopefully to find new vehicles of correctional treatment.

The Just Community Research and Training Center exemplifies one such experiment. Located on the grounds of C.C.I., Niantic, the Center comprises two minimum security living units for women in New Haven. Directly affiliated with the Center for Moral Education at Harvard University, and drawing heavily upon the writings of Harvard professor Lawrence Kohlberg, the Just Community Center tests the moral development model of incarceration, trains Connecticut' and other states' correctional employees in specific group leading and supervisory techniques, and supports a team of Harvard-based researchers who are analyzing the effectiveness of the intervention and the efficiency of the training.

The Just Community is based upon the premise that fairness and justice are the most important concerns in operating a treatment intervention. The theoretical support for the project is derived from the developmental/educative work pioneered by Dr. Kohlberg of Harvard and Dr. Joseph Hickey from the Niantic institution. Building on, but going beyond group

therapy approaches such as Guided Group Interaction and "Concept Groups," the Just Community uses the group to foster a sense of individual and collective development. The approach thus far appears to offer a fairer approach to incarceration and an increased potential for inmates to function successfully in the community without dependence upon the therapy group.

The ON-CIT (Objectivity Now-Community Involvement Tomorrow) program, operating at C.C.I., Cheshire is an example of the Department's providing a treatment intervention which has been shown to work with specific offender age groups, and in which offenders voluntarily participate (success or failure in the program is not related to system rewards). Operating on standard Guided Group Interaction theory and techniques, the program currently comprises two phases. The first, lasting approximately sixteen weeks, is a semi-controlled, internal "testing period" in which the community provides constant feedback to the new member about his conduct. There is no contact between the general institution and the Phase I participant. Phase II, lasting approximately twenty weeks, sends the ON-CIT community member back into the general population to vie for employment, education, and other assignments as he might do in open society. A January 1975 evaluation of ON-CIT indicated the program was sufficiently effective to

warrant Departmental, State of Connecticut funding for a third minimum security community phase, and for additional staff. Similarly, the project is successful enough to warrant the preparation of a training manual to be used in orienting new staff to ON-CIT's special requirements.

While ON-CIT and the Just Community portray the Department's institutional program thrust, two other programs, P/PREP and FIRE, portray the community-centered program effort.

Project FIRE began in 1972 with federal funding as a non-residential re-entry service organization for "graduates" of the Department's institutional drug addiction treatment programs. In 1974, it expanded to include recovering alcoholics. As such, it provides a community-based continuity of care to recovering substance abusers through provision of support services, such as group and individual counseling, employment placement, housing, education referrals, therapeutic referrals, and crisis intervention. The central goal of the project has been to reduce the recidivism rate of its client ex-offender/addicts. An independent, private, contracted evaluation will soon be completed which will formally announce FIRE's effectiveness; preliminary drafts of the report have been positive. The project has, in addition, tested assumptions about staffing and service delivery which are

being used to develop future programs. The program has found that recovering abusers and ex-offenders, properly supervised, can indeed be effective staff. Correctional field staff can effectively cooperate with the field labor officers of both state and federal government to find jobs for clients. Advertising by government programs can be effective in letting the public know where services can be obtained. Community programs with different services (e.g., drug, alcohol, and employment) can cooperate effectively in shared physical quarters (a precursor of the Multi-Service Center concept). Finally, the program is supporting the hypothesis that recovering addicts and alcoholics can be effectively treated in non-residential settings.

Project P/PREP, another example of the direction in which Connecticut is moving, was initiated in FY-72/73 with the basic philosophy that criminal justice responsibilities must be shared between the public and private sectors of our society. There has been a steady growth since the program's inception of a private sector body which influences criminal justice policy at both the legislative and departmental levels.

Project P/PREP is composed of the following elements:

(1) a service delivery program to pre-trial clients, ex-offenders, and their families, rendered through contracts totalling slightly under \$500,000 with approximately 20

private, service-providing Connecticut agencies and 25 private group homes; (2) public information programs conducted with churches, an insurance company, and all media to awaken community interest in criminal justice areas; (3) assistance to private sector agencies to coordinate criminal justice activities and raise local supportive funding (this funding is a necessary prerequisite for an agency to receive a P/PREP contract); and (4) assistance to the private sector in developing a political base that is concerned about criminal justice matters.

P/PREP has been successful in reaching its short-range objectives and in progressing toward its long-term goals. Private agencies have become interested, and in some cases instrumental, in passing criminal justice legislation. P/PREP programs will be incorporated into the previously described Multi-Service Centers. Private sector financial support to criminal justice activity is increasing. As a result of this track record, the Connecticut 1976 General Assembly voted further state funds (\$155,000) to augment declining P/PREP federal grants.

Parole Services will likewise support this new thrust in community reintegration. Caseload planning will be completed more by referral to contracted private and public agencies and more parole personnel time will be spent developing a coordinated parole plan using not only traditional resources but also those cultivated through FIRE and P/PREP.

Finally, and perhaps through the stimulation of its own redesigned community services thrust, the Department is becoming increasingly aware of its role within a total criminal justice system and of its interdependence with law enforcement and judicial agencies. Thus, the Department sponsored legislation enacted by the 1976 General Assembly creating a legislative commission charged with recommending new criminal sentencing legislation to the 1977 legislature. Similarly, the Department will be working with local courts, prosecutors, and police to develop community pre-trial diversion programs.

2.d. MODEL PRISON INDUSTRIES PROJECT AND FUTURE DEPARTMENT DEVELOPMENT

The granting of the Model Prison Industries Project to the Connecticut Department of Correction will provide an opportunity for the organization to radically test in another way its current treatment mode, and to address its goals of humane and safe confinement, "just" detention, cost effectiveness, and innovation.

Inmates are currently encouraged to take advantage of a wide variety of treatment programs which are offered in Connecticut institutions. The effect of that encouragement on Industries Operations is to create a constant series of interruptions to the work day as inmates leave their industries

jobs to participate in drug and alcohol rehabilitation programs, visits, meetings with counselors, lawyers or the ombudsman. Many of these activities are only scheduled during the work day. The MPI project, while emphasizing productivity, does not propose to reduce emphasis on these programs. Rather, it places their value in another perspective by maintaining an uninterrupted work day, and by either scheduling treatment programs at times available to industries employees, or by requiring these inmates to choose which mode of correctional programming they want.

Further, under the MPI project, inmates will be exposed to a financial value system in Industries which more closely mirrors the values by which open society evaluates its own performance: "a day's pay for a day's work". The MPI project, therefore, is suggesting -- and testing -- the concept that this form of programming is a more realistic form of treatment than the "carrot-stick" relationship to system rewards implicit in most current treatment programs.

The Department has previously posited a goal of safe, humane, and "just" detention. The MPI project addresses the goal by establishing a productive and justly rewarded use of participating inmates' time. By offering inmates employment in a competitive work environment and demanding as a condition of employment that they adhere to the same standards of per-

formance and behavior to which open society employees adhere, the project treats inmates more responsibly.

If it develops that the MPI project generates revenue which can reduce the actual cost of running an institution, the financial gains to the taxpayers are evident. By the same token, these revenues could be used to develop institutional programs not currently possible under existing budgets.

The MPI project would enhance the Department's goal of correctional innovation and research; whatever the eventual outcome of the project, it would add greatly to the field of knowledge about correctional impact on (1) future crime-free behavior, (2) post-release job acquisition, (3) post-release job retention, and (4) post-release job habit and skill transfer.

Finally, an added benefit is that the changes detailed in later sections of this proposal which stem from this funding request, are changes which, if successful, will leave little possibility for reversion to "current practice." As later sections report, the Department has already transferred personnel and operations as a result of ECON recommendations; other changes are scheduled for this calendar quarter. If the project is successful, Correctional Industries will become, at least, financially self-supporting. The changes for which funding is now being requested will then be supported through

the success of the project and reversion would not be fiscally or practically reasonable. Simultaneously, and perhaps more important, the changes posited for Department operations to implement this project are basic to its structure and are not the "add-on" changes usually associated with grant projects. Thus, instead of simply adding a program to the current operating structure and watching its pilot progress, the Department must alter basic organizational, personnel, fiscal, and equipment matters to implement the project. Once these changes which the Department sees as positive have been introduced, there will exist little likelihood of reversion to former practices.

The MPI project dovetails also with the Department's building plan and its programmatic base of phased re-entry. The project's continuum concept posits that inmates employed at C.C.I., Somers in Free Venture Shops will become eligible for transfer to other institutions' Free Venture shops, as inmates' security classifications permit, and without loss of the opportunity to participate in Free Venture Industries or job placement prospects.

In sum, the Model Prison Industries Project would present the Connecticut Department of Correction with a valuable, resourceful tool with which to advance its primary goals. By adopting the fundamental changes implicit in the Model Prison Industries Project, the Department feels that locating the project in Connecticut provides the opportunity to test the free enterprise concept in an organization which is philosophically suited to the concept's purpose.

3. GENERAL SCHEMA OF THE FREE VENTURE MODEL IN CONNECTICUT

The Department of Correction understands the overall goals of the Model Prison Industries Project to be two-fold: to introduce major correctional system change by developing "free venture" correctional industries, and testing future models of correctional institution organization by developing an industrially-organized "prison of the future." The approach the Department of Correction and ECON, Incorporated have planned will address each of these goals.

The dominant theme of the model prison industries project in Connecticut is productive labor with outside world efficiency, outside world wages, and outside world relevance. The project's dual objectives are industrial fiscal self-sufficiency and successful offender reintegration. ECON, Inc. and the Connecticut Department of Correction propose to adopt the Free Venture Model for Correctional Industries, which is designed to emulate the outside world of work as closely as is possible within the prison setting.

The broad characteristics of the Free Venture Model are:

- a realistic work environment, including
 - a full work day
 - inmate wages based upon work output

- productivity standards comparable to those of outside world business
- hire and fire procedures, within the limits of due process rights
- transferable training and job skills;

partial reimbursement of the State by inmates for custody and welfare costs;

graduated preparation of inmates for release into community;

fixing responsibility--with financial incentives and penalties--for job placement of inmates upon release into the community;

self-supporting or profit-making business operations.

3.a. FREE VENTURE MODEL BUSINESS FORMS

The Free Venture model is an umbrella concept which, while defining a model of Correctional Industries operations, is nonetheless broad enough to encompass a wide variety of business operating procedures. For example, Correctional Industries could include state-run prison industries, private industry-managed prison shops and/or inmate owned and operated business under the supervision of State officials. The operating procedures of different Free Venture shops might differ widely in respect to inmate remuneration: some shops may lend themselves best to straight hourly wages, others to piece-part rates, still others to profit sharing and bonus arrangement plans. There is no single best combination of business form and operating procedure

for which one can persuasively argue on an a priori basis. Rather, such issues should be decided by the "market test." Thus, Correctional Industries management will proceed in the implementation of the Free Venture model, by testing several business forms and wage remuneration schemes in different institutional environments in the spirit of a willingness to innovate, monitor program results, and adjust shop operations in accordance with experience.

3.b. FREE VENTURE MODEL, LOCALE

To begin this process of innovation, trial, and modification of Correctional Industries operations in Connecticut, the Department, with ECON, Inc.'s assistance, will establish a number of Free Venture shops at Somers. .

In order to: 1. expand the opportunities for production and market development; and 2. maintain as many inmate classification alternatives as possible, the Department will also develop Free Venture industries in at least CCI, Enfield and in the second year a specially renovated "industrial institution" at CCI, Niantic. Inmates employed in Somers' Free Venture industries will be able to transfer to Enfield or Niantic shops without losing the opportunity to participate in Free Venture industries or losing job placement

prospects. Certain inmates can be placed in entry-level slots at both Enfield and Niantic facilities directly from Somers' Reception and Diagnostic Unit, without having served any time in Somers' General Population. These inmates, of course, would have to compete equally for the Enfield positions with Enfield inmates.

Long-term plans call for the introduction of Free Venture industries in the Hartford and Bridgeport Community Centers. Inmates will be paroled or discharged from any of the participating facilities, and will take advantage of the job placement aspects of the model. The Department's network of Community Services will be incorporated with the Model Prison Industry Project after-care services.

3.c. FREE VENTURE MODEL, TARGETED INDUSTRIES

The Free Venture shops which would be at least initially established at Somers include the print shop, the furniture shop, the optical laboratory, possibly the small engine repair shop, the dental laboratory, and the typewriter repair shop. All of these shops will be operated by the State of Connecticut, and the sale of their products or services will, with the exception of small engine repair, at least initially be limited to

the State-use market. Each of these shops has been the subject of sophisticated ECON, Inc., scrutiny, and questions about their nature, their products, their equipment, their market, their labor force, their labor market, their productivity, and potential future can be answered by the ECON, Inc. reports already filed with the funding source. In addition, ECON, Inc. and the Department of Correction propose to establish a number of new Free Venture industries. Some of these could be located at Somers, while others would more appropriately be located at other locations. Current proposals now under consideration include one for a musical instrument repair shop, a metal shop, a tire recapping shop, and a solar energy parts manufacturing and distribution center.

