

The Commonwealth of Massachusetts  
 Executive Office of Health and Human Services  
 Department of Public Health  
 Bureau of Environmental Health  
 Community Sanitation Program  
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May 18, 2016

Lois Russo, Superintendent  
 MCI Concord  
 965 Elm Street  
 P.O. Box 9106  
 Concord, MA 01742

Re: Facility Inspection – MCI Concord

Dear Superintendent Russo:

In accordance with M.G.L. c. 111, §§ 5, 20, and 21, as well as Massachusetts Department of Public Health (Department) Regulations 105 CMR 451.000: Minimum Health and Sanitation Standards and Inspection Procedures for Correctional Facilities; 105 CMR 480.000: Minimum Requirements for the Management of Medical or Biological Waste (State Sanitary Code, Chapter VIII); 105 CMR 590.000: Minimum Sanitation Standards for Food Establishments (State Sanitary Code Chapter X); the 1999 Food Code; 105 CMR 520.000 Labeling; and 105 CMR 205.000 Minimum Standards Governing Medical Records and the Conduct of Physical Examinations in Correctional Facilities; I conducted an inspection of the MCI Concord on May 10 and 11, 2016 accompanied by George Frascarelli, FS/EHSO. Violations noted during the inspection are listed below including 39 repeat violations:

**HEALTH AND SAFETY VIOLATIONS**

(\* indicates conditions documented on previous inspection reports)

**A BUILDING**

*Lobby*

No Violations Noted

*Janitor's Closet*

105 CMR 451.353\*

Interior Maintenance: Light shield missing

*Female Bathroom*

No Violations Noted

*Male Bathroom*

No Violations Noted

**Administration Area**

*Female Bathroom*

No Violations Noted

<i>Male Bathroom</i>	No Violations Noted
<i>Janitor's Closet</i>	No Violations Noted
<i>Water Fountain</i>	No Violations Noted
<i>Coffee Station</i>	No Violations Noted
<i>Trap Area</i> 105 CMR 451.350*	Structural Maintenance: Window damaged
<b>Holding Tank</b>	
<i>Cell A</i>	Not Inspected – No Longer Used
<i>Cell B</i>	Not Inspected – No Longer Used

**B BUILDING**

<i>Hallway</i>	No Violations Noted
<b><i>Visitor's Bathrooms</i></b>	
<i>Front Visitor's Bathroom</i>	No Violations Noted
<i>Slop Sink Closet</i>	No Violations Noted
<i>Staff Bathroom</i> 105 CMR 451.123*	Maintenance: Ceiling vent dusty
<i>Break Room</i>	No Violations Noted
<i>Weight Room</i>	No Violations Noted
<b><i>Visiting Room</i></b>	No Violations Noted
<i>Back Room</i>	No Violations Noted
<b><i>Treasurer's Office Area</i></b>	No Violations Noted
<i>Inmate Bathroom (Urinalysis Bathroom)</i>	No Violations Noted

<i>Treasurer's Bathroom</i>	Unable to Inspect - Locked
<i>Treasurer's Kitchenette</i>	Unable to Inspect - Locked
<b>B Corridor</b>	
<i>Inmate Bathroom</i>	No Violations Noted
<i>Vending Machines</i>	No Violations Noted
<i>Slop Sink Room</i>	No Violations Noted
<i>Male Staff Bathroom</i>	No Violations Noted
<i>Female Staff Bathroom</i>	No Violations Noted
<b>B Building Control</b>	
<i>Control Bathroom</i>	No Violations Noted
<i>Control Kitchenette</i>	No Violations Noted
<b><u>C BUILDING</u></b>	
	Unable to Inspect – Closed
<b>CRA Program - Basement</b>	
	Unable to Inspect – Closed
<b>SMU</b>	
<b>First Floor</b>	
<i>SMU Property</i>	No Violations Noted
<i>Hallway</i>	No Violations Noted
<i>Search Room # C1-3</i>	No Violations Noted
<i>Search Room # C1-4</i>	No Violations Noted
<i>Lieutenant Office # C1-7</i>	No Violations Noted

