

COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF PUBLIC SAFETY
DEPARTMENT OF CORRECTION
ANNUAL REPORT
2006



Robert C. Haas, Secretary

Kathleen M. Dennehy, Commissioner

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2006 Annual Report

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Commissioner



Kathleen M. Dennehy

Fellow Citizens of Massachusetts:

2006 marks the third year of an ongoing transformation of an agency in reform. In October 2003, Governor Mitt Romney established the Governor's Commission on Corrections Reform (GCCR) chaired by former Attorney General Scott Harshbarger to conduct a comprehensive review of the Massachusetts Department of Correction (DOC). The resulting report, presented in June 2004, detailed the need for corrections reform.

We are pleased to demonstrate how we have changed the way we do business at the DOC. Many reforms were implemented immediately to provide safer, more secure institutions for staff and inmates. In addition, the DOC integrated the 18 major recommendations outlined in the GCCR report into a detailed strategic plan and feasibility report, which has become the DOC action plan for reform.

Starting with the establishment of new statement of vision and mission and core values, commitment to public service is now the foundation which moves the agency forward. Our focus on performance, accountability and culture is reflected at all levels in the DOC with an emphasis on openness and transparency in the agency.

This year's annual report clearly enumerates the achievements that have taken place as we continue to implement the recommendations of the GCCR. Division and facility staff have made major accomplishments in the areas of performance management and accountability; the implementation of an objective point based classification system; increased inmate programming designed to reduce recidivism and in implementing fair and consistent policies and practices.

The agency continues to move forward in achieving and sustaining meaningful reform. Our dedicated corrections professionals work hard to meet the challenges in improving performance, accountability and culture. Progress has been significant, and we look ahead to future achievements at the DOC.

Kathleen M. Dennehy
Commissioner

Massachusetts Department of Correction



Vision

We are professionals committed to an open and respectful organization dedicated to public safety through the safe, secure, humane confinement and successful community re-entry of our offender population.

Mission

The Massachusetts Department of Correction's mission is to promote public safety by incarcerating offenders while providing opportunities for participation in effective programming designed to reduce recidivism.

Core Values

Commitment to Public Service
Responsible - Respectful - Honest - Caring

Deputy Commissioner



James R. Bender

As the second in command of the agency, the Deputy Commissioner assists in the formulation of initiatives, directives and goals. He directly oversees the two Assistant Deputy Commissioners and the corresponding 18 correctional facilities, the Office of Investigative Services, the Central Transportation Unit, the Inmate Disciplinary Unit, and Affirmative Action.

Associate Commissioner of Administration

The Associate Commissioner of Administration oversees the administrative aspects of the Department including the Division of Human Resources, Employee Relations, Administrative and Fiscal Services, the Budget Office, Resource Management, the Division of Staff Development, and the Special Operations Division.



Ronald T. Duval

Associate Commissioner of Reentry and Reintegration



Veronica Madden

The Associate Commissioner of Reentry and Reintegration oversees Inmate Health Services, Inmate Classification, Inmate Program Services, the Reentry Services Division, Inmate Training and Education, the Division of Inmate Risk and Placement, and Victim Services.

General Counsel

The General Counsel is the chief legal counsel for the agency and oversees the attorneys in the DOC's Legal Division. The Department's attorneys represent Department employees in state and federal court actions and before administrative tribunals in the areas of labor and employment, workers' compensation, inmate discipline, civil rights, medical and mental health, sentencing, environmental law and torts and civil commitment petitions. Responsibilities also include the provision of legal opinions, the drafting and review of legislation, policies, and contracts, and the issuance of legal advice on a variety of matters.



Nancy White

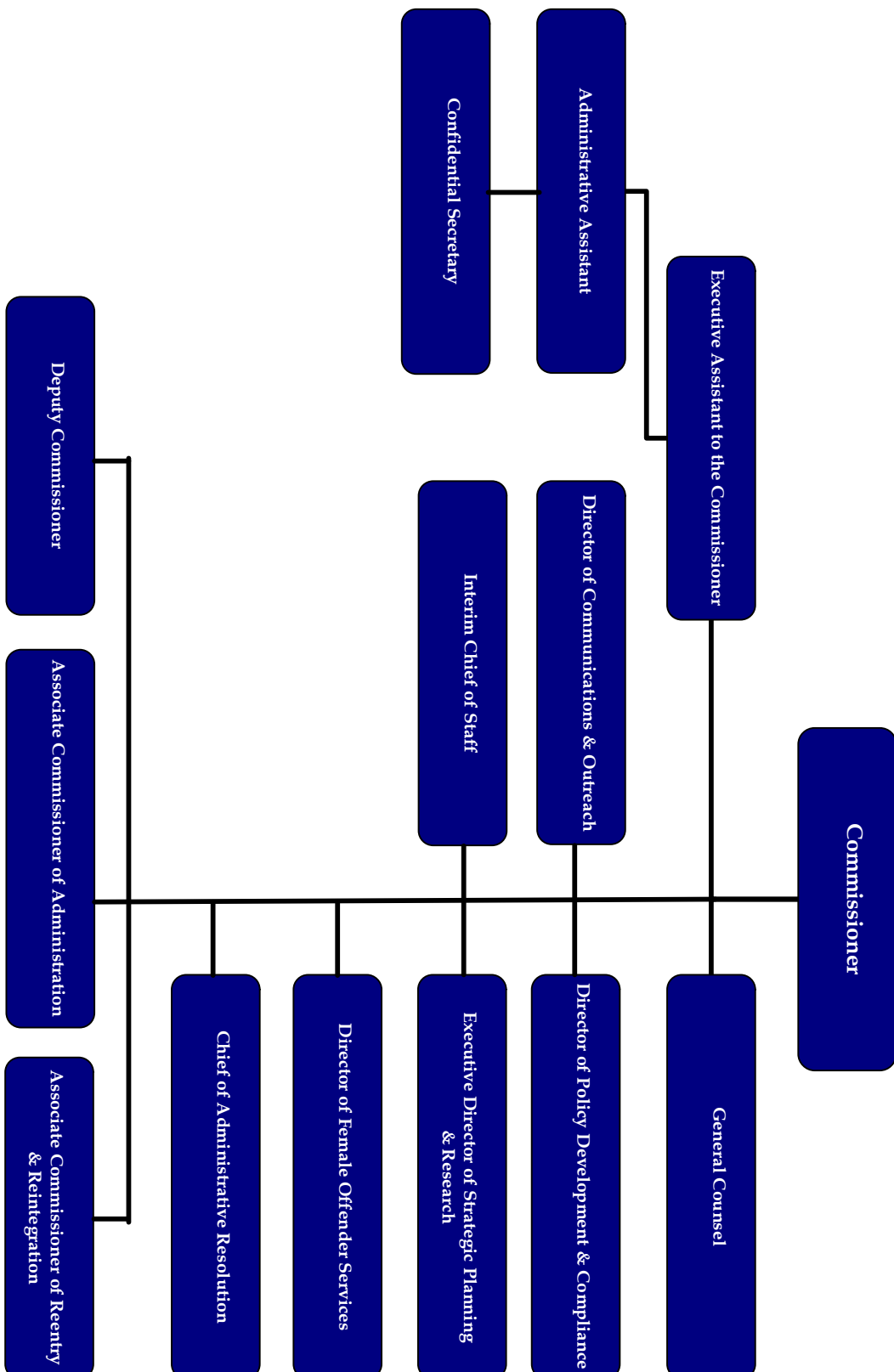
Executive Director of Strategic Planning and Research



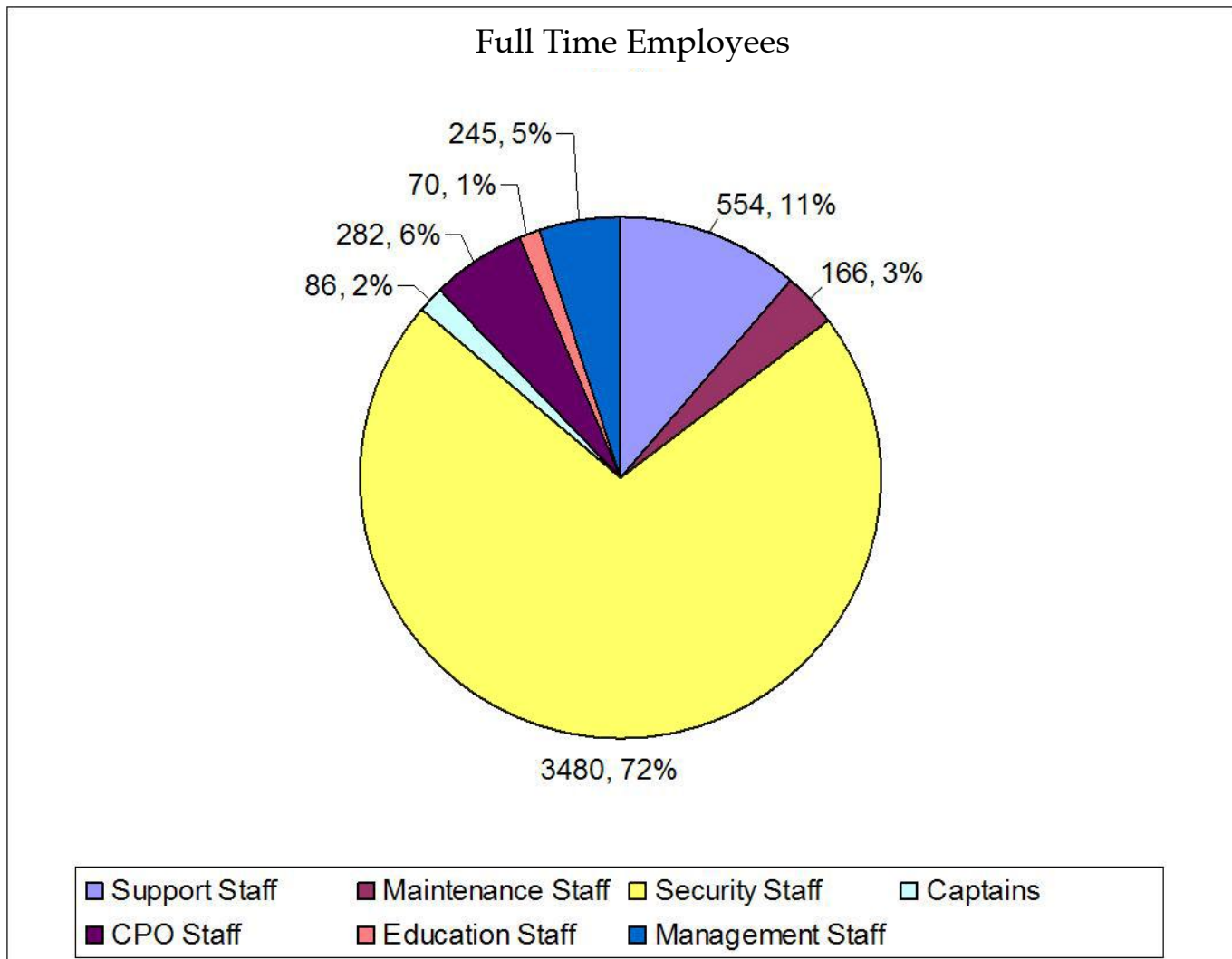
Rhiana Kohl

The Executive Director of Strategic Planning and Research assists in the planning of the Department's goals and objectives, while also providing oversight for the Information Technology Division, Research and Planning Division, Performance Measures Unit, and Grant Management.