3.d. FREE VENTURE MODEL, WORK DAY

Each of the proposed locations will guarantee both the inmate and the project a full work day: seven work hours, after allowances for lunch and two work breaks. The actual work schedule will vary with locations. Some realities of the correctional environment will necessarily impinge upon the schedule, regardless of location. Parole and Pardon Board hearings, Sentence Review Commission hearings, and visits from lawyers will

necessitate that inmates miss some work periods. However, the Department is pledged to keep these interruptions to the necessary minimum, knowing that allowing unnecessary interruptions would be the first step in destroying the viability of the project.

3.e. FREE VENTURE MODEL, COMPENSATION SCHEDULE

The wage plan for inmate workers will be tailored to the specific shops identified above, and will be based upon shop profitability. ECON, Inc., and each of the Industries supervisors have provided information about the skill level of industries inmate workers and the range of hourly wages within each skill category that these inmate workers could reasonably expect to earn--given their potential production performance in comparable free world shops. As a result, ECON, Inc., and the Department have defined target average hourly wages for each of the four different skill levels that are found in industries' shops. Trainees occupy the lowest skill level: they will continue to be paid 50 cents, 75 cents, and \$1.00 a day, depending upon their length of service as trainees. The other skill levels are (1) the general or unskilled worker, (2) the semi-skilled worker, and (3) the skilled worker.

The average unskilled worker would earn a target hourly wage of 96 cents per hour, the average semi-skilled worker would earn \$1.09 per hour, the average skilled worker would earn \$1.64 per hour, and the most highly skilled worker would earn a maximum of \$2.47 per hour. These hourly wage rates are solely target wage levels: the actual wages paid to inmate workers will depend upon the profitability of the shop and upon the contribution of each worker in relation to the other workers, to that profitability.

In actual practice, each inmate worker, trainees excepted, will be paid an hourly wage which reflects only a portion of the above targeted hourly wage. Quarterly, each shop's profits will be computed, and wage adjustments will be given to each worker, depending upon the shop's actual profit performance. If the shop exceeds its profit projection, inmate wages will exceed the targets listed above; if profits match projections, inmate wages will match the target wages; and if performance does not reach the projection, inmate wages will not reach the target levels.

Additionally, all workers in the Free Venture shops, trainees excluded, will be given one week of paid vacation for each complete year of employment with Correctional

Industries. They will likewise be paid for those holidays when the shop is closed. Inmates, like free community workers, will not be able to use their vacation time until they have completed one full year of employment. Inmates will have the option, with the shop supervisor's permission, to use their vacation time as 35 hours (plus paid holidays) paid leave from the shop. Inmate workers can use this leave time during the ordinary work week to meet their counselors or receive visitors. In order to prevent abuse, each worker will be required to accumulate a minimum of 30 hours work time in any one week, except for illness and Department requirements, which shall not be paid, during any one week.

3.f. FREE VENTURE MODEL, WORKER PAYCHECK DEDUCTIONS

All non-trainee workers in the Free Venture shops will have the following deductions made from their gross pay:

1. 25 percent of their gross pay as a chargeback by the insitution.
2. Where gross wage levels dictate, federal income tax payments.
3. Family support payments, at a rate calculated to not frustrate ambition.

The Department will adhere to an overall boundary on deductions of 50 percent of gross salary. Table I

illustrates the wage payment and deductions plan.

TABLE 1
Wages and Deductions For
Free Venture Industry Workers

Gross Hourly Wage	Gross Weekly Wage	25% Charge Back	Federal Income Tax	Welfare Costs	Net Wages	Net Hourly Wage
\$0.57	\$20.00	\$ -0-	\$ -0-	\$ -0-	Same as Gross	
0.57	20.00	5.00	-0-	5.00	\$10.00	\$0.28
1.14	40.00	10.00	.20	9.90	19.90	0.56
1.71	60.00	15.00	3.50	11.50	30.00	0.85
2.29	80.00	20.00	6.70	13.30	40.00	1.14
2.47	86.45	21.61	7.17	14.35	43.32	1.23

3.g. FREE VENTURE MODEL, PURPOSE OF INMATE "CHARGE-BACK"

Institutional Charge-back funds deducted from inmate worker paychecks will be used in the following three ways:

1. As a wage bonus to selected non-industry inmate workers whose services are highly valued by all inmates and whose loss to otherwise higher paying industry jobs would be detrimental to the institution; those bonus payments will not exceed 10 percent of the total accumulated charge-back each quarter.

2. As a plow-back to Correctional Industries for the purpose of expanding the size and/or scope of Free Venture industries, thereby creating additional job spots and increasing the opportunities for more inmates at Somers to participate in these more attractive jobs; and

3. for job placement and post-release support activities provided under the guidance of industries to its ex-inmate workers.

3.h. FREE VENTURE MODEL, JOB PLACEMENT

Implicit in the Free Venture model, regardless of site is the thrust to obtain jobs for trained inmates about to be released, in a trade related to that which they practiced while incarcerated. If they practiced several trades, opportunities would be sought in the inmate's choice, if possible. As an incentive to increase job placement productivity, the project proposes to penalize Correctional Industries if job placement is not achieved. Further, in recognition of the difficulties releasing inmates face, this penalty will be in the form of weekly "gate money" payments to those Free Venture inmates who are not laced in community jobs.

A job developer will report directly to the project manager. His task will be to obtain, through existing

employment search networks, employment for Free Venture workers about to be released on parole or discharge who have worked in a Free Venture Shop one year or longer and who have exceeded trainee status. Working in conjunction with the Department's Director of Community Services, the job developer will refer specific offenders to parole officers, to contracted employment services, to the Department of Labor, or to other existing service agencies. Their task will be to directly obtain jobs for the offender. If the job developer discovers job placement opportunities apart from these agencies, he will refer them to either Department, other State, or private contracted employment services. The job developer will constantly monitor the placement progress of each of his referrals.

Because of the qualifications listed above (one year of employment in Free Venture industries, and achievement of a status exceeding that of trainee), no Connecticut inmates would be eligible for job placement opportunities within the first year of the project. Thus the Department and ECON, Inc. have not finally determined the amount of the financial penalty which industries would incur for non-placement, nor have they agreed to the amount of money which a releasing inmate would receive if he

were not placed in a job upon his release to parole or discharge. These agreements will be reached during the first quarter of the project.

The principles which will guide the agreement are:

(1) The amount of money actually available for job placement efforts; (2) The belief that Free Venture industries ought to incur a financial penalty for non-placement; (3) The belief that inmates ought to be paroled or discharged with higher amounts of "gate money" than is possible under current budgets; (4) The amount of "gate money" ought not to be so great that it encourages inmates to be supported by Corrections rather than work.

3.i. FREE VENTURE MODEL, ELECTRONIC DATA PROCESSING SUPPORT

It became clear during the first phases of project planning that if the Model Prison Industry project were to become successful, it would necessarily rely heavily upon an effective electronic data processing structure. Upon a special request from the Commissioner of Correction, ECON, Inc. and the Connecticut Department of Finance and Control each submitted independent reports detailing the requirements to bring the current system to the level this project would require. While the reports were different in structure, their recommendations were essentially similar.

Consequently, the Commissioner has formed a planning team, essentially organized as ECON, Inc., had recommended, which is defining the charter for the Department's Data Processing unit, is working with a consultant contracted by ECON to design the nature of a re-developed system, is establishing the steps through which the Data Processing unit must progress to reach the desired operational efficiency, and is determining the budget levels required to bring the plans to reality.

3.j. FREE VENTURE MODEL, ADVISORY COMMITTEES

The Department foresees two advisory committees guiding the progress of this project. The first is the current, statutorily mandated Correctional Industry Advisory Commission. This group composed of persons appointed by the Governor, is responsible for advising the Department on the overall direction of the entire industries division. This group has functioned effectively in the past, as it has reviewed industry operations to determine if they are current, competitive and well-organized. They have advised the Department of changes in trades markets which affect participating inmates. They likewise have introduced Industries "graduates" to private sector businesses to whom they might apply for employment. The Department sees no reason to

recommend to the General Assembly that either the Charter or the composition of the Commission be changed, and fully expects that it will continue to interpret outside labor and management concerns, provide advice about professional problems and successes, and recommend markets into which Industries might expand.

The second advisory committee will be a short-term group composed of Connecticut Legislators, the Commissioners of Finance and Control, Labor, and Commerce, the Director of the State Planning Agency, the Chairman of the Prison Industries Advisory Commission, the Director of the Sachem Fund Project, industry representatives, and a representative from the Governor's Office. This group will advise the Department on access to private labor concerns, advise or intercede if necessary with private sector businesses whose markets would be jeopardized by the expanded role of Correctional Industries, suggest qualifications for a Corrections Industry Administrator, direct officials to resources useful in developing the project, and assist in obtaining State of Connecticut financial and legislative approvals for the expanded, free-market thrust of Correctional Industries.

Finally, the Industries Administrator will locate private sector business-persons who will be able to advise each particular operating industry on an ad hoc and volunteer

basis. A potential source of volunteers might be young executives enrolled in private industry management and development programs. Additionally, the American Society of Training and Development in Madison, Wisconsin, (ASTD) publishes annually a list of training directors of private firms within each state. An alternative source of volunteers is the Retired Executives (CORE) program which is funded by the Small Business Administration of the U.S. Department of Commerce. These persons will advise the Industries Administrator on labor concerns, technical operations, shop finance, and shop management.

3.k. FREE VENTURE MODEL, WORKER EVALUATION PROCEDURES

At least quarterly, the inmate employee's immediate industrial supervisor will evaluate him on his job performance. The evaluation will be on a standard form, and will include space for narrative comments. The form will detail the inmate's productivity, substantiated by measures of his output. It will also list his wage rate, his apparent motivation, his relationship with staff and other employees, and "significant comments." The supervisor will discuss the evaluation with the inmate, and will so note on the form. The forms will be kept in the inmate's personnel file.

3.1. FREE VENTURE MODEL: POST-RELEASE FOLLOW-UP

In order to assess the post-release performance of ex-offenders who were involved in the Free Venture industry programs, data will be collected monthly on two populations: participants in the Free Venture industries program and a control group of non-participants.

The collected data will include the following areas: biography, welfare received, involvement in special programs, employment, and any return to crime, by type of crime. This data will be analyzed and the two groups compared to assess the impact of the Free Venture industry program on post-release performance of the program participants.

3.m. MPI PROGRAM AND RELATION TO "SACHEM FUND" PROJECT

Prior to Connecticut's designation as "host state" for the MPI project, the Department's Community Services division developed a concept entitled "Inmate-Parolee Economic Development Corporation." The concept called for a private Connecticut Corporation owned and/or operated by current and former inmates. A proposal to test this concept was submitted to the Sachem Fund, a New Haven, Connecticut private foundation with interests in prison reform. The foundation agreed to finance a one-

year study which would investigate the propriety and feasibility of the following goals for inmate business enterprise:

1. To positively impact the attitudes which the free society business sector holds about criminal offenders. It is the major premise of this project that a successful venture in the businessman's arena will have a major impact in changing basically negative attitudes about ex-offenders as employable, useful members of free society.

2. To improve ex-offenders' self-concepts by using the project as an example of what can be achieved.

3. To test whether a private sector solution can help alleviate the problems of offender reintegration.

4. To improve the Department of Correction industries programs by providing feed-back about releasees' work-related weaknesses.

5. To impact the lives of the ex-offenders who directly participate in programs at both the worker and management levels. Hopefully, many of these employees will use skills developed in this project in "outside world" businesses. If so, they will provide an example both to free community businessmen and to other ex-offenders.

Two months after the initiation of the Sachem Fund project, Connecticut was selected as the "Host State" for the Model Prison Industries project. Clearly, if both projects were pursued independently there would exist a duplication of effort and confusion of purposes. As a result, Sachem personnel worked along with ECON/American Foundation and Corrections personnel during the information gathering and planning phases. As ECON/American Foundation and the Department of Correction conclude their program thrust and implementation plans, the Sachem Fund project will evaluate the potential of possible interfaces, and draw conclusions about the future directions of the project.

A number of possible courses of action have been developed:

1. Sachem could organize a private corporation which would lease facilities from the Department of Correction to operate a Correctional Industries shop(s) or to operate a private concern utilizing inmates on Work Release.

2. Sachem could found a private corporation to develop and lease to the Department of Correction a facility which would be an Industrial Institution, to be operated either by the Department or by a private concern under a management fee basis.

3. Sachem could return to its original objectives and create an Inmate-Parolee Economic Development Corporation to undertake business endeavors utilizing ex-offenders or inmates on Work Release.