<i>Sergeant Office # C1-8</i>	No Violations Noted
<i>Property # C1-9</i>	No Violations Noted
<i>Medical Exam Room # C1-10</i>	Unable to Inspect - Locked
<i>Staff Bathroom # C1-11</i>	No Violations Noted
<i>Slop Sink Room # C1-62</i>	No Violations Noted
<i>Corridor # C1-5</i>	No Violations Noted
<i>Control</i>	No Violations Noted
<i>Bathroom # C1-21B</i>	No Violations Noted
<i>Showers</i>	No Violations Noted
<i>Cells</i>	No Violations Noted
<i>Staff Break Room # C1-22</i>	No Violations Noted
<i>Law Library # C1-23</i>	No Violations Noted
<i>Recreational Decks</i>	No Violations Noted
<b>Second Floor</b>	
<i>Slop Sink Room # C2-62</i>	No Violations Noted
<i>Showers</i>	No Violations Noted
<i>Cells</i>	No Violations Noted
<i>Counselor's Office # C2-22</i>	No Violations Noted
<i>Law Library # C2-23</i>	No Violations Noted

*Recreational Deck* No Violations Noted

**D BUILDING**

**Food Service Area**

*Storage Area* No Violations Noted

*Mop Room* No Violations Noted

*Bread Cooler* No Violations Noted

*Prep and Leftover Cooler* No Violations Noted

*Produce Cooler* No Violations Noted

*Tool Storage Room* No Violations Noted

*Freezer*  
FC 6-501.12(A)\* Maintenance and Operation; Cleaning: Facility not cleaned properly, ice build-up on walls

*Bread Refrigerator* No Violations Noted

*Bakery Storage* No Violations Noted

*Ice Machine* No Violations Noted

Staff Office No Violations Noted

*Staff Bathroom* No Violations Noted

*Inmate Bathroom* No Violations Noted

*Halal Freezer* No Violations Noted

*Kosher Freezer* No Violations Noted

*Refrigerator Unit* No Violations Noted

<i>Pots and Pans Room</i> FC 6-202.15(D)(1)	Design, Construction, and Installation; Functionality: Screens not installed on 2 exterior windows
<i>Reach-In Warmers</i>	No Violations Noted
<b>South Side</b>	
<i>Kettles and Ovens Hood Area</i>	No Violations Noted
<i>Handwash Sink</i>	No Violations Noted
<i>Tray Prep</i>	No Violations Noted
<i>Traulsen Cooler</i>	No Violations Noted
<i>Old Food Service Line</i>	No Violations Noted
<i>Food Warmers</i>	No Violations Noted
<i>South Side Dining Room</i> FC 6-202.15(D)(1)*	Design, Construction, and Installation; Functionality: Two windows cracked
<b>North Side</b>	
<i>Hoods</i>	No Violations Noted
<i>Handwash Sink</i>	No Violations Noted
<i>Tray Prep Tables</i>	No Violations Noted
<i>Old Food Service Line</i>	No Violations Noted
<i>North Side Dining Room</i>	No Violations Noted
<i>Mechanical Warewashing Room</i>	No Violations Noted
<b><u>E BUILDING</u></b>	Unable to Inspect – Closed

**H BUILDING**

**Basement**

*H-1 Area* No Violations Noted

*Workout Room* No Violations Noted

*Inmate Bathroom* No Violations Noted

*Stairway* No Violations Noted

**First Floor**

*Hallway* No Violations Noted

*Gym Staff Bathroom* No Violations Noted

*Gym* No Violations Noted

*Mop Closet* No Violations Noted

*Recreational Office* No Violations Noted

*Barber Shop Closet*  
105 CMR 451.353\* Interior Maintenance: Light shield missing