Organizational Chart

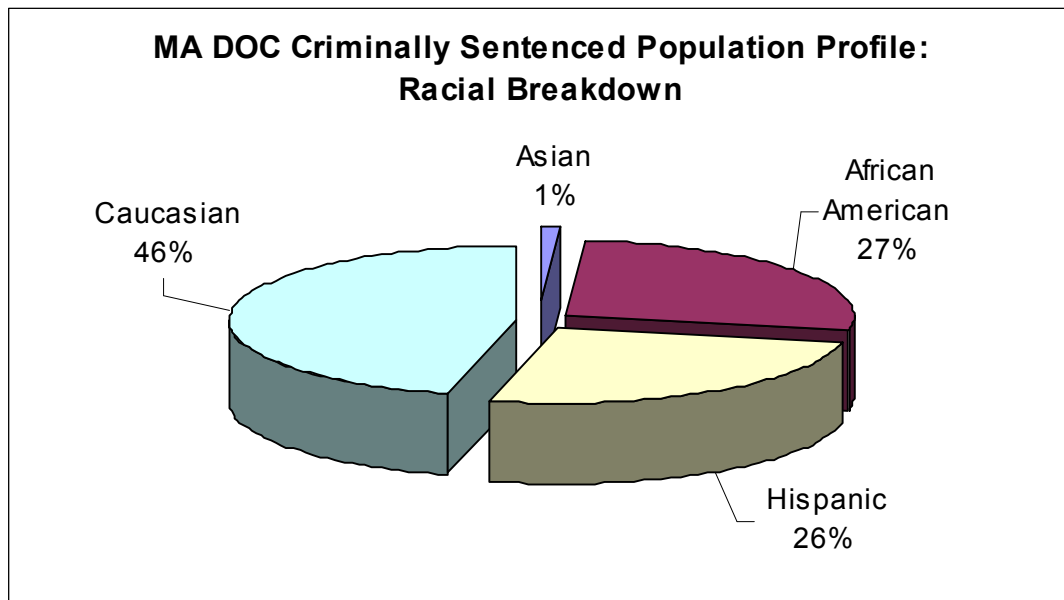
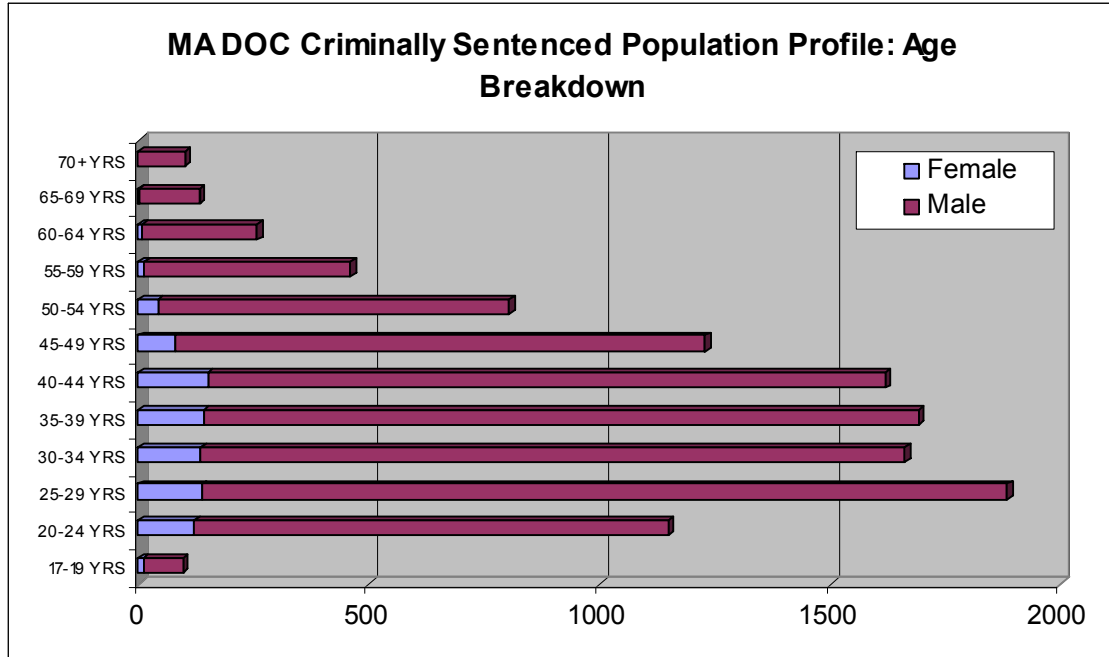


DOC Staffing Overview



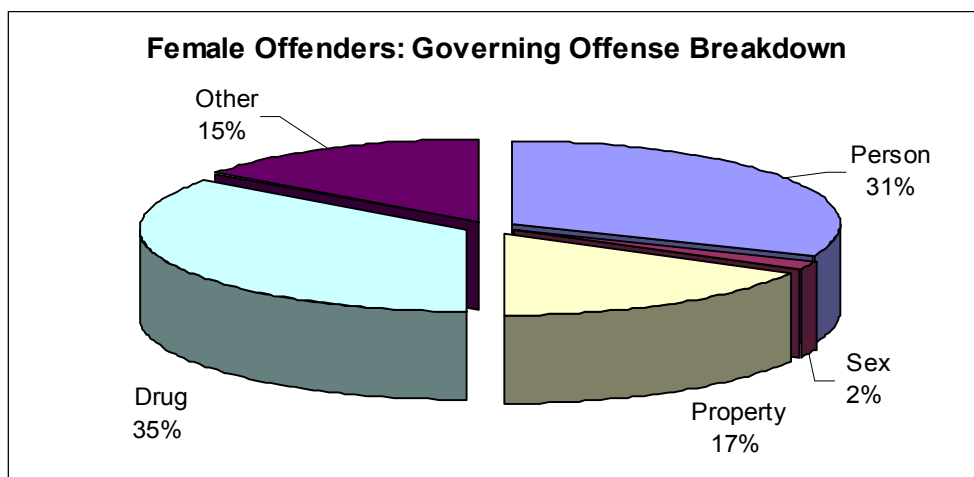
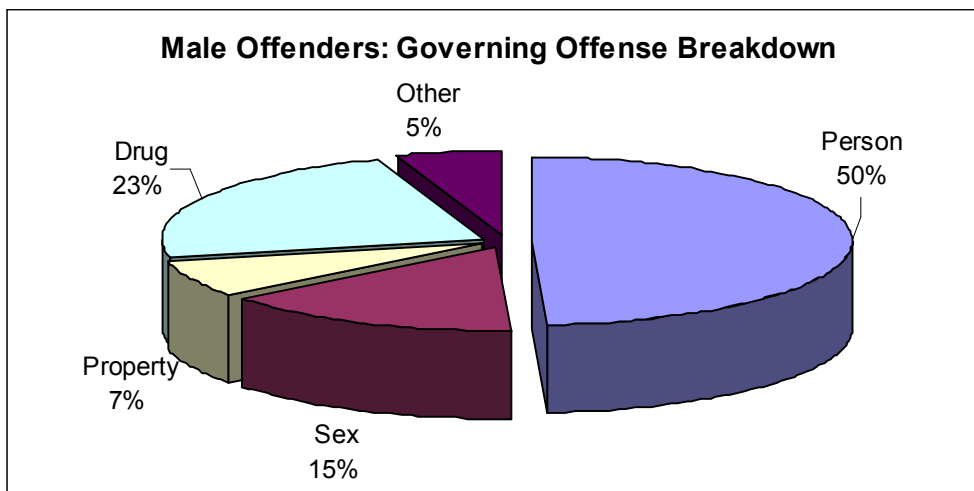
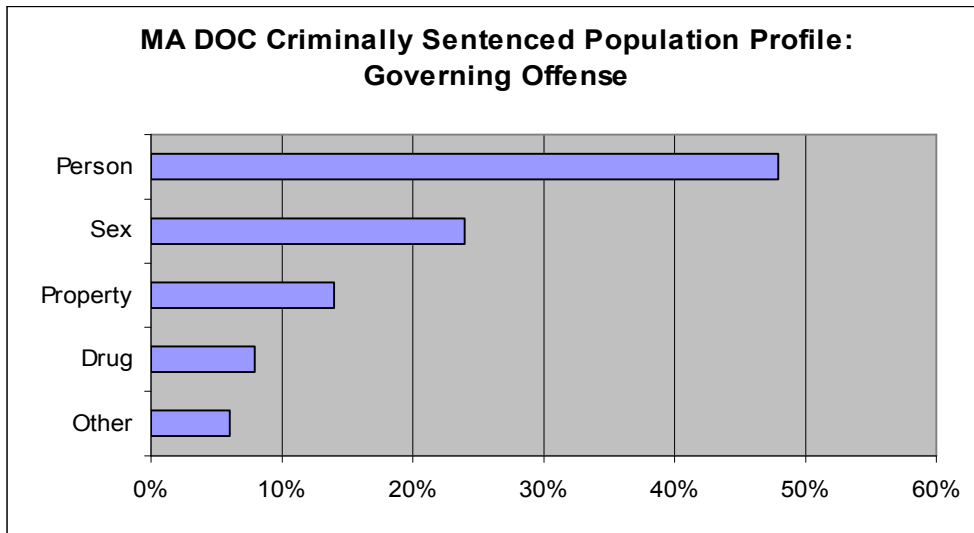
As of November 18, 2006 - total of 4,883 FTE's