It has been determined that the importance of the Sachem Fund project to the Department is its potential for flexibility to innovate in areas not possible under the purview of either the Department or LEAA. Thus, the eventual direction of the project will be in those areas not covered by either current or planned MPI Department operations, and will be to initiate activities not otherwise possible.

3.n. FREE VENTURE MODEL, MANAGEMENT STRUCTURE

In order to properly launch this project the Department, through discussion with ECON, Inc. and the Director of the Sachem Fund project, has developed a "launch-team" management concept. Three individuals plus clerical support would be hired on one-year contracts and their responsibility would be to get the Model Prison Industry Project under way. The first year's experience will indicate what

permanent positions will be required, with what personnel qualifications, and at what funding level.

The leader of this team would be the Free Venture Industries Manager whose background would consist primarily of Business Administration and whose experience would hopefully include establishing new business concerns. This Manager, reporting directly to the Commissioner of Correction, will have the authority, the responsibility, and therefore, be personally accountable for the implementation of the Model Prison Industry project.

Reporting to this Manager will be one assistant and one marketing person. The marketing/sales person will be responsible for locating new and servicing old customers and providing feedback to the Manager about Free Venture Industries' performance outside the institutions. The assistant's primary task will be to establish and cement the liaison between the Free Venture Industries Manager and the correctional environment within which the project will operate. Additionally, this person, along with the

Manager and Department staff, will plan for the future development of the project.

The Department will be discussing with ECON, Inc. and the Sachem Fund the possibility that they will provide funding for this "launch team" structure. ECON has volunteered to fund from its Technical Assistance proposal the marketing position for the first year. Funds for the other positions are included in this grant request in the event the Sachem Fund determines that funding this venture will not meet their objectives.

4. THE CCI, SOMERS FREE VENTURE MODEL

As described in Sections 3.b. and 3.c. the Department of Correction and ECON, Inc., propose to establish the Free Venture Model concept initially at CCI, Somers, Connecticut's maximum security facility for sentenced, adult male felons. The industries which have been targeted are the print shop, the furniture shop, the optical laboratory, the dental laboratory, possibly, the small engine repair shop, and the typewriter repair shop. The specific recommendations for each shop are detailed in a later section. Immediately following are general practices which will govern the operation of all Somers shops.

4.a. SOMERS MODEL, WORK SCHEDULE

One of the most important elements of the Free Venture Model for Correctional Industries is the uninterrupted, full work day, similar in every way possible to the full work day found in private non-correctional industries. The Department of Correction proposes a seven-hour work day schedule. This will provide the time required for industry, and yet will not require large increased personnel costs for staff overtime or for new supervisory and custodial positions.

- 6:00 A.M. - Wake-up
- 6:30 - Breakfast (after breakfast, inmates would return to their cells for toilet and clean-up)
- 7:00 - Inmates "clock in," tasks assigned, work orders organized, tools set up
- 7:15 - Shop fully operational
- 10:45 - Inmates move to dining area for lunch
- 11:15 - Inmates return to work
- 2:40 P.M. - Shop supervisor takes head count
- 2:45 - Clean-up
- 3:00 - Work day ends; inmates "clock out" of shop, and return to their cells; industry inmates would now have access to counselors, commissary, haircuts, and short weekday visits
- 4:00 - Inmates go to evening meal
- 5:00 - Industry and most other institutional inmates go to recreation
- 9:00 - All inmates return to cells for evening count
- 4:30 A.M. - Count
- 6:00 - (As previous day)

The above schedule does not reflect the two, 10-minute breaks which will be scheduled for both morning and afternoon segments.

In order to make inmate movement easier, all participating inmates will be housed in a single block. In order to minimize the differential treatment between participating industries inmates and non-participating inmates, there will be no special housing privileges in this separate industries block. Housing assignments within this unit will be made by institutional staff, and will not be based upon performance, seniority, or status within the Model Prison Industries project.

A major concern to Department staff has been the availability of non-industrial service programs to participating inmates. A careful reading of the work schedule indicates that industries inmate employees would have little time to take advantage of counseling, educational services, week-day visiting, and other programs offered under the current institutional schedule. It is at this point the Department firmly understands that the implications of the MPI project mean major institutional change. Somers staff realizes that their institutional schedule must be made more flexible to provide needed services to inmates. The institution will provide special commissary and barber hours for these inmates which will not interrupt the work day. The counseling

staff realizes that their schedules may change in order that they be available to their caseloads outside of the industry work day. Finally, the classification and furlough committees will meet with Free Venture inmates after the industrial work day.

On the other hand, the Department understands that the MPI project also will require inmates to make choices. One advantage of the project is that it demands that inmates choose from among different institutional activities, and that the work program be uninterrupted by the various educational, vocational, and personal reasons which currently diminish the industrial work day. Thus, while institutional schedules will change to provide needed services, inmates must also responsibly choose what kind of program (e.g., industrial or educational) they want, and abide with that decision. Nothing in the model precludes, however, an inmate choosing and completing an educational program, and then moving to an industrial one; the model only precludes simultaneous participation.

While inmates and Department staff will alter schedules in order to minimize interruptions, it is recognized that some absences must occur. If the Pardon and Parole Boards cannot be convinced to meet at times

outside the industrial schedule, both inmates and staff will want to interrupt industrial work for those Boards' hearings. Similarly, inmates will occasionally need special medical attention which cannot be provided after 3:00 p.m. Inmates will want to leave their posts to appear before the Sentence Review Commission, or confer with personal lawyers. The Department believes it must allow these absences, as would a private industry, but also must "dock" an inmate employee's wages for the time he is absent.

The work schedule already outlined will allow the growth of industrial production needed in the first project phase. If it develops that a second industrial shift is required because of expansion or increased demand, Somers staff has recommended the following "second shift inmate work day."

6:00 A.M.	- Wake-up
6:30	- Breakfast
8:00	- Visits, counselor interviews, recreation, school
9:00	- All regular activities
11:30	- Lunch
12:30 P.M.	- Recreation

2:00 P.M.	- Recreation ends
3:00	- Supervisor takes written count
3:15	- Inmate workers "clock-in"
3:30	- Shop fully operational
6:30	- Inmates go to dining hall for evening meal
7:00	- Inmates return to shop
9:00	- Supervisor takes written count
10:10	- Shut-down and clean-up
10:30	- Second shift ends
4:30 A.M.	- Count
6:00	- (As previous day)

This second shift schedule would allow access to most programs, would provide a second production shift for industries, but would require expenditures for additional supervisory and custodial staff and for "second shift premiums" to staff and inmates.

4.b. SOMERS MODEL, CLASSIFICATION OF WORKERS

In a report filed May 17, 1976 with the Department of Correction as well as the funding source, Mr. William Nagel of the American Foundation stated that the Connecticut Classification system at CCI, Somers is an effective vehicle for management of inmates, and that he ". . . would be reluctant to recommend that the Classification

Committee be divested of its central authority relative to work and other major assignments" (p. 24). The Department concurs with this recommendation, and does not want to disrupt the system for inmate assignment which has been so laboriously, and successfully, built. Thus, the Classification of inmate workers will take the following form:

1. The Classification "System," which includes the Committee, Correctional Counselors, and the Reception and Diagnostic Unit, will describe and provide written information about the Free Venture industries to inmates. This information will consist of at least the following four items:

- a. A recruiting brochure prepared by Correctional Industries for each shop which outlines the relevance of the jobs available in the shop to corresponding outside work, outside job opportunities and their geographical distribution for industries "graduates," and the wages and growth potential of shop occupations.
- b. Visits to the Free Venture industries for new inmates participating in orientation.
- c. A Dictionary of Occupational Titles, broken into duties, wage levels, and job specifications for each

Free Venture industry. This list of all occupational titles would be broken into three broad categories: entry-level positions, semi-skilled positions, and skilled positions. The Industries Administrator would establish, along with other Department staff, the specific qualifications for every job, and thus for each of the three categories. Generally, however, the first or entry-level category would have identical qualifications for all industries jobs (for example, time-to-serve, education level, medical qualification, and disciplinary history). The second and third levels would have similar general qualifications for all jobs, but would have, in addition, special qualifications for jobs within each industry. This Dictionary would be organized as follows:

	Print Shop	Optical Lab	Ware-house	Business Office	Dental Lab
Level I General Qualifications	(For Example) A minimum of 15 months to serve, 6th grade reading level, medical certification for participation if there exists respiratory or cardiac impairment, no segregation time within preceding 6 mos., etc.				
Special Qualifications	(List of all Level I Print Positions, wages and locale) None	(List of Optical Level I Positions, wages, and locale) None		etc.	
Level II General Qualifications	A, B, C Qualifications				
Special Qualifications	(All Level II Print Shop Positions and their Special Qualifications, wages, and locale)	(All Level II Optical Positions, and their Special Qualifications, wages, and locale)		etc.	
Level III General Qualifications	X, Y, Z Qualifications				
Special Qualifications	(All Level III Print Positions, and their Special Qualifications, wages, and locale)	etc.		etc.	

d. The fourth piece of information distributed is the procedure by which one applies for industry positions.

2. The second stage in the Classification process is that the counselor receives, or helps to complete, the

Inmate's application, and screens it to determine if the applicant meets the qualifications listed in the Dictionary of Occupational Titles.

3. If the inmate does not possess the qualifications, the Correctional Counselor will meet with the inmate, explain what he is lacking, and devise along with him a plan by which he can meet the qualifications. If the plan requires program participation, the Counselor schedules the inmate into the appropriate programs. This "loose roadmap" will show the programs and the dates by which the plan should be completed. When the inmate completes the plan, it will be his responsibility to return to the Counselor for confirmation that he does indeed meet the qualifications.

4. If the applicant does meet the established written qualifications, the Counselor recommends to the Classification Committee that the inmate be certified to work in Correctional Industries at the level for which he is applying.

5. The Classification Committee will meet with the applicant, review his application, and approve or reject the request using current criteria. The inmate may voluntarily waive personal appearance.

6. If the Committee rejects the application,

members will verbally explain their reasons (recording same in the Minutes of the Meeting), and recommend a course of action which would satisfy the reasons for denial. The Committee will refer the application back to the Correctional Counselor for action, and either assign or continue the inmate on an institutional job.

7. If the application is approved, the Classification Committee will send the inmate's name to the Industries Administrator indicating that the person is certified to work at a specific level in one or more industries. At the time of the inmate's hearing, the Committee will reinforce the statement, given many times in brochures or by the Counselor, that certification in itself neither guarantees a job nor sets a time within which a job interview will occur. The Committee will either assign or continue an inmate on an institutional job, using current procedures.

8. This Classification procedure will prevail for inmate certification at all levels.

4.c. SOMERS MODEL, HIRING PROCEDURES

1. The Industries Administrator will have a list, by level, from the Classification Committee of certified candidates for Correctional Industries.

2. The Industries Administrator will also have available, from a manpower scheduling program described later, a list of future job openings, by industry, level, and specific job.

3. At the "appropriate time" (well before the opening occurs, and allowing time for advertisement, selection, notice, and training), the Industries Administrator will post in the inmate newspaper his future openings, by job title, location, level, wage, and special qualifications.

4. All qualified and interested inmates will apply through written applications available from the Industries Administrator and Correctional Counselors.

5. Mindful of Equal Opportunity and Affirmative Action guidelines, the Industries Administrator will, upon receiving completed applications, screen out non-qualifiers, and select the best "paper candidates."

6. The Industries Administrator will personally interview those candidates he selected, and choose from that group the number he requires to fill his future openings.

7. The Industries Administrator then sends notification of his choice to the Classification Committee and to the inmate's Correctional Counselor. Inmates who are

not chosen and who wish to appeal the Administrator's decision, may appeal directly to the chairperson of the Classification Committee.

8. At the next regularly scheduled Classification session, the inmate appears before the Committee (unless he voluntarily waives personal appearance), formally accepts the job offer, and is given a date (not to exceed two weeks) when he will report to his new assignment.

9. The Classification Committee will give notice to the chosen inmate's current (soon-to-be-former) employer, and begins the search for a replacement for that inmate. The man who has been selected for participation in Free Venture industries will not be held in his current/former position if the Committee is unable to find a replacement for him within two weeks.

10. On the arranged date, the inmate will report to his new assignment.

11. This same hiring procedure will prevail for all openings at all levels.

4.d. SOMERS MODEL, DISCIPLINARY PROCEDURES

It is anticipated that the Free Venture shops, like any business location, will have discipline problems. Some may require little or no action, others may require moderate action such as disciplinary lay-off without pay,

while others may require termination.

The Connecticut institutional Disciplinary Code's list of violations covers every behavior which, occurring within an industrial shop, would require disciplinary action. Further, the Code, and its administration, have withstood court challenge, and exceed all recent judicial decisions which guide correctional administrators in establishing rational discipline codes which protect inmate rights through due process guarantees. This Code will be used to decide disciplinary problems within Free Venture shops.