*Office* No Violations Noted

*Staff Bathroom* No Violations Noted

*Inmate Bathroom* No Violations Noted

*Slop Sink Room* No Violations Noted

*Barber Shop* No Violations Noted

*Library*  
105 CMR 451.141\* Screens: Six screens missing

*Library Bathroom* No Violations Noted

*Canteen*

No Violations Noted

*Storage*

No Violations Noted

**Second Floor**

*Stairway*

105 CMR 451.353\*

Interior Maintenance: Floor tiles damaged

*Hallway*

No Violations Noted

*Inmate Bathroom*

105 CMR 451.123\*

Maintenance: Toilet # 2 out-of-order

*Male Staff Bathroom*

No Violations Noted

*Female Staff Bathroom*

No Violations Noted

*Slop Sink Room*

105 CMR 451.353

Interior Maintenance: Wall panel not secure

*Inmate Bathroom*

No Violations Noted

*Classrooms*

No Violations Noted

*Law Library*

No Violations Noted

**I BUILDING**

*Common Area*

105 CMR 451.350\*

Structural Maintenance: Roll-down door not weathertight

*Front Staff Office*

No Violations Noted

*Front Staff Bathroom*

No Violations Noted

*Handwash Sink Area*

No Violations Noted

*Side Office*

No Violations Noted

*Storage*

No Violations Noted

*Back Staff Bathroom*  
105 CMR 451.141\*      Screens: Screen missing

*Back Inmate Bathroom*  
No Violations Noted

*Paint Shop Trap and Bathroom*  
No Violations Noted

*Paint Shop Inmate Bathroom*  
No Violations Noted

*Tool Control Officer's Bathroom*  
No Violations Noted

*Director of Engineering Office*  
No Violations Noted

*Director of Engineering Bathroom*  
No Violations Noted

**J BUILDING**

*Hallways*  
No Violations Noted

**J Control Corridor**

*Female Staff Bathroom*  
105 CMR 451.123\*      Maintenance: Stall # 2 door lock broken

*Male Staff Bathroom*  
No Violations Noted

*Janitor's Closet*  
No Violations Noted

**Building J Control**

No Violations Noted

*Staff Bathroom*  
105 CMR 451.123      Maintenance: Ceiling vent dusty

**Staff Kitchen and Dining Room**

*Outside-Dry Storage*  
No Violations Noted

*Back Hallway*  
No Violations Noted

*Refrigerators and Freezer Units*  
No Violations Noted

*Staff Bathroom*  
No Violations Noted

***Baking and Prep Room***

No Violations Noted

*Refrigerator*

No Violations Noted

**Kitchen Area**

*Inmate Bathroom*

No Violations Noted

*Pantry*

No Violations Noted

*Kettle Room*

No Violations Noted

*2-Compartment Sink*

No Violations Noted

*Dish Washing Area*

No Violations Noted

*Food Service Line*

No Violations Noted

*Beverage Air Refrigerator*  
FC 4-501.11(A)\*

Maintenance and Operation, Equipment: Equipment not maintained in a state of good repair, machine out-of-order

*Ice Machine*

No Violations Noted

**Dining Room**

No Violations Noted

*Janitor's Closet*

No Violations Noted

**Second Floor**

**Phase II Classification**

*Inmate Bathroom*

No Violations Noted

*Staff Bathroom # 1*

No Violations Noted

*Janitor's Closet*

No Violations Noted

*Staff Bathroom # 2*

No Violations Noted

<i>Inmate Bathroom-Waiting Area</i>	No Violations Noted
<i>Water Fountain</i>	No Violations Noted
<i>Slop Sink Room</i>	No Violations Noted
<i>Conference Room</i>	No Violations Noted
<i>Female Staff Bathroom</i>	No Violations Noted
<i>Male Staff Bathroom</i>	No Violations Noted
<i>Janitor's Closet</i>	No Violations Noted
<i>Offices</i>	No Violations Noted
<i>Classrooms</i>	No Violations Noted
<i>Staff Dining Room</i>	No Violations Noted
<b>J Housing Units</b> 105 CMR 451.322*	Cell Size: Inadequate floor space in all cells
<b>Unit J1</b>	
<i>Common Areas</i>	No Violations Noted
<i>Staff Bathroom</i>	No Violations Noted
<i>CPO Office</i>	No Violations Noted
<i>Staff Office</i>	No Violations Noted
<i>Slop Sink Room (1<sup>st</sup> Tier)</i>	No Violations Noted
<i>Slop Sink Room (3<sup>rd</sup> Tier)</i>	No Violations Noted
<i>Cells</i>	No Violations Noted

<i>1<sup>st</sup> Tier Showers</i>	No Violations Noted
<i>2<sup>nd</sup> Tier Showers</i>	No Violations Noted
<i>3<sup>rd</sup> Tier Showers</i>	Unable to Inspect – Occupied
<b>Unit J2</b>	
<i>Common Area</i>	No Violations Noted
<i>Staff Bathroom</i>	No Violations Noted
<i>Slop Sink Room (1<sup>st</sup> Tier)</i>	No Violations Noted
<i>Slop Sink Room (3<sup>rd</sup> Tier)</i>	No Violations Noted
<i>Cells</i>	No Violations Noted
<i>1<sup>st</sup> Tier Showers</i>	No Violations Noted
<i>2<sup>nd</sup> Tier Showers</i> 105 CMR 451.123*	Maintenance: Floor damaged in shower # 2 and 3
<i>3<sup>rd</sup> Tier Showers</i>	No Violations Noted
<i>3<sup>rd</sup> Tier Storage</i>	Unable to Inspect – Locked and No Longer Used
<b>Unit J3</b>	
<i>Common Area</i>	No Violations Noted
<i>Staff Bathroom</i>	No Violations Noted
<i>Slop Sink Room (1<sup>st</sup> Tier)</i>	No Violations Noted
<i>Slop Sink Room (3<sup>rd</sup> Tier)</i>	Unable to Inspect – Locked and No Longer Used
<i>Water Fountain</i>	No Violations Noted