Offender Demographics



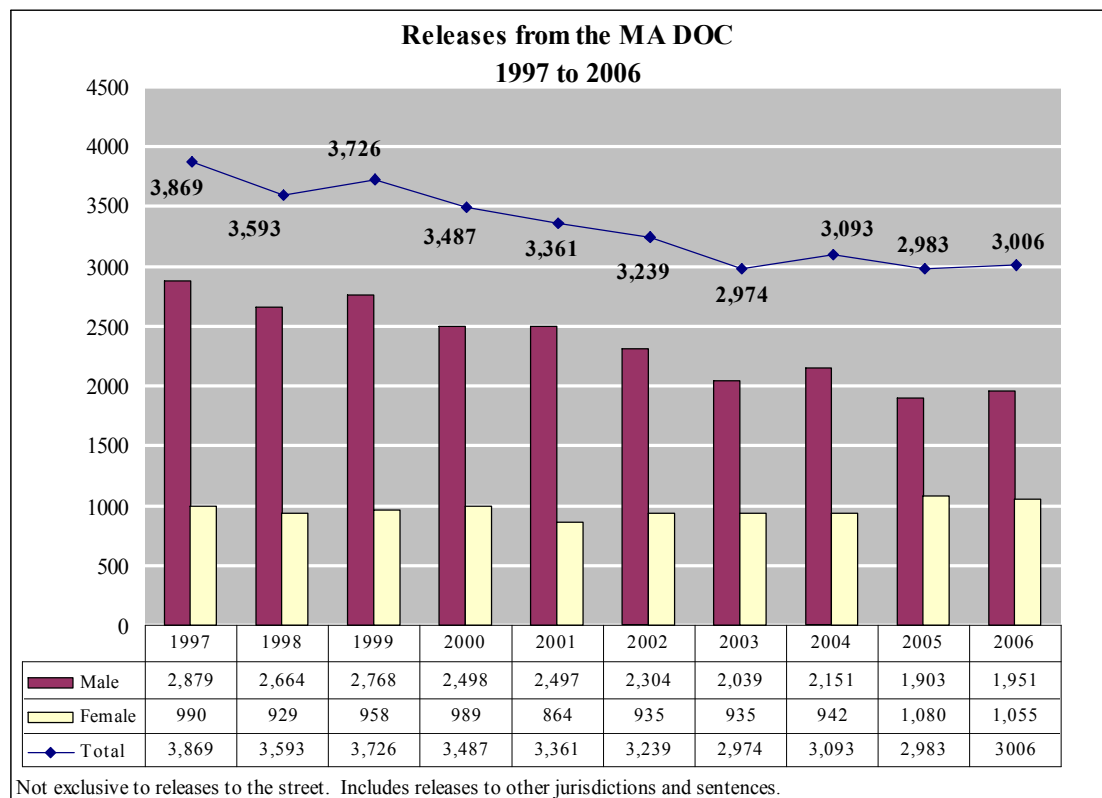
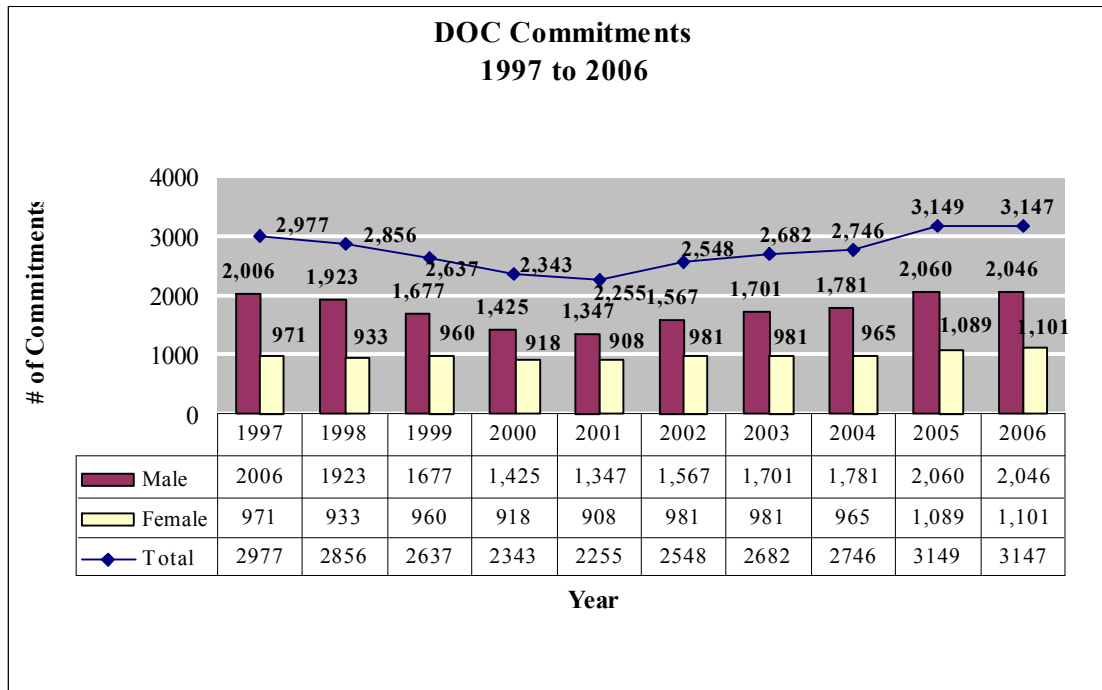
Population Profile and offense statistics are based on the MA Department of Correction criminally sentenced population on July 1, 2006. Data on commitments and releases for 2006 is preliminary and subject to change.

Offender Statistics



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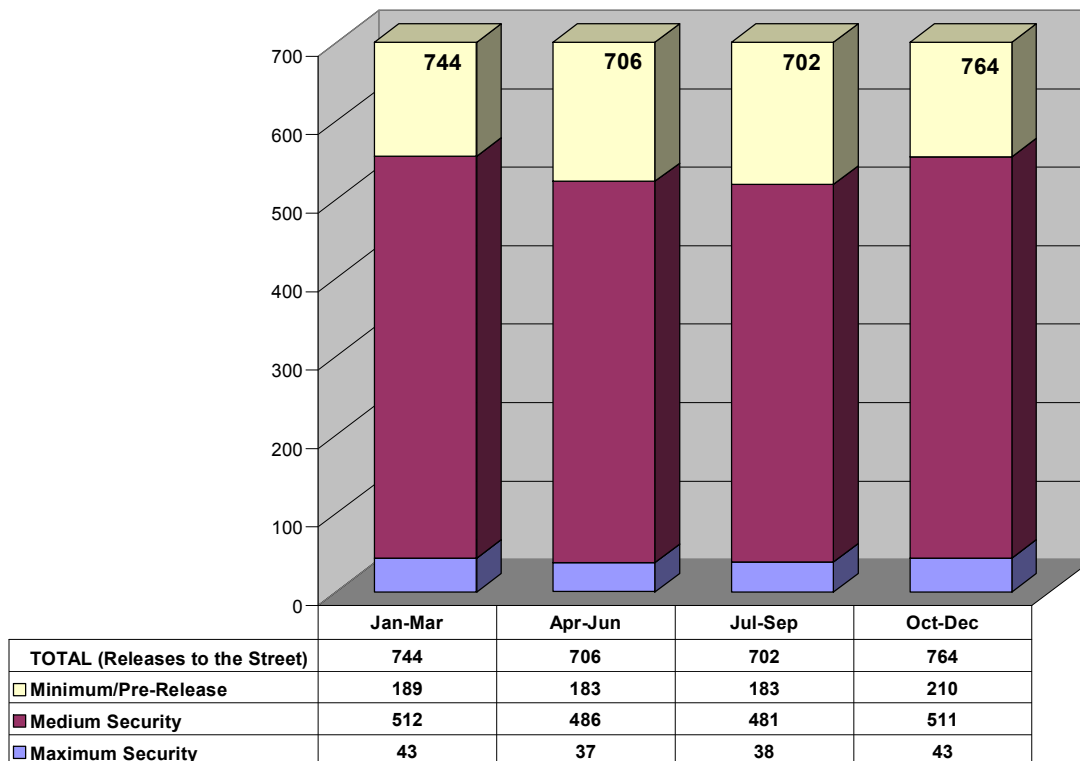
Commitments and Releases



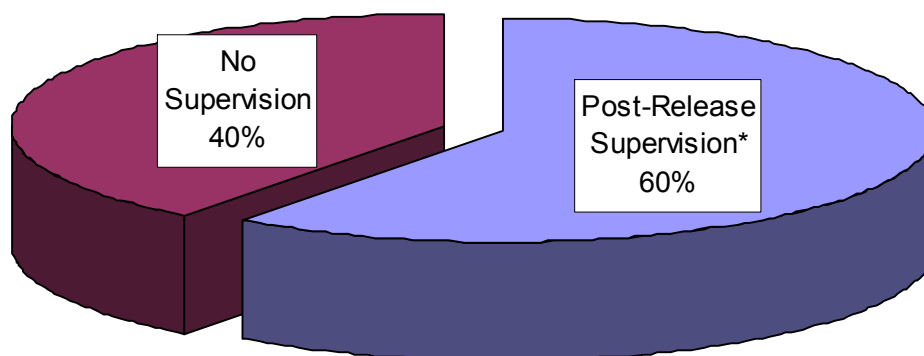
Population Profile and offense statistics are based on the MA Department of Correction criminally sentenced population on July 1, 2006. Data on commitments and releases for 2006 is preliminary and subject to change.