However, the Code's list of "Authorized Dispositions of Inmates" provides only two job-related sanctions: "Recommended Reassignment," and "Recommendation to Classification Committee for Review of Job Classification." Thus, in order to provide punishments which are related to jobs, and to more closely approximate outside world behavior, the Department will add the following sanctions to its Code: 1. Recommended temporary lay-off without pay, and 2. Recommended reduction in wage and responsibility. The Discipline Committee will not recommend these sanctions to the Classification Committee without the concurring recommendation of the Industries Administrator,

and, in the case of other sanctions, will continue the present practice of weighing the inmate's industrial supervisor's opinion heavily.

As is current practice in CCI, Somers, the Industries Administrator will establish clear, concise, and easily understood Rules of Conduct for the Industrial Area. These rules will be distributed to new workers, and will be conspicuously posted; neither inmates nor staff will be unaware of the guidelines for worker behavior.

4.e. SOMERS MODEL, TRANSFER PROCEDURES

It will develop that Somers inmates will apply for positions opening at Enfield or Niantic. Through the hiring procedures described above, the Industries Administrator will consider these Somers applicants equally with those at Enfield or Niantic. If the Industries Administrator chooses a Somers inmate for a Niantic or Enfield position, he will present a request for transfer to the Classification Committee. If the Committee, using current criteria, approves the request, it will be directed to the Warden. If he concurs, he will send the request to the Deputy Commissioner, Institutional Services, for approval. After the Deputy Commissioner either approves or disapproves the transfer, he will inform the "parent" institution, the

receiving institution, and the Industries Administrator.

4.f. SOMERS MODEL, PROMOTION PROCEDURES

Each of the targeted industrial shops will have room for different levels of responsibility and wage. Thus, as inmates demonstrate their skill level, motivation and responsibility, and as they complete required training (classroom or OJT), they may be considered competitors for higher positions.

These positions will be filled in the manner described under Hiring Procedures: future openings will be posted, interested and qualified inmates will apply in writing, non-qualified applicants will be "paper-screened" out, qualified applications will be interviewed, a selection will be made, and the inmate's name will be sent to the Classification Committee for confirmation. Upon completion of this formal step, the inmate will be assigned to the higher position.

4.g. SOMERS MODEL, MANPOWER SCHEDULING PROGRAM

The Model Prison Industry Manpower Scheduling program is comprised of two sections: the first is an EDP supported industrial management tool which monitors all inmate workers to calculate future job openings, skill level of current employees (taking training into account),

number of inmates "certified" by the Classification Committee by level and by job title, and manpower needs as projected by received and expected market demand. The planning and design of this system will occur during the first year of the project's life.

The second aspect is a program by which Somers inmates are scheduled into Free Venture industries at an appropriate time in their sentence. The purpose of the system is to keep turnover in the various industries at an acceptable level and to maintain for a short time qualified inmates in institutional maintenance and service programs. The Department and ECON, Inc., propose that inmates whose minimum time to serve (after good time allowance) is less than 15 months be excluded from the Free Venture shops. If this inmate's institutional stay is to afford the maximum opportunity to prepare him for release to the community over a short period of time, the most effective course of action is not a 12-month vocation/education, Free Venture program coupled with counseling. Such short-term offenders should acquire real work experience in a work release setting.

Of those offenders whose time to serve is at least 15 months, some may be cleared by the Classification

Committee for inclusion in the labor pool from which Free Venture industries would recruit. Others, for reasons of security, would not be cleared and would be recommended for treatment and/or segregation. Most of these inmates would be reconsidered by the Classification Committee for assignment into the potential Free Venture Labor pool at a future date. However, some may never be approved and may remain a security problem until released. (It is recognized that the term "security problem" is vague and that its meaning should be clarified; the Classification Committee will define how it determines when an inmate is a "security risk".)

Given the Classification Committee's "certification" (which includes the requirement of 15 months time-to-serve), it is required that an inmate commit at least 12 months to Free Venture industries.

It is anticipated that additional industrial work commitments beyond 12 months would be desired by the Industries Administrator when the inmate has substantially more than 12 months time remaining to serve. However, if the inmate were to commit the entire duration of his prison time, long-term inmates would dominate the Free Venture labor force, and give rise to turnover problems. Therefore, the Department would adopt the industrial work

plan presented in Table 2 (p. 87). It would strike a reasonable balance between (1) the anticipated desires of many inmates to spend most of their remaining prison time in the Free Venture shops where they have the opportunity for substantial wage growth over time; (2) the anticipated desires of industry to maintain a stable, experienced work force; and (3) the legitimate concerns of the institution about the potentially severe negative impact that may materialize if such practices were freely allowed.

The plan indicated in Table 2 would require that all inmates who have a minimum of 24 months to serve and who want to enter the Free Venture shops would commit a minimum of four months to institutional maintenance or operations work for each additional three-month period of time to serve in excess of 24 months. These commitments would have to be successfully satisfied before the inmate could be accepted as a worker in the Free Venture industrial shops.

In addition, the plan envisions a secondary commitment by the inmate for the minimum time he would labor in the Free Venture shops: those inmates whose minimum time-to-serve is between 15 and 24 months would be required to commit 12 months of work in Free Venture shops.

Those inmates whose minimums exceed 24 months would be required to commit an additional $1\frac{1}{2}$ months for each additional three months increment of prison time above 24 months. Table 2 reveals how the plan would operate and demonstrates several implications of the plan. First, not every inmate who is accepted by the Free Venture shops would be required to participate in institutional maintenance or operations work as a pre-requisite. Those inmates with relatively short prison terms (15 to 23 months) would benefit little from a required institutional work assignment. Many of these inmates may need time to satisfy educational and/or vocational/educational requirements for Free Venture shops. Another important feature of this plan is apparent when one considers those inmates with relatively long prison terms. An inmate having a prison service time of 42 months would be required to devote 10 months to institutional maintenance or operations work prior to devoting a minimum of 21 months to Free Venture industries. Thus, roughly 25 percent of this inmate's time is devoted to institutional work while 50 percent of his time is devoted to work in the Free Venture industries. In addition, a substantial portion of the prison service time of Free Venture workers is not

"programmed." This affords an opportunity to satisfy treatment, educational or vocational educational deficiencies which may need to be corrected as a condition for entry into a specific Free Venture shop. Alternatively it allows the opportunity to program the inmate for work release. Moreover, the Prison Industry Administrator may attempt to negotiate the use of this slack time for a phased work program starting in one of the non-Free Venture industry shops. Table 2 is thus a guide to help assure that bottlenecks in the Free Venture shops do not occur.

ECON tested the "reasonableness" of this scheduling program for Free Venture workers using statistics on a sample of 160 Somers admissions during the months of February to April of 1976. Figure 1 shows a histogram of the minimum sentence length (after good time allowance) for these new arrivals. This distribution of prison service times together with the work programming rules in Table 2, were used to calculate the number of inmates available for both institutional and Free Venture work. Under the added simplifying assumption of a constant Somers inmate admission rate of 80 per month (this roughly corresponds with intake levels over recent months), the following results were obtained. Figure 1 shows that

roughly 50 percent of the monthly intake would be ineligible because of the 12-month minimum work requirement for Free Venture Industries. For the remaining eligible work force, the contribution to the institutional maintenance or operations work force would be as follows: after 11 months, 136 workers; after 17 months, 162 workers; after 23 months, 168 workers; and ultimately reaching a stable monthly level of 174 workers. The labor force available to Free Venture shops from these same inmates would similarly build up over time, reaching a stable monthly level of 620 workers. These calculations have not taken into account those inmates who may not participate in the program for reasons of security, for reasons of their own choosing, or because they have not been hired by Free Venture Industries. If one suspected that the recent inmate arrival rate at Somers of 80 per month were unusually high and wanted to postulate instead a constant monthly arrival rate of 60 inmates, the inmate worker build-up rates cited above would be adjusted proportionately.

4.h. SOMERS MODEL, RELATIONSHIP WITH NON-PARTICIPATING PARTS OF INSTITUTION

Of major concern throughout the project planning has been the effect the Model Prison Industry Project,

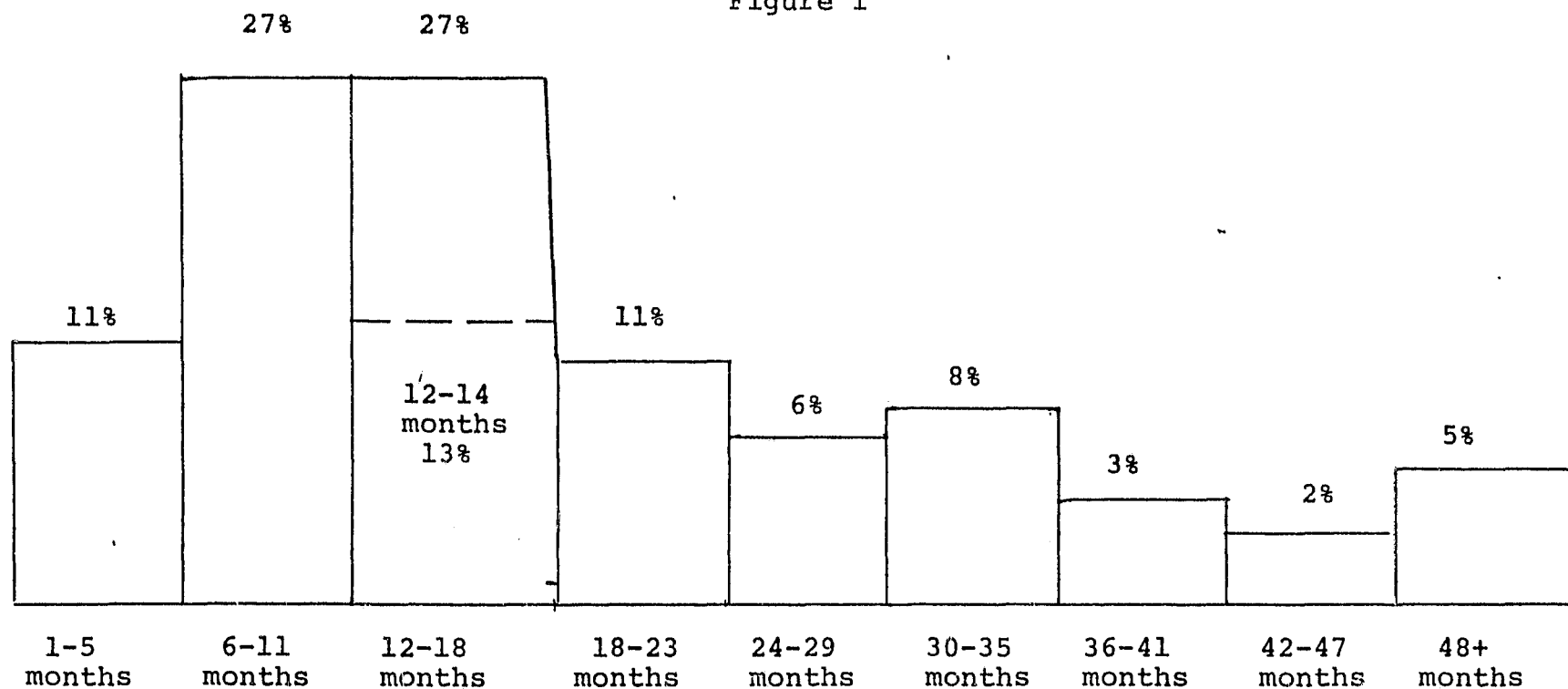
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1 OF 2

Table 2: Required Work Commitments for Inmate Volunteers
For Free Venture Shops

Min. Sentence (months)	Maintenance or Operations	Free Venture Industries	Education and/or Voc. Education As On A Case-by-Case Basis
6	-	-	-
12	-	-	-
15	-	12	3
18	-	12	6
24	4	12	8
30	6	15	9
36	8	18	10
42	10	21	11
.	.	.	.
60	16	30	14
.	.	.	.
120	36	60	24

Figure 1



Histogram of Minimum Sentence Lengths

New Inmates at Somers (2/76 to 4/76)

with its increased wages, separate housing and special job placement, would have on the balance of the Somers institution. Consequently, the Department is proposing a variety of institutional changes which will reduce, or at least minimize, the effects of the differential treatment of inmates.

First, portions of the funds deducted from each inmate's Free Venture paycheck will augment the inmate salaries of certain institutional maintenance and service operations. These increments will have the dual effect of (1) persuading inmates who have skills in special institutional maintenance areas to stay on their jobs and not take their needed talents to the Free Venture industries, and (2) demonstrating that the inmates who are directly benefiting from the Free Venture opportunity are also augmenting some of their institutional peers' salaries.

Secondly, one function of both the manpower scheduling and the worker certification programs are to show inmates the clear pathways through which persons are selected to become Free Venture workers. Through these procedures, inmates will hopefully understand the decisions by which workers are chosen, and the staffs' decisions will not be seen as either capricious or arbitrary.