<i>Cells</i>	No Violations Noted
<i>1<sup>st</sup> Tier Showers</i>	No Violations Noted
<i>2<sup>nd</sup> Tier Showers</i>	No Violations Noted
<i>3<sup>rd</sup> Tier Showers</i> 105 CMR 451.123*	Maintenance: Shower # 2 out-of-order
<b><i>Unit J4</i></b>	
<i>Common Areas</i>	No Violations Noted
<i>Staff Bathroom</i>	No Violations Noted
<i>CPO Office</i>	No Violations Noted
<i>Staff Office</i>	No Violations Noted
<i>Slop Sink Room (1<sup>st</sup> Tier)</i>	No Violations Noted
<i>Slop Sink Room (3<sup>rd</sup> Tier)</i>	No Violations Noted
<i>Cells</i>	No Violations Noted
<i>1<sup>st</sup> Tier Showers</i>	No Violations Noted
<i>2<sup>nd</sup> Tier Showers</i>	No Violations Noted
<i>3<sup>rd</sup> Tier Showers</i>	No Violations Noted
<b><i>Unit J5</i></b>	
<i>Common Area</i>	No Violations Noted
<i>Staff Bathroom</i>	No Violations Noted
<i>Slop Sink Room (1<sup>st</sup> Tier)</i>	No Violations Noted

<i>Slop Sink Room (3<sup>rd</sup> Tier)</i>	Unable to Inspect – Locked and No Longer Used
<i>Staff Room (3<sup>rd</sup> Tier)</i>	Unable to Inspect – Locked and No Longer Used
<i>Cells</i>	No Violations Noted
<i>1<sup>st</sup> Tier Showers</i>	No Violations Noted
<i>2<sup>nd</sup> Tier Showers</i> 105 CMR 451.123	Maintenance: Shower curtain dirty in shower # 2
<i>3<sup>rd</sup> Tier Showers</i>	Unable to Inspect – In Use
<b>Unit J6</b>	
<i>Common Area</i>	No Violations Noted
<i>Staff Bathroom</i>	No Violations Noted
<i>Slop Sink Room (1<sup>st</sup> Tier)</i>	No Violations Noted
<i>Slop Sink Room (3<sup>rd</sup> Tier)</i>	Unable to Inspect – Locked and No Longer Used
<i>Cells</i>	No Violations Noted
<i>1<sup>st</sup> Tier Showers</i> 105 CMR 451.123*	Maintenance: Soap scum on shower curtains in shower # 3
<i>2<sup>nd</sup> Tier Showers</i>	No Violations Noted
<i>3<sup>rd</sup> Tier Showers</i>	Unable to Inspect Shower # 2 – No Longer Used No Violations Noted
<b>Unit J7</b>	
<b><u>Health Service Unit</u></b>	
<i>Nurse's Control Area</i>	No Violations Noted
<i>Hallway</i>	No Violations Noted