Releases Continued

2006 Releases to the Street from a MA DOC Facility by Quarter



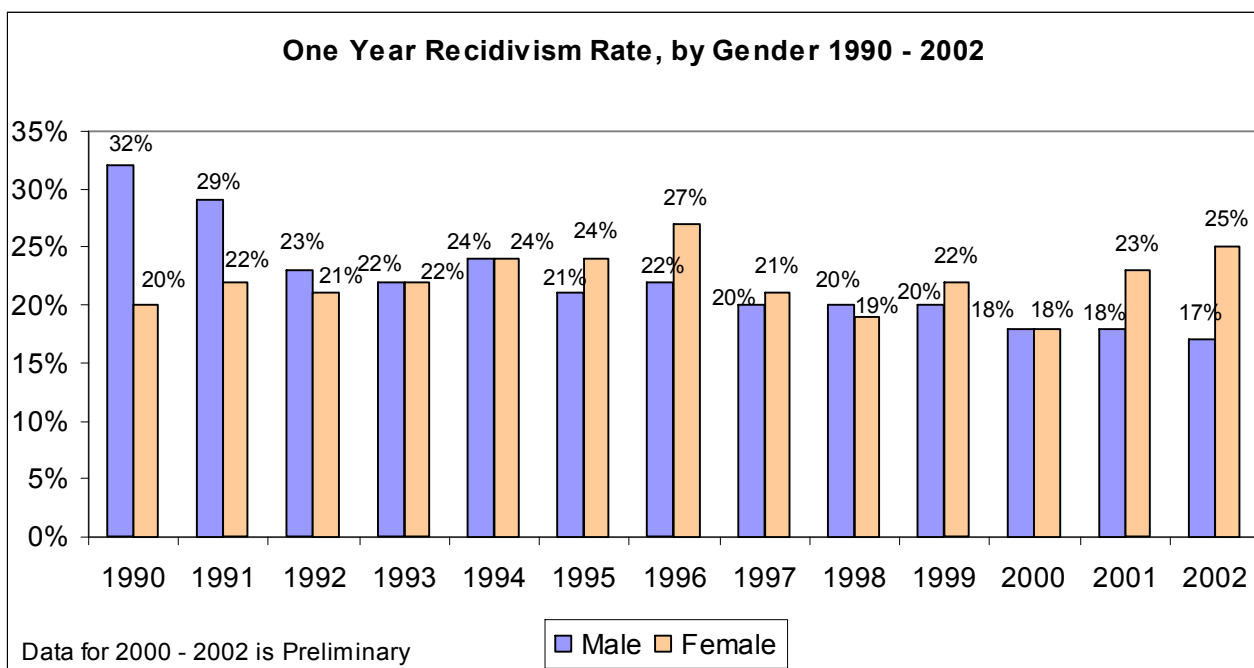
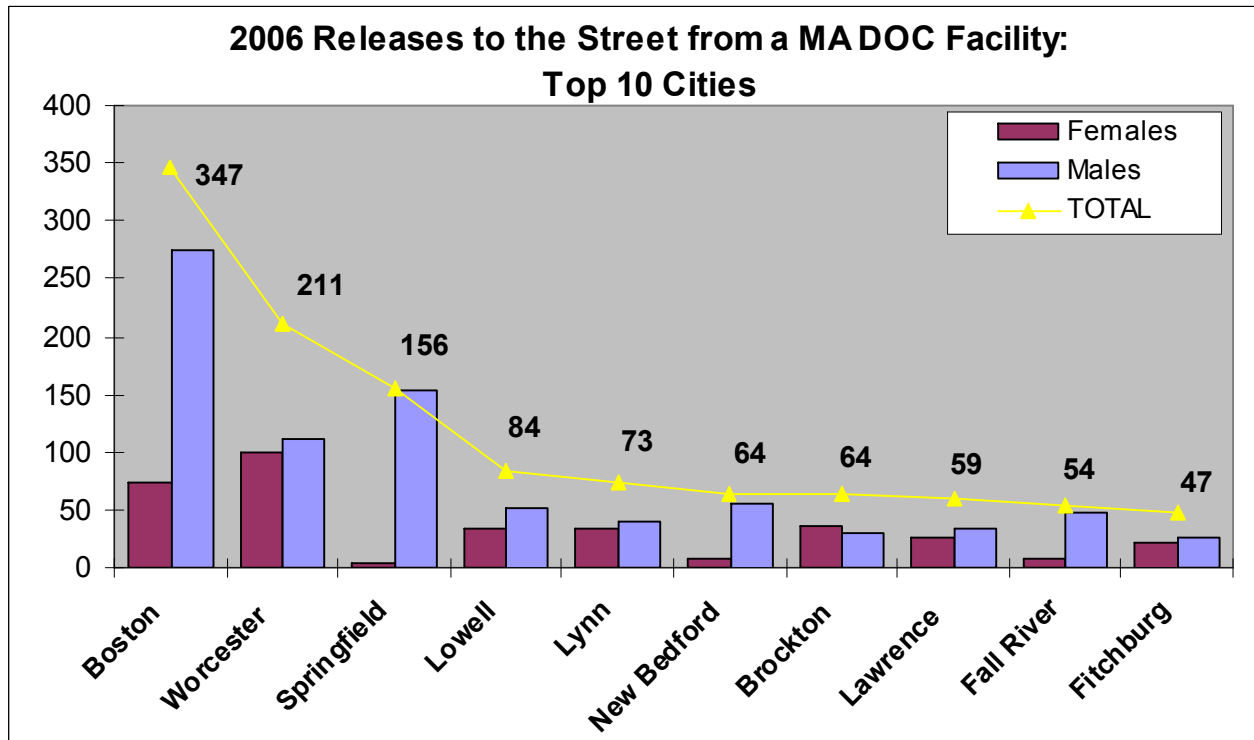
2006 Releases to the Street from a MA DOC Facility:
Post-Release Supervision Status



*Inmates under post-release supervision may be supervised by Parole, Probation, or both.

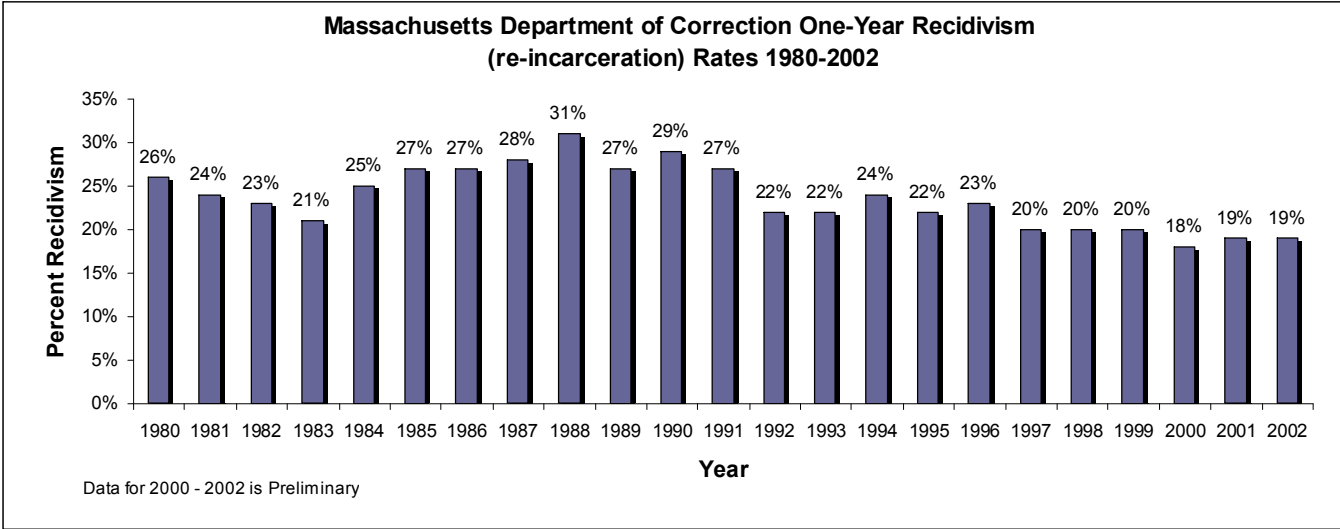
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Releases and Recidivism



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Recidivism



Population Profile and offense statistics are based on the MA Department of Correction criminally sentenced population on July 1, 2006. Data on commitments and releases for 2006 is preliminary and subject to change.

Governor's Commission on Corrections Reform Correction Advisory Council

The mission of the Massachusetts Department of Correction has always been to promote public safety. What has changed in recent years is how our mission is accomplished. The murder in 2003 of a high profile inmate in Department of Correction custody signaled the need for system-wide reform throughout the Agency. Following an independent investigatory review of the incident, Governor Romney convened the Governor's Commission on Corrections Reform (GCCR). That commission was charged to conduct a comprehensive review of systems and practices in the Department of Correction. Kathleen Dennehy, then Acting Commissioner, recognized the link between strategic planning and culture and immediately prioritized performance, accountability and cultural change at all levels and within all operations of the Agency.

As part of this reform process, top managers of the DOC developed strategic plans for system change in those critical areas which required immediate reform. Unifying these plans into a cohesive management plan, the DOC produced a Strategic Plan and corresponding management goals and objectives. When the GCCR report was issued in June 2004, the Department of Correction had already begun the process of systematic reform. Commissioner Dennehy issued a detailed Strategic Plan and Feasibility Report to address the 18 major recommendations of the GCCR Report. In turn, the recommendations were incorporated into planning documents, meetings and individual manager's performance goals.

In early 2004, leaders in the Department of Correction created new Vision and Mission statements to reflect the Agency's priorities of reentry and the reduction of recidivism. A cross-section of employees prepared a new Core Values statement which conveys our commitment to professionalism, accountability and responsible public service. Taken together, these statements define the Department of Correction's new direction, a commitment to openness and transparency, while achieving meaningful and measurable change. Performance, accountability and the need for cultural change have guided development of key administrative functions to establish safe, secure and humane prison environments for both staff and inmates.

While major change in one or two areas over the course of two years is exceptional, it is extraordinary for any organization to change four major systems in two years. In 2006, major policy, process and organizational changes to internal systems of classification, discipline, investigations and grievances have concluded. These four major systems impact conditions of confinement; all have undergone significant reform. All major system changes have been accomplished by redeploying existing organizational resources, initiating staff training and the development of data bases and performance measures to fully support organizational change and ensure a consistent focus on performance, accountability and the impact of culture.

An Executive Order, signed by Governor Romney in September 2004, established the Correction Advisory Council. This independent body is responsible for monitoring the recommendations developed by the GCCR, and advocating on behalf of continued reforms. Commissioner Dennehy has been actively involved in the ongoing work of the Correction Advisory Council. From the front line to the front office, all staff contribute to our ongoing reform efforts, including full implementation of the recommendations of the GCCR.

The following pages highlight the work that continues to be done by DOC staff in 2006 to further implement each of the 18 recommendations of the GCCR report.* The GCCR recommendations are divided into four sections: Leadership and Accountability; Fiscal Management; Public Safety and Inmate Reentry; and Fair and Consistent Policies and Practices. After each of the four sections, specific achievements are detailed.

GOVERNOR'S COMMISSION ON CORRECTIONS REFORM SUMMARY OF RECOMMENDATIONS

LEADERSHIP & ACCOUNTABILITY

1. The Department should revise its mission to include reducing the rate of re-offense by inmates released into the community.
2. The Department should adopt a performance management and accountability system to enhance agency performance, improve the culture, and utilize budget resources more effectively.
3. The Department's management capacity should be strengthened through the collective bargaining process and revisions to the internal rank structure.
4. There should be an external advisory board on corrections to monitor and oversee the Department. The board should work cooperatively with the Commissioner to develop concrete goals for the future of the Department.

Achievements:

Division of Staff Development has indexed centralized training data resulting in pre-determined and ad-hoc reports that enhance the division's capabilities of producing quantifiable data in support of Department goals, standards compliance, performance measures, and operations. The automated Training Management Application has provided the ability to plan/schedule, supervise, and measure employee training and course management information from all levels of the Department.

Central Transportation Unit established an Inventory Database which is currently operational resulting in the elimination of the purchase of unnecessary parts and utilizing budget resources more effectively.

Legal Division participated in the formulation of various inter-agency agreements designed to enhance partnering and cooperation between the DOC and other state, federal and municipal agencies and to foster reentry for inmates' eventual return to the community (e.g., facilitation of visits between incarcerated inmates and their children, provision of special education services to eligible state inmates, mutual aid during emergencies, forwarding of autopsy reports by Chief Medical Examiner to assist DOC in its completion of investigations, and in its risk management, peer review and quality control of its health services provider). DOC labor attorneys also assisted the Massachusetts Commission Against Discrimination in training DOC managers and supervisors in the areas of discrimination and retaliation. The Legal Division continued to assist the Attorney General in the criminal prosecution of employees for fraudulent industrial accidents. This year there has been one successful prosecution and several cases under investigation.

* The GCCR Report can be read and/or downloaded on the Executive Office of Public Safety website. Go to: www.mass.gov and link to EOPS.

Office of Administrative Resolution developed a Communication/Trend Analysis database that integrates data from a variety of sources, including grievances, correspondence, and investigations. The database will provide the Department with comprehensive tracking and trend analysis information that will be instrumental in improving agency policies and operations.