Another function of the manpower scheduling and certification programs is to generally schedule future participants into eligibility. Thus non-participating, but hopeful future-participating inmates will have some target dates by which they will become eligible for Free Venture work.

Thirdly, the Department is committed to the growth of the Model Prison Industries project. While growth can be beneficial in many ways, its utility in this context is that it provides more job slots for workers. The more job slots that are available, the fewer inmates that are affected by differential treatment.

Fourthly, spending limits for inmates workers will not be increased above those for non-workers, despite the Free Venture workers' large increase in spendable income. Somers currently limits each inmate's monthly spending to \$80.00. To increase this limit for Model Prison Industries inmates would potentially create greater feelings of hostility within the inmate population than the institution is willing and able to bear. On the other hand, it is postulated that the ability to spend would drastically increase for participating inmates, since few inmates are currently able to generate \$80.00 per month for institution purchases. Televisions, radios,

and other large items are exempt from the eighty-dollar limit, and industry employees would certainly be able to purchase these items with their earnings. In sum, participating inmates' "standard of living" would increase without differentially increasing the monthly limit on institutional purchases.

Fifthly, the Department proposes to declare the industries positions as "5-day jobs (five days of Meritorious Good Time would be awarded for each month of satisfactory performance)." Other institutional jobs, such as the kitchen and certain maintenance assignments will remain "7-day jobs." Thus, some non-participating inmates will be earning a higher "time-wage" than Model Prison Industry inmates, and non-participants will note that Model Prison Industry inmates will not receive all the system rewards.

Lastly, the Department will endeavor to make no special recommendations before the Parole Board for participating inmates. It is to some extent inevitable that at least the initial inmates will receive more staff attention than non-participants. The Department will not, however, provide the Board with more information for Model Prison Industry inmates than non-participants,

will make no greater determinations of readiness for release, and will endeavor in every way to keep probability of parole release entirely separate from participation in this project.

Through these vehicles, the Department argues that the effects of differential inmate treatment will be minimized sufficiently to preclude institutional disturbance.

Through the activities outlined above, the Department of Correction and ECON, Inc. propose to establish the Free Venture Model at CCI, Somers. Through effective administration, proper resource support and allocation, flexibility of institutional personnel and experimentation, the proposition that correctional industries can be productive, profitable, and perhaps rehabilitative will indeed be tested.

5. ENFIELD MODEL

As the ramifications of the Model Industries Project at Somers were assessed, it became evident that the Model Industries Project must encompass other Correctional Institutions, and particularly C.C.I., Enfield.

1. Enfield, as a minimum security facility, can provide a period of "decompression" for Free Venture inmates who have been imprisoned at Somers.

2. Enfield is currently an "outlet" for the Somers general population. It is reasoned that if the Model Prison Industries project were to operate only at Somers, inmates who would ordinarily transfer to Enfield and thus keep the Somers population as low as possible, would refuse transfer in favor of participating in the Model Prison Industries program. Starting a Model Prison Industries project at Enfield will assist in keeping that "flow" underway.

3. Certain inmates do not require maximum security confinement in order for the Department to discharge its responsibility. It would be unjust for the Department to house "minimum security" inmates who have potential as industrial employees in a maximum security setting.

In addition to providing a continuum of employment opportunities for former Somers inmates, there are a number of features about Enfield which recommend it as a Model Industries site.

1. The minimum security status of inmates housed at Enfield lends itself to more flexible industry operations. For example, both inmates and materials move relatively freely about the facility (both inside and outside the fence).

2. Current operations at Enfield are in a state of change: plans have been made to lease the farming and dairy operations to private industry, and to enlarge the existing sign shop to allow space for the production of large expressway signs. These proposals will both eliminate some inmate jobs, as well as force a review of facility space constraints and utilization - both timely subjects for the Model Prison Industries project.

3. Enfield currently has 8,000 square feet of second story space (not adequate for the sign shop expansion) which could be used to house new model industries not requiring large areas or tailgate-level loading/unloading docks.

5.a. ENFIELD MODEL, SELECTED INDUSTRIES

Taking into account these Enfield characteristics, the following factors are being used to guide the selection of Model Industries for Enfield:

1. Hopefully, some Somers Model Industries can be extended to Enfield, but encompassing non-Somers operations which serve the same market. For example, bookbinding and collating operations could be located at Enfield and could serve, along with Somers, the printing market. Enfield could be the location of on-site machine repair for the Typewriter Repair Shop, while Somers' unit would perform time-demanding repairs. These extensions will be selected on the basis of market size and Model Prison Industries potential for market share, and will serve as extensions of the Somers shops to which Somers inmate employees can be transferred as their custody status permits, without losing job continuity, job seniority, or earning levels (subject to constraints outlined in section 5.b. below).

2. The Sign Shop at Enfield will be evaluated as a candidate for expansion as a Model Industry.

3. New Industries will be selected for Enfield based upon the population characteristics (rate of turnover, job

training opportunities and alternative competing programs, such as CETA, which determine the potential labor force), market potential, and the flexibility offered by minimum custody status at Enfield.

4. Enfield will house the Correctional Industries business office which will include centralized material planning and control, material procurement, customer order processing, marketing, and financial control functions.

5.b. ENFIELD MODEL, WORK FORCE

C.C.I., Enfield, as a minimum security facility, will house only minimum security industry employees. These employees will come to Enfield in four possible fashions:

(1) from the Somers Reception and Diagnostic Unit, without any previous training, (2) from the Somers Model Prison Industries project, (3) from individual community correctional centers (reflecting current practice), and (4) from the new medium security Model Industry facility planned for C.C.I., Niantic. The criteria currently employed for determining minimum security status will be in force during the MPI project.

Each of the Enfield Industries, of course, will have "entry level" positions, and inmates coming from Somers

Reception or from community correctional centers will be eligible to fill those positions. However, these inmates will not be considered until after they have been transferred to Enfield, for reasons and through the procedure currently used, and will compete equally for these positions with other Enfield inmates.

The application procedure for these "entry level" positions will be identical to that for Somers: an inmate, after meeting with his Enfield counselor, will complete an application for the MPI project. The counselor, upon screening the application for qualifications, will either approve the application and send it to the Classification Committee, or disapprove the application and meet with the inmate in order to design a general plan by which he could meet the qualifications. The Classification Committee, if it approves the application, will certify the inmate for employment in the level for which he is applying. If it disapproves the application, it will return it to the counselor, with specific reasons for denial, which, in themselves, suggest goals which need to be met before an inmate may qualify for employment. If the application is approved, the Industries Administrator will add the inmate's name to his lists of eligible inmates. All future job openings will be filled in the manner described in section 4.c., Hiring Procedures.

Job openings at levels above entry level will be filled through inmate competition throughout the Free Venture system (Enfield, Somers, and later, Niantic). Future openings will be posted, and inmates at any of the facilities will be able to apply for them through their local Free Venture supervisor. When the Industries Administrator receives the applications and determines which inmates he wants to interview for positions, he will personally contact the chairperson of the appropriate institutional classification committee in order to initiate potential clearance for the inmates in question to be transferred to minimum security status (Enfield competitors, of course, will already have the advantage of minimum security status). After receiving such clearance, the Administrator will interview the inmates he chooses. The selection process will equally balance the chances of Enfield and 'other institutions' inmates. Once a selection is made and the choice is a non-Enfield inmate, the Administrator will again contact the appropriate classification committee in order to formally request transfer. Actual transfer procedures will follow the design outlined in section 4.e. After transfer, the inmate will meet with the Enfield Classification Committee to formalize his assignment to a Free Venture Industry.

The only alteration to the manpower scheduling design outlined in section 4.g. is that inmates must have no longer than two and no less than one year to serve on their sentences before they will be eligible for consideration.

5.c. ENFIELD MODEL, PERSONNEL PROCEDURES

MPI inmates at Enfield will be compensated at the same rate, have the same deductions, and be liable to similar expenses as Somers' inmates. Their program participation will be guided the same way and they will be disciplined and rewarded in the industry in the same fashion as will Somers inmates.

Enfield inmates, however, may work a different schedule (although the uninterrupted work day will not be compromised), and may be housed separately, in contrast to Somers. Similarly, plans have not been completed detailing how Model Prison Industry inmates at Enfield would avail themselves of institutional programs (this decision must wait until the work schedule is completed).

Plans for this aspect of the Free Venture Model will be completed within the first half-year of the program's existence.

6. INDUSTRY INSTITUTION MODEL

Among the pilot prison industry projects that ECON, Inc. and American Foundation proposed for the Host State was a small (75-100 inmate population) medium security industry institution located near or within a major city where a large number of inmates return after release. This institution would be fashioned to operate in its entirety as a "residential industry," having work assignments which generate revenues from the sale of products or services. Some institutional work assignments would not generate revenue directly, but would support the other revenue generating assignments (e.g., kitchen and maintenance assignments). This industry institution would be administered by the MPI manager with the aid of a custodial chief and an industry supervisor. The manager would recruit employees as he would at Somers, have the same disciplinary rights and responsibilities, and operate under the same personnel procedures. Inmates, likewise, would earn wages based upon production, and would be liable for certain deductions. In these and other ways, then, this industry institution would typify the Free Venture Model.

6.a. INDUSTRY INSTITUTION SITE SELECTION

From the outset, it was apparent that the thrust of this experiment required a maximum or medium security site. A minimum security site would screen out too many potential employees and would actually test no theory since several minimum security industrial sites exist in this and other states. Further, a minimum security site would actually closely resemble a work release center, and as such would not really further the goals of this project.

Consequently, Department task forces examined a wide array of state-owned facilities searching for one which, with minor renovation or construction expense, could serve as a maximum or medium security industrially-organized institution.

It was soon obvious that no single site, for a variety of reasons, would be available to house the population that ECON/American Foundation had proposed in their working papers. It was therefore decided that this model for the project would take place in three phases in three locations. Each of the sites would have the same security level, each would be organized around industry, and each would be under the administrative direction of the Model Prison Industry Administrator.

Phase I: C.C.I., Niantic has several buildings available for correctional use. One of these structures, Thompson Hall, is currently equipped for a self-contained residential program. With moderate renovation the building can become a medium security, totally self-contained, industrially organized mini-institution with an inmate population of fifty. The nature of the renovations and the staffing pattern are described in the Budget of this proposal. It is anticipated this phase of the project would be operational in the second year of the project.

The town of Niantic is located near the industrial center of New London. Within the area are several large industrial plants including General Dynamics: Electric Boat Division, Pfizer Industries, Dow Chemical, light industrial concerns, and a number of businesses specializing in electric products, marine operations and boat building.

Phase II: This phase consists of constructing two prefabricated structures, one for industry and one for housing, at the northeast corner of the Bridgeport Community Correctional Center. This medium security unit would house approximately forty inmates who would be employed in light industry.

While under the administrative direction of the MPI manager, the unit would be a part of the Bridgeport complex and thus operate under the direct supervision of the Bridgeport warden. This phase of the MPI project would be operational twelve months after Phase I.

Phase III: The third phase of the project will be located on the grounds of the Hartford Community Correctional Center. Since inmate populations have risen drastically, original plans to house industry inmates within the Hartford housing complex have been abandoned. This phase of the project, as the previous one, will be instituted in prefabricated housing and industrial buildings. Cost factors for this phase have not been finalized since it will not be operational until one year after Phase II begins production; prior experience indicates that construction figures change so dramatically that three-year projections are not useful. As in the previous phase, while the project will be under the administrative direction of the MPI Administrator, it will operate under the direct supervision of the Hartford warden.

6.b. INDUSTRY INSTITUTION, PROCEDURES

Since even the first phase of this project will not be operational until one year from the original funding date, plans have not been completed. However, as was true with the Enfield model, the following general outline will prevail.

The industry institution will house only medium security inmates. They will come to the facility in one of four fashions: (1) from the Somers Reception and Diagnostic Unit, without any previous training, (2) from the Somers MPI project, (3) from individual community correctional centers, and possibly though not likely (4) from the minimum security Enfield MPI project.

Criteria for transfer will be similar to those utilized in the Enfield model: inmates will have no longer than two and not less than one year to serve on their sentences, they will be cleared prior to transfer consideration for medium security status by their respective classification committees, and they will be transferred only if the MPI Administrator or his designee can profitably utilize the inmate in the community industry.

The transfer procedure will operate as already described for Somers and Enfield applicants. For applicants from the community correctional centers, however, a different process has been devised. Interested sentenced inmates, upon conference with their assigned institutional counselor, will complete an application for the MPI project. The completed application will be directed to the chairperson of the local classification committee. That group will screen the application to determine whether the candidate is eligible for medium security assignment.

If the center inmate is eligible only for maximum security assignment, and if his sentence will significantly exceed one year, he will probably be sent to C.C.I., Somers per current procedure; the committee will return the application to the inmate, indicating he should submit it at Somers. If his current time-to-serve is less than one year, and if he is eligible only for maximum security assignment, the committee will inform the applicant that he is ineligible for the MPI program. Appeal procedures currently utilized for center classification committees will be open to the inmate.