*Bathroom # C-107A* No Violations Noted

*Optometry Room # C-108A* No Violations Noted

*Slop Sink Room # C-109A* No Violations Noted

*Biohazard/Medical Waste # C-110A* No Violations Noted

*Trauma Room # 1* No Violations Noted

*Break Room* No Violations Noted

*Nurse Practitioner's Office # C-112A* No Violations Noted

*Psychiatrist Office # C-113A* No Violations Noted

*Phlebotomy Room # C-114A* Unable to Inspect - Occupied

*Office # C-116A* No Violations Noted

*Medical Director's Office # C-117A* No Violations Noted

*Exam Room # C-118A* No Violations Noted

*Staff Break Room # C-119A* No Violations Noted

*Back Storage # C-120A* No Violations Noted

*Female Staff Bathroom # C-121* No Violations Noted

*Med Room # C-122* No Violations Noted

*Med Room # C-124* No Violations Noted

*Med Room # C-125B* No Violations Noted

*Exam Room # C-126* No Violations Noted

*X-Ray Room # C-127*

No Violations Noted

*Dental Exam Rooms # C129 and C130*

Unable to Inspect – Occupied

*Waiting Room # 102-104*

No Violations Noted

*Medical Record Supervisor Room # 132*

No Violations Noted

**Medical Unit Cells**

*Cell # 102*

No Violations Noted

*Cell # 103*

No Violations Noted

*Cell # 104*

No Violations Noted

*Cell # 106*

No Violations Noted

*Storage*

No Violations Noted

*Cell # 108*

No Violations Noted

*Cell # 110*

No Violations Noted

*Cell # 112*

No Violations Noted

*Records # 109*

No Violations Noted

*Shower Unit*

No Violations Noted

**K BUILDING**

105 CMR 451.350\*

Structural Maintenance: Exterior door not weathertight

*Staff Bathroom # C-101*

No Violations Noted

*Inmate Bathroom # C-102*

No Violations Noted

*Janitor's Closet*

No Violations Noted

<i>Protestant Chapel</i>	No Violations Noted
<i>Catholic Chapel</i>	No Violations Noted
<i>Islamic Chapel</i>	No Violations Noted
<i>Muslim Chapel</i>	No Violations Noted
<i>Security Staff Room</i>	No Violations Noted
<i>Storage Room</i>	No Violations Noted

**L BUILDING**

<i>Inmate Processing Common Area</i>	No Violations Noted
<i>Property</i>	No Violations Noted
<i>Office</i>	No Violations Noted
<i>Staff Break Room</i>	No Violations Noted
<i>Bathroom</i> 105 CMR 451.123*	Maintenance: Ceiling vent dusty
<i>Clothing Room</i>	No Violations Noted
<i>Clothing Issue Room</i>	No Violations Noted
<i>Search Chair Room</i>	No Violations Noted
<i>Inmate Bathroom</i> 105 CMR 451.123* 105 CMR 451.126*	Maintenance: Ceiling vent dusty Water Supply: No hot water supplied to handwash sink # 2
<i>Staff Bathroom</i>	No Violations Noted
<i>Laundry/Storage</i>	No Violations Noted
<i>Upstairs Office</i>	No Violations Noted