Office of Strategic Planning and Research instituted a compilation of monthly performance measures for review by DOC executive staff; is conducting a recidivism research project in collaboration with Urban Institute; has increased issuance of research reports regarding reentry and recidivism; and is nearing completion of a data exchange with Criminal History Systems Board to provide released offender information to law enforcement.

Bridgewater State Hospital successfully retained its Joint Commission for the Accreditation of Healthcare Organizations, an independent national healthcare accrediting body whose mission is to continuously improve the safety and quality of care provided to the public through the provision of health care accreditation and related services that support performance improvement in health care organizations.

MCI-Cedar Junction successfully attained accreditation by the American Correctional Association, an independent national accrediting body dedicated to excellence in the correctional field.

Souza Baranowski Correctional Center (SBCC) continues to work with the National Institute of Corrections/Criminal Justice Institute on a grant, Leading and Sustaining Change. The grant provides funding for two consultants to work with SBCC staff to improve institutional culture. The focus of the group, named the SBCC Employee Forum, is on employee-centered initiatives. Several initiatives were implemented as a result of this grant: a Staff/Family Tour program designed to address concerns of family members of staff, an Employee Recognition program, as well as various improvements to the inmate dining hall, control rooms and staff areas. They have also developed the Superintendent's Forum where staff may meet in an open session with the Superintendent on a quarterly basis.

FISCAL MANAGEMENT

5. The Department should take responsibility for bringing down staffing costs and reducing worker absenteeism.

6. The Department's budget should be more closely aligned with its mission and priorities to enhance public safety priorities.

Achievements:

Under the leadership of the Office of Associate Commissioner for Administration, staff realized a 13% reduction in sick leave usage during FY 06 as compared with FY05 through close monitoring of sick leave usage and meetings with Superintendents and Division Heads. This reduction in sick leave usage surpassed the targeted goal of a 10% reduction. Sick days utilized by correction officers decreased from an FY04 total of 65,799 days to an FY06 total of 51,640 days. Through the increase of investigations, involuntary retirement applications, and aggressive case management, the Department has been successful in decreasing the number of worker's compensation cases managed in FY06 by 11.6%

Division of Human Resources spearheaded an initiative in the area of Industrial Accidents to reduce the length of staff absence through the increased use of investigations, an increase in Temporary Modified Work Programs, and aggressive case management. As a result, the Department has realized a

savings of \$1.172 million in worker compensation costs in FY06 from FY05.

Central Transportation Unit has reduced worker absenteeism due to sick time abuse by 30%, comparing FY06 to FY05, utilizing tools available in the current Collective Bargaining Agreements. This initiative has resulted in a 16% reduction in FY06 compared to FY05.

Facility Initiatives resulting in Budget Savings:

Bridgewater State Hospital, MCI-Cedar Junction, MCI-Plymouth, Northeastern Correctional Center, and Souza Baranowski Correctional Center all noted a reduction in sick leave usage.

MCI-Concord, MCI-Plymouth, and Northeastern Correctional Center experienced a reduction in overtime usage.

Bay State Correctional Center, Bridgewater State Hospital, MCI-Framingham and MCI-Plymouth reduced waste removal costs by increasing their recycling efforts.

Public Safety & Inmate Reentry

7. The Commonwealth must view reducing the rate of re-offense by returning inmates as one of its highest public safety priorities.
8. The Department should adopt a comprehensive re-entry strategy including risk assessment, proven programs, "step-down", and supervised release.
9. The Department should hold inmates more accountable for participation in productive activities designed to reduce the likelihood that they will re-offend.
10. The Commonwealth and the Department should revise sentencing laws and DOC policies that create barriers to appropriate classification, programming, and "step-down".
11. The Commonwealth should establish a presumption that DOC inmates who are released are subject to ongoing monitoring and supervision.
12. There should be a dedicated external review of inmate health and mental health services.
13. There should be a dedicated external review of issues pertaining to female offenders in the Department's custody.

Achievements:

Classification Division, in an effort to ensure that each inmate's security needs are matched to his/her custody level, participated in the implementation of Objective Point Based Classification. The Division trained Department of Correction staff and coordinated with Technology Services to develop and implement an interim database to maintain override statistics. The use of this database has commenced and training will continue until all facilities are on line with this system. Reporting mechanisms have been created in order to maintain and monitor statistics. In response to need, 50 additional minimum-security beds were added at Old Colony Correctional Center Minimum in September, 2006.

Education Division, utilizing VOI/TIS (Violent Offender Initiative/Truth in Sentencing) grant money, established a vocational training cosmetology school at MCI-Framingham. This enables the DOC

to increase the number of inmates returning to their community with a viable job skill.

Additionally, the Education Division and Prison Industries collaborated with the MA Division of Apprenticeship Training and completed a pilot apprenticeship project at MCI-Norfolk and North Central Correctional Institution at Gardner to provide education and job training credits toward apprenticeships to increase the employability of released inmates. Also, special education teachers were hired at all major facilities as well as filling vacancies in English as a Second Language.

The Department of Correction was recently awarded a \$471,000 Department of Justice grant under the Prison Reentry Initiative (PRI) Grant Program which will assist non-violent reintegrating offenders who are returning to the Boston area to obtain work, training, education, mentoring, substance abuse and other necessary services. Two more grants were also received from Massachusetts Board of Library



Commissioners to establish programs in institution libraries, "Readers Advisory" \$10,000 and "Serving People with Disabilities" \$20,000.

Female Offender Services organized a two day meeting in May 2006 for policymakers, stakeholders and DOC staff to develop a list prioritizing the 102 recommendations of the Dedicated External Female Offender Review Panel for development of implementation plans. In June 2006, the Female Offender Services Management Policy, 103 DOC 425, was revised to change its mission and to create a DOC Female Offender Services Advisory Group. The mission of the Female Of-

fender Services Division is to reinforce and develop innovative programs and services that address the multi-dimensional needs of female offenders.

Health Services Division developed a proposal in conjunction with the Program Services Division for increased integration of mental health services and substance abuse treatment services. In addition, the Division prepared feasibility assessments and strategic plans for the recommendations of the joint DOC/Correctional Advisory Council (CAC) External Medical Review Panel, which informed a new Request for Response for Inmate Medical, Mental Health and Dental Services. The RFR was posted on Comm-PASS December 15, 2006.

Office of Inmate Risk and Placement, with the technical assistance of the National Institute of Corrections (NIC), conducted a comprehensive evaluation of the DOC's external classification system resulting in the revision of the classification regulations and the creation of the objective point based classification instruments for males and females. Revisions to the classification process itself and competing policies include changes in classification for security threat group members, those whose offense is highlighted as a public safety security program offense, those who are disciplined for smoking and use of drugs and alcohol, those with a security risk rating, those being considered for maximum security and those being considered for protective custody placement creating an easily understood and transparent system. The use of a modified classification screening form which expedites the review and transfer of appropriate county sentenced female offenders was also instituted. Revised validated objective classification instruments were developed and tested. These instruments are accompanied by an operational manual that clearly outlines all external classification variables as well as any applicable overrides.

Program Services Division wrote and posted three new Requests for Responses (RFR's) soliciting bids for residential, non-residential and aftercare programming services. The development of these RFR's was the result of interagency collaboration, including the Departments of Public Health, Mental Health, and Social Services. Common to all three RFR's is that they seek responses that are best practices, "what works", and/or evidence based programs. Furthermore, critical in these RFR's is the requirement that there be a closer integration and coordination with mental health services including the

sharing of treatment records and the formation of an interdisciplinary team approach to more appropriately triage services. After careful review of submissions, awards will be made in early 2007.

Reentry Services Division continued to develop the partnership with the Department of Medical Assistance to provide MassHealth coverage for offenders discharging from state sentences. The online application database known as the Virtual Gateway was successfully rolled out throughout the Department in June 2006. With the rollout of the Virtual Gateway and the removal of the statewide eligibility cap, processing time was cut in half and approvals significantly increased. Approximately 65% of releases to the street in both July and August 2006 were approved for MassHealth, as opposed to 25% in June 2006. In addition, the Reentry Services Division also offers training to new recruits and existing staff to introduce them to the philosophy of reentry and the role all staff are expected to play in the reentry process.

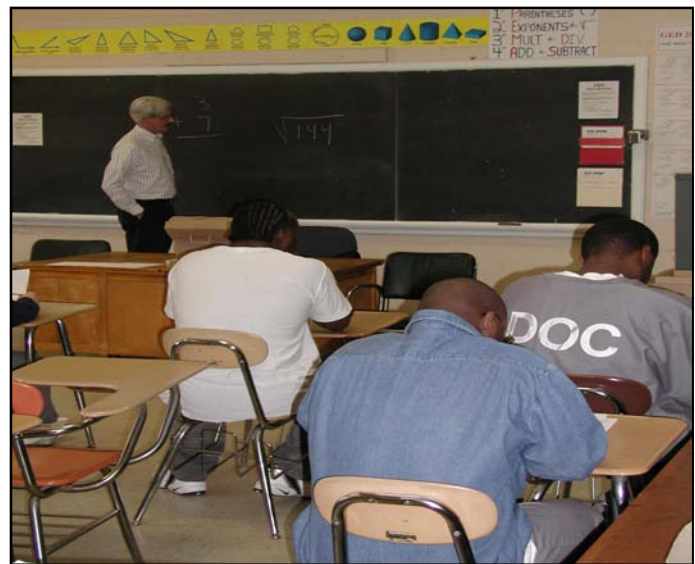
Reentry Housing Program: DOC funds a contract with a community based human service provider for housing search and advocacy for those inmates identified as at risk of homelessness six months prior to scheduled release. This program, recognized by the United States Interagency Council on Homelessness, includes in-reach services to allow the vendor to begin the housing search while the offender is still incarcerated. A key component of successful reentry planning is the securing of housing prior to an offender's release in order to prevent homelessness. Upon release, the vendor continues to provide voluntary stabilization and case management services for the ex-offender for up to one year. From the start of the contract through December 30, 2006, 924 Reentry Housing Program applications have been processed.

Victim Services Unit, in conjunction with Program Services, added a video to the curriculum of the current victim awareness class attended by inmates. For the past year our statistics reflect that over 6,400 notifications to victims were made by the VSU, and that 2,446 of those notifications were phone notifications. The computer based information and notification system (VINE) has proven to be a successful program. Over the past year 362,175 searches were performed by victims to locate and inmate in our custody using this service. Further, 4,510 phone or email notifications were made to victims related to an inmate's movement or release.

Volunteer Program Services developed a system-wide volunteer orientation program booklet for the certification and re-certification of permanent volunteers. The booklet and accompanying training curriculum is designed to foster standardization and consistency of applicable DOC information, procedures and policies presented to volunteers. In 2006, 100 additional volunteers were recruited, trained and oriented providing programs including AA, NA, Toastmasters, GED tutoring and cultural enrichment. This brings total volunteers to 1900.

Bay State Correctional Center (BSCC) has created four new classroom/program spaces. Five Correctional Recovery Academy classes have graduated and the number of inmate participants in educational/vocational programming has increased with the introduction of the Boston University Prep Program complimenting the Boston University Program with a total enrollment of 52 inmates. 24 new orientation volunteer applications have been processed and there has been an additional 45 new temporary volunteer guest speakers.