If the inmate is eligible for minimum security assignment and in a personal appearance before the committee indicates he would rather be considered for a minimum security assign-

ment (Enfield, community release) than for the medium security industry institution assignment, his application will be returned to him and he will be considered for minimum security assignment by the current procedures.

If the inmate is eligible for medium or minimum assignment and if the inmate will consider the medium rather than the minimum security site, the committee will direct the completed and endorsed application to the MPI manager or his designee. If from project needs, and after the standard selection process the MPI manager wants the inmate in the industry institution, he will effect the transfer through the particular center warden. As administrative head of the industry institution, the MPI manager is the "warden" of the receiving institution and will act as such in the transfer process.

Industries based in this model have not yet been determined. The concerns expressed in the selection of industries for the Enfield model (see section 5.a.) will be similar for this site.

While these institution sites will be totally organized around industry, not all the inmate work slots will be industrial. There will be, for example, kitchen and maintenance support positions. Inmates occupying these slots will be compensated at a rate comparable to industrial workers, and they will apply for transfer to these positions from other correctional facilities through the same application process described for industrial positions.

Inmate workers in this model, as those in the Enfield model, will be compensated at the same rate, have the same deductions, be liable to similar expenses, and will be disciplined and rewarded in the industry in the same fashion as will Somers inmates.

Because this institution will be entirely industrial, the "inmate day" will be organized around production. Education, counseling, and other treatment programs will be offered in full array but at times outside of the industrial schedule.

Because all inmates in the institution will be at least industrially related, if not working directly in the indus-

trial program, there will exist no difficulty (as there will at Enfield and Somers) with differential treatment of inmates.

Plans for the industry institution which are necessary for the first phase and which have not been completed will be finished within the first year of funding.

7. IMPLEMENTATION TO DATE

Throughout the time ECON/American Foundation have been working with the Department of Correction, they have made either formal or informal recommendations for the improvement of Connecticut Correctional Industries. The objectives of these recommendations have been to make the industries more efficient and to make them organizationally, industrially, or procedurally "sufficient" for inclusion in a Free Venture industry cluster.

Some of the recommendations, while professionally excellent, require large sums of money to implement. Among these would be the implementation of the specially designed industries accounting system, the purchase of new equipment, or the rehabilitation of industrial space. While the Department has been most eager to implement these recommendations as soon as possible -- particularly in the case of the accounting system -- funds have simply not been available from any source.

Other recommendations, again professionally excellent, were deemed inappropriate to implement until the Department was assured of sufficient funds to implement either the

Free Venture Model or another program for industry improvement if this grant were not to be awarded. Among these recommendations would be the installation of time clocks in industries where inmates are currently paid on daily rather than hourly rates, shifting institutional schedules to provide uninterrupted work days, housing all Somers industry inmates in one cell block, or the movement of selected industries from one site to another.

A third group of recommendations, however, while costing money and time, are sensible for current or re-designed industries. Among these recommendations which the Department has or is currently implementing are the following:

1. The industries business office is being relocated to provide Somers' Correctional Industry Manager with more time to directly supervise the industry training and production.

2. The current Industries Business Manager is being relocated to another industrial position and the Department is seeking another qualified person to direct the fiscal office.

3. Certain Somers civilian industry staff members have been reassigned to better utilize their personal and professional capabilities.

4. The Somers Dental Lab is being relocated to the former Business Office site to provide more suitable space for denture manufacture.

5. The small engine repair shop is being relocated to larger facilities to provide room for expansion.

6. The typewriter repair shop is being relocated to provide more accessibility to shipping, receiving, and warehousing.

7. Equipment and machinery have been relocated within the Somers Print Shop to allow a more productive floor plan. Correctional Industries, through vocational education funds, is considering the purchase of new printing equipment, as recommended by ECON, Inc., to allow entry to a wider state and municipal market.

In addition to these areas, the Department has started or completed changes in tangential areas. While ECON, Inc. has recommended some of these moves, others have been taken on the Department's own initiative.

1. The Commissioner of Correction on May 1, 1976, invoked strict interpretation of Connecticut Statute 18-88(h), the correctional industry state-use statute, for any state or municipal agency purchasing optical lenses or dentures. Thus, these two industries have begun the growth to the efficient productive standards which the MPI project encourages. With further efficiency and quality control in other correctional industries (furniture manufacture and printing, for example) the Commissioner will take similar action.

2. The Commissioner of Correction asked both ECON, Inc. and Connecticut's State Data Processing division to study and make recommendations for the improvement of the Department's data processing system. Both complied and produced competent and essentially congruent studies with specific recommendations. The Department has assembled a planning team, using ECON's model, which will define the charter of the data processing unit. ECON has agreed to fund a private consultant who will assist with the design of the changed system.

3. The Commissioner of Correction has formed an ad hoc committee to design the lease of the Department's dairy industry at C.C.I., Enfield to a private dairy operation. This firm would employ a lower number of Enfield inmates, leaving approximately forty inmates available for new or redesigned correctional industries.

4. At the specific recommendation of ECON, the Department has assembled an MPI project Advisory Committee. The membership includes the Commissioners of the Connecticut State Departments of Commerce, Labor, and Finance and Control, the Executive Director of the State Planning Agency, the Connecticut General Assembly co-chairpersons of the legislative Humane Institutions Committee, the chairperson of the statutorily-mandated Prison Industries Advisory Commission, the Director of the Sachem Fund project, and a representative of the Governor's office. At the first meeting, the members tentatively supported the project, promised assistance if needed, and expressed interest in becoming involved in the development of the project.

5. The Department has converted a former staff residence at C.C.I., Enfield to a conference center to be operated by the CETA programs for cooking and baking. The Commissioner

is encouraging other state agencies to use this facility for small conferences and seminars rather than more expensive private facilities.

6. The State of Connecticut operates regional laundries which employ state workers. These laundries currently are faced with high overtime expenses. The Department of Correction is now negotiating with the Department of Finance and Control to draw off some of the laundries' work without offending state employee union organizations. This work would be sent to the Somers laundry which could easily accommodate 15-20,000 more pounds of work weekly. Inmates working in this industry are already compensated in terms of their production on an incentive pay basis.

7. The Department is negotiating with the State's Record Management division to develop a correctional industry which would microfilm all inactive and stored state documents.

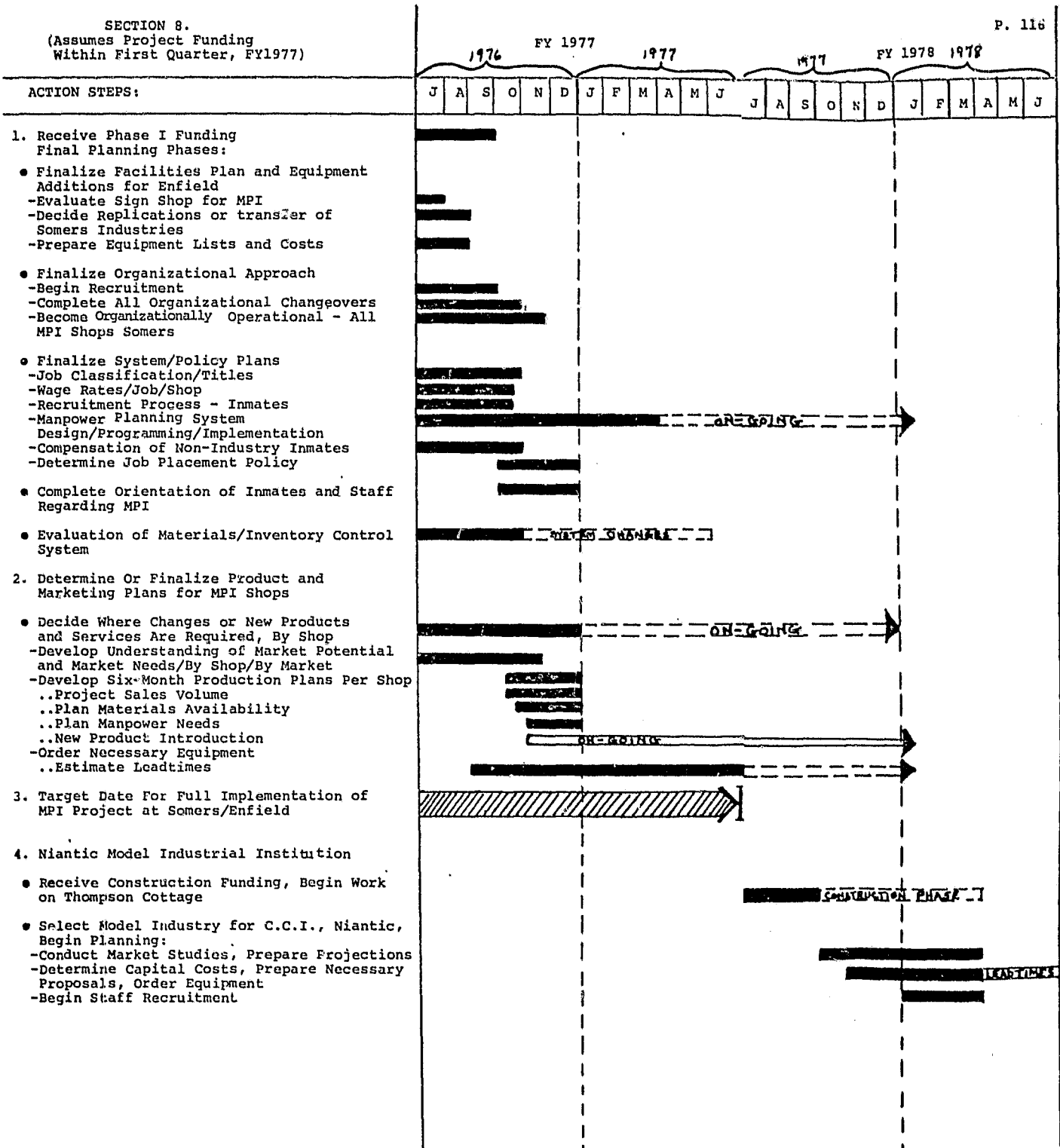
8. The correctional industry budget, which is currently being prepared for the Department of Finance and Control, contains requests for funding to implement ECON recommendations in the dental lab, small engine repair shop, the print shop,

and the furniture shop. Permission is also being asked to hire new additional civilian supervisory staff, as recommended by ECON, Inc.

The picture presented by these descriptions of industry activity demonstrates that throughout this period of study and cooperation with ECON/American Foundation, the Department has acted to achieve these ends: (1) to implement immediately those recommended changes which would significantly improve the current operations of its correctional industries, and (2) to show "good faith" in the pursuit of this project. In addition to the specific changes listed above, the Department has also committed massive amounts of low, middle, and high echelon staff time, as well as large amounts of real cash expenditures, for travel, supplies, photoduplication, and phone communications. These actual and in-kind expenditures combined with the specific mechanical, personnel and program changes listed above argue for the deep commitment this Department holds for the improvement of its correctional system through the MPI project.

SECTION 8.
(Assumes Project Funding
Within First Quarter, FY1977)

P. 116



MODEL PRISON INDUSTRY PROJECT

PROPOSED BUDGET

- I. Funds requested to improve existing
Correctional Industries at Connecticut
Correctional Institution, Somers*:

Equipment:	\$114,700	
Labor:	44,000	
	<u>\$158,700</u>	<u>\$158,700</u>

- II. Funds requested to examine existing
Industries at Connecticut Correctional
Institution, Enfield*:

Production Analysis of Sign Shop	\$ 500	\$ <u>500</u>
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- III. Funds requested for developing
new Correctional Industries for
the Model Prison Industry Project*:

Microfilm Service Bureau

Equipment:	\$125,000
Labor:	10,500
	<u>\$135,500</u>

Musical Instrument Repair

Equipment:	\$ 15,000
Material:	8,000
Preparation of Manuals :	10,000
Labor:	14,000
	<u>\$ 47,000</u>

Data Processing Industry

Terminal Rental:	\$ 3,000
Computer Time:	9,000
Labor:	16,000
	<u>\$ 28,000</u>

Solar Energy Industry

Feasibility Study:	\$ 35,000
	<u><u>\$245,500</u></u>

\$245,500

IV. Funds requested to renovate
existing facilities at Connecticut
Correctional Institutions, Somers and Enfield:

C.C.I., Somers:

Replacement of current deteriorated
temporary building with new unit of
2400 square feet, suitable for
warehouse space, with electricity:

\$ 7,000

Heating for warehouse 1,500

C.C.I., Enfield:

Renovation of CETA building,
per attached schedule: \$ 68,330

\$ 76,830

\$ 76,830

V. Funds requested for Free Venture
Industry Central Office Costs:

A. Management

Free Venture Manager \$ 25,000
Asst. Free Venture Mgr. 20,000
Clerical Assistance 8,000

B. Accounting System

Implementation* 90,000

C. Office Expenses

Equipment \$2,000
Printing 500
Travel 5,000
Phone 1,200
Supplies 1,000

\$9,700

9,700

\$152,700

\$152,700

VI. First Quarter Operating Reserve:

Print Shop	\$ 69,250	
Dental Shop	24,500	
Optical Shop	28,000	
Typewriter Repair Shop	25,500	
Furniture Shop		
Finishing/Refinishing	107,850	
Upholstery	49,250	
Microfilm Bureau	32,500	
Data Processing Shop	-0-	
Musical Instrument		
Repair Shop	6,750	
Small Engine Repair	-0-	
	<u>\$343,600</u>	<u>\$343,600</u>
	TOTAL	<u>\$977,830</u>

* ECON, Inc., "Final Report on the Economic and Rehabilitative Aspects of Prison Industry," Volume 7, Technical Tasks and Results, provides a detailed accounting of these budgetary figures.