*Upstairs Office Bathroom*

No Violations Noted

**Dorms**

*Laundry Room*

No Violations Noted

*Office*

No Violations Noted

*Dorm Control*

No Violations Noted

*Control Bathroom*

No Violations Noted

***Dorm L1***

*Common Area*

No Violations Noted

*Janitor's Closet*

No Violations Noted

*Bathroom # L1-14*

105 CMR 451.130

Plumbing: Plumbing not maintained in good repair, urinal out-of-order

*Shower Room # L1-13 A & B*

105 CMR 451.123\*

Maintenance: Shower curtain damaged in shower # 4

*Bathroom # L1-12*

No Violations Noted

***Dorm L2***

*Common Area*

No Violations Noted

*Bathroom # L1-22*

105 CMR 451.130\*

Plumbing: Plumbing not maintained in good repair, urinal out-of-order

*Shower Room # L2-23 A & B*

105 CMR 451.123

Maintenance: Shower curtain missing in shower # 4 and 10

105 CMR 451.123

Maintenance: Shower curtain dirty in shower # 5 and 9

*Bathroom # L2-24*

No Violations Noted

*Janitor's Closet # L1-21*

No Violations Noted

***Offices L1-3***

*Female Bathroom # L1-4*

No Violations Noted

*Male Bathroom # L1-5*  
105 CMR 451.123\*

Maintenance: Vent dusty

*Dorm L3*

Not Inspected – Closed

**Laundry Area**

No Violations Noted

*Staff Office*

No Violations Noted

*Staff Bathroom*  
105 CMR 451.123

Maintenance: Ceiling vent dusty

*Inmate Bathroom*  
105 CMR 451.123

Maintenance: Ceiling vent dusty

**Modular Units**

Not Inspected - Closed

**OUTSIDE FACILITY**

**Store House**

*Box #1 – Walk-In Freezer*

No Violations Noted

*Box #2 – Walk-In Refrigerator*

No Violations Noted

*Box #3*

No Violations Noted

*Inmate Break Room*

No Violations Noted

*Chemical Storage Room # 4*

No Violations Noted

*Slop Sink Room*

No Violations Noted

*Male Bathroom*

No Violations Noted

*Freezer #5 - Storage*

No Violations Noted

*Cooler #6 – Storage*

No Violations Noted

*Staff Office*

No Violations Noted

*Staff Bathroom*

No Violations Noted

*Inmate Bathroom*

No Violations Noted

*4-Bay Sink*

No Violations Noted

*Dry Goods Storage Room-2<sup>nd</sup> Floor*

No Violations Noted

*Slop Sink Room*

No Violations Noted

*Bathroom*

No Violations Noted

**VEHICLE TRAP**

*Control Area*

No Violations Noted

*Staff Bathroom*

No Violations Noted

**TOWERS**

***Tower # 1***

105 CMR 451.141\*

Screens: Screens missing

105 CMR 451.350\*

Structural Maintenance: Window cracked

***Tower # 2***

105 CMR 451.141\*

Screens: Screens missing

***Tower # 3***

105 CMR 451.350\*

Structural Maintenance: Wall damaged

105 CMR 451.350\*

Structural Maintenance: Floor window cracked

105 CMR 451.141\*

Screens: Screens missing

***Tower # 4***

105 CMR 451.350\*

Structural Maintenance: Wall damaged

105 CMR 451.350\*

Structural Maintenance: Ceiling damaged

105 CMR 451.141\*

Screens: Screens missing

***Tower # 5***

105 CMR 451.141\*

Screens: Screens missing

105 CMR 451.350\*

Structural Maintenance: Hole in ceiling

105 CMR 451.353\*

Interior Maintenance: Phone jack outlet damaged

105 CMR 451.350\*

Structural Maintenance: Wall damaged, hole in wall

***Tower # 6***

105 CMR 451.141\*

Screens: Screens missing

## Observations and Recommendations

1. The inmate population was 616 at the time of inspection.
2. At the time of inspection, the E Building and Modular Units were closed.

This facility does not comply with the Department's Regulations cited above. In accordance with 105 CMR 451.404, please submit a plan of correction within 10 working days of receipt of this notice, indicating the specific corrective steps to be taken, a timetable for such steps, and the date by which correction will be achieved. The plan should be signed by the Superintendent or Administrator and submitted to my attention, at the address listed above.

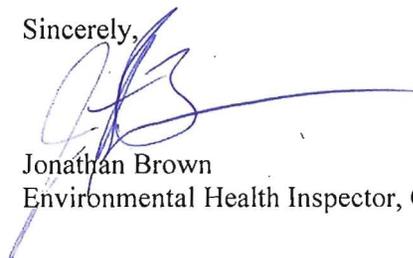
To review the specific regulatory requirements please visit our website at [www.mass.gov/dph/dcs](http://www.mass.gov/dph/dcs) and click on "Correctional Facilities" (available in both PDF and RTF formats).

To review the Food Establishment regulations please visit the Food Protection website at [www.mass.gov/dph/fpp](http://www.mass.gov/dph/fpp) and click on "Food Protection Regulations". Then under "Retail" click "105 CMR 590.000 - State Sanitary Code Chapter X - Minimum Sanitation Standards for Food Establishments" and "1999 Food Code".

To review the Labeling regulations please visit the Food Protection website at [www.mass.gov/dph/fpp](http://www.mass.gov/dph/fpp) and click on "Food Protection Regulations". Then under "General Food Regulations" click "105 CMR 520.000: Labeling."

This inspection report is signed and certified under the pains and penalties of perjury.

Sincerely,



Jonathan Brown  
Environmental Health Inspector, CSP, BEH

cc: Jan Sullivan, Acting Director, BEH  
Steven Hughes, Director, CSP, BEH  
Timothy Miley, Director of Government Affairs  
Marylou Sudders, Secretary, Executive Office of Health and Human Services  
Carol Higgins O'Brien, Commissioner, DOC  
George Frascarelli, FS/EHSO  
Maurice Campbell, FS/EHSO  
Susan G. Rask, Health Director, Concord Board of Health  
Clerk, Massachusetts House of Representatives  
Clerk, Massachusetts Senate  
Daniel Bennett, Secretary, EOPSS  
Jennifer Gaffney, Director, Policy Development and Compliance Unit