Boston Pre-Release Center (BPRC) has increased the number of Hispanic programs to reflect the needs of the population including Spanish Christian Services, (attendance increased from 6 to 11), Spanish Alcoholics Anonymous, (attendance increased from 11 to 28), and English as a Second Language



(ESL) (attendance increased from 7 to 12). BPRC has developed inclusive programs geared towards promoting positive family connections: Nurturing Fathers/Parenting Program, AMACHI Program and American Consumer Credit Workshop. In addition, BPRC has developed a system to monitor activities placing a priority on holding the offender accountable for program failures.

Massachusetts Alcohol and Substance Abuse Center (MASAC) partnered with Brockton Area Multi-Services, Inc. to provide a program that addresses behaviors that make commitments more susceptible to contracting communicable diseases. This program also offers MASAC the opportunity to partner with an agency to which referrals may be made for reentry.

MCI-Cedar Junction collaborated with the Program Services and Reentry Services Divisions to develop implement and evaluate a comprehensive prisoner reentry program from the Department Disciplinary Unit.

MCI-Framingham increased the number of women transferring to lower security (South Middlesex Correctional Center) by 24%.

MCI-Norfolk established a second Correctional Recovery Academy, expanding the program from 55 to 110 residential treatment beds. The Vocational Education Building was renovated to create additional space to implement two separate volunteer facilitated programs designed to teach inmates to resolve conflict non-violently and enhance interpersonal communication and problem solving skills.

MCI-Plymouth experienced program expansion by increasing inmate community work crew assistance to local communities by 10%; by collaborating with Massasoit Community College to provide an inmate vocational automotive program; and by partnering with the Massachusetts Department of Conservation and Recreation to produce 700 picnic tables for distribution to State parks and recreational areas.

MCI-Shirley expanded programming over the past year in the minimum units. Increases in program participation for the period October 2005 through September 2006, compared to the same time period in the previous year, were 30 additional inmates in educational programming, 14 in substance abuse programming, 15 in Computers for Schools, and 20 in religious programming. This is a 49% increase in minimum unit programming.

Massachusetts Treatment Center developed and implemented a process to provide civil commitments with access to Parole's Regional Reentry Centers upon release to facilitate a continuum of treatment and services. The procedure includes a monthly tracking report of civil commitment releases.

North Central Correctional Institution increased the number of beds for the on-site Correctional Recovery Academy program from 60 to 120.

Old Colony Correctional Center added 50 beds to its minimum unit, utilizing in-house resources. The additional beds aid reentry by providing lower security options for soon to be released inmates.

Pondville Correctional Center added 11 pre-release beds to its count and recruited an additional 17 new employers to its work release program. This resulted in a decreased waiting time for an offender to reach work release status. In addition, pre-release status inmates were afforded the opportunity to participate in expanded program related activities as a variety of community based programs were added including: Alcoholics Anonymous, Gamblers Anonymous, Narcotics Anonymous, and religious worship services.

Souza Baranowski Correctional Center created a reentry resources area within the inmate library. Also, in order to hold inmates accountable to treatment and program goals, an interdisciplinary staff



(DOC, program, education) meeting is held monthly to review inmate progress. Inmates who are not succeeding in programs due to absenteeism or lack of effort are personally counseled regarding the importance of their treatment and reentry goals.

South Middlesex Correctional Center increased programming by offering a series of Health Lectures to address women's health issues (e.g., breast cancer, Hepatitis C virus, HIV). In addition, its two Community Resource Days were attended by a total of 27 program representatives and 119 inmates.

Fair & Consistent Policies & Practices

14. The Department should ensure that policies and procedures, including those related to (A) inmate classification, (B) discipline, and (C) grievances, are transparent, well-communicated, have specific appeals processes, and are implemented by staff who are appropriately selected, trained and supervised.

15. The Department should ensure that policies and procedures are properly implemented through oversight and accountability systems, including an independent investigative authority, data management, and unit management.

16. The Department should conduct a system-wide facility review to ensure that its physical plant is consistent with the security needs of the staff and the inmate population, and the Department's mission.

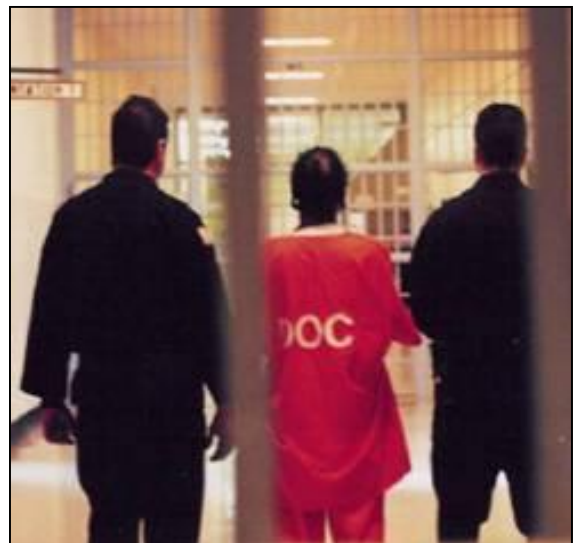
17. The Department should adequately protect and care for inmates in protective custody.

18. The Department should increase the linguistic diversity and cultural competence of its workforce.

Achievements:

Office of Deputy Commissioner reviewed and significantly revised the 103 DOC 503 Forced Movement of Inmates policy as well as the 103 CMR 505 Use of Force policy. The 103 CMR 505 Use of Force policy will undergo public hearing.

Office of Assistant Deputy Commissioner, Southern Sector, coordinated the use of the Edward J. Byrne grant from the Executive Office of Public Safety in the amount of \$243,807 for the purchase and installation of strategic video surveillance to respond to prisoner sexual violence. With a combination of matching operational funds the Department was able to install state of the art digitized video surveillance systems at three major facilities: Bridgewater State Hospital, Massachusetts Treatment Center and MCI-Framingham. Using a mixture of DOC maintenance personnel and a private contractor, the Department was able to maximize the use of this funding to install a total of 221 cameras at the three facilities. The digitized recorders attached to the cameras allow for long term storage of high quality digitized video surveillance records with the ability for instantaneous call back. This equipment will be a significant aid not only in deterring and investigating sexual violence in these three prisons but also in monitoring daily operations and hold-



ing inmates and staff accountable for their actions.

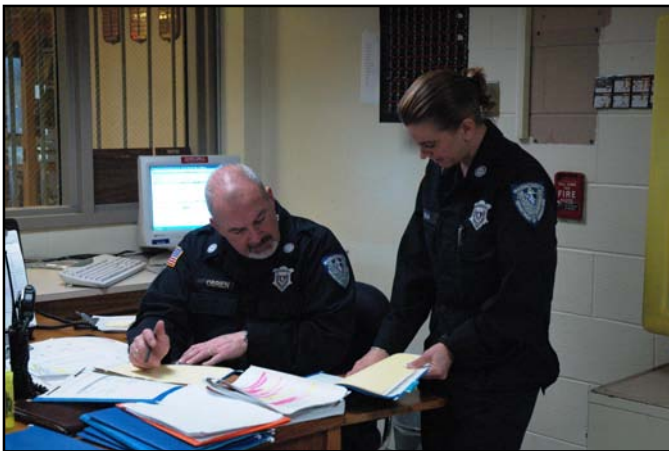
Central Inmate Disciplinary Unit implemented the revised inmate discipline regulations that became effective January 27, 2006. The Unit provides all state correctional institutions with hearing officers as needed to assist in the processing of more than 17,000 disciplinary reports written annually. Hearing officers serve as fair and impartial fact finders at administrative hearings regarding the disciplinary report and when appropriate impose disciplinary sanctions designed to maintain institutional safety and security while promoting positive inmate behavior change. The Unit provides specialized training and oversight on a regular basis Department-wide to hearing officers and institutional disciplinary officers. With the assistance of the Division of Staff Development, a revised training program for new recruits has been developed and implemented.

Classification Division managed the increase in operational bed space at MCI-Shirley Minimum (50 beds), Boston Pre-Release Center (50 beds), and Old Colony Correctional Center Minimum (50 beds) which more closely aligned the physical plants with the security needs of the inmate population.

Division of Resource Management has issued letters of request to Administration and Finance for the Department-wide Master Study, a Correctional Health Care Facility Study, and a Master Plan Study for the MCI-Framingham Complex. A Department-wide camera assessment was conducted and cameras were installed at the Massachusetts Treatment Center, Bridgewater State Hospital and MCI-Framingham.

Office of Administrative Resolution continued the implementation of system improvements in the grievance and communication processes. Statistical analysis revealed that changes in the system resulted in a significant improvement in the appropriateness and accuracy of grievance decisions. Data from 2003 to 2006 demonstrates a significant increase in the approval/partial approval rate of legitimate grievances. In 2003, the average was 9.1%. Following the implementation of the initial grievance system reform measures the rate rose to 20% in 2004 and 28.4% in 2005. The rate further increased to 31.8% in 2006, thus illustrating more fair and consistent practices.

Office of Inmate Risk and Placement oversaw the revision of the 103 CMR 420 Classification Regulations. A committee, which was comprised of selected staff from the Department of Correction along with representatives from the Massachusetts Parole Board, Sex Offender Registry Board, County Corrections and Massachusetts Correctional Legal Services, reviewed these regulations and made recommendations for revision. This regulation is pending for public hearing. The revisions provide for less frequent formal classification reviews for those not eligible for a transfer, a clearly stated appeal process, audit mandates and most importantly, the objective placement of inmates throughout the system based on a validated and reliable set of variables that are proven to predict prison adjustment.



Office of Investigative Services (OIS) provided training for all DOC staff performing internal investigations of staff misconduct and for managers who will review these investigations. Training covered the latest techniques and best practices for conducting an investigation, making findings and conclusions based upon the facts, applying facts to an analysis of whether laws, regulations, policies, procedures were followed and producing well-written and organized investigative reports that effectively and concisely communicate thorough findings. Facility management staff were trained on how to effectively add value to the quality of the final investigative product through active supervision, monitoring, assessment and review. Utilizing strategically identified data compiled in the newly implemented investigations database, OIS published monthly, quarterly and annual summary reports of complaint statistics pertaining to allegations of employee misconduct

that allow agency managers and facility superintendents to effectuate accountability through the timely identification of trends and training issues. In addition, OIS revised 103 DOC 518, "Investigations", and incorporated best practices in report writing and newly trained investigative techniques into a "user" friendly format for all DOC investigators; prioritized investigations for employees detached for suspected misconduct thereby achieving more rapid staff accountability; assisted the agency to implement the new objective classification system by completing all security risk reviews of inmates at risk for escape; and attained public safety mission by transferring gang database information to the Commonwealth's Gangnet system.