MODEL PRISON INDUSTRY PROJECT

BUDGET NARRATIVE

SECTIONS I, II, and III

The funding amounts requested in these sections of the Proposed Budget have, with one exception, been developed by ECON, Inc. and are included in their "Final Report, A Study of the Economic and Rehabilitative Aspects of Prison Industries," Volume 7, Technical Tasks and Results. Detailed questions about amounts and types of equipment and material or direct labor costs are therefore referred to that document.

The lone exception to this situation is in Section III: Solar Energy Feasibility Study. Attached to this funding request is a proposal submitted to the Department of Correction by the Director of the Sachem Fund Project. Pages 8 and 9 of his comprehensive proposal contain a series of "action steps" which the Department should follow in order to determine the feasibility of including a solar energy industry within the Free Venture cluster. The Director estimates that it would require one-half man-year to complete the "action steps." ECON Inc. estimates that one-half man-year, calculated at the level of quality needed to complete all of the steps, would cost the proposed \$35,000.

SECTION IV

With the expansion of Connecticut Correctional Industries, ECON, Inc. reasoned that additional warehousing space would be required for storage of larger stocks of raw and finished materials. The Department and ECON determined that instead of constructing an entirely new warehouse, renovation of existing space would provide the needed capacity. Thus, this request includes an amount totalling \$8,500 for renovation of a 2,400 square foot area located outside the Somers "fence," but still "on the grounds." The estimate, as the following one, was developed by the Department of Correction's Engineering Services division.

Attached to this proposal is an itemized preliminary estimate of the materials (and, in some cases, labor) required to renovate space at C.C.I., Enfield, which would be used as the site for relocated Somers and new Free Venture industries. Renovation of this site will obviate the need for new construction at this time.

SECTION V

A. Section 3.n. detailed the temporary management structure which will be established to implement this project. The

funds listed in this category are for the Personal Service contracts which this structure will require. The amount for the clerical staff is derived from the current Civil Service structure, while the amounts for the Manager and Assistant Manager are drawn from a survey of private industry pay levels for equivalent responsibilities.

B. These costs, as most of those in Sections I, II, and III, are detailed in ECON's "Final Report," Volume 7.

C. The amount of funding requested for Office Expenses is derived from Connecticut experience with other projects requiring similar travel obligations, supplies and office support.

SECTION VI

When any new enterprise is begun, it must be capitalized. Not only must equipment be purchased and supervisory staff hired, but large supplies of raw material must be ordered and paid for. Inmate workers similarly must be hired and paid the competitive wages which they have earned. Utility, marketing, and other overhead costs accrue from the date the industry begins production.

Industry revenues, however, do not begin to come in until after production begins. Connecticut's experience indicates that state or municipal agencies average one calendar quarter be-

tween acceptance of finished goods and payment for those goods. While the Free Venture project would endeavor to shorten the time currently required to liquidate accounts receivable, it is not envisioned that this endeavor would be successful immediately upon the project's inception. Thus, the Department has included a request for the operating funds required to start each of the Free Venture industries. It cannot be over-emphasized that the Department has no funds from its General Fund sources, from Grant sources, or especially from the Prison Industry Revolving Fund, to capitalize these new ventures.

The amounts listed are derived from ECON's calculation of the annual cash flow requirements for each listed industry, and project their first quarter needs. No funds are requested for the Data Processing shop since the first six months will be worker-training and all training and labor costs are included in Section III. No funds are requested for the Small Engine Repair Shop since its inclusion in Free Venture Industries is dependent upon negotiation of a service agreement with private industry. It is therefore planned that Correctional Industries will be sufficiently operational when this agreement is negotiated that initial capitalization can be absorbed by the other shops.

INDUSTRY INSTITUTION

This proposal describes the nature and function of a separate, independent, industrially-organized, medium security correctional institution. ECON, Inc. and the Department decided that implementation of this concept should be planned for the second, rather than the first, project year. Thus, no funds for this facility are included in this request.

However, both ECON and the Department are committed to the concept of such a correctional facility and argue strenuously for its future inclusion in the project. For that reason, included below are the amounts required to renovate and adequately staff the C.C.I., Niantic facility identified in Section 6 for Phase I of this institution. Any request for second-year funding would include these amounts, adjusted for the inevitable price changes which will occur:

Renovation of Thompson Hall	\$185,300
Staffing Cost:	
1 Lieutenant)
3 Sergeants)
11 Correctional Officers)
2 Clerk-Steno IIs)
1 Correctional Counselor II)
1 Nurse)
	204,552 (annually)
	<hr/>
	\$389,852

This figure does not include costs of either industrial equipment or supervisory industrial staff.



Dedicated to the future of Hartford.

June 2, 1976

Commissioner John R. Manson
Connecticut Department of Corrections
340 Capitol Avenue
Hartford, Connecticut 06106

Dear Commissioner Manson:

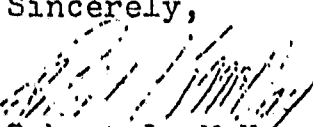
Attached is our proposal to establish a solar energy business within Correctional Industries as part of the Model Prison Industries Project.

While solar energy is in a very definite transitional stage now, moving from an attractive potential energy source to a commercial reality, we believe that the timing element, combined with the state's responsibility to its constituents to conserve energy and energy costs, come together in an extremely propitious way to make this a correctional industry opportunity which is conceptually very exciting. If our assumptions are proven out in subsequent economic analysis, the Department of Corrections involvement in solar system production could serve as a catalyst to other states, generate more widespread use of solar power in Connecticut, and provide meaningful employment opportunities for inmates and former inmates involved with the project.

Because of the step-by-step nature of the proposal, I believe it would be useful if we could hold a meeting between Department of Corrections staff, Bob Christie and Ed Greenblat of ECON, and perhaps invite Commissioner Brooks of the Department of Energy Policy and Planning to discuss next steps, and reactions to the attached proposal.

I look forward to hearing from you on this.

Sincerely,



Robert L. McVay

RLM/df

cc: Robert Christie
Dr. E. Greenblat
James Harris
Dr. L. Albert
Dep. Comsr. R. Lopes
Comsr. L. Brooks, D.E.P.
E. Osborne, Sachem Fund

SOLAR ENERGY

MARKET

A Proposal For Connecticut Department of Corrections

BACKGROUND

In 1970, the U.S. passed from an era of cheap, plentiful fuels for energy into an era of shortages of energy and materials which will last for decades, until alternate forms of energy can be developed. It is shocking to consider that history will probably record that "... during the 20th Century, western man discovered and burned up virtually all of the earth's resources of petroleum and natural gas." (Congressman Mike McCormack, November 22, 1974) It is also important to note that even as the realization of the magnitude of our energy problems dawns, we must also begin to realize that the process of developing alternative energy forms will ensure the continued depletion of fossil fuel supplies:

- Public policy formulation is not geared to long-term planning; consequently pressures to maintain low petroleum and gas prices will operate to ensure their continued use at low prices which do not reflect the increasing shortage situation.
- Replacement of existing electrical generation plants using alternative fuels will require 20-30 years, even on a "crash" basis, and multi-billions of investment, which can only be provided by gradually increasing prices for electricity.

Thus the forecast for the next half-century is for gradually rising fuel prices for petroleum, gas and electricity, with alternative energy forms (nuclear, coal-gasification, and solar) coming on stream as their comparative costs become competitive with conventional fossil fuels, and as known reserves of gas and oil are depleted. A largely uninformed public will continue to press elected officials to intervene in the market prices for gasoline, heating oil, and electricity, and to develop policies which will speed up exploration of the earth's remaining reserves of petroleum and gas. Our inventory of buildings continues to contain a high percentage of energy inefficient glass and steel towers, and our highways continue to be clogged with large, high powered automobiles with single occupants. The oil embargo of 1974-75, and the results in energy conservation, the national 55 m.p.h. speed limit, and public consciousness, was only a blip on the national screen, and quickly forgotten.

However, even though the energy situation isn't being viewed as a continuing issue of crisis proportions, many public officials

were sufficiently impressed with the problem to press for increased Federal outlays for research and development of alternative energy forms, and the scientific and technical institutions have responded to the increased amount of resources with more aggressive development programs:

- Architects and architectural schools are beginning to review their responsibilities to design energy-conserving buildings more seriously, looking at issues like life-cycle costing, and designing in the capability of switching to alternative energy forms.
- Nuclear electrical power generating plants will displace an increasing number of coal or oil-fired plants during the 1980's, and nuclear fuel conservation programs like the breeder reactor are receiving renewed emphasis.
- Oil production from shale deposits, coal gasification projects, and solar energy developments are receiving higher priorities.

There is no single solution to the energy crisis being proposed. Rather, energy consumption is being viewed in components of consumption, and each component is being assessed in terms of the alternatives that appear feasible. For example, gasoline consumption for private autos is being viewed in terms of mass transportation alternatives; electricity for lighting and operating machinery, in terms of nuclear, as opposed to fossil fuel generation. Home heating and cooling, domestic hot water consumption, swimming pool heating, laundry and agricultural crop drying, and many other similar energy uses, are being viewed in terms of the myriad of alternatives that exist, and are receiving an increasing share of attention because of the feasibility of the alternatives. Windmills for domestic electricity production, wood-burning stoves, heat reclaiming fireplaces and increased building insulation are all energy conserving methods which can be adopted to a much greater extent by home owners, builders, and architects. But the most attractive heating and cooling alternative, potentially, is solar power, because it is an energy form which is both free and inexhaustible.

CURRENT SOLAR DEVELOPMENTS

During the 1940's, solar systems were used extensively to heat domestic hot water in Florida. The advent of cheap supplies of electricity rendered the cost of solar systems uncompetitive, and they went out of practice, but some remain in operation with nearly 40 years of operating experience. In Australia, where no natural gas reserves exist, and hydro-electric capacity is limited, a solar energy industry is blossoming, to provide primarily water heaters, but also space heating. The same is becoming true in Israel, Japan, and some parts of Europe, where

fuel costs have traditionally been higher than the U.S. due to lack of national petroleum reserves.

As indicated above, the concept of solar heating and cooling systems is not new in the U.S. (as many people feel) and some are now saying that the fast-paced developments of the past two years have re-established some solar applications as economically viable already, with broader use in the near future a certainty.

- The "fuel crisis" resulted in "temporary" fuel surcharges by utilities which have now been written into the rate structures, resulting in permanently higher costs which consumers are still trying to adjust to.
- Federal spending for solar energy development has jumped from a few million dollars annually, in the early 1970's, to \$50 million in 1975, and nearly \$200 million this year.
- A few small companies which started operations in the last 2 or 3 years are now producing tested systems and are experiencing dramatic increases in demand -- mostly as a result of governmentally-financed demonstration programs, but also for an increasing number of well-heeled private citizens.

The primary thrust of Federal solar research programs has been directed toward space heating and cooling, which accounts for some 25% of all U.S. energy consumption. Although it varies with location, climate, and regional fuel prices, solar heating and cooling systems are viewed as uncompetitive with gas and oil heating systems, and nominally competitive with electric. Some rules of thumb are as follows:

<u>Heating Systems</u>		<u>Cost per Million BTU's</u>
Gas fired	=	\$ 3.60/million BTU's produced
Oil fired	=	\$ 4.00/ "
Electrical	=	\$12.00/ "
Solar	=	\$10-20.00/ "

While national priorities rightly rest with the heating and cooling application for solar energy, certain sub-system applications for solar energy are feasible now, according to some solar energy experts. However, feasibility should be defined:

- All solar systems are feasible, in that the technology is established and abundant free energy is available from the sun.
- Whether or not a solar system is economically attractive, is determined by the installation cost of the system and the number of years required to pay back the cost in fuel savings.

- Thus, feasibility is determined by the geographic location, the type of energy application, and the desired return on the investment. For example, a system in New England designed to heat domestic hot water is a year-round requirement, and would have a much faster payout than a space heating system, whose capacity is needed only in the winter months.

Installation costs consist of the solar collectors, storage for the medium used to trap the heat (usually either air or water) and hardware used to couple the solar system to whatever backup system is used. The number of solar collectors needed is easily calculated by determining the number of BTU's of energy required to produce space heating or hot water consumed, and translating that into square feet of solar collectors needed. Storage requirements vary with the climate; in New England, more storage is needed than in Phoenix. For a water heating system, a normal electric hot water tank can be used as both a storage for solar heated water, as well as a backup system for cloudy days. A space heating system can utilize either a water medium, in which case a larger storage tank for hot water must be installed, or if the heat transfer medium is air, the solar heated air is normally stored in an insulated container of pebbles. These factors can easily be determined for any proposed installation, and the economic attractiveness determined by comparing anticipated conventional fuel costs with the amortized installation cost of the solar system over the assumed life of the system.

Among manufacturers of Solar Equipment, two schools of thought are governing present developments. One school of thought is that due to the corrosive properties of water, the most sensible solar system is one which circulates air through solar collectors, and thus distributes the solar heated air through heat exchangers, for water heating, or directly to the building (or storage) for space heating. Thus, these manufacturers are able to use aluminum in the collectors, which is cheaper and lighter, and lends itself to mass production techniques which will hopefully reduce costs. The other school of thought contends that because water has better heat absorption and retention characteristics (for storage of heat) a system using water as the solar medium is much more efficient than air, and therefore requires less collector area and is cheaper. Water systems normally use copper as the collector surface and piping, which is more durable, less subject to corrosion, and requires virtually no maintenance. Early water systems used an anti-freeze solution to prevent freezing on cold winter nights, which required that the solar system water be kept separate from household water via heat exchangers, and raised fears of contamination of drinking water if a leak should develop in the heat exchanger or storage tank. Today's systems, however, use a bypass valve which "dumps" the solar system water when temperatures in the collector approach freezing, and enables water systems to circulate normal household water in the solar collectors, without anti-freeze or heat exchangers.

In general, it may be said that space heating and cooling applications are trending toward the use of air systems, because the solar heated air can be distributed, and used without modification, to heat space. By the same token, water heating applications are trending toward the use of solar water systems, because the solar heated water can be distributed and used, without modification or heat exchanging, for showers, laundry, and other domestic, commercial, or institutional uses. Therefore manufacturers of solar water systems enjoy a slight technical advantage, because their copper collectors are capable of being used to circulate either air or water, while manufacturers of air systems, using aluminum as a collector plate material, are so far unable to successfully circulate water without incurring high corrosion and maintenance problems. Aluminum air collectors, on the other hand, enjoy a competitive advantage over copper air collectors, due to cost of materials and fabrication costs. Reading the reams of material available on solar developments, one gets the feeling that more Federal research and development funds are being focused on air collector systems, using aluminum collector plates, because of the national priorities on space heating and cooling, and the potential low cost and high volume manufacturing capabilities of aluminum sheet. At the same time, it becomes apparent that water systems, using copper, are more efficient, longer lasting, more reliable and proven now, today, for the applications where a solar water system is more desirable; i.e., domestic hot water, laundry water and drying, and pool heating.

Along with solar energy investigations has come a renewed interest in other energy-conserving ideas. Improved building insulation, shielding southern-facing windows during summer months, using heat reclaiming fireplaces, and wood-burning stoves all become increasingly attractive when viewed in terms of rising conventional fuel costs. In grappling with the knowledge that the world's oil and gas reserves are rapidly becoming depleted, a new sense of energy consciousness is forcing the rediscovery of some building techniques which were widely used before oil was discovered.

CONNECTICUT SOLAR DEVELOPMENTS

Connecticut appears to be well endowed with solar energy involvement, ranging from heavy technical involvement by members of the academic community and architectural firms, to manufacturers of solar equipment. A number of solar heated houses have been built or are under construction. A State Department of Community Affairs (DCA) financed solar project for housing for the elderly is under construction in Hamden, and a new solar heated armory was just funded for Norwich. The elderly housing and the armory are both financed in part by Federal funds, as Federal demonstration projects for solar heating.

Yale University School of Architecture, and the Hartford Graduate Center (Center for the Environment and Man) account for much of the academic involvement. Computer economic models for calculating the comparative costs of solar systems versus conventional fuels have been developed by the Center for the Environment and Man.

A Federal project to install solar heating in the base housing units on fourteen Army, Navy, and Air Force bases was just awarded to Don Watson, a Yale architect, and Mingos Associates of Farmington (the engineering firm of record in the Hamden elderly housing project). Nearly two dozen engineering and architectural firms in Connecticut are involved in practical applications of solar energy in the state and in the nation.

Additionally, a dozen manufacturing firms have designed and are producing solar systems, or system components. One of these, Choice Vend, Inc. of Windsor Locks, is a contract manufacturer for Solaron, the Denver-based company that is a leading supplier of solar heated air systems for space heating. Another, Sun-Works, is a division of Enthone Company of West Haven, which in turn is a subsidiary of American Smelting and Refining, and is a leading producer of copper solar systems using water as the collector medium. Some of the other Connecticut companies merely act as distributors for nationally based companies such as PPG Industries, which has their own solar designs. With the growth in Federally funded demonstration projects, many of these companies are operating full bore in producing collectors and components. Another solar research project is underway by United Technologies, heating freon as a solar medium, to power turbines that generate electricity.

Still other Connecticut firms are actively looking at solar energy alternatives in terms of their potential impact on conventional fuels. For example, the New England Fuel Oil Distributors are actively working with solar system developers to ensure that their oil systems will be used as backup energy for new solar systems. Northeast Utilities are considering renting solar collectors to consumers for use as domestic water heaters -- again ensuring that their electric hot water heaters will be used as the backup system.

On a state government level, the Department of Energy Planning and Policy is extremely interested in solar developments, and is convinced that gradually rising prices for conventional fuels will eventually make solar systems economically attractive. However, given the current calculations that show solar system costs are not competitive with systems using fossil fuels, the D.E.P. is unwilling to promulgate policies which would force consumers to pay the higher cost for solar systems at today's prices. D.E.P. officials have stated, however, that if certain components of energy consumption can be shown to be economically attractive, the D.E.P. will actively work to establish policies

favorable to solar use by state agencies, where applicable.

In summary, the situation in Connecticut regarding solar energy development is one of aggressive innovation on a technical level, and active participation in Federal demonstration projects on both a technical as well as a solar collector manufacturing basis. The climate within industry and government is both interested and watchful, and belief in the inevitability of solar energy is widespread.

A CONCEPT FOR CORRECTIONAL INDUSTRIES

The scenario described above forecasts a certain future for solar energy systems, but leaves the impression that we're five to ten years too early to be considering it. So, what is the concept being considered, how does it relate to correctional industries, and what are the factors which act to make it timely, with any chance of success?

1. The basic concept is that Correctional Industries will tool up an operation to produce solar collectors and storage tanks, and assemble the finished product, within a correctional institution, for state use markets; i.e., state agencies, municipalities, and Federal buildings located in Connecticut.
2. The type of solar systems produced will be governed by an economic analysis of certain components of energy consumption within state use markets, to be performed by outside consultants, and will take into account projected costs of production within the Correctional Industries operation. At a minimum, we anticipate that sub-system applications with a twelve-month duty cycle, such as "domestic" hot water, will be proven economically attractive, and utilizing cost assumptions for prison industries will in fact introduce other applications within the range of economic feasibility, such as laundry drying for institutional laundries.
3. The system components to be produced will be proven designs, to be manufactured under license from an existing solar equipment producer, with royalty payments to be paid by Correctional Industries on all equipment manufactured by them. (Preliminary discussions have been held with Sun Works Division of Enthone on this matter, by ECON and Sachem Fund personnel.)
4. The advantages to the state are projected as follows:
 - Acceptance by state agencies (including the Department of Corrections) of the use of solar energy for heating domestic hot water will enhance the acceptance of solar energy applications by others and ensure its routine application among the general public, while acting to conserve fuel in the region.

- Use of solar energy to produce hot water will save taxpayers money in future state utilities costs.
- Production of the solar system components will provide meaningful employment for inmates and increase the opportunities for their employment after release in a growth industry.
- Establishment of a correctional industry operation to produce solar system components can be accomplished with a minimum of resistance, because it is an industry in its infancy, and the opportunity to work with existing Connecticut solar companies will act to provide a mutual benefit to the state and private industry.
- It is a correctional industry operation which offers the opportunity for vertical integration by training inmates in skills which can be applied on the outside as installers of solar systems -- in the early stages, ex-inmates could form the core group installing systems produced in Correctional Industries.

PROPOSAL AND
ACTION STEPS
RECOMMENDED

1. Make application to the Energy Research and Development Administration (ERDA) for funds to conduct a thorough economic analysis of the economic attractiveness of retrofitting solar hot water systems and other sub-system applications to state, municipal, and Federal buildings within Connecticut -- with particular emphasis on high consumption buildings such as correctional institutions, college dormitories, and gymnasiums, where large quantities of hot water are consumed for showers, pool heating, and "institutional" laundries.
2. As part of the grant application recommended above, conduct a study of the existing solar systems on the market today, for the applications being considered, and evaluate the benefit of various alternatives available, with particular emphasis on Sun Works Division of Enthone in particular, since they have expressed an interest in working with the Department of Corrections on a license agreement which would provide the needed technical expertise to Correctional Industries to launch the project.
3. Assuming economic attractiveness can be determined, enter joint discussions to:
 - a. Conclude a license agreement to permit the Department of Corrections to produce a proven solar system design within Correctional Industries.
 - b. Gain cooperation of the Department of Energy Policy and

Planning, using data derived from the economic analysis, to develop policies favorable to solar use by state agencies, including the Department of Corrections.

c. Evaluate the financing alternatives available to state and municipal government agencies which desire to convert their present systems to solar energy. Specifically, determine whether bond financing is required, or can installation costs be paid for out of anticipated fuel savings in the annual operating budgets of the departments purchasing the system.

d. Evaluate the cost/benefit relationships involved in converting existing state correctional facilities to solar energy for the most feasible applications, as a means of creating a "test market" for the Correctional Industries operation to concretely demonstrate its effectiveness in saving fuel and state costs to other potential state customers.

4. Assuming green lights on the first three action steps outlined above, make grant application to either the Law Enforcement Assistance Administration, or the Energy Research and Development Administration to help pay for the costs of tooling up the Correctional Industries operation to produce solar energy systems.

Attachments:

1. Solar Collector Designers and Manufacturers in Connecticut.
2. Architects and Engineers involved in Practical Applications of Solar Energy in Connecticut.
3. National and Regional Organizations with Ongoing Solar Activities.
4. Solar Periodicals Available
5. "There's a Bright Future in Store" article on Solar Energy by Susan Rumney of Connecticut D.E.P.
6. "Now You Can Buy Solar Heating Equipment for Your Home" article from Popular Science.

CCI Enfield

Electrical

1. Service Entrance
Main Entrance Switch
Distribution panel (Top Floor) \$ 5,000
2. Rewire and install fan circuits
in renovated paint booth \$ 1,500
3. Install Exit Lights in all
doorways \$ 2,400
4. Top Floor Lighting
66 fixtures at 35.00 ea. \$ 2,310
wiring \$ 1,000
5. Electrical Outlets Top Floor
48@ 15.00 ea. \$ 620
6. Air Condition wiring \$ 150
7. Micro Film room wiring \$ 200
8. Boiler Plant Electrical Service \$ 350

Electric Total \$13,300

Outside lighting 1,000
Total \$15,000

CCI Enfield

Arch. & Structural

(240'X35') = 32,400 ft.

Total 64,800

Leveling Floor (Upper Only)

Concrete - 96cy = \$4,800
Finish Floor - = \$19,000

Windows

144 Windows @51 DR
@ \$40.00 \$6,000

Walls

Sheet Rock 1"

4' X 8'

128 Sheets @ \$2.50 = \$320.
Tape etc.

Ceilings

4' X 8' X 1"

1000 Sheets \$2.50 - \$2,500

Tape etc. 500 500

\$3,000

\$33,120

+10% cont 3,310

\$36,330

CCI Enfield

Industries Cost Estimates

Heating:

1. New boiler for 2nd floor heating and make up air for
Autobody.

Paint Shop

Hot water boiler \$4,000.

Structure (building, chimney & tank) \$2,000.

Make up boiler unit \$ 500.

\$6,500.

2. 2nd Floor Heating Distribution

Vulcan Fin Tube, Fittings access \$2,000.

3. Plumbing \$2,500.

contingency \$1,000.

Total \$12,000.

CCI Enfield C.E.T.A. Building

Summary

Arch. \$36,330

Elec. \$20,000

Mech.

Heating \$ 8,500

Plumbing \$ 3,500

\$68,330

END