Program Services Division has written over the past year, as stated earlier, three new Requests for Responses (RFR's). Of note, all three RFR's require that a sufficient number of personnel providing direct services to inmates be bilingual in English and Spanish. Also, in the Residential and Non-Residential Treatment Services for Female Offenders RFR, there is an added emphasis that programming services be gender-responsive and that they incorporate a trauma-informed approach.

Special Operations Division established a separate database for Special Operations/Tactical Use of Force Packages and reviewed, revised and implemented 103 DOC 509, Chemical Agents/Specialty Impact Munitions/Distracton Devices.

Technology Services Division developed and implemented the enhancements to the IMS Disciplinary module and to the Phase I Grievance module. In addition, the Division created a data exchange model using XML standards for the release of data between the Department and Criminal Systems History Board.

Bridgewater State Hospital ensured that its physical plant is consistent with the security needs of the staff and inmate populations by making improvements to the video surveillance system including identification of areas of the institution where alleged incidents of abusive sexual contact occur, the purchase and installation of video surveillance equipment, and training of staff.

Lemuel Shattuck Hospital Correctional Unit became involved in an expansion project whose goal is to adequately protect and care for protective custody inmates and other inmates who may need separation from the general inmate population. The Design Phase has been completed. The construction project is planned to go out to bid in early FY07 and to be completed in nine months.

The Massachusetts Alcohol and Substance Abuse Center implemented a Privileging system as a means of dealing with behavioral issues. This system sets concrete guidelines for expected behaviors and corresponding privilege levels, is multidisciplinary and includes an appeal process.

MCI-Framingham experienced a decrease in property related grievances by 10% as a result of procedural changes recommended by the Property Committee. This decrease is significant given the increase in admissions and count. The new informal complaint process was developed and implemented in February and a monthly reporting system was put on line in May 2006. The new system enables the institution to resolve issues in advance of the formal grievance process and identify policy issues in a more timely manner.

MCI-Plymouth provided training to all staff in cultural awareness.

North Central Correctional Institution made changes to the operations, equipment, staffing patterns, physical design, training, and inmate access to programs in order to enhance security.

Northeastern Correctional Center installed exterior cameras to enhance the supervision of inmate movement between all buildings and the recreation areas.

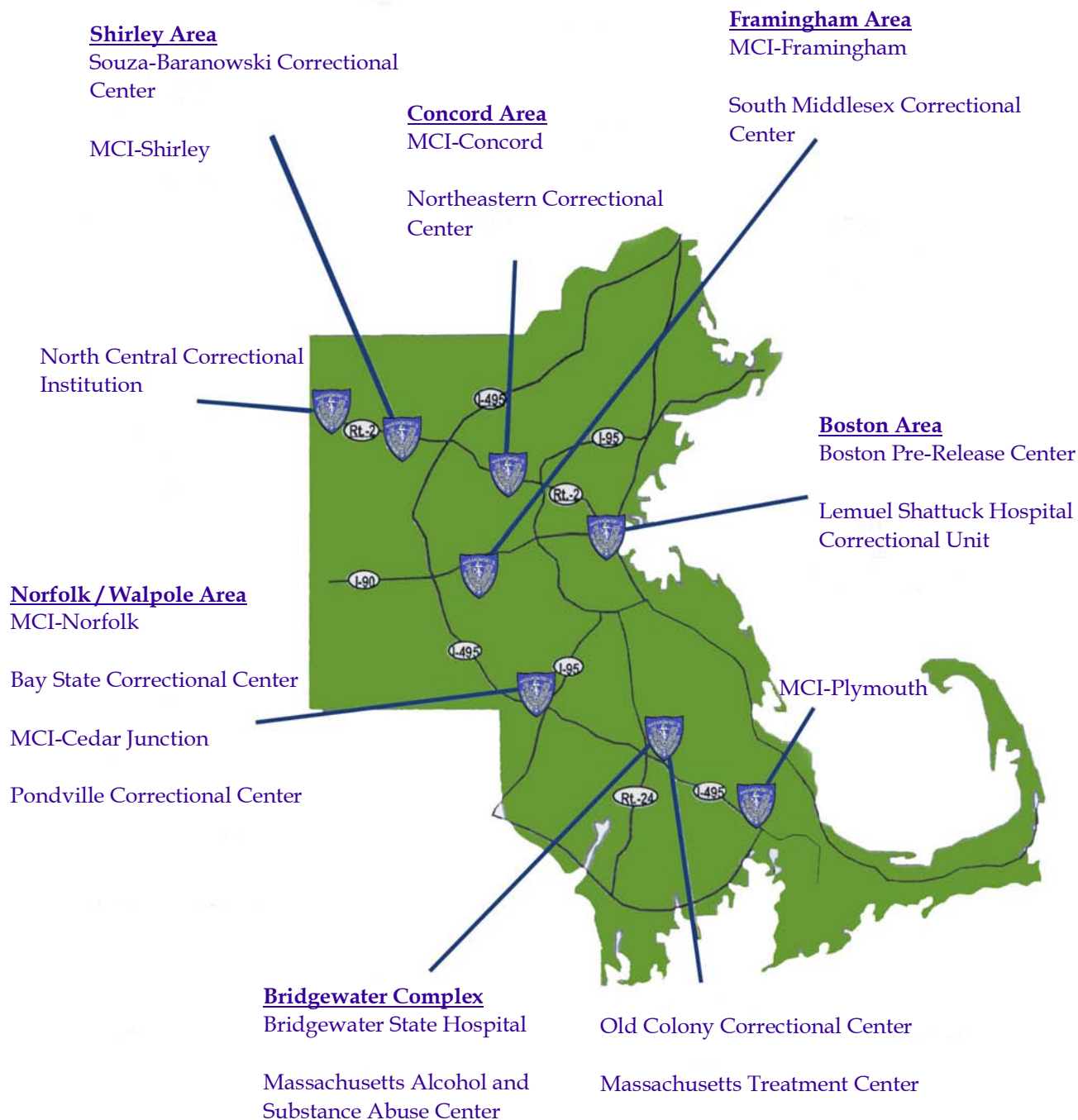
Old Colony Correctional Center opened a departmental protective custody unit and expanded programming and out of cell activity for this unit.





Souza Baranowski Correctional Center conducted a tool control audit and lock/key control audit. Additional security cameras were installed near the nurse protocol rooms and security improvements were made to the mailroom and weapons loading areas as a result of security audit recommendations.

DOC Facilities Map



DOC HEADLINES

The Family Reunification House: The DOC broke ground on November 27, 2006 at South Middlesex Correctional Center (SMCC) in Framingham for the foundation of a Family Reunification House, which is part of a parenting program providing offenders the skills and education to enhance their relationships with their children as well as help in their transition back to the community. This house will replace a trailer currently being used by incarcerated mothers for extended visits, including overnights and weekends, with their children. The Family Reunification House is being built with environmentally friendly “green panels” fabricated by the Building Trades Program at MCI-Shirley, a medium security men’s facility. The panels are being assembled at SMCC by an inmate work crew from Northeastern Correctional Center in Concord, a minimum/pre-release facility. Inmates are learning building trade skills which will help them find a job upon release. In addition to the housing panels, the Building Trades Program manufactures kitchen cabinets and bathroom vanities available for purchase by non-profit organizations that build low and moderate income housing, such as Habitat for Humanity affiliates and Community Development Corporations.

National Education for Assistance Dogs Services (NEADS) Prison Pup Program:

Since 1976, NEADS has served people with hearing or physical disabilities across America by training rescued dogs and donated puppies to assist them with everyday tasks. This service provides both adults and children an opportunity to live with more independence at home, at work and in school. Prior to the development of the Prison Pup Program, NEADS relied solely on foster families to raise and train the puppies. In 1998 NEADS partnered with the DOC to establish the Prison Pup Program at the North Central Correctional Institution in Gardner, MA. This unique and innovative program teaches inmates to

train puppies within the prison environment. The NEADS Prison Pup Program coordinators provide weekly supervision and training to the inmate handlers at the prison.

The prison provides an accelerated learning environment for the puppies because of the constant care, attention and training by the inmate handlers. Training time for the puppies has been reduced from 18 months to 12 months resulting in more dogs being trained and placed with disabled Americans.

The program enhances the climate of facilities while improving communication between inmates and staff because it provides such a positive focus for both. In addition, the pups’ presence reduces tension within the prison environment. Prison administrators frequently struggle to reduce inmate idleness and offer opportunities for positive change

while competing for budget dollars. The Prison Pup Program is one innovative solution to this challenge. The cost to operate the program within a prison is minimal. NEADS funding relies solely on the generosity of individuals, foundations and corporations.

Since its initial inception, the NEADS program has expanded to other minimum security facilities: the



Northeastern Correctional Center, MCI-Plymouth and Pondville Correctional Center. NEADS was also successfully introduced in a medium security female prison, MCI-Framingham. Plans are moving forward to further expand the program to two additional medium security male prisons within the DOC. A recent significant development for NEADS was their efforts to develop a Canines for Combat Vets Program. In August 2006, NEADS interviewed and accepted three candidates who sustained combat-related injuries in Iraq and Afghanistan. The first veteran received his service dog in October 2006. His puppy partner was trained by an inmate incarcerated at the Northeastern Correctional Center.

Volunteer Forums: Recognizing that volunteers are stakeholders in our public safety mission and that they provide valuable inmate programming inside our prisons, the DOC hosted two volunteer forums in November 2006, the purpose of which was to give volunteers an update on the DOC's progress in achieving full implementation of the 18 major recommendations contained in the GCCR Report. At each of the two forums, the 18 recommendations were grouped into one of the four topic areas (Leadership and Accountability; Fiscal Management; Public Safety and Reentry; and Fair and Consistent Policies and Procedures) and were presented by a panel of speakers. The program also included question and answer periods and opportunities for individual conversations with the DOC presenters. Volunteers expressed an interest in the accomplishments of as well as the challenges faced by the DOC and an interest in steps they can take to make programs effective and available for inmates, particularly regarding reentry.

Energy: In 2006 the DOC was involved in multiple energy saving initiatives. The continuation of the Department's internal Energy Saving Initiative has seen an additional 7.76% savings for 2006 as compared to last year. This brings the total savings since 2002 to almost a 50% in kilowatts savings. The department is in the process of completing two Chapter 25A projects at the Bridgewater and Norfolk/Walpole complexes. The savings resulting from these projects for electricity, water, steam and fuel have exceeded 50%. The Department was recognized by ISO New England with a Demand Response Achievement Award for its strong performance in reducing energy consumption and commitment to grid reliability.

In addition, the Department has received a \$40,000 grant for the installation and monitoring of a Met Tower (test tower for future Wind Turbine) at NCCI. The test tower will collect data for the next 10 months. The design size of the Wind Turbine to follow will be in the 1.0 to 1.2 mega watt range. This will produce about 90% of the facility's electricity needs.

Prison Rape Elimination Act (PREA): Under the Prison Rape Elimination Act (PREA) of 2003, the PREA Commission is to research and develop national standards for enhancing the detection, prevention, reduction and punishment of prison sexual assault. In March 2006, Commissioner Dennehy provided testimony at hearings convened by the Commission. During 2006, the DOC PREA committee developed for approval the DOC Strategic Plan for PREA Compliance which includes some 95 major recommendations. In addition, the committee developed 103 DOC 519, the Sexually Abusive Behavior Prevention and Intervention Policy. This will serve as the principal PREA policy statement detailing Department standards and definitions. Also in 2006, a Program Manager for PREA compliance was appointed. This PREA manager will organize and facilitate the DOC's comprehensive strategy to convert strategic objectives into actual practice throughout the Department.

In its 2006 report, "Addressing Sexual Violence in Prisons: A National Snapshot of Approaches and Highlights of Innovative Strategies", prepared by the Urban Institute for the National Institute of Justice, the Massachusetts Department of Corrections was nominated for best practice in the areas of prosecution and investigation of prisoner sexual violence, as well as staff training programs.

County Correctional Facility Audit Report 2006

I. Purpose

Pursuant to M.G.L. 127, Sections 1A and 1B, the Commissioner of Correction is responsible for conducting bi-annual inspections of all county correctional facilities. The Sheriff of each county is responsible for implementing and monitoring the requirements set forth in 103 CMR 900.00 through 999.00. The purpose of the bi-annual inspections is to advise appropriate county officials of any deficiencies identified regarding the standards found in 103 CMR 900 – 999.00 and to make recommendations for improvement. This process serves as a management tool for county correctional administrators to operate within the boundaries of 103 CMR 900.00 and to ensure safe and secure facilities for both staff and inmates alike.

To accomplish this mission the standards found in 103 CMR 900 are divided into four areas and one area, or cycle, is audited per year. Each cycle consists of an initial and a follow up audit to assess facility operations and to gauge compliance with applicable standards. The follow up audit is conducted six months after the initial audit in order to assess if corrective action was taken on deficiencies noted. As a response to the notice of non-compliance, each sheriff/ facility administrator is required to file with the Commissioner of Corrections, a written response to the audit report within a period of 60 days. The response shall include a plan of action and target date for completion for each standard noted as being out of compliance.

During calendar year 2006, the Policy Development and Compliance Unit conducted 13 county audits for cycle one standards and seven county audits for cycle two standards.

II. Cycle One Results

There were thirteen county inspections conducted and 624 total standards were assessed: The results were as follows:

Number of Cycle 1 Standards	Number of Non-Compliant Standards	Areas Assessed
1	0	Security and Control (medical tools only)
18	4	Medical
6	9	Classification
1	2	Compliance with regulations
9	13	Fire Safety
12	19	Sanitation
1	0	Admission/Orientation

Major Findings:

1. Sanitation (Standards 974.01 – 974.12)

Many facilities were found to be out of compliance with these standards due to outstanding issues addressed within the Department of Public Health Annual Inspection Report. Also, several facilities were found to be in non-compliance with violations relating to the required weekly and monthly sanitation inspections.

2. Fire Safety (Standards 973.01 – 973.10)

The control, use, and storage of toxic and caustic products were found to be in non-compliance at several of the facilities.

3. Classification (Standards 942.01 – 942.06)

Due to overcrowding, many of the facilities mix their populations of pre-trial detainees with sentenced inmates in the same housing units. Many facilities found in non-compliance with this standard have submitted waiver requests as a plan of action.

III. Cycle Two Results

There were seven county inspections conducted and 343 total standards were assessed. The results were as follows:

Number of Cycle 2 Standards	Number of Non-Compliant Standards	Areas Assessed
9	2	Administration and Management
8	2	Fiscal
6	2	Personnel
3	0	Management Information Systems
3	0	Research
9	5	Security and Control
1	0	Grievances
10	0	Mail

Major Findings:

1. Security and Control (924.01 – 924.09)

At several facilities, a variety of standards in this section were found to be non-compliant to include:

- Security and Control Management
- Inmate Movement
- Disorder Control and Communication Equipment
- Firearms, Ammunition, and Chemical Agents
- Physical Security Measures

2. Personnel (914.01 - 914.06)

Several facilities were found to be out of compliance with the required pre-employment physical/medical screening.

Northern Sector Facilities

John Marshall, Jr., Assistant Deputy Commissioner – Northern Sector

Northern Sector Correctional Facilities:

Boston Pre-Release Center
Linda Bartee, Superintendent
Opened: November 1972
Security Level: Minimum and Pre-Release
Count: 147

MCI-Concord
Peter Pepe, Superintendent
Opened: May 1878
Security Level: Medium
Count: 1,392

MCI-Framingham
Lynn Bissonnette, Superintendent
Opened: November 8, 1877
Security Level: Medium
Count: 721

North Central Correctional Institution
Steven O'Brien, Superintendent
Opened: June 18, 1981
Security Level: Medium and Minimum
Count: 970

Northeastern Correctional Center
James Saba, Superintendent
Opened: 1932
Security Level: Minimum and Pre-Release
Count: 265

South Middlesex Correctional Center
Kelly A. Ryan, Superintendent
Opened: 1976
Security Level: Minimum and Pre-Release
Count: 130

Souza Baranowski Correctional Center
Lois Russo, Superintendent
Opened: September 30, 1998
Security Level: Maximum
Count: 998

Lemuel Shattuck Hospital Correction Unit
James T. Walsh, Superintendent
Opened: 1974
Security Level: Medium
Count: 27

MCI-Shirley
Michael A. Thompson, Superintendent
Opened: July 1991
Security Level: Medium and Minimum
Count: 1,114

Southern Sector Facilities

Timothy Hall, Assistant Deputy Commissioner – Southern Sector

Southern Sector Correctional Facilities:

Baystate Correctional Center
Michael Corsini, Superintendent
Opened: 1976
Security Level: Medium
Count: 315

MCI-Norfolk
Luis Spencer, Superintendent
Opened: 1927
Security Level: Medium
Count: 1,428

Bridgewater State Hospital
Kenneth Nelson, Superintendent
Opened: 1974
Security Level: Medium
Count: 319 patients, 53 cadre

MCI-Plymouth
Paul E. Blaney, Superintendent
Opened: 1952
Security Level: Minimum
Count: 151

MCI-Cedar Junction
John Marshall, Interim Superintendent
Opened: 1956
Security Level: Maximum
Count: 716

Old Colony Correctional Center
Bernard Brady, Superintendent
Opened: 1987
Security Level: Medium and Minimum
Count: 764

Massachusetts Alcohol and Substance Abuse
Center
Karin Bergeron, Superintendent
Opened: 1992
Security Level: Medium
Count: 226

Pondville Correctional Center
Paul Ruane, Superintendent
Opened: 1974
Security Level: Minimum and Pre-Release
Count: 193

Massachusetts Treatment Center
Robert F. Murphy, Jr., Superintendent
Opened: 1986
Security Level: Medium
Count: 629

Awards and Accolades

Massachusetts Department of Correction 2006 Beyond Excellence Award Recipients

Department Employee of the Year
Betty Anne Gardner, Executive Assistant
Division of Human Resources

Employees of the Year

Headquarters - Betty Anne Gardner, Exec. Asst.
Bay State CC - Jeffrey Gonsalves, COI
Boston Pre-Release - John Coleman, COI
Bridgewater State Hosp. - Charles Lyons, COI
MCI-CJ - Patrick Barrett, Sgt.
MCI-Concord - James Britton, Plumb. Foreman
MCI-Framingham - Jason O'Hara, COI
MASAC - Frederick Fontaine III, COI
Mass. TC - Daniel Quinn, Dir. of Engin.
MCI-Norfolk - James Lawless, Sgt.
North Central CC - Ann Regan, COI
NECC - Peter Nadeau, CPOI
OCCC - Domingo DaSilva, Indust. Instruc.
MCI-Plymouth - Timothy Harrington, COI
Pondville CC - Mitzi Robinson, CPOI
LSH CU - Douglas Adams, Lt.
MCI-Shirley - Thomas J. Quinlivan, Captain
SMCC - Mark Yuille, CPOI
SBCC - Kevin Whippen, Lt.

Professional Excellence Awards

Administrator - Jeffrey Quick, Dir. DRM
Care & Custody - Robert Lashua, Lt. SBCC
Contract/Volunteer - Dawn Corson, DON
MCI-C
Office/Clerical - Susanne Johns, Admin.I BSH
Support Serv. - Karen Swank, Instruct. DSD
Tech./Maint. - Kenneth DeCosta, Indus.
Instr.III BSH

Special Recognition Awards

Charles Gaughan Award

Robert Boardman, Sgt., MASAC

Commissioner's Citation

Bonnie Burke, RN, UMCH
Victor Gregoire, SA Ther., MASAC
Gayle Lewis, RS Coord., MCI-Fram.

Humanitarian Award

Pamela Majka, Sgt., MASAC
Paul Phillips, Indus. Inst., BSH

Career Achievement Award

Michael DaPonte, Sgt. MCI-Fram.
Peter Heffernan, Deputy. Dir., HSD

Innovations in Public Safety Partnership Award

Alfred DeMaria, Jr., MD, Asst.
Comm., Dept. of Public Health

Deputy Superintendent of the Year

Gary Roden, MCI-Concord

Superintendent of the Year

Karin Bergeron, MASAC

Awards and Accolades Continued

2006 Massachusetts Performance Recognition Award

The Performance Recognition Program was developed to recognize Executive Branch employees who demonstrate exemplary work performance. Those employees are awarded the "Commonwealth Citation for Outstanding Performance." This year's recipients were:

Sharon Ficco, Central HQ
Dean Gray, NECC
Beverly Veglas, MCI CJ
Karen Swank, Div of Staff Development
Robin Borgestadt, DOC Legal
Thomas Baker, BSH
Dennis Butler, OCCC
Rebecca Lebeau, Reentry Services
Chris Gendreau, Central HQ
Mike Antunes, MTC
Mike Conceicao, MTC
Joseph Luiz. BSH
Pat Caffrey, Norfolk
Robert Lashua, SBCC
Oracle Development Group

2006 Massachusetts Institutional Volunteers of the Year

Charles Adams, MCI-Norfolk
Michiko Bailey, LSH Correctional Unit
Richard Carr, North Central Correctional Institute
Anne Marie Ellis, Boston Pre-Release Center
Fr. Martin Hyatt, Old Colony Correctional Center
Stephen MacLeod, Massachusetts Treatment Center
Mike Martel, MCI-Shirley
Anonymous A. A., Northeastern Correctional Center
Sandra O'Toole, MCI-Plymouth
Carol Peters, MCI-Concord
Jenny Phillips, Souza Baranowski Correctional Center
Monique Reed, MCI-Framingham

Love H. Ritchie, Pondville Correctional Center
Richard Schneider, MASAC
Steven Spitzer, Bay State Correctional Center
Stephen Stern, MCI-Cedar Junction
Laura Romeo, South Middlesex Correctional Center
Francis Whitty, Bridgewater State Hospital
John Wilson, Victim Services Unit